

Chuuk State Economic Development Commission

Chuuk State Strategic Development Plan

2018 to 2023



DRESCO Consulting: Roger Arnold
8/31/2016

CHUUK STATE STRATEGIC DEVELOPMENT PLAN



JOHNSON S. ELIMO
GOVERNOR

OFFICE OF THE GOVERNOR
STATE OF CHUUK
Federated States of Micronesia

MARIUS J. AKAPITO
LT. GOVERNOR



To the People of Chuuk State:

It gives me great pleasure to present to you the Chuuk State Strategic Development Plan. It is comprehensive plan developed by the Chuuk State Economic Development Commission. The purpose of this plan is to ensure that Chuuk follows a strict path toward development where the lives of its people continue to thrive today and tomorrow. The Chuuk State SDP is an evolving plan which would undergo evaluation every year with assessment and review within 2 ½ years and cycle ending every 5 years.

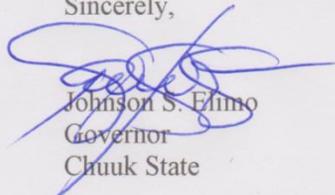
The Chuuk State SDP is an essential guide to understanding where we want to be in the future. And to get there, everyone must understand the course being set for us as well as their roles in this journey. There are many challenges we need to resolve as well as uncertainties we must be ready for. It is important that Chuuk State utilizes its limited resources effectively to focus on areas that can make the most impact in its development. This plan highlights those areas known as development sectors and their priorities.

Chuuk must begin to take ownership of its own course. It is important that we let go of our petty differences and work together to make Chuuk even greater. So I asked that you take time to read this plan and find where you can best serve to promulgate its implementation efforts.

Lastly, I wish to take this opportunity to convey my appreciation to the State Economic Policy Development Commission, particularly their Economist, Mr. Roger Arnold, for putting this Chuuk State SDP together.

I wish everyone all the best and may the good Lord guide us always.

Sincerely,



Johnson S. Elimo
Governor
Chuuk State

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Abbreviations

ADB	Asian Development Bank
AFT	Agriculture Food and Technology
AWOL	Absent Without Official Leave
C&I	Commerce and Industry
CAC	Chuuk Athletic Club
CCDP	Chuuk Community Development Program
CCPI	Caroline College of Pastoral Institute
CCS	Chuuk Conservation Society
CD	Communicable Disease
CDA	Chuuk Disables Association
CDMR	Chuuk Department of Marine Resources
CDOT	Chuuk Department of Transportation
CDPS	Chuuk Department of Public Safety
CFTI	Chuuk Fresh Tuna Incorporated
CHS	Chuuk High School
COFA	Compact of Free Association
COMET	College of Micronesia-FSM Entrance Test
COM-FSM	College of Micronesia – Federated States of Micronesia
COOP	Cooperative
CPUC	Chuuk Public Utility Corporation
CRE	Cooperative Research and Extension
CSCC	Chuuk State Chamber of Commerce
CSDA	Chuuk State Department of Agriculture
CSHI	Chuuk State Health Insurance
CSHS	Chuuk State Health Services
CSL	Chuuk State Legislature
CSSS	Chuuk State School System
CTE	Career Technical Education
CVB	Chuuk Visitors Bureau
CWC	Chuuk Women Council
CYC	Chuuk Youth Council
DCO	Disaster Coordinating Office
EDP	Economic Development Plan
EEZ	Exclusive Economic Zone
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization of the United Nation
FFA	Pacific Island Forum of Fisheries Agency
FSM	Federated States of Micronesia
FSMDB	Federated States of Micronesia Development Bank
FSMPC	Federated States of Micronesia Petro Corporation

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FSMTC	Federated States of Micronesia Telecommunication Company
GDP	Gross Domestic Product
GED	General Educational Development
GVB	Guam Visitors Bureau
HA	Health Assistant
HR	Human Resources
HS	Health Services
HTM	Hospitality Tourism Management
IDP	Infrastructure Development Plan
IOM	International Organization for Migrants
IPIC	Infrastructure Planning and Implementation Committee
IRPO	Institutional Planning and Research Office
JEMCO	Joint Economic Management Committee
JICA	Japan International Cooperation Agency
KORDI	Korea Oceanic Research and Development Institute
LTFE	Long Term Fiscal Framework
MIDA	Mortlock Island Development Authority
MIS	Management Information System
MOC	Micronesia Occupational College
MOU	Memorandum of Understanding
NCD	Non Communicable Diseases
NFC	National Fisheries Corporation
NGO	Non-Government Organization
NORMA	National Oceanic Resources Management Agency
NTFC	National Trade Facilitation Committee
NTP	National Tourism Policy
ODA	Overseas Development Assistance
OPS	Office of Planning and Statistics
OTEC	Ocean Thermal Energy Conversion
PAE	Party Allowable Efforts
PATS	Pohnpei Agriculture and Trade School
PCC	Palau Community College
PIHOA	Pacific Island Health Officers Association
PIMPAC	Pacific Islands Managed and Protected Area Community
PIO	Public Information Office
PNA	Parties of the Nauru Agreement
PROP	Pacific Islands Regional Oceanic Program
PTA	Parents Teachers Association
QA	Quality Assurance (Health Care)
R&D	Resources and Development
R&R	Retreat and Recreation
RMI	Republic of the Marshall Islands
SAMH	Substance Abuse and Mental Health

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SAMH	Substance Abuse and Mental Health
SBDC	Small Business Development Center
SDP	Strategic Development Plan
SLO	Student Learning Outcome
SPREP	Secretariat of the Pacific Regional Environment Program
STD	Sexually Transmitted Disease
STFC	State Trade Facilitation Committee
SWOT	Strengths Weaknesses Opportunities Threats
TC&I	Transportation Communication and Infrastructures
TTC	Truk Trading Company
TPI	Trust Territory of the Pacific Islands
UH	University of Hawaii
UNDP	United Nation Development Programme
UOG	University of Guam
URA	Unified Revenue Authority
USA	United States of America
USAPI	US affiliated Pacific Islands
USDA	United States Department of Agriculture
VDS	Vessel Days Scheme

SECTION I: Foreword

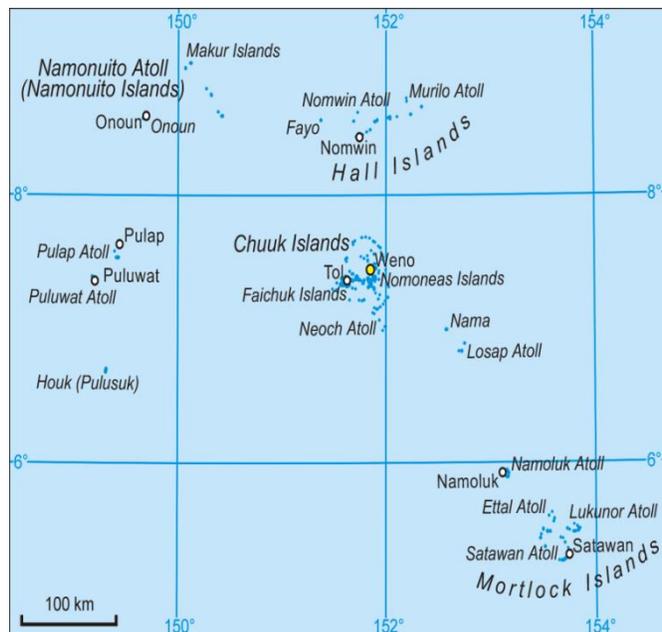
1. Chuuk State

1.1 Chuuk State Background

1. Chuuk is a cluster of raised reef islands surrounded by a lagoon and outer island atolls in Micronesia. It is situated in the western part of Micronesia. It is part of a group of islands in the region called the Caroline Islands, and a state in the Federated States of Micronesia (FSM). The FSM is a small Pacific nation with a population of about 102,000 in the Western Pacific Ocean. The nation attained self-governance in 1978 when three of the seven districts in the Trust Territory of the Pacific Islands ratified their constitutions to become the Federated States of Micronesia. These states include Chuuk, Pohnpei and Yap - later Kosrae.

1.1.1 Geographic features

2. Chuuk State is composed of a large lagoon, a large archipelago with mountainous islands surrounded by a string of islets on a barrier reef, and islands which are flat and small located outside the lagoon called 'Outer Islands'. The state is geographically divided into 5 regions: Northern Namoneas, Southern Namoneas, Faichuk, Mortlocks and Northwest Islands. Three of the regions are located within Chuuk State's large lagoon. Although it is the most populated state in the FSM, Chuuk State has only a total land area of 49.2 square miles. It has a vast ocean area separating many of its group of islands. Its large lagoon alone is 820 square miles. Chuuk's geographical feature is very unique compare to the other states which have very large central islands where majority of its populace reside. Its people are spread out on various islands within and outside its lagoon.



CHUUK'S MAP - © Wikimedia.org

1.1.2 Government

3. Governments of the FSM and its states are modeled after the United States system of government. The FSM National Government, which is equivalent to the US Federal Government, is based at the FSM capital - Palikir, in the state of Pohnpei. Similar to the national and other state governments, Chuuk has its own executive, legislative and judiciary bodies. The FSM established its state governments with high authority to run their own respective state matters autonomously. In fact most of the state governments in the FSM exceeded the size of the national government.

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- **4. Executive Branch:** A joint ticket of Governor and Lt. Governor is elected by 50%+1 votes from Chuuk State registered voters. They are allowed to serve office for no more than two terms. Each term duration is 4 years before reelection. Recent restructuring of state government departments has reduced the number down to 8 major departments: Administrative Services, Agriculture, Marine Resources, Health Services, Education, Public Safety, Attorney General Office and Transportation.

Note: there are other autonomous agencies and commissions governed by their own boards (e.g. Chuuk Visitors Bureau, Environment Protection Agency, Election Office, Personnel Office, etc.)

CHUUK STATE DEPARTMENTS

Dept. of Administrative Services	Dept. of Health Service	Dept. of Education	Dept. of Agriculture	Dept. of Transportation	Dept. of Marine Resources	Dept. of Public Safety	Attorney General Office
<ul style="list-style-type: none"> • Finance Office • Budget office • Div. of C&I • Public Affairs • Recreation office • ODA Office • Rural Development/Housing • Disaster Office 	<ul style="list-style-type: none"> • Chuuk Hospital • Public Health • Sanitation • SAMH • Dispensaries • Other Federal Programs 	<ul style="list-style-type: none"> • School Support • Special Head • Continuing Education • Scholarship Office 	<ul style="list-style-type: none"> • Forestry • Food Security • Commercial Agriculture • Quarantine 	<ul style="list-style-type: none"> • Chuuk State Airport • Public Works • Solid Waste • Sea Port Authority 	<ul style="list-style-type: none"> • Fisheries • Marine Surveillance and Protection • Research and Conservation 	<ul style="list-style-type: none"> • Correction • Traffic • Fire Unit • CI 	<ul style="list-style-type: none"> • Litigation • Prosecution
<ul style="list-style-type: none"> • Chuuk State recently passed new legislation to transform Disaster Central Office (DCO) to become Department of 							

- **5. Legislative Branch:** Chuuk State is the only state in the FSM that has a bicameral legislature (The Senate & The House of Representative). There are 10 senate members, two members per region - five regions all together. The House of Representatives aka 'The House' is comprised of officials elected within their respective districts. There are 13 districts total and the number of official seats for each district is based on its population size. All together there are 28 members of the House.
- **6. Judiciary Branch:** the judiciary system is the state court system with 5 seated State Justices including the State Chief Justice. Its appellate and state supreme courts are under same system but not inclusive of the municipal courts, which are sometimes apparent in some municipal governments.
- **7. Municipal governments:** Chuuk State has 40 municipalities with their own municipal governments. Each municipality has an elected mayor who acts as the executive body. The legislative side is with the municipal council. And the judiciary branch is with the municipal court, which usually has one or two presiding judges.

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- **8. Traditional Council:** Each inhabited island in Chuuk has a traditional leader known as “Soupwun’ who comes from a clan that ruled the island supposedly from the beginning of its settlement. These Soupwuns are equivalent to a chief. Chuuk State has a council of traditional leaders comprised of 42 active Soupwuns. This council is the strong hold of customs and traditions with great influence in the political process.

9. Chuuk State has over 40 scattered inhabited islands within and outside its lagoon. Majority of its small islands are in the ‘Outer Island’ regions (The Mortlocks and Northwest Regions). Chuuk’s population is over 50% of the FSM total population. The island of Weno is the center and capital of Chuuk State. It is situated on the northern part of Chuuk Lagoon.

1.1.3 People

10. The people of Chuuk are best known for their ability to persevere during times of hardships. They are resilient and adaptive to anything that comes their way. Fr. Hezel describes it perfectly in his published article by comparing Chuuk’s current situations (bad roads, power, etc.) to the traffic condition in the Philippines. Chuukese, even with their poor roads and unreliable public services, still managed to live their lives with content. The traffic in Manila although seemingly scary to those who just experienced it for the first time; the Philippines managed to have one of the lowest accident rates in the world.

1.1.4 Culture and Custom

11. The people of Chuuk are rich in culture and traditions. Many of its old ways are still seen in most parts of the state. It is a matrilineal society where lands and clan titles are handed down to women in the family.

12. “Even today the main social unit is the lineage group, descended from a woman and residing together on one or more parcels of land. The lineage group is usually broken down into two or three households. It retains the meeting house, or *uut*, that was originally the gathering place and living quarters for the unmarried males of the extended family. The symbol of unity in the lineage was once the cookhouse, where food was prepared for the entire extended family group. Although cookhouses can still be found in many places today, they are mostly used to prepare food for the household rather than the extended family.”¹

13. Chuuk has ‘Soufonu’ and ‘Sounono’. Soufonu are those who own the terrestrial lands and Sounono are those who own the reefs and shorelines. Chuuk is the only state in the FSM that allows its people to claim ownership of shores and reefs.

- **14. Food:** Many places in Chuuk State still rely heavily on subsistence base living. Foods grown on land and retrieved from the ocean are still big part of their daily routines. ‘Kon’, a pounded



KON - © Kevin’s South Mission

¹Fr. Francis Hezel, ‘Sustainable Human Development’ Mic-Sem Article

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breadfruit able to be edible for a week long is a popular source of starch for many Chuukese. Other preservation method of food such as 'Epot', fermented breadfruit can be stored for months and prepared for consumption.

- **15. Clothes:** Grass skirts are no longer the attires used by Chuukese today. Some outer islands still follow old tradition of being topless and wearing lava-lava. Chuuk has adopted a dress through missionaries influence called the 'Nikoudang'. It is similar to that of the Hawaiian 'Mumu' but bulkier to lessen the accentuation of female figure.
- **16. Language:** Chuukese is the native language. Each state in the FSM has its own dialect making communication very difficult. In Chuuk, majority of its regions have similarity in their dialect allowing easier communication but sometimes accent and pronunciation can be bit difficult to understand. Because of communication barriers, English has been adopted by the FSM as its official national language.

- **17. Arts and Crafts:** Much of the Chuuk's culture can be seen in their art works. The two handicrafts commonly associated with Chuuk are Tepwanu and Fanai. The Tepwanu otherwise Devil Mask is only seen in Chuukese artifacts. It was used during rituals to drive away bad spirits in villages. Fanai commonly known as Love-Stick is a hand crafted wood made into an identical pair of stick– used for dating ritual in Chuuk long ago.



HANDICRAFTS © CWC Chuuk

- **18. Knowledge and Tools:** Among the many tools and artifacts used in the old days by Chuukese, the most famous one is the traditional sailing canoe (Flying Proas). This canoe is sailed by traditional navigators around the islands without modern instruments. The Northwest islands in Chuuk are renowned for their skills in traditional navigation up until today. Hawaii and other areas in the Pacific have revived their knowledge of navigation through Chuuk's great school of navigation located on the islands of Pattiw.



TRADITIONAL CANOE - © Delightful Departure

- **19. Religion:** Although all Chuukese are Christians (50% Catholics and 50% Protestants), there are still signs of the old ways and beliefs. Chuukese in the past worshipped deities for various occasions and reasons. Worship of such sort is no longer acceptable but the use of traditional medicines is still practiced. Few churches in Chuuk frown upon this because of ritual practices which carry certain symbolisms of old beliefs.

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1.1.5 Weather

20. Chuuk State or more specifically Chuuk Lagoon is located just north of the equator (7.4167° N, 151.7833° E). It is with tropical setting, climate average between 81° to 86° with low at 77° Fahrenheit. Average rainfall is 9 inches a month. Trade winds come mainly from the northeast from December through June. Aside from the impending threat of rising sea level, Chuuk has its share of occasional natural occurrences. Typhoon comes through the island once every ten years. Its devastation revolves around strong wind. It was only in 2002 when Chuuk faced multiple landslides claiming the lives of over 40 people due to heavy rain.

1.1.6 History

21. The history of Chuuk mostly coincide with the other sister states of the FSM. Its revenant of where it is today comes from a rich history of settlement to annexation and even war.

- **22. Early Settlers:** The origin of Chuuk or Chuukese is [Austronesian ethnic group](#) in [Oceania](#). Other descendants include those of Asia and Africa. People first *settled Chuuk, Micronesia* about 3,500 to 2,000 years ago. They've lived in a matrilineal society governed by tribal system. Warfare takes precedence for territorial purpose which majority of its occurrences was in the lagoon islands.
- **23. Explorers and Traders:** As Europeans start exploring further into the Pacific Ocean, many new islands were discovered. Great explorers such as Ferdinand Magellan discovered Guam and Marianas in 1521. It was not until 200 years later that Chuuk along with many of the Western Caroline Islands see more European visits. They were beachcombers with longest stays they had was 4 months.
- **24. Colonial Time:** By 1886 the Spaniards claimed the Caroline Islands which were part of the Manila-based Spanish East Indies and began to exert political authority. Toward the 19th century there were more and more Europeans present in the islands. Spain was the dominant country controlling Marianas and the Philippines. Colonization of islands like Chuuk was driven by trades and missionary work. Chuuk was always identified as a hostile place to settle. It wasn't until the late 1800s that a Missionary by the name Robert Logan came to Chuuk.

25. In 1899 after US defeated Spain, Chuuk and all islands in the region except for Guam (US annex) under Spanish ruling were given to Germany. Germany continued to bring more trade to the islands which lead the settling of many foreigners in the island whom today have large descendants. Copra was the main trade crop during such time.



- **26. Japan Annexation:** After the end of World War I, Germany was ordered to hand over many of its colonies to other countries. Japan took control of the islands including Chuuk. During Japan occupation, it developed the island of Tonoas as capital. It created all the necessary infrastructures to make a place thrive. But immediately after its defeat in World War II along Germany, Japan surrendered control of the islands

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- **27. Naval occupation:** After WW II, US Navy took control of the islands including Chuuk for a brief period of time. Chuuk along with many of the islands were still looking for their sense of direction since they are no longer under the ruling of another country.
- **28. TTPI Time:** In 1957 the United Nation appointed the United States of America to administer the development of islands in Micronesia (Marshalls, Pohnpei, Chuuk, Marianas Islands and Palau) known as the Trust Territory of Pacific Islands. The main objective is assist the islands in their quest for self-determination however they wish to pursue. Congress of Micronesia was formed in hopes that the indigenous people of Micronesia will choose the way they wish to be governed. This result into the creation of CNMI, RMI, RP and FSM.
- **29. FSM Nation:** In 1978, 3 districts came together enacted their constitution to form the Federated State of Micronesia. Kosrae the 4th state in FSM split from being part of Pohnpei and became a state in the federation. It is an independent country with US ties.
- **30. Compact Era:** The Compact of Free Association Act of 1985 (Public Law 99-239) set forth a joint resolution between the United States and the Republic of the Marshall Islands and the Federated States of Micronesia (RMI/FSM) regarding the termination of the U.S. trusteeship over the former Trust Territory of the Pacific Islands (TTPI). The resolution further established the FSM and the RMI as independent nations, and established a special relationship between the United States and these nations. The Compact of Free Association between the United States and the RMI took effect on October 21, 1986, and the Compact of Free Association between the United States and the FSM took effect on November 3, 1986. The Compact of Free Association Amendments Act of 2003 (Public Law 108-188) amended the Compacts in a number of significant ways, including changes to the immigration provisions. The Compacts, as amended, became effective for the RMI on May 1, 2004, and for the FSM on June30, 2004.

31. Compact funding will cease by the year 2023. There is great uncertainty of what will take place after this. One thing for sure is that financial support may not be as good as it was before. Chuuk and the whole FSM must prepare themselves to face the impending fact that resources may become difficult therefore development process must take place to attain self-sufficiency.

2. Development Areas

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1. When it comes to development plan, there are three distinct areas to cover. They are: Social, Economic and Environmental areas. Some development plans in the past have swayed heavily toward one particular development area leaving the others idle. Chuuk State Strategic Development Plan will equally include all three three areas of development with the understanding that all three merit the SDP's development principles.

2.1 ECONOMIC AREA

2.1.1 Chuuk's Economy

2. The analysis of Chuuk's economy will only focus on conditions starting from the inception of COFA II. In 2003 Chuuk's GDP was \$83 million. By 2004 the estimated GDP went down to \$77 million. It continued to experience recession with decline rate

- *Recent seizing of typhoon funding (Chataan and Pongsona)*
- *Recent decline in COFA I funding*
- *Certain injected fund such as energy fund discontinued*

3. Chuuk experienced recession for the next 5 years since COFA II began. By 2008, Chuuk's GDP went as low as \$67 million. It is the lowest since the 1980s. This was a result of the decline in public sector spending and private sector activities.

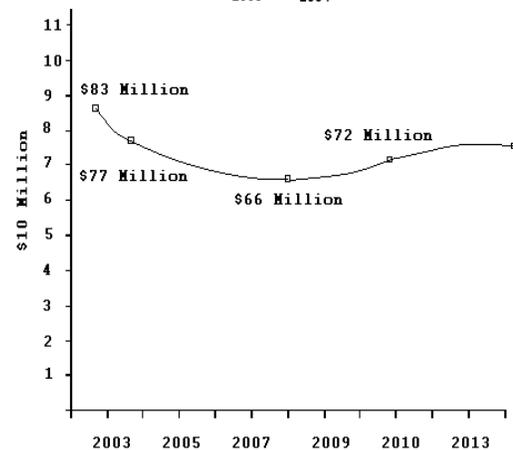
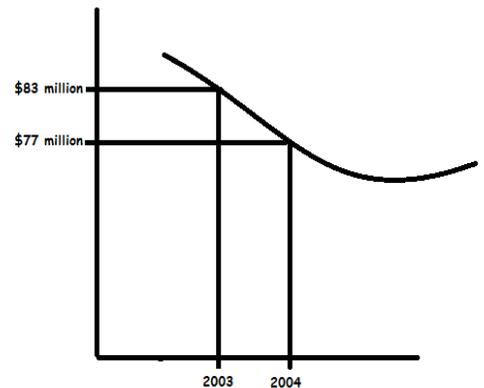
4. After 2008, Chuuk State began to see rise in its GDP. This was due to the improvement of the sectors grants allocations (see Appendix B). Chuuk State had adopted and implemented the Long Term Fiscal Framework (LTFF) requirements which allowed Chuuk to fully utilize funding sources from Compact II.

5. By 2010, Chuuk experienced 3% growth in its GDP. There was an increase in spending from both public and private sectors. Chuuk's economy grew at 1.1 percent. It experienced an expansion in the public sector by 4.4 percent and numbers of hours worked by civil servants increased.

Note: The World Market recession that year prevent private sector growth.

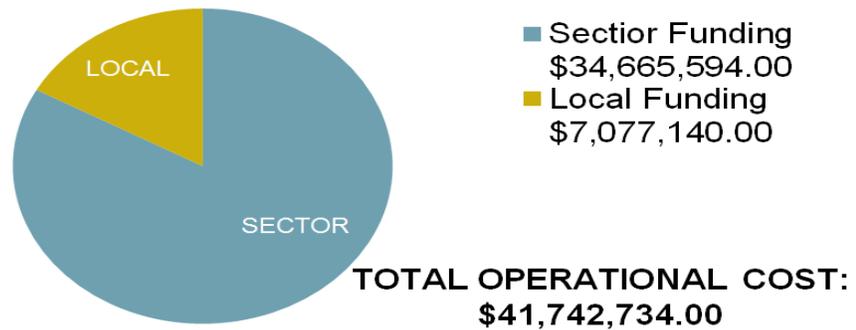
6. Subsequent years, Chuuk experienced very little growth. Analysts have forecasted the decrement in compact funding (\$1.7 million each step down) to hinder government spending with little private sector growth.

CHUUK ECONOMIC PERFORMANCE - © DRESCO Economic analysis report



ECONOMIC PERFORMANCE CHUUK - © DRESCO Economic analysis report

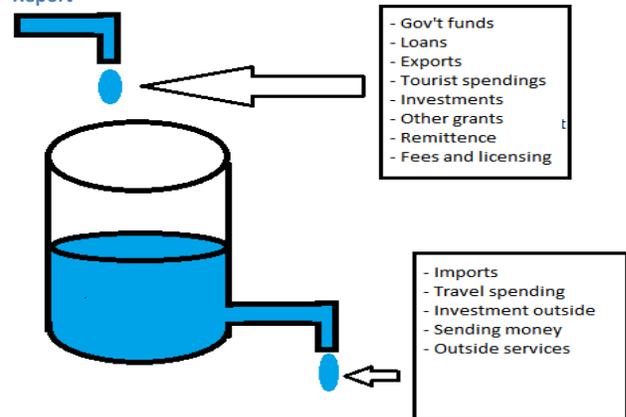
Chuuk FY 2015 Annual Budget - © C&I Report



7. Although there may be a strong suggestion of growth in the economy based on increase of activities in constructions, the fact remains - sector funding will continue to decline over the years. FY 2017 approximately \$1.7 million will decrease in its sector funding and another \$1.7 million in 2020.

8. According to senior expert Mr. Masashi Namekawa of JICA, Chuuk Real GDP per capita rank the lowest in the FSM compared to highest (Yap) which is three times bigger. This should be obvious with the size of Chuuk’s population compared to other states. It was also noted that many of the analysis are based of raw and limited data. This means many of them are based on pure speculation.

CASH FLOW IN CHUUK'S ECONOMY - © DRESCO Trade and Investment Report



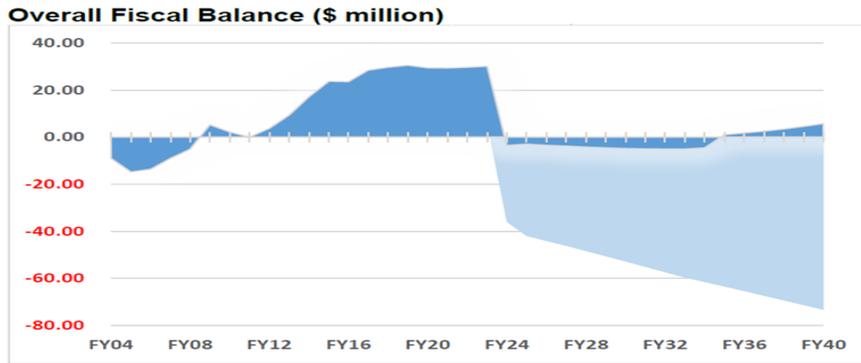
“With the uncertainty of what Chuuk will be like after 2023, Chuuk needs to straighten up its act to move to self-sustaining and sufficiency. It would not be easy but it must be done.” Mr. Peter Aten, Chief of C&I

2.1.2 Government Spending

9. After 2023, Chuuk will need to find other source(s) to fund the nearly \$30 million budget deficit it would incur after compact sector funds seize. In the LTFF, Chuuk State government is mandated to steadily reduce its operation costs hoping the impacts would be lessen. RIF (Reduction-in-Force) would be mandatory for many sector areas such as Education and Health. Experts have already predicted the devastating impact it would have on the economy as reductions are being made toward government spending and disposable incomes.

Development Areas

10. The push toward self-sufficiency would require stronger disciplinary measures and growth in certain areas to counter the loss in government funding. The attempt to tax those living abroad was created to allow Chuuk to have item on its income statement – allowing Chuuk to access loan for future support. Such attempt was rejected due to public disapproval.



Fiscal Cliff Chuuk - ©Chuuk Budget Office

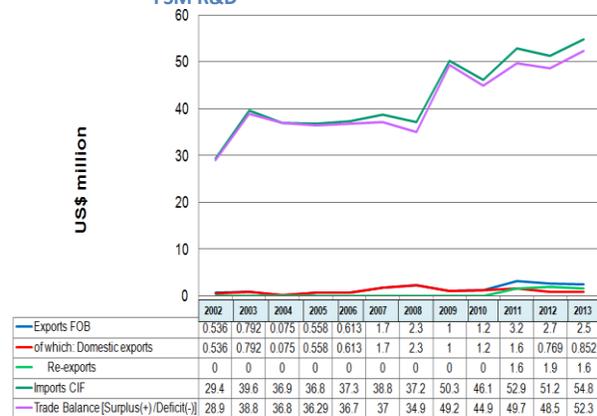
12. It is important that loans are made available to promulgate economic development. According to FSMDB, it has begun to look into priority areas to facilitate the development effort for FSM. These include: Tourism services, fisheries, commercial agriculture toward exports & import substitution, manufacturing and other services. If disposable income continues to crunch, there may be a shift in consumer base. Banks must be prepared to handle the sudden increase in number of people wanting to enter self-generating income activities in private sector.

Note: Subsistence led income generation can be factored in to assist in countering high unemployment rate in Chuuk during sector funds depletion. Soft landing initiative was a failure because it did not link those people to support units such as banks, business training programs and so forth.

2.1.4 Trades (Exports vs. Imports)

13 No matter how it is perceived, Chuuk has grown too dependent on imported goods. The FSM itself has a trade deficit of over \$160 million. Chuuk is within the national average which is still very high. In 2013 statistics, it showed Chuuk exports at @ \$2.4 million while imports were at a staggering number of over \$50 million. Fisheries, commercial agriculture and other manufacturers are chosen to be the main industries in the pursuit of export expansion in Chuuk.

CHUUK TRADE IN GOODS 2002-2013 © C&I with FSM R&D



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Exports FOB	0.536	0.792	0.075	0.558	0.613	1.7	2.3	1	1.2	3.2	2.7	2.5
of which: Domestic exports	0.536	0.792	0.075	0.558	0.613	1.7	2.3	1	1.2	1.6	0.769	0.852
Re-exports	0	0	0	0	0	0	0	0	0	1.6	1.9	1.6
Imports CIF	29.4	39.6	36.9	36.8	37.3	38.8	37.2	50.3	46.1	52.9	51.2	54.8
Trade Balance [Surplus(+)/Deficit(-)]	28.9	38.8	36.8	36.29	36.7	37	34.9	49.2	44.9	49.7	48.5	52.3

14. Fisheries export efforts are done with mainly near shore fishing which majority being reef and deep sea fishes along with invertebrates. In the early 2000 many joint ventures were created for sea cucumbers and grouper fish exports. Such activities discontinued due to recent discoveries of over exploitation and unmanaged efforts done by the exporters. Other markets like Guam and Hawaii with many Chuukese residing have been the targeted for exports of fresh marine lives. Such activity relied heavily on air freight which capacity is very limited.

'Chuuk is only allocated 6 tons of air freight per week through United Airlines' Source – interview with United Airlines cargo agent

15. Commercial agriculture export is very small. Cooked local foods are the main sources of export in agriculture sector. It too targets niche market of Chuukese residing in Guam and Hawaii. Similar to fisheries export, agriculture products are transported via air freight. The 6 tons allocated for Chuuk per week is shared between agriculture, fisheries and others.

16. Manufacturers This area constitutes 15% of exports in Chuuk. This includes exports made from sewed garments usually dresses and skirts, handicrafts and so forth.

2.1.5 Tourist spending

17. Majority of tourists coming to Chuuk have always been divers. Chuuk's own enclosed lagoon is home to the world largest WWII underwater wrecks. Many diving enthusiasts have longed to scuba dive these wrecks. With limited accommodations and infrastructure supports, Chuuk has never fully capitalized on its main attraction. Unless more investments are done to support the improvement of accommodations and infrastructures, Chuuk will not fully benefit from this very prestigious attraction. And this cachet attraction will not be around for long as a study shown, its life-span is 25 years or less.

*Diver in Chuuk getting ready to dive -
© scubadiveasia.com*



18. With its main attraction slowly deteriorating, Chuuk needs to develop other attractions to make visitors want to come to the islands. CVB in collaboration with Chuuk State Division of Commerce and Industry have identified historical/cultural & natural attractions as alternate areas to develop for different tourist markets. Chuuk State priorities and specifics have been inserted into the National Tourism Plan. Recreational/sports tourism is also being considered.

19. Chuuk State tourist number per annum makes up just above 50% of the total annual tourists to FSM. Growth in the tourist industry for all states in the FSM has been meager with average of -1.7 annual growth rates. The FSM has in 2013 12,714 compared to 16,058 in 1997.

20. The impacts or benefits of tourist within an economy are generally perceived with the number of tourist times the average amount of spending per tourist times some kind of multiplier (base on MPS).

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Tourism impact on economy = 6,000 x \$1,000 x 1.3

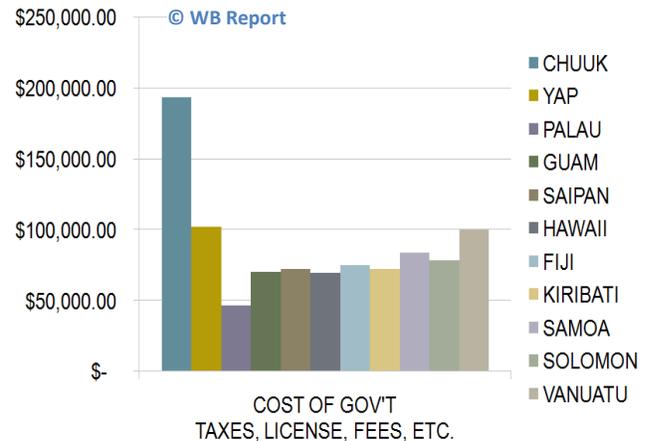
21. Technically tourism generate close to \$5 and \$8 million in earnings for Chuuk State. Chuuk visitors markets include US, Japan, Australia and Europe. Detail on tourism stats available in Appendix C.

2.1.6 Investment

22. A more conservative approach has been recommended as the best direction to take since Chuuk is adopting a more sustainable and subtle approach toward its development. This is an acceptable viewpoint by many leaders because of the uncertainty toward what social and cultural impacts may occur during development. But realistically, Chuuk must realize that with development there must be costs.

'You can't have your cake and eat it too' popular idiomatic proverb

23. According to a recent study done by World Bank, FSM generally has an unfriendly environment for foreign investment. There is great uncertainty of stability and security for those willing to invest money in FSM including Chuuk State. Fees and licenses toward investors ranked very high in terms of cost per investors. Table across shows just that, courtesy of Chuuk Division of Commerce and Industry.



24. Chuuk looks forward to up-the-ante on attracting more investors to the islands. But what kind of investors is Chuuk looking for? C&I with support from CSCC and CSEPDC, created a list of the types of investment it would advocate and allow leeway to promote their establishments in the state. These include: Tourism, fisheries for on shore activities, commercial agriculture and other services investors. As of 2015, Chuuk State has over 20 registered foreign owned businesses. Majority are in the general retail and wholesale ventures. There are 2 in the service business and tourism. There are no foreign investors in fisheries and agriculture.

25. At the FSM National level, the fleets (bi-lateral partners) fishing in FSM water are being scrutinized for not doing much in creating economic benefits for the nation. The National Oceanic Resource Management Agency, FSM agency that manages fisheries with its EEZ, has debut efforts to push for more onshore investment within the states. The VDS (Vessel Day Scheme) a system created under the PNA (Parties of the Nauru Agreement) has successfully increase revenue generated for all members with over 200%. In the recent fisheries seminar held in July of 2016, the concept of offering good concessions to fishing companies who are willing to do activities that provide substantial economic benefits to the local economy was introduced. Chuuk should push

forth on creating its investment policy and priorities to pinpoint what FSM can do for Chuuk in terms of economic benefits. FSM invest nearly \$20 million each year on fisheries development. How much this is placed directly in Chuuk is very small.

2.1.7 Grants

26. Chuuk State like all the other states in FSM is eager to take advantage of the available grants out there for development. To name few known ones supporting certain projects and activities for the State, they are: a) *US Federal grants* funneled through the National Government, b) *JICA* grants which funds technical supports and equipment purchases (Goods and Services), c) the SGP program from *UNDP* funding environment and community support activities and projects and d) *Australian and Canadian grants* which emphasize development at the grass root level.



27. ODA office has developed a list of grants available to the FSM and its states. National and all the states governments have collaboratively worked together to identify their current specifics. Chuuk State has identified two specifics:

- **28. *Circumferential Weno Road*** – the road pavement for Weno road is recommended to be extended where both ends of road meets with additional secondary roads included.
- **29. *Athletic Complex*** – a multi-purpose sports facility will be built over the current field. (note: previous proposal was a field vessel to service Chuuk’s outer islands which was later recommended as a National specific instead)

30. To propagate impacts of grants on Chuuk’s economy, many communities and groups should take the initiative in organizing themselves. Community based projects are highly endorsed by many grants for effective impacts and better monitoring. Various environment sectors including C&I have made it their priority to pinpoint groups to advent projects that support environmental, social and economic development.

2.1.8 Remittance

31. Chuuk has seen growth in remittance over the past decade. The Compact of Free Association permits FSM citizens to enter US at their discretion. In the early 1990s many Chuukese settled in Guam, Hawaii and many parts of Mainland US. Many hoped to find better opportunities and benefits not available to them at home. Good paying jobs along with better education and health services are those opportunities being sought. Today, many have proliferated and began to support love ones back home via remittance.

32. Statistics in remittance activities in Chuuk just like the rest of FSM are not fully accounted for or collected. It is a new service in the region therefore policies and methods of acquiring data are yet to be in place. According to Economist Norio from ADB.

Indicators:

- 33. (Better Jobs)** Increase in the number of Chuukese residing in US can have direct correlation with remittance number but bare some fallacy. Micronesians Empowerment suggested in their program promotion that once someone undergoes their training, he or she would acquire a job which automatically allows them to send money to love ones back home. But further analysis on the outcome of such claim concluded that sending money back home requires some financial capabilities and stabilities. Entry level jobs can be difficult to live off let alone supporting love ones back home. (survey study @ via Guam and Hawaii)
- 34. (Improvement of services)** There has to be an increase in numbers and improve services of money transfer services in Chuuk. In random interviews conducted by C&I on the remittance services in Chuuk, one thing was commonly mentioned is the lack of adequate funds given by service providers like Western Union and Money Gram. According to the agents for the two money transfer companies, this lack of funding is a result of two things. First, local banks are not supporting the agents by denying access to more cash on hand. Secondly, the reimbursement process of giving out money takes a little while due to many players in the process. Chuuk just like the rest of the FSM and the region is subject under one agent contract which is subcontracted to other sub agents. Everything has to wait until regional agent is cleared from the main company. These issues are resolvable but narrate toward more of a national initiative or effort.

Philippines Trade	Last	Previous	Highest	Lowest	Unit
Balance of Trade	2638000.00	603000.00	1144700.00	-2638000.00	USD Thousand [+]
Exports	4187270.30	4659513.15	5931591.34	23000.00	USD Thousand [+]
Imports	6825210.00	4056487.07	6845663.19	37084.30	USD Thousand [+]
Current Account	3157.13	540.04	3157.13	-1179.40	USD Million [+]
Current Account to GDP	2.90	3.80	5.80	-7.70	percent [+]
External Debt	77474.07	77673.71	79949.42	20893.00	USD Million [+]
Capital Flows	7.89	7.36	93.66	-35.31	USD Million [+]
Remittances	2022446.40	2470164.00	2470164.00	64208.00	USD Thousand [+]
Tourist Arrivals	542258.00	480689.00	489724.00	63628.00	[+]
Gold Reserves	195.80	195.60	274.42	126.89	Tonnes [+]
Terrorism Index	7.27	7.20	7.27	5.78	[+]
Foreign Direct Investment	138618.00	48571.00	230215.00	3959.00	PHP Million [+]
Crude Oil Production	20.00	38.00	40.00	0.79	BBL/D/1K [+]

Philippines Trades (Remittance) © advisoranalyst.com

- 35. (Rising unemployment)** Unemployment rate in Chuuk is high. Again, subsistence base economy has always been the ramification of countering the effects of unemployment. Remittance has evolved to play a critical role in the process of support and replenishments. Chuuk should look toward improving grass roots participation in income generating activities.

36. Take a look at the Philippines for instance. Nearly 30% of its inflow of cash to its economy is driven by remittance. It is a staggering number which has paved the way to the increase in production and development of the Philippines' economy.

37. Remittance in Chuuk and perhaps the rest of the FSM still lack the system of collecting accurate data to validate actual figures. Current money transfer providers like Western Union and Money Gram most likely can provide such data. But the failure lies with commercial banks

which have high restriction to accessing information. Bank of Guam is highly preferential by Chuukese living in Guam and Saipan for faster and secure transfer. Since banking regulation is a national issue, it is FSM National government's responsibility to create policies and procedures to collect vital information.

2.1.9 Taxes and levies

38. Generally taxes and levies are the main sources of income that help fund government operation. For the Chuuk State's local revenue that hasn't been the case (average \$7 million per annum). The bigger the economic base the bigger the revenue generated from taxes and perhaps licensing as well. According to a statement made by the Chuuk Tax and Revenue Division, it is important that Chuuk beef up its tax collection effort.

39. "On April 19, 2011, Congressional Bill No. 16-154 was signed into law and became Public Law No. 16-75, which amends Title 54 of the FSM Code and establishes a Unified Revenue Authority (URA) that is responsible for the administration of tax laws for the National and State Governments. This law is a forerunner of a legislation package being considered in Congress as well as the State Legislatures to implement the nation-wide tax reforms. A one-year transitional period is built into the URA Act to allow for a smooth transition to the new tax administration arrangement." (FSM PIO press release June 7, 2011) This was an effort imposed by previous administration which is no longer a priority at this time.

40. Increasing taxes and levies is an option Chuuk may take if the circumstance is doable. In the past, Chuuk on-shore activities such as stevedoring and transshipment faced demise when leaders decided to impose higher taxes to foreign fleets. Yes, there may be other factors but the fees pushed things pretty much over the edge. So given the situation of the economy, levying higher taxes and fees may create crunch on disposable income which can heighten more tax evasions or black market dealings.

2.2 SOCIAL AREA

2.2.1 Social Development

41. Social area encompasses an array of segments which link and benefit people and communities. These segments include health, education, food security, public safety, culture & customs, gender role, youth, infrastructures and so forth. All of which can help support social development in Chuuk.

"Social development is about putting people at the center of development. This means a commitment that development processes need to benefit people, particularly but not only the poor, but also recognition that people, and the way they interact in groups and society, and the norms that facilitates such interaction, shape development processes." (Indices of Social Development; International Institute of Social Studies)

2.2.2 Health

42. Social development includes the health condition of the people. It is important to look at the current dietary fulfillment of their daily consumptions. Obesity and unhealthy lifestyle contributes to the increase of Non-communicable diseases in Chuuk. For the children, risk of malnutrition or vitamin deficiency is high. A statewide survey of 455 children showed “Fourteen percent of the children had a history of night blindness and 6% had Bitot's spots on examination. Nearly half of the children (46%) had abnormal CIC-A status reflecting subclinical vitamin A deficiency”. This was categorized as a serious public health problem in Chuuk.



Volunteer Doctor at Chuuk Hospital ©army.mil

43. Those in health sector must also be proactive in countering threats of diseases introduced into the environment. Global epidemics continue to pop up around the world. The latest being *Zika*, a virus transmitted by mosquito bites or fluid exchange. Public awareness and vaccination program are done to limit spreads and contraction of transmittable diseases. Chuuk would occasionally get outbreak of flues due to change in weather patterns. Also in the past, Chuuk had the Cholera outbreak which many health professions believed to have been from poor hygiene and unsanitary settings within communities. (water, garbage, etc.)

2.2.3 Education

44. Social development takes into account education. It can be as simple as looking at the innumeracy and illiteracy level of the people. Basic standard knowledge must exist among members of community. These are abilities to read, write, and calculate. Although some places might find this seemingly mundane and arbitrary, there are places where its citizen especially young people are deprived from basic education. Chuuk State School System currently assures that educational opportunity is available to all Chuukese. Primary and Secondary educations are available and spreads throughout the state.

45. According to a paper presented at the 2012 Chuuk State Leadership Conference by the Chuuk State Workforce Development Taskforce, Chuuk has problems with high number of drop outs and the low number of high school graduates pursuing post-secondary education and/or training. The paper further stipulated that such problem can lead to social issues of high number of youth at risk and unskilled labor force. It was then concluded that to counter the issues, training and bridging programs must be created. They are as follow:

No.	Program	Target	Status
1	CRE-Chuuk, Skill Enhancement Program	Women and grass roots	On-going
2	CWC entrepreneur training	Women	On-going
3	CSSS GED program	Dropouts	Proposed / revived

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4	COM-FSM Agriculture program	All	Proposed
5	CSSS Bridging program	HS graduates	Proposed
6	CCDP life skills	Youth at risk	Proposed

46. Chuuk State is the only state in FSM that has two accredited post-secondary institutions. They are the College of Micronesia – FSM Chuuk Campus and the College of the Caroline and Pastoral Institute. Their enrollments each year is limited to either space or passing of entrance tests. According COM-FSM admission office, its entrance test (COMET) turns away nearly 200 graduates from Chuuk each year due to low scores. As this number continues, it will hinder many lives on opportunities and the productivity level of future generations.

47. Even if education is made available throughout Chuuk, getting young people to stay in school is a challenge. Truancy Law is not enforced. In a statewide community priority survey indicates education to be less than other social needs. CSSS has proposed an effort to bring communities into the effort by sponsoring their respective schools. In the early 1990s, similar program like the CSM (Community School Management) program was introduced purposely to connect schools with communities.

2.2.4 Food Security

48. Chuukese relies heavily on land and sea for their food sources. Guaranteeing Chuuk to have sufficient supply of food can be challenging. These challenges include change in climate, higher import dependency, rise in commerce, and decline in subsistence practices. All of these can be remedied through collaborative and partnership of communities with respective government agencies and NGOs.

49. Climate change is an impending occurrence which has both long term and short term impacts. Rising sea level for instance has caused damages toward many flat islands in Chuuk State. Taro patches located near the shores have been affected by the increase of salt content. Typhoon on the other hand which has a shorter term effect can create severe damages including destruction of terrestrial crops. March of 2015 Chuuk faced the devastation blow of Typhoon Maysak. Although typhoon occurrences usually take place every 10 years, they can leave the islands barren. (Recovery of crops can take up to two years or more – IOM)

50. Chuuk like many islands in the Pacific has grown accustomed to food from the outside. Basic food starches such as taro and breadfruit have long been replaced with imported rice and flour. Rice and canned goods were first introduced during the Japanese occupations. Then when TTPI came in with food programs from USDA, dependency and taste for foreign food products increased. As government jobs and private sector grew so did income opportunities which heightened the demand for more imported foreign food. The most imported food in FSM are rice, ramen, flour, and canned meat. Today imported food consumption in Chuuk out numbers local food consumption 17 to 1 according to Chuuk State Department of Agriculture.



Common imported food – Chuuk

“Although increase of imported food has triggered many health crisis in Chuuk, it has some positive implications toward smaller islands. Islands like mine, the population has grown too large to support. Many have migrated to bigger islands and have relied solely on cash income to sustain their daily consumptions. Imported food is their major food source at this time” Mayor of small municipality in Chuuk (choose to be anonymous)

51. Increasing cash dependency has led to the decline in subsistence base economy. Local food and fish dependencies are often supported by traditional farming and local artisan efforts. Obligation for harvest season which involves the whole village to participate is rarely practiced. This is simply because more and more people have grown accustomed to cash base living. Local artisan going out to fish is not driven by feeding the village or community, but rather to sell their catches to local fish markets for cash. Traditional farmers are also soliciting income from their activities.

2.2.5 Public Safety and Law enforcement

52. In society, a governing body exists to serve and protect its people. This is done through laws being in place, imposed and enforced. The governing body can only be effective if it has public support and is driven with less interests and no corruptions. Chuuk State has been hammered (no pun intended) with innuendos and stereotypes. Many have prolifically placed such saying as ‘Only in Chuuk’ OIC in their rhetoric fueling a negative image of Chuuk.

53. According to Chuuk State Chief of Police Mr. Karson Rizal, crime occurrences have been confined between locals. Crime against visitors or tourists is a rare incident. But he does concur that crime have escalated with the introduction of weapons such as ‘Pare’ or ‘Finipin’ which is form of sling slot with a sharp carved rebar as ammunition. This is common among younger people in Chuuk which has severely injured many and brutally claimed many lives.

Finipin or Pare ©CVB



54. Chuuk State Department of Public Safety receives very little attention when it comes to funding. Its only building housed all of its divisions including traffic, fire and correctional divisions. With its limited resources, it has depended on municipal police to assist in patrolling and maintaining peace and order in the communities. But sometimes cooperation and collaboration can be difficult since adequate trainings are not given to municipal police. Enforcement of laws and regulation is a difficult task for CDPS, not to mention the geographic features of Chuuk State which make coverage very difficult.

55. Chuuk will need to create a model which would allow extensive collaboration for wider range of law enforcement. Due process is sometime being questioned. Many have expressed their anger toward unsolved cases or cases that have been rigged or buried because of interests and ties.

56. The proclivity of a perfectly oiled society or utopia is perhaps just a pipe dream. Given the many crisis and injustices in the world, one can be so lucky to live in a place with no war or famine or tyranny. Chuuk perhaps still have a long way to evolve and be more subservient to laws and

order. But given the condition it is in - compared to other places in the world, Chuuk is doing okay so far.

2.2.6 Culture and Customs

57. Culture and customs are part of society. They have been around since the beginning. They were established for the purpose of maintaining the way of life for societies. During interaction with another culture; adaptation and changes take place. In Chuuk, influences on its culture begun during the arrival of Westerners and other annexed groups in the past. Today, although there are still certain practices seen, many have either been replaced or lost.

58. Taking on a new culture and relinquishing your own is not good path to take. It is always recommended to adopt what is good from both sides. In today's world, it would be quite difficult to avoid the outside world. With today's technology and the increasing trade dependency among countries, constant interactions with outside world are made routinely and unavoidable.

59. Culture and customs are established to benefit society. Here are some that have been proven to be beneficial for Chuuk then and now:

- **60. *Fairow*:** it is a Chuukese word for respect which is seen in many areas including architectures, the language, and postures. The traditional houses for instance, entrances are made very low symbolizing ones entry to one's home would require to 'roro' meaning squatting or walk on the knees before entering one's home (Respect). Also, in its language Chuukese have restrictions toward what can be said in certain areas or places. And customs also place restrictions on posture -the places where people sit and stand are important. e.g. *Women are seated in lower seats when they have male relatives around.*

61. According to Ms. Linda Mori-Hartman who has ran the 'Chuuk Fairo Program' for over 30 years, customs and tradition have been lost due to inability of passing down the practice and knowledge. Parents are too busy with work so they neglect to instill those cultural knowledge into their children. High percentage of loss in traditions and customs is with those living abroad. She expressed the importance of culture because it allows young people to be respectful to elders and authorities. Chuuk has experienced the escalating delinquency among its youth. Many social-work people believe to have been attributed by the decreasing appreciation of culture and customs among young people.

- **62. *Mwen Uwa*:** it is the Chuukese tradition for harvest season. It is when communities would come together for the harvest of breadfruits or taro. At the same time, young men prepare the traditional oven called the 'Uum' for the harvest and livestock (pigs and chicken). Pounded breadfruits and taro are prepared as well and in some places fermented breadfruit are placed in the ground for future harvest.

63. CSDA Director stated that the traditional harvest has been a practice in Chuuk for over centuries. It is very crucial for the sustainment of food sources in respective communities or islands. This practice has slowly decreased as more income generation activities in rural areas increased. Many traditional farmers have prioritized their harvest toward earning income. Ironically, the earning goes toward purchasing rice and other imported goods.



Breadfruit season @theguamguide.com

64. Culture and customs through the adaptation of self-governance under Western System have been very difficult. Some of these traditions include the following:

- **65. Land:** in Chuukese culture, we have the system of ‘Sounono’ and Soufonu. Chuukese culture not only allows ownership of land but shorelines as well. But this is not really the issue on hand. Land and shoreline ownership is quite often owned by clans. This made land and shoreline purchase for development very difficult since the acquisition requires all clan members’ approvals which can be a substantial number of people deal with.

66. This (land issue) is an on-going impediment for Chuuk State which hinders improvement in government facilities and infrastructure as well as development through foreign investments. Many school & health facilities in Chuuk still have pending issues in out-right purchase of land resulting into construction or renovation efforts being halted. JEMCO mandates that land issue of a site to be developed under COMPACT fund must be resolved before proceeding on with project. Foreign investors faced similar issue of securing sites for usages. It can be painstaking when they have to deal with multiple parties. C&I and AG office in Chuuk have recommended certain schemes to make investment and land purchases easier but still pending endorsement by state leaders.

- **67. Gender role:** Chuuk like many of the island in Micronesia is a matrilineal society. Clan names or ‘Einang’ are past down on the women side of the family. The land title which is under the clan name is bestowed to the women. Women in Chuuk also play the role of peace makers as well.

‘Newaini’ is a place on Weno known for being the site of the Great War between North and South villages of Weno Island. This war left hundreds of men dead. To make peace between the tribes, the eldest daughter of the chief of the North had to walk over 10 miles to the village of the opposing tribe to bring peace offering. This led to the seizing of the war between the two great chiefs: Tekurar and Pekiau. - Chuuk folklore tale CSSS/DOE archives.

68. In Chuukese culture, there is great emphasis on a much submissive and introverted role of women. Women are asked to walk behind their husband when in public. Women are asked to sit on lower ground when next to men especially relatives. And women are not part of any decision process. In democratic society, role of women has evolved into

a much equivocal position of men. *“Chuuk will learn to accept this but still maintain those parts of its culture that are relevant toward social growth”.*

69. President of FSM, the late Tosiwo Nakayama expressed his sentiment with the statement “you can’t take an object the shape of a circle and fit it in a hole the shape of a triangle”. Such statement epitomizes the difficult task of fitting Western ways into what has already an enriched culture of Micronesia. What may be fitting and suitable in Western society may not be forbearing in Micronesia let alone Chuuk. Fr. Francis Hezel puts it quite eloquently, ‘Seek the best of both world’.

2.2.7 Gender Equality

70. As stated before, culturally women in Chuuk are limited in roles and participations. This has sprung the indemnity toward women rights from groups like Chuuk Women Council. In their effort, it stands to broaden the role of women in Chuuk but not forgoing what certain traditions have bestowed.

- **71.** Women in education: Chuuk want to increase the capacity level of women by opening all its doors to education opportunities. Recent surveyed showed an increase in the number of women completing post-secondary education.
- **72.** Women in workforce: Chuukese women have entered into various career clusters. They have entered into health, law, education, business and so forth. They have taken on position of high level in both government and private sector. Equal opportunity is given to all areas of hiring.



“During TTPI time, there was a mandate of hiring women only if they are not married or if their spouse is not currently employed. This was done to allow other families to have income” Masachiro Christlib, former Speaker of CSL House of Representative

- **73.** Woman in environment: Chuuk Women Council is actively working with other women organizations throughout the state to participate in environmental efforts. Goals in environment include beautification effort, sustainable development approach and food security. Getting women involved has been effective as it allows increase in community participations and supports.
- **74.** Women in business: this part is in reference to reaching women at grass root level and assisting in ways to provide income for their families. CWC and CRE-Chuuk have jointly worked together to provide year round training for women in skill enhancement program which could in turn assist them with income generating opportunities. Sewing, culinary art, handicrafts and agriculture are few examples. These trainings are followed by basic business training through SBDC or COM-FSM.

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“I would like to see women in our Micro-lending program understand basic business as oppose to just receiving plans from them that were put together by someone else” Anna Mendiola – CEO FSMDB

75. Women in Chuuk have come a long way to be where they are now. The cynicism of women movement has been based on cultural innuendos. Women being part of the decision process and violence against women have been hush-hush topics. In Chuuk’s history, there have rarely been any women in place at state or national political positions (exception of Ms. Kireko Mori, CSL in the early 1980s, Amy Ueda and presently Ms. Gardenia Aisek). Secondly, violence against women is tabooed to be mentioned in public or within groups. Rape occurrences and sexual assault have been under wrapped to prevent public knowledge since it can be a disgrace to family of both victim and assailant. Domestic violence is an ongoing problem in Chuuk but reports of occurrences are neither filed nor followed through.

“Law enforcement investigating such instances (domestic violence) has hard time prosecuting cases because of lack of cooperation”. Chief Karson Rizal, Dept. of Public Safety.

2.2.8 Youth



Youth: ISA Track n Field ©ship-hoops.org

76. In social development, it must assure there is progress and development of youth in society. Youth are part of the community. They are next in line to take the lead of society’s directions. Youth developments have focused on two primary areas - Health and Education. Education focuses on the mental well-being of youth while health looks at their physical well-being.

77. Education for Youth - there are many ways education can play a role in youth development. It is important that Chuuk continues to offer them to assure the development of its youth.

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- **78.** K-12 education: Primary and secondary education must be offered to all children of Chuuk regardless of where they live. Chuuk State School System extends its services throughout the state. With the wide spread geographic feature of Chuuk State, providing adequate resources for schools especially those in rural areas (outer islands) post great challenges.
- **79.** Continue Education: program such as GED program is created to assist youths who have dropped out of k-12 to attain their high school diplomas. This would allow them to further extend their education by either entering into mainstream post-secondary or skills training programs. Presently Chuuk does not have a continuing education or GED program due to lack of funding support.
- **80.** Post-secondary and Training schools: Chuuk is fortunate to have 3 post-secondary institutions, two of whom are accredited by US Department of Education as of 2017. But it does not have the non-traditional training programs. Majority of government departments and organizations conduct their own in-house trainings for their employees. With the growing trend of youth not pursuing higher education or training, it has lead to high number of unskilled labor force. Majority of them do not pass the entry level requirements in post-secondary institutions. Chuuk state should begin looking into creating bridging programs for higher education and training programs for employability.
- **81.** NGOs programs: Chuuk has solicited support from various NGOs to ignite interest and appreciation among youth in areas such as culture and environment. Chuuk Youth Council encompasses the two (culture & environment) in their prime objectives. Fairrow program teaches youth 'Ereni' which features the strengthening of self respects and self-esteem. Environment on the other hand has sprung to create interest amount youth to cultivate awareness and appreciation of their natural surroundings. Earth Council is one of the programs assisting in the effort.

82. *Health for Youth* - the physical well-being of youths in Chuuk is crucial to their development. Activities that assert their health is necessary to foster their growth and productivity toward the community.

- **83.** Alcohol and Drug abuse program(s): The Chuuk Health Service Department has the division of Substance Abuse and Mental Health Program(SAMH). The program assists those with problems of alcohol and drug abuse. CSSS along with COM-FSM mandate students who are found using drugs and alcohol shall be subject to counseling and treatment by SAMH. The problem of substance and alcohol abuse among young people is still very much high in Chuuk. Some blame retailers for allowing underage purchase and law enforcement agencies for not enforcing the law.

- **84.** Sports for youth: Chuuk sports program is not strong as the rest of the states in the FSM. Sports activities are not done regularly and not promoted toward youth. Due to the low efforts, many groups and organization have taken on the initiative to create their own sports activities. This is realized with youth group affiliated with churches sponsoring sports events. Chuuk Athletic Club organized by Representative Lester Mersai, was established to counter the many times Chuuk failed to be represented and prepared during national and state sporting events. In the past, youths were strongly supported in sports like baseball, basketball, volleyball and track n' field. Today youth sports has



Youth Playing Basketball ©kpress

become weak. Some blame the lack of coordination by state government agency (Chuuk Recreation Office) which received very little funding support. Other felt it's because of lack of sports facilities to entice youth to join sports activities. 2016 Chuuk State has placed upon its state priority with ODA for a multipurpose sports complex. *Anticipation of completion 2019.*

2.2.9 Infrastructures

85. Social development must also ensure adequate infrastructures are provided to the people. The kinds of infrastructure include water services, power generation, transportation and communication. They are still under developed or unavailable to many in Chuuk State. *It is essential that Chuuk state find ways to allow developments in these areas.*

86. *Water:* in Maslow's hierarchy of needs, water is essential for life. It is a physical or physiological need for people. Besides for physical well-being, water is needed for activities such as cooking, cleaning and gardening. It is also important for sewer treatment and firefighting. It is at the top of the list and without it communities would face great peril.

- **87.** Status – Chuuk Public Utility Corporation is actively supplying running water throughout Weno Island. But in other islands within and outside the lagoon, running water is provided through rain catchments and storage tanks. Other households on bigger islands may have access to running brooks and wells. In 2015, Chuuk and rest of the region were hit by a drought that lasted for nearly a year. FSM President Peter Christian issued a national emergency as many flat islands faced critical water shortages.

According to Mr. Akapito Mori, Chief of water works division in Chuuk Public Utility Co., 70% of households on Weno are able to access running water through CPUC.

- **88.** Outlook – Although the drought may have ended with changes from La Nina to El Nino, there is still more unpredictable weather patterns in the future. Maintaining water sources for the islands should be of high priority. Chuuk DCO office has placed in their plan, the acquisition of desalination system as well as bigger storage tanks.

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Also, Chuuk State is advocating more community and NGOs involvements in the process. This would allow access to more funding support from various grants especially those supporting efforts to mitigate climate change impacts.

89. Electrification: This is about generating power for lighting and other usages. Power can be provided by the conventional fossil fueled power generator. It can also be from semi fossil fueled with alternate bio fuel or even run on bio fuel fully. Others are cleaner and renewable energy sources such as solar, hydro and wind.

- **90.** Status - Chuuk investing in power grid have solely been concentrated on the center island. Survey showed that only 30% coverage for electrification exists throughout the state. CPUC has fully established its supply of power on Weno and is planning to increase its coverage on the island of Tonoas. Increasing coverage in Chuuk is very difficult given its islands are scattered. Supplying all islands with power through one service provider would be costly and difficult. Islands that do not have power have solely relied on small personal generator and solar storage battery system.
- **91.** Outlook – Increasing coverage of electrification should be a community based effort. The Mortlock Leadership in 2015 put a resolution itemizing electrification as a priority using clean energy as primary source. “Electrification services requires source of replenishment to assure continuity of service” Mr. Mark Wade, CEO CPUC. The proposed processing plant on Tonoas by FSM Petroleum Corporation would provide the support for continuous power services. For the smaller islands, solar energy has been identified as the ideal energy source.

92. Transportation: Development of transportation in Chuuk State is very important. Accessibility and availability are both socially and economically beneficial. With the scattered islands and inaccessibility of places because of poor infrastructures, these have become a state wide impediment toward development. Beside Weno and Tonoas, roads for vehicles on large islands in the lagoon are virtually none existing. Transportation to outer islands is done by commuting vessels and small planes which are inconsistent and unreliable.

Road on Tonoas 1940 ©micsem



- **93.** Status –the pavement of Weno Road is currently on-going. It is proposed to circle the island connecting both ends. Developments of roads on the other bigger islands are not at any planning stage. Sea transport is provided by private boat owners and regional authorities. To the outer islands, much bigger commuter vessels are servicing but still limited in numbers to suffice the demand for transportation in the

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regions. Currently there is no state government operated vessel. Even if services in transportation increases, many islands have deteriorating docks and runways. Currently in the Mortlocks and Northwest regions, only two islands still have air strips suitable for services.

- **94.** Outlook - Chuuk have included in their priority for a new commuter vessel twice the size on the ones service the outer islands. It is hoping to have it available by 2019. Jetties or docks improvement have been inserted into Chuuk State Infrastructure Development Priority Plan. It is also included in the National Tourism Policy. And for on land, trails will have to suffice in the mean time for many of the bigger islands for accessibility.

95. Communication: the means to transmit messages and information, communication is necessary to allow flow of information between islands. Chuuk in past had relied on radio communication to reach outer islands. State government funded an AM radio station whose broadcasts reached the outer islands as well. FSM Telecommunication offers access to internet, telephone and television station. It is important to have communication in place to assure public are well informed at all times.

- **96.** Status – currently cell phone coverage in the lagoon is made possible including television signal. Most of all the outer islands have access to CB radios and short wave radios. State broadcast radio station is still functional with broadcast time seizes by midnight. Continuous services have been hindered by poorly managed equipment and lack of funding for services.
- **97.** Outlook - Increase in communication services is seen through FSMTC effort to expand its cell phone coverage. Outer islands are still in the process of getting cell phone coverage. Chuuk still need to invest in expedient services to reach the public in the event of disaster warnings. This system is currently being developed by Disaster Coordinating Office.



FSMTC Earth Station ©fsmtc.fm

2.3 ENVIRONMENTAL AREA

98. Chuuk has declared its development to center around sustainable approach across the board. This means Chuuk wants to assure activities being implemented for development follow strict protocols of maintaining the integrity and vitality of its resources and natural surroundings. It

stands on continuous protection of marine and terrestrial biodiversity. It also considers developing human environment by managing and reducing waste and pollution.

2.3.1 Marine environment

99. The marine environment segment looks at two things: marine biodiversity protection and climate change mitigation. These two points are significant in the process of maintaining Chuuk's natural marine habitat and the livelihoods of its people.

- **100.** *Marine biodiversity:* marine lives have been the prime sources of food to Chuukese for centuries and it is still the same today. In the past, fishing activities were always about acquiring needs for day to day consumptions. But as Chuukese moved toward cash based living, demand for commercial fisheries increased. Not to mention the increase in population-prompting higher demand which marine biodiversity will soon face. Littering or waste disposing have impacted and endangered marine lives as well. And recently, Chuuk's own underwater ship wrecks have been seen discharging oil into the lagoon which will have severe impacts on the marine environment.



Marine Lives Chuuk Lagoon
©CVB

101. Sustainable approaches have been introduced for Chuuk to adopt. Plans like Chuuk Biodiversity Strategic Action Plan highlighted the approaches to minimize impacts on the environment including marine settings. Fisheries development must be done diligently by utilizing best fishing practices and regulate catches to prevent over harvest and depletion of certain marine species. As the need for more income generating activities increases, Chuuk also look at the fisheries industries to supplement the need. Aqua culture and Tourism are considered because they fit the profile to manage a sustainable approach.

C&I is involve in bidding out the oil spill cleanup which is part of UN grants support.

- **102.** *Climate Change:* the inevitability of climate change is a globally catastrophe which directly impacts many small island states. The world recognized that climate change or global warming would lead to rising sea level and unpredictable weather patterns. *Chuuk recently faced the devastating blow of Typhoon Maysak.* Many of its flat outer islands are experiencing rising tide which not only damaged shorelines but entered into their food and water supplies. Research also showed rising sea temperature has contributed to the many cases of coral bleaching as well.

103. Chuuk EPA and Department of Marines Resources are constantly looking at ways to minimize the effect of climate change. Mangrove rehabilitation is an on-going awareness program created to protect shorelines against erosion and the impacts of surges during high winds. A survey was conducted to look at places where sea walls can be erected without contributing to shoreline erosions which has been the case in the past. CRE-Chuuk and

Department of Agriculture are also working at ways to create taro crops that can be more resilient to sudden increase of salt content in taro patches.

2.3.2 Terrestrial Environment

104. This part of environment focuses on the natural habit on land. Chuuk uses its land for food storage. Settlers of the islands called Austronesian arrived with intention to cultivate and grow their food. Traditional farming has been the main cultivating technique in Chuuk from the past till now.

- **105. *Terrestrial biodiversity:*** Chuuk Department of Agriculture is the primary government department responsible for the development of terrestrial environment. Chuuk has the smallest land area among all the states in the FSM and yet it is the most populated. Food security is an anticipated issue in the long run. Chuuk is also mindful of protecting indigenous species which are susceptible to invasive ones. With the increase of contacts to outside world, the propensity of increasing number of invasive species introduced to the environment is high. CSDA struggled to secure preserved areas to protect indigenous species. Part of the reason could be due to the limited land area.

106. CSDA has focused on rehabilitation efforts for key crops in Chuuk State. Breadfruit and copra are those key crops and communities are asked to participate in such effort. Incentives to ignite support and efforts include future prospect of high demand for such crops for exports. At the same time this would support food security for Chuuk State. *Mr. Marion Henry, Secretary of National Department of R&D stipulated that Chuuk should concentrate on offering its resources to local market before considering export of its limited resources*. Furthermore, CSDA in partnership with National Agriculture Quarantine Unit assist in protecting the environment from invasive species. Chuuk must also come up with ways to convince land owners to designate some of their limited land area for preservation and protection.

- **107. *Climate Change:*** the impact of climate change on land is as severe as everywhere else. Climate change has increased irregular weather patterns which have affected crops on land. 2014 Typhoon Maysak severely crippled Chuuk food source. According to IOM, it took Chuuk more than 2 years to recover from food shortages. 2015 Chuuk faced a drought period which led to water shortages and forest fires claiming the life of 1 Chuukese. And in previous disaster occurrence, severe case of landslides claimed the lives of over 40 Chuukese.

109. Shortage of food during recent typhoon was supplemented by relief efforts from various organizations. But the support could only go so far. The Department of Agriculture has focused on rehabilitation efforts of major crops (Taro, Banana and Breadfruit) and at the same time encouraged planting of other crops like tapioca and potato. These crops (tapioca and potato) have faster yields which can temporarily support the food shortages as major crops recover.



CSDA also encouraged good level of vegetation within hilly areas to minimize threats of landslides. Droughts have impacted water supplies. Agriculture must expand its effort on water shed projects to counter such occurrences.

2.3.2 Human Environment

110. This particular area looks at the natural habit of people. The main concern facing human environment is waste management and adaptation. Countering environmental impact issues, efforts in waste management must take precedence to minimize pollutions. Adaptation is an approach to minimize impact of human activities toward the environment.

- **111. *Waste Management:*** As development continues to occur on the center island, more sign of urbanization and human activities occur. This will lead to increase of wastes in the environment. Chuuk in a report from Travel Guide expert Mr. Folger, he mentioned how appalled he was with the garbage left scattered all over the Island. Given that trashes in Chuuk are not properly disposed of, littering is out of control and the people seemed to care less. The solid waste dump site in Chuuk has closed for over 3 years leaving people to throw their garbage anywhere they please.

112. Chuuk EPA in tackling pollution issue adopted the ‘reduce, reuse and recycle’ motto. In reduction initiatives of wastes, efforts are being done to try and reduce the use of non-biodegradable products. Imposing tax is an option to make people use less unfriendly products. For reuse, there is a campaign for retail stores to switch from plastic bags to reusable bags. CRE-Chuuk and CWC are also looking into creating handicrafts and other product from used materials. And recycling, CVB has been in the past run recycle programs for cans and plastics. Chuuk invited an outside company from China to run recycling business for scrap metals. Chuuk also have many solid waste to properly dispose therefore a new dump site must open up right away. Currently propose disposal of hazardous and toxic materials and outer island waste systems are still in planning stage. All these efforts should take precedence and needs a great deal of public endorsements and supports.

- **113. *Adaptation:*** human activities must adhere to the concept of adapting to the environment. Chuuk will continue to develop, which means more human activities. The need to expand and develop constitute activities like clearing and filling lands and building of new structures. These can lead to damages toward natural habitats and ecological systems. Although the changes of weather patterns and rising sea level are caused by industrial nations on a global scale, never the less Chuuk should maintain the integrity of its natural environment at home.

114. Chuuk chose sustainable approach. It is an approach which allows growth and development with minimal impact on the environment. The state should continue to require those involved in land clearing and filling to abide with proper procedures to minimize damages to existing eco systems. Chuukese will need to adapt to the changes in climates.

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Investing into clean energy to minimize pollutions and standardize public facilities for typhoon shelters are also development strategies to strengthen Chuuk's human environment.

3. Format (SDP)

1. The economy of the FSM has always been driven by the funding of outside donor countries, most especially the U.S. Chuuk State as well as the other states in the FSM were primarily on the shoulder of U.S. assistance during the first compact. Majority of private sector was driven by government spending. Projects known as Capital Improvement Project were acceptable and widely spread. When the 2nd Compact came in, FSM no longer has the flexibility it used to have. The new Compact only focused on selected sector areas and infrastructure development projects.

2. It was agreed by the FSM and the U.S. that the 2nd Compact will end its financial assistance in the year 2023. It was further agreed that a decrement of funds will be implemented in order to ease the tension of a sudden cut of funding in the year 2023. The future after 2023 is still uncertain with a lot of questions and reservations as to the economy’s outcome and thus the future of the people of FSM including Chuuk State.

3. A commission was put together to focus on the development of Chuuk. Under Chuuk State Law _____, the Chuuk Economic Policy Development Commission (CEPDC) was created. Members of the group include those in the private and public sectors. Through its effort and work, the commission has pushed forth on its agenda the compilation of a Strategic Development Plan for Chuuk State. The Chuuk State SDP has two components. The first part is the *formulation phase*, which development sectors and their specific priorities are identified. The second part is the *implementation phase*, which Chuuk State will create the necessary plans of action and acquiring necessary data for assessing progress and success.

3.1. Rationales

4. Since 2003, Chuuk State has relied heavily on the FSM SDP as its guideline toward planning especially in resource allocations. It was suggested by the FSM National Government that each states should compile their own SDP for the purpose of serving their specific needs and interests. But in doing so, states should always work within the parameter of the national plan. Since then, all states have taken the initiative to develop their state SDP leaving Chuuk last to do its SDP. In 2015, Chuuk State Leadership has granted the CSEPDC to start working on the compilation of its SDP. Rationales behind the SDP compilation are as follow.

- 1) 5. Chuuk State needs to move away from using the FSM SDP as a guideline and adopt its own guiding plan. This way, a more specific plan is in place for Chuuk State to utilize. FSM is comprised of four states with unique features ranging from geographic make-ups to customs and traditions and resources. What may bare significant in one state maybe not so apparent in another.

Create guidelines of policy making for Chuuk state

Allow Chuuk State to take ownership of its own plan

Clearer interpretations and understandings of its plans

Productive and effective way in allocating its resources

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- 2) **6.** Chuuk State SDP is a plan established and inputted by various organizations, groups and departments in Chuuk. The SDP for Chuuk values inputs from all stakeholders of the state. It is created under the caveat that everyone has a say in the course or path Chuuk will take, especially as 2023 draws near great uncertainty of what to follow lingers.
- 3) **7.** In a survey conducted by the commission, it is concluded that many of those in the development sectors are not too familiar or lack clear understanding of what their respective sector's goals and priorities are. It is often difficult since the FSM SDP is interpreted more on a national scale as oppose to state level. This State SDP will do away with what is unnecessary and focus on what is necessary. Each sectors will adopt and determine the preceding steps for goals and priorities
- 4) **8.** As 2023 draws near, Chuuk State must become mindful of how it would utilize its resources to their full extend. Having limited resources, Chuuk State must look at the essential activities and initiatives it must carry to maximize benefits. High productivity and effectiveness of where its resources go is the key criteria to focus on as allocation strategy. The State SDP will assert that such option is fully applied.

3.2 Formulation

9. The first part of the Chuuk SDP is the Formulation. It is comprised of three major parts. The first is the "Analysis/Diagnostic", which does the analysis of external and internal factors propagated toward development for Chuuk State. The next is "Strategic Formation", where it looks at ways to resolve impediments and constraints facing development in Chuuk State. And the last component is "Direction Setting" which identifies the necessary steps toward achieving set goals.

3.2.1 Analysis/Diagnostic:

10. The most common tool used for the first stage of formulation is '**SWOT Analysis**'. It is an acronym of 4 factors: Strengths, Weaknesses, Opportunities and Threats. Some factors can be positive - Strength and Opportunities. And others are negative -Weaknesses and Threats. These factors are also viewed with external and internal inferences. Strengths and Weaknesses are internal and Opportunities and Threats are external in their characteristics.

- **11. Internal factors:** these are factors that are internally connected to Chuuk State. It is imperative that Chuuk State in general recognized them. For *Strengths*, knowing them can be crucial in taking advantages when planning and strategizing. The factor *Weaknesses* on the other hand must be dealt with as issues by finding necessary solutions to resolve them or perhaps lessen their impacts on development for Chuuk State.

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Example:

Strengths	Weaknesses
<ol style="list-style-type: none">1. Pristine environment (less pollution and disturbance)2. Diving haven (WWII wrecks and large lagoon)3. Big market compare to other states in FSM (largest pop in FSM)4. Close proximity to Guam Market5. Rich in culture and tradition6. Strong telecom support	<ol style="list-style-type: none">1. Undeveloped infrastructures2. Poor transportation system3. Inadequate land registration4. High trade deficit5. Unskilled labor force6. Geographic features and locations7. Illiteracy and innumeracy8. Lack of social support9. Poor health services

Note: In the table above showcase certain internal factors Chuuk State possesses. There may be others not given.

- **12. External factors:** the external factors are established outside the parameter of direct control. Opportunities are given for Chuuk utilize to its benefit. And threats although many are inevitable, it is important to seek ways to lessen impacts. These two types of factor are also important to strategizing and planning.

Example:

Opportunities	Threats
<ol style="list-style-type: none">1. Chuuk State has access to outside grants2. High number of Chuukese outside for support3. Guam market demand4. High amount of unallocated and infrastructure funds5. Two accredited postsecondary institutions on island6. Increasing number of eco-tourism7. Technology (fiber optic, renewable energy source, etc.)	<ol style="list-style-type: none">1. Natural disasters (long term and short term)2. 2023 ending of compact fund3. Compact red tapes4. Brain drain5. Increase shift from subsistence to income base living6. Crime rate vs. law enforcement7. Population growth / pollution8. Rising fuel costs9. Cultural losses and barriers

Note: In the table above showcase certain external factors Chuuk State possesses. There may be others not given.

3.3 Strategic Formation

11. After analyzing the current status in Chuuk State, the next stage focuses on strategies to push forth development. It takes into account positive factors and takes advantages of them as means to reach

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certain developmental goals. Also it consider the existing negative factors where they can infringe on development in Chuuk and the necessary measures to lessen their effects.

3.3.1 TOWS Matrix

12. This is a common tool used in strategic management. It allows strategists to take advantage of what positive factors there are however external or internal, and use those advantages as means to counter negative factors both internally and externally.

	Opportunities Positive External Factors	Threats Negative External Factors
Strengths Positive Internal Factors	SO Strategies: these strategies are offensive type of strategies which leverage strengths to maximize opportunities	ST Strategies: these strategies are on the defensive side which leverage strengths to minimize threats
Weaknesses Negative Internal Factors	WO Strategies: these are offensive strategies where weakness is counter by exploiting opportunities	WT Strategies: these are defensive strategies which counter weaknesses and threats

Recommended Offensive Strategies (Sample)

- 1 Chuuk State through its undisturbed and pristine natural surrounding can attract funds from environmental conservation and protection sources.
- 2 Market and promote Chuuk pristine environment to expand tourist arrival in Chuuk especially in Eco-tourism.
- 3 Leveraging strength in telecommunication for the improvement of remittance services and other services for Chuukese abroad.
- 4 Chuuk being the closest state in the FSM to Guam market should take advantage for tourism and trade & investment.
- 5 Underdeveloped infrastructures can take advantage of unallocated sector funds including fund for infrastructure development.
- 6 Development of labor force can be filtered through existing post-secondary institutions available on island.
- 7 Expand on support of social issues (education, health, culture, etc.) through NGOs support and community effort while take advantage of outside grants.

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- 8 Create new opportunities from future projects like fiber optic in areas such as call center services, eTrades, etc.

Recommended Defensive Strategies (Sample)

1. Standardize building codes for all public facilities which can in turn be used as shelter support during natural disasters.
2. Increase investment in transportation by private sector through incentives and support schemes
3. New autonomous Land Registration Commission with land court and record system
4. Collective and cooperative efforts in agriculture area to counter the limited land area for Chuuk State
5. Public sector revenue need to increase by its base not by rate, which means more efforts in starting and increasing activities that allow levies, taxation and fees to be collected.
6. BRC committee for Chuuk must expand its role to include asserting compliance and assessment of compact sector fund from recipients
7. Expand in fuel bulk storage on outer islands to minimize fuel cost and invest in alternate and renewable energy source.

13. Both offensive and defensive strategies are created based on the given external and internal factors. More strategies can be added on when additional features are identified. There may be features that are overlooked therefore potential strategies are not mentioned.

3.3 Direction Setting

14. The Strategic Development Plan for Chuuk has identified 10 sectors of development. These sectors are categorized in three distinct development areas: Social, Economic and Environment.

3.3.1 Development Areas

15. *Social Development area:* "Social development is about putting people at the center of development. This means a commitment that development processes need to benefit people, particularly but not only the poor, but also a recognition that people, and the way they interact in groups and society, and the norms that facilitates such interaction, shape development processes." **Davis, Gloria. *A History of the Social Development Network in the World Bank*. Washington D.C.: The World Bank, Social Development, Paper No.56, March 2004.**

Education

Health

Security

Rights &
Equality

Culture &
Tradition

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16. Economic Development Area: In the direction of economic development, it is important that it distinct itself from Economic Growth. It is more compounded and complex term than economic growth, which is a much straight forward term. Economic Development looks at a country's real level of national output which can be caused by an increase in the quality of resources. Economic growth is measured by an increase in a country's GDP. As stated by Michael Todaro "it is an increase in living standards, improvement in self-esteem needs and freedom from oppression as well as a greater choice."



17. Environmental Development Area: When we think of environmental development, we often think of conservation, preservation and protection efforts. This is true since environment in ecological sense is the natural surroundings. Environment development looks at the natural resources available and how human activities impacts those resources. The term *Sustainability* is often addressed to limit and control impacts on the environment.



3.3.2 Development sectors

- **Health Sector:** it is the sector that deals with the maintenance or improvement of health by the diagnosis, treatment, and prevention of disease, illness, injury, and other physical and mental deficiencies in Chuuk.
- **Education Sector:** this sector deals with primary, secondary and post-secondary education in Chuuk and how it improves illiteracy, innumeracy and skill of the labor force.
- **Tourism Sector:** deals with visitors coming into Chuuk for recreational purposes and the needed products (goods & services) and infrastructures.
- **Marine Resources:** deals with protecting Chuuk's marine biodiversity while providing necessary steps that create social and economic benefits through marine resources.
- **Environment Sector:** it is the sector that deals with Chuuk's natural surroundings, human environment and the impending environmental threats and disasters.
- **Social Sector:** this is a category with in social area that focuses on gender equality, youth development, disables rights and senior citizens supports.
- **Agriculture sector:** this sector focuses on protecting terrestrial biodiversity but at the same time allow room for social and economic benefit from terrestrial resources.
- **Private sector:** this sector is the prime sector for economic development through business activities.

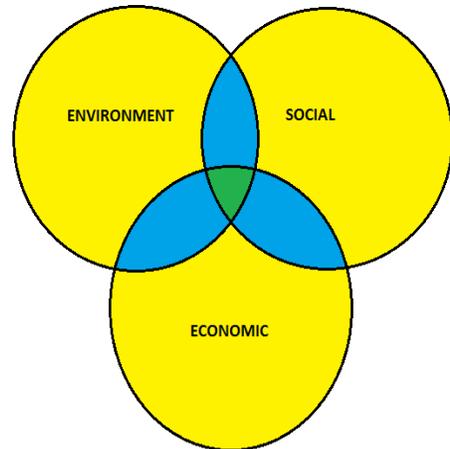
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- **Energy sector:** this sector looks at energy sources which provides electrification, fuel and so forth for Chuuk State and the best approach to prevent lack of or shortages.
- **Infrastructure sector:** this part looks at the various needed infrastructures for development in Chuuk state in all development areas (Social, Economic and Environment)

3.4 Development Principles

18. Chuuk State has adopted three development principles. These principles are derived from the convergence of the three development areas where the outcomes fully satisfy all areas equally.

- *Improvement on the livelihood of the people of Chuuk*
- *Attain growth and self-sufficiency through a sustainable approach*
- *Allocate scarce resources efficiently to maximize development*



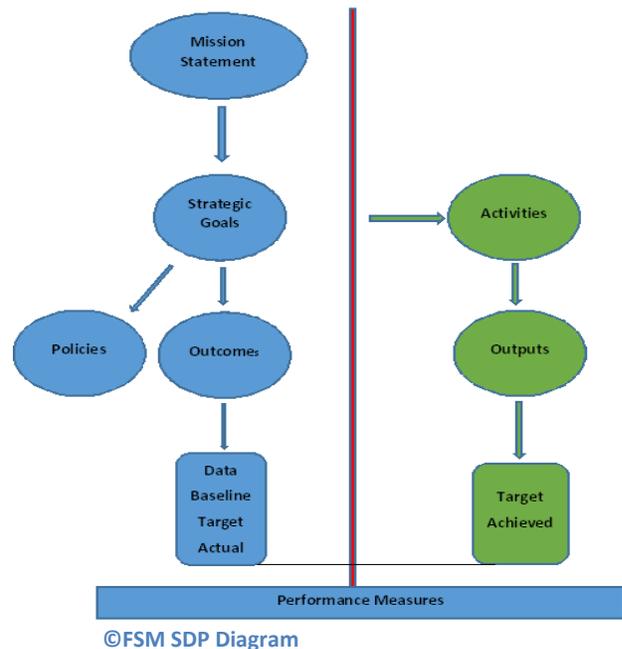
These three development principles allow a clear perception of creating the strategic plans for each of the development sectors.

3.5 Methodology

3.5.1 Strategic Diagram

19. The Chuuk State Strategic Development Plan will follow the same methodology for the FSM National SDP.

- 1) Activities: what doings are done to produce necessary outputs
- 2) Policies: set guidelines and procedures targeting certain development sectors and criteria
- 3) Outcomes: anticipated result but takes a bit time to achieve
- 4) Outputs: results from an activity that is often immediate



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3.5.2 Planning matrices

20. Sometimes referred to as activity matrices, this particular step allow the developing sector to look at the necessary steps to be taken to reach certain outputs as well as identifying the outcomes of each strategic goal

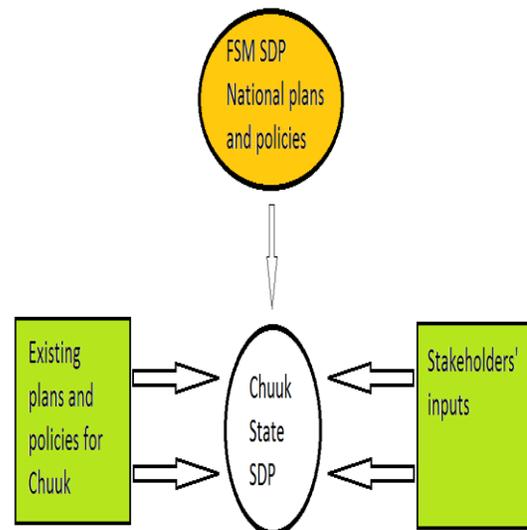
Strategic goal #1		
Outcomes	Activities	Outputs
1	1.1	1.1.1....η
2	1.2	1.2.1....η
3		
η		
	1.3	1.3.1....η
	1.η	1.η.1....η

3.6 Compilation Approach

3.6.1 Inputs

21. To do a thorough job in ensuring all ideas are introduced into the Strategic Development Plan, all areas must be covered.

- Chuuk State SDP must be aligned with the FSM SDP
- Chuuk State SDP should take advantages of already existing plans and policies
- Chuuk State SDP should make certain policies and plans developed at state level are adopted into its SDP
- The SDP will make certain all stakeholders inputs are received especially with issues and priorities



3.6.2 Strategic planning:

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22. Each development sectors must identify its mission and vision statement. Then strategic goals are established as bridge or path toward attaining set vision

- **Mission Statement:** This sets the primary purpose of the sector. It will allow a clear understanding of what the sector stands for and what it needs to do
- **Vision Statement:** this sets the sector’s ultimate goal. This will create an anticipated picture of what the sector perceived it would become in the long run.
- **Strategic Goals:** these are goals which are broad and continuous. They act as a bridge which connects purpose to the primary goal or objective.



3.6.3 Problems and Solutions

23. Stakeholders come together to identify the problems and issues within their respective sectors toward development. By doing so, they can figure out the solutions or approach it must take to remedy those impediments. This can become useful in formulating strategic goals for the sectors and even identifying priorities and initiatives to undertake.

No.	Impediments & Issues	Proposed Solutions
1		1a..η
2		2a..η
3		3a..η
η		ηa..η

3.6.4 Design Specifics

24. From the strategic goals, it is important for sectors to decide on their initiatives, priorities and short term goals. They are characterized as SMART: Specific, Manageable, Achievable, Realistic and Time-bound.

- **S**pecific
- **M**anageable
- **A**chievable
- **R**ealistic
- **T**ime-bound



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3.6.5 Action plan:

Short term goal or initiative or priority					
Action Item	Participants	Resources	Timeline	Outputs	Issues/impediments

3.7 Assessment and Evaluation



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SECTION II: Sectors' SDPs

4. Private Sector

4.1 Introduction

1. This chapter is on Chuuk's Private Sector. It focuses on commerce activities which include all individuals and businesses involved in sales of goods and services. It highlights a little bit of private sector history in Chuuk from the late 1950s to today. It also looks at the need to boost private sector growth through strategic goals and priorities. Those involved in the sector must be active and involved in areas that are crucial for economic development of Chuuk State.

2. During Pre and early TTPI time, subsistence base economy was still very much the dominant way Chuukese lived. There was very little income generating activities seen - *few in government jobs while other in trades made by local farmers and fishermen*. But as time passes, Chuuk started to witness urbanization of its central island (Weno) as more people for neighboring islands sought employments, education and other public services. As a result, the demand of goods began to rise and business ventures began to emerge. These

Truk Trading Company 1960s @gettyimages.com



businesses would include the Truk Trading Company (TTC) – a corporation founded by Paramount Chief Petrus Mailo and Truk Transportation Company (Transco) – a company responsible for the operation of vessels at the commercial ports founded by Captain John Hoffer, the late former FSM president Toshiwo Nakayama and other prominent leaders.

3. Late in the Trust Territory time and early FSM era, businesses were involved in retailing and some services. Farming and fisheries were still grass roots and local artisans operating on a much smaller scale, primarily catering to the demand of the domestic market then. Copra was still the main crop being exported up until early 1990s.

Copra: It is the dried meat of the coconut used to extract coconut oil. Majority were exported to Japan market under subsidization of government.

4. During Compact I, Chuuk experienced sudden growth in the private sector. The spurt of growth was triggered by the sudden increase of public sector spending. Reporting of revenues was at its all-time high with many activities aligned with it. This was for many businesses, the golden age of business activities. *(Average annual gross sales of \$10million early 1995 vs. \$3million 2005)*

5. As the era of Compact I came to a close, so did many private businesses. The sudden downfall of various businesses in Chuuk was the result of not anticipating the decline in public sector spending. It impacted many businesses that relied heavily on government purchases and spending. In addition, there

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government debt owed to many local vendors was at its all time high, which triggered many businesses to sink into financial difficulties.

6. The start of Compact II, Chuuk experienced constant recessions which led to some major businesses to close down or downsize their operations. To date, the private sector is slowly rebuilding its strength as Chuuk comes out of its recession. One positive note is that Compact II does have funding earmarked for Private Sector development. This chapter will look carefully at achieving Private Sector growth by strategizing more effective approaches and use of resources.

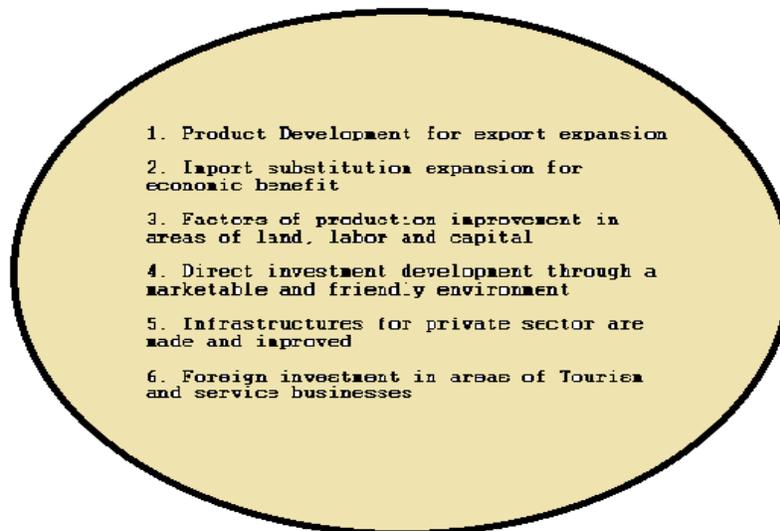
4.2 Strategic Statement

4.2.1 Mission Statement

7. *“Chuuk’s Private Sector must continue to play leading role in all areas pertaining to economic development to ensure efficiency, continuity and growth”*

4.2.2 Vision Statement

8. *“Chuuk State economy attained development through private sector led growth and where private sector centers its effort through a competitive environment and free market system to encourage improvement and investment.”*



4.2.3 Critical Areas for development

4.3. Strategic Goal #1

9.SG#1: *‘Continue to assert private sector role in the development of exports in Chuuk State’*

4.3.1 Rationales

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10. Exports refer to locally produced or value added products that are sold outside a country. Since exports allow the injection of cash into the economy, it will minimize trade deficit or create a surplus in trade, and thus a more stable economy. Chuuk and the FSM faced trade deficit every year which has hindered its ability to experience growth and development.

11. The volatility of an economy is prone to its inability to maintain surplus in its Balance of Trade. *Argentina and Japan for example - both faced financial crisis in the early 2000 but Argentina was affected the most due to high trade deficit.* In the FSM, export activities are encouraged since they provide inflow of cash. FSM has always been dependent on aid from other countries since it cannot guarantee its own flow of money. As the end of COMPACT II approaches, it has become very crucial to see efforts in economic development takes precedence. Export expansion is by far the most important ingredient of self-sufficiency and sustainability for the FSM including Chuuk. It is a key factor in lessening the foreign aid dependency.

12. According to a report by the FSM Department of Resource and Development, trade balance of export vs. import in 2014 was \$13 million to \$130 million respectively. This meant the trade balance was at negative \$117 million. Same year Chuuk imported over \$60 million worth of goods making up nearly half of the nation's import that year. Chuuk would need to look closely at its current status with the effort of export - mindful of its own resources.

4.3.2 *Problems and issues*

13. Chuuk current export activities target niche market -Chuukese living abroad in places like Guam and Hawaii. Export products include: marine lives, local food (kon, epot, etc.), local apparels and handicrafts. Although some exporters have succeeded in providing fish to the mainstream market in Guam, a joint survey study between Chuuk Department of Marine Resources and the University of Guam Marine Science Program showed a decline in demand as places like Indonesia and Philippines entered the market.

14. Export product development in Chuuk is not supported. Creativity and innovation have not been its strong points. The recent Chuuk Island Fair held in October, 2015; recommendations were made to improve quality of products which include the production, presentation and pricing of those products.

15. Targeting/entering new markets is still very difficult for Chuuk and the rest of the states to do. Major global markets like US and EU set strict standards that require great deal infrastructures support and competency. Even at the National level, FSM faced '*Competence Authority*' issue in areas like fisheries and Agriculture.

4.3.3 Proposed solutions

Homemade Coconut Oils ©CWC

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16. Create an agency which would assist in marketing and promotion of Chuuk's export product. Currently CVB has a marketing individual who concentrates mainly on tourism markets. This particular agency will assist sector such as fisheries, commercial agriculture and other cottage industries. This export agency will allow Chuuk State to focus on the detail aspect of exports.



17. In order for Chuuk to meet the required standards by major markets, it will have to work hand in hand with FSM National Government's respective agencies. Fisheries and Agriculture from both national and state level are dealing with this issue. In the effort of meeting standards, Chuuk State is proposing a fumigation chamber to be located near the state air terminal. It would require private sector participants to play a part in sustaining the operation of the chamber.

18. To expand participation and product development in Chuuk, it is important to organize local producers and create annual events to generate insights and interests in export products. Marine resources are looking at aqua culture for potential export products. Agriculture has identified copra and breadfruit to be lucrative exports in the future. And Chuuk will continue to encourage and support programs that provide skill enhancement training in areas like sewing and handicrafts (e.g. CRE-Chuuk and CWC).

4.3.4 Outcomes

1. Export effort is Private sector lead as oppose to Government Lead. - Chuuk hopes exports in the future will be private sector driven with less government interference except for promotion, policies and infrastructure supports.
2. Private Sector role in export is inclusive of grass roots and local artisans. - Chuuk hopes that with the many promotions and activities, the new coop and CSCC can collaborate to have active members at the grass root level.
3. Local producers organized to maximize participatory governance in export matters. – Chuuk anticipates the start of the Local Producers Coop would increase voice and inputs of smaller and indigenous exporters in decision making. 'Prevent big company takeovers' Senator Rain
4. Needed infrastructures for export efforts are in place – within the next five years, infrastructures for export are approved and constructed. Again, some areas are within National scope so perhaps endorsement of such infrastructure needs is channeled through proper agencies and leadership.
5. Funding sources identified to provide continuous support—Chuuk Trade Fair is funded on annual basis by FSM congress. Funding is slowly diminishing. What started as \$25k is now only \$10k. Chuuk is looking into unallocated fund for support in the meantime. Same goes for COOP funding. 'Request for higher funding support'

4.3.5 Activities

19. **Activity 1.1:** Division of Commerce and Industry will establish a unit handling Export Development for Chuuk State. Funding source will be through the private sector grant for 3 years and subsequently by local revenue. This include hiring of marketing expert (3 year contract) along with operation expense.

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20. Outputs (base line)

- a. 2018 Marketing expert hired for 3 years (Chuuk State Government has only 1 marketing expert from JICA working solely on tourism markets)
- b. 2019a promotional campaign for Chuukese products made specifically for a new market. (1 niche market of Chuukese residing in United States specifically Guam and Hawaii)
- c. 2020 website developed and launched promoting Chuuk's products (None in existence except for 'Family Strong' a site dedicated to Micronesian living abroad to purchase products in Micronesia for love ones back home.

21. Activity 1.2: Chuuk State will invest in training and infrastructures for development. It will look into training opportunities provided by developing partners and grants. Chuuk will also assist those providing trainings by seeking funding sources. It will seek funding for prioritized infrastructures which support export efforts.

22. Outputs (baseline)

- d. 2018 C&I commence export training. The training will be funded through NTFC program and other ODA for 3 years. (Chuuk do not have any export training but have on occasion training from outside partners and National – limited and counterproductive).
- e. 2019 Chuuk fumigation chamber and other export equipment are funded and built. This will be submitted for JICA Technical and equipment grant program. (There is no fumigation chamber in Chuuk State)

23. Activity 1.3: Chuuk State through the State Trade Facilitation Committee will increase its efforts in promoting exports to solicit more participants and organize export activities. STFC will organize local producers to allow them to be qualified for assistance from outside grants and donors. Other export promotion events will continue to occur including on-going ones to further expand export in Chuuk.

24. Outputs (baseline)

- o 2017 local producers cooperative established (No organization of exporters in Chuuk, Chuuk by 2016 has 6 exporters actively participating)
- o 2018 identify continuous funding for Chuuk Annual Trade Fair (Participants in 2015 Island Fair is 20)

25. Activities 1.4: Seek supports to fund export development activities. In the efforts of promoting exports in Chuuk, it is essential that funds are available. C&I currently realize the decline in sector funding therefore the local producer COOP will become creative in soliciting funding sources.

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26. Outputs (Baseline)

- 2017 COOP operation fund secured (currently in planning stage, with proposed plan through Compact private sector grant)
- 2018 COOP technical and equipment fund secured (currently in planning stage, with proposal through JICA ODA program)

27. Activity 1.5: Organize group of business interested in Import substitution effort. There is a growing interest amount business interested in supporting import substitution. By creating this group, Chuuk see reduction of certain imported products.

28. Outputs (Baseline)

- 2018 Chuuk Import substitution organization chartered and organized. (currently not such group or organization exist)
- 2019 organization assist in the development of poultry producers (currently none in Chuuk)
- 2021 first data collection on egg substitution to export with reduction of 10% (Chuuk import the average 6,000 dozens of eggs per annum)

4.4 Strategic Goal #2

29. SG #2: Continue to assert private sector role in the development of tourism in Chuuk State

4.4.1 Rationale

30. After renowned sea diver Jacques Cousteau made a National Geographic documentary on Chuuk's WWII wreckages, it placed Chuuk on the map for tourists/divers. The first hotel in Chuuk called 'Continental Hotel' which today is known as 'Blue Lagoon Resort'. Tourism has been identified as the prime industry for development for the FSM including Chuuk State. The environment, history and culture make FSM an ideal tourist destination.

©Continental Airline Logo



31. The growth in the tourism industry in the FSM has been idle compare to other places in the region.

"Private sector needs to step up and push tourism forward. Government can only do so much in the process but it is up to the private sector to make the industry grow. Tourism and private sector should go hand in hand to allow continuous supports and improvements." **ADP consultant on FSM Tourism Policy 2014**

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32. Chuuk State Tourism Industry can become a force in export when it comes to products like handicrafts and cultural arts. These products are directly linked to the tourist industry. However sales of such products have been very low. Several speculations on the low performance include: (a) skills no longer learned by younger generation due to lack of interest, (b) lack of programs or center to connect those with skills with potential apprentices, (c) high cost of licensing to enter the market – licensing alone cost \$500.00.

4.4.2 Problems and issues

33. High entry into the market is one of the reasons why not too many people enter the tourism market. Again cost of acquiring license as stated before can be very high with the municipal government - Weno. Even foreign investors see the same. Not so much on the permits or foreign investment license fee parts but instead the cost of running a business.

Note: See Chapter 2 on C&I study on Cost of running a business in Chuuk compared to other places in the region.

34. Chuuk has a saturated tourism market. Many will not venture into it simply because it is not lucrative enough. Tourists arriving in Chuuk 10 to 20 years ago have not changed much. Majority of its visitor are scuba diving aficionados.

35. Another issue is Chuuk's under developed infrastructures. The most notable one is transportation. Visitors coming to Chuuk go through an endless line of connecting flights. Also, the cost of plane tickets is quite expensive compare to other destinations. For example - it costs more for a person to purchase a one way ticket to Chuuk from Guam than to purchase a round trip ticket between Japan and Guam. And of course flights to Chuuk is very limited therefore booking can be very difficult.

Note: There are various issues and problems facing the tourism sector but it will be discussed in Chapter7 Tourism Sector

4.4.3 Proposed solutions

36. Since it is very costly to enter the tourism market especially in accommodation, it is preferential to attract foreign investors instead. They have the capital and capacity to build and operate at high standards. Limited number of accommodations has been identified as a hindering factor in increasing visitors, therefore attracting foreign investors is recommended. Chuuk State can always promote or encourage local businesses to venture into Tourism by making needed capital available or accessible.

Note: Government should also realize some business may not have the full interest and capacity to enter Tourism Market.

37. For Chuuk to expand into different tourist markets comes highly recommended. Historic Preservation Office, a unit in C&I Division, issued a statement that the lifespan of Chuuk's underwater museum is between 20 to 25 years. This has propelled state agencies to look into other potential tourism markets such as - the Japan market on eco-tourism and historic sites. Proposals by

Getaway Islands – Chuuk ©CVB



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CVB to develop tour sites relevant to the war and small islands similar to **JEEP Island** (a small Island in Chuuk highly publicized in Japan) have been inserted into the National Tourism Policy their development regarded as priorities.

38. Chuuk will need to increase the development efforts of infrastructures for its tourism industry. It is especially important for transportation. The costs of airfare and the routing are not directly within Chuuk State areas or jurisdictions to make changes. Therefore, Chuuk will need to work closely with the National Government on its agenda on improvement of transportation to the islands. Air Nauru and New Guinea Air have begun to extend their services to FSM and Chuuk. It was an effort proclaimed by the National Government. Sea transportation on the other hand, Chuuk has begun to look at current conditions of its islands docks and ferries. The NTP identified the need to construct and renovate jetties or docks to allow tourists access to the other islands within and outside Chuuk Lagoon. Since cruise ship is another form of transportation for tourists to come to Chuuk, such development is deemed viable and necessary.

4.4.4 Outcomes

- 1. Tourism is highlighted in economic development effort**
- 2. Improvement in investment opportunities of tourism sector in Chuuk**
- 3. Private sector conduct its own campaigns to affiliated communities to settle land sites and increase public support**
- 4. Quintessential needs of tourism in goods and service continue to improve**
- 5. Increase development of infrastructures for Tourism sector**
- 6. Increase private sector participation in planning and implementing policies toward tourism development**

4.4.5 Activities

39. Activity 2.1: Tourism work group (CSCC, CVB, C&I and STFC) meet to find ways to attract foreign investors in Chuuk for Tourism through promotion and attractive tax breaks and incentives. This is to counter the uncertainty that investors because of lack of information given. And it is also to lessen the burden of high cost of running a business in Chuuk which was reported by Chuuk State Division of Commerce and Industry.

40. Outputs(Baselines)

- 2018 website develop for foreign investment information sharing and tourism promo (currently Chuuk does not have a website for foreign investment)
- 2018 new policy for foreign investors with tax breaks and fees pertain to amount of direct benefits to Chuuk State. Similar practice is done with foreign fishing fleets. (No such policy in place)

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41. Activity 2.2: Chuuk State creates Tourism Committee with majority from Private sector in Tourism. This means, Chuuk State should encourage more of those in tourism to be involved in planning and decision making. Often premises are made through speculation by government agencies without the actual account from those in the industry.

42. Outputs (Baselines)

- 2018 IPIC committee will include someone representing tourism industry. (IPIC currently does not have anyone in Tourism)
- 2018 committee created and formed Chuuk State Tourism Development Policy. (Currently no policy is in place – model from NTP and CVB SDP)

43. Activity 2.3: Seek out funding opportunities for Private sector in Tourism. Entering the tourism industry in certain areas can be high in cost. Local businesses wanting to venture into hotel and restaurant services have difficult securing sufficient capital. It is one of the reasons why outside investors are highly recommended. But this should not abstained local businesses to venture into the industry. *As long as supports are made available, local businesses can enter and thrive in the industry*

44. Outputs (Baseline)

- 2018 CVB, C&I co-sponsor with FSMDB and other locally based commercial banks on funding tourism related ventures held (5 local businesses in tourism as client)
- 2020 expand funding from ODA and grants for private sector pertaining to environment, grass roots and women (No eco-tourism, no statistics on women in tourism available)

45. Activity 2.4: Increase private sector participation in Tourism promotion events hosted by CVB. Chuuk wants to make certain that activities pertaining to Tourism involve majority are private sector people as oppose to government. This would create incentives in improvement and advocacy in Tourism.

46. Outputs (Baseline)

- 2017 program through CVB for beautification co-sponsored by CSCC and C&I - 2018 island Festival participants are 100% part of State Trade Fair. (3 business actively participate in beautification campaign)
- 2018 island Festival and Chuuk Trade fair reciprocate participants. (70% of participants at last island festival in Guam did not participate in Chuuk Trade Fair)

4.5 Strategic Goal #3

47.SG #3: Continue to promote foreign investment in Chuuk State through a regulatory system with more private sector participation.

4.5.1 Rationale

48. This goal is vested on the notion that private sector should be involved in the consultation and decision-making when it comes to allowing outside businesses to be established in Chuuk State. Business organization such as Chuuk State Chamber of Commerce expressed worries about allowing just any business into Chuuk. There are the kind of businesses driven on making quick bucks, in competition with local businesses or vendors often do not have any positive impact on economic growth.

Private Sector Development Discussion ©PIO



49. When big businesses come in, they have the backing of *big-capital* to manipulate prices and drive out smaller competitors. Chuuk should consider being more vigilant in who they let in the door as it can jeopardize preexisting ventures making them vulnerable in the market. It can place tremendous impact on the environment based on its unregulated footprint and not to mention create social deterioration and cultural conflicts in its type and style of businesses. *(Note: Even if free market system is an efficient system, government needs to regulate certain markets to prevent indigenous not benefiting from its own resources to the full extend – CSCC)*

50. Foreign investment must be directly linked to the purpose of supporting local industry. Complimenting investment in the island is intended to increase support and capacity within each respective business industries (e.g. Service, Retailer, Wholesaler and Manufacturer). Chuuk should continue to support local businesses to thrive not default.

4.5.2 Problems and Issues

51. There is a lack of support by private sector people in promoting and permitting outside investors in Chuuk. It is not uncommon for businesses to hate competitors to enter the market. They pose threats to already existing market. Therefore, allowing a foreign investor can sometime be forewarned and blocked by existing businesses that have strong ties to those in the government. (Bob Jones – Triple J case).

52. Chuuk State has too many barriers and obstacles when it comes to foreign investment in Chuuk. If an investor comes to Chuuk, locating the needed information can be a painstaking work. There is no easy proceeding for foreign investors. In addition, securing permits, sites and so forth takes quite sometimes or even forever to acquire. *An investor name Mr. Kim from South Korea mentioned that it took him nearly six months to get the right documents because information was not readily available- CSCC*

53. As mentioned in Chapter 2, FSM including Chuuk has the highest cost of running a business than anywhere else in the region. Beside the cost of permits and license, operation costs can be high with utility, fuel, transportation and so forth.

Prices are very high which made living in Chuuk quite expensive-COM-FSM Expat

4.5.3 Proposed Solutions

54. Although the tendency to oppose outside businesses coming into Chuuk is on the possibility of hindering preexisting businesses, Chuuk should realize the benefits outside investors brings. Their investments are injections of benefits (e.g. wages, tax and levies, etc.) into the economy. Chuuk should create a system of identifying investors that would complement and add-value toward preexisting business activities in Chuuk. For instance, a new Chinese restaurant would be a good thing to bring in since it increases selection of restaurant to choose from complimenting the tourism industry.

Note: it should always be viewed that foreign investments with high economic benefits are good for the economy

55. Chuuk needs to establish new laws and policies to minimize impediments and obstacles for investors. There should be a single area where investment questions are answered and information is readily available. Chuuk main issue has always been land. Foreign investors may find it difficult to secure sites due to the unprecedented land issue in Chuuk. A suggestion was made by AG office to allow a certain percentage of signatories of clan lands to become valid in agreements. Whether this would be lawful remain in question but it would be best to seek ways land disputes and designation can be resolved amicably.

56. Chuuk needs to revamp fees that may pose as barriers. A good example is the fees charge to fishing boats during offloading. A good review of all the existing fees should be reviewed. Chuuk would craft better fees and charges based on benefit directly placed into the economy.

Note: FSM is currently in the planning of bringing economic activities on shore in fisheries through licensing concessions- FSM R&D/NORMA Fisheries Workshop 2016.

4.5.4 Outcomes

1. Areas of potential investment opportunities identified
2. Proper policies and regulations in foreign investment in place
3. Increase development opportunities for private sector.
4. Easier approach to invest in Chuuk made possible.

4.5.5. Activities

57. **Activity 3.1:** Create business investment that compliment ongoing local businesses to further improvements and supports especially service and manufacturing businesses. Service and manufacturing businesses will be top of the list for endorsement and supports. Chuuk identifies these two types of business as crucial to improving business activities in Chuuk.

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58. Outputs (Baseline)

- 2018 revamping of foreign investment policy for Chuuk State to prioritized manufacturing and service investment. (Current policy does not have such arrangement)
- 2020 20% increase of FI in services and manufacturing. (there are only 2 foreign investors in service businesses)
- 2020 20% increase in economic benefit from foreign investors (data still being collected)

59. Activity 3.2: Establish ways to make it easier for investors to collect information. Foreign investors need to know as much as they can about a place before investing. Chuuk must ensure visiting investors have access to necessary information and are satisfied with the amount of information they obtain. A well informed investor is a happy investor.

60. Outputs (Baseline)

- 2017 developed and print 1,000 brochures of opportunities and procedures. (no brochures ever developed for foreign investment by the state)
- 2018 website for investing in Chuuk developed and launched (no dedicated website for foreign investment in Chuuk)
- 2018 One-Stop area for all state and municipal agencies relevant to investment in Chuuk established (all relevant agencies within the investment process are scattered throughout the islands)

61. Activity 3.3: Revamp fees and charges to lure investors to invest in the State of Chuuk in areas crucial to development.

62. Outputs (Baseline)

- 2018 adoption of economic benefit return method system on investment (none in current policy)
- 2020 increase of foreign investors at 20%. (Currently 4 active foreign investors not counting construction companies who are bound by contract with government)

4.6 Strategic Goal #4

63 SG #4: Continue to facilitate the improvement of factors of production in Chuuk State Private sector for economic growth and prosperity

4.6.1 Rationale

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64. Factor of production is necessary for private sector to function. Chuuk State must assure that all factors in production meet the needs in the economy. These include land, labor, capital and entrepreneurs. They would allow the state's economy to work toward efficiency and productivity.

65. These factors of production are necessary for both businesses and governments. Land for instance; if its issues are resolved, it would make it easier for development to occur as land acquisition process is conducted smoothly. Many government development projects faced similar problems.

66. Other factors of production must also be adequate. **Labor or skill** workforce must be ready at hand to perform necessary tasks in private sector. And **capital** for businesses must be available. This would allow possible entry to new markets and expansion opportunity for businesses.



Computer Training

4.6.2 Problems and Issues

67. Chuuk geographic features and the lack of land documents make it very difficult to survey lands and verify ownerships. Up to this day, Land commission do not have land titles or deeds available for more the half of property in Chuuk. This causes many disputes on boundaries which can halt projects for very long time. Also, ownership of a land can sometimes be difficult to identify as a whole clan bears ownership which means multiple owners.

68. Skilled labor force in Chuuk is not available. Chuuk labor force is unskilled. It is apparent by the number of expatriates many businesses in Chuuk hire to meet the skills needed in their work. Some says it is a derivative of the substantial number of dropouts Chuuk has accumulated over the past 30 years. Others see this as a result of brain-drain where many qualified people have moved off island, particularly the US, for better opportunities.

69. Lastly, Chuuk faces low entrepreneur capability among its citizens. A data showed that 1 out of 14 small businesses each year makes it. This number is below the US National average. It is important that Chuukese interested in business become well verse so their business can continue to grow and flourished.

4.6.3 Proposed Solutions

70. Chuuk should push land commission to complete survey work and records of all land in Chuuk. This same request was asked of land commission more than 20 years ago. It has been suggested that a land court system is developed down the road to expedite land titles certification. Also, Chuuk can invest research work at different archives (Guam, Saipan and Hawaii).

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71. Encourage and sponsor students to enter needed private sector occupations. Education is the prime sector to handle workforce, but the Private Sector should continue to provide data and promotion for the needed fields or occupations. Vocational or CTE and HTM are highly prioritized in construction and tourism.

72. Chuuk State should strengthen availability of capital to assist businesses during tire times. Chuuk experience many businesses that fold when economic performance slowed down. Small businesses have high propensity to discontinue. This is mainly because those that enter do not have conventional training or education in business. Also, constant training in business should be available to current business owners and management to become well versed and competitive.

4.6.4 Outcomes

- 1. Land access is readily available for development**
- 2. Skill level of workforce increases to a substantial level**
- 3. Access to resources improved in management training and support**
- 4. Funding opportunities are identified for private sector**

4.6.5 Activities

73. Activity 4.1: Push land commission to complete survey work and records of prime lands. Prime lands are considered as potential sites for businesses which are accessible to transportation, utilities and other infrastructures. Chuuk State in the past have experience outside investors interests but fail to go through because land sites were not able to be secured. Therefore land reform measures are identified and implemented

74. Outputs (Baseline)

- 2018 land capacity building/skills improvement implemented
- 2018 Land documents recovered and secured storage facility build
- 2019 Legalization of land documents, procedures and legal support in place
- 2019 complete prime lands surveys for development
- 2020 Land Court System established
- *2018 50% of prime lands surveyed (still pending, possible 20% complete) Note: prime land will extend when circumferential road is complete*
- *2020 80% of prime lands survey will be on database for immediate access (no database program for land commission)*
- 2023 cadastral survey completed for the main island of Weno.

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75. Activity 4.2: Encourage and sponsor student to enter needed private sector occupations. The needed skills in private sector should become identified. Private sector in collaboration with CSSS should create mentorship and trainings for students to build interest.

76. Outputs (Baseline)

- 2017 C&I Labor unit completes surveys of needed skilled work for private sector. (no survey conducted except for COM-FSM CTOP)
- 2018 Private sector will collaborate to develop mentorship and training for high school students (Certain high schools conduct their own career awareness programs)

77. Activity 4.3: Strengthen availability of support to assist businesses during tire times and in capacity building. This is to increase capabilities of those in business. Provide support trainings and information to better understand stagnant market and preparedness.

78. Outputs (Baseline)

- 2018 50% of business owners complete training for SBA and FSMDB programs (80% of small business owners do not utilize FSMDB and SBA for support)
- 2018 AG office submit new legal land title procedure for clan lands (90% of clan land have multiple land owners or right to specific property)
- 2020 50% of small business owners completes training in entrepreneurship (No program except with COM-FSM)

79. Activity 4.4: New training opportunities commence. Tourism industry needs to develop its service industry through capable workforce. With virtual non-existing CTE program in K-12, Chuuk will open a CTE program dedicated to needed CTE skills.

80. Outputs (Baseline)

- 2018 CVB and CSSS joined together to launch HTM training program through COM-FSM (no HTM training program available in Chuuk)
- 2019 C&I and CSSS joined together to launch CTE training program through COM-FSM (CTE is non-existing in K-12 and COM-FSM Chuuk Campus presently seize to continue due low enrollment)

4.7 Strategic Goal #5

81. SG #5: Continue to improve support services in fostering Business education and training

4.7.1 Rationale

82. What better way to develop Chuuk's private sector than to strengthen business knowledge among Chuukese. By increasing programs that teach and train people in business, it would lead to innovative ideas, quality and improvements in the way businesses are done.

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83. Chuuk has two post-secondary institutions. Currently these schools do not offer any business program at their campus. Training in business is made available through CRE Chuuk but discontinued after its funding support from Private Sector Grant seized. Small Business Development Center offers business counseling on a regular basis. FSMDB offers micro lending program *-in the past, it faced situation where clients would submit business ideas and proposals but fail to fully grasp the business concepts because they were written by others.* FSMDB recommends clients to go through basic business training to take ownership of their own plans and ideas.

SBDC Small Business Training – Chuuk @sbdc.org



4.7.2 Problems and Issues

84. Majority of small business owners do not go through conventional schools or trainings in business. Because of the lack of experience in business, success rate is very low 1:14 or 7%² per year. Small businesses have a low cost of entry so anyone can enter.

85. Chuuk private sector has difficulty in hiring locals to perform specific business skills. Chuuk constantly hire expatriate especially from the Philippines to perform middle management and accounting positions. Interest in business field has declined among students. One reason is many grants and scholarships for colleges omit business in list of fields being prioritized. Also CTE which includes business is no longer part of CSSS curriculum for a while now.

86. Chuuk does not have any traditional business program offered by its two colleges. Business trainings that were offered are discontinued because of the discontinuation of public funding. e.g. *Private Sector fund seized for CRE-Chuuk Grass Root Business Training because of duplication issue with SBDC.* The closest business school or program for Chuuk is at COM-FSM National Campus in Pohnpei and the University of Guam.

4.7.3 Proposed solutions

87. Chuuk should Increase benefits and incentives for those training in the field of business. With the concern of regurgitations of business ideas for many micro lending applicants, lending program should require severe business training or studies to assert understandings of businesses. Chuuk should also do early age promotion for young people in business. CSSS to revive CTE program including business in their curriculum. New scholarships in business should be made available for those pursuing the field. And nontraditional business programs or trainings must be offered regularly.

88. Cohort of students in business needs to be created to justify a degree program in Business at COM-FSM Chuuk Campus. Basic Business Training will be done as non-traditional to open up for any interested participants. COM-FSM Chuuk should establish and propose a program with UOG's business program which would include upper management training at the graduate level.

4.7.4 Outcomes

² C&I Report 2015

1. More training available for people interest in business
2. Increase in interest for young people in business
3. Improve in accessing supports in entrepreneurial development
4. Increase success rates of new small businesses
5. Traditional Business Program developed and established on island

4.7.5 Activities

89. Activity 5.1: Increase benefits and incentives for those acquiring training in business. Chuuk wants those involve in business to have some training or education in business. It would use eligibility and qualifications to increase participation in business trainings.

90. Outputs (Baseline)

- 2018 FSMDB mandate basic business training for Micro lending program. (SBDC runs business training)
- 2018 bill on certification of training wages increase with CSCC endorsement (training certification currently does not bare any effect on qualification and wages)

91. Activity 5.2: Do early age promotion for young people in business. What better way to strengthen core of knowledge than to tackle it at early age. This can be done through inserting into K-12 curriculum or more mentorship for kids in business.

92. Outputs (Baseline)

- 2018 K-12 CSSS adopt entrepreneurship curriculum (since 2009 CTE in business discontinue at CSSS)
- 2018 Government sponsor program commence in shadowing and mentorship in Entrepreneur (Chuuk do not have this type of program before but WIA came close)

93. Activity 5.3: Chuuk shall Increase entrepreneurship trainings in the state. This part will focus on traditional business degree program. There should be an AS or AA in business available on island to start out students interested in the field. Partnerships with institutions in the region like University of Guam or Northern Marianas College articulating courses for efficient transition of students in the program. Advance program in business will be level for four year where specific business skills can be emphasized. Lastly, Chuuk should endorse strengthening upper management level as well.

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94. Outputs (Baseline)

- 2018 COM-FSM open AS degree in Business Administration (currently has only AA degree program in Education)
- 2019 CCPI BA degree in Business Administration (it has only BA degree in Liberal Arts)
- 2020 in conjunction with UOG on upper management training (PMBA program format) – Graduate Level

95. Activity 5.4: Skill enhancement and Income generation programs created targeting grass roots. Business opportunities can be beneficial for grass root to earn income. It mainly focuses on those living in rural areas where business activities are very minimal. Creativity and trades are what makes this kind of program substantive.

96. Outputs (Baseline)

- 2018 Grass roots in Basic Business Training Program commence with COM-FSM and Land-grant (Seized to continue after 2013)
- 2019 10 participants on Micro-lending program with FSMDB (no data except previous group 3 were applied for micro finance loan)

4.8 Strategic Goals #6

97.SG #6: Continue to improve infrastructures necessary for business activities and functions

4.8.1 Rationale

98. Businesses need to have the proper infrastructures in place to function effectively as possible. Infrastructures are part of business factors of production allowing accessibility and productivity. Chuuk private sector can only thrive if the proper infrastructures are in place.

99. There are three types of infrastructures crucial to business activities. First are infrastructures relating to transportation, which must adhered to businesses needs at all-time whether it's in the air or at sea or on land. The next one is communication infrastructures to allow connection to the outside and access to crucial information. And lastly, public utility infrastructure to provide affordable and reliable electrical powers and water works.

101. These infrastructure supports are only available through government support and sustainable by sufficient economic activities. Chuuk State must continue to invest in maintaining and developing these infrastructures for both the people and businesses. Sometimes priorities are overlooked due to lack of funding and priority supports.

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4.8.2 Problems and Issues

102. There is often minimal attention given to infrastructure needs of private sector. As mentioned before, advocacy can only be guaranteed by those in charge. Road on Weno took so long to develop. It took nearly twenty years to finally begin its work. And still other major islands in the lagoon lack road access. Chuuk sea transport has been underdeveloped for so long. The outer islands have expressed frustration of what they had endured all this time. High prices, shortage of supplies including food and water are some of the things they face. The field ship that was once operated by the government is no longer operational. Deteriorating runways and docks make air and sea transport very difficult.

103. There is a lack of inter-agencies collaboration to strengthen the support of infrastructure development in private sector. Often work that needed to be done fall short because proper stakeholders do not participate. This has led to certain needs of many sectors including private sector not being addressed.

104. Lack of funding for continuity and expansion is always an issue for infrastructure. Road development and maintenance occurred in 1980s to early 1990s by contracted companies. Any work afterward was done in-house which resulted in mediocrity. Chuuk neglected the work on road because of the lack of funding. It was only within the past few years that funding became available to instigate the work on the road. Infrastructures need constant maintenance and improvement but can't be difficult because of lack of funding.



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4.8.3 Proposed Solutions

105. Increase Private sector involvement in government Infrastructure planning. Chuuk should allow private businesses to have voice in infrastructure development. This would create clear communication between offices to showcase needs of private sector.

106. Private sector should extend its involvement in various areas both in the government and communities. This could create good level of awareness among the publics and the government. Private sector can become a driving force in planning and decision making.

107. Funding to build and maintain infrastructures should have strong contingency plan and earmarked funding sources. The work on infrastructure should be looked at with set term plan allowing policy makers and planning groups to look at what should be prioritized and when.

4.8.4 Outcomes

- 1. Increase agenda of private sector development at state level planning**
- 2. Necessary infrastructure for private sector development in place**
- 3. Increase in funding support and sources identified**

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4.8.5 Activities

108. Activity 6.1: Increase Private sector's involvement in government Infrastructure planning. FSM IPIC is the main committee for Chuuk State in infrastructure planning. Members of committee include Chuuk OPS and the Department of Transportation.

109. Outputs (Baseline)

- 2018 Private Sector representative enter IPIC group (private sector is currently represented by C&I)
- 2019 30% of Private Sector infrastructures are enter as state priorities (None at this time)
- 2020 "One-stop" facility in place. (idea was introduced during FSM National Government Export and Trade workshop but nothing was created)

110. Activity 6.2: Create clear communication between offices to showcase needs of private sector. Private sector needs to be involved in various state matters and vice versa.

111. Outputs (Baseline)

- 2018 CSCC invites C&I, CVB, CSDA and CSMR as non-voting board members (none of the following are members at the present moment)
- 2019 CSCC in conjunction with COOP developed a website for information and updates (no website and no COOP)

112. Activity 6.3: Resolve issues pertained to certain projects to increase funding support. Private sector must be keen in developing strategies and plans that could reveal its goal and projected outcomes.

113. Outputs (Baseline)

- 2017 CSCC completes its SDP setting priorities (CSCC do not have a SDP in place)
- 2018 COOP completes its SDP setting priorities (no COOP and no SDP)

4.9 Priorities/Initiatives/Short term goals

1. Chuuk Local Producer COOP organized and commence operation (relate to PGS)

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2. Chuuk State Chamber of Commerce assigned to IPIC committee for Chuuk State
3. Continuation of Chuuk State Trade Fair
4. Fumigation equipment proposed to be situated at Chuuk Airport Terminal
5. Chuuk State Chamber of Commerce Strategic Development Plan
6. Career Technical Training Program offered at CSSS and COM-FSM Chuuk
7. Chuuk State Export and Trade Policy
8. Export Unit at Division of C&I created
9. Lending Programs created (Micro and big investment e.g. hotels and other services)
10. AS or AA degree programs available by COM-FSM Chuuk in Business Administration
11. Revision and amending of law pertaining to licensing from Municipal Governments

5. Agriculture Sector

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5.1 Introduction

1. The term Agriculture in this chapter refers to the cultivation of living things on land to sustain the livelihoods of the people. Although agriculture is about living things everywhere, when it comes to the work and efforts of agriculture sector (synonymous with Chuuk State Department of Agriculture) - it will only focus on the terrestrial areas.

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2. The Chuuk State Department of Agriculture was established under the state's constitution as a resource department that should continue its work as long as the constitution mandates. Its main office handles forestry, livestock, food security and commercial farming support. It also house FSM Quarantine office, a national agency under the FSM Department of Agriculture whose specific role is protecting the natural terrestrial biodiversity of the FSM against invasive species and harmful elements.

3. For this sector, its strategic plan is focused on the efforts and management being done by CSDA. In its SDP, the sector is divided into two significant areas. The first area pertains to the improvement and development on the livelihood of the people of Chuuk. This means agriculture efforts must be more attentive on the prosperity of the people in Chuuk from terrestrial resources. This includes food security efforts and income generation opportunities. The second area focuses on maintaining and mitigating terrestrial resources which are impacted by variety of unwanted occurrences.

'It can be from endemic plant diseases which surface every now and then; and typhoons whose threat is highly unpredictable and devastating as it destroys food resources and natural habitats and not to mention the inevitable impacts of Global-Warming which is every low level islands' nightmare'. - CSDA agent

5.2 Strategic Statements

5.2.1 Mission Statement:

4. *"Agriculture sector is responsible for the management of natural terrestrial habit in Chuuk State. It would assist in the development of resources under a sustainable scheme for the improvement of the lives of the people of Chuuk while maintaining the capacity to mitigate the impacts of natural or man-made disasters."*

5.2.2 Vision Statement:

5. *"Agriculture sector shall become well verse in providing support to the development of Chuuk State through livelihood improvement of Chuukese from its terrestrial biodiversity resources and the natural habitat protection of the Chuuk State."*

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5.2.3 Agriculture Sector's Critical Areas

6. Like all the state departments, CSDA has its issues and problems that it needs to resolve. These issues and problems are impediments for the department to fully perform its work. The following are its *critical areas*:

- 
1. Environmental impacts long term and short term
 2. Infrastructure supports
 3. Capacity and competency in the sector
 4. Commercial farming vs. tradition farming
 5. Food Security and income generation
 6. Limited Land Space

7. In alignment with the framework of the National Agriculture Policy, Chuuk State Department of Agriculture has created its own Strategic Goals which focused on fulfilling its vision's objective. Eight strategic goals have been put together encompassing the challenges CSDA is and would be facing.

5.3 Strategic Goal #1

8.SG #1: To maintain adequate funding resource for effective and continuation of operation in agriculture sector.

5.3.1 Rationale

9. "Government expenditure in the sector is largely ineffective; government expenditure can be better targeted at traditional crop production."³ Although it is mandated in the Chuuk State Constitution - highlighting Agriculture as an important sector therefore department will not cease to exist or discontinue. Ironically, it is underfunded compared to the other major departments in Chuuk, whose existence are not mandated by the Chuuk Constitution.

10. CSDA funding has been second to none when it comes to funding from the state. It has been neglected and often used as a political leverage on positions for support. CSDA funding in the past years has mainly been from the Compact's small sector grant. Funding from local revenue accounted only 20% of its annual budget. Certain funding support like the *Revolving Fund* had discontinued by the state although it is required by law. This has made CSDA highly dependent on grant supports for its programs.

Note: Look for data on budget allocated to CSDA from 2005 to 2015 (Revolving Fund).

³ FSM SDP Agriculture Sector

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Defunded Nursery - Chuuk



5.3.2 Problems and issues

11. The quintessential need to acquire necessary funding is obvious. Since Agriculture sector fulfills so many things that are economically, socially and environmentally viable, Chuuk State Constitution mandates CSDA existence indefinitely. Agriculture allows the assertion of food security. It also creates opportunities in earnings. And it serves as a focal point for agriculture development and technical support to prevent environment degradation especially in terrestrial settings. But recently CSDA funding for its Nursery Project discontinued. This has hindered its ability to do outreach support on food security within the communities.

12. Although agriculture sector bares great significance for the people of Chuuk State, advocating its works received very little support. Evidence of this is shown by the level of commitment it has gotten by state leaders in funding and participation for ongoing projects and initiatives. Government funding for agriculture sector support services currently focused on mostly salaries, while non-wage operational costs and new investments received nothing. Many such activities are funded under special project budgets which may be limited to long-term financial sustainability. As mentioned earlier, Chuuk State did create a law which provides a fund for continuous support toward activities pertaining to agriculture development. This funding is no longer part of Chuuk's annual budgets.

13. Another observation made toward agriculture sector is its lack of strong advocate or champion. Agriculture stands alone with no group or organization to speak on its behalf. Advocating its purpose and assuring support is not present. This is similar to Tourism at the national level which often gets over shadowed by other national activities or priorities.

5.3.3 Proposed solutions

14. Chuuk State Department of Agriculture should begin to look into hiring a capable grant writer and project coordinator for its department. There are great opportunities in funding support from various donors and grants. And for advocating its agenda, an organized group must be created to strengthen agriculture development agenda. "Perhaps the *Revolving Fund* can be reinstated."—CSDA Director

15. CSDA should try and create partnership with other sector departments that have resources. Its nursery projects were discontinued after Typhoon Maysak. Major departments like Health and Education can utilize the nursery projects for support. Health can align its NCD program effort of promoting nutrition by using the nursery sites as to promulgate the planting and eating nutritious crops. Education on the other hand is struggling with its Career Technical Education programs ('aka' vocational programs). Agriculture can be an ideal CTE program to run in rural areas; since it is the least costly among CTE programs (CTE survey). The CSDA nurseries and its staffs can partner up with respective public schools for technical support while Chuuk State School System assists in funding.

16. Agriculture sector relies on CSDA as its champion in a presumptive way. In reality CSDA may not be well versed to perform the advocating duties required to push agriculture sector agenda. It can provide

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technical assistant to the sector but not necessary champion all efforts. Suggestion was made to create a group focused on agriculture efforts. Members would include: C&I, CRE program, CWC, CSCC, CSHS, CSSS, COOP members.

5.3.4 Outcomes

1. Adequate fund for agriculture development
2. Increase support from stakeholders
3. Acquire new source of funding support
4. Improve outlook of continuity in agriculture supports
5. Collaboration with other departments

5.3.5 Activities

17. Activity 1.1: Hire a grant writer /project coordinator FY 2018. Agriculture sector do not have a person to assist in getting grants from the various donors. Chuuk State will need to hire someone who can educate and train those in the sector.

18. Outputs (Baseline)

- FY 2019, additional grant is added to Agriculture activities. (Currently the Compact Private Sector Grant)
- FY 2018, reinstating of **nursery projects** through supports from CSSS for CTE program and CSHS for NCD program (discontinue as of FY 2015)
- 2018 shadowing of grant writing for 1 local personnel (No personnel in Agriculture has grant writing capability)

19. Activity 1.2: Reinstatement 'Revolving Fund' into Chuuk State FY Budget. Chuuk State must realize that the fund is mandated by law. Reinstating will allow CSDA to gain financial support for activities no longer funded.

20. Outputs (Baseline)

- FY 2018 revolving fund is reinstated to counter defunded section in CSDA operation (Revolving fund was created in the 1990s but stop being budgeted)

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- FY 2018 new funding source will assist capacity training arranged with COM-FSM (COM-FSM is currently doing survey to start a Agriculture program at Chuuk campus)

21. Activity 1.3: Organize group in agriculture to strengthen agriculture development agenda. This group would include both commercial and traditional farmers, exporters, NGOs and government agencies.

22. Outputs (Baseline)

- FY 2019 adoption of Chuuk Agriculture Policy by the organized group. (No Chuuk State Agriculture policy)
- FY 2018 chartered of farmer association - This group will become member of the Chuuk Local Producers Coop. (former farmers association formed in 1980s is no longer active)
- FY 2019 increase private sector involvement by 25% (currently 6 exporters and no commercial famers but mostly traditional farmers)

5.4 Strategic Goal #2

23. SG #2: To build a strong network and partnerships with outside groups and professionals in the field of agriculture for support.

5.4.1 Rationale

24. “Traditional farming is producing enough food with little or no technical support” (FSM Agriculture Policy). This is obviously the case in Chuuk. Subsistence base has always been the driving force in sustaining food supply in Chuuk. In current arrangement, CSDA is acquiring support from FSM Department of Resources and Development under the section for agriculture and fisheries. Chuuk also has the Cooperative Research and Extension, which used to be called Land-grant, through the College of Micronesia-FSM. It has been conducting its work in the region for over 30 years which include agriculture.

25. There are foreseeable threats Chuuk State will be facing down the road. Climate change for instance will continue to bring forth disastrous weather conditions such as typhoons, droughts and floods. Chuuk Agriculture Sector will need to be supported by research institutes and organizations in maintaining the capacity to do its work.

“Food security for instance is an essential role for CSDA to always maintain for Chuuk State. To do so, it must align itself with those constantly researching and innovating ways to improve and protect agriculture production”. Mr. Kandito Kanas, Director CSDA



5.4.2 Problems and Issues

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25. Agriculture, even if it's a very important sector, is still the sector that receives very little attention. This can be accredited to low number of people involved in agriculture related activities. Participation and organization is still weak for agriculture at the community level. In fact, Chuuk has seen a big influx of people moving away from farming to other form of income earning activities. In commercial agriculture, the number is still meeker compare to the other states in the FSM.

26. As mentioned before, Chuuk needs a champion in agriculture sector. The Department of Agriculture is often viewed as a focal point of everything that is agriculture. But with limited resources, its performance and capability can only do so much. Chuuk State still have a weak commercial agriculture. Traditional farmers are major supplier of local market demand. Chuuk need to realize that commercial agriculture can be a source of economic development for Chuuk State

5.4.3 Proposed Solutions

26. One suggestion is to continuously extend the role of CSDA in the effort of more research work toward agriculture improvement. This can only be possible through technical support from the outside. FAO, CRE and other research organizations are affiliated with CSDA so they can assist in the technical need of agriculture. The Department of Agriculture must not be adamant to open its door to other organizations to provide support.

27. Being less attentive to, it is simply the result on lack of information on agriculture programs and activities. A suggestion was made to connect with groups at community level who has direct and indirect link to agriculture activities. Groups like youth, women, churches and other NGOs. As the saying goes, 'you are only good as to the resources you have on hand'⁴. CSDA minimal amount in annual budget gives it a little breathing room for other things. Chuuk must begin to find ways to increase resources especially finance resources to CSDA.

5.4.4 Outcomes

- 1. Improvement in protection and eradication efforts of evasive species of plants in Chuuk**
- 2. Increase capacity of personnel in agriculture sector**
- 3. More opportunities in agriculture development**
- 4. Access to experts and studies pertaining to agriculture**
- 5. Dialogue toward finance support improvement**

5.4.6 Activities

⁴ Rules of Entrepreneurship

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28. Activity 2.1: Extend the role of CSDA in the effort of more research work toward agriculture improvement. This can be done through soliciting more funding. Chuuk should allow groups to do research studies and of course proper facilities to accommodate the necessary work to be done.

29. Outputs (Baseline)

- By 2018 CSDA will submit proposal for a research center (only research lab available on island is CRE-Chuuk)
- 2018 extend invitation and established relation with post-secondary institution in the region COM-FSM, UOG, UH and PCC (USP and COM-FSM are the only ones actively performing)
- by 2019 50% of Agriculture personnel will undergo research training with partner (No training at the present time)

30. Activity 2.2: Increase organization of groups at community level who have direct link to agriculture activities. More support can be acquired if Agriculture starts having groups involved in agriculture chartered and organized. This will allow them access to funding which can be incentive to continue.

31. Outputs (Baseline)

- 2018 at least 4 NGOs are created/chartered (Currently 2 NGOs involved in Agriculture CWC and CYC)
- 2018 at least 2 agriculture projects commence at community level sponsored by community NGOs (typhoon rehabilitation project and water shed project)

32. Activity 2.3: Invest in promoting commercial agriculture toward private sector with resources. It is vital that private sector leads the effort for commercial agriculture development. In the past, commercial efforts were semi-government which did not last too long.

33. Outputs (Baseline)

- 2018 2 commercial agriculture training to private sector held (no training held in 2015)
- 2018 breadfruit venture training held through collaboration of CSDA, C&I and Pacific Business Center (no training held before 2015)

5.5 Strategic Goal #3

34. SG 3: To continue and maintain capacity level in the field of agriculture both in private and public sector.

5.5.1 Rationale

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35. When fostering any industry, it is important that skills pertaining to the industry are apparent. Chuuk today do not have good level of skilled individuals in the field of agriculture. Many practices rely on traditional farming which is demonstrated through daily activities done by adults to young persons. But subsequently such skill level is not enough to foster development in the industry especially at the commercial level.

Small Farm Fefen



36. Agriculture is not all glamorous like other industries as perceived by many. Traditional farmers are even given name ‘Chon lasai’ with negative connotation of being poor or beggars. This is probably one reason why there hasn’t been a big number of people entering agriculture sector including its field of studies. In Chuuk’s general population, finding someone in agriculture field is painstakingly hard.

CSDA, majority of its personnel did not go through conventional studies in agriculture therefore had to be trained on the job. If there are an abundant number of people in the field working in public sector, the outlook for improvement process may be better.

5.5.3 Problems and Issues

37. The lack of interest in agriculture field in Chuuk State comes from its inability to promote the field from the get-go. Instilling and inspiring at early age can be a powerful way to build strong interest. Even if CSSS no longer have CTE programs being offered, Agriculture was never part of its curriculum to begin with. In the past, schools like PATS and MOC were relied on to supply enough individuals who studied the field of agriculture. Today such schools no longer exist.

38. Chuuk also lack program offerings at the post-secondary level. But not that like other CTE programs, starting a program in agriculture require students to enroll. If there are no students interested in the program, then the program does not get offered. Although training in agriculture is done by CRE-Chuuk, it only target grass roots and women.

39. Even if someone enters into the field of agriculture, opportunities are often unmentioned or not promoted. In fact, a survey showed that demand for agriculture will slowly rise. More projects and efforts will go into agriculture therefore the need is right there. There is a great need for people in agriculture but the interest is very minimal.⁵

5.5.4 Proposed Solutions

40. CSSS should invest in promotion of agriculture field in CTE programs. It is an ideal program because it costs less than other CTE programs. Accessibility to resources would be easier for school in rural areas

⁵ AFT Survey Project COM-FSM

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since majority of work is done in the ground. This can become a joint effort between CSSS and CSDA. The nursery projects can be utilized to conduct CSSS CTE program hands on training.

Note: NCD for healthy living is also good program to link with nursery projects – see section 5.6.3 proposed solutions

41. Agriculture field in Chuuk should be part of the main stream. Even if the interest is not really there yet, the need is in fact there. COM-FSM and CCPI could look into offering such program for students interested in agriculture. It is just a matter of pushing forth the many opportunities the sector has to create stronger interests among college bound students.

42. As mentioned before, the need is there. It may take a little while to see influx of students in agriculture field therefore short term training is recommended as well. The field of Agriculture circumvent the core purposes (e.g. food security, health, environment and income opportunities) for many community based groups and NGOs. It is good opportunity to use their needs and goals to justify more training and funding supports.

5.5.5 Outcomes

- 1. Stronger CSDA in providing technical support in Agriculture efforts and development**
- 2. Increase private sector capability in venturing in to agriculture sector**
- 3. Increase in number of young people pursuing agriculture and related fields studies**
- 4. Increase support of training available to private sector**

5.5.6 Activities

43. Activity 3.1: CSSS invest in promotion of agriculture field in CTE curriculum programs

44. Outputs (Baselines)

- 2018 40% of HS initiate agriculture CTE programs (no program in secondary level)
- 2020 all HS schools and 30% have CTE agriculture programs (no program in primary level)

45. Activity 3.2: COM-FSM could look into offering such program for students interested in agriculture

46. Outputs (Baselines)

- 2018 COM-FSM launch its AFT (no program offer at Chuuk Campus)
- 2019 COM-FSM invest in Associate Program in Agriculture (no program offer at Chuuk Campus)

47. Activity 3.3: Training programs offered targeting needed areas especially to local commercial farmers

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48. Outputs (Baselines)

- 2018 50% of CSDA staff enrolled or undergo trainings (preliminary survey showed only 30% of staff are agriculture major)
- 2019 50% of coop members in agriculture complete training (no data available at this time)

49. **Activity 3.4:** Identified needs of field in private sector, NGOs and public sector

50. Outputs (Baselines)

- 2018 complete survey of agriculture specific training needs

5.6 Strategic Goal #4

51. SG4: To continue provide assistances and services within communities in areas of agriculture development supporting income generation and food security

5.6.1 Rationale

52. In the FSM including Chuuk, majority of agriculture productions are subsistence based. Traditional agriculture has always been motivated by providing enough food for daily consumption and supply toward social and cultural obligations. But things have evolved to be more income or cash driven. Communities' reliance of agriculture production is slowly deteriorating as more people shift to wage earning activities.

Fin lasai - selling at the airport ©panoramio.com



53. As cash based increases, consumption of imported food rises. Those that remain in agriculture production even if relying on it for food sources also anticipate income earnings by selling to the local market. The demand in local food is driven by rise of income earning in Chuuk.

54. According to CSDA, in the past Chuuk had a system between those that have access to money and those who are involved in traditional farming. Those in farming would bring local food (breadfruit and Taro) to relatives who earn wages -in turn those relatives would purchase imported food or give some compensation in the form of cash for their troubles. This slowly led to the cash driven agriculture production.

5.6.2 Problems and issues

55. Compact Private Sector grant has been the main source of financial support. Recently, Chuuk State Department of Agriculture had a major setback in agriculture production when its Nursery Program seized to continue as funding was no longer available. Other program like CRE-Chuuk faced similar situation. Reasons behind the discontinuation of funding varied among the different agencies. 10 staffs of CSDA and 5 staff of CRE were laid off from the discontinuation of nursery projects.

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Name of Agencies	Project Name	Defunding reasons
Chuuk State Department of Agriculture	Nursery Program	Replicating CSDA work
Cooperative Research and Extension Program	Agro forestry Project	Currently receiving support through IOM and FAO

"We were asked by the grant manager to proof that CRE nursery project is not CSDA project" CRE-Chuuk." - CRE Chuuk
"IOM and FAO support to Chuuk State is short term basis."-CSDA
"IOM and FAO work in Chuuk is to support and supplement efforts." - IOM

56. Coordinating efforts to increase agriculture production in Chuuk can be very challenging. Chuuk's widespread geographical feature makes it very difficult. Transportation can be difficult with unreliable services. Even in the lagoon, there is no convenient form of transportation except for small outboard motor boats. And with high cost of fuel, transportation has become very expensive to handle on a daily basis. Outer islands or islands outside the lagoon things can double or even triple.

57. Agriculture support in Chuuk has been abysmal. Leaders are not lined up to support the effort in agriculture production. This is shown by the lack of advocacy CSDA and CRE received when the funding of its nursery projects discontinued. Plus in the communities, agriculture is not something they lined up to rally behind. Agriculture knowledge is still from traditional practices which only few have taken time to learn and understand. Agriculture knowledge has not gotten into mainstream (K-12 to post-secondary).

5.6.3 Proposed solution

58. Reviving the nursery projects or related projects can be done by linking them to other sectors for support. CSDA can collaborate with CSSS to have agriculture be part of K-12 CTE program. It would cost education department very little to run such program for schools in rural areas. Another group to link with is Chuuk State Health Service. CSDA can connect its projects to CSHS on eating healthy food within communities – NCD program.

59. Gaining community support can be achieved by creating NGO or community based projects doing agriculture productions and efforts. Agriculture sector is affiliated with various things: health, education, food security, environment and culture. These areas can become primary outcomes for community based projects through agriculture. So as more community activities and initiatives are done through agriculture, understanding and supporting of the sector can continue to increase at the community level.

60. For agriculture production to expand in Chuuk, it also requires transportation to improve. This allows the mobility of supplies when needed and easy access to market. This is a need Chuuk should prioritize. *See Chapter 13 on transportation*

Note: A comment was made by COM-FSM consultant on the antipathy of replicating efforts through public funding. JEMCO or grant managers find it unnecessary and waste of fund.

"In certain viewpoint replicating efforts also provide wider coverage and support which Chuuk can use given its transportation issue and unique geographical feature" Economist COM-FSM

5.6.4 Outcomes

1. Increase crops and livestock productivity for food security within communities
2. Redirecting resources toward food production
3. Increase opportunities of income generation within communities
4. Increase interest among youth in Agriculture field
5. Increase support among communities in agriculture production and efforts.

5.6.5 Activities

61. Activity 4.1: Link nursery projects and other related agriculture work with various sectors and communities. CSDA can offer support to CSSS CTE program especially toward training and teaching.

60. Outputs (Baselines)

- 2018 30% of K-12 schools have nursery projects under CSSS CTE program with CSDA (No program in CSSS)
- 2019 10 nursery projects created through NCD with CSDA (No program with CSHS)

61. Activity 4.2: Livestock support program commence. Livestock in Chuuk is slowly declining according to recent survey by CSDA and FSM Agriculture. *(Rising cost of raising livestock and cheaper imports)*

62. Outputs (Baseline)

- 2018 5 breeding trainings commence to communities (No training available)
- 2020 20% increase in livestock in Chuuk (2010 livestock –pigs 3,0048, chickens 3935 and goats 206)

63. Activity 4.3: NGOs or communities grant proposal targeting agriculture with CSDA as technical supporter

64. Outputs (Baselines)

- 2018 10 grants complete and approved (No community based project in agriculture grant supported)

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- 2020 30% increase in rural areas farming for income generation(net earning currently estimate at \$10 million)
- 2022 50% increase in rural areas farming for income generation(net earning currently estimate at \$10 million)

5.7 Strategic Goal #5

65.SG5: To continue provide assistance and services to private sector and respective agencies for commercial agriculture development targeting both local and outside markets

5.7.1 Rationale

66. Commercial agriculture in Chuuk has never been considered as a major sector for its development (e.g. Exports, job opportunities, etc.). Efforts have been done in the past to insight commercial agriculture expansion - hoping for an increase in production. Domestic market demand is the driving force for many small scale farmers. Traditional farming has always been enough to sustain Chuuk's local market demand. But this will soon change as industries like tourism and trade sectors start to evolve. More tourists in Chuuk mean more demand for agriculture products. A perfect example is Palau. Its tourism industry is what sustains its high demand for local food and fish in its domestic market.

Tuu Puna - giant taro @researchgate.net



67. Although imports can support the rising demand of goods, this will only lead to increasing trade deficit which is already very high for Chuuk State and the FSM. Chuuk has begun to look into ways to support import substitution efforts to counter trade balance. The simple idea of increasing exports to balance trades in FSM and Chuuk is still farfetched in agriculture products. Chuuk has very limited land and high costs (producing and transporting) because of weak infrastructures.

68. Commercial agriculture must focus on supplying its own market demand and build on other local industries' needs. For instance the Tourism Industry, as it continues to grow in the region, agriculture products demand will follow. So rather than importing the agriculture products, Chuuk can provide via its agriculture sector. This would mean import substitution efforts must be coordinated to identify those agriculture products that can be locally produced and become lucrative for sustainability.

5.7.3 Problems and Issues

69. Chuuk State has limited land area. It is made up of many small islands scattered inside and outside its lagoon. To own a land massive or large enough to accommodate the volume of commercial agriculture is difficult. Many of the islands properties are very small averaging less than an acre in size.

70. Infrastructure support to commercial agriculture is not apparent in Chuuk. Transportation is still weak in Chuuk State. Roads are not developed on many of the major islands. Sea transport which is primary

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form of transport between islands is unreliable. Outer islands can go on for weeks and even months before the next field ship arrive. And utility is only available at the center island Weno, while many islands are still without access to power and water services.

71. Agriculture production has been solely dependent on traditional practices. Rarely anyone has gone into commercial agriculture. Capacity is still limited in Chuuk for agri-business. Even if one enters agri-business, to export products to certain markets require strict quarantine measures and competence authority. Chuuk have neither the infrastructure nor the capacity to export agriculture products.

5.7.4 Proposed solutions

72. Chuuk State should find a way to organize local farmers. This would allow commercial agriculture to increase volume and size. With the prospect of crops like breadfruit and copra, there should be incentives to enter into the market.

‘Bread fruit has been identified as a potential commodity for the region because its demand in global market is high (gluten free – new trend in health diet). On top of that, breadfruit is now indigenous to pacific islands through intellectual property rights which create exclusivity in the market’⁶

73. Chuuk should create programs to assist in funding and advocating necessary infrastructure support for commercial agriculture. Transport is an obvious place to start but outer islands leaders have stipulated the need to build storage facilities using solar power. (*Mortlock leadership conference*) And of course support facilities such as fumigation to allow export of certain agriculture products.

74. Competence Authority is a national issue. To establish such capacity may be too costly to sustain in the long run. Major support to gaining such capability is perpetuated by the major export sectors including fisheries. It will be an issue Chuuk State will have to join FSM in solving.

“Competence Authority should be initiated by government support but will have to be paid by the industry to allow sustainability”⁷

5.7.5 Outcomes

1. A Chuuk State Farmer association is in place for commercial agriculture development
2. Improvement in health and nutrition through agriculture
3. Increase involvement of outer islands farmers in the market
4. Improvement in capacity, productivity and quality of Agriculture production
5. Enhanced collaborations between the agriculture and tourism sectors

⁶ Pacific Business Center, HI

⁷ National Oceanic Resource Management Agency

5.7.6 Activities

75. Activity 5.1: Create and organize local farmers of Chuuk

76. Outputs (Baselines)

- Chartered Local Farmer Association by 2017 (none, if any – non active)
- 2018 Spin off group on import substitution linked to private business owners (none but expressed interest among business owners)
- 2020 law passed on imposed tax for certain imported goods - substituted by locally produced goods (tax imposed only at national but for Chuuk State support)

77. Activity 5.2: Create programs to assist in funding and advocate necessary infrastructure needs of agriculture sector

78. Outputs (Baselines)

- 2019 fumigation chamber constructed at Air Terminal compound (no chamber in fumigation in Chuuk)
- 2019 Central market for local producers funded and build. (no current facilities, old building are rendered)
- 2020 investment on a vessel dedicated to exports and import substitution (no vessel for export or import substitution)

79. Activity 5.3: Create training and promotion for venturing into commercial agriculture

80. Outputs (Baselines)

- 2019 quality training conducted to farmers association linked to Tourism Sector needs. (No such training available)
- 2019 new tech introduced to farmers association (none)
- 2019 new market for potential exports identified (only two markets for agriculture exports)
- 4 new funding package scheme in agriculture for Chuuk State developed by 2020 (non at this time)

5.8 Strategic Goal #6

81.SG6: To maintain best practice in sustainable development for Agriculture safeguarding Chuuk natural environment.

5.8.1 Rationale

82. Chuuk State Agriculture Sector focuses on improving the livelihood of its people from its terrestrial resources using sustainable approaches. Livelihood improvement basically centers on food security and income generating opportunities for Chuukese. And sustainability reflects the approaches being taken, which curtail impacts to natural habitat. Furthermore, conservation and protection are necessary to protect Chuuk's biodiversity which is susceptible to natural occurrences and man-made activities. Natural disasters that are either long term or short term can inflict destruction to the environment, leaving Chuuk threaten with food shortages, water contamination and so forth. And the over allocating or disruption of its natural environment can lead to depletion of resources.

"How come we have to export breadfruit and banana to the outside when I myself have hard time finding them?" Secretary Marion Henry, FSM Department of R&D

5.8.2 Problems and Issues

83. The overharvesting of certain crops (e.g. Mangrove, copra and breadfruit) can have deterring effect on the environment and its species. The most obvious one is mangrove. It is highly demanded as firewood for cooking. Before it was done for day to day subsistence consumption, but now it has exploded into a cash-driven activity - demanded by the increasing population and commerce.



Mangrove Trees

84. Breadfruit on the other hand is a popular source of starch in the island. It recently became a hot global commodity with very encouraging prospect of economic opportunities. But a study shows breadfruit is already at its peak in sustaining domestic demands and small scale exporters. Chuuk if planning to export breadfruit in the future must rehabilitate its crops to increase production. And with rehabilitation, it means activities like deforesting and clearing will take place— not so good for the current ecosystem. It will have to be a choice made down the road by leaders and the people.

85. Chuuk will have to realize the threats of short term and long term natural disasters. The recent event of Typhoon Maysak crippled Chuuk's food source. This type of incident is to be expected every ten years. Another is 'Climate Change', the inevitable truth. Rising sea level, drought, change in sea temperature all products of Climate Change which are detrimental to the environment. And lastly, it's the increasing human activities from urbanization and development which lead to the increase of waste being released into the environment. *The more the human activities, the more wastes are produced.*

5.8.3 Possible solutions

- **86.** Rehabilitation effort to revive certain crop and increase volume
- **87.** Clearing and Landfill model and requirement enforcements

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- **88.** Mitigating efforts and preparation efforts

5.8.4 Outcomes

1. To increase the diversity of locally grown crops for the islands
2. Improved environmental services and sector resilience to natural disasters and climate change
3. To maintain adequate water source for Chuuk
4. Increase protection of indigenous plants of Chuuk

5.8.5 Activities

89. Activity 6.1: Rehabilitation effort to revive certain crop and increase volume

90. Outputs (Baselines)

- Coconut rehabilitation commenced in 2017 (FSMPC project but not commence yet)
- Breadfruit planting initiatives takes place 2018 (Not commence but in planning stage)
- Mangrove replanting effort commence 2019 (not yet commence)

91. Activity 6.2: designate protective land for indigenous plants preserves.

92. Outputs (Baselines)

- By 2018 new law enacted for preservation of land for indigenous plants (no such law in place)
- 2020 designated land preserves identified and accounted for (no such places exist)

93. Activity 6.3: Acquire more climate-tolerant crop varieties from affiliated partners (SPC, UH, etc.)

94. Outputs (Baselines)

- 2019 20% of crops planted are tolerant crops (CRE-Chuuk is still working on project)

95. Activity 6.4: Water shed project – replanting by water sources

96. Outputs (Baselines)

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- 2019, 50% of replanting of water shed on major lagoon islands take place (2 projects currently active)
- 2020, 50% of remaining water shed project of major lagoon islands (8 identified for water shed project)

97. Activity 6.5: Conduct training on appropriate adaptation measures to address salt water intrusion and coastal shores erosion

98. Outputs (Baselines)

- 2018 30% coverage on adaptive training (40 designated places – 12 target)
- 2019 30% coverage on adaptive training (40 designated places – 12 target)
- 2020 adaptation effort for all outer islands taro patches put in effect

99. Agriculture sector has selected priorities for development. These specifics are established for the purpose of development of sector. In assessing its efforts and success, baseline data are collected. Progress report will be created to assert movement and support.

5.9 Short term goals/initiatives/priorities

1. Complete rehabilitation effort for coconut trees linking to FSMPC processing plant
2. Complete rehabilitation effort for breadfruit link to food security and commercial agriculture
3. PGS organization established for coconut processing plant support
4. Participate in Chuuk State effort to formulate an association of farmers
5. Designate a land to be considered as protective area for indigenous plant
6. Have staff of CSDA undergo training in agriculture and related fields
7. COM-FSM AFT Program commence

6. Marine Resources

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6.1 Introduction

1. Chuuk State Department of Marine Resources takes the lead in the state when it comes to activities and works in marine areas. The compilation of the sector's strategic goals, it follows three very important criteria.

- First part is *'the economic aspect of marine resources'*. As more fisheries activities grow, more benefits are generated from incomes, investments and so forth.

- Second part is *'the social aspect of marine resources'* which provides food security among those that rely on its resources (100% of Chuukese).

- Third part is *'the environmental aspect of marine resources'* which focuses on protection efforts. Over exploitation and damaging of environment could lead to depletion and destruction of marine resources.

2. In marine resources, each of the states in the FSM has jurisdiction within their respective 12 mile zones. It is up to each state how it wants to manage the resources within the area. Chuuk has made it a priority to approach marine resources development in a sustainable manner. This would require implementing new policies and regulations along with adequate means for monitoring and enforcement. Chuuk also understand the significance of marine resources in supporting economic and social developments. It will take into consideration all the needs of affiliated areas(fisheries, aquaculture, etc.).

Women Fishing @gettyimages



6.2 Strategic Statement

6.2.1 Mission Statement

3. *"Marine Resources sector manages and develops marine resources of the State of Chuuk for social and economic benefits while asserting the protection and enforcement against degradation and over exploitation of resources."*

6.2.2 Vision Statement

4. Chuuk State Marine Resource is fully versed and self-sustained in its effort to maintaining biodiversity protection and assisting in fisheries development for social and economic benefits.

6.2.3 Critical areas

1. Climate change
2. On shore investment
3. Capacity in sector
4. Conservation and protection
5. Aquaculture Projects
6. Commercial Fishing

6.3 Strategic Goal #1

5.SG1: Continue to increase and improve on shore activities to service and support fisheries industry needs

6.3.1 Rationale

6. The first goal focuses on increasing onshore fisheries activities in Chuuk. This would provide employment and business opportunities for the people. On shore development in fisheries has been viewed by National Government as a key for economic development. Chuuk wishes to revive what was once a busy transshipment port in the 1990s. It serviced many of the long distance fishing fleets operating in the region. Chuuk was involved in providing transshipment services to both long line and purse seine vessels. It established the Chuuk Fresh Tuna Incorporation (CFTI) a joint venture between National Fisheries Corporation and Chuuk State Government. Chuuk State even ventured further by entering a partnership arrangement to co-own three purse seine vessels, under the name WESTPAC which did not turn out so well for Chuuk State. Chuuk State Government direct benefit from all onshore activities in the past was estimated at around '\$1.7 to \$2 million per annum'⁸. Today the amount is near zero.



Tuna transshipment @alamy.com

"There were more lights in the water than on land." Transco Agency

7. Toward the end of the 1990s Chuuk started to see decline in transshipment activities. Some say the downturn in the industry was the result of the increase in charges and fees to the fleet. Others say it's because of the increasing theft and nuisance toward vessels anchoring in the lagoon. It even goes further to stipulate the cause by the lack of services in R&R for crew members and the inability to acquire supplies and equipment on island. And of course, it could also be the fact that there was a sudden shift in fishing grounds in the region allowing many vessels to fish elsewhere. Whatever the reason behind the

⁸ C&I Data

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disappearance of the fishing fleet, Chuuk plans to take necessary measures in promoting their return to capture the benefits of onshore activities.

8. Decades have passed since Chuuk suffered great loss in its fisheries investments. Chuuk should come to term with had happened and move on. It needs to focus on the necessary steps to bringing back onshore fisheries activities. At the national level, the National Oceanic Resource Management Agency (NORMA) which was once called Maritime Management Agency (MMA) has revamped its settings and improved our ability to leverage our Tuna resources for economic contributions and benefits. The VDS (Vessel Days Scheme – developed under the Parties of the Nauru Agreement) has been addressed as a mechanism toward promoting onshore development in the states. A workshop on fisheries development was held summer of 2015, focused on the direction the nation should take with its licensing of foreign fishing fleets. The FSM has the ability to provide concessions through its PAE(Party Allowable Efforts) in return for more investment on shore. Licensing concessions given to fishing companies in order to capture economic benefits amount to \$20 million annually⁹.

There is a potential of gaining revenue of over \$80 million annually on VDS. Leveraging potential revenue from the PAE for the FSM is directly link to on shore development. This means discounts are given to those who demonstrate economic benefits within the FSM. This is a concept has yet to be determine which will become the framework of FSM fisheries policy. FSM R&D

6.3.2 Problems and issues

9. Funding supports for fisheries have been very minimal in Chuuk over the past decade. After the unsuccessful investments in its fisheries industry, Chuuk State still has bad taste in its mouth from such investments. As mentioned before, these include WESTPAC joint venture and Chuuk Fresh Tuna Incorporated. Any commitment by the state is still received with skepticism and criticism by leaders.

- *WESTPAC - a partnership between Chuuk State and an outside partner which involved sharing ownership of three purse seine vessels.*
- *CFTI - a long line operation facility owned by FSM and Chuuk State, where catches are received stored and transshipped.*

10. After many years Chuuk State has neglected to maintain its facilities and support areas for onshore activities in fisheries. This includes CFTI transshipment facility which burned down 4 years ago (2012). Chuuk is left without a place to do transshipment and storage. If Chuuk wishes to reenter, it will have to solicit much bigger funding for reinstating a transshipment port and facility. Given its past experience, it wouldn't be unusual if Chuuk do not make this a priority.

11. Even if there is funding available through sources like the Compact Infrastructure Grant, sites like the CFTI compound has been deemed unfit for transshipment. Its operations in the past were often halted because of high surges from westerly winds – this is a common wind all year long. Again, this would mean more money needed in securing a new location.

12. The VDS scheme need national consensus for type of economic benefit it should generate or target. There is still debate among leaders on whether to maintain VDS for revenue generation or investment in fisheries development. Onshore development is seen as an essential area for development. Chuuk like

⁹ NORMA estimate

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other states anticipate further decrement in sector funding as stipulated in the Long Term Fiscal Framework for the state. In the past years sector funds from compact have decreased by \$3.4 million.

6.3.3 Proposed Solutions

13. Chuuk Marine Resources Sector can seek potential investors to assist in funding infrastructure projects. It can join with NORMA and FSM R&D to approach potential investors (fishing operators in the region). They could be invited to come to Chuuk to have better perspective of potential investment projects. Chuuk will create promotional schemes to lure users and customers to onshore activities. It will have to reevaluate the factors that lead to the fleet relocating elsewhere. Chuuk should lower the fees and levies it imposes on fishing boats. It should also educate the public for support on fishing activities to lower nuisance and improve security. R&R is also important to have available as well.

14. Chuuk Marine Resources should work with land commission to identify and negotiate potential sites for investment projects. According to a survey done by FSM TC&I, the possible site of the facility should be located somewhere on the Northern part of Weno Island (Mechitiw Village to Sapuk Village).

15. Chuuk does not have current domestic fleet and its onshore fisheries activities or relating to tuna operation is zero to none. As mentioned before the taste of bad investments has left Chuuk bitter. This has hinder Chuuk drive in development of such sector. Chuuk need a great deal of reevaluation and strategic planning to see where it wants to go from here. The fisheries industry especially in Tuna is very dynamic therefore Chuuk need to invest in people with great knowledge of the industry.

6.3.4 Outcomes

1. New opportunities for employment
2. New opportunity for business activities/ventures
3. Improvement of facilities and infrastructures for onshore activities
4. Increase in number of investors (foreign)
5. Positive attribute toward Chuuk's GDP

6.3.5 Activities

16. Activities 1.1: Seek potential investors to assist in infrastructure projects

17. Outputs (Baselines)

- 2018 complete meeting with potential investors (Fisheries Seminar held in Pohnpei on VDS concessions for onshore development)
- 2017 infrastructure need for fisheries identified and planned (preliminary plan with TC&I but incomplete)

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- 2018 needed infrastructure project commence (ODA initiative but still pending)

18. Activity 1.2: Create promotion schemes to lure users and customers to on shore activities

19. Outputs (Baselines)

- 2018 introduce and pass law on transshipment (e.g. fees, security and services)
- 2020 transshipment activities increase by 40% (transshipment is inactive in Chuuk for fisheries)

20. Activity 1.3: Work with land commission to identify and negotiate potential sites

21. Outputs (Baselines)

- 2018 survey studies of potential sites retrieved for negotiation purposes (TC&I work need to continue and complete)
- 2019 sites for transshipment facility commence planning and construction (still pending)

22. Activity 1.4: Request and seek funding support toward facilities and infrastructures in area

23. Outputs (Baselines)

- 2019 Chuuk State enter MOU with investment partners on transshipment facilities (No MOU and still pending review)
- 2020 Technical assistance and in-kind support from JICA-Japan (ODA planned still pending)

24. Activity 1.5: Create ways to improve support and advocate toward on-shore development for fisheries by Chuukese

25. Outputs (Baselines)

- 2018 C&I and CSMR conduct 5 public awareness meetings for on-shore activities in fisheries (no such meeting or awareness ever conducted)
- 2019 survey of transshipment mishaps and interference conducted (incident is lowered – compared to previous 1990s report 40% less)

6.4 Strategic Goal #2

26.SG2: Continue to increase marine products development from near shore activities for domestic and export sales.

6.4.1 Rationale

27. Chuuk seeks development through its various sectors including marine resources sector. The approach it wants is development at a sustainable manner. Near shore activities such as aquaculture initiatives are great examples. They provide social and economic benefits through marine resources but minimize impacts on marine biodiversity.

Pearl Farming @offset.com



28. This particular goal wishes to have activities that can generate income, revitalizing ecological systems and maintain food security. Chuuk has looked into more sustainable approach in developing marine resources. Protection of over harvesting marine biodiversity and destruction is on top of this sectors objectives. A good approach would be to create programs and projects that allow the use of marine resources to benefit Chuuk socially and economically but not hinder future generations ability to take advantage of similar resources. New laws have been enacted to protect certain species in the marine biodiversity.

6.4.2 Problems and Issues

29. Chuuk near shore development has received very few supports from leadership and communities. Aquaculture has yet to become active vital projects in many communities; although it is deemed to be the most efficient since majority of villages in Chuuk are near the shorelines. Accessing near shore can be very difficult. In Chuuk all near shore areas are privately owned. To establish a project would require dealing with near shore owners. In a way, near shore project for a specific location must be inclusive of owners.

30. Capacity is another problem for near shore development. Many projects require monitoring and surveillance which many are not knowledgeable of. And the lack of resources in areas to utilize for near shore development makes the job harder.

31. The effort for many aquaculture projects is usually close knit or individual effort. Once key people of a project discontinue their supports or efforts to project, it usually ceases. *"Continuity is a problem for near shore projects."* SPREP consultant.

6.4.3 Proposed solutions

32. Chuuk needs to create a center for near shore development in regards to technical and financial assistance. The PROP program, an initiative of the FFA is currently established at the National Government. It is housed by NORMA. There are tons of programs out there that Chuuk can take advantage of. The Department of Marine Resources can create a unit with partnership with Chuuk State Conservation Society and Office of C&I to support the propagation of aquaculture projects and initiatives.

- I. CDMR: Technical support of projects
- II. CSC: Environment support
- III. C&I: Organization/Chartering

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33. Near Shore development projects should be a community effort. This would create wider range of support to allow continuity and better monitoring. Chuuk Department of Marine Resources is already the main player in the effort for near shore development. But they are only capable as the fund support they are given. Therefore more inclination to bring in municipal governments and state leaders to assist in the process is very important. *“Surveyed show that majority of municipal government are not familiar with on shore development efforts”*¹⁰**34.** Training, technical and financial supports are subject to the aggressiveness of the people that run near shore development. NGOs and community organizations can seek support from various grants available. They only need a person familiar in grant writing and project management to assist them. Programs like PROP and SPREP are ideal to solicit support from.

6.4.4 Outcomes

- 1. Increase exports in Chuuk**
- 2. Positive impact of Chuuk’s GDP**
- 3. Income opportunities increase**
- 4. Create awareness of marine biodiversity**
- 5. Increase funding toward near shore development**

6.4.5 Activities

35. Activity 2.1: Create a center for near shore development in regards to technical and financial assistance.

36. Outputs (Baselines)

- 2018 CDMR designated focal point with all near shore projects (PROP program is assisting to identify through CDMR)
- 2018 CDMR identifies more donors on near shore development (no grant being used at the present moment)

37. Activity 2.2: Organize community effort in aquaculture projects

38. Outputs (Baselines)

- 2018 5 awareness workshops for communities (no awareness workshop in the past five years)
- 2019 5 sites secured for potential aqua culture (no near shore places identified and secured at this time)

¹⁰ MIDA Survey 2015

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39. Activities 2.3: Partnership with NGOs from various islands

40. Outputs (Baselines)

- 2018 register 10 NGOs involved in near short development (None currently registered)
- 2019 5 aqua culture ready to commence (No project at this time)

41. Activity 2.4: Provide technical support for near shore development

42. Outputs (Baselines)

- 2018 training in aqua culture through PROP support (no training from prop at this time)
- 2018 Tech support from JICA approved (no JICA tech support for near shore or aqua culture)

6.5 Strategic Goal #3

43.SG3: Continue to maintain a clear perception of growth and sustainability in the area of fisheries

6.5.1 Rationale

44. Fisheries refers to where fish is reared for commercial purposes. Now in Chuuk and perhaps similar to other states in the FSM, fisheries refers to two areas. First is linking activities with the tuna industry which occurs in the EEZ under the management of the FSM National Government. Second is fishing activities within the 12 nautical mile zones under state jurisdiction. When it comes to development, Chuuk need to decide the direction it wants to take. Chuuk fisheries activities are small scale fisheries supplying for domestic market and exports.

45. The exports of certain marine lives came to a halt when a study showed many species are facing depletion rapidly. Sea cucumbers, groupers, napoleons, octopuses and so forth were immediately banned from being exported. Many joint-ventures and partnerships in fisheries discontinued. According to CSMR, this was a good thing for Chuuk State to adopt.

“Many of the joint-ventures and partnerships were doing suspicious fishing. They left havoc in their path harvesting virtually everything. There is even account of a group that does illegal trips outside FSM. Many of the local partners are used by their outside partners to maneuver around the law” Anonymous CDOT

46. In a study done by the Marine Science Research Center at the University of Guam, Chuuk marine exports to Guam is slowly declining. Countries like Indonesia and Vietnam have entered the Guam market. The volume is big and has driven the price of fish down in Guam. Chuuk will soon be crippled in its marine exports because it can no longer compete in Guam’s mainstream market.

Reef Fish ©alamy.com



6.5.2 Problems and Issues

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47. There is a low interest in fisheries venture by private sector. Many active fishermen are independent local artisans operating at a low scale. An actual locally based company is virtually non-existing.

Mr. Honda –fisheries consultant JICA expressed the irony in Chuuk for not having a fishing industry when the ocean is just right there.

48. Export of fishes or other marine lives have solely depend on airfreight. With limited airline services to Chuuk this can hinder any increase in export.

“6 tons per week is the average allocated airfreight capacity for Chuuk by United Airline” UA agent

49. There is a recommendation that Chuuk domestic market in fisheries is experiencing saturation therefore Chuuk should be looking into outside market. In a simple sense this could be true but always keep in mind that saturation is one thing but demand is something else. Saturation in the market is only determined by the level of disposable income. Demand is unlimited.

6.5.3 Proposed solutions

50. C&I Division is currently organizing local producer Coop which includes local artisans. Through the Cooperative, fishermen can combine their efforts to have a stronger force when entering into new markets. If airfreight becomes too difficult and costly, sea transport is another option. This would go hand in hand with volume support which container load requires. Expanding further, Chuuk would invest in storage facilities in outer islands to allow participation in fisheries. Mortlocks Leadership conference has identified storage facilities as a priority for the region.

51. The other approach is to invest less in export and concentrate on expanding domestic market. Two significant things are aimed at making this possible. First is for tourism in Chuuk to develop which it can drive up the demand of marine products. Another is to support remittance services in Chuuk. There are current development of remittance service which connects Chuukese on the outside to purchase for family members directly on line with businesses in Chuuk. This idea can further extend to purchasing local products.

6.5.4 Outcomes

- 1. Improve organization effort for sustainable approach toward marine biodiversity**
- 2. Increase in effort for improvement on fisheries**
- 3. Develop capacity in efficient fisheries activities**
- 4. Continuous support of expanding participation and benefits of fisheries to local artisans**
- 5. Improve infrastructure support toward fisheries development**

6.5.5 Activities

52. Activity 3.1: Organize local artisan in fisheries for support in various areas. This group will be part of the COOP

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53. Outputs (Baselines)

- 2018 Chuuk Fisherman Organization chartered (no fishermen organization chartered in Chuuk)
- 2018 5 Fishing Aggregating Device FADS deployed in Chuuk (only 3 FADS currently accounted for)

54. Activity 3.2: Look at sea transport for the outer islands. It is a priority set by region leadership conferences.

55. Outputs (Baselines)

- 2018 regional authorities invest in transportation for fisheries (MIDA is already servicing with 2 old vessels and 1 along the way)
- 2018 include fishermen from outer islands into COOP (fisherman organization and COOP are still pending)

56. Activity 3.3: Invest in facilities for storage to boost volume and participation of outer islands. This storage facilities will be powered by solar and bio-fuel.

57. Outputs (Baselines)

- 2018 sites for storage and ice maker surveyed and acquired (some sites may already been surveyed in past by C&I land management)
- 2018 3 storage facilities funded and commence in 3 districts from Mortlock region (no other storage facility in the area is currently active or working)
- 2020 3 storage facilities funded and commence in 3 districts from Northwest region (no other storage facility in the area is operational)

58. Activity 3.4: Provide support to fisheries development in areas of technical and funding

59. Outputs (Baselines)

- 2017 complete strategic plan to counter decline in export of fish to Guam (no SDP in place for fisheries)
- 2018 new laws for marine life depletion - banning, season and cultured. (it is still at early stage for evaluation)
- 2018 model developed to link fisheries with state initiatives (import substitution, tourism market, etc.)

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60. Activity 3.5: Attract more investors in fisheries activities in Chuuk

61. Outputs (Baselines)

- 2018 Chuuk State fisheries investors meeting (first meeting to take except for those hosted by national government)
- 2018 development of Chuuk State fisheries policies (first policy in place for fisheries)

6.6 Strategic Goal #4

62.SG 4: Continue to improve and maintain protection effort of marine biodiversity

6.6.1 Rationales

63. Monitoring and protection efforts can be very difficult for Department of Marine Resources who is in charge of taking care of Chuuk Marine Biodiversity. This is because there is very limited funding available for monitoring effort. Plus Chuuk State is widely spread area with a vast ocean separating islands to islands, it is a big challenge. And cooperation of communities and leaders is not that apparent.



Dynamite Fishing @schoolmjmontano.com

63. As the compact fund continues to deplete, those in-charge (grant managers) will be selecting what gets funded and what doesn't. Chuuk State Department of Marine Resources faced the consequence as marine aquaculture/sea cucumber survey projects were defunded by compact fund

(6 personnel – 3 full-time and 3 on contracts).

6.6.2 Problems and Issues

64. Marine biodiversity protection truly lacks the support it needs from all areas including leaders and communities. For example, it took Chuuk State Legislature nearly a decade to pass a moratorium on sea cucumber export. Same goes with grouper fish which many outsiders took advantage of their local partners for higher profit margin. According to CDMR, this information was shared with the local partners but they were late to acknowledge.

65. Chuuk State encompasses a wide area with many islands scattered throughout its lagoon and outer island atolls. To do constant monitoring and surveys of marine environment is costly and challenging. Even if funding is readily available, infrastructures like transportation, communication, etc. aren't available to make monitoring and surveillance easier.

6.6.3 Proposed Solutions

66. Create incentive for conservation effort in marine biodiversity. Chuuk can offer rewards and breaks for businesses that support conservation measures. For individuals or communities a more subtle

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approach of awareness campaign and proposed projects that has income generating benefits but less impacts. Aquaculture has always been a good example done at community level.

67. Funding the continuous effort in marine biodiversity management will undoubtedly become very difficult. Chuuk State government has supplemented the recent cut back from compact fund through its local revenue. This fund is not constant and may not continue to do so in the future. Chuuk can create specific target taxes for marine lives that are actively being exported with little local benefits. Groupers and sea cucumber are good examples.

6.6.4 Outcomes

1. Increase improvement of protection efforts through funding sources
2. Improvement in public awareness and support toward biodiversity protection and conservation
3. Needed laws and regulation in place and enforced

6.6.5 Activities

68. **Activity 4.1:** Create incentive for conservation efforts in marine biodiversity

69. Outputs (Baselines)

- 2017 6 workshops on alternative form of fishing methods (No workshop prior)
- 2018 reward system for shifting to alternative species or marine life for source of income (no reward system in place)

70. **Activity 4.2:** Partnership agreement with municipal government to do their own monitoring

71. Outputs (Baselines)

- 2018 monitoring MOUs signed by regional authorities and municipal governments 30% (still pending)
- 2018 monitoring training for 6 municipalities (none prior)

72. **Activity 4.3:** Align revenue or fees imposed for protection to counter cost

73. Outputs (Baselines)

- 2018 identify revenue or fees earmarked to fund protection effort (no fees or revenue)
- 2018 expand coverage of surveying and protection efforts by 30% (no data available)

6.7 Strategic Goal #5

74.SG5: Continue to build capacity of Marine Resources Department and related organizations for improvement and effectiveness of work

6.7.1 Rationale

75. In the Chuuk Department of Marine Resources, it is crucial for its staffs to have clear understanding of its work and responsibilities. There are basically two sides of the department. The first is the environment. This side does the surveying, monitoring and protecting of Chuuk Marine Biodiversity. The other side is fisheries development which focuses on economic and social development through fisheries activities. Both sides still lack the capacity to fully perform CDMR duties and responsibilities.

76. Just like any unit or department or division in the government, it needs people with proper backgrounds to emphasize quality and productive work. For the Marine Resources Sector, it faced problem of limited supply of young people entering its field or related fields. Mr. Javier Cuentos Bueno, a marine biologist at UOG expressed his disappointment to see no Micronesian entering UOG’s marine science program. It is a significant field to pursue for kids in the region including Chuuk.

6.7.2 Problems and Issues

77. Department of Marine Resources no longer has any funding at its disposal to train its staffs. CDMR will have to find ways to fund or offer training for its staff. Constant training is crucial for development and improvement. Capacity training is no longer provided through Compact funds.

78. Department of Marine Resources is having hard time retaining and even recruiting qualified people. This means people who have studied significantly in related fields or have tremendous experience. Many of its staffs often move elsewhere for better opportunities. And recruiting can be difficult because it does not have anything attractive to offer.

79. CDMR does not have a permanent place for its office. It’s currently leasing a 30’x30’ unit in Downtown Weno. Given the limited size, it does not have the necessary space to house needed units for its work. It is responsible for managing very important resources covering a vast area and yet not subject to the type of facilities (*e.g. Marine lab, research and 10 training center*) needed. Majority of CDMR staffs do not have the convention schooling –mainstream in marine related fields. And Interest in Marine Science is not high in Chuuk.

There are less than 10% of scholarship recipients majoring in marine science or related fields – Chuuk State Scholarship Office

[COM-FSM Marine Science Program](#)

[@comfsm.fm](#)

6.7.3 Proposed Solutions

80. CDMR must Increases network to programs and organization for capacity building. Training those currently on board can be done through various ODA groups. JICA for instance offers technical and equipment support grants. CDMR should work hand in hand with CSSS to create promotional campaign at K-12 to get young people to pursue career in marine science or related areas.



81. Recruiting capable people, the necessary amenities (*good salary and benefits*) must be offered. This cannot happen since Marine Resources do not have funding. Therefore, Marine Resource can network

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with other organizations to do research or studies in Chuuk's marine resources or related areas that can be beneficial for its staff to participate in and learn.

82. The Department of Marine Resources should establish a site of its own and proper facilities for its work. Since FSM is making priority to attain competence authority, there would an expand in export efforts and add value to our local product. Sites like commercial port area and old CFTI compound are being looked at as potential sites for the department.

6.7.4 Outcomes

- 1. Improve productivity of work in Marine related work**
- 2. Stronger network of people in marine field for Chuuk State**
- 3. Increase opportunities of development in marine resources**
- 4. Marine Resources becomes well organized and capable to perform old and new tasks**

6.7.5 Activities

83. Activity 5.1: Increase network to programs and organization for capacity building

84. Outputs (Baselines)

- 2018 connection between CDMR and KORDI for research purposes (only MOU is with Chuuk State)
- 2018 MOUs with UOG to do research in Chuuk (None)

85. Activity 5.2: Create promotional strategy to gain and retain skill staff in department

86. Outputs (Baselines)

- 2018 recruitment plan to scout marine science staff (only 1 staff with MS background)
- 2018 seek added funding for skill staff employment package (no such thing)
- 2018 commence staff development opportunities for current employees of CDMR (1 person each year)

87. Activity 5.3: Seek a potential site to house office and center for trainings

88. Outputs (Baselines)

- 2018 secure site and funding for center and office (No site identified)

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- 2019 construction commence (Still pending for funding)

89. Activity 5.4: Increase interest in the field of Marine Science to young people

90. Outputs (Baselines)

- 2018 incorporate Marine Science into CSSS curriculum (in planning but none)
- 2018 initiate a training or program in marine science with COM-FSM (only offer in PNI)

6.8 Strategic Goal #6

91.SG6: Maintain continuous support and awareness in Marine Resources works and efforts

6.8.1 Rationale

92. Marine resources are important because they provide sources of food and income for most Chuukese. Local artisans in fishing depends on it for supplying daily consumptions and generating income. For these practices to perpetuate, it is important that CDMR efforts for conservation and development are supported and backed by everyone.



92. In Chuuk, laws were enacted to place restrictions for certain marine lives to be sold and exported. It received some opposition from both leaders and the people. Some argued that they have relied on these marine species for income. Losing them would be like losing their livelihoods. The government should find ways to assist these individuals to find alternative sources.

6.8.2 Problems and Issues

93. There is a feeling among those in the marine resources sector that the State seemed to have very low priority in support toward fisheries development and marine biodiversity. Perhaps it's because of past experiences where Chuuk State lost millions of dollars in various fisheries schemes. For biodiversity protection there is a little hesitation among some leaders because they want to protect their constituents who have relied on fishing as their source of living.

94. There is a low support from people when it comes to sustaining marine biodiversity. Some say it's because of the status of the economy in Chuuk. Unemployment is high so people are turning to other ways to earn income.

95. Lack of funding toward marine resources efforts is apparent. It has the smallest budget among all departments. It does not have sufficient facilities and equipment to do its work. Although marine resource is considered by national efforts as the biggest resource we have, it receive little consideration for its work at the state level.

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6.8.3 Proposed solutions

96. CDMR must create awareness among leaders on development needs in Marine Resources. Leaders should be informed constantly on what is happening in our waters. This includes both national and state activities. It is important that leaders know the fundamentals of conservation measures. How it plays out in preserving resources so that the people can enjoy for many years to come. Fisheries Development on the other hand seemed to be idle - operating at a very low scale. Leaders should increase their knowledge of the industry. FSM is currently working on a plan to insight foreign fleets to invest onshore at the state level. Leaders should also realize the havoc near shore fishing activities have left during time of desperation. *(Koreans and Chinese come into Chuuk to harvest fast cash earning species only to rip off Chuuk and its resources – CDMR analyst).*

97. There should be constant public awareness on marine resources work. It is important since things can only work if the people support them. CDMR should schedule workshops and network throughout the lagoon and outer islands. It can utilize municipal government and regional authorities for assistance. This lack of awareness is apparent with the low level of interest in Aquaculture. Also Chuuk has reputation for mistreatment of transshipping vessels in the area. Just like Tourism, transshipment activity is crucial to Chuuk since it injects funds into the state.

98. CDMR should become creative in soliciting and acquiring funding needs for marine resources work. It is one of the few sectors that has environment, economic and social development implications. There should be numerous opportunities out there for CDMR to take advantages of. Climate adaptation, food security and onshore development (VDS scheme) are few examples that have funding sources for support.

6.8.4 Outcomes

1. **CDMR becomes well resourced**
2. **Improvement in laws and regulations pertaining to Marine Resources**
3. **Increase support and priorities toward Marine Resource development**
4. **Advocacy in marine resource support and awareness**

6.8.5 Activities

99. **Activity 6.1:** Create awareness among members to development need in Marine Resource

100. Outputs (Baselines)

- 2018 Quarterly newsletter highlighting work of CDMR
- 2018 CDMR Director assists in introducing bill on Marine Resources Development Committee

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101. Activity 6.2: Increase public awareness in Marine Resources work

102. Outputs (Baselines)

- 2017 CDMR brochures available to public
- 2018 6 workshops conducted with public

103. Activity 6.3: Become creative in soliciting and acquiring funding needs for Marine Resources work

104. Outputs (Baselines)

- 2018 look into patenting rights through intellectual property on indigenous and cultural knowledge in Marine areas
- 2018 partner 5 NGOs designated to support marine activities for funding access

6.9 Priorities/Initiative/Short-term Goals

1. Chuuk Fishermen organization chartered
2. Transshipment facility site located
3. Transshipment policies and regulations
4. Action Plan for marine security linking to transshipment activities
5. Aqua culture trainings and projects
6. Public awareness on marine biodiversity
7. Fisheries export to Guam re-evaluated
8. Registering NGOs in marine resource activities

7. Tourism

7.1 Introduction

Chuuk Lagoon WWII Wreck ©thorfin.net

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1. Tourism has always been viewed as the primary industry that would help develop FSM as a whole in the long run. Although Chuuk State among the other states in the FSM receives the highest number of tourist visitors, it is still the most underdeveloped. Roads for the bigger islands in the lagoon are still terrible making it hard to access parts of those islands. Weno Island is the only major island with power and waterworks. And traveling between islands, Chuuk do not have regular scheduled ferries. Even if there are ferries operating, there are no decent docks on many of the islands.



2. Factors like close proximity to Guam, pristine and untouched natural surroundings, rich culture and tradition and World War II remnants make Chuuk an ideal tourist destination. Chuuk State can capitalize on these factors when developing its tourist industry.

3. Chuuk and the whole FSM have adopted Sustainable Tourism as the approach to take for the industry. Unlike Mass Tourism, it leaves very little footprint on the environment and less indignation toward social and cultural areas.

4. In the National Strategic Development Plan, it mentioned that FSM lacks a champion for tourism. Partly the reason is that tourism was always viewed as a state initiative. There were attempts to increase efforts at the national level but died out as administration changes. In the recent year National Government through the support of Asian Development Bank has put together the National Tourism Policy and Strategic Plan.

5. So for Tourism Sector in Chuuk, the Chuuk Visitors Bureau is its focal point. Each of the states in FSM have their own visitors agencies that coordinate efforts on tourism development. They are fully funded under state budget through both local and sector funds. In the National Tourism Policy, it stipulated a re-organization of structure allowing state visitors agencies to be under Nation Tourism Agency including funding but still maintain autonomous rights by each state. At the same time, state agencies would increase the roles and responsibilities.

7.2 Strategic Statements

7.2.1 Mission Statement

6. *“Continuous development of Tourism in Chuuk State to foster healthy growth through sustainable approach”*

7.2.2 Vision Statement

7. *“Through sustainable economic activities Chuuk State becomes a quality destination targeting international tourism markets.”*

7.2.3 Critical Areas

1. Depreciation of WWII attractions
2. New products – new attraction
3. Transportation for air, land and sea
4. Workforce capacity in tourism
5. Sustainable tourism

8. Seven Strategic Goals are placed as guidelines toward developing tourism in the region. Similar and aligned with that of FSM Tourism goals in the sector; Chuuk State has set these goals emphasizing its value toward tourism to attain growth at a sustainable approach.

7.3 Strategic Goal #1

9.SG1: Increase priority of tourism development in Chuuk State in areas of planning, organization, management, finance, promotion and administration.

7.3.1 Rationale

10. Tourism is a key industry for Chuuk State, as well as FSM, to proliferate growth and development. But it hasn't been so in the past years as very little resources and supports have gone to Tourism development.



Chuuk should realize the potential of tourism has toward its development. And with limited resources, sustainable tourism approach would maintain the integrity of its natural surroundings and resources.

11. This particular goal reflects the need for Chuuk State to start developing policies and plans which would benefit the development of tourism. One in particular is financial structure. As the NTP is adopted, the states will be given funding for operation of their tourism offices. This would mean that whatever funding is allocated toward CVB operation can be redirect for other usage in area of tourism development activities. As the FSM SDP hopes to create a champion of Tourism at the national level, state government should also maintain its advocacy toward the tourism industry. This could mean new laws and policies in

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place safeguarding tourism development. With 2023 approaching and the unease feeling lurking around the mind of leaders and the people; it is important Chuuk looks into something viable and long term.

12. Tourism needs have always been last or second on the priority list for the state. This is seen coming down from the national level to the states. The proposed adoption of the National Tourism Policy would soon change that as a new agency at the national level will be created strictly for tourism development. This agency will have directly link to states visitors' offices. In the case of Chuuk, it's the 'Chuuk Visitors Bureau'.

The Chuuk State Visitors Bureau is an established government agency under Chapter 9 Chuuk State law to handle marketing and promotion of tourism in Chuuk State. CVB Acting Director

7.3.2 Problems and issues

13. Tourism lack of participations in major development groups in Chuuk State is a hindering factor for development in the sector. Chuuk Visitors Bureau being the agency in the state that deals with Tourism directly, it has not been active in major development committees.

14. Lack of participation also means lack of support. Tourism has little advocacy among both leaders and people. Often it is perceived as an independent industry capable of supporting itself. The Tourism Industry has not really fully integrated into the daily lives of the people. Many complained because of the reclusive of operators and people who are involved in the industry.

7.3.3 Proposed Solutions

15. The presence of tourism in many of the state level planning and decision making process has been low. This goal pushes forth the need to have tourism be embedded in various state's plans and efforts. There are three specific areas that are crucial for tourism to play active role in. The first is infrastructure which is through Chuuk State Planning Office in conjunction with IPIC. The second is environment through Chuuk EPA and other resource departments. And lastly, Private Sector which C&I and CSCC are the key players. By doing so, tourism then become part of these sectors. It will increase support and place tourism agenda on the board.

16. CVB always stressed that its role is solely for marketing and promotion. This would highlight difficulties in identifying who gets to pick up the ball for other development aspects in tourism. Chuuk would need to create a group or committee dedicated to tourism development in all aspects. CVB board members can be inclusive in the group to prevent overlapping of duties and role. This is not to take over any boards roles but rather to bring community members to learn and understand tourism and the necessary things it brings. It assert supports for tourism development across the board.

7.3.4 Outcomes

- 1. Tourism needs in Chuuk are being prioritized by the state**
- 2. More funding opportunity for Tourism ventures in Chuuk**

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3. Increase support toward tourism development by state government

4. Increase support toward tourism improvement in all areas

7.3.5 Activities

17. Activity 1.1: Increase participation by placing tourism people in proper development groups - IPIC, Chuuk Biodiversity, CSCC, BRC, etc.

18. Outputs (Baselines)

- 2017 Tourism priorities addressed by State in infrastructures (no project in Chuuk IDP for tourism)

- 2018 increase in resource allocation to Tourism up 20% (BRC approved budget average at _____)

19. Activity 1.2: Include leaders in the development process for tourism in Chuuk State

20. Outputs (Baselines)

- 2017 include a government representative on the board (CVB board do not have a government member)

- 2018 creation of Tourism Taskforce (CVB Board and STFC are the only two committees with tourism)

21. Activity 1.3: Seek other sources to assist in financing programs for Tourism development through government funding and NGOs at community level established for tourism related efforts.

22. Outputs (Baselines)

- 2018 Chuuk State passed a law requiring certain revenue sources earmarked toward tourism development (no specific source but percentage of departure and impact fees should be ideal)

- 2018 20% increase of community based projects in Tourism funded by outside grants (no outside grants except for sector funds)

7.4 Strategic Goal #2

23. SG 2: Strengthen government investment in infrastructures for tourism development in Chuuk.

7.4.1 Rationale

24. Infrastructure is made of basic devices, buildings and service institutions. They are crucial to the development of any sectors they serve. This particular goal is intended to always assert government

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willingness to accommodate the infrastructure needs of the tourist industry. With Chuuk State office of Planning and Statistics finalizing the state's priorities on the Infrastructure Development Plan, it is prudent that tourism specific infrastructure needs are identified in the plan.

25. In the effort to expand tourism activity in Chuuk, infrastructure needs are viewed with either direct or indirect inferences. For instance, the expansion of the airport and air transportation would definitely be of direct effect to tourism in the State. As to more flights coming to Chuuk - more flight seats are opened up for tourists. During peak season, Chuuk becomes the bottleneck of the travellers heading to



United Airline in Chuuk @civilbeat.org

and from Guam and Hawaii - two of the highest tourist destinations in the region. And indirectly, improvement in roads and utilities tortuously make Chuuk a grandeur place to visit.

26. Chuuk State Visitors Bureau is the agency in Chuuk whose main purpose is to promote and market tourism for Chuuk State. Its success has been hindered by lack of advocacy (decline in funding) with the state government similar to that of the national government. In fact similar notion is addressed in the FSM SDP, which reflects the lack of a champion for tourism at the national level. Chuuk State would need ultimately a strong advocating body (suggested in earlier goal) that can oversee every aspect of tourism and linking it toward infrastructure development within the state.

7.4.2 Problems and Issues

27. The term priority means urgent or doing right away. But in some ways there is no clear perception as to what the tourism infrastructure priorities are. There is a list of infrastructure needs but not organized to their level of urgency. Also with priorities of certain infrastructures needs, tourism sector lacks the capability to know the type and best approach. Chuuk lacks the capacity on infrastructure in the tourism sector. This can create dissolutions in priorities by State with tourism need.

28. Chuuk State has already submit its infrastructure development plan. Therefore Compact Infrastructure Funds have been obligated to various projects from different sectors. The Tourism Sector still need to find funding for other infrastructures needs. (e.g. Ferries, Jetties, access road to tourist sites, etc.). Down the line many of the needs will arise.

"Tourism infrastructure is a range of devices and institutions constituting material and organizational basis for tourism development." Aleksander Panasiuk

7.4.3 Proposed solutions

29. Chuuk should Increase those familiar with IPIC background to participate in tourism development. Also, collaborating with other members, CVB can push for creating plan or study on tourism infrastructure needs. A much clearer perception on infrastructure priorities and allocation of resources for efficient usage.

Note: tourism infrastructure is divided into two types: Technical (e.g. transport, utility and communication) and Social (e.g. education, culture and public administration). The infrastructure here is in reference to the technical side.

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30. As the tourism sector continues to seek advocacy from decision makers through increase participation, it is important to focus on its infrastructure needs. They are important to create stronger tourism industry. Chuuk State is focusing on its specific priorities for infrastructures through Overseas Development Assistance (ODA).

31. Anyone can make educated guess and see the kind of infrastructures tourism would need. The difficult part would be to plan them out. Tourism needs people who have the capability or background in actual infrastructure development. This way it allows the actual planning to specify actual tasks and work needs. Example: Chuuk priorities in the NTP include the development of 'Jetties' (aka docks) on the neighboring islands.

7.4.4 Outcomes

- 1. Improvement in coordinating effort on infrastructure projects pertaining to tourism development**
- 2. Maximize resources toward Tourism Development**
- 3. Tourism development infrastructures are prioritized by the state**

7.4.5 Activities

32. Activities 2.1: Create plan or report documents on tourism infrastructure needs

33. Outputs (Baselines)

- 2018 Chuuk State Tourism Priorities identified and ready to commence
Airport expansions
Docks for sea transport
Trails to tourist sites

34. Activities 2.2: Increase those familiar with Infrastructure background to participate in tourism development

35. Outputs (Baselines)

- 2017 3 infrastructure plans complete (no plan so far)
- 2018 at least 3 plans in IPIC priority list (1 in the list as of 2016)

36. Activities 2.3: identify funding sources for infrastructures in tourism

37. Outputs (Baselines)

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- 2017 airport expansion funded
- 2018 trail development for tourist sites funded
- 2019 ports projects funded

7.5 Strategic Goal #3

38.SG 3: Promote private sector investment both domestic and foreign pertaining to tourism development in Chuuk.

7.5.1 Rationale

39. A great deal of capital is needed for major tourism investments such as resorts, hotels, restaurant and so forth. Local businesses in Chuuk, as mentioned in Chapter 1: Private Sector, do not have the capability to expand their investments in tourism or venture into it. Some hotel owners are already expressed their inability to reinvest for expanding due to high costs of maintenance and repairs. If Chuuk wants to expand on tourism for economic growth, it needs to solicit financial institutions to provide attractive loan packages.

40. Chuuk can easily say that it would open its door to outside investors, but the bigger task is finding ways to lure investors to Chuuk. According to Mr Peter Aten, Chief of Commerce and Industry Division in Chuuk – Chuuk State still lack incentives to make outsiders be willing to invest in Chuuk.



7.5.2 Problems and Issues

41. Local businesses in areas of tourism are struggling to expand due to either lack of good funding packages or uncertainty of the market. The high interest rates in commercial banks loans have kept many from pursuing refinancing of their business. And the inclination of a supposedly saturated tourist market raised much uncertainty toward investing or reinvesting.

42. Chuuk has been unorganized to capture good viable outside investors especially in Tourism. Potential investors have come and go because Chuuk was unable to satisfy their request of vital information pertinent to investing in Chuuk. Often they had to go to great length to gather needed information or data.

43. When it comes to letting foreign investors into Chuuk, there is always some reservation from locals often innuendos. There is attitude of scepticism toward investors' motives or just simply afraid of sudden takeovers by outsiders in Chuuk. This has led to low advocacy and promotion of foreign investment in Chuuk for many years.

7.5.3 Proposed Solutions

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44. Chuuk must link current tourism businesses especially locals to available programs for tourism development. Government support can be an initial effort for those who wish to enter the sector but do not have sufficient capital. FSMDB introduced a concept of lowering interest rates to 7% on local businesses involved in exports, agriculture, fisheries and tourism. Currently that 7% is uniform across the board for any business loan.

45. Chuuk should organize information on investing in tourism in Chuuk. Division of C&I is closely working with CVB to acquire enough information for tourism investment. In fact STFC and NTFC proposed a one stop window services to allow investors to access everything they need in one place and perhaps a website.

46. Chuuk has already begun in inviting various groups from different countries to tour the islands and solicit any potential investment opportunities. Tourism is top of the list in the effort. This would allow an increase in coverage of promotion which could lead to more investors as well as tourists.

7.5.4 Outcomes:

1. Increase investors from outside for Tourism in Chuuk
2. Private sector in Chuuk increases support toward tourism development
3. Increase in activities of tourism in Chuuk State

7.5.5 Activities

47. Activity 3.1: Organize information on investing in tourism in Chuuk

48. Outputs (Baselines)

- 2017 brochures for Chuuk attraction in Tourism to be given out during off island festivals and expos (only 2 events in 2016 had brochures)
- 2018 website from CVB on Tourism investment opportunities in Chuuk (No website and no funding)

49. Activities 3.2: Link current tourism businesses in Chuuk especially locals to available programs for tourism development

50. Outputs (Baselines)

- 2017 FSMDB tourism related loan increase by 30% (according to FSMDB there are only 7 tourism related loans)
- 2018 grants in tourism increase by 25% (there are no grants in tourism)

51. Activities 3.3: Increase coverage of promotion to increase potential tourists or visitors

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52. Outputs (Baselines)

- 2017 promotional ads in Japan
- 2019 promotional ads in China

7.6 Strategic Goal #4

53.SG 4: Continue to improve tourism in Chuuk through capacity building

7.6.1 Rationale

54. The improvement on tourism is not only relevant to its product offerings but services as well. In Chuuk, finding well trained individuals in the tourism industry is very difficult. Most have gone off to neighbouring islands because of better opportunities being offered in their respective work. In a report put together by the Chuuk Workforce Taskforce, the labour force in Chuuk State is 70% unskilled. Many blamed trend of high percentage of young people not furthering their education after high school or even not completing high school to begin with. “Approximately 200 students graduating high schools in Chuuk do not enter post-secondary institutions or training schools”.¹¹

55. Standardizing quality of tourism in an area is based on services. These services are performed by individuals who are trained to perform them. Therefore Chuuk must assert capacity building in Tourism.

“Improve the overall quality of products and services within the tourism industry (all tourism-related accommodation, restaurants, tour guides, tour operators, and other tourism-related service providers); raise the levels of demand nationally, regionally and internationally; promote competitiveness within the industry; and, provide valuable and reliable information on quality standards for the tourist and the travel industry.” WTO Objective - Quality Standard in Tourism Services

7.6.2 Problems and Issues

56. To train or build capacity you must have the programs. Chuuk does not have any tourism training programs offered at its two post-secondary institutions (CCPI and COM-FSM Chuuk). Therefore many that are funneled into the tourism sector do not have proper training. This often lead to poor services in Chuuk’s tourism sector.

HTM training at Truk Stop Hotel



“it is very time consuming to train new people all the time because we cannot get anyone who has some training in tourism services” Melba Stinnett hotel & restaurant manager/owner

57. Even if recommendation is made to train people in tourism there is no funding available to run program. Compact funding no longer have capacity building money. 2012 Chuuk was given noticed on the stoppage of all department capacity building fund. WIA which was an agency dedicated to train workforce is placed under CSSS and do not have direct program with private sectors support.

¹¹ Chuuk State Workforce Report - 2014

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58. In COM-FSM national campus, there are only 7 Chuukese out of 130 students enrolled in its tourism program. The lack of interest is due to lack of promoting job or career opportunities in Tourism Sector. An interview with a Chuukese who graduated from a tourism program – “I am working in another field because there were no promising positions for me to take in Tourism in Chuuk”. Majority of job offerings in tourism for Chuuk are entry level with minimum wage. Turnover rate is very high (50%). Choosing between a job in Chuuk and a job in Guam is not a difficult decision to make especially if you are someone with experience in tourism. Former CVB director Mr Joe Suka point out that many of the ones who achieve great experience in tourism have moved on to Guam for better opportunities.

“Program is only good if people are interested and participate in it.” COM-FSM admission office

7.6.3 Proposed Solutions

1. Work with higher institution on island to establish program
2. Seek funding support for training
3. Build strong worker package to attract and retain qualified people in the area

59. Programs like that of COM-FSM Hospitality and Tourism Management Program would be ideal to offer in Chuuk. Since funding for training is an issue, putting them through mainstream would allow them access to financial aid Pell grants.

60. In a survey done by labour section, nearly half of the people in the tourism sector are not traditional students. Some are dropouts who learned things on the job. Their performance on the job is limited to how much training they have received. Non-traditional training which require funding to run should be something Chuuk State has to fund.

61. The lack of participation in tourism programs is partly caused by the lack of promotion on the sector part to address the need among young people. It can also be because of low level of opportunities being offered to those who enter. Therefore, in tourism when standardizing its services must also link opportunities as well.

7.6.4 Outcomes

1. Services in Tourism improved
2. Increased in qualification and quality of employees in tourism sector
3. Improvement in benefits and opportunities in areas of tourism in Chuuk

7.6.5 Activities

62. Activities 4.1: Work with higher institution on island to establish program in building capacity in Tourism

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63. Outputs (Baselines)

- 2018 HTM program start at COM-FSM (no program offered yet seek COM-FSM endorsement for program)
- 2019 Service training in Tourism by COM-FSM (no training but modules are available)

64. **Activity 4.2:** Seek funding support for training in tourism

65. Outputs (Baselines)

- 2017 is mainstream so Pell grant is available (Pell grant is available at COM-FSM and CCPI)
- 2018 training is co-sponsored by C&I and CSCC through sector grants (no funding source, currently being sought out)

66. **Activity 4.3:** Build strong worker package to attract and retain qualified people in the area

67. Outputs (Baselines)

- 2018 HR increase recruitment 5 people (No recruitment effort, each perform their own recruitment)
- 2020 graduate in HTM recruited to workforce (there are 7 potential candidates currently rolled as of SY 2015-2016)

7.7 Strategic Goal #5

68.SG 5: Increase public awareness in Chuuk on the importance of tourism toward economic development

7.7.1 Rationale

69. Tourism is foreseen as the best direction for development in Chuuk as well the other states in the FSM. How much the people perceived this to be true is something else. Chuuk is seen with great potential with its beautiful enclosed lagoon that housed one of WWII largest underwater museum in the world. Therefore, it is imperative that Chuukese understand the significance of tourism for development. Tourism presence in Chuuk is over 40 years old. The first hotels were built in the 1960s, Continental Hotel and Hotel Maramar. Tourist divers have come to Chuuk for decades and yet Chuuk appreciation of tourism is not apparent.

70. Chuuk in general has not seen direct evidence of what tourism provides for the people. Since the past tourism activities have always been close knit. They come to dive and they go. They spend majority of their times in their hotels or ships. Activities outside which allows tourist to interact with locals rarely occurs. There is even an animosity toward businesses in tourism because they portray themselves as upper class and do not mingle with grass roots businesses.

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7.7.2 Problems and Issues

71. Low interest in tourism support in Chuuk by the people is perhaps from the small percentage of locals being actively supported by the tourism industry. Benefits to locals in tourism are mainly employment and perhaps local purchases of local produce and services. It can also be the inclination that having too many people from the outside which can lead to cultural degradation and environmental impacts.

72. The low public support of Tourism could be from the declining grass roots activities in the industry. Farming, fishing and handicraft were among the grass roots activities directly linked to tourism. However, their presence has been declining. Many of these grass roots activities have shift to other markets deemed more lucrative than tourism at this time.

73. Low public support for tourism can also be the result of not educating the public enough on its importance to Chuuk and its development. Given the high illiteracy level in Chuuk, it would be inconclusive to think majority understand the concept of tourism. There is always a common fear of being overrun by outsiders among locals which would continue to hinder tourism development.

7.7.3 Propose solutions

74. There is undoubtedly no denying that Tourism Sector is a major key in attaining development in Chuuk State. The state must increase its campaign to explain the importance of tourism. Include tourism promotion campaign in various outlets including education. Chuuk should look toward CSSS to include in their curriculum tourism. In primary school, it is part of classroom activities or lesson with tourism as a subject. Secondary level, students will be exposed to various activities in tourism. They can be invited to attend certain events relating to tourism.

75. Chuuk can increase campaign in tourism in ways that involve community in tourism. Beautification, sites development, handicrafts, cultural dances and so forth. All these would provide income and support directly or indirectly to those participating. Also Chuuk should create activities and events that involve tourists interacting with local people. Cultural festivals and events (e.g. farmer market, canoe race, etc.) are highly recommended.

Local Artisans at Chuuk Trade Fair 2015 ©C&I



7.7.4 Outcomes

1. Public awareness has improved in support of tourism promotion and development
2. More funding opportunities available toward tourism development
3. Increase priority support for Tourism industry from various supporting agencies

7.7.5 Activities

76. Activity 5.1: Include tourism development campaign in various outlets including education

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77. Outputs (Baselines)

- 2018 K-12 curriculum in CSSS implemented (Tourism is not a topic in school curriculum)
- 2018 tourism awareness through NGOs (no NGOs involved in tourism)

78. Activity 5.2: Increase ways to involve community in tourism for improvement and support purposes

79. Outputs (Baselines)

- 2017 model village program done annually (first experiment in 2015 state trade fair)
- 2018 30% tourism sites identified and considered for development (still being gathered by HPO)

79. Activity 5.3: Increase participation of locals in tourism market through income and venture opportunities

80. Outputs (Baselines)

- 2018 subsidy of recycling effort with local businesses involvement (recycling program currently not funded)
- 2018 arts and crafts training program (no conventional training program in Chuuk for arts and crafts)

7.8 Strategic Goal #6

81. SG 6: Continue to improve existing and develop new tourism products in Chuuk.

7.8.1 Rationale

82. New array of ideas and innovation to allow growth of the industry should become state priority. Tourism in Chuuk has been driven primarily on its wreck dives. This attraction is slowly deteriorating. It is presumed that within the next 25 years, such attraction will be gone. Chuuk should be looking into alternate attractions to the islands. Along with that, other add on products which can be developed or improve, Chuuk should focus on this very soon before it face rapid decline.

83. In the tradition of tourism attraction, many places have twigged certain things in their culture that can become appealing to visitors. Examples: Modern Hula in Hawaii in place of traditional hula for tourist attraction. 'Iantoki' in Pohnpei, revamp for appeal toward tourism from the traditional MokileseTala dance. Chuukese are famous for their Tokia a warrior stick dance very unique. Chuuk should find ways to put exclamation on this dance as their own and structure it for tourism.

7.8.2 Problems and issues

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84. Quality of products is often low due to lack of training and product improvement effort. Handicrafts for instance in Chuuk has not been strong. Many of the skilled craftsmen have passed and their skills with them as well. Dedication to craftsmanship has been low. Some believe it is because the area is not lucrative enough to promote development. In the last State trade fair, many of the concerns were regarding presentations of products. This includes produce, handicrafts and locally made garments.

85. Chuuk does not have funding support toward development of new products for tourism. Chuuk main attraction is always diving. As mentioned before, this product will soon deteriorate. Chuuk need to develop new attraction soon before it's too late. There is a great deal of disorganization when it comes to development of product in tourism. CVB is not involved in such projects and C&I is not involved in such project. Chuuk will need to put together a plan of product development in tourism soon.

7.8.4 Proposed solutions

86. There should increase training in development of products in tourism. Chuuk has complimentary programs like CRE and CWC who are actively teaching handicrafts in skill enhancement programs. CVB and C&I should work with NGOs to push forth sites development. With sustainable tourism, eco-tourists is a best bet in the market, so many natural habitat can be converted to places where tourists can visit.



Chuuk Annual Fishing Derby
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87. Chuuk should seek funding for training and improvement in tourism product. Creativity in ways to acquire funding through affiliation, NGOs with grant support and linking with other sectors that has funding. Chuuk should organize champion of training for product improvement. An option charter an organization under NGO status who can link product development in tourism with economic, social and cultural areas. This way it can acquire support from outside donors under the status of a non-government and nonprofit group.

Suggestions

- Sports fishing (e.g. Annual Fishing Tournament)
- Eco-Tourism (e.g. Tonachau Hiking Trail)
- Historical Product (e.g. old lighthouse in Sapuk)
- Island Getaways (e.g. Jeep Island)

7.8.5 Outcomes

1. Improvement in existing tourism product
2. Increase in the development of new product for tourism sector
3. Maintain product in tourism to meet tourism needs

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7.8.6 Activities

88. Activity 6.1: Increase training in development of products in tourism

89. Outputs (Baselines)

- 2018 5 quality control training on handicrafts (no training in Chuuk before)
- 2018 10 tour training at respective sites (no training in touring in Chuuk)
- 2018 5 added products in tourism in Chuuk identified (no new product in Chuuk)

90. Activity 6.2: Seek funding for training and improvement in tourism product

91. Outputs (Baselines)

- 2018 sector grant funding through CVB (not funded but will be proposed for 2018)
- 2018 NGOs outside grants at least 10 submissions (none currently funded)
- 2018 ADB and unallocated fund for 10 trainings (no training fund currently)

92. Activity 6.3: Organize champion of training for product improvement

93. Outputs (Baselines)

- 2018 CVB MOU with COM-FSM and CRE signed (First time to enter in MOU)
- 2019 HPO and CVB combined (currently under C&I divisions)

7.9 Strategic Goal #7

94.SG 7: Increase and strengthen CVB involvement in Chuuk State Plans that has direct and indirect implications toward tourism development

7.9.1 Rationale

95. As stated before CVB was established to promote and market tourism in Chuuk State. This particular goal increases CVB's roles and responsibilities. It should reaffirm itself as the champion of the Chuuk State when it comes to Tourism. It should monitor efforts and progress in the industry. It is the centre point of tourism development. Every activities being done however direct and indirect toward tourism they may be, CVB must be aware of them and integrated them in its plans.



96. CVB efforts will only be effective if there is enough support in its work. CVB must play active role in asserting public awareness. It must be involved in the development of product for tourism sector. It

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should also be granted seat in planning for Chuuk State. All these area would allow CVB to be well informed and knowledgeable in its sector and be recognized in state platform.

7.9.2 Problems and Issues

97. CVB lacks of funding support to perform the many things it supposed to do. It is funded partially by sector funding and local revenues. The depletion of funding will hinder its ability to perform continuously at an optimal level.

98. CVB from the very beginning has found it very difficult to hire the right skilled personnel for tourism promotion. As it expands its role, certain capable staffs will be needed to perform necessary tasks. This will be a factor to consider if CVB need to improve its ability to support tourism development in Chuuk.

99. CVB lacks advocacy from leadership. Being prioritized and put first on agenda for most leaders is never contemplated. It yet to hear a leader that steps up and states its priority is tourism. It is important for CVB's work to be inclusive of leaders of the state.

7.9.3 Proposed solutions

100. CVB could request a funding source be earmarked by generated income pertaining to tourism activities. For instance visitors fee – EPA debates that environment impact is part of the fee. This way the growth of tourism reciprocates funding for CVB.

101. Increase training for CVB should be a consistent and available annually. It can gain support through technical assistance from ODA groups such as JICA. A suggestion was made to have employees do intern training with Guam Visitors Bureau.

102. CVB should include leaders to be part of tourism groups. One way is to have a leader be honorary board member on CVB. This will allow access to individuals who can make things move for the sector for in legislative and executive.

7.9.4 Outcomes

1. Increase funding support for CVB operation
2. Increase capacity of CVB personnel
3. Increase role of CVB in tourism development

7.9.5 Activities

103. **Activity 7.1:** Find source through generated income pertaining to tourism

104. Outputs (Baselines)

- 2018 visitors fee imposed earmarked for CVB operation (no such thing exist)

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- 2019 new fee impose on tourism activities for CVB operation (none)

105. Activity 7.2: Increase training for CVB

106. Outputs (Baselines)

- 2018 new ODA tech support in product development (JICA marketing volunteer)
- 2019 MOU for inter at GVB(no such arrangement made before)

107. Activity 7.3: Include leaders to be part of tourism groups

108. Outputs (Baselines)

- 2018 CVB board include leader honorary board (no members)
- 2019 vice versa CVB play role in planning committee through leader member (CVB is not part of any planning group or committee for Chuuk State)

7.10 Short term goals/Priorities/Initiatives

1. Chuuk State to establish ferries between the islands within the lagoon
2. Chuuk State to develop new products (Fishing Derby, Old Light House, etc.)
3. Incorporate Tourism Awareness program into CSSS curriculum K-12
4. Continue improvement on Chuuk State International Airport
5. Assist in the creating an OJT program in Hospitality and Tourism Management
6. Participate in organizing cultural festival and island fair on annual basis
7. Continue on beautification effort for the state of Chuuk especially with youth
8. Create a revenue stream that would directly be beneficial to the operation of CVB
9. Solicit the landing of direct flight from Japan on Air New Guinea or other airline
10. Increase investment support programs toward tourist related businesses

8. Health Sector

8.1 Introduction

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1. The health sector in Chuuk is basically Chuuk State Health Services. It is the where health sector comes to life and its activities are organized, planned and implemented. Affiliated areas are linked to CSHS for the purpose of supporting Chuuk's Health Sector.

2. Chuuk State in general on health services expands its statement by adding the term develop to allow room for improvements. It also takes into consideration that although Chuukese are the main stakeholders or recipients of the health care services, adequate health care is also needed in areas such as tourism, private sector and so forth.

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“One of the most posing challenges has been the distance between the islands and the uncooperative weather we have in Chuuk. These two natural challenges compounded with the lack of transportation to islands, near and far, have created a major setback for activity/service delivery to the communities. Not meeting up to one program's schedule to visit a community/island has created a loss of community confidence/trust in the program's ability to deliver on time the services they are to bring. This loss of trust leads to activity failure in the community because people don't come for the services when they are actually delivered.” CSHS SDP

3. In Chuuk Health Care Services there are 6 distinct divisions: Hospital and Management, Nursing, Dispensary, Public Health, Dentistry, Environmental Health and Sanitation. Each of these sections has its own distinct duties in health services along with issues that are either unique to each division or common to all divisions. CSHS employs nearly 600 personnel.

4. **National level:** At the National level, the Division of Health (DOH of DHESA) has no direct role in the provision of health care services, but is limited to health planning, donor coordination, technical and training assistance.

5. **State level:** The departments of health services in each state is responsible for running state curative, preventive and public health services, including the main hospital, peripheral health centers, and primary care centers, generally called dispensaries.

6. **Municipal level:** In the municipalities (including the outlying islands (OI)), there are dispensaries similar to health clinics (posts).

7. The compiling of Health Services strategic development plan in Chuuk State, it basically modeled after the actual SDP framework of Chuuk State Department of Health Services. CSHS general purpose is stipulated in its own Mission Statement

8.2 Strategic Statements

8.2.1 Mission Statement

8. *“To promote and maintain a holistic system of health care that will improve the health and longevity of Chuukese”.*

8.2.2 *Vision Statement*

9. "To become a self-sufficient, adequate and holistic system of health care services for Chuuk State"

8.2.3 *Critical areas*

1. Land barrier
2. Inadequate facilities and services
3. Aging personnel
4. Funding decrement
5. NCD and global epidemics

8.3 Strategic Goal #1

10.SG1: Continue to improve primary health care services for Chuuk State

8.3.1 *Rationale*

11. Primary Health Care is part of CSHS where preventions of diseases are addressed. Chuuk health care system is placing greater emphasis in this area to counter the rising cost of treatments for Chuukese. This is done through programs that facilitate awareness and promote healthier lifestyle among Chuukese.

Chuuk Public Health Immunization Program



12. Assuring efficient primary health care services, CSHS must find ways to lessen impediments and challenges it faces in delivering its services. This includes the geographical setting where islands are separated by the vast ocean making accessibility very difficult. Often services in health care are only available at the center Island of Weno. Furthermore transportation system in Chuuk is poor. It is unreliable and often unsafe.

8.3.2 *Problems and Issues*

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13. Chuuk cultural diet is rich in fat and starch and deeply embedded in the normal preparation of food. Rich intake of saturated fat and starch is regularly consumed. Chuuk also has established high dependency and taste for imported food such as rice, turkey tail and canned goods.

14. Chuukese on healthy living is not considered of high priority. Some argue it could be that it is cheaper to just buy food in the store rather than going out and getting them in the ocean and on land. (table below was done through a survey of purchase meals of the average Chuukese family)

Average size of family in Chuuk		10			
		Meals for 3 days			
Meal		Imported	Local not purchased	local purchased	
Meat	\$	25.00	\$ 60.00	\$ 30.00	
Stable	\$	25.00	\$ 30.00	\$ 35.00	
Total	\$	50.00	\$ 90.00	\$ 65.00	

8.3.3 Proposed Solutions

15. CSHS must conduct training and workshop to women especially on healthier ways to prepare food. High percentage of cooking ingredients comes with saturated fat, salt and sugar. All of which are not healthy to have too much of.

16. There is a campaign made by those involved in export expansion in Chuuk. They feel the need to increase import substitution effort to prevent people to lessen dependency of imported foods. Although this has direct economic support, it does the same to health as well. Locally grown foods are all natural with not added chemical preservatives. They are rich in nutrition with less fat content.

17. Promoting healthy living, CSHS should create programs with CSSS targeting K-12 to understand about health and nutrition. Hitting the populous at younger age would have better influence and impression. It will support new generation to take healthier lifestyle much seriously.

8.3.4 Outcomes

1. Health assistants quality of public health and primary health care services have improved
2. Dental services by dental teams throughout Chuuk State have improved in quality and frequency
3. Primary Health Care service are well supplied with essential drugs, medical supplies and equipment
4. Primary health care facilities are in good working conditions
5. Strong partnerships established among all parties involved in Primary Health Care services

8.3.5 Activities

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18. Activity 1.1: Conduct health assistants' performance reviews on an annual basis. It's challenging to manage a health assistant when you are on the central island of Weno and she/he is on the other side of the State. Regular visits to the health assistants are practically not possible considering the distances between islands, the weather, and availability of transportation.

19. Outputs (Baselines)

- 2017 evaluation form template in place (no template in place at this time)
- 2018 all health assistant performance reviews complete (____HS performance review complete)

20. Activity 1.2: Screen HA on capacity level to identify needed trainings. 7 regional supervisors were trained and are now working in their respective regions. HA trainer and staff have been evaluating health assistants throughout the past years.

21 Outputs (Baselines)

- 2017 30% of HA will enter training (as of 2016 ____ HA have been trained)
- 2018 additional 30% HA enter training (as of 2016 ____ HA have been trained)

22. Activity 1.3: Conduct dental team performance review annually. Keeping a good dental hygiene is also necessary for one's health. CSHS must assert dental services are done accordingly and optimally.

23. Outputs (Baselines)

- 2017 evaluation form for dental team complete (no evaluation done)
- 2018 all dental teams performance review complete (no evaluation done)

24. Activity 1.4: Identify capacity level of dental team members for needed trainings. Many of those in dental team are trained staff. There is 1 bona fide dentist from Chuuk but the rest are expatriates.

25. Outputs (Baselines)

- 2017 30% of dental team will enter training (all dental assistants are hired without training)
- 2018 additional 30% of dental team added to training (all dental assistants are hired without training)

26. Activity 1.5: CSHS create a more efficient way of keeping tracks of inventory and reporting of needs

27. Outputs (Baselines)

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- 2017 necessary changes to inventory and tracking system made
- 2018 inventory and tracking scheme used and review annually

28. Activity 1.6: CSHS to solicit transportation improvement plan for deliveries of supplies and medicines

29. Outputs (Baselines)

- 2017 further emphasized need for Chuuk ODA specific to National Government through affiliated agencies at National
- 2018 MOU with regional authorities for continuous support on transportation

30. Activity 1.7: Renovation and construction of public health facilities reviewed by special taskforce

31. Outputs (Baselines)

- 2017 comprehensive plan on remaining facilities awaiting renovation and construction
- 2018 clear all pending sites to initiate all projects
- 2019 construction of dispensaries and public health building commence

8.4 Strategic Goal #2

32. SG2: Continue to improve secondary health care services for Chuuk State

8.4.1 Rationale

33. Secondary Health Care refers to diagnostic and treatment of diseases. Chuuk State hospital assists in providing such service but sometimes seek assistance from outside through Chuuk Health Care Insurance referral program. It still needs improvement and support to continue build its ability to provide good secondary health care to the Chuukese people.

34. CSHS faces the dwindling number of health care professions. Many of them are heading toward retirement. It is estimate that with the next ten year, more than 50% of its doctors will reach retirement. Such reduction will affect the quality of treatment CSHS can offer in secondary health care.

35. Quality Assurance system has been adopted with high priority. QA is a system created for developing countries to improve health care system. It has two objectives: "1) to provide technical assistance in designing and implementing effective strategies for monitoring quality and correcting systemic deficiencies; and 2) to refine existing methods for ensuring optimal quality health care through an applied research program." (Lori DiPrete Brown; QA methodology 1990)

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36. The Pacific Island Health Officers Association (PIHOA) is a non-profit organization that is led by and represents the collective interests of the Ministers, Secretaries, and Directors of Health of the U.S.-Affiliated Pacific Islands (USAPI). The USAPI include the three U.S. Flag Territories of Guam, the Commonwealth of the Northern Mariana Islands, and American Samoa, and the three Freely Associated States (independent nations in a special compact relationship with the United States) of the Republic of the Marshall Islands, the Republic of Palau, and the Federated States of Micronesia (Pohnpei, Kosrae, Chuuk, and Yap). The USAPI are

Visiting Team performing surgical procedures



populated by more than 500,000 people who live on hundreds of islands and atolls spanning millions of square miles of ocean and crossing five Pacific Time zones. PIHOA's mission is to improve the health and well-being of USAPI communities by providing, through consensus, a unified credible voice on health issues of regional significance.

8.4.2 Problems and Issues

37. It is possible that the technical assistance from the PIHOA will be cut off before the QA system for the Chuuk DHS is established so we need to have an alternative. Members of the QA committee have their primary duties, which can put the QA priorities on the back burner dragging the development of the QA system, including the QA Manual. QA training will be dependent on the availability of fiscal support for off island training and/or bring in outside consultants.

38. Secondary health care service faces many problems and impediments. It lacks the proper facilities and equipment to provide optimal health care services. This is partially because of insufficient funding support it acquires each year. Chuuk State along with the whole FSM have expressed dissatisfaction of how infrastructure projects are not proceeding due to the irresponsiveness of those in charge of the said funds. Typical issues transparency and land are often raised to impale progress from taking place.

39. Equipment for hospitals are quite expensive. CSHS will soon see decrement in its funding in 2017 and 2020 a total of \$3.4 million. CSHS will not be able to afford any new equipment if it wants to less the cut backs.

40. The lack of specialist to provide proper diagnostic and treatment is also something Chuuk faces. The decreasing funding support from outside (sector) continues to hinder any prospect of improvement in Chuuk's health services.

8.4.3 Proposed Solutions

41. The constant monitoring of the QA Committee to make sure its duties and responsibilities are timely carried out. The Director and divisions heads should be part of the monitoring process. "The Director of Health shall budget for QA committee members training in QA. It is difficult to find a good QA Coordinator locally. The Director of Health needs to find a well-qualified QA Coordinator." CSHS internal SDP

42. CSHS will need to increase support for bringing new equipment and improvement of facilities. Chuuk IDP plan has these amounts earmarked for dispensaries and hospital renovation and construction.

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No.	Description	Location(s)	Funding
1	Dispensaries Constructions	64 various places	\$9,600,000.00 (64@ \$150,000.00 each Proposed)
2	Chuuk State Hospital Reconstruction	Weno	\$40,000,000.00

43. The amounts mentioned are proposed through IPIC for Chuuk's infrastructure funding of the Compact. CSHS must be persistence in these projects to allow progress.

44. Medical equipment for secondary health care is very important. Chuuk will have to become creative in finding sources of support. ODA has expressed certain donors available to support. Perhaps CSHS should hire someone who can work on grants for supplementing its shortfalls in finances. The same goes for getting specialists to assist in hospital. Many organizations especially NGOs travel the globe to provide support to especially developing countries.



Rural Dispensary

45. CSHS must look for ways to generate revenue through health services. There was a proposed plan to have Chuuk State Hospital become an autonomous entity functioning perhaps like CPUC and FSM Telecom. The intention is to make the hospital self-sustaining. Some agreed but majority felt Chuuk is not developed enough to sustain such entity. For some, if Chuuk wants to create a universal health plan, it needs the infrastructure support which the Chuuk State Hospital should be.

8.4.4 Outcomes

1. Quality Assurance (QA) for all hospital divisions, Units, and personnel are met
2. Continuous improvement of the quality of Health Care Professions
3. Secondary Health Care service are well supplied with essential drugs, medical supplies and equipment
4. Secondary health care facilities are in good working conditions
5. Infrastructure needs for Health Care services are addressed to ensure availability and accessibility

8.4.5 Activities

46. Activity 2.1: Complete work on Quality Assurance System in the Chuuk State Department of Health Services.

47. Outputs (Baselines)

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- 2018 QA System is complete and implemented
- 2018 QA Coordinator hired
- The PIHOA Consultant hired for the QA System

48. Activity 2.2: Create committee on QA by Director (2010),The QA Committee will continue to work on the Chuuk DHS QA Manual

49. Outputs (Baselines)

- 2018 QA manual is produced.
- 2017 committee will submit a line item budget for QA activities and maintenance

50. Activity 2.3: Continue provide training for committee on QA

51. Outputs (Baselines)

- 2018 all members of committee will complete full training
- 2019 expanding the role of committee to support other needs in Health Services
- 2018 good division reports are submitted accordingly

52. Activity 2.4: Improvement in HR effort for hiring of needed qualified personnel

53. Outputs (Baselines)

- 2018 at least 80% of needed personnel are hired
- 2017 all vacant positions are advertised for solid applicants response

54. Activity 2.5:Continue to provide needed training for personnel

55. Outputs (Baselines)

- Health assistant certification is done on routine basis
- 2017 collaboration with Post-Secondary Institution on island for training modules to be available upon request

56. Activity 2.6: Petition health insurances to increase their allocated amount to local pharmacies on medicines and supplies

57. Outputs (Baselines)

- 2017 mandate of increase in insurance coverage at local pharmacies takes place

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- 2018 improvement in supply of patients medicines through private sector support
- 2019 more locally operated pharmacies take precedence through meticulous screening process by CSHS

58. Activity 2.7: Continuous improvement to Chuuk State Hospital

59. Outputs (Baselines)

- 2017 finalize work for the construction of a new hospital
- 2017 purchase an energy efficient power generator to include PV system
- 2018 Fence off plan put in effect for safety and security of facilities and equipments

8.5 Strategic Goal #3

60.SG3: Continue to prioritize health promotion and services for major health problems

8.5.1 Rationale

61. Chuuk is facing rampant non-communicable diseases due to obesity and poor health choices. The good people of Chuuk have grown accustomed to lifestyle which is deemed unhealthy (taste for rich oily and starchy food along with chemical induced imported food). Diseases such as diabetes, hypertension, heart diseases and other form of cancer have plagued and claims lives of Chuukese every year. This has cost Chuuk State Health Care great deal to provide care for patients.

Non communicable diseases refer to diseases such cardiovascular diseases, diabetes, cancer, oral health, chronic respiratory diseases and sickle cell diseases. These diseases are non-infectious or non-transmissible but can be chronic which last for long periods of time and progress slowly.

62. There are two programs established for NCD prevention effort. The first is the Diabetes and Hypertension Program. Its purpose is to create aware in communities and provide routine clinical evaluations for patients. The other is the Chuuk

Cancer Control and Prevention Program established in 2007. The program mainly promotes community awareness and education on cancer, especially on lung, breast, and cervical cancers.

63. Communicable diseases prevention and control on the other hand is another extension for CSHS monitoring and protecting the health of the public (Chuukese). Many communicable diseases were introduced to Chuuk and rest of Micronesia during the arrival of foreigners or Westerners. In 1852, the entire population of Kosrae was nearly wiped out to smallpox. With the constant contact with the outside world, Chuuk is vulnerable to CD.



NCD walk-a-thon

Comprehensive

CHUUK STATE STRATEGIC DEVELOPMENT PLAN

“Communicable diseases spread from one person to another or from an animal to a person. The spread often happens via airborne viruses or bacteria, but also through blood or other bodily fluid. The terms infectious and contagious are also used to describe communicable disease.”

64. Technology has made the world smaller, connecting everyone via communication and travel. It is truly remarkable but detrimental at the same time. Spread of diseases globally is rapid and very hard to contain these days. Zika and Ebola outbreaks are great examples of how fast the spread can be.

8.5.2 *Problems and issues*

65. There is no funding to sustain programs for health promotion and awareness indefinitely. Compact sector funds continue to diminish until 2023 when it ends. Even at the get go, programs are understaff to provide adequate and effective services. For instance, the NCD hypertension and diabetes program has only one staff. It relies heavily on Public Health central office for support in clinical evaluation. Along with short staff data collecting has been poor.

66. Geographic feature of Chuuk State makes it difficult to have wider coverage of programs. Many of the outer islands or rural areas have been neglected in clinical evaluation and other services for so long. The fact that Chuuk State still have poor transportation infrastructure in place attributes to the weak support state wide of health programs.

67. There is a statement of health effectiveness being hindered by lack of advocacy at all levels. This is important for health programs campaign effort and activities. NCD coordinator Ms. Moria Bisalen stated: *“The coordination and planning of activities is often hindered by the lack of community participation. We have altered our approach by making groups take charge of activities and have us support those activities relevant to health.”* Examples include: softball league, walk-a-thon sponsored by various NGOs, school inter-scholastic sporting events.

8.5.4 *Proposed Solutions*

68. CSHS can improve support health promotion program by involving NGOs in Health areas .NGOs involvement will allow advocacy and same time open opportunities to access grants available in health areas. CSHS can always provide the capacity in writing and management training for grants. This would also lessen the burden of cost or finances in the sector.

69. CSHS can extend partnerships with various communities to increase reach and support. As mentioned before, the wide spread of islands in Chuuk makes it very difficult to provide adequate services and support for many places in Chuuk. CSHS has over 60 dispensaries located throughout the state; these places can act as coordinators and agents to communities for activities being planned.

70. CSHS should use various sectors as a conduit to promote health. One sector would be education sector. Health can work with CSSS to insert health courses in K-12 curriculum. This would instill the basic understanding of health among young people. CSHS can also work with Agriculture sector. It has home gardening projects all over the state. CSHS can co-sponsor to promote eating local foods which are healthier than imported food. Same effort is done with private sector promoting import substitution activities.

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71. Established prevention and control programs for Communicable Diseases in Chuuk include the following: TB, Hepatitis, STDs, MDRTB & Leprosy and HIV/AIDS/STI.

8.5.4 Outcomes

1. Improve awareness for Non-Communicable Diseases in areas of prevention and control
2. Increase in activities and supports pertaining to NCD prevention and control programs
3. Improve awareness for Communicable Diseases in areas of prevention and control
4. Increase in activities and supports pertaining to Communicable Diseases prevention and control programs
5. Increase in efforts and priorities of MCH/FP/Immunization in Chuuk
6. Improvement in Breastfeeding and Child Nutrition through Nutrition Programs in Chuuk
Focusing on NCDs
7. strengthening of Surveillance and Monitoring Functions of the Environmental Health Programs
8. Increase in enforcement efforts of Sanitation Regulations
9. Improvement in Dental health Preventive Program

8.5.5 Activities

72. **Activity 3.1:** Client Management Guideline developed and utilized by program managers

73. Outputs (Baselines)

- 2018 Client Management Guideline reviewed and utilized and assessed annually for improvement
- 2018 continuation of clinical evaluation of blood sugar and blood pressures for diabetic and hypertensive patients at the Public Health
- 2018 hire new technical person for NCD on data

74. **Activity 3.2:** Continue to extend NCD awareness in Chuuk

75. Outputs (Baselines)

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- 2017 seek funding for NCD awareness through health and other grants
- 2018 NCD awareness is incorporated into K-12 curriculum
- 2019 50% coverage attained in NCD awareness campaign in Chuuk

76. Activity 3.3: Continue to increase support toward NCD prevention in Chuuk

77. Outputs (Baselines)

- 2018 30% increase in activities and projects for NCD prevention
- 2018 revisit disease prevention and health promotion laws for taxes and levies of tobacco, alcohol and other imported products earmarked to finance health services
- 2018 to hire a nutritionist for the Department of Health for focusing on NCDs, Breastfeeding, and Child Nutrition
- 2018 collaboration with CSDA and COM-FSM on Agriculture program to promote local food consumption (nutritional value)

78. Activity 3.4: Continue to support and increase work of Chuuk Comprehensive Cancer Control and Prevention Program

79. Outputs (Baselines)

- 2018 30% increase in Community awareness and education on cancer, mainly on lung, breast, and cervical cancers.
- 2018 50% of technical people in communities are trained
- 2018 25% increase in coverage of HPVV and other needed vaccines
- 2017 start doing cervical cancer screening with VIA (Visual Inspection with Ascetic Acid) and Cryo-therapy (treatment for precancerous cervices)

80. Activity 3.5: Formulation of committee to develop and implement 5 year working plan for HIV/AIDS/STD

81. Outputs (Baselines)

- 2017 committee complete comprehensive plan
- 2018 plan is adopted and implemented

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82. Activity 3.6: Seek funding support to continue the control and prevention of MDR/TB and Leprosy in Chuuk.

83. Outputs (Baselines)

- 2018 grant proposal submit for continue support of prevention program in MDR/TB and Leprosy in Chuuk
- 2019 hired individual to maintain data collection and administer report on routine basis

84. Activity 3.7: Continue the HPVV and maintain it with awareness and support by public

85. Outputs (Baselines)

- 2018 impact report on cervical cancer prevention from HPVV
- 2018 minimize resistance from schools at 50%

86. Activity 3.8: Continue to run and develop HIV/AIDS/STD programs through testing, surveillance and prevention

87. Outputs (Baselines)

- 2017 strategic work plan for HIV/AIDS/STD compiled and reviewed
- 2018 strategic work plan implemented

88. Activity 3.9: Continue to improve and prioritize MCH/FP/Immunization in Chuuk

89. Outputs (Baselines)

- 2017 hire qualified person to do data collecting and assessment
- 2018 increase links to organizations for funding support

90. Activity 3.10: Continue to expand and develop Substance Abuse and Mental Health SAMH prevention services in Chuuk

91. Outputs (Baselines)

- 2018 MOU with NGOs pertaining to youth development signed with SAMH
- 2018 continuous implantation of program in K-12 curriculum
- 2018 SAMH needed facilities incorporated into CSHS infrastructure plan

92. Activity 3.11: Strengthen functions of Environmental health & Sanitation Division

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93. Outputs (Baselines)

- 2017 mandate of CSSS compliance with school inspection recommendations
- 2018 joint effort between municipalities and state agencies on enforcement of liter law

94. **Activity 3.12:** Conduct a Comprehensive Dental health Preventive Program

95. Outputs (Baselines)

- 2018 oral health component inserted into CSSS curriculum
- 2018 CSL law on oral health passed
- 2018 dental record of children increase by 15%

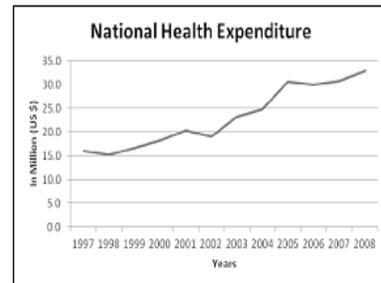
8.6 Strategic goal #4

96.SG4: Continue to develop a sustainable health care financing mechanism

8.6.1 Rationale

97. Health care services in Chuuk since TT time have solely relied on funding support from government and outside donors. During Compact II, Health sector was one of the remaining sectors still funded. This funding source is slowly decreasing and would soon deplete after 2023. Chuuk State Health Care Services will have to become creative in finding ways to generate revenue and seek funding from elsewhere.

Rising health care cost



Health Care Services in the FSM continues to rise over the years – FSM Health Progress Report 2009

98. CSHS has an annual budget of around \$20 Million. Its revenue generated from health services only makes up a meeker 7% of total budget. Revenue is generated from purchases of medicine which majority comes from Chuuk State Health Insurance. Other sources are minor in areas of services such as dental, embalment, transport and so forth.

99. CSHS is looking into adding new charges for health related service. It includes recommendation of increasing document fees such as death and birth certificates as well as medical summaries. Additional suggestion includes hospital inpatients treatment fees. All of these have received political opposition by leaders.

8.6.3 Problems and Issues

100. Majority of Chuukese do not have the income to afford health services nor enroll in health insurance. Chuuk State economic condition still have unemployment rate at over 30%. This number makes up great percentage of the population who still do not have conventional earning to pay medical insurance

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premium. Even if they do have jobs, majority of earnings are not substantial enough to accommodate added deduction.

“Debate was made at the National level on putting mandatory insurance and social security on certain income earners. Oppositions stated that the two programs are meant to support those who can afford them. Forcing people to take them on is cruel simply because it infringed on the amount of disposable income they work hard for to benefit their families. On the other those who support the idea argue that everyone should be able to benefit from the programs including their family members.”
DOJ-FSM

99. Politics still play a big role in decision making for health services. Since majority of Chuukese are still either unemployed or earn very little to afford paying for health care, it propagate political interference for mandatory health care fees. The last thing politicians would want to see is their constituents unhappy. Unless Chuuk can improve the unemployment rate or raise wages or find alternate source of funding; the idea of paying for health care by the public may not play out well.

100. Lack of management capability in health care makes it very inept. Some of the blame is bestowed on many hands influencing decision process in health care. This goes the same for bidding process and actual treatment and referrals.

8.6.4 Proposed Solutions

101. Chuuk should increase coverage of the people on insurance. There is an attempt to include those who are living abroad to pay premium for the purpose of including family members still living in Chuuk. Furthermore, Chuuk should revamp the uninsured program for those that cannot afford to be on the plan. Certain taxes were created (e.g. Tobacco and Alcohol taxes) to support health care service. This can be reintroduced to link such taxes to health.

102. There is a contemplation of autonomous control of health services affairs. This idea was more focused on the Chuuk State Hospital management. It would operating similarly to CPUC or FSM Telecom. The concept also addresses health care insurance to function under hospital management. This is still a new and yet to be fully supported by state leadership. In essence the idea was driven by the notion of managing revenues can sustain operation of hospital and decrease subsidies from local revenues.

8.6.5 Outcomes

1. Appropriate and Acceptable Health Insurance and Health Maintenance Schemes for Chuuk with aim of Including all Chuukese Citizens developed
2. Increase in Insurance Enrolment (after necessary statutory amendments)
3. Improve efficiency and productivity in Health services
4. Consider other Sources of Income

8.6.6 Activities

103. Activity 4.1: Make Insurance Mandatory for State Government Employees

104. Outputs (Baselines)

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- 2018 100% of government employees
- 2018 new law introduced to mandate expatriates under contracts with government to enroll in Chuuk State Health Insurance

105. Activity 4.2: Make Insurance Mandatory for Private Sector

106. Outputs (Baselines)

- 2018 CSL pass a new law requiring all business foreign or domestic to enroll all employees with Chuuk State Health Insurance
- 2019 50% of private sector coverage under Chuuk State health insurance

107. Activity 4.3: Create necessary amendments to Insurance law for allowing new enrollees

108. Outputs (Baselines)

- 2018 new law passed by CSL to further include all government and non-government operating in Chuuk subject to enroll employees in CSHI
- 2020 new scheme developed to allow grass roots enrollment in CSHI

109. Activity 4.4: Hire a consultant on efficiency and productivity in CSHS operation

110. Outputs (Baselines)

- 2018 comprehensive report complete and implemented
- 2019 CSHS increase efficiency and productivity by 30%

111. Activity 4.5: 2019 CSHS increase efficiency and productivity by 30%

112. Outputs (Baselines)

- 2018 CSHS imposed fee on medical summaries
- 2019 new fees and increase in existing fees commence based on productivity and efficiency report

8.7 Strategic Goal #5

113. SG5: Continue to improve capacity level and sustain availability of skilled personnel in health services sector

8.7.1 Rationale

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114. Chuuk Health Care is facing an aging personnel. It would need to find ways to start hiring new recruits to prevent shortages. For positions like Medical Officers/Doctors, the ones reaching retirement age are those who were part of the Medical Officer School in Pohnpei in the 1980s. Such school is no longer available or offered in the region. Nursing program and other medical fields are available at COM-FSM.

No.	Divisions	# of personnel
1	Division of Hospital and Management	114
2	Division of Nursing	98
3	Division of Dispensary	117
4	Division of Public Health	56
5	Division of Dentistry	19
6	Division of Environmental Health and Sanitation	12
Total		416

115. Chuuk Department of Health Services has over 400 personnel. There are 21 medical doctors presently working for CSHS. Three of them are with public health division and 19 with the hospital division. Since the closing of the Medical Officer School in Pohnpei, many have relied on Fiji School of Medicine for new recruits. According to a survey done in 2012, there was only 1 Chuukese currently enrolled in Fiji. This number may have increased within the past four years as CSHS has increased recruitment of new candidates for the medical school in Fiji.

116. For other medical professions like nurses, there are 118 working for CSHS besides the 100 health assistants and midwives working under Dispensary Division. Less than half (48) are graduate nurses. 43 of them are in the hospital and 5 are with public health. Practical nurses which are lower level nurses in health care make up more than half of the nurses in CSHS, 55 are in the hospital division and 12 are with public health division. The need for more nurses similar to that of medical doctors in CSHS is very high. There is a small pool of nurses to hire from.

COM-FSM Nursing Program



117. In dentistry division, there are 19 personnel. There are 7 dentists serving the division as of 2012. Six out of the seven dentists are expatriates and 1 local. With the next 5 years CSHS will solely rely on foreign dentist to service the division of dentistry. According to CSHS personnel officer, there are 4 students currently studying in dentistry abroad. Besides dentists, the division also has 5 technicians, 4 nurses and 3 assistants.

118. Other medical staffs include those in pharmacy, radiology, x-ray and laboratory techs. These positions are around 17. A license pharmacist is currently a position that CSHS do not have. It needs to push forth on this to minimize mishandling of prescription drugs from those who are not properly trained. According to CSHS, there are license pharmacists out there from Chuuk, but because of unattractive pay, they do refuse to work in Chuuk.

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119. Other support staffs are mainly part of the hospital division. These include those in records, maintenance, food services and administrative duties. There is not an issue in the area except for administrative work. Good management is greatly emphasized in hospital division to allow efficiency and productivity. This something CSHS need to emphasized and trained people in to allow better management of hospital division.

8.7.2Problems and Issues

120. Going back to what was already hinted; there is low number of young Chuukese pursuing studies in field of medicine or health. A survey was conducted by the Chuuk State Workforce Taskforce and it has identified a substantial low number of Chuukese pursuing studies in health and medicine compared to other states in the FSM.

121. Another issue that is apparent is the many current employees in Chuuk's health care who do not have conventional education in health. Many are hired upon urgency or immediate need of staffing or people to fill certain positions. There is even stipulation of political interference in the hiring process.

"this is similar to hiring made at CSSS in past – lack of AS degree among teachers" – Personnel Staff Chuuk

122. Retention of health employees is low. CSHS loses personnel as fast as they could hire. Many have blamed it on the wages or salaries that go with the jobs. A license pharmacist in Guam and Hawaii can make three times much of what he would be making in Chuuk.

8.7.3Proposed solutions

123. Having no young men and women in Chuuk pursuing studies in health or medicine is simply because of lack of interest. CSHS should start promoting health science with K-12 system. This concept is similar to the health promotion campaign to done with CSSS curriculum. Following through with the promotion, there should be scholarships or grants established for students pursuing fields in health. Health sector fund should have some of its fund earmarked toward student in health support. This can be accompanied by promissory notes signed by the students obligating them to come back as service CSHS for a number of years.

"Science is very low in the FSM National Minimum Competency Standard-Based Test" FSM Dept. of Education

124. Many health assistants are hired but do not have any health training. They will have to undergo training to be able to perform. CSHS and COM-FSM have met to come up with training programs. One concern was mentioned that funding for training is very limited therefore a suggestion was made to open up actual credited program in health. COM-FSM will have to recruit participants as traditional students who would be funded under Pell grant money. The graduates will become the pool to recruit from. This would minimize cost of training and improve capacity.

"Mandate hiring be based on qualification as opposed to political hiring" Health Sector Grand Manager

125. Create good career package in health services. For a Chuukese, to live in Chuuk is not as costly as if you were to live in Guam or Hawaii or elsewhere in US. Wage is also the same where you earn more in

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the US than in the FSM or Chuuk. The key to create better work package is to identify the threshold. Wage vs. cost of living would equate the strength of one's disposable income. The higher the percentage the less attractive it would be.

8.7.4 Outcomes

1. Improved level of capacity among health services staffs
2. Increase in interest among young people in health related fields
3. Improvement in recruitment efforts of health professionals
4. Increase in training opportunities in health services
5. Improvement in management skills of Health Services Administrators
6. Established Appropriate Management Information Systems (MIS) Including Health Data Reporting In Chuuk
7. Develop Core set of Indicators
8. Strengthen Public Health Surveillance System in Chuuk
9. Ensure technical assistance/consultancy available for above areas in Chuuk
10. Develop Curriculum and seek funding for Nursing School

8.7.5 Activities

126. Activity 5.1: Continue to recruit needed personnel through rigorous recruitment efforts

127. Outputs (Baselines)

- 2019 all needed personnel in public health hired
- 2018 MOU with health programs at post-secondary schools in the region established

128. Activity 5.2: Do health science promotion to K-12 with Chuukese students

129. Outputs (Baselines)

- 2018 constructing a curriculum of health science
- 2019 health science curriculum adopted by CSSS

130. Activity 5.3: Partner up with COM-FSM for health training programs (traditional and non-traditional)

131. Outputs (Baselines)

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- 2018 first graduate of health assistance
- 2019 certification of health assistance training commence

132. Activity 5.4: Create good career package in health services

133. Outputs (Baselines)

- 2018 30% improvement in recruitment of needed qualified health personnel
- 2020 30% improvement in retention of skill health personnel

134. Activity 5.5: upper management training or education opportunities for Administrators

135. Outputs (Baselines)

- 2018 upper management training conducted
- 2019 education opportunity at UOG upper management graduate program for health administrators

136. Activity 5.6: Nursing program requested to be offered at local colleges

137. Outputs (Baselines)

- 2018 joint effort between COM-FSM and CSHS to build curriculum for a nursing program in Chuuk
- 2019 Nursing school in Chuuk commence with COM-FSM Chuuk Campus through mainstream (FAO qualification)

138. Activity 5.7: Request funding support from various donors for capacity building

139. Outputs (Baselines)

- 2018 taskforce form to solicit funding need for capacity building

140. Activity 5.8: Continue training on reporting in planning and assessment for program coordinators

141. Outputs (Baselines)

- 2018 assessment training conducted for shared governance and self- improvement
- 2020 80% of CSHS understood assessment process in attainment set outcomes

142. Activity 5.9: Provide training for data collection and analysis

143. Outputs (Baselines)

- 2018 data training given to program coordinators
- 2019 data training given to support staff of programs

144. Activity 5.10: Continue to offer continuing education and financial packages for those interested in health professions

145. Outputs (Baselines)

- 2018 increase in enrollees at 30% for health professions
- 2019 increase current scholarship for health by 30%

8.8 Strategic Goal #6

146. SG6: Continue to maintain adequate, transparent and accountable systems of Chuuk State Health Services

8.8.1 Rationale

147. Chuuk State Health Services must maintain a sense of integrity in its operation. A big operation like the Chuuk State Hospital must run at a level where everything is accounted for and no sense of abuse is apparent. This could assist in alleviating unwanted costs or losses on its operation.

148. It is important for health services in Chuuk to be adequate when it comes to servicing patients. There are often times when patients find themselves with no medicine on hand. There are times when safety and security of those in the hospital is threatened because safety protocol is not taken into account. And quality of how health care is given and administered is highly criticized and often fused by excuses that sometime are redundant and clichéd.

149. Accountability of what happens or transacts in health care services must follow strict proceeding. Things get overlooked or surpassed simply because no strict rule is enforced or simply no one to survey or audit the work being done.



8.8.2 Problems and Issues

150. There is no proper system in place to take account of financials and inventories of Chuuk Health Services. This is not to infer any mishandling or embezzling activities in health care but more toward its inefficiency. Chuuk Hospitals constantly find itself lacking medicines for patients. A health care personnel struggle with shortage in supplies as well.

151. Lack of cooperation and support from all sections is also a concern in health services. Many have done duplicating work or do not perform because of unclear duties and responsibilities. This is a common problem in any big institution.

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152. There have been numerous complaints of Hospital lack of safety and security within Chuuk State Hospital. Indemnity protocol must be made to prevent liability not only for performances with patients but security of individual within the vicinity of the hospital. Many incidences have occurred which lead to so much claims and judgments to Chuuk Department of Health Services.

8.8.3 *Proposed Solutions*

154. Create a system to do audit work which should be done on an annual basis. The more frequent, the more receptive performances improve. Of course evaluation must be accompanied by recognition and reward as incentives. This is done in large institution to raise morale and improve productivity.

155. CSHS should strengthen assessment of its operation to allow checks of operation and room for improvements. Government operated institutions frequently face the dilemma of inefficiency. To minimize inadequacy, there has to be constant reviews and evaluations. Perhaps there should be quarterly divisional meetings to update on latest development and issues. And it is always important to include stakeholders in the process through surveys of some sort.

156. Create security plan to place safety and security protocol of patients and staffs at Chuuk State Hospital. These would include security measures being in place and necessary infrastructure improvements. And CSHS should improve its relationship with it host village leaders as well as Department of Public Safety to create 'Sufon' and support toward its facilities and staff. This should extend further to dispensaries located throughout the state.

8.8.4 *Outcomes*

1. Improvement of management skills with divisions of CSHS
2. Improvement of data collection and reporting in health services
3. Improvement of surveillance system in public health
4. Availability of technical and consultancy support in CSHS
5. Establish good relationship with public on health services
6. Improvement of safety and security of patients and staffs at Chuuk State Hospital
7. Improvement in records keeping for CSHS
8. Improvement in audit report result in accounting procedures
9. Compliance toward LTFF
10. CSHS is efficiently operated

8.8.5 *Activities*

157. Activity 6.1: Conduct management and data collecting trainings

158. Outputs (Baselines)

- 2017 all divisions management complete MIS training
- 2018 all divisions appropriate staff complete training in data collecting
- 2018 digitized 50% patients records with a system wide program

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- 2020 all old and new patient records are digitized and inputted into system

159. Activity 6.2: Assessment and evaluation trainings for CSHS

160. Outputs (Baselines)

- 2017 identify roles and responsibilities of CSHS personnel in assessment process (link to performance review)
- 2017 set of core indicators identified
- 2018 comprehensive assessment report complete with recommended

161. Activity 6.3: Create internal policy on proper accounting procedure

162. Outputs (Baselines)

- 2018 review and revamp current accounting policy for improvement
- 2019 LTFF reenacted to allow CSHS to seek fund support from decrement

163. Activity 6.4: Inventory system aligned with accounting and purchasing

164. Outputs (Baselines)

- 2017 solicit technical support for system analyst for inventory, purchasing and accounting.
- 2018 all divisions receive training in system

165. Activity 6.5: Create improvement in protocol of Chuuk Department of Health Services especially in Chuuk State Hospital Operation for efficient and secure operation.

166. Outputs (Baselines)

- 2018 partnership of hospital and dispensaries with respective leaders and communities
- 2018 hospital protocol training 50% employees complete
- 2020 all hospital staff undergo protocol training
- 2020 security will merge with public safety.

8.9 Short term goals/initiatives/priorities

1. Complete needed work on hospital cafeteria and commence its operation

2. Promotion and recruitment in High Schools on Health Professions (HCOP and AHEC as partners)
3. Complete renovation of Public Health Facility
4. Increase Health Insurance ceiling at local pharmacies
5. An new inventory system created to account and survey equipments and supplies
6. Performance evaluation system for Quality assurance implemented and conducted annually
7. Competency training on data collecting and reporting provided for all health divisions
8. Traditional program in health training established at local colleges
9. Hiring process for Nurse and Health Assistance link to proposed program
10. Dental Services provided throughout state on annual basis
11. Inventory system on medical supplies and medicines developed and in place
12. Complete necessary renovations of major health facilities including PH
13. QA for all divisions, units and personnel assessed and reviewed
14. Complete recertification of health assistance and practicum nurses
15. Increase funding support to students pursuing health professions in mainstream post-secondary institution
16. IDP on health infrastructures mobilized and commence
17. Increase Chuuk Health Insurance coverage in Guam and Hawaii
18. Decompression Chamber*
19. Data Analyst hired for CSHS along with staff training
20. Synergy of NCD work on health awareness in the communities with CSSS and CSDA as partners
21. Recruitment taskforce for health professions developed action plans in hiring

Note: there may be other STG, Initiative and Priorities added later on

* CVB proposal

9. Education

9.1 Introduction

1. The Education Sector is primarily focused on the role of the Chuuk State School System in developing the education in Chuuk. It plays a vital role in the prosperity of Chuuk State in general. This plan is compiled and modeled after two already existing education plans. The first was Chuuk State Comprehensive Education Plan put together by PRELL. The other plan is the 2011 – 2015 Chuuk State Education Reform Plan developed to meet JEMCO requirements.

2. “The need for reform in the Chuuk State Department of Education has been widely recognized. Student achievement, as measured in National Standardized Tests, has been consistently below the national average for the FSM. In 2010, for example, aggregated Grade 6 reading test results for Chuuk showed a pass rate of 17%, compared to 29% in FSM, 33% in Pohnpei, 34% in Yap and 47% in Kosrae.” Chuuk Education Reform 2011



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3. The Chuuk State School System is a department on its own. It is governed by a Department Director who serves under the pleasure of an existing Board of Directors. It is the largest department in the state with over 700 employees and over \$20 million dollar annual budget. It is one of the few departments still funded under Compact sector grants. Recent reform has revamped CSSS structure making it less centralized. (See reform structure for detail)

4. CSSS role in Chuuk is very crucial as education is the backbone of society. It is what allows society to flourish through knowledge and skills being gained.

“Education gives us knowledge of the world around us and changes it into something better. It develops in us a perspective of looking at life. It helps us build opinions and have points of view on things in life. People debate over the subject of whether education is the only thing that gives knowledge. Some say education is the process of gaining information about the surrounding world while knowledge is something very different. They are right. But then again, information cannot be converted into knowledge without education. Education makes us capable of interpreting things, among other things. It is not just about lessons in textbooks. It is about the lessons of life.” Kafoumba Doumbia, Columbia University

9.2 Strategic Statement

9.2.1 Mission Statement

5. Education Sector will focus on the development of sustainable quality education for the young people of Chuuk in both Primary and Secondary levels, and provides opportunities for postsecondary education in areas of higher education or training toward skill enhancement for employability.

9.2.2 Vision Statement

6. Quality learning becomes available to all of Chuuk’s young people through strong leadership and high expectations where its consistency and continuity is possible through communities and leaders supports.

9.2.3 Critical Areas

1. Personnel Management and Supervision
2. Decentralization of CSSS services
3. Teachers and Principals quality and effectiveness
4. Facilities conditions and quality
5. Curriculum offering

7. 'Create sustainability in quality education of Chuuk State School System'. Chuuk State School System finds it very difficult to assert committed performance by its employees. Numerous cases of AWOL have been reported during the school years. Yet those teachers and school administrators still receive full compensation during the year.

8. Decentralization of CSSS educational services is created for the sake of disseminating duties and responsibilities to where it can be effective and efficient. What used to be services being centralized and under two umbrellas of primary and secondary divisions, it is now school support with regional offices in each region.

9. Teachers and principals are key factors toward improving schools. CSSS in the reform plan has committed itself to making sure quality and effectiveness continue to increase among teachers and principals. This would mean having the proper development trainings and support in place.

10. Quality of school encompassed many areas. A good learning environment with proper personnel to effectively teach and lead school. Facility must be adequate for students to feel secured and enriched in learning supports. And not to mention the continuous support of its respective community to further advocacy of its on-going development.

11. Curriculum offerings look at how CSSS can improve its student learning outcomes through improvement in its curriculum. For instance, transition from primary to elementary students in Chuuk do not meet the level required to move to the next level. This is also seen in secondary level where many of its graduates are not entering postsecondary institutions. And CTE or vocational program is no longer offered in high schools, making it very difficult to create interest for those who can perform well in vocational areas than academics.

9.3 Strategic Goal #1

12.SG1: Continue to emphasize strong leadership and set high expectations

9.3.1 Rationale

13. This goal is adopted from the Chuuk Strategic Education Plan a collaborative work developed by people at Pacific Resources for Education and Learning (PREL). Since CSSS has already begun its decentralization to strengthen efficiency and effectiveness in administrative work, it is important that CSSS continue to improve performance of those in charge.

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14. Leadership is an essential component of a school's successes or failures. The best schools rely heavily on effective school leaders or group of leaders. In a school setting, a leader must be multifaceted as they deal with other administrators, teachers, support staffs, students, and parents on a daily basis. This is not an easy job, but many administrators are experts at leading the various subgroups. They can effectively work with and support every person at the school. There is no single way to determine a good leader in education. Instead, it is a blend of qualities and characteristics that the individual possesses that yield an effective leader.

Training for Principals and Teachers Chuuk



9.3.2 Problems and Issues

15. When it comes to school leadership in Chuuk, those involved are sometime under-trained to meet the expected level of performance for the position. This should not be a surprise. It can be very difficult to find pool of talent and qualified individuals in Chuuk especially those willing to be located in rural areas. At the same time, salary gap between what is in Chuuk and other places in education field is quite big. *Others have speculated that sometimes appointments in CSSS leadership are politically motivated.*

16. Insufficient resources available to the schools is a common problem throughout. CSSS operational fund is 100% supported by Compact Sector fund. It faced decrements in recent past and more in the near future. It will eventually be discontinued by the year 2023. But aside from the inevitable COFA ending, maximizing the use of available compact funds is a constant issue. Unallocated funds remaining from sector money including education has built up through the years. Many blame the constant roll over of fund to be poor management and leadership in the sector areas CSSS included.

17. Remoteness and inaccessibility due to geographic feature of widely spread out islands and people is unique to Chuuk State compared to other states in FSM. And with the lack of good transportation and other support units in place, managing CSSS state wide is challenging and difficult. It was only during its 2010 Education Reform Plan that CSSS find it necessary to decentralize efforts to counter such immense problem.

18. Management will find itself dealing with conflicting cultural and social practices. Many islands have very close knitted communities. Anything that happens on an island or in a respective community tends to affect everyone. A common example is a funeral. Such incident can force a school to cancel classes. But even if a school does not stop, attendance of students, teachers and staffs can become the problem. These are constant challenges facing those put in charge of education in Chuuk.

9.3.3 Proposed solutions

19. Increase number of trainings and sense of commitment toward work are necessary to maintain the strength of leadership in the Chuuk State School System. Assessing work and finding ways to improve are essential in being a good leader. Sometime those in charge forget that they too need to learn new things for progress and growth. New concepts and ideas are introduced in the field of education. Besides staff and teachers in school, the administrators should be given training as often as possible.

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20. Management can only do so much with the funding support it's given. CSSS should always make certain the allocation of resources are being optimized. As mentioned before CSSS is constantly left with funding unused and rolled over to next fiscal year. Many have argued that such problem is derived from too much micro management of outside forces and red tapes being put up in accessing funding. Others dwell on the idea that capacity of those doing paper works. This needs to be resolved by asserting leadership role and responsibilities.

21. Infrastructure supports such as transportation need to be in place for education to function efficiently and effectively in Chuuk. Transportation refer to access roads to schools as well as sea transportation since many schools are separated by ocean. In recent consort with Chuuk Department of Transportation, Chuuk has asked for a new field ship in their ODA specific. But in reality, Chuuk State should look toward private sector to improve transportation.

22. Improve communication and role in community to bridge caps should be an emphasis. Certain communities have taken on the initiative to push their schools to foster good student learning outcomes. But we also see schools who started out that way but diminish down the road. To keep such effort intact it is necessary that school administrator continuously place emphasis on participation and advocacy among new parents and community members.

Recent survey result done by Chuuk Women Council indicated a low priority toward education in most communities in Chuuk.

9.3.4 Outcomes

1. CSSS will have a strong leadership in place
2. Administrative personnel of CSSS will become versatile in assessment process
3. Upper level Administration will be competent in strategic management
4. Increase pool of talents in CSSS think tank group for development and progress

9.3.5 Activities

23. Activity 1.1: Performance review is done on a yearly basis by CSSS Board of Director for all upper level administrators

24. Outputs (Baselines)

- 2018 all upper level administration position will be evaluated (no evaluation as of 2016)
- 2019 evaluation report is submitted to respective administrators for self-improvement (no evaluation as of 2016)

25. Activity 1.2: Establish a leadership training program for CSSS

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26. Outputs (Baselines)

- 2017 30% of Administrative personnel attend Leadership Training program created by COM-FSM (no leadership program)
- All of leadership must complete leadership certification training by 2019 (no leadership program)

27. **Activity 1.3:** Recruitment effort for experienced and qualified administrators

28. Outputs (Baselines)

- Completion of packages for administrators by 2018 (none developed)
- Increase meeting minimum qualification requirements of administrator by 50% (no data)

29. **Activity 1.4:** Board positions are appointed by merits

30. Outputs (Baselines)

- By 2018 all appointed members of CSSS board must meet minimum merit requirements (no merit requirement developed)
- By 2019, all presiding board members will be evaluated on their contributions while serving on the board (no board evaluation made)

9.4 Strategic Goal #2

31.SG2: Continue to promote communities and leaders to take ownership of schools for continuous improvements and supports

9.4.1 Rationale

32. The term continuous is really the term emphasized in this goal. With the inability for schools to be guaranteed full funding support, it is ideal to have other areas of support readily available. Taking ownership can infer on the notion that communities and leaders should be receptive in making sure their respective schools are attended to. More voices means more actions.

33. Communities taking ownership of their schools will strengthen the willingness to improve. This ownership includes: parents, teachers, school administrators, community leaders and the people. Their willingness to support the school and the students will help push forth necessary actions quintessential to school improvement. Everyone has a role to play.

34. Advocacy is always a necessary to have when it comes to assuring good quality education. Encouraging kids to stay in school and learn, supporting school staff and teachers in their work and constant dialog between stakeholders can assure school continuation. This type of corporation and collaboration can make a difference in acquiring support from state and national leaders.

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35. Organizing the support of schools can lead to community efforts. If organized, communities can reach out for various grants available to support community based projects that link to social improvement ergo education being one of them. CSSS must facilitate the understanding that a community with strong education base can become productive and developed.

9.4.2 Problems and issues

36. As mentioned before, there is already a clear indication from a survey that many communities in Chuuk just do not have the drive to support their respective schools. There is a great lack of interest and priorities from communities and leaders. Many have placed economic and other social development priorities over education. (CWC survey 2010)

37. Even if there is the willingness to support their schools, many communities in rural areas do not have the means to do so. They have few or little resource available to provide support. People with income in rural areas are virtually non-existing. Those with government and municipal jobs are the ones with income, but they are few and small.

38. Many communities lack the collectivity and organization pertaining to school. CSSS has strongly encouraged PTA to be established at each school. Their strong hold depends on those who participates. Many PTA organizations often start out strong but diminished down the road as members become complacent. This is a common thing for most organizations.

School Repair



9.4.3 Possible solutions

39. CSSS must continue to create awareness on the importance of education among community members. Parents are the first in line to build strong emphasis on education since they are direct participants in the process. Next it is good to get leaders of communities involved whether they are government or traditional leaders. Their support will encourage many community members who have no part in education to also support the school in their community.

40. It is true that many rural areas in Chuuk still rely heavily of subsistence based living with very little support on income generation. To solicit support from communities, expectation of cash support is not possible. Instead school and community can work together to Identify ways to support from available resources. Local food and fish for instance if plentiful on the island can serve to assist in providing hot meal for children. Also many schools are being planned for renovation or reconstruction. Community can play an active role to speed up process. They can assure continuous work on school without any interference and provide volunteer laborers to increase capacity.

41. There are numerous supports out there through grants which support community based efforts and projects. But before communities can take advantage of such supports, they must become organized. They have to register themselves as legitimate organizations or NGOs. Only then will they become recognized and eligible to submit proposal for grants. There are grants out there that can assist communities in education development. CSSS can provide the technical support to organize and proposed grants for communities.

9.4.4 Outcomes

1. Partnerships established between schools and communities
2. Improvement in support through direct interventions and incentives
3. Additional supports are provided not available through CSSS
4. Education priorities increases by communities
5. School assessments from communities involvements integrated in school performance evaluation

9.4.5 Activities

42. Activity 2.1: Create awareness toward the importance of education

43. Outputs (Baselines)

- 2018 awareness campaign with communities covers 50% of schools
- 2019 formulations of PTA which link with respective leaders both municipal and state
- 2018 Truancy enforcement by state with communities supports

44. Activity 2.2: Communities create certain programs they can provide to further support to their respective schools

45. Outputs (Baselines)

- 2018 create model of schools with NGOs/community sponsor lunch program
- 2020 40% lunch program commence at all public schools through communities/NGOs sponsorships

46. Activity 2.3: Registered sponsorship certificates of communities and/or groups to their respective schools

47. Outputs (Baselines)

- 2019 100% of schools in CSSS have entered into sponsorship agreements with their respective communities/NGOs
- 2019 – an enacted law or directive from CSSS mandate sponsorship communities and/or groups for schools

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48. Activity 2.4: NGOs or registered group to allow potential to link with donors

49. Outputs (Baselines)

- 2018 30% of sponsor communities or groups are registered
- 2019 30% of sponsored schools obtain assistance from outside sources
- 2020 30% of sponsor communities or groups are registered
- 2018 -2020 sponsor communities or groups target specific grants and assistances for school programs supports increase another 30%

9.5 Strategic Goal #3

50. SG3: Continue improving Quality and Effectiveness of Staffs, Teachers and Principals

9.5.1 Rationale

51. Chuuk State School System has pushed forward to standardized qualification requirements for personnel especially teachers. Today in the K-12, a teacher must have at least an associate degree. Although some argued on whether being qualified is more important than being an effective teacher, CSSS decided a degree must be a requirement. Of course to continue improving, continuous trainings must be given to staffs and teachers.

COM-FSM Chuuk graduation



52. In the 2010 Reform Plan, CSSS placed an emphasis on tackling the absenteeism issue facing many schools. There has not been any drastic measure conducted to minimize this problem. Working the front line of education where your performance will become the determinant of student learning performance, it is important that they are committed to their jobs.

53. Personnel Management was a key objective in the Reform Plan to counter the inability of personnel in the school system. Continuous monitoring of performance are conducted annually. But being an effective educator go beyond just showing up to work. Teachers and Staff must enjoy the work they do. And they must be committed to educating to their ability and always open to changes and improvements.

9.5.2 Problems and issues

54. CSSS has difficulty to attract qualified teachers and staffs especially in rural areas. Many of them prefer staying in the center areas. Efforts have been done to contract individuals who can be placed in areas where good staff and teachers are needed. This has not been successful.

55. Even if staff and teachers issue is resolved, the lack of adequate education learning and teaching resources is a constant problem for most schools. Many blame the problem with the lack of adequate transportation. Schools in Chuuk are widely spread out in the lagoon and outer islands. Access is a challenge facing CSSS.

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56. Teachers and staff in schools need constant training to allow growth and improvement. CSSS does not provide enough teacher/staff trainings. This is simply due to scattered locations and funding support. Getting teachers together during school year is impossible. And getting them together during the summer require a great deal of coordination with transportation/lodging and of course money.

9.5.3 Possible Solutions

57. Perhaps Chuuk State School System can invest in better packages for job opportunities to attract right personnel. Knowing how difficult this would be since funding is not available, it could increase efforts in soliciting support from various organizations and programs. One that is apparent today is World Teach which functioned to fill the gap of people and capacity in teachers and staffs.

Note: World Teach is being phased out due to lack of support from CSSS, 2016

58. Another solution is to strengthen relationship with higher institution in the areas like COM-FSM and CCPI. The unsuccessfulness of contracting people to teach in rural areas is simply because they could not picture themselves living their lives in those areas. Imagine if those currently resident living in those areas are qualified. They have better chance in staying in their respective communities.

59. The problem of accessibility of teaching resources has been under the premise of poor transportation system. CSSS assuring adequate supplies and resources are available and delivered to school is poor because it does not have strong logistically service capability. It can be contracted out to private sector service provider who has better outlook on how to tackle challenges effectively and efficiently.

60. Education resources also include technology. The underdeveloped rural areas do not have the accessibility to current technology available in the center and elsewhere. But soon this would become available, as we see cellular and cable TV become accessible throughout Chuuk Lagoon. In the past, schools have asked funding support to capture access to internet through ultraviolet-wave and satellite uplink. But they are deemed expensive to maintain therefore often seize in few years. CSSS should work closely with FSMTC as it plans to expand technology services to outer islands. This could allow a much affordable and sustainable services to remote schools.

61. As stated before, it is important that teachers and staff in education go through training constantly. It also mentioned that having a massive training for all teachers and staffs in Chuuk is quite costly. An option for this could be that CSSS begin investing in educators in various regions who can become the focal point in training and updates. These individuals can conduct regional or sub-regional trainings that have majority of participants already residing in the areas. These trainers work straight out of their respective regional offices. A position of such capacity should exist in all the regional school support offices.

9.5.4 Outcomes

1. Increase in number of skilled and qualified individuals working for CSSS schools
2. School improvement in student learning outcomes due to competent staff and teachers
3. Quality of learning is provided with adequate and update tools of learning and teaching
4. Teachers and Staffs performances are tight to the performance of students and school.

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5. Students after graduating AS degree are competent enough to teach effectively

9.5.5 Activities

62. Activity 3.1: Create better package for job opportunities to attract right personnel for CSSS

63. Outputs (Baselines)

- 2018 review of HR policy for CSSS toward salaries and other benefits
- 2018 hiring of a HR qualified individuals for recruitment and retentions plan
- 2018 10% of needing qualified staff and teachers are recruited and hired

64. Activity 3.2: Increase accessibility for teaching resources and assisting programs

65. Outputs (Baselines)

- 2019 World Teacher hired increase by 30%
- 2019 JICA tech assistance program increase in CSSS by 30%
- 2020 40% of teachers of CSSS with AS/AA enrolled in BS/BA programs with CCPI

66. Activity 3.3: New training and degree programs for teachers and staff offered in Chuuk

67. Outputs (Baselines)

- 2018 Multi grades teaching method training with COM-FSM
- 2019 AS degree in Elementary Education revived at COM-FSM

68. Activity 3.4: Mandatory monitoring of teachers and staffs performance done on an annual which are basis for advancement and increment in pay.

69. Outputs (Baselines)

- 2018 all step increase is driven mainly by evaluation outcome.
- 2019 30% increase in teachers performances

9.6 Strategic Goal #4

70.SG4: Continue to improve and maintain the quality of education through best practices

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9.6.1 Rationale

71. Quality Education can be sustained and improved through availability of resources and constant assessing of student learning. For resources to be available, funding support must be sustainable. Assessing of success in education focuses on student success. And constant assessments must look at outcomes of student learning and whether they are met.

72. Best practice in education by definition varies by many known experts in the field. One thing that is agreeable is the main focus of best practices in education being student learning outcomes. Pedagogical practices have been developed, tried, strategized and tested with result that have been proven effective or with successful results.

Akoikoi School



73. In the field of education cooperative and collaborative efforts are essential. Educators need constant dialog among each other to illuminate on their experiences. They are each other best teachers. CSSS should push forth this type of behavior among its teachers and staffs. This would create a strong hold in their personal growth as educators. And those committed to the tribulation are considered as committed to their profession as opposed to those who wish to teach simply to get paid.

9.6.2 Problems and issues

74. Education sector is often faced with financial difficulties. CSSS face unsustainable funding due to high dependency of outside funding support. How this pertain to best practice can be interpreted by resource availability at all times. Proliferation on student learning outcomes need full on support including funds whether it's for capacity building or teaching materials or even technology.

75. Uncooperative of educators in SLOs assessment process can be a fickle and problematic. There is an assumption that assessment process tends to lead to changes which many feel threaten by. Others see doing assessment as additional work which they do not have time for. All of these are nothing but innuendoes and excuses which are not prolific to being good educators.

76. Even if teachers and staffs are on board to do SLO assessment, there is always the inconsistency in assessment due to lack of assessment familiarity. Teachers and staffs often illuminate others work because they could not do their own. It's a new process for them to adapt to and some do not take the time to familiarize themselves with the process.

9.6.3 Possible solutions

77. CSSS should look into other source of funding support including local revenue. The assessment process is a continuous process which need support constantly. Chuuk State School System is 100% funded by Compact fund. This funding support will eventually diminish as 2023 draws near. Chuuk should be looking at options of funding support. It can be from accessible local funds, programs and grants through ODA. CSSS must become creative in identifying areas that can be supported elsewhere. Creating partnership to allow grants and program access for support.

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78. Integrate and train staffs and teachers in assessment process is a must. Often temporary resistance can be caused by misinterpretation. The assessment process is often perceived as a mechanism of change. And often change is frowned upon because it creates uncertainty and insecurity. It is important to continue emphasizing its importance. It is not for change but for improvement. Embracing it means wanting self-improvement.

79. Assessment process is also looked at as more work added to an already heavy load of teachers and staffs. But given the right amount of training, those involved can find it easy and simple. Many templates and models are created to assist in doing assessment whether it's for a course, program and so forth. Increase and simplify assessment process to make it a routine work can lessen resistance.

9.6.4 Outcomes

1. constant availability of resources for education
2. Efficient use of resources for optimal results
3. Increase in collaborative work among peers in education for CSSS
4. Improvement in meeting FSM Accreditation Standards toward best practices

9.6.5 Activities

80. Activity 4.1: Look into other source of funding support and local revenue support

81. Outputs (Baselines)

- 2018 funding sources are identified to replenish decrements of sector funding (no fund was every identified before)
- 2019 sponsorship efforts introduced with added value (Sapuk Elementary School lunch program is supported by community 2015-2016)

82. Activity 4.2: Integrate and train staff and teacher in assessment process

83. Outputs (Baselines)

- 2018 50% of staffs and teachers undergo assessment training
- 2020 all staffs and teachers complete assessment training
- 2019 assessment of courses are done by 50% staffs and teachers
- 2021 all staffs and teachers are part of the assessment process

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84. Activity 4.3: Continue to provide training on an annual basis for all teachers and staffs in student learning outcomes

85. Outputs (Baselines)

- SLOs are mandated for every course 2018
- SLOs assessment results are shared for best practice in annual State symposium

9.7 Strategic Goal #5

86.SG5: Continue to expand Curricular Offerings for continuous improvements on student learning

9.7.1 Rationale

87. “Curricular offerings is the planned interaction of students with instructional content, materials, resources, and processes for evaluating the attainment of educational objectives.” This is very important for continuous assessment on student learning toward self-improvement. Chuuk State School System will continue to develop its curriculum and improve student learning outcomes.

88. Beyond the fact that curriculum is student learning, it is also about the essential aspect of what is being taught. As described by known experts, curriculum existed before conventional education system was in place. Long time ago children were taught how to hunt, fish and grow food. The main purpose is to allow children to be able to survive. This is true in many primitive society and for Chuuk as well. Today, as society have evolved, education system become the conduit in provide those essential skills necessary to survive in society.



Computer class and internet (outer islands)

89. CSSS should constantly review its curricular offerings and see how they fit the need of students learning to benefit them in society. FSM or Chuuk is similar to many small island states evolving from a subsistence base societies to a cash driven one. Survival in today’s society is all about working to earn income. And the adaptation of Western culture has emphasized strength in literacy and numeracy. FSM is a newly incepted country with great emphasis of self-sufficiency and development. CSSS must focus on that for curricular offerings.

9.7.2 Problems and Issues

90. Chuuk State School System schools has ranked the lowest in FSM. Students are not meeting the minimum requirement for transitioning to high level of schools. This is common from primary to secondary and unto post-secondary. Even if CSSS pushed forth new curricular offerings, the lack of qualified people to run or teach added programs or courses especially in rural schools is a problem. Look

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at CTE courses for instance. CSSS do not offer it anymore even at the high schools. Reason behind is the inability to secure sufficient CTE instructors that meet the OIA requirements.

91. When we speak of curricular offerings being revamped or developed, it requires supports to allow it to work. This transcend from financial support to man power support. The lack of advocacy for expanding curricular offerings can hinder any improvement in CSSS.

92. Other problem is financial difficulty and support for expanding curricular offerings. It needs new trainings for staff and teachers to undergo. It may need to acquire new qualified people to strengthen curriculum. For instance, Science and Math are essential subjects in curricular improvement. Just getting qualified general teachers is tough enough, getting those with strong background in those field can be tougher.

9.7.3 *Proposed Solutions*

93. It is important to allow curriculum development and expansion to be faculty driven - to allow participation and qualification. This means as more staff and teachers are involved it can lessen resistance. This is call participatory governance. This is true for assessing student learning which should work for curriculum development as well. This will also allow teachers to look at ways to improve themselves to fit into curriculum being developed. An example would be technology where it is widely adopted because it provides so much resources.

94. CSSS should create partnership with others to allow resources support. As mentioned before, it is already difficult to find staff and teachers who are qualified to teach and work at school lead alone securing those familiar with curriculum development is extremely hard. CSSS should continue to link itself with programs and groups who are involved in work in education. World Teach, Peace Corp volunteers, JICA and so forth are readily available. Past circumstances have been poor due to lack of support from the main office. Relationship should be strengthen. Private schools in Chuuk, majority of them have been successful because of their ability to find volunteers who can perform the needed work in their curriculum offerings.

95. Training must be created for assessment of curriculum and courses to be developed. As more teachers become consistent and familiar with curriculum development more insights are introduced. Curriculum are intended to prepare students as they go out in the real world. Teachers and staff play a big role in connecting students with society. It is through their method of teaching and content of what they teach that make a student become prepared.

9.7.4 *Outcomes*

1. Improvement in learning outcomes of students
2. Increase interest in pursuing higher education or career training
3. Allocation of funding for courses are made directly to relevant resources and usages
4. Increase participation and support for course improvements

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9.7.5 Activities

96. Activities 5.1: Allow curriculum development and expansion be faculty driven to allow participation and qualification

97. Outcomes (Baselines)

- Courses are subject to teachers inputs by 2018
- By 2019 all Courses assessment processes are directly done by those involved in the course

93. Activity 5.2: Create partnership with others to allow resources support

94. Outcomes (Baselines)

- By 2018 CSSS team up with COM-FSM and CSDA for agriculture program
- By 2018 CSSS team up with CDMR on Marine Science program

95. Activity 5.3: Creating direction of academic and vocation paths in schools

96. Outputs (Baselines)

- By 2018 CSSS will have enter into its curriculum vocational paths in Secondary level commence
- By 2020 CSSS will have enter into its curriculum CTE courses for middle school level
- By 2022 CSSS will have CTE in all K-12 curriculum

9.8 Strategic Goal #6

97. Strategic Goal #6: Continue to create and maintain support programs for post-secondary education opportunities

9.8.1 Rationale

98. The Education Sector also look into furthering the education level of students by encouraging post-secondary education or training. A post-secondary education is crucial to allow student to be able to seek job or career of their choice in retrospect to their studies in higher education. CSSS should not negate the fact that society has evolved tremendously. New job markets, technology& innovations and political opportunities will need the young people of Chuuk to be prepared for.

99. Things have evolved greatly and rapidly. Having a high school degree no long cut it. Opportunities can become very slim for young people seeking good career in the future without the proper degree or education background. Workforce in Chuuk has already being labeled as weak and poor. Many have hired outsiders or expatriates to perform work that locals if trained or educated could have gotten. Chuuk

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State in general should push CSSS to support higher education of students. College preparation should be constantly emphasized in K-12 to entice students to pursue college education.

100. In Chuuk there are three postsecondary institutions that have established campuses. The College of Micronesia-FSM, College of the Caroline and Pastoral Institute and Pacific Island Bible College are those institutions. Each with different purposes of the programs offered and admissions.

COM-FSM Chuuk Campus



101. The College of Micronesia - FSM was established in 1993 after the dissolving of the Community College of Micronesia. It opened its state campuses in 1995 including Chuuk. Today it is the primary post-secondary institution for the nation. It has 4 state campuses and a main campus in Palikir, Pohnpei. To enroll at COM-FSM, students must pass its entrance test called COMET. There is a great deal of debate amongst educators on the issue of whether COM-FSM should continue to impose an entrance test or allow open admission instead. Some see the COMET has a mere blockage of allowing students to enter college. On the other hand the COM-FSM proclaims that the standardized test is a mere test of one's ability to succeed in college. If a student falls below the target levels for essential foundation subjects English and Math, the student will have hard time passing his or her courses. Majority of postsecondary institutions including COM-FSM offers remedial math and English courses to students who need them. A student that needs to undergo remedial courses to enter into regular college level course must complete those remedial courses in a year time or 2 – 3 semesters. Failure to complete at such time will result in discontinuation of Pell grant support. According to COM-FSM, students who are not admitted as regular college students or degree students are placed in ACE(English and Math remedial program) or certificate programs.

COM-FSM has turned away nearly 200 students per year simply because of it COMET.- COM-FSM staff

102. COM-FSM Ace Program was designed to assist those that come close to entering as regular degree students at the college to undergo a year of remedial classes and automatically transfer to degree program. This was designed to allow smoother transition for students.

103. COM-FSM Chuuk Campus currently runs two job placement certificate programs: Certificate of Achievement in Secretarial Science and Certificate of Achievement in Bookkeeping. The programs are designed to allow student to acquired entry level skills for job placement. Once students complete the programs they enter the workforce.

104. COM-FSM Chuuk Campus has two distinct vocational programs it runs. One in cabinet making and the other in Carpentry. Over the past years, COM-FSM Chuuk has seen a diminishing number of students enrolling in their vocational programs. According to the college, this number has gone down simply because students lack interest in the area. On top of that major public high schools such as Chuuk High School seize to discontinue their vocational programs. Currently, COM-FSM Chuuk was contracted by the Chuuk State School System to offer vocational courses to Chuuk High School students.

College of Caroline and Pastoral Institute

105. Chuuk State also has another postsecondary institution known as College of the Caroline Islands and Pastoral Institute (CCPI). The institution started late 2009. Its main purpose is to establish a pastoral school to for those interested in priesthood. The college is an affiliate or extension campus for Chaminade University in Hawaii. Today CCPI is enrolling traditional students. Similar to other postsecondary institution, admittances are given a placement test to determine the level which they would enter the college at.

106. CCPI currently has an associate degree program in Liberal Arts. Majority of its courses are taken online. The reason is because of the lack of instructors for the various courses in the program. CCPI also run a remedial program for students whose scores are not high enough to be in the regular program. A test call ASET is given out to students before they can be admitted. Out of 400 students that take the test only 60 are admitted.

107. A student admission into a postsecondary institution depends on the outcome of a test. Some colleges and universities call this test a placement test, others would call it an entrance test. The main objective which is common through-out is to make certain a student has the strength in English and Math to succeed in the programs they enter. When a student falls below the margins of a college standard level, remedial courses are offered students, in many cases students with English as second language.

9.8.2*Problems and Issues*

108. Many high school graduates in Chuuk are not meeting the cutoff point of the COMET. According to the results, those not meeting the cutoff point are tested below 7th grade level. Such level can make it very difficult to assure the success of a student entering into college.

109. Besides not passing the college minimum requirement, many students graduating are not pursuing higher education due to lack of interest. Many have simply decided that high school is the only education they would pursue. This may be a socio-economic issue as many young people migrate outside Chuuk to assist family members by earning wages - neglecting to further their education. And the ones remaining in Chuuk are idle since local college like COM-FSM made it very difficult to enroll. Many are place into the populous of unskilled laborer which hindered Chuuk State's development

110. Even if the interest is there, there is limited financial support such as grant or scholarship for high school graduates. Many college students from Chuuk often find themselves struggling to afford staying in school. This is especially apparent for those who go off island to pursue higher education. CSSS is already facing the impending decline in funding. Its ability to provide education grants to those going off to college will continue to diminish. This fund often supplement Chuukese students who struggled to pass remedial level within their first year in college. Pell grant can only support a student through remedial courses for one school year only. Anything longer than a year must be paid by the student.

9.8.3*Proposed Solutions*

111. Create bridging program through CSSS collaborative effort with COM-FSM Chuuk and Caroline College and Pastoral Institute. The objective is to allow high school graduates to meet the minimum

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requirements for college education. It can start as early as 8th grade or freshmen. English and Math are the necessary subjects students need to build on. Reading comprehension, vocabulary, writing and math are often the key section in testing that students find very difficult to perform whether its placement or entrance test.

112. Create college bound support program for high school students to facilitate improvements in the area of college preparedness. In CSSS there is no support program active to assist students to get ready for college. Programs like Upward Bound and Educational Talent Search were once available in Chuuk to support students in high schools (seized work in 2012). By recreating programs with similar objectives, it can assist in building interests and preparations among high school students for college

113. Seek out alternate source of funding scholarship and grants for college to Chuukese who encounter financial difficulties. CSSS should emphasized strong preparedness of the students going off to college. There should be additional programs and funding earmarked for students who need to take remedial courses in college longer than a year. CSSS should coordinate this effort with its grant manager to see if it can identify funding. Other sources include National Congress who can help in supplementing the program.

9.8.4 Outcomes

1. Improve students chance to enter college
2. More opportunities to enter into training programs for employability
3. Increase financial opportunities for post-secondary education
4. Improvement of Workforce skill level for Chuuk State

9.8.5 Activities

114. Activity 6.1: Create bridging program through collaborative effort by CSSS and COM-FSM

115. Outputs (Baselines)

- 2018 50% of non-passing HS graduates for COMET enter bridging program
- 2019 CSSS HS graduating passing rate for COMET increase by 30%

116. Activity 6.2: Create college bound support program for high school students to facilitate

117. Outputs (Baselines)

- 2018 model program at CHS for college preparedness disseminate to 2 other CSSS regional high schools
- 2019 4 additional regional high schools adopted college preparedness model

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- 2019 Chuuk High School reinstate college prep program that are federally funded by meeting requirements

118. Activity 6.3: Seek out alternate source of funding scholarship and grants for college to Chuukese

119. *Outputs (Baselines)*

- 2018 Congressional funds to support Chuuk State Scholarship
- 2018 Scholarship office increase capacity to become vocal point for other scholarships Chuukese are qualified for.
- 2019 create levies and fees earmarked for Chuuk State Scholarship funds

9.9 Strategic Goal #7

120.SG7: Provide support for workforce development in areas of skill enhancement trainings.

9.9.1 Rationale

121. Development in Chuuk has many hindering factors but none can be like the impact unskilled labor force has. Dating back from the mid-1980s to today, Chuuk has seen great percentage of its high school graduates not pursuing post-secondary education or training. On top of that, Chuuk State School System reported a substantial high number of drop outs which are now part of the unskilled labor force seeking jobs as well.

122. CSSS should work closely with Chuuk State Division of Commerce and Industry. As mentioned earlier, CSSS curricular offerings are essential to fit the needs of Chuuk State and students survival aspect. These needs are directly linked to social, economic and even environmental developments. Progress is deemed as effective if there is growth in these three areas.

Solar Panel installation Training



123. CSSS should look into what has hindered its ability to foster workforce development. Chuuk is unique with access to accredited post-secondary institutions. But since there are numerous young people who drop out or do not pursue higher education or skill enhancement training, workforce will remain unskilled. Chuuk State School System must become a active in nurturing young people to become productive in society however it may be.

9.9.2 Problems and Issues

124. It has been over a decade since CTE or vocational program discontinued in the K-12 curriculum. As requirement of having an associate degree for teachers was imposed, many vocational teachers find

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themselves out of a job. CSSS was not able to secure teachers in its CTE program forcing it to shut down it down in all its schools. Students especially in high schools are not exposed to CTE anymore.

125. Both COM-FSM Chuuk Campus and CCPI do not have any ongoing CTE program offered. CCPI is strictly an academic institution. COM-FSM Chuuk did have CTE program courses. They were discontinued because of low enrollment. Until there is interest in attending CTE among young people, both institutions may not be willing to open up such program.

126. Besides conventional mainstream CTE and others, non-traditional trainings can be a solution. But given the lack of funding to create continuous training (Post secondary schools relied heavily on US Student Financial Aid – Pell grant), it may not be consistent toward workforce development. Chuuk must find ways to help get those not in college trained one way or another.

9.9.3 Proposed solutions

127. Reinstating CTE program at the k-12 should of high priority for CSSS. If finding teachers is an hindering factor, CSSS can collaborate with those who can provide qualified teachers. COM-FSM is one ideal place. In the past, they have tried to provide program to teach students at Chuuk High School. Granted that students when through the program, none were able to enter the program after high school. Two reasons, many of the students did not pass the COMET and perhaps some were not interested in the program to begin with. Many of the participants are seniors. The CTE program should begin at early stage to build stronger interest in the program. The not passing part is a different story where it should be linked to more bridging programs and improvement of curriculum for SLOs.

128. Create collaboration between C&I and CSSS with post-institutions for training. Improving workforce transcend to all even those who dropped out of school. Non-credit program need to be funded. It is outside the mainstream programs that are highly dependent on Pell grants for support. Other areas like health services, private sector, tourism and so forth have expressed great need for skill workers in their respective areas. CSSS should consult with them to gain better handle of what curricular offerings should be in place.

129. The treaded costs of running CTE can be challenging. One way to minimize cost is to create sponsorship for training efforts. Respective sectors can assist in funding. If nursing assistant is greatly needed, then CSHS can co-sponsor training or perhaps CTE course at high schools. The ones CSSS partners with can also provide the trainer or technical person.

9.9.4 Outcomes

1. Strengthen students commitment toward CTE paths
2. Improve image of CTE program by students in K-12
3. Develop workforce in Chuuk by creating and enhancing skilled labor force
4. Create better opportunities of work for non-college bound students

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9.9.5 Activities

130. Activity 7.1: Reinstate CTE teachers to instill interest of students in CTE paths

131. Outputs (Baselines)

- 2018 CSSS hire CTE teachers and initiate CTE programs in Carpentry, Masonry, Electrical and Plumbing
- 2019 CTE program in Agriculture introduced in curriculum for Primary schools
- 2019 CTE program in Agriculture introduced in Lagoon and Outer island high schools

132. Activity 7.2: Create collaboration between CSSS and post-secondary institutions for training

133. Outputs (Baselines)

- 2018 COM-FSM Agriculture program for potential teachers in CTE
- 2019 C&I/State Labor seek and reinstate job training programs (i.e. JTPA, WIA, etc.)
- 2020 COM-FSM added 2 other CTE programs for students to enroll in

134. Activity 7.3: Create sponsorship efforts for training efforts

135. Outputs (Baselines)

- 2020 expand training in CTE with outside program providers such as Japan and China
- 2020 Journeyman program create in partnership with groups e.g. FSMTC and FSMPC

9.10 Strategic Goal #8

136.SG8: Continue to provide adequate support toward physical resources for education to assert a good learning environment for students

Classroom conditions – COM-FSM Teacher Prep Students



9.10.1 Rationale

137. A good teaching environment which the children learn is something each teacher prides in having. Classrooms, teaching equipment and other resource should suffice giving a child best education as possible. Sometimes it is neglected through both external and internal elements. Land disputes over where school is situated can delay development of a school. Other time is the proper usage of available resources which often used for things that bare minimal relevancy of improving student learning environment.

138. The term education resources can refer to either human or material resources. It can also be resources that are direct or indirect toward educating students. CSSS must continue to assure that

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adequate personnel are in place to support student learning, and the materials like those in the classrooms and elsewhere in the school are available and suitable.

139. In this case, the focus is mainly on material resources. Human resources are handled under separate goal. CSSS is seeing the deterioration of its old school facilities. New construction and renovations are needed immediately. Delays of the improvements continued to have impact on deliverables for well-rounded learning environment. But besides facilities, many schools are facing low supplies of teaching materials to assist in teaching students. Supplies include: textbooks, papers, chalk, etc. CSSS already discontinued its hot lunch program – a vital part of student well rounded learning environment. The lessening of education materials continues to plague CSSS.

9.10.2*Problems and Issues*

140. Chuuk State does not have sufficient public land to place its offices and facilities. CSSS faced problem of Land with unsettled titles hindering the progress of its school facilities improvements. Every school facilities must have all land deeds settled before funding for renovation or reconstruction get approved. Because nearly 70% of lands in Chuuk are not registered, it becomes a great challenge for CSSS.

141. Some have expressed frustration of resources being allocated to other usages rather than education resources. This is apparent in the condition of where students are taught and how much teaching resources are available to teachers to use in teaching their students.

142. School facilities used today were built as far back as the 60s and latest in the early 80s. They are no longer in suitable condition but are still being used. Outburst of the poor condition schools are not strong since there is great Lack of support from communities. There is very weak ties between communities and their schools when it comes to priority.

9.10.3*Proposed solutions*

143. Create bridge between CSSS and land owners for settling disputes (arbitration). There should be someone who has strong public relation ability to maintain connection between CSSS and other communities. Places where issue of land is handled amicably are supported by good community members and leaders who see the significance of education. CSSS should continue to build on that.

144. CSSS participate in planning stage with Chuuk State Infrastructure Taskforce can assist in moving along construction projects process. It also strengthen CSSS position in assuring its facilities standards are met. Again, there are many ways facilities for CSSS can be linked to communities. For instance, in collaboration facilities can be used to host town hall meetings as well as shelters during disasters. All these can happen if CSSS play a role in the planning process.

145. Strengthen community leaders involvement in the planning and decision making process can give them sense of ownership for schools. This is an ideal CSSS wants to emphasize when it comes to communities role toward their schools. The more involve they are the more supportive they become. Sign of success through community ownership can be evident in certain schools success.

9.10.4*Outcomes*

1. Land disputes of school sites are settled amicably

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2. Improvement of facilities are done accordingly and expeditiously
3. Increase support from communities toward school development
4. Students learning environment improve considerably

9.10.5

146. Activity 8.1: Create bridges between CSSS and land owners for settling disputes (arbitration)

147. Outputs (Baselines)

- Secure 70% of school sites by 2017
- 2018 all non-purchased sites will be revoked and new sites shall be identified

148. Activity 8.2: CSSS participate in planning stage with Chuuk State Infrastructure Taskforce

149. Outputs (Baselines)

- CSSS priorities are placed onto state plans to expedite work and effort
- A facility plan for CSSS is approved and submitted to IPIC for consideration 2017

150. Activity 8.3: Communities participation in their own schools facilities improvements

151. Outputs (Baselines)

- 2017 create a taskforce of community members for facility improvement
- 2018 all communities inputs are introduced into facility plan

9.11 Short term goals/Priorities/Initiatives

1. Multi-grades training for target teachers commence
2. Upgrade the capability of principals, teachers, school staff and communities through increased monitoring and training opportunities.
3. Strengthen community involvement in the school (School and Community Sponsor program)
4. Complete land surveys and acquisition of school sites by 2020
5. Reinstate accreditation of suspended schools by 2019.
6. To upgrade departmental capability for distance learning
7. To form partnership with institutions of higher education and other service providers in training our young people
8. Create programs that could enhance college preparedness among graduating high school students

9. Assist in the effort of establishing a vocational school in Chuuk State
10. Truancy support program commence for neglected children in K-12 system

10. Social Sector: (Gender, Youths, Disables and Senior citizens)

10.1 Introduction

1. Social Sector focuses on the need to “put people first” in development processes. Poverty is more than low income—it is also about vulnerability, exclusion, unaccountable institutions, powerlessness, and exposure to violence. Social Development promotes social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies, and making institutions accessible and accountable to citizens.

2. Working with governments, communities, including indigenous peoples’ communities, civil society and the private sector, Social Development translates the complex relationship between societies and states into operations. Empirical evidence and operational experience show that Social Development promotes economic growth and leads to better interventions and a higher quality of life.



3. This particular sector focuses on social development efforts which directly link to four major categories. The first is *Gender Equality*, which focuses on woman rights and equal treatment. Second is *Youth Development* which encompasses the development of youths to minimize risks and increase achievements. The third is *Disables Rights & Supports* which provides those who are physically and mentally challenged by either birth or circumstance the opportunities and supports to live productive lives like everyone else. And lastly, it’s *Senior Citizens Benefits* which continues to improve and increase benefits given to senior citizens.

10.2 Strategic Statement

10.2.1 Mission Statement

4. *“Improving social areas: women, youth, disables and senior citizens by asserting equality, development and opportunities to become stronger, safer and self-sustaining State”*

10.2.2 Vision Statement

5. *“Chuuk State under social sector will attain remarkable development by overcoming social, economic and cultural barriers”*

10.2.3 Critical Areas

1. Youth at risk
2. Gender barriers
3. Low opportunities & supports to disables
4. Lack of benefits toward senior citizens

10.3 Strategic Goal #1

6.SG1: Continue to promote the women’s rights in Chuuk which include fair and equal opportunities in advancements and roles

10.3.1 Rationale

7. Women roles and equal rights in Chuuk is something important to strengthen communities and improve the livelihoods of families. An NGO called Chuuk Women Council was founded for the primary purpose of developing women in Chuuk so that they can contribute and be productive in the state or within their respective communities. Chuuk State continues to support its causes and believes their role in Chuuk development is crucial and must continue to be supported.

8. Chuuk Women Council is a known non-government organization championing women empowerment. It is the centre organization linking the different women’s organizations in Chuuk State, Federated States of Micronesia. It promotes women’s leadership, education on health and gender issues, environmental conservation, and the preservation of traditional and cultural crafts.



Chuuk Women’s Council

9. Chuuk State Government recognizes the rights of women everywhere including Chuuk. As a matrilineal society, Chuuk feels that women’s presence and roles in major socio-economic issues are vital. Women can best assist in strengthening and developing families, communities and the state. CWC has presented its own plan which the state has adopted in its strategic plan to better services gender equality.

10.3.2 Problems and Issues

10. Cultural innuendos of more submissive and introverted roles of women in society hinder women’s participation and development. There are still great oppositions toward how far women’s should thrive and expand. This is not a new and reclusive issue facing women in Chuuk. It is common to all women everywhere. It is up to society in general to be open-minded and be conducive to changes. Cultural

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advocates who continue insisting customs and tradition preservation can become a major barrier for gender equality.

"This is a man's world... But it wouldn't be nothing, nothing without a woman or a girl" James Brown - It's A Man's World

11. Besides its cultural barriers, Chuuk male dominant society is also another reason for the lack of support toward gender equality. Chuuk is not alone in the battle as the rest of the world is pretty much male dominant as well. Therefore, pushing agenda that addresses women's rights can be hindered because many decision makers and leaders are complacent (mostly men) to the status quo. It would take extensive efforts from women to make their voices heard. Chuuk has always been in similar situation from the very beginning.

12. The lack of funding to support activities pertained to improvement of women's roles in Chuuk State has always been apparent. Women's role has been deprived from any funding because it's always viewed as second priority to other social issues. It was only when Chuuk Women Council became organized that support toward women's role start to emerge.

10.3.3 *Proposed solutions*

13. There should be more efforts on the State part to educate the public on the importance of women's roles for an evolved and prosperous society. Many inane viewpoints on women's role are derivatives of ignorant minds. Groups like CWC should push forth women's history into school curriculum to foster the mind of young people on the subject. There are new chartered women groups created in Chuuk every year. They should form partnerships with CSSS which can be beneficial for both in the long run. Women will have the ability to create awareness in young minds and CSSS will have a larger pool of supporters within communities of their schools.

14. In many societies, women play vital roles in its progress. Besides the fact that if they are not involved and active many things would have been gone undiscovered or created (Curie, Goodall, etc.); the nurturing and upbringing of women kept society in the right direction. Women have virtually entered every areas and have performed very well.

15. Chuuk should increase opportunities for women in education and income generation activities. In the area of education, performance of women in Chuuk have been high. Given that there is no gender preference in Chuuk's own state scholarship, it is important that opportunities are equally shared among gender. It is always a stereotype that men work and women stay in the house. With the low wage rates and high cost of living in Chuuk, it would be logical for women to assist men in earning income for the family. Many women groups in Chuuk have placed this as their primary objective. Therefore, programs to foster income generating training should be prioritized for women.

16. State and national governments do not have the funding available toward activities and programs for women. There should be efforts to connect and organize more women groups to increase supports and networking. These include chartering and registering of organizations and creating/implementing plans on development efforts. Technical support is crucial to allow women's groups the access to grants they are qualified for and are available. Taking the opportunity of outside grants and support programs can

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lessen the burden of finances which the state government strongly endorses but do not have the capability to fund.

10.3.4 Outcomes

1. There is Increase awareness and understanding of gender equality
2. More opportunities for women development are available
3. Support for women development in term of resources and advocacies become apparent

10.3.5 Activities

17. Activity 1.1: Educate public on the importance of women roles for an evolved and prosperous society

18. Outcomes (Baselines)

- 2018 complete campaign awareness throughout Chuuk on Women's role
- 2018 new legislation mandate opportunities for women to serve in government positions

19. Activity 1.2: Increase opportunities for women in education and income generation

20. Outcomes (Baselines)

- 2018 establish of Chuuk Women Scholarship for post-secondary education
- 2018 Increase number of skill enhancement training on different islands (6 trainings)
- 2018 COM-FSM open Business training for women

21. Activity 1.3: Connect and organize more women groups to increase support and network

22. Outputs (Baselines)

- 2018 10 additional chartered women's group established
- 2018 50% of existing NGOs for women received support from available grants

10.4 Strategic Goal #2

23.SG2: Continue to strengthen, preserve and develop cultural knowledge, customs and structures

10.4.1 Rationale

Traditional Canoe Building

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24. There is a saying that it is good to take best of both cultures. But it also says that it is good to preserve as much of our culture as it is what defines us. Culture is our identity. Many old folks in Chuuk have expressed their concerns of the slow deterioration of culture and custom knowledge for many young people. Some have explicitly blame the constant bombardment of Chuuk with the outside world ways especially Western Culture.



25. This particular goal is inserted for the many aspects of Chuuk's culture that should be maintained or preserved. They have great significance in assuring and preserving prosperity in community and people's lives. It is indicative to what it means to be Chuukese which must remain seen and appreciated. This includes cultural arts and knowledge.

26. Development methods and approaches have always been a Western concept. It is easy to see things in theory as oppose to real life. But development has the flexibility of looking at the things along with their surroundings. What may work in one place may not be adversely coherent to others. Chuuk SDP feels that the way forward must also include culture to play its part.

10.4.2 *Problems and Issues*

27. Many parents do not have time to teach their children about culture and custom due to the increase demand of job and other responsibilities. Chuuk like many islands in the Pacific have moved from subsistence base to cash base living. Western influence on education have made it the primary source of acquiring knowledge and skills. Young people are less and less exposed to learning their customs and culture. Some feel this can be a problem since many cultural customs and traditions have assisted in unending social issues.

28. Mandate of laws prevailing over culture standards can either be a good thing or a bad thing. For instance, laws created to prevent the killing of certain species facing extinction or depletion can be overturned if such species are part of cultural or traditional practices. According to the law, culture is an exception. So even if laws can elevate gender role, culture may dictate otherwise. For instance women running for office and taking part in male dominant positions (*faced criticism and backlash*). The FSM as well as the State governments adopted the FSM Cultural Policy plan report, but no further work in developing the policy work. This is an important area to further develop.

Culture can become vital in certain situation like assuring peace among different families due to incidence involving their family members. Also, family values from culture can tackle problems of delinquency and prevent homelessness.

29. Cultural dissolution is also triggered perhaps by the high number of Chuukese reciting outside Chuuk. The precedence of devoting ones time to working is common for those living abroad. This can lead to neglect of sharing cultural knowledge and appreciation to children and young family members. Many have seen this with young ones born abroad who value less of what culture dictates them on how to behave and act. One common and most noticeable area is their respect to elders and authorities. This custom is no longer strengthened and emphasized among the young people by their elders.

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10.4.3 Proposed Solutions

30. Chuuk State should expand in its investment of cultural programs to educate young people on customs and tradition. This has been negated due to minimal advocacy among leaders and communities. Many states in the FSM are doing the same with their own methods of encouraging cultural appreciation and knowledge. Tourism sector already placed cultural tourism as a potential market to develop for Chuuk State; therefore the state should link such effort with the need to have culture play vital role in social development. Chuuk has programs like 'Fairo' which tries to bring the essence of cultural role in handling social issues.

31. There should always be consideration of cultural sensitivity in policy and procedure toward development. It plays significant role in substantiating what should be acceptable and not acceptable when it comes to development. Land ownership issue for instance has good points on both sides of the argument. In one view, allowing outsiders to own land can improve investments which can lead to faster economic development. The other view, it is detrimental since Chuuk has very land and by giving them up allow others to take control of the island. It is something culture feels threatening because ownership of land is not just a title but also identity (lineage, clan, family, etc.).

32. Encourage assistance in cultural enrichment program for those reciting outside Chuuk through networks with church groups and schools. Whether it's about reaching those reciting outside or in Chuuk, having the proper network to reach people is most effective. Church organization and schools are the two areas seen to be most ideal.

10.4.4 Outcomes

1. Increase in culture and custom awareness among youth
2. Improve interpretation of laws and customs for referencing decisions
3. Increase appreciation of being among young people with Chuukese descent living outside
4. Increase and improve Traditional Leaders' means of contribution to society

10.4.5 Activities

33. Activity 2.1: Invest in cultural programs to educate the young on customs and culture

34. Outputs (Baselines)

- Cultural Appreciation program inserted into K-12 curriculum
- Cultural center for arts and crafts program for youth in planning stage by 2018
- 2017 CYC becomes active member of Trade Fair group

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35. Activity 2.2: Mandate of laws prevails over misrepresented culture standards

36. Outputs (Baselines)

- 2018 create a traditional court for settling culturally related matter
- SOUAK curfew enforce by Chuuk Public Safety put in effect as law by 2018

37. Activity 2.3: Encourage assistance in cultural enrichment program for those reciting outside Chuuk through networks with church groups and schools.

38. Outputs (Baselines)

- 2017 funding approved for cultural appreciation campaign in Guam and Hawaii
- 2018 Network established with groups and organization from Chuuk in Guam and Hawaii to receive funding for cultural appreciation activities.

39. Activity 2.4: Encourage and seek assistance for a more adaptable cultural system

40. Outputs (Baselines)

- 2018 Establish a Traditional Leadership Council to be a quasi-government entity
- 2019 Incorporate Traditional Leadership Council into a modernized system (i.e. Marshall's and Palau's system)
- Involve Traditional Council to all programs related to social, environment, land, sea, air, government, laws, health, education, etc.

10.5 Strategic Goal 3

40.SG3: Continue to foster the development of youth in Chuuk

10.5.1 Rationale

41. 'Our children are our future'¹². The need to develop them in a positive way will lead to stronger development and future aspiration for Chuuk State. Youth in Chuuk are often neglected. This is seen in the number of youth who are not in school or the many that have been involved in crimes. Chuuk State will need to find ways to instill positive characteristics in its youths.

42. Youth development is a process that prepares a young person to meet the challenges of adolescence and adulthood and achieve his or her full potential. Youth development is promoted through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies.

¹² 'Greatest gift of all' song lyrics

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43. Youth at risk is a socio-economic issue that Chuuk State must resolve. An at-risk youth is one who is less likely to transition successfully into adulthood. Success in youth development is frequently defined as the ability to avoid crime, achieve academic success, and become financially independent.

10.5.2 *Problems and Issues*

44. As mentioned before, parents these days have become complacent in playing active role in their children upbringings. This is mainly because of the increase demand of job or work. The lack of parenting or guidance in youth development can lead to many negative side effects. Of course other reason could be the poverty level in many households which priority of a child's education, health and so forth are often neglected.

45. Chuuk State in general has neglected youth development for quite some times. The lack of support for youth development can be seen in the lack of sports facilities and activities for youth. Also in education, classrooms are the only place of learning. Things like public library and other after school activities are not available. Chuuk State ranked low in performance of its youth in sports and education. If these are not sign of neglect than what is? And of course juvenile delinquencies which many law enforcement agencies see growing among youths in Chuuk.

46. Chuuk lacks opportunities for youth to flourish in. Creating positive outlook for its youths, Chuuk State needs to provide opportunities for them. They need to learn how to face challenges. Excuses for such low support toward youth is often point out to lack of available resources Chuuk has.

10.5.3 *Proposed solutions*

47. Chuuk has not fully fund programs like youth services and recreation for a while now. With the diminishing funds from the Compact, Chuuk constantly put youth services programs and related activities on the back burner. These programs must be rebooted and refunded for the purpose of strengthen youth development. Chuuk should invest in programs that would have positive impacts on its youth. There is the Chuuk Youth Council umbrella but has been give very limited support. And there's so Youth Affairs office under Public Affairs, it too need better collaborative work and support.

48. Chuuk must also increase activities and build needed facilities for its youths. The most crucial areas to target are education, health/sports and culture. Chuuk State has placed a Youth Sports Center as it's specific for Overseas Development Assistance grant priority. The positive impact youth development would have on society and the economy is immense so it should not be taken for granted.

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49. The development of Chuuk's youths can only be strong by the level of support it receives and the amount of opportunities it has available. It should provide opportunities for young people in training/education. Chuuk has many of its young people not completing high school and many not pursuing postsecondary education or training after high school.

provide trainings that give young people the set of skills needed be productive in society. ABC toolbox, Majuro - RMI

10.5.4 Outcomes

1. More programs created to assist youth development
2. Increase prioritization of youth development
3. Increase support and advocacy of youth development
4. Create brighter outlook of youth of Chuuk to be productivity members of society

10.5.5 Activities

50. **Activity 3.1:** Create programs that would have positive impact on youth

51. Outputs (Baselines)

- 2018 pilot program for afternoon activities through CYC and public affairs sponsorship
- 2020 increase youth organization by 50% through funding of activities

52. **Activity 3.2:** Increase activities and facilities for youth

53. Outputs (Baselines)

- 2018 little league baseball commence
- 2018 canoe building and racing commence
- 2018 CAC promotion of track n' field commence
- 2018 Athletic Center plan complete

50. **Activity 3.3:** Increase opportunities for youth development in training and education

51. Outputs (Baselines)

- 2017 Bridging program to assist college preparation of HS students

- 2018 Training program target youth at risk established (CTOP)
- 2018 GED program reintroduce in Chuuk

10.6 Strategic Goal 4

52. SG4: Continue to improve support services toward disable individuals in Chuuk State

10.6.1 Rationale

53. Being disabled in Chuuk is a very difficult thing. Chuuk State doesn't have definitive laws that protect and support people with disabilities. Many attempts in the past have been made to start support programs for those who were born with disabilities but fail to continue. For those who developed their disabilities later in their lives, many have found themselves being neglected and unsupported. However bleak things are at the present moment in Chuuk State, it should start to take necessary steps to make the lives of disabled individuals better.

54. The FSM now has a National Policy on Disability thanks to Congressional Resolution 16-09 which was enacted during the First Regular Session of the 16th FSM Congress. This Policy is the product of collaboration between the Department of Health and Social Affairs (DHSA), the Department of Education, NGOs, International Organizations, the State Governments, and a wide range of community groups and stakeholders.



Dr. Joakim Peter

55. Globally, many of the world's one billion individuals with disabilities struggle for access to education and employment, for the right to live in the community instead of being locked up in institutions, to express their sexuality and have children, and to participate in political and social life. Individuals with physical and mental disabilities often face increased violence and discrimination, yet they remain invisible in their communities.

56. Being disabled does not prevent one from being productive and contributor to society. The world has seen extraordinary people with disabilities performing amazing things. Chuuk should catch up with the new century and start assuring disabled equal chance and opportunities. Limited resources should not be a reason not to do so. Majority of funds to FSM and Chuuk from outside sources support equal treatment for all. Pressing ways to improve the lives of disabled people will not be hindered but rather advocated and supported. Chuuk State should realize there are funding sources out there available to assist programs supporting disabled people.

"It takes a mandated law at the national level (state level) protecting and recognizing disabled's needs in order for donors and grants supporting disability to become accessible." Dr. Joakim Peter

10.6.2 Problems and Issues

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57. Chuuk State does not have laws in place for disabilities rights. It still lack the advocacy in prioritizing the work for disabled needs. Priorities of the state, even in health areas have not placed disability rights on the agenda. Many disabled Chuukese have moved off island to seek better opportunities and supports.

58. There is a very low level of support in priority for disabled individuals in Chuuk. FSM did adopt a resolution for disability rights but do not have laws in place nor the mechanism to enforce laws and policies. This is vital for any policy in place to be implemented. Resources toward such policy have not been done as of August, 2016.

59. The strength of support services for persons with disabilities is seen through those actively soliciting and providing such services. Chuuk State still lack active group or agency to advocate disability rights and supports. Chuuk has the Chuuk Disabled Organization, but has not been active for over a decade now. Many of its active members have passed leaving no one to pick up the ball.

10.6.3 Proposed Solutions

60. Chuuk must initiate laws or bills for disability rights. A well thought out policy for those with disabilities must be put together along with an implementation strategy. This would legitimize Chuuk sincerity in supporting the needs of disabled individuals. And more doors for supports can open up for Chuuk State to access.

61. Being considered disabled include a physical and mental impairment. Chuuk State School System has 'Special Head' program which focuses on those with mental disabilities. This can go further to Chuuk State Health Services to accommodate those with physical disabilities. Support services such as rehabilitation and training are recommended. Chuuk must support the reinstatement of its disabled organization to gain support within the communities. To allow continuity, the organization must expend members to include non-disabled members to be active members. It is very important that more public awareness is shared with the people to draw in support and understanding.

62. A government agency dedicated to the disability in Chuuk does not exist. Chuuk needs to create advocates as well as a champion of this cause. This particular agency will be mandated by law established under the Health Sector. This will further induce Chuuk into propagating disability supports state wide.

10.6.4 Outcomes

1. Increase in disability recognitions and rights in Chuuk
2. Increase opportunities for disability in Chuuk
3. More laws and policies established to protect and support people with disabilities

10.6.5 Activities

63. **Activity 4.1:** Initiate laws or bill for disability rights

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64. Outputs (Baselines)

- 2018 introduction of public facilities building codes for handicap accessibility
- 2018 Chuuk State explore possible funding support for disabilities

65. **Activity 4.2:** Increase involvement and awareness of disable rights

66. Outputs (Baselines)

- 2017 5 public awareness meetings on disables rights
- 2017 CDA expand members by 50% including members in Private and government sector

67. **Activity 4.3:** Reignite programs or office working specifically for disables rights

68. Outputs (Baselines)

- Chuuk Disable Association revive its role by 2017
- 2018 grants designated for disable support identified and propose for funding of activities

10.7 Strategic Goal #6

69.SG5: Continue to develop support system for Chuuk seniors

10.7.1 Rationale

70. Seniors are valued and highly respected in Chuuk State culture and most elsewhere in the world. They are builders of what Chuuk State is right now. They helped build the many things being taken for granted today. As they reach the stage of retirement, they have only SS program to count on for support. This should become a prime concern for any generation because one day they will be in similar shoes.

71. In terms of care for the elderly, Chuuk culture which family (children) plays a strong role in taking care of their elders (parents). But as the progress of cash driven society, performing such duty may not be plausible. It is important that Chuuk prepares itself when culture can no longer come through in the process. It is important to prevent abuse and isolation of Chuuk senior citizens. This is not common among Chuukese at this time but there will come a time when it will be.

72. Ageing is a natural process, which inevitably occurs in human life cycle. It brings with a host of challenges in the life of the elderly, which are mostly engineered by the changes in their body, mind, thought process and the living patterns. Ageing refers to a decline in the functional capacity of the organs of the human body, which occurs mostly due to physiological transformation, it never imply that everything has been finished. The senior citizens constitute a precious reservoir of such human resource as is gifted with knowledge of various sorts, varied experiences and deep insights. May be they have formally retired, yet an overwhelming majority of them are physically



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fit and mentally alert. Hence, given an appropriate opportunity, they are in a position to make significant contribution to the socio-economic development of their nation.

Culturally seniors have been taken cared by family members. But some say that will soon be over as more and more Chuukese grow increasing dependent on cash based living. FSM National Health and Social Affairs

10.7.2 Problems and Issues

73. There is definitely lack of programs to extend support for seniors in FSM and Chuuk. Besides Social Security, FSM or Chuuk do not have services support for its senior citizens. Simple services like medical care are not in place to guarantee good life of Chuukese senior citizens. Many are looking at outside as more ideal place to recite for the benefits and support they would not receive at home.

74. Similar to disability population, Chuuk does not have anyone advocating the rights and protection of seniors. It is always assumed that culture demands seniors to be taken care of by family. It is a true but sometime those families may not have the necessary means to support their elders. They are often neglected and sometime taken advantage of.

75. FSM Social Security benefits is the only program available to protect the livelihood of seniors. Like the US Social Security, there is still some skepticism of its continuity due to financial difficulties. But again FSM SS is new and often does not include everyone especially those who did not complete their require quarters to receive SS full benefit.

10.7.3 Proposed Solutions

76. Chuuk should work with national government to extend new program to those not on SS program. We can identify those through a survey. The problem usually comes from not having enough quarters paid to allow continuous benefits of social security. Chuuk State can solicit FSM Congress Chuuk delegation to provide funding. Those affected are usually those who were part of companies that discontinued or those during Chuuk State Government financial crisis.

77. Chuuk should look into increasing various programs assisting senior citizens. The supports should include benefits in finances, health, protection against abuse and other social issue areas. Mandatory retirement has placed many senior citizens in financial strains because of losing their jobs. Support programs can assist in reinstating certain seniors who still have strong productive years. CSSS faced low number of qualified teachers. Seniors can assist in filling the gap. Plus it can further increase their SS benefits.

78. Seniors were once the makers and shakers of society. They help build what Chuuk is today. There are bound to be strong influential people among seniors in Chuuk. It is import for the state to create coalition of seniors citizens to play a part in the advocating supports. By organizing a group, they can be in great numbers to have strong voice.

10.7.4 Outcomes

1. Improve benefits provided to senior citizens of Chuuk

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2. Additional benefit schemes are provided for retirement purposes
3. Safeguard the livelihood of Chuukese citizens after retirement

10.7.5 Activities

79. Activity 5.1: Extend new program to those not on SS program

80. Outputs (Baselines)

- 2020 Chuuk State look into option of bring grass roots into SS program.
- 2020 new program introduced to support health services for senior citizens

81. Activity 5.2: Increase the various type of retirement programs

81. Outputs (Baselines)

- 2020 pension is available to government employees
- 2020 private sector adopt sinking funding strategy for employees seeking benefits after employment

82. Activity 5.3: Create coalition of seniors with prominent influence to play a part in the advocating support.

83. Outputs (Baselines)

- Chuuk Seniors Organization established by 2018
- 2020 seniors needs are addressed as State priorities

10.8 Short term goals/Priorities/Initiatives

1. Chuuk Athletic Center commence planning and construction
2. Bridging programs for GED and College Preparation
3. Health Services Program for Disabled and Senior Citizens
4. Center for women training and support
5. Cultural Center for Arts and Crafts planned and constructed
6. Bill for supplement payment on retirement
7. Senior Center and program for protection and support
8. Training program for at risk youth
9. Reinstate Chuuk Disables Association
10. Policies and laws in place for disenfranchise

- 11. Government agency on disables created under Health Sector
- 12. Chuuk Recreation office and Youth Development commence yearly schedule of events

11. Environment Sector

11.1 Introduction

1. As stated in the FSM Nation SDP, environment sector is often perceived as cross-sectoral. This is true of the fact that when dealing with the environment, every aspects of things occurring within Chuuk State are included. To formulate this particular sector’s SDP, it intertwined other sectors of the SDP as components in its strategic goals. Areas include those in the natural resources and in economic development.

2. This sector focuses on the development of Chuuk’s natural surroundings. It is reflective of everything on land, sea and in the air. Environment is important for it is where the people thrive and resources are available. Chuuk must recognize the importance of maintaining a level of progress that does not hinder the livelihood of the people through its activities.

Ms.Jetnil-Kijiner UN Speech



3. Ms. Kathy Jetnil-Kijiner, a poet from the Marshall Islands best described in her poem at the United Nation on climate change. “We deserve to do more than just survive”. The threat of ‘Global Warming’ has triggered so much that it has negatively impacted island nations. FSM is part of this group facing this imminent threat. FSM must take on its role of being responsible for how it protect its environment as expected of all nations of the world.

4. Chuuk Policy on environmental protection stated “The Chuuk State Government, recognizing the impact of man’s activity on the inter-relations of all components of the natural environment, particularly the profound influence of population growth and distribution, cultural change, resource exploitation, and technological advances, and recognizing further the critical importance of restoring and maintaining environmental quality to the overall welfare and development of man, declares that it is the continuing policy of the State of Chuuk, in cooperation with the FSM National Government, municipal governments, and other concerned public and private organizations, to use all practical means and measures, including financial and technical assistance, to foster and promote the general welfare, to create and maintain conditions under which man and nature can exist in productive harmony, and fulfill the social, economic, and other requirements of present and future generations of Chuuk State”

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5. The environment sector encompasses so many offices, departments and agencies. Their functions prevail in the resources and areas they represent. The ocean environment is covered under Chuuk Department of Marine Resources. The terrestrial environment is widely tended by Chuuk Department of Agriculture. And of course the human environment which Department of Health Services with Sanitation cover. But it is the Chuuk Environmental Protection Agency that culminates and focuses on all areas of the environment - strictly with protection and conservation efforts for the betterment of the lives of people of Chuuk.

11.2 Strategic Statement

11.2.1 Mission Statement

6. "To help ensure a healthy environment for the current and future generations of Chuuk State through conservation, protection and mitigating efforts and involvements of its people"

11.2.2 Vision Statement

7. "The people of Chuuk will live in a clean and healthy environment where adaptation, reduction and prevention of environmental degradations, and impacts are adhered and implemented through government laws and policies and community involvements and supports and where traditional knowledge and best practices are utilized for sustainable development."

11.2.3 Critical Areas

1. Sea level rising mitigating effort
2. Solid waste management
3. Pollution and littering enforcement
4. Disaster response preparedness
5. Indigenous species protection

11.3 Strategic Goal #1

8.SG1: Continue to provide support in the area of Marine Biodiversity for protection and sustainability

11.3.1 Rationales

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9. Chuuk's Marine Biodiversity refers to the species richness and abundance in its ocean. The area is more covered with massive ocean. Protecting it is vital to the lives of the people of Chuuk. It is rich with resources that provide social and economic benefits. Therefore Chuuk must adopt a sustainable approach toward economic/social development to prevent depletion and destruction of its marine resources.

Magnificent Marine Lives



10. Chuuk State has developed its biodiversity strategic plan.

This section is a highlight of the plan. At the same time, this section will update any areas that needs updating. Marine biodiversity is under the protection and responsibility of Chuuk State Marine Resources in collaboration with EPA office. It is important that the two offices continue to work together for stronger and constructive results and efforts.

11. In the FSM, the national government is responsible for the monitoring and protection of the 220 miles Exclusive Economic Zone. Each state in the FSM is responsible for monitoring and managing its marine resources within the 12 mile zones.

11.3.2 Problems and Issues

12. The FSM National Oceanic Resources Management Agency has adopted the *Vessel Days Scheme* to better sustain and manage marine resources especially tuna resources within the 220 EEZ. Chuuk Department of Marine Resources has very little funding support on enforcement and protection within its near shore area or 12 mile zone. As mentioned in previous chapter, Chuuk is unique for allowing its people to own shorelines and reefs. This has sprung problems for protection and enforcement agencies when accessing and monitoring many marine areas. This concern has been brought to the attention of law makers but deemed a 'Political Hot Potato'.

13. The nation's way of managing resources within its jurisdiction was created through the support from group like PNA, FFA and so forth. Chuuk own Marine Resource Department and EPA lack the capacity in marine science work and monitoring. Low capacity is from the lack of funding to do training and recruiting. It can also be from inadequate resources for enforcement.

11.3.3 Proposed solutions

14. To improve support toward marine biodiversity and environment, Chuuk needs to continue on awareness campaign to leaders and communities. Creating awareness and understanding on the importance of marine lives and its natural surroundings can improve supports and advocacies. Hesitant toward protecting marine lives and resources by leaders is driven by constituents relying on certain marine lives and resources for income. By putting up more regulations, it can hinder the benefits being received. Chuuk must provide alternative income sources for incentives to move away from practices and harvesting of certain marine species deemed endangered or needing protection.

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15. To further the commitment towards protecting marine resources, there has to be strong inter-agency collaboration between CDMR, EPA, CDPS and CCS. Also, partnerships are to be made between respective communities and government agencies on community based projects which allow the community members to be active in the process. Furthermore, there should be cooperation and agreements made between Sounono and agencies for access and support.

16. Chuuk State School System is always an effective conduit to build awareness among young people. Chuuk State can create training and promotion in marine science at K-12 system. As young people become aware of the need to protect our marine resources, their strong acceptance can facilitate the same ideal in households and families. And interests in studying marine areas can increase leading to stronger pool of talents who can advocate effectively on marine environment protection.

11.3.4 Outcomes

1. More areas are identified for protection and preservation
2. Increase awareness in marine biodiversity among communities and leaders
3. Increase awareness of marine biodiversity among youths
4. Increase funding sources for marine biodiversity protection and rehabilitation

11.3.5 Activities

17. Activity 1.1: Continue on awareness campaign to leaders and communities in their respective marine ecosystem

18. Outputs (Baselines)

- 2018 10 awareness outreach meetings at different communities held
- 2019 addition 5 town hall meetings at different communities held

19. Activity 1.2: Create partnership between 'Sounono' and Marine Resources

20. Outputs (Baselines)

- 2018 5 additional marine sanctuary under state protection with lagoon
- 2020 5 additional marine sanctuary under state protection in the outer island regions (Mortlocks and Northwest)

21. Activity 1.3: Work with marine environment awareness with youth through CSSS and youth groups

22. Outputs (Baselines)

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- 2018 Biodiversity in Chuuk inserted in K-12 curriculum
- 2018 award program for youth in environment protection effort commence

23. Activity 1.4: create sponsorship efforts of marine areas by communities and municipalities

24. Outputs (Baselines)

- 2018 MOU signed by EPA and Communities respective to sanctuaries for monitoring and protection (lagoon areas)
- 2020 MOU signed by EPA and Communities respective to sanctuaries for monitoring and protection (outer islands regions)

25. Activity 1.5: Register NGOs pertaining to marine environment

26. Outputs (Baselines)

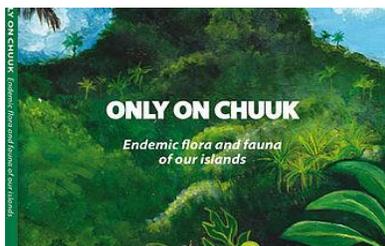
- 2018 - 2020 incorporate community organizations involved in sanctuary protection effort
- 2018 - 2020 assist in grant proposal write up with registered NGOs for funding purposes

11.4 Strategic Goal #2

27.SG2: Continue to provide support in the area of Terrestrial Biodiversity for protection and sustainability

11.4.1 Rationale

28. Terrestrial Biodiversity refers to the different species that inhabit the land. The Department of Agriculture is the leading proponent of development and protection for said biome. Chuuk State development needs to be mindful of the level of degradation it would have on land ecosystem. Chuuk is the second smallest state in the FSM in land area but has the highest population in the nation.



29. Audit report was made by national government regarding Chuuk inability to meet goals set by the 2003 FSM SDP. The report implicated EPA for not performing its duties and responsibilities. The Terrestrial area in most cases falls under the parameter of agriculture sector. EPA and Chuuk Conservation Society can play a part in development of plans and activities to facilitate terrestrial development at a sustainable manner.

30. Sustainable Terrestrial Development can be defined as ‘promoting the implementation of sustainable management of all types of living things in terrestrial areas’. It also means to combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive

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to achieve a 'land-degradation-neutral world'. And of course Chuuk must take urgent and significant action to reduce the degradation of natural habitats and halt the loss of biodiversity.

11.4.2 *Problems and issues*

31. Chuuk so far has no protected and preserved land on indigenous species. The state government rarely has lands to use let alone has lands dedicated to preservation. Issues such as deforestation through development has not been a major crisis in Chuuk, but certain trees have become target for cash income activities. One of the common tree is the mangrove. Its strong and lasting combustion makes it an ideal firewood for the island. This plant is very important to many ecosystem survival as well as protector against sea surges and shoreline erosions. Chuuk has not implement any plan to reduce this ongoing problem.

32. Chuuk lacks funding for preservation activities along with protection and rehabilitation efforts. Historical Preservation Office was once a key office in getting something preserved and monitored. With the discontinuation of outside support and funding, the office does not have the capacity and capability to do its work. EPA Chuuk usually count on their additional support to assist in areas that are under preserves and protection by the law.

33. No advocacy from communities and leaders in terrestrial preservation and protection according to EPA Chuuk. But in retrospect, the lack thereof is perpetuated on the fact that every land in Chuuk is owned by private citizens. The only government owned properties are either lands pre-purchased during TPI time or landfill near the shorelines.

11.4.3 *Proposed Solutions*

34. There should collaboration between proper agencies or organizations to designate preservation sites. EPA, CSDA, CCS and Chuuk HPO are the groups that need to work closely together. The terrestrial environment protection is directly link to their scope of work. This could increase and improve network efforts as well as minimize duplication of work.

35. Chuuk State should seek grants to support efforts with terrestrial biodiversity preservation and protection. As the fundamental reason behind many inconsistency of work for many government agencies is the loss of funding support or none at all; Chuuk must assert continuity of the funding support. This could be done through consistence in reporting and compliance requirements for grants available. Many departments and agencies that had support from programs and grants discontinued their support because they do not comply or follow through with their work and even not reporting.

36. Increase public awareness campaign and involve communities on projects is the key for support and continuity in efforts. If campaign effort for preserves and protection is done by a person or few, the result is effort is weak and can soon diminish. It is necessary to get everyone in the area be mindful and supportive of the cause in environmental protection.

11.4.4 *Outcomes*

1. Forest preserves identified toward indigenous plants

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2. Increase awareness among people of Chuuk on terrestrial habitat protection and conservation
3. More support through organizations and respective agencies
4. Increase interest for young people in environment especially agriculture fields
5. Improve access to funding and technical supports
6. Improve image and recognition through intellectual property rights

11.4.5 Activities

37. Activity 2.1: Work closely with proper agencies or organization to designate preservation sites

38. Outputs (Baselines)

- CSDA and EPA joint taskforce in implementing preservation sites development plan 2018
- 2018 work with lawmakers in creating a law that allow sites to be mandated as preserves to minimize environment and terrestrial biodiversity degradation.

39. Activity 2.2: Seek grants to support efforts with terrestrial biodiversity preservation and protection

40. Outputs (Baselines)

- 2018 two grant proposal submitted to ODA for support on preservation and protection by EPA
- 2018 added tech and experts on board for support

41. Activity 2.3: Increase public awareness campaign and involve communities on projects

42. Outputs (Baselines)

- 2018 MOUs enter with at least 5 communities on preserves and protection in their respective areas
- 2018 assist participants in registering as NGOs and applying for grants to support their efforts in preservation and protection

43. Activity 2.4: Incorporate environment curriculum for K-12 in CSSS

44. Outputs (Baselines)

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- 2018 Biodiversity in Chuuk inserted in K-12 curriculum
- 2018 award program for youth in environment protection effort commence

45. Activity 2.5: Work toward identifying intellectual rights of Chuuk's indigenous species and cultural knowledge

46. Outputs (Baselines)

- 2018 survey and study conducted for intellectual rights
- 2019 submission of application with World Court on intellectual property rights

11.5 Strategic Goal #3

47. Continue to develop alleviating measures to lessen natural disasters impacts for both short term and long term events

11.5.1 Rationale

48. Natural disasters occurrences are big problems everywhere. In Chuuk short term disasters are usually unpredictable and devastating. Typhoon for instance, Chuuk gets warnings nearly every year and average one every ten years would hit. And often accompanied by strong winds destroying high surges contaminating food and small flat islands in Chuuk and heavy and landslides. On top of that shift in El trigger drought season which can be of the people. Lastly, the long term due to global warming which is an most low raise islands, and Chuuk state that.



IOM people doing survey after Maysak

typhoon is crops and buildings, water sources on many rainfall causing flood Nino to La Nina often detrimental to the lives effect of sea level rising inevitable crisis for has plenty islands like

49. Increasingly frequent small, medium and large scale disasters in the Asia-Pacific region have seen an unprecedented scale of response by international civilian and military organizations in support of the affected State. The region, due to geological and environmental factors, is highly vulnerable and responders are required to operate in unique circumstances. In some areas, disaster warning systems are limited and post disaster communications with the affected population is extremely challenging due to the vast distances and level of economic infrastructure.

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50. Response to disaster has always fall under the jurisdiction of the Disaster Coordinating Office composed of working group from various departments, agencies and NGOs. The group is chaired by the Lieutenant Governor of the state. In recent disaster event like typhoon and drought, Chuuk was very slow in its responsive release efforts. The problem is mainly because short term disasters are unpredictable and often occurs not too often. Chuuk found itself not prepared to handle the situation in an expedient manner and efficiently.

51. Long term disaster common to the whole world and more devastating to small islands like Chuuk is global warming. Chuuk EPA is the main state agency in charge of coordinating support for the effort. It has international organization like International Office of Migrant located in the FSM to provide support. Chuuk flat islands, food sources including water become threaten by rising sea level.

11.5.2*Problems and Issues*

52. Chuuk do not have constant funding to support mitigating efforts. Rise in sea level has devastated many small low islands in Chuuk destroying crops and water sources. Many municipalities in the state have provided petition of problems facing their islands from climate change. Responses have neither been effective nor apparent. EPA and other support groups and government department faced low funding support to provide viable solutions to problem

53. The slow response toward crisis is due to lack of resources and capacity. Technical expertise in figuring out solutions is only available when outside groups comes in to assist. Climate change adaptation has been a direction taken my many places facing similar problem. This will have to be the case for Chuuk State to assert better solutions to the long but devastating impacts of global warming.

54. Chuuk geographical feature require great extent of infrastructure supports to best serve islands in need of support. The limited infrastructure support for widely spread coverage is a problem many outer islands faced. For instance, Chuuk do not have consistent and reliable transportation system. Reaching rural areas can be very difficult.

11.5.3*Proposed solutions*

55. Chuuk should continue to build strong network of affiliated groups and organization to assist during crisis. In the last disaster event, Chuuk have organized itself in the process of assisting. DCO office should continue communication and associating with those partners. Office of DCO should become a permanent position with staff necessary to do the work.

56. Chuuk should constantly conduct training in emergency response for its DCO team even during peaceful times. It's easy to start slacking off when disaster occurrences have big gap in between. A training should be conducted annually to assure everyone maintain their knowledge of responding. Plus funding should always be set aside for immediate support. Chuuk often depend on national government to do immediate support. It should have its own seed fund created every fiscal year. This can prevent stall in support.

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57. Long term disasters is a different issue. It is consistent and growing problem which in time becomes bigger in problem. Chuuk should already push forth to provide consistency in climate change adaptation efforts. There are many organizations ready to support in any ways. Chuuk should encourage more communities and community based NGOs to facilitate in the support through their projects and programs in their respective communities. A little work and support can go a long way with more helping in the same effort.

58. Policy to target preventive measures and lessening impacts of short term and long term disasters are seen in Chuuk's own environment protection policy. NABSAP and Chuuk Biodiversity Strategic Action Plan are part of the policy. Not it is important to move toward implementation and funding of activities. Chuuk is also has its disaster plan which will be adopted by the state in 2017.

11.5.4 Outcomes

1. Disaster response is more responsive and organized
2. Increase public awareness in disaster preventive measures
3. Improvement of infrastructures for disaster relief
4. Enhancement of shelters and supports during disasters
5. Improve adaptation effort toward climate change

11.5.5 Activities

59. **Activity 3.1:** Continue to build strong network of affiliated groups and organization to assist during crisis

60. Outputs (Baselines)

- 2018 10 local NGOs are actively involved disaster planning and efforts
- 2018 DCO identifies outside organizations to become partners in disaster efforts and planning

61. **Activity 3.2:** Constant training in emergency response team even during peaceful times

62. Outputs (Baselines)

- 2017 DCO introduced disaster plan to State and municipalities to clarify roles and duties during crisis
- DCO and EPA joint simulation training with partners (NGOs and government agencies)

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63. Activity 3.3: Policy to target preventive measures and lessening impacts of short term and long term disasters

64. Outputs (Baselines)

- 2017 increase campaign on water conservation effort
- 2018 increase support for increasing water catchments in low islands
- 2019 ODA projects through EPA and CSDA to rehabilitate taro patches and move inland

65. Activity 3.4: Expand training to communities to minimize impacts and effects of natural disasters

66. Outputs (Baselines)

- 2018 awareness and preventive training on disasters takes place (10 communities each year)
- Continuous disaster training in CSSS and other medium starting 2017

67. Activity 3.5: identify and improve disaster shelters on all island in Chuuk

68. Outputs (Baselines)

- 2018 all communities have identified their disaster shelters
- 2018 building codes for public facilities imposed to use as shelters during disasters

11.6 Strategic Goal #4

69.SG4: Continue to develop efforts to maintain and sustain the natural habitat of Chuuk for the people to live and prosper in.

11.6.1 Rationale

70. Natural habitat is inclusive of every place the people of Chuuk thrives. It focuses on the livelihood of the people who in traditional sense have relied on their natural resources for support. Reliance on such environment must be uphold and maintain. Marine lives where people find abundance on food sources and terrestrial habitat where homes and food and water sources are kept.

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71. Another way to look at the natural habit of people is the human environment. Our earth is human environment. Humans are less in number than the animals, insects, and birds combined but dominate the earth by their habitats. Anywhere where humans live and create facilities is a human environment. It is not limited to buildings and other infrastructure, but consists of the way human function, the way they influence their surroundings by thoughts and actions. It encompasses philosophy, art, culture, social structure, economic activities and the impacts on the environment including behavior.

Daily commuters' boats at Downtown Weno



72. Chuuk has the largest population among all the states in the FSM. Its center island has experienced a sudden build up and urbanization. This has led to increase in pollutions of its environment. Garbage are scattered all over the island with no solid waste dump site designated. Chuuk need to find ways to improve efforts to minimize impacts on its natural environment from human activities.

11.6.2 *Problems and Issues*

73. The impending rising of sea levels threaten many food sources such as taro patches and water sources. This something that is inevitable and FSM including Chuuk like many small island nations must be prepared for it. The apparent effort to mitigate such crisis is still unseen or perhaps ineffective or not active. Many islands in Chuuk see taro patches being destroyed by salt water. And water sources on many small islands especially in the outer islands become brackish and contaminated. The drought of 2015-2016 proof the fact that many outer islands are facing diminishing water supply at an alarming rate.

74. In Chuuk, the increasing population and development in its center has triggered rise of demand for resources. Urban settings and business activities expand the need to have more water sources available. Chuuk central area have become congested and filthy with liters and waste disposed here and there. Utility services need continue to rise especially in water supply and sewage treatment. Any natural stream near the center have become polluted and unsuitable for use.

75. As economic growth or activities increase, resources are high in demand and sometimes over harvested. The high dependency on cash income creates uncontrolled activities powered by natural resources. A while back owning a car and a boat was a luxury only few has access of. Today everyone has the opportunity to have one or both and to own them means increasing demand of fossil fuel.

11.6.3 *Proposed Solutions*

76. EPA along with affiliated groups and partners are working hard to create ways to counter sea level rising through coastal rehabilitation and so forth. It is important that Chuuk State continues to advocate and fund such efforts. As the world join to fight climate change through global mandates and policies, it is vital that Chuuk do it part. Prolonging the inevitable is sometimes consider as useless effort. But in

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retrospect, it allows Chuuk to sustain the way of life as long as possible hoping the changes made will make a difference down the road.

77. Chuuk should create a state plan on resource management for urban areas. As mentioned before, the increasing population in the urban area will constitute the use of more resources such as power, water, sewage treatment, roads, etc. Chuuk should be planning on ways this explosion will not degrade its existing environment with pollutions.

78. Chuuk should continue to support EPA in its efforts of public awareness on littering and enforce policies on resource facing depletion. Chuuk has experience sudden depleting resources due to demand for cash. Resources include marine lives and terrestrial plants. EPS and other agencies should counter these activities by ascertain public understanding of impacts and provide alternative ways to benefit but not deplete such resources.

11.6.4 Outcomes

1. Improvement in dealing with rising sea level
2. Improve sustainable approach toward resource allocation
3. Increase in income generation opportunities
4. Improve awareness of resource management and sustainability

11.6.5 Activities

79. Activity 4.1: Create ways to counter sea level rising through coastal rehabilitation and so forth

80. Outputs (Baselines)

- 2018 sea wall areas not subject to propagating shorelines identified and proposed for development
- 2018 increase measures toward mangrove rehabilitation and protection

81. Activity 4.2: Create a state plan on resource management for urban areas

82. Outputs (Baselines)

- 2019 state plan for urban areas resource management plan implemented
- 2020 building codes in urban areas put in effect
- 2020 solid waste management regulations in place

83. Activity 4.3: Create public awareness and enforce policies on resource facing depletion

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84. Outputs (Baselines)

- 2018 increase campaign for marine biodiversity depletion to public (e.g. fish species, invertebrates, etc.)
- 2018 increase campaign for terrestrial biodiversity depletion to public (e.g. mangrove, indigenous plants, etc.)

85. **Activity 4.4:** Introduce programs lessen retaliation against environmental protection efforts

86. Outputs (Baselines)

- 2018 introduce alternate sources of income through aqua culture
- 2018 affiliate farmers and fisherman to Chuuk Local Producer Coop for sustainable practices

11.7 Strategic goal #5

87.SG5: Continue to increase efforts in keeping our natural surrounding clean and pollutant free.

11.7.1 *Rational*

88. The environment is important to all life on earth, not just wildlife. People depend on it for their very survival as well. It is very hard to picture this because people have already created their place. They have completed reshaped the world to suit their comforts and as a result of these processes, many natural environments have been compromised. This is common in all society including the small island of Chuuk.

89. *“The history of life on Earth has been a history of interaction between living things and their surroundings. To a large extent, the physical form and the habits of the earth’s vegetation and its animal life have been molded by the environment. Considering the whole span of earthly time, the opposite effect, in which life actually modifies its surroundings, has been relatively slight. Only within the moment of time represented by the present century has one species -man- acquired significant power to alter the nature of his world.” – Rachel Carson (author of Silent Spring)*

90. Taking good care of natural surrounding is important for all living things including people. It is where people live and flourish. This kind of idealism is slowly realized and accepted by people all over the world realizing the importance of maintaining our environment. It is not about converting one to become an activist. It is about self-awareness and making good conscientious decisions. Chuuk is still far from public awareness. This is shown by the level of efforts placed into keeping the environment liter and pollution free.

11.7.2 *Problems and Issues*

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91. Now a days it's just hard to picture majority of Chuukese pushing for a cleaner environment. These is absolutely little from public in keeping their surrounding clean and pollution free. One observation was made toward the fact that Chuukese do not care because it's not their respective island. This of course is on the assumption that it's only those that come to Weno that created trashes and pollute the environment. Another assumption was that culture dictates tolerance. Chuukese are known to withstand anything that comes their way. Having a unclean environment is something they can be tolerated. However the reasons maybe they are loads of crap and Chuuk should do something about it fast.



Closed Solid Waste Dump Site

92. Even if Chuuk perpetuate a cleaner environment, there is no definitive policy or law in place to strengthen keeping environment clean. Many people are not aware of it. If laws do exist, its campaign are not reaching the public to realize the impacts they are doing to the environment.

93. It has been stereotypic toward Micronesian in general that they are not clean people. If that is the case, Palau and other islands in Micronesia can come out and say they have done their parts in keeping their environments clean. Palau was ranked cleanest island in the Pacific by Tourist Guide Magazine. So perhaps it should just say Chuukese are unclean or may don't care at all.

94. Funding campaign and work for keeping our environment clean has not been effective. Perhaps it's because of low funding support toward enforcement of a clean environment. Law enforcements are not visible in enforcing laws toward polluting the environment. Services to support cleaner environment such as sanitation services for solid waste is very poor. Until now there is no designated solid waste dump site for Chuuk.

11.7.3 Proposed solutions

95. There should be an increase of campaigns on cleaner environment. These campaigns must be done strategically to make them effective. It should be done in a way that it becomes a state of mind for the people of Chuuk to keep the environment clean. One effective form is getting young people to advocate the concept. EPA should collaborate with CSSS in making it part of their K-12 curriculum. Understanding the significance of good clean environment can be explained scientifically and culturally to strengthen awareness and support.

96. There should be great encouragement to create NGOs for environment protection. NGOs are effective because some can be community based and their effort is concentrated in respective location. Law enforcement cannot be in all places, so they can assist in maintaining the protection of the environment. And these NGOs can solicit funding support from various grants and groups supporting the environment.

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97. Conducting environment work require great dealing funding support. For services supports that collect trash to managing a solid waste dump site, these can done with funding. Also Laws need source of funding for enforcement. Those in charge of monitoring people’s activities in the environment must have the resources to do their work. A good form of funding is taxes imposed on certain activities detrimental to the environment. Also fines and fees paid can be used as well.

11.7.4 Outcomes

1. Reduction of littering on the islands
2. Public participation and endorsement for a cleaner environment
3. Better approach to solid waste management
4. Improvement in Chuuk’s image benefiting the people of Chuuk

98. **Activity 5.1:** Solid waste dump site identified and operational

99. Outputs (Baselines)

- 2018 implement plan for sustainability of operation of site (quasi-government)
- 2018 create fees/levies to sustain sites operation

100. **Activity 5.2:** Seek funding support for environment revitalization and clean ups

101. Outputs (Baselines)

- 2018 cleanup effort for oil leaks from sunken ships commence
- 2018 EPA through joint effort with CSHS, CSDA implement plan on cleaner environment to prevent and protect invasive species introduction and global outbreaks

102. **Activity 5.3:** Continue to work hand in hand with agencies and organization on recycling effort

103. Outputs (Baselines)

- 2018 introduce subsidiary plan to increase incentive for recycling
- 2018 increase awareness of the importance of recycling to the public through NGOs supports
- 2018 Chuuk State promote partnership for companies interested in recycling

11.9 Priorities, Initiatives and Short term Goals

1. Solid waste dumpsite actively in placed and managed
2. Joint effort of Oil spill cleanup from ship wrecks
3. Privatization of recycling efforts and waste management work
4. Implementation of DRP
4. Mangrove rehabilitation state wide effort
5. Adoption of Chuuk Bio-diversity policy
6. Scholarships focus on climate change related fields prioritized and funded

12. Energy

12.1 Introduction

1. Although this part or section was highly debated on whether it should or should not be a sector on its own, 'Energy' became a sector because more than 70% of Chuuk State still lacks electrification coverage. It is noticeable that the manning of widespread power would be deemed difficult as the geographic feature plays a big part. This development sector in the SDP must assert continuous and affordable energy sources are available to the people of Chuuk.

2. Energy Sector is intended to improve the efficiency and reliability of energy sources in Chuuk State. It will provision fuel savings by improving fuel efficiency of power generation and increasing shift toward renewable energy sources. Chuuk seeks to reduce fossil fuel dependence and encourage performance improvement activities and maintenance plan for the utilities. It will advance the key investments in equipment needed to increase revenues and reduce energy losses. Chuuk, in comparison with all the FSM states, is still behind in its process but needs to expedite the effort toward efficient and clean source of energy.



SUN POWER

3. Chuuk has an energy taskforce. This group organizes the necessary steps that Chuuk needs to take for energy sector development. As mentioned before, Chuuk Energy Sector must push forth to guarantee energy for Chuukese. It infers on providing electricity to the population, maintaining fuel prices and shifting to affordable clean & renewable energy.

12.2 Strategic Statement

12.2.1 Mission Statement

CHUUK STATE STRATEGIC DEVELOPMENT PLAN

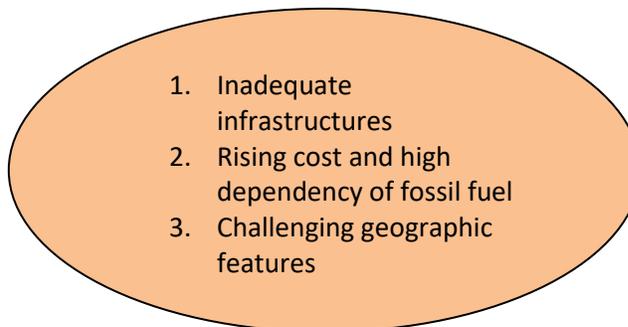
4. “Expand energy services in Chuuk through sustainable approach to maintain cost and reduce dependency of imported fossil fuel through increased share of renewable energy, energy conservation and efficiency improvement”

Note- FSM Energy Policy fail to mention expanding energy services which Chuuk State today nearly 80% still lack the energy services

12.2.2 Vision Statement

5. “Improve the lives of the people of Chuuk through affordable, renewable, reliable and environmentally sound energy services in Chuuk”

12.2.3 Critical Areas



12.3 Strategic Goal #1

6.SG1: Continue to increase coverage of energy(Electrification) services throughout Chuuk State

12.3.1 Rationale

7. According to the FSM Nation Energy Plan, Chuuk still have the lowest coverage of energy services among all four states. This is mainly because of Chuuk’s unique geographical feature. Unlike the other states where you have a much bigger center island and much small island outside; Chuuk has a center island but many similar size island scattered in the lagoon and smaller ones outside the lagoon. This makes electrification coverage very difficult.

12.3.2 Problems and Issues

8. The people of Chuuk are scattered throughout the lagoon islands and the outer islands. Many near-by islands commute constantly to the center island at least twice a week. With the absence of a good transport services between the islands, many relied on personal boats operated on outboard motors. This means more fuel dependency among the people in Chuuk. Rising cost of fuel is making everything very difficult. Of course this not isolated to transportation cost but other form of daily activities that rely on fuel. Example cost of power or utility for many living on Weno islands.

9. Chuuk electrification coverage by its utility company is 30%. Many sees the problem being the geographic location of islands which make coverage very difficult. But one issue is more viable for the low

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coverage of islands electrification; the fact that there is no economic base activity within the other islands to sustain or pay for the service.

10. Clean and renewable energy have been recognized to be more sustainable and affordable. In Chuuk efforts in building proper infrastructure and funding supports has been minimal. Renewable energy such as solar, wind and hydro powers have been unsupported.

12.3.3 *Proposed solutions*

11. Yes, running utility services such as electrical power need to have a good customer base that can pay. This is assuming it diesel power generator. Chuuk Public Utility Company has concentrated its work or services to Weno island on the basis that it can pay for its power. Recent development has allowed CPUC to plan extending its services to neighboring island of Tonoas and unto Fefen Island. The encouragement came from the idea of FSM Petro Corp building and running a processing plan on Tonoas. It would assist the people of Tonoas pay for the power provided by CPUC.

12. In the absence of committed payment by islands, there should be more focus on going into renewable energy sources. Solar and wind powers are highly recommended. Chuuk outer islands have begun to utilize solar power but on a much smaller scale. And sometimes the solar power can only last so long prevailing from islander's technical know-hows. Chuuk should continue to invest in the area on structure and capacity.

13. Chuuk may be a bit skeptical because such technology needs support from funding to technical supports and expertise. Chuuk should begin to create partnerships and affiliates for energy support and development in the state. FSM Development Bank in its presentation at the leadership conference spoke on environment and the global stage being eager to support those who want to enter clean energy arena. This can only work through collaborative efforts by national, state and municipal governments with ODA partners plus institutions and groups like COM-FSM, CPUC and FSMPC to facilitate capacity and technical support.

12.3.4 *Outcomes*

1. More areas are identified for protection and preservation
2. Increase awareness in marine biodiversity among communities and leaders
3. Increase awareness of marine biodiversity among youths
4. Increase funding sources for marine biodiversity protection and rehabilitation

12.3.5 *Activities*

12. Activity 1.1: Create partnerships with groups within the regions or on islands

13. Outcomes (Baselines)

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- 2017 preliminary plans of electrification in Mortlocks and Northwest regions endorsed by regions' authorities
- 2017 50% of lagoon islands municipal offices signed agreement of electrification plan
- 2018 remaining lagoon islands signed agreement of electrification plan

14. Activity 1.2: Work with municipal governments to assist in land titles clarifications

15. Outcomes (Baselines)

- 2017 50% of islands identify and clarify lands for energy infrastructure sites
- 2018 remaining islands identify and clarify funds for energy infrastructure

16. Activity 1.3: Focus on low cost and sustainable energy services

17. Outcomes (Baselines)

- 2018 PV system increased in outer islands and unreachable places
- 2018 State Energy Workgroup complete feasibility study of other sustainable and renewable energy systems

18. Activity 1.4: Seek funding support for energy service development

19. Outcomes (Baselines)

- 2018 ODA priorities for State include energy funding
- 2018 funding designated for introduction of efficient equipment and systems
- Ongoing maintenance and renewal of existing diesel generators for CPUC
- Ongoing upgrade of existing lines and equipment

12.4 Strategic Goal #2

20.SG2: Continue to provide affordable energy services for Chuuk State

12.4.2 Rationale

Solar Energy

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21. It can be as simple as stating “no thank you” when it comes to energy. Many inhabited islands in Chuuk do not have electrification or power, and they have managed to live without this for so long. Introducing such concept can be accelerating for many but the willingness to bear the cost can be quite the opposite.



22. In 2008, FSM Petro Corp Vital was established. It is a progressive company invested in energy services. The company was created for the purpose of securing a stable supply of petroleum products, become a leader in the effort to broaden the energy mix through renewable, operate efficiently and maintain assets to meet international industry standards and the core energy needs of a region.

23. Chuuk currently has its own utility company, CPUC (Chuuk Public Utility Corporation). It was established in the late 1990s to provide adequate utility services to the center island of Chuuk called Weno. In the past CPUC faced a downturn in its operation leaving Chuuk suffering from inconsistency in utility services for over a decade. Many blamed the lack of reinvestment of capital into infrastructure and equipment. Some also feel it’s the abrupt cancellation of Energy fund it receives from the FSM National Government amounting to \$1 million US per annum. It took an immense deregulation process and a big loan from the Asian Development Bank to bring it back to its current stage. As mentioned before these services remain available to only 30% of Chuuk total population.

12.4.3 Problems and issues

24. Chuuk has yet to commit in developing infrastructures to bring energy to most of its islands. There is a steep lack of interest in investing in infrastructures for energy in rural areas or islands. The issue is on the notion that energy must become affordable for people to acquire. CPUC already mentioned that there is no basis of establishing services in other islands unless it can be sustainable.

25. Connecting services is a challenge because Chuuk islands are scattered. Chuuk still have problems with transportation to allow easy access to other island especially rural areas. Chuuk has does not have any public transportation system. Transportation cost will have to be accounted as a major cost of operation if services are to be provided and monitored constantly.

26. The fluctuation of prices of fuel in the market offer no stability in power price. Chuuk electrification is provided by power diesel generator. The high dependency on fossil fuel makes power service stagnant throughout the years. Its power price is at .59^c per kilowatts, the highest in the region.

12.4.4 Proposed solutions

27. Using diesel power generator to power neighboring islands would require ways to sustain it. Chuuk should look into alternate source of power like solar or wind. Chuuk must invest fund into providing such technology. Municipal governments in the state can participate in assuring continuity in the effort. Funding sources are available through grants and community base organizations can qualify for them.

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Infrastructure support provided by the state must exist along with the effort of providing electrification to the islands. Transportation is essentially the main support at hand but other structure such as port are equally important. Again, land is a constant issue when it comes to development in Chuuk so Municipal governments must be proactive in assuring land are accessible for such development.

28. High dependency of fossil fuel is also demanded in many of the islands. Chuuk must create safer and cheaper way to provide fuel to neighboring islands. The price of gasoline and other fuels can go over 100% of what price there is in the center. There has to ways to get fuel to island cheaper and safer to allow fuel to be less burdensome to many islands.

12.4.4 Outcomes

1. Access to fuel is made easy for lagoon and outer islands
2. Decrease in cost due to bulk deliveries to rural areas
3. Increase in private ventures involved in fuel services
4. Reduction of cost of living in the outer islands
5. Continuous availability of fuel sources in all areas

12.4.5 Activities

29. Activity 2.1: Promote private enterprises involvement in storage and supplying fuel in outer islands

30. Outputs (Baselines)

- 2018 increase in number of fuel supply and storage by 20%
- 2017 Chuuk Energy Workgroup establish with Private Sector on energy promotion
- MOU with FSMDB to support private business in fuel supply and storage

31. Activity 2.2: Support the improvement of transportation in Chuuk especially for sea and land transportation

32. Outputs (Baselines)

- 2017 ferries between lagoon island are made as a state priority
- 2017 requested field ship servicing outer islands as ODA priority approved by FSM congress and President Christian

33. Activity 2.3: Create safer and cheaper way to provide fuel to neighboring islands

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34. Outputs (Baselines)

- 2017 Chuuk purchase a fuel tanker vessel for delivery
- 2017 region authorities designate mini storage tanks sites

35. Activity 2.4: Create legislation to control price of fuel in the State

36. Outputs (Baselines)

- 2018 establish a section for Consumer Protection at C&I
- 2017 revision and amendment toward price couding laws for strengthening and enforcement

12.5 Strategic Goal #3

37.SG3: Continue to invest in capacity improvement in sector especially on renewable energy for Chuuk State

12.5.1 Rationale

38. With the current status of Chuuk State Labor Force, energy sector will have difficulty finding skilled people to man projects and work in the sector. With the exception of those working for CPUC and perhaps other major technical companies, we rarely see Chuukese undergo trainings. Getting individuals who are interested in the field is also major problem. CTE issue at CSSS is still an ongoing therefore no none is pursuing field that correspond work in energy sector.



Copra demand for Bio-fuel

39. Chuuk should look into providing trainings focused on energy and provides those involved including policy makers with deep and up to date knowledge on energy technologies. Barriers facing energy development and deployment can include institutional and policy, market and economic, data and awareness, sociocultural and education and training. To develop renewable energy successfully capacity building for all involved and workforce. It would lessen or overcome barriers.

40. Chuuk would want to assert the capability of the workforce to sustain technology of energy it seeks. Its already a burden in center areas where resources are available, outer islands or rural areas face much bigger problem.

12.5.2 Problems and Issues

41. Chuuk absolutely does not have conventional trainings in the area of energy. Even the two accredited post-secondary institutions on islands do not have courses or training modules relating to the area. Many of the local utility companies training are either done abroad or have someone flown in for in house training.

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42. Even if Chuuk decides to implement training in area of energy, the low skill labor force in Chuuk State can be a definite issue. The low labor skill in Chuuk is derived from the high level of illiteracy in the state. High number of drop outs is consistence in the state over the past decades. Even if they have found their way out of high schools many are deemed under educated with level of 7th grade or lower. Their comprehension skills may be cumbersome to establishing a strong energy workforce.

43. Interest in the energy technology is not something young people are lined up to enter. With the ongoing issue of no vocational program or CTE for CSSS, it can be very difficult to instill interest amount young people in the area. There is no promotion done to get students to pursue careers in energy. Many would not have any idea of what to expect from such field of study.

12.5.3*Proposed solutions*

44. There should be collaborative efforts between sector and post-secondary institution on island to create trainings or course program in energy. It could start out as cohorts until mainstream picks it up as a regular program offered on the island. Both COM-FSM and CCPI have the capability to run such program. It is just a matter of Chuuk Energy Sector supporting the programs for continuity.

45. As mentioned earlier, Chuuk has a problem with a very unskilled labor force. It is due to the many low level and uneducated laborer presently residing on the island. Chuuk should look into developing training program targeting these unskilled laborers. This would include increasing their basic subject skills as well as hands on type of learning for faster outcomes.

46. Energy sector would not be strong unless there is demand and interests in the area. Chuuk should promote energy sector in K-12 system. The earlier the young people are exposed to the field the more interested they would be. Plus there should be scholarship made available to assist those who want to enter the field. If not, Chuuk should put Energy field as a priority field for any CSSS or state scholarship or grant.

12.5.4*Outcomes*

1. More Chuukese are entering energy field for studies
2. Improvement in public awareness on energy needs and purposes
3. Increase in skills for the area of energy
4. More opportunities in energy career

12.5.5*Activities*

47. Activity 3.1: Collaborative efforts between sector and post-secondary institution on island to create trainings in energy

48. Outputs (Baselines)

- 2017 CTE program in energy related fields interest survey

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- 2018 CTE program in energy related fields commence

49. Activity 3.2: Develop training program targeting unskilled laborer

50. Outputs (Baselines)

- 2017 CPUC short term training with COM-FSM
- 2018 COM-FSM CTE short term training program targets regional areas

51. Activity 3.3: Promote energy sector in K-12 system

52. Outputs (Baselines)

- 2018 CSSS and Energy Workgroup conduct energy promotional programs
- 2019 15% increase in number of students interested in energy related fields

53. Activity 3.4: Create scholarship earmarked toward studies in energy fields

54. Outputs (Baselines)

- 2018 increase number of trainees attending China training on bio-fuel
- 2018 develop scholarship for students in Chuuk interested in engineering in energy field

55. Activity 3.5: Create apprenticeship program with CPUC and FSMPC

56. Outputs (Baselines)

- 2019 Journeyman program developed for CPUC
- 2019 Journeyman program developed for FSMPC

12.6 Strategic Goal #4

57.SG4: Continue to promote renewable energy in Chuuk to lessen dependency on imported fossil fuel

12.6.1 Rationale

58. Fossil fuel is a commodity that scientists believe would be depleted sometime soon into the future. Its price in the market is very volatile which poses a great threat if we continue to rely on its availability to us. Chuuk State has proposed to direct its energy development in the state to a more clean and renewable type energy. Solar power energy and wind powered energy by far the most preferred choice for lessening the dependency of fossil fuel.

59. One of the keys to cutting energy-related emissions is to cut the carbon intensiveness of energy production by adopting renewable energy technologies. In addition to contributing to the transition to

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the low-carbon economy, renewable energy also addresses wider issues of sustainability, such as reducing pollution, improving energy security and enabling access to energy by those who currently lack access to energy infrastructure.

60. Solar power energy is the conversion of sunlight into electricity, either directly using photovoltaic (PV), or indirectly using concentrated solar power (CSP). Concentrated solar power systems use lenses or mirrors and tracking systems to focus a large area of sunlight into a small beam. This should be a viable choice since Chuuk has full daylight throughout the year.

61. The other form of power is wind power energy. Wind power uses air flow through wind turbines connected to mechanical power generators for electricity. It is an efficient and effect form of power source with no emission and uses very few space on land which Chuuk has very few of. These type of power is rarely seen on the islands. Only existing windmill is located on the Xavier High School compound in the village of Sapuk on Weno Island.

Wind Energy



12.6.2 *Problems and issues*

62. Chuuk does not have any funding set aside to develop renewable energy. State basically leave it up to National government agencies to assist in such development. CPUC and FSMPC are the two institutions seen to be at the forefront of renewable energy development in Chuuk.

63. Achieving a successful transition to the low-carbon economy is one of the greatest policy challenges of facing governments and their peoples worldwide, and is of deep concern to businesses, workers and the organizations that represent them. Reducing energy related emissions is central to this, as energy supply accounts for 25.9 per cent of carbon emissions.

64. The main renewable energy technologies are wind, solar, geothermal, hydropower and bioenergy. The skills required for these are current and new. Chuuk is definitely limited in capacity when it comes to renewable energy. Without adequate skill force, the continuity and sustainability of providing renewable energy may not be consistent.

12.6.3 *Proposed solutions*

65. However true this may be, it is important that Chuuk does not remain complacent in push forth renewable energy development. There are organizations and grants that can assist in funding infrastructures for renewable energy. As long as Chuuk display great advocacy toward protecting the environment and seeking renewable energy as step toward protecting the environment; there are those that want to help however much they can.

66. Micronesia Conservation Trust have committed to bringing FSM toward renewable energy. “That’s great news to our community based conservation and climate adaptation efforts here in the FSM and we anticipate the switch from burning fossil fuels to using more renewable energy sources in all four FSM states.” Kaselehe Press

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67. Chuuk can increase support for renewable energy through organizing partnership with NGOs and ODA groups that has tech support in their program and trainings. Clean energy is a progressive step toward cleaner environment and lessening dependency of fossil fuel. A substantive change requiring great deal of cooperation and collaboration among the governments, organizations and the people.

68. Create partnership between provider and communities to sustain the service of renewable energy. There can be pessimism on the idea of replacing something familiar to something new. Many would find it not viable and uncertain. This would mean more awareness on the way lives would improve through the effort of moving into clean renewable energy. At the same time the support everyone will be doing to minimize climate change and of course less costly over time.

12.6.4 Outcomes

1. Increase mass transit in Chuuk
2. Tax incentive to pool service providers
3. Utility fossil fuel usage reduced
4. Increase in clean energy usage (e.g. solar, biofuel)

12.6.5 Activities

69. **Activity 4.1:** Push for increase support of mass transit both on land and sea.

70. Outputs (Baselines)

- Increase field vessels operators to lagoon and outer islands 2018
- Increase bus services for outer villages 2018

71. **Activity 4.2:** Create alternate programs to support reduction of fossil fuel usage

72. Outputs (Baselines)

- Car/boat pool increases 15% 2018
- CPUC present Bio-fuel generators 2018

73. **Activity 4.3:** Push for net metering for households and businesses on Weno

74. Outputs (Baselines)

- 2018 CPUC adopts net metering capability
- 2019 30% of households get net metering

12.7 Strategic Goal #5

75.SG5: Continue to seek out opportunities made available for clean energy development

12.7.1 Rationale

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76. Although this goal is overlapping with the renewable energy goal, it is more focus on looking at ways to take advantage of researches and technological breakthrough in clean energy. Some of the projects are still at experimental stage, but it important that we are on top it. Innovative breakthrough is happening every year. The world has transcended in the raise to create more sources of clean energy.

77. The most common clean energy source known to most Chuukese is solar power energy. Many small scale solar power systems have gone up in the neighboring and outer islands of Chuuk. They are meant for household usage only. In solar power energy technology, there are two types: Photovoltaic and Thermal. The Photovoltaic directly converts sunlight into electricity. Solar thermal technology on the other hand harnesses heat coming from the sun. These different systems both tap the Sun's energy and are available on local or farm scale.

78. Another clean energy source Chuukese may also have come in contact with is Wind Power Energy. This type of energy power source is similar in all system where it harnesses electricity from wind which naturally turns a turbine to produce electricity. The only distinction system in wind power have is how it stores those energy. They are net-metering, batteries and off the grid.

Sea Energy



79. While the news about climate change seems to get worse every day, the rapidly improving technology, declining costs, and increasing accessibility of clean energy is the true bright spot in the march toward a zero-carbon future.

12.7.2 Problems and issues

80. When the idea of global warming and greenhouse effect started, there were many skeptics toward such 'theory'. It has dawn such skepticism to actual facts being recognized by the scientific community. Well perhaps not all, the number always state its 9 out 10 scientists. But in retrospect, climate change is accepted and the world is rallying around doing something about it.

81. Not in the next stage of pushing forth cleaner source of energy for the future, it has come down to the question of which energy to adapt to. In many plans, renewable ones are the front runner in the race. But still there is still skepticism of technology either not fully developed for economic usage or creating more harm than good in the process. But still this are frontline of those pushing technology forward and Chuuk need to become attentive and aware of what is happening.

82. Chuuk has poor network to be consistent and updates on latest clean energy development. Many are still in development stage and Chuuk must get itself involved to understand which source of energy to adapt to in the future. It is very precarious to picture Chuuk needs similar to developed countries. Needs may different and environmental consequence may differ as well.

12.7.3 Proposed solutions

83. There should be beefing up on the role of Energy Taskforce in Chuuk State. Members of the group include government staff, CPUC representative, NGOs and government officials. All are outstanding

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members. Chuuk must assert the development of members and participatory efforts. It is Chuuk State plan to emphasize capacity requirements for those serving on organizations for the state or representing the state. Their willingness to carry out their role on such group would increase Chuuk moving forward in energy sector.

84. Chuuk should be open to outside institution especially higher institution of research and technology to assist in energy development in the state. There should be partnerships between Chuuk State and higher institution or tech companies in clean energy research and project development. OEEM can assist in facilitating the diplomacy of such partnership.

12.7.4 Outcomes

1. Decrease pollution from energy infrastructures
2. Open up opportunities for long term commitment toward clean energy
3. Establish strong relationship with external partners
4. Development assistant are linked to clean energy efforts

85. Activity 5.1: Beef up on the role of Chuuk Energy Workgroup in Chuuk State

86. Outputs (Baselines)

- 2017 Law passed by State to officially recognized the role of Chuuk Energy Workgroup
- 2017 workgroup develop its own strategic plan

87. Activity 5.2: Partnership between Chuuk State and higher institutions or tech companies in clean energy research and project development

88. Outputs (Baselines)

- 2018 partnership agreement enter with companies in energy development (e.g. OTEC, etc.)
- 2018 Chuuk open its doors to institution for research development purpose on renewable energy

89. Activity 5.3: Seek organization that has tech support in their programs and trainings

90. Outputs (Baselines)

- 2018 introduced training for renewable energy to grass roots through UNDP

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- 2018 at least 10 NGOs in Chuuk establish partnership with support group in clean energy

12.8 Priorities, Initiatives and Short Term Goals

1. Net metering adoption with CPUC
2. Coconut Processing Plant Project Tonoas FSMPC
3. Partnership agreement with COM-FSM on CTE training relating to solar and other renewable training
4. Regional sub plans on energy complete by Faichuuk, Mortlocks and Northwest regions
5. Survey and register potential sites
6. Fuel storage plant on Tonoas and mini storage in Faichuk, Mortlocks and North West

13. Infrastructures

13.1 Introduction

1. To compile a strategic plan for Chuuk's transportation communication and other infrastructures, the following plans were reviewed to allow a more in-depth look at infrastructure plans for or relating to Chuuk State.

- Chuuk Dept. of Transportation internal SDP
- Chuuk State IDP 2015
- Other strategic plans (National, State and other NGOs)

Chuuk State Hospital



2. Chuuk Department of Transportation is comprised of the Chuuk State Sea Port, Chuuk International Airport and Public works. In the interest and need of Chuuk State, Chuuk Department of Transportation is created to manage, operate and facilitate transportation activities (land, sea and air) and other related activities.

3. The Chuuk State Infrastructure Development Plan (IDP) was compiled in 2008 and has been updated every other year. It has total cost of over US \$200 million for health, education and transportation projects. Majority of funding support is directed to the COMPACT infrastructure sector fund.

Chuuk and other states in the FSM have experience a sudden seizing of project funding due to unsatisfied claim by US Office of Insular Affairs since 2012.

4. Public utilities and communication infrastructures are also part of this sector's plan. Chuuk Public Utility Corporation, state's own utility company, is eager to see more progress on the Tonoas project (FSMPC Processing Plant proposal) which would extend CPUC services to Tonoas and Fefen islands in

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electrification and water works. This could lead to stronger support to develop roads for the two islands. As for the communication side, Chuuk anticipates the arrival of fiber optic for faster internet services by the year 2018. Also, FSM Telecom has started on its plan to extend cell phone service coverage to the outer islands of Chuuk. These two projects can work hand in hand in expanding FSMTC's services.

5. The plan goes further by looking at infrastructures needed for economic, social and environmental developments. In economic development, needed infrastructures include those pertained to sectors like fisheries, tourism and agriculture. For social development, infrastructures like public facilities (e.g. sports facilities, libraries, museums, civic centers, etc.) are its key aspects. And for the environmental development, its main focus is on infrastructures that can assist in preventing or minimizing impacts of events and occurrences however natural or manmade.

13.2 Strategic Statement

13.2.1 Mission Statement

6. *"Create, improve and maintain infrastructures of Chuuk State in areas of social, environmental and economic developments at a sustainable approach"*

13.2.2 Vision Statement

7. *"Meeting and maintaining infrastructure needs of Chuuk State toward sustainable development"*

13.2.3 Critical Areas

- 
1. Unresolved land titles
 2. Lack of advocacy
 3. Standard requirement laws and policies
 4. Geographical challenges
 5. Limited capacity and resources

13.3 Strategic Goal #1

8SG1: Continue to improve public facilities and structures (hospital, schools, dispensaries, etc.)

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13.3.1 Rationale

9. Public structures and facilities are in need of renovation or construction. Infrastructure fund specifically toward public facilities are funded by the Compact. Chuuk, unlike the other states in FSM, owns very few public lands. In addition, Chuuk State still has over 40% of its land not surveyed and registered. This has made securing public facilities sites very difficult.



Communities & Activities

10. In the latest revised Chuuk State Infrastructure Development Plan, there are over US \$200 million worth of infrastructure projects being planned for Chuuk State. The funding sources for these infrastructure projects include Compact II Infrastructure Grant, Asian Development Bank and other Overseas Development Assistant grants. As mentioned before, sector areas of Health and Education are funded under the Compact therefore Chuuk has included their infrastructure project priorities. Look at table below for details.

Health and Education Listing

No.	Project description	Amount
1	Chuuk Hospital construction	\$40 million
2	Dispensaries (64 @ \$150k)	\$9.4 million
3	Elementary schools construction/renovation	\$15 million
4	High schools construction/renovation	\$5.5 million
5	COM-FSM Chuuk Campus new site	\$7.0 million

13.3.2 Problems and issues

11. Unsettled land issues and disputes have become common obstacles facing many infrastructure projects. As mentioned before, Chuuk still have great portion of its land area unregistered through its land management office. This has made it very difficult to secure the purchases of sites of many schools and dispensaries. Also, Chuuk do not have any certified land surveyor to validate registered land needed for the purchases.

Note: C&I has been approved through unallocated funds for land survey training in Pohnpei – by 2017 Chuuk State may have a certified land surveyor in place.

12. Chuuk does not have the fund for outright purchases of lands. Compact II does not permit the use of sector funds for land acquisition, which Chuuk must seek out assistance elsewhere. In the past years, Chuuk was able to obtain the support in land purchase but ran into issues of land appraisal and of course unclear land ownership (unregistered lands).

Land appraisal was made by ADP in the past but faced scrutiny due to its inapt approach toward significance and scarcity factors. – Chuuk AG office

13. Chuuk also faced the slow process of initiating infrastructure projects. Bureaucratic red tapes have hindered any progress in starting projects. The process of projects approved and commenced came to a

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halt. According to the Chuuk OPS, citations of the sudden standstill of projects have been identified and met but yet things are not moving along.

Many have questioned whether the delay of infrastructures projects was a mere showcase of power indicated in the showdown between FSM leaders and OIA officials. (e.g. passing of bill at FSM congress for expediting a compact renegotiation)

13.3.3 Proposed Solutions

14. A proposed solution was introduced during the last Chuuk State Leadership Convention which was to establish a court system for land registration. Chuuk should emphasize due process in its land determination process which the current Chuuk Land Commission faced many skepticism in its proceedings. The proposed court system would allow more secure effort in maintaining records with credibility. Selection of those in the system should directly link to the judiciary system.

15. Besides increasing land survey activities, Chuuk should also find ways to keep records of lands secured. It must develop a system where records can be kept safely and backed up. Chuuk experienced the destruction of its land commission building by fire which left many land documents lost. This has stirred up many problems in securing land purchases including those for infrastructure projects.

16. Yes, the FSM do not get funding of outright purchase of land from Compact Sector Funds. Therefore, Chuuk must actively seek out funding support sources of land purchases for public facilities and infrastructures. There have been many funding sources identified to support the effort of land purchases for public facilities and infrastructures. Chuuk needs to organize or perhaps strengthen the group involved and create public relations within communities to prevent opposition toward infrastructure development especially in land procurement.

17. Chuuk should seek avenue to create a better and faster system of approval for public projects with counterparts. Many cases have been seen where certain project has stalled because of minor changes needed but was not attended to right away. Since the Project Management Unit is being relocated from national to the states, Chuuk should capitalize on this opportunity in putting the right people in place. They can continue to work on the implementation of set infrastructure priorities.

13.3.4 Outcomes

1. Improvement in land tiles records for acquisition and development
2. Expansion in the development of public facilities
3. Increase opportunities of funding toward public facilities development
4. Public facilities follows codes and standards
5. Public land are secured in title-ship to allow development
6. Public records of land and facilities are easily accessible

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13.3.5 Activities

18. Activity 1.1: Establish Court system for land disputes and registration

19. Outputs (Baselines)

- 2018 CSL introduced law for the establishment of Chuuk Land Court System
- 2019 50% Government land with disputes settled

20. Activity 1.2: Increase survey activities and secure ways to keep records of land

21. Outputs (Baselines)

- 2017 survey of government property and designated sites funded under unallocated sector funds
- 2020 all government property are properly surveyed and registered

22. Activity 1.3: Seek funding support for outright purchase land for public facilities and infrastructures

23. Outputs (Baselines)

- 2017 ongoing effort to acquire additional funding with FSM national government and development partners
- 2020 all government land and designated sites are recorded purchased by government

24. Activity 1.4: Create a better and faster system of acquiring information on public land and facilities

25. Outputs (Baselines)

- 2020 land survey digital record system along with facilities blue prints in place
- 2020 completion of website for government public land and facilities information

13.4 Strategic Goal #2

26.SG2: Continue to support and improve transportation (Roads, airports and docks)

13.4.1 Rationale

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27. Transportation is an important area in Chuuk but very underdeveloped. Weno roads are currently being paved but many parts are still in poor condition. Other islands have yet begun in developing their roads. Tonoas is the only island besides Weno that has roads accessible for cars. Public sea transport is not provided. Majority of the people rely on small outboard motor boats for transportation within Chuuk's lagoon. Outer islands rely on larger privately operated vessels which are often unreliable and inconsistent. Furthermore, air transportation is limited to one flight and one service provider. This has triggered monopolization of market leaving Chuuk and FSM as whole to deal with high price of tickets. And the added needs such as freight (export) are limited.



Jetty or Dock condition

Note: FSM just introduce the service of Air Nauru and Air New Guinea

28. Chuuk State Infrastructure Taskforce has selected two projects as the state's specific infrastructure projects. The deliberation was concluded over a course of meetings among members from different areas and sectors in Chuuk. Although there are many infrastructure priorities identified in the Infrastructure Development Plan, the two projects were selected based on essential needs and level of importance they have toward Chuuk's effort for improvement and development.

Chuuk State Specific Project #1: A new transport vessel for Chuuk State

29. Chuuk State proposed for a new passenger/cargo vessel operated by the state government to service its outer islands. With over 40 inhabited islands scattered in and outside its lagoon, sufficient transportation in Chuuk is very important. It's been nearly a decade since Chuuk State had a fully functional transport vessel servicing the islands.

30. Ever since the decommissioning of SS Chief Mailo, Chuuk State had to rely heavily on private boat owners and the National Government for transportation services to the outer islands. And last year, Chuuk faced the devastating blow of Typhoon Maysak which left many service boats incapacitated. The decrease in boats servicing the outer islands has created so much hardship and difficulty. Similar proposal for a new vessel was introduced during the Chuuk State Leadership conference June of 2015 and during regions' leadership meetings.

General Description of vessel

No.	Name	Specification
1	Type	Micro Class – with two main engines and a generator
2	Gross Tonnage	805 tons
3	Engine	2 units with 350 RPM per engine

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4	Speed	12 knots (maximum)
5	Fuel consumption	76 gal. per hour
6	Passenger capacity	150 passengers
7	Crewing	27
8	Durability	Able to withstand 150 mph winds

Added Value

31. Having a new vessel for Chuuk to service the outer islands will add so much toward various on-going improvement and development efforts in the state. Major sector areas like health services and education have many renovation and reconstruction projects planned. Bringing necessary supplies and materials to those projects will become less burdensome. FSM recently adopted the National Tourism Policy which identified transportation as a major impediment in Chuuk for tourism development.

Chuuk State Specific Project #2: Circumferential - Weno Road Project

32. The second proposed state specific infrastructure project is the revamping and expansion of the Weno Road Project. Weno Island is the center and capital of Chuuk State. It is the most populated and developed island in the state. Weno once enjoyed good roads from the late 1980s to mid-1990s. Since then, roads on Weno have been abysmal.

33. Weno Road Project is divided into two phases. Phase 1 of the project is nearly 70% complete while Phase 2 is still pending due to lack of funding. First phase will pave Weno main road from Iras village to the Nanataku area and down to some part of Mwan village. Supposedly, second phase will expand further to Neauo Village and to the splitting part of the main road on the outskirts of Sapuk Village. This new proposed road project for Weno expands further to include secondary roads, the two ends of the main road and inaccessible connecting road. Roughly estimated at 16 miles of road and connecting road of 1.7 miles.

Changes and Modifications

Project Title:	Phase 2 Weno Road & Services improvement Project	Circumferential Weno Road Project
Main road coverage	From Iras village to the intersection in Sapuk village; from Mwan Mormon Church to Neauo Village near Neauo Elementary School	All of remaining main road.
Main road utilities	Water and sewer systems	Water and sewer system
Main road type	Asphalt	Asphalt
Secondary and connecting roads coverage	No coverage	100% coverage
Secondary and connecting roads utilities	None	All

Secondary road type	Asphalt	Asphalt / coral (1.7 mile connecting road)
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Added Value

34. The island of Weno is the home of over ten thousand Chuukese. Being the center and the only island that offers job opportunities and other services, many Chuukese have migrated and settled on the island. Over-crowded may soon be apparent and most likely at Weno’s center. Through the improvement of roads, people can start moving toward outer villages. Value of property can increase allowing landowners to access lending opportunities ergo development in rural areas commence. And lastly good road means cleaner and more attractive sights to visit. This will embellish a much welcoming view for visitors to Chuuk.

13.4.2 Problems and Issues

35. The rising fuel cost will have direct effect on rising transportation costs in Chuuk. With the lack of transport services, many rely on personal boats with outboard engines within the lagoon. Many commuters to the center island find it very costly. These are employees and students who constantly go back and forth between the lagoon islands. Although transport from outer islands to Weno is not constantly done, outer islands find it very difficult to acquire affordable fuel to travel between its neighboring outer islands. Often the cost of fuel in the outer islands can go high as 300% compared to the price within the lagoon.

36. The outer island transport has always relied on government operated vessel that does frequent trips to both Northwest islands and the Mortlocks. Since the discontinuation of service by the government, the few private providers in the market are depended on for services. But recent devastation of Typhoon Maysak, many private boat owners were left with damaged boats. By 2016 Chuuk had only 2 private vessel servicing the two outer island regions which has eluded to rising costs including fuel which is very hard to come by.

37. If Chuuk needs to improve its transportation system, it must assure development of needed Infrastructures. At the present time, infrastructures for transportation are underdeveloped. This is of course referencing things like roads, docks and airstrips. According to report by Chuuk Planning office only 30% of those related infrastructures are in suitable conditions not including roads which only Tonoas and Weno have usable roads.

13.4.3 Proposed solutions

38. Chuuk must propagate competition in the transportation market. It cannot rely on government services forever. Although Chuuk currently request its own vessel through ODA specifics, it should entertain on finding a private business that can charter and operate the vessel. And Chuuk can create incentive and opportunities for private sector to venture into transportation services. These incentives could include tax breaks and low APR financing.

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39. Transportation must also be supported by the law. Accessibility and operation of the industry must exist through regulations and policies. Chuuk should begin to put together its Transportations Development Policy. This would allow Chuuk to identify critical transportation issues and how they can be addressed. And the need to have mass transit development for both lagoon and outer islands

40. For the private sector to flourish in the industry, it is important that infrastructures are adequate. The need of funding support for infrastructure improvement pertaining to transportation is highlighted in many already existing plans for both state and national. Sector fund from the Compact is the primary source of fund for projects, but other ODAs are targeted to support such infrastructure. Chuuk recently submit to FSM its specifics priorities through the nation's ODA which is mentioned earlier. In the National Tourism Plan and Policy, Chuuk emphasized dock renovation and reconstruction. The plan focused on the unallocated fund from the Compact. And of course Chuuk's own IDP has roads and airports being placed for development.

13.4.4 Outcomes

1. Reduction in cost of living through transportation
2. Expand transportation service for both land and sea in Chuuk
3. Improve quality of transportation in Chuuk State
4. Increase capacity of those involved in transportation services
5. More funding support to transportation activities
6. Development of infrastructures for land and sea

13.4.4 Activities

41. Activity 2.1: Increase competition in the market for sea and land transportation

42. Outputs (Baselines)

- 2017 promotional plan of transportation for private investors in place
- 2018 MOU signed with respective agencies on transportation incentives and breaks

43. Activity 2.2: Include mass transit development for both lagoon and outer islands

44. Outputs (Baselines)

- 2017 Chuuk State Taskforce look into the possibility of a Mass Transit Authority operating in the State
- 2018 survey study compiled Mass Transit in Chuuk State

45. Activity 2.3: Fund infrastructure improvement pertaining to transportation

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46. Outputs (Baselines)

- 2017 complete survey and registration of jetties or docks to begin funded through NTP initiatives
- 2017 circumferential road plan on Weno road approved by National ODA
- 2019 50% of dock projects ready to commence funded by ADP project
- 2019 plan for a sea transit station complete and identified possible funding source

47. Activity 2.4: Seek funding support for private operators in transportation

48. Outputs (Baselines)

- 2017 MOU with FSMDB to offer transportation ventures loan package
- 2017 MOU with FSMDB to offer transportation ventures grants through world organizations

49. Activity 2.5: Maintain safety of transportation in Chuuk

50. Outputs (Baselines)

- 2017 law passed mandating all boats must be registered
- 2018 enforcement of all transportation vessels and vehicles must pass safety code standard to operate

51. Activity 2.6: Increase capacity of those in transportation sector

52. Outputs (Baselines)

- 2018 50% of Chuuk State Department of Transportation undergo certification training
- 2020 all employees of CSDT adhered to certification in their respective areas of work (Air, Sea and Land)

13.5 Strategic Goal #3

53.SG3: Continue to develop public utility infrastructures

13.5.1 Rationale

54. Public utility infrastructures are highly invested for support of social and economic activities. The ability for any place to function properly, it public utilities must be available and relied upon. Taxes and levies are partially justified to support development of public utility services. And of course from there it will have to sustain itself in the long run. In the past, cost of utility was 100% paid by government. It is only within the last decade that Chuuk finally have an autonomous utility company to manage public utilities and private users bearing the costs.

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Capacity: Treatment went from zero to 750k gallon per day. 40% of capacity utilized; Room for improvement – Akapito Mori, Operation Manager (Water and Sewer) Mixed Sector grant and ADB loan

Reactivate lift stations from sapuk to tunnuak (on going)

55. This section encompasses everything from electrification, water and sewer system to communication. In Chuuk, Weno Island is the only island with a sewage treatment plant and a power plant. Communication is provided by FSM Telecom which its cellular service reaches almost all areas in the lagoon. Outer regions like the Mortlocks and Northwest regions do not have communication services and have to rely on shortwave radio for communication. Water service is also provided on Weno by CPUC. Neighboring islands relied on water catchment and piping from water source for their water needs.

56. CPUC for over a decade -starting from the early part of millennium faced immense problem of providing adequate electrical power to the public. The old power generators were constantly breaking down and the discontinuation of energy fund from the 1st compact (\$1 million per year) made it very difficult to maintain good services. Chuuk could not solicit fund for new generators leaving the island with constant power outages. It was not until 2010 that ADB loan package allowed Chuuk to purchase new generators which has sustain Weno to this date.



Tengkia – Chuuk Weno Power Plant

57. Chuuk Public Utility Corporation is working closely with other municipalities, institutions and companies to expand and improve its services. Most notable one is the proposed Processing Plant on Tonoas by FSM Petro Corporation. A project CPUC hoped would support its expansion of power generating services to Southern Nomoneas Region.

58. Communication in Chuuk is provided by the FSM Telecom. Communication in Chuuk is available to the center island. With cellular service, its connection is possible for the neighboring islands within the lagoon. FSMTC is working on a new system to allow outer islands access as well. The current major project in the pipeline is the fiber optic project scheduled for 2018. This would allow Chuuk access to high speed internet which can be viable for various opportunities.

13.5.2 Problems and issues

59. Similar to most sectors in Chuuk, its geographic feature makes it difficult to expand services. CPUC and FSMTC have expressed the problem facing their services when accessibility is an issue. The cost of being able to maintain services can be very high. With the absence of good transportation system in Chuuk, companies must absorb 100% of the cost.

60. In order to sustain services, there must be existing (socioeconomic) activities to sustain it. Besides Weno Island, majority of islands lack activities to sustain utility services. Although most inhabited islands in Chuuk are municipalities, income earnings are mainly seen with those working with the government

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(Municipal offices, schools and dispensaries). Private sector is barely in existence. Those doing fishing and agriculture, which in many islands is for subsistence support with very little for income generation, are small.

61. Even if the transportation has improved in Chuuk, the land issue which plagued development across the board in Chuuk must be addressed. Even the center island Weno– CPUC and FSMTC faced constant problem with land which hinder any incentive to expand and develop further.

13.5.3*Proposed Solutions*

62. Chuuk can create target projects that are sustainable, which can assist in carrying the load of services being developed on the respective islands. Good example is the processing plant on Tonoas being put together by FSMPC and CPUC with the municipal government. An island can substantiate having services through its economic activities, which guarantees payment sources for continuous services.

63. Chuuk can look into integrating community based projects and support the plan of utility services expansion. For instance, the NGOs and communities can take on the responsibility to push forth projects which can be linked to electrification and other utility services. Chuuk is already begun looking into social, economic and environmental projects to support such efforts. Renewable energy and conservation projects are being funded by numerous grants which would allow smaller islands access to funding for facilities and infrastructures directly link to such projects.

64. There should be cooperative and collaborative work with regional leaders as well as municipal governments pertaining to land issues. Groups like leadership organization for the region and their respective authorities should be part of the planning and implementation. This would allow easier support and linkages to communities and islands.

13.5.4*Outcomes*

1. Potential sites for public utilities identified
2. Increase community based projects pertaining to utility development
3. Improve continuity in utility projects
4. Expand utility infrastructure to other islands
5. Capacity development at community level in utility infrastructures increases

13.5.5

65. Activity 3.1: Integrate community based projects and support to planning of expansion

66. *Outputs (Baselines)*

- 2018 all community projects in water work and electrification integrated into State infrastructure plan
- 2018 MOUs between CPUC and various communities for technical support of project development

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67. Activity 3.2: Focus more on grant driven project to allow NGOs and Community to promote project and maintain them

68. Outputs (Baselines)

- 2018 25% increase in number of NGOs involved in infrastructure development registered
- 2020 50% of NGOs submit proposal for grants and received funding support

69. Activity 3.3: Work with regional leaders as well as municipal governments pertaining to land issues

70. Outputs (Baselines)

- 2017 50% of municipalities commit to resolving land issue
- 2018 majority of involved municipalities settle dispute sites for projects

71. Activity 3.4: Create training opportunities in Public Utility sector

72. Outputs (Baselines)

- 2017 CPUC and COMFSM joint to develop training programs
- 2019 all CPUC employees complete training
- 2018 establish scholarship funding for CPUC employees to further training and education

73. Activity 3.5: Increase interest in the technical field of Public Utility

74. Outputs (Baselines)

- 2019 Incorporated CPUC fields into CSSS CTE promotional program at K-12
- 2019 journeyman program link to CPUC by COM-FSM CTE program

13.6 Strategic Goal 4

75.SG 4: Continue to develop infrastructure pertinent to economic development

13.6.1 Rationale

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76. In economic development, needed infrastructure cost-sect with other areas. But the main gist of needed infrastructures is their attributes to the development of the economy. Tourism for instance stress heavily on transportation issues pertaining to arriving and touring the islands. Fisheries focus on infrastructures relevant to transshipment and bunkering. Commercial agriculture on the other hand needs infrastructure in trade facilitation such as fumigation chamber, transshipment and so forth. And finally a central market is an anticipate project to organize exporters in Chuuk.

Chuuk State Airport Runway



77. In the National Tourism Plan, it strongly stressed improvement of transportation to facilitate tourism development in Chuuk. These include sea, land and air. For the sea, docks for ferries must be developed to allow mobility of tourist. For land, it stressed development of access roads to tourist sites. And for air, transport focuses on outer islands landing strips which allow quicker accessibility for visitors.

78. Fisheries Development has focused with onshore development. FSM has already begun its effort to utilize its Vessel Days Scheme under an arrangement with PNA partners to provide economic benefits to the states through on-shore investments from bilateral partners. Chuuk should begin focusing of infrastructures relating to fisheries operation to acquire these economic benefits.

79. In Agriculture sector, many potential efforts have been identified. These opportunities can only be effective with the proper infrastructure in place. This include fumigation chambers, market center and so forth. Chuuk must advocate for expedient work to create the necessary infrastructure for economic development.

13.6.2 *Problems and issues*

80. Chuuk do not have the funding support for the development of these infrastructures. In the NTP, it faced the difficulty in identifying funding for the projects being identified as state priorities. The agriculture sector which is parallel to the National Trade and Investment Plan and Policy is stalled because there are no funds to implement efforts. And lastly, fisheries faced many turmoil in the pass leaving Chuuk with no suitable facility to accommodate onshore development.

81. Unlike the other states in the FSM, Chuuk has limited government owned land. The needed infrastructure sites may require funding not only for construction but outright purchase of lands as well. Compact funding has discontinued support for land acquisition. If there is any funding, it follows strict protocols which purchasing process is pain staking and long.

82. In Chuuk there is low support or advocacy for prioritizing economic infrastructures. It seemed that government love the notion of economic infrastructures but only take precedence when substantial funding is available. Shortages in resources often divert funding to infrastructure projects more politically

viable by leaders of the state. Argument is always on the notion that these projects do not encompass benefits for everyone in the state therefore is not supported by all.

13.6.3 Proposed solutions

83. Chuuk should seek potential outside investors to fund needed infrastructure development. It may be difficult to see this but as long as Chuuk can provide leverage and concession to groups it may be plausible to ask outside group for infrastructure support. ODA is a prime source at this time through diplomatic relationship with donor countries. Still in the planning process - FSM hoped to capitalize on the Vessel Day Scheme which is managed under NORMA to create economic benefits for the states. This means bringing bilateral partners to do onshore development and activities in the FSM. Chuuk State should take part in this opportunity.

84. Chuuk State should look at establishing partnership agreement with communities to make purchasing of land smoother. Land Management Office under C&I is the office that take charge in government property activities. This office should improve its capacity to be able to perform outreach effort for smoother government purchase within communities; perhaps a taskforce linking each of the regions in the process.

85. For economic infrastructures to be endorsed and advocated, related offices like C&I, CVB and so forth should be inserted into IPIC committee. They need private sector infrastructure to facilitate growth of economy. Therefore groups like Chuuk Chamber of Commerce and Chuuk Local Producers Association should make themselves noticeable for continuous supports.

13.6.4 Outcomes

1. Private sector infrastructures for export efforts developed
2. Tourism sector infrastructures developed
3. Commercial Agriculture infrastructures developed
4. Increase in investment in Chuuk State
5. Fisheries infrastructures developed
6. Smoother land leases and purchases for economic development

13.6.5 Activities

86. Activity 4.1: Seek potential outside investors to fund needed infrastructure development

87. Outputs (Baselines)

- 2017 conduct a seminar inviting current and potential investors to come up with consensus equally beneficial

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- 2018 new infrastructure needs identified to be inserted into IPIC

88. Activity 4.2: Look at partnership agreement with communities to make purchasing of land smoother

89. Outputs (Baselines)

- 2017 50% target sites established MOU for project development
- 2019 Infrastructure projects facing land disputes reduced by 50%

90. Activity 4.3: Identify and develop infrastructure needs for private sector

91. Outputs (Baselines)

- 2017 Chuuk State Chamber of Commerce complete its SDP identifying infrastructure needs
- 2018 CSCC infrastructure needs adopted into IPIC and ODA for support

92. Activity 4.4: Identify and develop infrastructure needs for Tourism Industry

93. Outputs (Baselines)

- 2017 CVB work closely with CSDT on infrastructure needs mentioned in NTP and SDP
- 2018 Tourism infrastructure projects commence

94. Activity 4.5: Identify and develop infrastructure needs for commercial agriculture

95. Outputs (Baselines)

- 2017 CSDA and C&I work closely on infrastructure needs to be addressed and supported
- 2018 Agriculture infrastructure projects commence

96. Activity 4.6: Identify and develop infrastructure needs for fisheries in Chuuk

97. Outputs (Baselines)

- 2017 CSMR and C&I identify infrastructure needs for fisheries development
- 2018 fisheries infrastructure projects commence

13.7 Strategic Goal #5

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98.SG5: Continue to develop infrastructure pertinent toward social development

13.7.1 Rationale

99. Social development refers to anything that provides supports to the people's status of living. By definition social infrastructure reflects infrastructure that supports improvement of lives of the people. This particular goal focuses on specifics in social development. Youth is the most common. Infrastructure development should include projects that provide support to youth. Disables and senior citizens are also other specific for Chuuk State in social improvement.



Chuuk High School Gymnasium (since 1973)

- Public Building codes for accessibility to accommodate disable people.
- Senior citizens place to do activities and function during their retirement times.

100. Social development is crucial to the nurturing of the people's upbringings. A strong society would allow prosperity as people are healthy and literate. The people are happy and content with availability of law and order for safety and security. These are things taken for granted by those who have them not knowing that certain places in the world struggle to keep them.

101. To continue fostering social development, Chuuk must assert the development of certain infrastructures. Chuuk Public Safety for instance faces deteriorating facility. Its correctional center no longer able to contained all convicted felons. Furthermore, community centers which are vital to collectivity of a village or community are no longer apparent. In the past, infrastructures in essence of social projects were part of the mainstream CIP given out by leaders during the 1st compact.

102. It will take a bit of time for Chuuk and perhaps FSM to fully extend support to certain social infrastructure needs. Mandate on standard of buildings for safety and accessibility is necessary but not exactly a priority. Facilities for youth still poor in Chuuk.

13.7.2 Problems and Issues

103. There is a great lack of support when it comes to funding of infrastructures pertaining to social development. It is often viewed as minor issues which do not need to be prioritized given the constraints in funding. Such neglect continues to hinder progress in communities. *Examples: proper access roads and bridges to allow mobility in communities.*

104. As stated before, the lack of government lands makes it difficult to acquire places where infrastructure projects can be situated. Chuuk has struggle to designate government facility led alone infrastructure for social development.

105. Chuuk do not have an organize system of support in social areas. Besides education and health which are apparent throughout the state, Chuuk do not a network supporting social development.

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13.7.3 Proposed Solutions

106. Chuuk should attach project effort with NGOs already recognized or a leader for traction toward supports. This is important because it also access to grants which are available through programs and organization. With a state leader sponsoring the program, availability of funds from government can be made available through a leader's endorsement or support.

107. Chuuk should establish partnership with NGOs and communities to designate land for project development. Chuuk is seeing an increase in many communities and community based organizations actively doing projects that are beneficial to them. Chuuk State government should designate office that can actively solicit support through community efforts which will have strong influence in securing infrastructure locations.

108. Chuuk should create a collective taskforce focusing on social development linking toward social infrastructures. Although in the social sector this concept was identified, it is important that such group exist. This is a specific and focused group which is solely on infrastructure for social development. This group can be incorporated into statewide or nationwide organization.

13.7.4 Outcomes

1. More social projects at community level
2. Increase supports from communities toward social development efforts
3. Improvement in funding sources for social development
4. Livelihood of people of Chuuk improved
5. Infrastructure needs for youth development in place
6. Infrastructure needs for other social areas in place.

13.7.5 Activities

109. Activity 5.1: Attached project effort with NGOs already recognized or a leader for traction toward supports

110. Outputs (Baselines)

- 2017 designated social project in areas of health, education and others sponsored by existing NGOs
- 2018 invest in promotion to congress delegation of Chuuk to sponsor at least one project with their respective regions

111. Activity 5.2: Partnership with NGOs and Communities to designate land for project development

112. Outputs (Baselines)

- 2018 partnership agreements entered between communities and CSSS
- 2018 partnership agreements between CSHS and communities

113. Activity 5.3: Create a collective taskforce focusing on social development linking toward social infrastructures

114. Outputs (Baselines)

- 2017 passed law on social development commission
- 2018 through existing social interest survey align with priorities in social development project

115. Activity 5.4: Insert infrastructure needs toward youth development

116. Outputs (Baselines)

- 2018 athletic complex on Weno commence construction targeting youth interest in sports/health (State specific ODA)
- 2019 1st community based project on youth multipurpose center

117. Activity 5.5: Inserts infrastructure needs toward development for women

118. Outputs (Baselines)

- 2017 CWC insert primary needs in infrastructure for state priority
- 2018 Woman center improvement for health clinic and learning center

119. Activity 5.6: Insert infrastructure needs for disabilities

120. Outputs (Baselines)

- 2018 Public Facilities Standard code require accessibility for the physically challenged
- 2020 Rehabilitation center for the disables in planning stage

13.8 Strategic Goal #6

121.SG 6: Continue to develop infrastructure pertinent to environmental protection

13.8.1 Rationale

122. Chuuk State’s environment faces many immense threats every day. These threats are either from natural or man-made causes. It is also known that some threats are unpredictable and short term while others are foreseeable yet long term. Chuuk State must continue to invest in necessary infrastructures to assure its environment is protected, preserved and mitigated by impacts of various types.

123. Environmental infrastructures are infrastructures that can deliver things like clean water source, waste disposal system, pollution control services and climate change impacts mitigation. Impacts on the environment can be manmade. Chuuk has seen increasing activities as more people have settled in the center. These increases would lead to more waste products and slumming. Chuuk should continue to foster infrastructure necessary to support the buildup. Wider and more manageable solid waste dump site is one example. Sewer treatment must also increase its capacity to cater to the increase of activities.

124. Impacts on the environment can be natural as well. It can be natural impacts that are long term. It can also be impacts being short term. Chuuk should invest in infrastructure to mitigate impact of impacts such as climate change. Sea walls must be strategic placed to push back the inevitability of global warming. And the short term impacts of events like typhoon, droughts and landslides, Chuuk should push forth on necessary infrastructure to minimize impacts of such disasters.

13.8.2 *Problems and Issues:*

125. It could be concluded that the lack of participation in infrastructure planning group for the state of Chuuk has attributed to the lack of support of environment infrastructure. Many of the upcoming projects do not pertain to support for environment protection. One good example is the long awaited effort for recycling structure to alleviate the many plastics and cans scattered around the island. Let alone solid dump site has yet been identified and utilized.

126. Environmental infrastructures receive very little support from leaders. Ironically in the 1990s, projects like seawalls were constantly endorsed and funded within communities through CIP funds. They were projects easily endorsed through pork barrel schemes. But seeing the discontinuation of CIP funds, no leader has bothered to take the initiative to seek other sources of funding to continue supporting these types of projects. *(Seawall projects are only good in certain places, other areas only lead to more shoreline erosions – NBSAP)*

127. As mentioned before, the lack of funding for project development in environment capitulate any aspiring effort in the area. The only time there are funding available to support infrastructure to protect the environment is during disaster relief efforts. During Chatan and Bongsona, Chuuk experienced an influx of funding to create barrier walls and bridges. But in recent event “Maysak”, no sign of such projects were considered.

13.8.3 *Proposed Solutions*

128. Insert environment people into Planning or IPIC taskforce is a suggested proposal. The list in Chuuk Infrastructure Development Plan does not have any infrastructure pertaining to the environment. So placing someone in the environment sector actively participating can bring some of those needed infrastructure unto the table.

129. Create honorary recognition and membership among leaders in NGOs for strong footing in leadership advocates and supports. Invite leaders to play roles in environmental



EpetinSaat (Sea Wall)

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activities can strengthen understanding of issues facing Chuuk’s environmental sector. NGOs involved in the environment are collective and widespread in tackling and resolving issues.

130. Since the lack of funding is always a barrier facing environmental infrastructure development, Chuuk should seek support from various world organizations. FSMDB has already explained the many opportunities available to the region in environmental protection and sustainable efforts. Chuuk should continue to educate itself in utilizing such opportunities.

FSMDB VP Mr. Fabian Nimea mentioned in his statement at MLC November 2015

13.8.4 Outcomes

1. Increase inputs on environment needs for infrastructure development
2. Maintain sustainable approach in infrastructure development
3. Infrastructures for environmental needs in planning are developed
4. Increase awareness in environment needs among state planners

13.8.5 Activities

131. Activity 6.1: Insert environment people into Planning or IPIC taskforce

132. Outputs (Baselines)

- 2018 EPA selected into IPIC committee for the state (no member from EPA in IPIC)
- 2019 State priorities toward environmental infrastructure increase by 20% (none)

133. Activity 6.2: Create honorary recognition and membership for leaders in NGOs

134. Outputs (Baselines)

- 2018 NGOs involved at community level in environmental protection efforts increase by 20% (3 groups are involved – CWC, CYC and Earth Council Chuuk)
- 2018 increase involvement of both leaders and people in environmental protection efforts as it relates to infrastructures (no involvement whatsoever)

135. Activity 6.3: Tap in World Organization for funding from grants

136. Outputs (Baselines)

- 2018 25% increase in communities or organizations registers as NGOs with environment protection as their primary goal (no data)

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- 2018 conduct a workshop for NGOs to inform on available sources for grants in environment (no workshop as of 2015)

137. Activity 6.4: Initiate implementation of infrastructures needed to lessen natural disaster impacts

138. Outputs (Baselines)

- 2018 water catchment projects for low islands in planning stage
- 2017 building code on public facilities passed to withstand typhoon (used as shelter)
- 2019 Sea walls sites identified for potential sea wall project

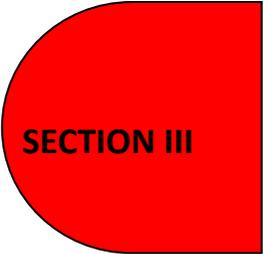
139. Activity 6.5: Advocate more community based projects to assist in needed infrastructures for environment

140. Outputs (Baselines)

- 2019 workshop on grant writing for NGOs
- 2020 50% of NGOs in environmental protection submits a grant proposal

13.9 Priorities, Initiatives and Short term goals

1. Land Court established
2. Completion of public facility and development sites
3. Training and certification of CDOT personnel
4. Standardize code for public buildings implemented
5. Weno Central station for sea transport
6. Ports and docks projects commenced
7. Circumferential Road
8. New field vessel for Chuuk
9. Sports and youth center build



SECTION III: Activity Matrices

Activity Matrices: Private Sector

<p>Strategic Goal #1: Continue to assert private sector role in the development of exports in Chuuk State.</p> <p>Rationale: Exports refer to locally produced or value added products that are sold outside a country. Since exports allow the injection of cash into the economy, minimizing trade deficit or creating a surplus in trade creates a more stable economy. Chuuk and the FSM face trade deficit every year which has hindered its ability to experience growth and development.</p>		
Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. Export effort is Private sector lead as oppose to Government Lead 2. Private Sector role in export is inclusive of local producers and artisan 3. Local producers organized to maximize participatory governance in export matters 4. Needed infrastructures for export efforts are in place 5. Funding sources identified to provide continuous support 	<ol style="list-style-type: none"> 1.1 Create an agency to handle targeting markets and promotion 	<ol style="list-style-type: none"> 1.1.1 2017 hire a marketing expert 1.1.2 2018 promotional campaign provided to target markets 1.1.3 2020 two additional market identified and connected
	<ol style="list-style-type: none"> 1.2 Invest in infrastructure and training for meeting standards 	<ol style="list-style-type: none"> 1.2.1 2017 export training thru C&I conducted 3 times each year 1.2.2 2018 fumigation chamber and other needed export equipment funding secured
	<ol style="list-style-type: none"> 1.3 Increase participation of local producer in export efforts 	<ol style="list-style-type: none"> 1.3.1 2017 local producers cooperative established 1.3.2 2017 State Trade fair conduct annually 1.3.3 2018 expand members to include outer islands producers

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	1.4 Create investment schemes to fund export development activities	1.4.1 2017 Coop first funding support from state and national 1.4.2 2018 Coop acquire grants from outside
	1.5 Organize group of business interested in Import substitution effort	1.6 2017 Business for Import Substitution Organization established 1.7 2018 import substitution plan formulated 1.8 2020 reduction in import of target goods down 10% to 15%

<p>Strategic Goal #2: Continue to assert private sector role in the development of tourism in Chuuk State.</p> <p>Rationale: <i>Private sector needs to step up and push tourism forward. Government can only do so much in the process but it is up to the private sector to make the industry grow. Tourism and private sector should go hand in hand to allow continuous support and improvements.</i></p>		
Outcomes	Activities	Outputs
<p>1. Tourism is highlighted in economic development effort</p> <p>2. Improvement in investment opportunities of tourism sector in Chuuk</p> <p>3. Private sector conduct its own campaigns to affiliated communities to settle land sites and increase public support</p>	2.1 Attract foreign investors in Chuuk Tourism Market through private sectors network	2.1.1 2018 Website developed for Tourism promotion in Chuuk 2.1.2 2019 new tax breaks and incentives provided by state government for support
	2.2 Chuuk State create Tourism Committee with majority from Private sector in Tourism	2.2.1 2018 private sector participate and join state planning groups 2.2.2 2018 Chuuk State Tourism Policy in place with holistic Private Sector inputs

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<p>4. Quintessential needs of tourism in goods and service continue to improve</p> <p>5. Increase development of infrastructures for Tourism sector</p> <p>6. Increase private sector participation in planning and implementing policies toward tourism development</p>	<p>2.3 Seek out funding opportunities for Private sector in Tourism</p>	<p>2.3.1 2018 CSCC secure funding from NTP on State specifics with ADB and other grants</p> <p>2.3.2 2018 Assist existing NGOs (5) develop proposal on activities in Tourism (Environment and Income Generation) for funding</p>
	<p>2.4 Increase private sector participation in Tourism promotion events hosted by CVB</p>	<p>2.4.1 2017 program through CVB for beautification co-sponsored by CSCC and C&I</p> <p>2.4.2 2018 island Festival participants are 100% part of State Trade Fair.</p>

Strategic Goal #3: Continue to increase private sector participation in promoting and expanding direct investment in Chuuk State.

Rationale: *Foreign investment must be directly linked to the purpose of supporting local industry. Complimenting investment in the island is intended to increase support and capacity within each respective business industries (e.g. Service, Retailer, Wholesaler and Manufacturer). Chuuk should continue to support local businesses to thrive not default.*

Outcomes	Activities	Outputs
<p>5. Areas of potential investment opportunities identified</p> <p>6. Proper policies and regulations in foreign investment in place</p> <p>7. Increase development opportunities for private sector</p>	<p>3.1 Create business investment that compliment ongoing local businesses to further improvements and supports especially service businesses</p>	<p>7.1.1 2018 revamping of foreign investment policy for Chuuk State</p> <p>7.1.2 2018 20% increase in areas of service business in Chuuk</p>
	<p>3.2 Establish ways to make it easier for investors to invest in Chuuk</p>	<p>3.2.1 2017 printed brochures of opportunities and procedures</p> <p>3.2.2.2018 website for investing in Chuuk developed</p> <p>3.2.3 2018 One-Stop area for all state and municipal agencies relevant to investment in Chuuk established</p>

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	3.3 Revamp fees and charges to lure investors to invest in the State of Chuuk in areas crucial to development	3.3.1 2018 new amendments to foreign investment fees implemented 3.3.2 2019 increase in foreign investors in areas of development by 30%
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<p>Strategic Goal #4: Continue to facilitate the improvement of factors of production in Chuuk State Private sector for economic growth and prosperity.</p> <p>Rationale: <i>Factor of production is necessary for private sector to function. Chuuk State must assure that all factors in production meet the needs in the economy. These include land, labor, capital and entrepreneurships. They would allow the state's economy to work toward efficiency and productivity.</i></p>		
Outcomes	Activities	Outputs
<p>5. Land access is readily available for development</p> <p>6. Skill level of workforce increases to a substantial level</p> <p>7. Access to resources improved</p> <p>8. Funding opportunities are identified for private sector</p>	<p>4.1 <i>Land Reform measures are identified and implemented</i> and Push land commission to complete survey work and records of prime lands (Accessible with utilities)</p>	<p>4.1.1 2018 land capacity building/skills improvement implemented</p> <p>4.1.2 2018 Land documents recovered and secured storage facility build</p> <p>4.1.3 2019 Legalization of land documents, procedures and legal support in place</p> <p>4.1.4 2019 complete prime lands surveys for development</p> <p>4.1.5 2020 Land Court System established</p> <p>4.1.6 2020 80% prime land records available through database</p>

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		4.1.7 2023 cadastral survey completed for the main island of Weno
	4.2 Encourage and sponsor student to enter needed private sector occupations	4.2.1 2017 complete surveys of needed skilled work for private sector 4.2.2 2018 commence CSSS CTE program in private sector training program in areas identified
	4.3 Strengthen availability of capital to assist businesses in tire times	2018 50% of business owners complete training for SBA and FSMDB programs 2018 AG office submit new legal land title procedure for clan lands 2020 50% of small business owners completes training in entrepreneurship
	4.4 New training opportunities commence	4.4.1 2018 C&I, CVB and COM-FSM HTM Program commence training program

Strategic Goal #5: Continue to improve support services in fostering entrepreneurial development		
Rationale: <i>What better way to develop Chuuk's private sector than to strengthen business knowledge among Chuukese. By increasing programs that teaches and train people in business, it would lead to innovative ideas, quality and improvements in the way businesses are done.</i>		
Outcomes	Activities	Outputs
6. More training available for people interest in business	5.1 Increase benefits and incentives for those acquiring training in business	5.1.1 2018 FSMDB mandate training for Micro lending program

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7. Increase in interest for young people in business		5.1.2 2018 bill to certification of training wage increase with CSCC endorsement
8. Improve in accessing supports in entrepreneurial development	5.2 Do early age promotion for young people in business	5.2.1 2018 K-12 CSSS adopt entrepreneurship curriculum 5.2.2 2018 Government sponsor program commence in shadowing and mentorship in Entrepreneur
	5.3 Increase entrepreneur training in Chuuk State	5.3.1 2018 COM-FSM open AS degree in Business Administration 5.3.2 2019 CCPI BA degree in Business Administration 5.3.3 2020 in conjunction with UOG on upper management training (PMBA program format) – Graduate Level
	5.4 Skill enhancement and Income generation programs created targeting grass roots	5.4.1 2018 Grass roots in Basic Business Training Program commence with COM-FSM and Land-grant 5.4.2 2019 20 participants on Micro-lending program with FSMDB

Strategic Goal #6: Continue to improve infrastructures necessary for business activities and functions		
Rationale: <i>Businesses need to have the proper infrastructures in place to function effectively as possible. Infrastructures are part of business factors of production allowing accessibility and productivity. Chuuk private sector can only thrive if the proper infrastructures are in place.</i>		
Outcomes	Activities	Outputs
4. Increase agenda of private sector development at state level planning	6.1 Increase Private sector involvement in government Infrastructure planning	6.1.1 2018 Private Sector representative enter IPIC group 6.1.2 2019 30% of Private Sector

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<p>5. Necessary infrastructure for private sector development in place</p> <p>6. Increase in funding support and sources identified</p>		<p>infrastructures are enter as state priorities</p> <p>6.1.3 2020 “One-stop” facility in place</p>
	<p>6.2 Create clear communication between offices to showcase needs of private sector</p>	<p>6.2.1 2018 CSCC invite C&I as non-voting board member</p> <p>6.2.2 2018 CSCC in conjunction with COOP developed a website for information and updates</p>
	<p>6.3 Resolve issues pertain to certain projects to increase funding support</p>	<p>6.3.1 2017 CSCC completes its SDP setting priorities</p> <p>6.3.2 2018 COOP completes its SDP setting priorities</p>



Activity Matrices : Agriculture Sector

Strategic Goal 1: To maintain funding resource for effective and continuation of operation in agriculture sector

Rationale: *CSDA funding in the past years have derived from private sector grants. Funding from local revenue, it only accounts 20% of its annual budget. CSDA is highly dependent on grant supports for its programs. Sometimes it is argued that certain funding support had discontinued by the state but is required by the constitution.*

Outcomes	Activities	Outputs
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<ol style="list-style-type: none"> 1. Adequate fund for agriculture development 2. Increase support from stakeholders 3. Acquire new source of funding support 4. Improve outlook of continuity in agriculture supports 	<ol style="list-style-type: none"> 1.1 Hire a grant writer /project coordinator FY 2017 	<ol style="list-style-type: none"> 1.1.1 FY 2018, additional grant is added to Agriculture activities 1.1.2 FY 2018, reinstating of nursery projects 1.1.3 2018 job shadowing of grant writing for 1 local personnel
	<ol style="list-style-type: none"> 1.2 Reinstate 'Revolving Fund' into Chuuk State FY Budget 	<ol style="list-style-type: none"> 1.2.1 FY 2018 revolving fund is reinstated to counter defunded section in CSDA operation 1.2.2 FY 2018 new funding source will assist capacity training arranged with COM-FSM
	<ol style="list-style-type: none"> 1.3 Organize group in agriculture to strengthen agriculture development agenda 	<ol style="list-style-type: none"> 1.3.1 FY 2019 adoption of Chuuk Agriculture Policy 1.3.2 FY 2018 chartered of farmer association 1.3.3 FY 2019 increase private sector involvement by 25%

<p>Strategic Goal 2: To build strong network and partnerships with outside groups and professionals for support in the field of agriculture</p> <p>Rationale: <i>There are foreseeable threats Chuuk State will be facing down the road. Climate change for instance will continue to bring forth disastrous whether conditions such as typhoons, droughts and floods. Chuuk Agriculture Sector will need to be supported by research institutes and organizations in maintaining the capacity to do its work.</i></p>		
Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. Improvement in protection and eradication efforts 	<ol style="list-style-type: none"> 2.1 Extend the role of CSDA in the effort of more research 	<ol style="list-style-type: none"> 2.1.1 by 2018 CSDA will submit proposal for a research center

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<p>of evasive species of plants in Chuuk</p> <p>2. Increase capacity of personnel in agriculture sector</p> <p>3. More opportunities in agriculture development</p> <p>4. Access to experts and studies pertaining to agriculture</p>	<p>work toward agriculture improvement</p>	<p>2.1.2 2018 extend invitation and established relation with post-secondary institution in the region COM-FSM, UOG, UH and PCC</p> <p>2.1.3 by 2019 50% of Agriculture personnel will undergo research training with partner</p>
	<p>2.2 Increase organization of groups at community level who has direct link to agriculture activities</p>	<p>2.2.1 2017 at least 4 NGOs are created/chartered</p> <p>2.2.2 2018 at least 2 agriculture projects commence at community level sponsored by community NGOs</p>
	<p>2.3 Invest in promoting commercial agriculture toward private sector with resources</p>	<p>2.3.1 2017 2 commercial agriculture training to private sector held</p> <p>2.3.2 2018 breadfruit venture training held through collaboration of CSDA, C&I and Pacific Business Center</p>

Strategic Goal 3: To continue and maintain capacity level in the field of agriculture both in private and public sector.

Rationale: *When fostering any industry, it is important that skills pertaining to the industry be more apparent. Chuuk today do not have good level of skilled individuals in the field of agriculture. Many practices rely on traditional farming which is demonstrated through daily activities from an adult to a young person. But subsequently such skill level is not enough to foster development in the industry especially at the commercial level.*

Outcomes	Activities	Outputs
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<ol style="list-style-type: none"> 1. Stronger CSDA in providing technical support in Agriculture efforts and development 2. Increase private sector capability in venturing in to agriculture sector 3. Increase in number of young people pursuing agriculture and related fields studies 4. Increase support of training available to private sector 	3.1 CSSS invest in promotion of agriculture field in CTE curriculum programs	<ol style="list-style-type: none"> 3.1.1 2018 50% of HS initiate agriculture CTE programs 3.1.2 2020 all rural schools have CTE agriculture programs
	3.2 COM-FSM and CCPI could look into offering such program for students interested in agriculture	<ol style="list-style-type: none"> 3.2.1 2018 COM-FSM launch its certificate program in Agriculture 3.2.2 2019 COM-FSM invest in Associate Program in Agriculture
	3.3 Training programs offered to target needed areas especially to local commercial farmers	<ol style="list-style-type: none"> 3.3.1 2018 50% of CSDA staff enrolled or undergo trainings 3.3.2 2019 50% of coop members in agriculture complete training
	3.4 Identified needs of field in private sector, NGOs and public sector	3.4.1 2018 complete survey of agriculture specific training needs

Strategic Goal #4: To continue provide assistances and services within communities in areas of agriculture development supporting income generation and food security

Rationale: *In the FSM including Chuuk, most agriculture productions are subsistence based. Traditional agriculture has always been motivated by providing enough food for daily consumption and supply toward social and cultural obligations. But things have evolved to be more income generation driven. Communities' reliance of agriculture production is slowly deteriorating as more people shift to wage earning activities.*

Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. Increase crops and livestock productivity for food security within communities 2. Redirecting resources toward food production 	4.1 Link nursery projects and other related agriculture work with various sectors and communities.	<ol style="list-style-type: none"> 4.1.1 2018 30% of K-12 schools have nursery projects under CSSS CTE program with CSDA

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<p>3. Increase opportunities of income generation within communities</p> <p>4. Increase interest among youth in Agriculture field</p> <p>5. Increase support among communities in agriculture production and efforts.</p>		<p>4.1.2 2019 10 nursery projects created through NCD with CSDA</p> <p>4.1.3 2020 10 NGOs or communities grant proposal targeting agriculture with CSDA as technical supporter</p>
	4.2 Livestock support program commence	<p>4.2.1 2018 5 breeding trainings commence to communities</p> <p>4.2.2 2020 20% increase in livestock in Chuuk</p>
	4.3 NGOs or communities grant proposal targeting agriculture with CSDA as technical supporter	<p>4.3.1 2018 10 grants complete and approved.</p> <p>4.3.2 2020 30% increase in rural areas farming for income generation.</p> <p>4.3.3 2022 50% increase in rural areas farming for income generation (net earning currently estimate at \$10 million).</p>

Strategic Goal #5: To continue provide assistances and services to private sector and respective agencies for commercial agriculture development targeting both local and outside markets

Rationale: *Traditional farming has always been enough to sustain Chuuk's local market demand. But this will soon change as industries like tourism and trade sectors start to evolve. More tourists in Chuuk mean more demand for agriculture products.*

Outcomes	Activities	Outputs
1. A Chuuk State Farmer association is in place for commercial agriculture development	5.1 Create and organize farmers of Chuuk	<p>5.1.1 Chartered Farmer association by 2017</p> <p>5.1.2 2018 Spin off group on import substitution linked to private business owners</p>

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<p>2. Improvement in health and nutrition through agriculture</p> <p>3. Increase involvement of outer islands farmers in the market</p>		<p>5.1.3 2020 law passed on imposed tax for certain imported goods - substituted by locally produced goods</p>
<p>4. Improvement in capacity, productivity and quality of Agriculture production</p> <p>5. Enhanced collaborations between the agriculture and tourism sectors</p>	<p>5.2 Create a program to assist in funding and advocate necessary infrastructure support.</p>	<p>5.2.1 2019 fumigation chamber constructed</p> <p>5.2.2 2019 Central market for local producers including farmers</p> <p>5.2.3 2020 investment on a vessel dedicated to exports and import substitution</p>
	<p>5.3 Create training and promotion for venturing into commercial agriculture.</p>	<p>5.3.1 2019 quality training conducted to farmers association linked to Tourism Sector needs</p> <p>5.3.2 2019 new tech introduced to farmers association</p> <p>5.3.3 2019 new market for potential exports identified</p> <p>5.3.4 new funding package scheme in agriculture for Chuuk State developed by 2020</p>

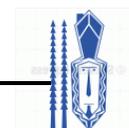
Strategic Goal #6: To maintain best practice in sustainable development for Agriculture and safeguarding Chuuk's natural environment.

Rationale: *Chuuk State Agriculture Sector focuses on improving the livelihood of its people at a sustainable manner. Livelihood improvement basically asserts food security and income generating opportunities for Chuukese. And sustainability reflects the approach in which it allows minimal impact to its natural habitat. Furthermore, conservation and protection are necessary to protect Chuuk's biodiversity which can be destroyed by natural occurrences and man-made activities.*

Outcomes	Activities	Outputs
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<p>1. To increase the diversity of locally grown crops for the islands</p> <p>2. Improved environmental services and sector resilience to natural disasters and climate change</p> <p>3. To maintain adequate water source for Chuuk</p> <p>4. Increase protection of indigenous plants of Chuuk</p>	6.1 Rehabilitation effort to revive certain crop and increase volume.	<p>6.1.1 Coconut rehabilitation commenced in 2017</p> <p>6.1.2 Breadfruit planting initiatives takes place 2018</p> <p>6.1.3 Mangrove replanting effort commence 2019</p>
	6.2 Designate protective land for indigenous plants preserves.	<p>6.2.1 By 2018 new law enacted for preservation of land for indigenous plants</p> <p>6.2.2 2020 designated land preserves identified and accounted for.</p>
	6.3 Acquire more climate-tolerant crop varieties from affiliated partners (SPC, UH, etc.)	6.3.1 2019 20% of crops planted are tolerant crops
	6.4 Water shed project – replanting by water sources.	<p>6.4.1 2019, 50% of replanting of water shed on major lagoon islands take place</p> <p>6.4.2 2020, 50% of remaining water shed project of major lagoon islands</p>
	6.5 Conduct training on appropriate adaptation measures to address salt water intrusion and coastal shores erosion	<p>6.5.1 2018 30% coverage on adaptive training</p> <p>6.5.2 2019 30% coverage on adaptive training</p> <p>6.5.3 2020 adaptation effort for all outer islands taro patches put in effect</p>



Activity Matrices: Marine Resources Sector

<p>Goal #1: Continue to increase and improve on shore activities to service and support fisheries industry development</p> <p>Rationale: <i>On shore development in fisheries has been viewed by National Government as direction for economic development. FSM plans to leverage its tuna fishing access fees with outside companies for investing in the FSM. Chuuk wants to be part of this plan and place emphasis on bringing in onshore activities to generate economic benefits.</i></p>		
Outcomes	Activities	Outputs
<p>1 New opportunities for employment</p> <p>2 New opportunity for business activities/ventures</p> <p>3 Improvement of facilities and infrastructures for on shore activities</p> <p>4 Increase in number of investors (foreign)</p> <p>5 Positive attribute toward Chuuk's GDP</p>	<p>1.1 Seek potential investors to assist in infrastructure projects</p>	<p>1.1.1 2016 complete meeting with potential investors through NORMA affiliated group</p>
		<p>1.1.2 2017 infrastructure need for fisheries identified and planned</p>
		<p>1.1.3 2018 needed infrastructure project commence (ODA initiative)</p>
	<p>1.2 Create promotion schemes to lure users and customers to on shore activities</p>	<p>1.2.1 2018 introduce and pass law on transshipment (e.g. fees, security and services)</p>
		<p>1.2.2 2020 transshipment activities increase by 40%</p>
	<p>1.3 Work with land commission to identify and negotiate potential sites</p>	<p>1.3.1 2018 survey studies of potential sites retrieved for negotiation purposes</p>

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		1.3.2 2019 sites for transshipment facility commence
	1.4 Request and seek funding support toward facilities and infrastructures in area	1.4.1 2019 Chuuk State enter MOU with investment partners on transshipment facilities 1.4.2 2020 Technical assistance and in-kind support from JICA-Japan
	1.5 Create ways to improve support and advocate toward on-shore development for fisheries by Chuukese (NORMA VDS Scheme for on shore investment)	1.5.1 2018 C&I and CSMR conduct 5 public awareness meeting on on-shore activities in fisheries (NORMA as experts) 1.5.2 2019 survey of transshipment mishaps and interference reduced

Goal #2: Continue to increase marine products development from near shore activities for domestic and export sales.

Rationale: *Chuuk seeks development through its various sectors including marine resources sector. The approach it wants is development at a sustainable manner. Near shore activities such as aquaculture initiatives are great examples. They provide social and economic benefits through marine resources but minimize impacts on marine biodiversity.*

Outcomes	Activities	Outputs
1 Increase exports in Chuuk	2.1 Create a focal point for near shore development in regards to technical and financial assistance	2.1.1 2017 CDMR designated focal point with all near shore projects
2 Positive impact of Chuuk's GDP		

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3	Income opportunities increase		2.1.2	2.1.2 2018 CDMR identifies more donors on near shore development	
4	Create awareness of marine biodiversity	2.2 Organize community effort in aqua culture projects	2.2.1	2017 5 awareness workshops for communities	
5	Increase funding toward near shore development		2.2.2	2.2.2 2018 5 sites secured for potential aqua culture	
			2.3 Partnership with NGOs from various islands	2.3.1	2017 register 10 NGOs involve
				2.3.2	2018 5 aqua culture ready to commence
		2.4 Provide technical support for near shore development	2.4.1	2017 training in aqua culture through PROP support	
			2.4.2	2018 Tech support from JICA approved	

Strategic Goal #3: Continue to maintain a clear perception of growth and sustainability in the area of fisheries

Rationale: Fisheries refers to where fish is reared for commercial purposes. Now in Chuuk and perhaps similar to other states in the FSM, fisheries refers to two areas. First is linking activities with the tuna industry which occurs in the EEZ under the management of the FSM National Government. Second is fishing activities within the 12 nautical mile zones under state jurisdiction. When it comes to development, Chuuk need to decide the direction it wants to take. Chuuk fisheries activities are small scale fisheries supplying for domestic market and exports.

Outcomes	Activities	Outputs
2	3.1 Organize local artisans in fisheries for support in various areas	3.1.1 2017 Chuuk Fisherman Organization chartered
		3.1.2 2018 increase VADS in Chuuk by 30%
3	3.2 Look at sea transport for outer islands	3.2.1 2017 regional authorities invest in

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<p>4 Develop capacity in efficient fisheries activities</p> <p>5 Continuous support of expanding participation and benefits of fisheries to local artisans</p> <p>6 Improve infrastructure support toward fisheries development</p>		<p>transportation for fisheries</p> <p>3.2.2 2018 include fishermen from outer islands into Coop</p>
	<p>3.3 Invest in facilities for storage to boost volume and participation of outer islands</p>	<p>3.3.1 2017 sites for storage and ice maker surveyed and acquired</p>
		<p>3.3.2 2018 3 storage facilities funded and commence in 3 districts from Mortlock region</p>
		<p>3.3.3 2020 3 storage facilities funded and commence in 3 districts from Northwest region</p>
	<p>3.4 Provide support to fisheries development in areas of technical and funding.</p>	<p>3.4.1 2017 complete strategic plan to counter decline in export of fish to Guam</p>
		<p>3.4.2 2018 new laws for marine life depletion (banning, season and cultured)</p>
		<p>3.4.3 2018 model developed to link fisheries with state initiatives (import substitution, tourism market, etc.)</p>
	<p>3.5 Attract more investors in fisheries activities in Chuuk</p>	<p>3.5.1 2018 Chuuk State fisheries investors meeting</p>
		<p>3.5.2 2018 development of Chuuk State fisheries policies</p>

Strategic Goal #4: Continue to improve and maintain protection effort of marine biodiversity

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Rationale: *Monitoring and protection efforts can be very difficult for Department of Marine Resources who is in charge of taking care of Chuuk Marine Biodiversity. This is because there is very limited funding available for monitoring efforts. Plus Chuuk State is widely spread area with a vast ocean separating islands to islands, it is a big challenge. And cooperation of communities and leaders is not that apparent.*

Outcomes	Activities	Outputs
1. Increase improvement of protection efforts through funding sources	4.1 Create incentive for conservation efforts in marine biodiversity.	4.1.1 2017 6 workshops on alternative form of fishing methods.
2. Improvement in public awareness and support toward biodiversity protection and conservation		4.1.2 2018 reward system for shifting to alternative species or marine life for source of income
3. Needed laws and regulation in place and enforced	4.2 Partnership agreement with municipal government to do their own monitoring.	4.2.1 2018 monitoring MOUs signed by regional authorities and municipal governments 30%
		4.2.2 2018 monitoring training for 6 municipalities
	4.3 Align revenue or fees imposed for protection to counter cost	4.3.1 2018 identify revenue or fees earmarked to fund protection effort
		4.3.2 2018 expand coverage of surveying and protection efforts by 30%

Strategic Goal #5: Continue to build capacity of Marine Resources Department and related organization for improvement and effectiveness of work

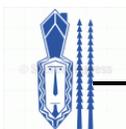
Rationale: *In the Chuuk Department of Marine Resources, it is crucial for its staffs to have clear understanding of its work and responsibilities. There are basically two sides of the department. The first is the environment. This side does the surveying, monitoring and protecting of Chuuk Marine Biodiversity. The other side is fisheries development which focuses on economic and social*

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<i>development through fisheries activities. Both sides still lack the capacity to fully perform CDMR duties and responsibilities.</i>		
Outcomes	Activities	Outputs
1. Improve productivity of work in Marine related work 2. Stronger network of people in marine field for Chuuk State 3. Increase opportunities of development in marine resources 4. Marine Resources becomes well organized and capable to perform old and new tasks	5.1 Increase network to programs and organization for capacity building	5.1.1 2018 connection between CDMR and KORDI for research purposes 5.1.2 2018 MOUs with UOG to do research in Chuuk
	5.2 Create promotional strategy to gain and retain skill staff in department	5.2.1 2017 recruitment plan to scout marine science staff 5.2.2 2018 seek added funding for skill staff employment package 5.2.3 2018 commence staff development opportunities for current employees of CDMR (1 person each year)
	5.3 Seek a potential site to house office and center for trainings	5.3.1 2017 secure site and funding for center and office 5.3.2 2018 construction commence
	5.4 Increase interest in the field of Marine Science to young people	5.3.1 2017 incorporate Marine Science into CSSS curriculum 5.3.2 2018 initiate a training or program in marine science with COM-FSM

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<p>Strategic Goal #6: Maintain continuous support and awareness in Marine Resources works and efforts</p> <p>Rationale: <i>Marine resources are important because they provide sources of food and income for most Chuukese. Local artisans in fishing depends on it for supplying daily consumptions and generating income. For these practices to perpetuate, it is important that CDMR efforts for conservation and development are supported and backed by everyone.</i></p>			
Outcomes	Activities	Outputs	
<ol style="list-style-type: none"> 1. CDMR becomes well resourced 2. Improvement in laws and regulations pertaining to Marine Resources 3. Increase support and priorities toward Marine Resource development 4. Advocacy in marine resource support and awareness 	6.1 Create awareness among members to development need in Marine Resource.	<ol style="list-style-type: none"> 21.1.1 2017 Quarterly newsletter highlighting work of CDMR 21.1.2 2018 CDMR Director assists in introducing bill on Marine Resources Development Committee 	
	21.2 Increase public awareness in Marine Resources work	<ol style="list-style-type: none"> 21.2.1 2017 CDMR brochures available to public 21.2.2 2018 6 workshops conducted with public 	
	21.3 Become creative in soliciting and acquiring funding needs for Marine Resources work	<ol style="list-style-type: none"> 21.3.1 2018 look into patenting rights through intellectual property on indigenous and cultural knowledge in Marine areas 21.3.2 2018 partner 5 NGOs designated to support marine activities for funding access 	



Activity Matrices: Tourism Sector

<p>Strategic goal 1: Increase priority of tourism development in Chuuk State in areas of planning, organization, management, finance, promotion and administration.</p> <p>Rationale: Tourism is a key industry for Chuuk State, as well as FSM, to proliferate growth and development. This particular goal reflects the need for Chuuk State to start developing policies and plans which would benefit the development of tourism.</p>		
Outcomes	Activities	Outputs
<p>1. Tourism needs in Chuuk are being prioritized by the state</p> <p>2. More funding opportunity for Tourism ventures in Chuuk</p> <p>3. Increase support toward tourism development by state government</p>	<p>1.1 Increase participation by placing tourism people in proper development groups</p>	<p>1.1.1 2017 Tourism priorities addressed by State’s R&D/C&I</p> <p>1.1.2 2018 increase in resource allocation to Tourism up 20%</p>
	<p>1.2 Include leaders in the development process for tourism in Chuuk State</p>	<p>1.2.1 2017 CVB include a government representative on the board</p> <p>1.2.2 2018 advocacy of Tourism improved by increase resources by 20%</p>
	<p>1.3 Seek other sources to assist in financing programs for Tourism development</p>	<p>1.3.1 2018 Chuuk State passed a law requiring certain revenue sources earmarked toward tourism development</p> <p>1.3.2 2018 20% increase of community based projects in Tourism funded by outside grants</p>

Strategic Goal 2: Strengthen government investment in infrastructures for tourism development in Chuuk

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Rationale: *Infrastructure is made of basic devices, buildings and service institutions. They are crucial to the development of any sectors they serve. This particular goal is intended to always assert government willingness to accommodate the need of the tourist industry.*

Outcomes	Activities	Outputs
1 Improvement in coordinating effort on infrastructure projects pertaining to tourism development	2.1 Create plan or report documents on tourism infrastructure needs	2.1.1 2018 Chuuk State Tourism Priorities identified and ready to commence - Airport expansions - Docks for sea transport - Trails to tourist sites
2 Maximize resources toward Tourism Development	2.2 Increase those familiar with Infrastructure background to participate in tourism development	2.2.1 2017 3 infrastructure plans complete 2.2.2 2018 at least 3 plans in IPIC priority list
3 Tourism development infrastructures are prioritized by the state	2.3 identify funding sources for infrastructures in tourism	2.3.1 2017 airport expansion funded 2.3.2 2018 trail development for tourist sites funded 2.3.3 2019 ports projects funded

Strategic Goal 3: Promote private sector investment both domestic and foreign pertaining to tourism development in Chuuk

Rationale: *A great deal of capital is needed to build major tourism investments such as resorts, hotels, restaurant and so forth. Local businesses in Chuuk, as mentioned in the Private Sector chapter, do not have the capability to neither expand their investments in tourism nor venture into it. Some hotel owners are already expressing their inability to do continuous investment for maintenance and upkeep. If Chuuk wants to expand on tourism for economic growth, it needs to open its door.*

Outcomes	Activities	Outputs
1. Increase investors from outside for Tourism in chuuk	3.1 Organize information with C&I on investing in tourism in Chuuk	3.1.1 2017 brochures for Chuuk attraction in Tourism to be given out during off island festivals and expos

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2. Private sector in Chuuk increases support toward tourism development		3.1.2 2018 website from CVB on Tourism investment opportunities in Chuuk
3. Increase in activities of tourism in Chuuk State	3.2 Link current tourism businesses in Chuuk with C&I, especially locals to available programs for tourism development	3.2.1 2017 FSMDB tourism related loan increase by 30%
		3.2.2 2018 grants in tourism increase by 25%
	3.3 Increase coverage of promotion to increase potential tourists or visitors	3.3.1 2017 promotional ads in Japan
		3.3.2 2019 promotional ads in China

Strategic Goal 4: Continue to improve tourism in Chuuk through capacity building

Rationale: *In Chuuk, finding well trained individuals in the tourism industry is very difficult. Most have gone off to neighbouring islands because of the better opportunities they offer in tourism. In a report put together by the Chuuk Workforce Taskforce, the labour force in Chuuk State is very unskilled.*

Outcomes	Activities	Outputs
1. Services in Tourism improved	4.1 Work with C&I and higher institution on island to establish program in building capacity in Tourism	4.1.1 2018 HTM program start at COM-FSM
2. Increased in qualification and quality of employees in tourism sector		4.1.2 2019 Service training in Tourism by COM-FSM
3. Improvement in benefits and opportunities in areas of tourism in Chuuk	4.2 Seek funding support for training	4.2.1 2017 is mainstream so Pell grant is available
		4.2.2 2018 training is co-sponsored by C&I and CSCC through sector grants
	4.3 Build strong worker package to attract and retain qualified people in the area	4.3.1 2018 HR increase recruitment 5 people
		4.3.2 2020 graduate in HTM recruited to workforce

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Strategic Goal 5: Increase public awareness in Chuuk on the importance of tourism toward economic development

Rationale: *Tourism is foreseen as the best direction for development in Chuuk as well the other states in the FSM. How much the people perceived this to be true is something else. Chuuk is seen with great potential with its beautiful enclosed lagoon that housed one of WWII largest underwater museum in the world. Therefore, it is imperative that Chuukese understand the significance of tourism for development.*

Outcomes	Activities	Outputs
1. Public awareness has improved in support of tourism promotion and development	5.1 Include tourism development campaign in various outlets including education	5.1.1 2018 K-12 curriculum in CSSS implemented 5.1.2 2018 tourism awareness through NGOs (10)
2. More funding opportunities available toward tourism development	5.2 Increase ways to involve community in tourism for improvement and support purposes	5.2.1 2017 model village program done annually
3. Increase priority support for Tourism industry from various supporting agencies		5.2.2 2018 30% tourism sites identified and considered for development by C&I
	5.3 Increase participation of locals in tourism market through income and venture opportunities	5.3.1 2018 subsidy of recycling effort with local businesses involvement
		5.3.2 2018 arts and crafts training program

Strategic Goals 6: Continue to improve existing and develop new tourism products in Chuuk.

Rationale: *Tourism in Chuuk has been driven primarily on its wreck dives. This attraction is slowly deteriorating. It is presumed that within the next 25 years, such attraction will be gone. Chuuk should be looking into alternate attractions to the islands.*

Outcomes	Activities	Outputs
1 Improvement in existing tourism product	6.1 Increase training in development of products in tourism	6.1.1 2018 5 quality control training on handicrafts 6.1.2 2018 10 tour training at respective sites

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2	Increase in the development of new product for tourism sector		6.1.3	2018 5 added products in tourism in Chuuk identified	
3	Maintain product in tourism to meet tourism needs	6.2	Seek funding for training and improvement in tourism product	6.2.1	2018 sector grant funding through CVB
				6.2.2	2018 NGOs outside grants at least 10 submissions
			6.2.3	2018 ADB and unallocated fund for 10 trainings	
		6.3	Organize champion of training for product improvement	6.3.1	2018 CVB MOU with COM-FSM and CRE signed
				6.3.2	2019 C&I and CVB combined cooperation efforts in all aspects relating to tourism

Strategic goal 7: Increase and strengthen CVB involvement in Chuuk State Plans that has direct and indirect implications toward tourism development.

Rationale: *This particular goal increases CVB's roles and responsibilities. It should reaffirm itself as the champion of the Chuuk State when it comes to Tourism. It should monitor efforts and progress in the industry. It is the centre point of tourism development. Every activities being done however direct and indirect toward tourism they may be, CVB must be aware of them and integrated them in its plans.*

Outcomes	Activities	Outputs
1. Increase funding support for CVB operation	7.1 Find source through generated income pertaining to tourism	7.1.1 2018 visitors fee imposed earmarked for CVB operation
2. Increase capacity of CVB personnel		7.1.2 2019 new fee impose on tourism activities for CVB operation
3. Increase role of CVB in tourism development	7.2 Increase training for CVB	7.2.1 2018 new ODA tech support in product development

		7.2.2	2019 MOU for inter at GVB
	7.3 Include leaders to be part of tourism groups	7.3.1	2018 CVB board include leader honorary board
		7.3.2	2019 vice versa CVB play role in planning committee through leader member



Activity Matrices (Health Sector)

Strategic Goal #1: Continue to improve Primary Health Care Services

Rationale: *Assuring efficient primary health care services, CSHS must find ways to lessen impediments and challenges it faces in delivering its services. This includes the geographical setting where islands are separated by the vast ocean making accessibility very difficult. Often services in health care are only available at the center Island Weno. Furthermore transportation system in Chuuk is poor. It is unreliable and often unsafe.*

Outcomes	Activities	Outputs
1. Health assistants quality of public health and primary health care services have improved	1.1 Conduct health assistants performance reviews on an annual basis	1.1.1 2017 evaluation form template in place
		1.1.2 2018 all health assistant performance reviews complete
2. Dental services by dental teams throughout Chuuk State have improved in quality and frequency	1.2 Screen HA on capacity level to identify needed trainings	1.2.1 2017 30% of HA will enter training
3. Primary Health Care service are well supplied with		1.2.2 2018 additional 30% HA enter training

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<p>essential drugs, medical supplies and equipment</p> <p>4. Primary health care facilities are in good working conditions</p> <p>5. Strong partnerships established among all parties involved in Primary Health Care services</p>	<p>1.3 Conduct dental teams performance review annually</p>	<p>1.3.1 2017 evaluation form for dental team complete</p> <p>1.3.2 2018 all health assistant performance review complete</p>
	<p>1.4 Identify capacity level of dental team members for needed trainings</p>	<p>1.4.1 2017 30% of dental team will enter training</p> <p>1.4.2 2018 additional 30% of dental team added to training</p>
	<p>1.5 CSHS create a more efficient way of keeping tracks of inventory and reporting of needs</p>	<p>1.5.1 2017 necessary changes to inventory and tracking system made</p> <p>1.5.2 2018 inventory and tracking scheme used and review annually</p>
	<p>1.6 CSHS to solicit transportation improvement plan for deliveries of services along with supplies and medicines</p>	<p>1.6.1 2017 further emphasized need for Chuuk ODA specific to National Government through affiliated agencies at National</p> <p>1.6.2 2018 MOU with regional authorities for continuous support on transportation</p>
	<p>1.7 Renovation and construction of public health facilities reviewed by special taskforce</p>	<p>1.7.1 2017 comprehensive plan on remaining facilities awaiting renovation and construction</p> <p>1.7.2 2018 clear all pending sites to initiate all projects</p> <p>1.7.3 2019 construction of dispensaries and public</p>

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		health building commence
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Strategic Goal #2: Continue to improve Secondary Health Care Services		
Rationale: <i>Chuuk State hospital assists in providing such service but sometimes seek assistance from outside through Chuuk Health Care Insurance referral program. It still needs improvement and support to continue build its ability to provide good secondary health care to the Chuukese people.</i>		
Outcomes	Activities	Outputs
1. Quality Assurance (QA) for all hospital divisions, Units, and personnel are met 2. Continuous improvement of the quality of Health Care Professions 3. Secondary Health Care service are well supplied with essential drugs, medical supplies and equipment 4. Secondary health care facilities are in good working conditions 5. Infrastructure needs for Health Care services are addressed to ensure availability and accessibility	2.1 Complete work on Quality Assurance System in the Chuuk State Department of Health Services	2.1.1 the PIHOA Consultant hired for the QA System 2.1.2 2018 QA System is complete and implemented 2.1.3 2018 QA Coordinator hired
	2.2 Create committee on QA by Director (2010), The QA Committee will continue to work on the Chuuk DHS QA Manual	2.2.1 2018 QA manual is produced. 2.2.2 2017 committee will submit a line item budget for QA activities and maintenance
	2.3 Continue provide training for committee on QA	2.3.1 2018 all members of committee will complete full training 2.3.2 2019 expanding the role of committee to support other needs in Health Services 2.3.3 2018 good division reports are submitted accordingly
	2.4 Improvement in HR effort for hiring of needed qualified personnel	2.4.1 2018 at least 80% of needed personnel are hired

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		2.4.2 2017 all vacant positions are advertised for solid applicants response
	2.5 Continue to provide needed training for personnel	2.5.1 health assistant certification is done on routine basis 2.5.2 2017 collaboration with post-secondary institution on island for training modules to be available upon request
	2.6 Petition health insurances to increase their allocated amount to local pharmacies on medicines and supplies	2.6.1 2017 mandate of increase in insurance coverage at local pharmacies takes place 2.6.2 2018 improvement in supply of patients medicines through private sector support 2.6.3 2019 more locally operated pharmacies take precedence through meticulous screening process by CSHS
	2.7 Continuous improvement to Chuuk State Hospital	2.7.1 2017 finalize work for the construction of a new hospital 2.7.2 2017 purchase an energy efficient power generator to include PV system 2.7.3 2018 Fence off plan put in effect for safety and security of facilities and equipment

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Strategic Goal #3: Prioritize Health Promotion and Services For Major Health Problems		
Rationale: <i>Chuuk is facing rampant non-communicable diseases due to obesity and poor health choices. The good people of Chuuk have grown accustomed to lifestyle which is deemed unhealthy (taste for rich oily and starchy food along with chemical induced imported food).</i>		
Outcomes	Activities	Outputs
1. Improve awareness for Non-Communicable Diseases in areas of prevention and control	3.1 Client Management Guideline developed and utilized by program managers	3.1.1 2017 Client Management Guideline reviewed and utilized and assessed annually for improvement
2. Increase in activities and supports pertaining to NCD prevention and control programs		3.1.2 2017 continuation of clinical evaluation of blood sugar and blood pressures for diabetic and hypertensive patients at the Public Health
3. Improve awareness for Communicable Diseases in areas of prevention and control		3.1.3 2018 hire new technical person for NCD on data
4. Increase in activities and supports pertaining to Communicable Diseases prevention and control programs		3.2 Continue to extend NCD awareness in Chuuk
5. Increase in efforts and priorities of MCH/FP/Immunization in Chuuk	3.2.2 2018 NCD awareness is incorporated into K-12 curriculum	
6. Improvement in Breastfeeding and Child Nutrition through Nutrition Programs in Chuuk Focusing on NCDs	3.2.3 2019 50% coverage attained in NCD awareness campaign in Chuuk	
7. strengthening of Surveillance and Monitoring Functions of the Environmental Health Programs	3.3 Continue to increase support toward NCD prevention in Chuuk	3.3.1 2018 30% increase in activities and projects for NCD prevention
		3.3.2 2018 revisit disease prevention and health promotion laws for taxes and levies of tobacco, alcohol and other imported

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<p>8. Increase in enforcement efforts of Sanitation Regulations</p> <p>9. Improvement in Dental health Preventive Program</p>		<p>products earmarked to finance health services</p> <p>3.3.3 2018 to hire a nutritionist for the Department of Health for focusing on NCDs, Breastfeeding, and Child Nutrition</p> <p>3.3.4 2018 collaboration with CSDA and COM-FSM on Agriculture program to promote local food consumption (nutritional value)</p>
	<p>3.4 Continue to support and increase work of Chuuk Comprehensive Cancer Control and Prevention Program</p>	<p>3.4.1 2018 30% increase in Community awareness and education on cancer, mainly on lung, breast, and cervical cancers.</p> <p>3.4.2 2018 50% of technical people in communities are trained</p> <p>3.4.3 2018 25% increase in coverage of HPPV and other needed vaccines</p> <p>3.4.4 2017 start doing cervical cancer screening with VIA (Visual Inspection with Ascetic Acid) and Cryo-therapy (treatment for precancerous cervices</p>
	<p>3.5 Formulation of committee to develop and implement 5 year working plan for HIV/AIDS/STD</p>	<p>3.1.1 2017 committee complete comprehensive plan</p> <p>3.1.2 2018 plan is adopted and implemented</p>

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	<p>3.6 Seek funding support to continue the control and prevention of MDR/TB and Leprosy in Chuuk.</p>	<p>3.6.1 2018 grant proposal submit for continue support of prevention program in MDR/TB and Leprosy in Chuuk</p> <p>3.6.2 2019 hired individual to maintain data collection and administer report on routine basis</p>
	<p>3.7 Continue the HPVV and maintain it with awareness and support by public</p>	<p>3.7.1 2018 impact report on cervical cancer prevention from HPVV</p> <p>3.7.2 2018 minimize resistance from schools at 50%</p>
	<p>3.8 Continue to run and develop HIV/AIDS/STD programs through testing, surveillance and prevention</p>	<p>3.8.1 2017 strategic work plan for HIV/AIDS/STD compiled and reviewed</p> <p>3.8.2 2018 strategic work plan implemented</p>
	<p>3.9 Continue improve and prioritize MCH/FP/Immunization in Chuuk</p>	<p>3.9.1 2017 hire qualified person to do data collecting and assessment</p> <p>3.9.2 2018 increase links to organizations for funding support</p>
	<p>3.10 Continue to expand and develop Substance Abuse and Mental Health SAMH prevention services in Chuuk</p>	<p>3.10.1 2018 MOU with NGOs pertaining to youth development signed with SAMH</p> <p>3.10.2 2018 continuous implantation of program in K-12 curriculum</p> <p>3.10.3 2018 SAMH needed facilities incorporated into CSHS infrastructure plan</p>

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	3.11 Strengthen functions of Environmental health & Sanitation Division	<p>3.11.1 2017 mandate of CSSS compliance with school inspection recommendations</p> <p>3.11.2 2018 joint effort between municipalities and state agencies on enforcement of liter law</p>
	3.12 Conduct a Comprehensive Dental health Preventive Program	<p>3.12.1 2018 oral health component inserted into CSSS curriculum</p> <p>3.12.2 2018 CSL law on oral health passed</p> <p>3.12.3 2018 dental record of children increase by 15%</p>

Strategic Goal #4: Assist in developing a sustainable health care financing mechanism		
Rationale: <i>Health care services in Chuuk since TT time have solely relied on funding support from government and outside donors. During Compact II, Health sector was one of the remaining sectors still funded. This funding source is slowly decreasing and would soon cease after 2023. Chuuk State Health Care Services will have to become creative in finding ways to generate revenue and seek funding from elsewhere.</i>		
Outcomes	Activities	Outputs
<p>1. Appropriate and Acceptable Health Insurance and Health Maintenance Schemes for Chuuk with aim of Including all Chuukese Citizens developed</p> <p>2. Increase in Insurance Enrolment (after necessary statutory amendments)</p>	4.1 Make Insurance Mandatory for State Government Employees	<p>3.1.1 2017 100% of government employees</p> <p>3.1.2 2017 new law introduced to mandate expatriates under contracts with government to enroll in Chuuk State Health Insurance</p>
	4.2 Make Insurance Mandatory for Private Sector	4.2.1 2018 CSL pass a new law requiring all business foreign or

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3. Improve efficiency and productivity in Health services		domestic to enroll all employees with Chuuk State Health Insurance
4. Consider other Sources of Income	4.3 Create necessary amendments to Insurance law for allowing new enrollees	4.3.1 2018 new law passed by CSL to further include all government and non-government operating in Chuuk subject to enroll employees in CSHI 4.3.2 2020 new scheme developed to allow grass roots enrollment in CSHI
	4.4 Hire a consultant on efficiency and productivity in CSHS operation	4.4.1 2018 comprehensive report complete and implemented 4.4.2 2019 CSHS increase efficiency and productivity by 30%
	4.5 Increase in fees in areas deemed necessary and possible	4.5.1 2018 CSHS imposed fee on medical summaries 4.5.2 2019 new fees and increase in existing fees commence based on productivity and efficiency report

Strategic Goal #5: Continue to improve capacity level and sustain availability of skilled personnel in health services sector

Rationale: Chuuk Health Care is facing an aging personnel. It would need to find ways to start hiring new recruits to prevent shortages. For positions like Medical Officers/Doctors, the ones reaching retirement age are those who were part of the Medical Officer School in Pohnpei in the 1980s. Such school is no longer available or offered in the region. Nursing program and other medical fields are available at COM-FSM.

Outcomes	Activities	Outputs
1. Improved level of capacity among health services staffs	5.1 Continue to recruit needed personnel through rigorous recruitment efforts	5.1.1 2018 all needed personnel in public health hired

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2. Increase in interest among young people in health related fields.		5.1.2 2017 MOU with health programs at post-secondary schools in the region established
3. Improvement in recruitment efforts of health professionals	5.2 Do health science promotion to K-12 with Chuukese students	5.2.1 2017 constructing a curriculum of health science
4. Increase in training opportunities in health services		5.2.2 2018 health science curriculum adopted by CSSS
5. Improvement in management skills of Health Services Administrators	5.3 Partner up with COM-FSM for health training programs (traditional and non-traditional)	5.3.1 2017 first graduate of health assistance
6. Established Appropriate Management Information Systems (MIS) Including Health Data Reporting In Chuuk		5.3.2 2018 certification of health assistance training commence
7. Develop Core set of Indicators	5.4 Create good career package in health services	5.4.1 2018 30% improvement in recruitment of needed qualified health personnel
8. Strengthen Public Health Surveillance System in Chuuk		5.4.2 2020 30% improvement in retention of skill health personnel
9. Ensure technical assistance/consultancy available for above areas in Chuuk	5.5 upper management training or education opportunities for Administrators	5.5.1 2017 upper management training conducted
10. Develop Curriculum and seek funding for Nursing School		5.5.2 2018 education opportunity at UOG upper management graduate program for health administrators
	5.6 Nursing program requested to be offered at local colleges	5.6.1 2017 joint effort between COM-FSM and CSHS to build curriculum for a nursing program in Chuuk

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		5.6.2 2018 Nursing school in Chuuk commence with COM-FSM Chuuk Campus through mainstream (FAO qualification)
	5.7 Request funding support from various donors for capacity building	5.7.1 2017 taskforce form to solicit funding need for capacity building
	5.8 Continue training on reporting in planning and assessment for program coordinators	5.8.1 2018 assessment training conducted for shared governance and self- improvement 5.8.2 2020 80% of CSHS understood assessment process in attainment set outcomes
	5.9 Provide training for data collection and analysis	5.9.1 2017 data training given to program coordinators 5.9.2 2019 data training given to support staff of programs
	5.10 Continue to offer continuing education and financial packages for those interest in health professions	5.10.1 2018 increase in enrollees at 30% for health professions 5.10.2 2019 increase current scholarship for health by 30%

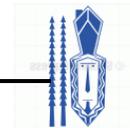
Strategic Goal #6: Maintain transparency and accountability systems for Chuuk State Health Services

Rationale: *It is important for health services in Chuuk to be adequate when it comes to servicing patients. There are often times when patients find themselves with no medicine on hand. There are times when safety and security of those in the hospital is threatened because safety protocol is not taken into account. And quality of how health care is given and administered is highly criticized and often fused by excuses that sometime are redundant and clichéd.*

Outcomes	Activities	Outputs
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<p>1. Improvement in records keeping for CSHS</p> <p>2. Improvement in audit report result in accounting procedures</p> <p>3. Compliance toward LTFF</p> <p>4. CSHS is efficiently operated</p>	6.1 Create a system to do audit work which should be done on a regular basis	6.1.1 2017 conduct audit of work for CSHS
		6.1.2 2018 audit report submitted with recommendations
	6.2 Strengthen assessment of operation to allow checks of operation	6.2.1 2017 identify roles and responsibilities of CSHS personnel in assessment process (link to performance review)
	6.3 Create internal policy on proper accounting procedure	6.3.1 2018 review and revamp current accounting policy for improvement
		6.3.2 2019 new accounting procedure and policy establish for CSHS
	6.4 Inventory system aligned with accounting and purchasing	6.4.1 2017 solicit technical support for system analyst for inventory, purchasing and accounting
		6.4.2 2018 integrate inventory, purchasing and accounting into one system
	6.5 Continue to maintain and improve record keeping procedures and protocol	6.5.1 2018 digitized 50% patients records with a system wide program
		6.5.2 2020 all old and new patient records are digitized and inputted into system



Activity Matrices: Education Sector

Strategic Goal #1: Continue to emphasize strong leadership and set high expectations		
Rationale: <i>Leadership is an essential component of a school's successes or failure. The best schools will have an effective school leader or group of leaders. In a school setting, a leader must be multifaceted as they deal with other administrators, teachers, support staff, students, and parents on a daily basis.</i>		
Outcomes	Activities	Outputs
1. CSSS will have a strong leadership in place 2. Administrative personnel of CSSS will become versatile in assessment process 3. Upper level Administration will be competent in strategic management	1.1 Performance review is done on a yearly basis by CSSS Board of Director for all upper level administrators	1.1.1 2018 all upper level administration position will be evaluated 1.1.2 2019 evaluation report is submitted to respective administrators for self-improvement
4. Increase pool of talents in CSSS think tank group for development and progress	1.2 Establish a leadership training program for CSSS	1.2.1 2017 30% of Administrative personnel attend Leadership Training program created by COM-FSM 1.2.2 All of leadership must complete leadership certification training by 2019
	1.3 Recruitment effort for experienced and qualified administrators	1.3.1 Completion of packages for administrators by 2018 1.3.2 Increase meeting minimum qualification requirements of administrator by 50%

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	<p>1.4 Board positions are appointed by merits</p>	<p>1.4.1 By 2018 all appointed members of CSSS board must meet minimum merit requirements</p> <p>1.4.2 By 2019, all presiding board members will be evaluated on their contributions while serving on the board</p>
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Strategic Goal #2: Continue to promote communities and leaders to take ownership of schools for continuous improvements and supports.

Rationale: *The term continuous is really the term emphasized in this goal. With the inability for schools to be guaranteed full funding support, it is ideal to have other areas of support readily available. Taking ownership infers on the notion that communities and leaders should be receptive in making sure their respective schools are attended to. More voices means more actions.*

Outcomes	Activities	Outputs
<p>2 Partnerships established between schools and communities</p> <p>3 Improvement in support through direct interventions and incentives</p> <p>4 Additional supports are provided not available through CSSS</p> <p>5 Education priorities increases by communities</p>	<p>2.1 Create awareness toward the importance of education</p>	<p>2.1.1 2018 awareness campaign with communities covers 50% of schools</p> <p>2.1.2 2019 formulations of PTA which link with respective leaders both municipal and state</p> <p>2.1.3 2018 Truancy enforcement by state with communities supports</p>
<p>6 School assessments from communities involvements integrated in school performance evaluation</p>	<p>2.2 Communities create certain programs they can provide to further support to their respective schools</p>	<p>2.2.1 2018create model of schools with NGOs/community sponsor lunch program</p> <p>2.2.2 202040% lunch program commence at all public schools through communities/NGOs sponsorships</p>

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	2.3 Registered sponsorship certificates of communities and/or groups to their respective schools	<p>2.3.1 2019 100% of schools in CSSS have entered into sponsorship agreements with their respective communities/NGOs</p> <p>2.3.2 2019 – an enacted law or directive from CSSS mandate sponsorship communities and/or groups for schools</p>
	2.4 NGOs or registered group to allow potential to link with donors	<p>2.4.1 2018 30% of sponsor communities or groups are registered</p> <p>2.4.2 2019 30% of sponsored schools obtain assistance from outside sources</p> <p>2.4.3 2020 30% of sponsor communities or groups are registered</p> <p>2.4.4 2018 -2020 sponsor communities or groups target specific grants and assistances for school programs supports increase another 30%</p>

Strategic Goal #3: Continue improving Quality and Effectiveness of Staffs, Teachers and Principals

Rationale: *CSSS understands that having the proper personnel in place can make a difference in Student Learning Outcomes. Chuuk faces great uphill battle in assuring needed teachers and staffs are made available let alone Principals. CSSS must continue to find ways to assert this particular goal is met. (Qualified vs. Effective)*

Outcomes	Activities	Outputs
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<p>1. Increase in number of skilled and qualified individuals working for CSSS schools</p> <p>2. School improvement in student learning outcomes due to competent staff and teachers</p> <p>3. Quality of learning is provided with adequate and update tools of learning and teaching</p> <p>4. Teachers and Staffs performances are tight to the performance of students and school.</p> <p>5. Students after graduating AS degree are competent enough to teach effectively</p>	<p>3.1 Create better package for job opportunities to attract right personnel for CSSS</p>	<p>3.1.1 2018 review of HR policy for CSSS toward salaries and other benefits</p> <p>3.1.2 2018 hiring of a HR qualified individuals for recruitment and retentions plan</p> <p>3.1.3 2018 10% of needing qualified staff and teachers are recruited and hired</p>
	<p>3.2 Increase accessibility for teaching resources and assisting programs</p>	<p>3.2.1 2019 World Teacher hired increase by 30%</p> <p>3.2.2 2019 JICA tech assistance program increase in CSSS by 30%</p> <p>3.2.3 2020 40% of teachers of CSSS with AS/AA enrolled in BS/BA programs with CCPI</p>
	<p>3.3 New training and degree programs for teachers and staff offered in Chuuk</p>	<p>3.3.1 2018 Multi grades teaching method training with COM-FSM</p> <p>3.3.2 2019 AS degree in Elementary Education revived at COM-FSM</p>
	<p>3.4 Mandatory monitoring of teachers and staffs performance done on an annual which are basis for advancement and increment in pay.</p>	<p>3.4.1 2018 all step increase is driven mainly by evaluation outcome.</p> <p>3.4.2 2019 30% increase in teachers performances</p>

Strategic Goal #4: Continue to improve and maintain the quality of education through best practices

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<p>Rationale: <i>Quality Education can be sustained and improved through availability of resources and constant assessing of student learning. For resources to be available, funding support must be sustainable. Assessing of success in education focuses on student success. And constant assessments must look at outcomes of student learning and whether they are met.</i></p>		
Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. constant availability of resources for education 2. Efficient use of resources for optimal results 3. Increase in collaborative work among peers in education for CSSS 4. Improvement in meeting FSM Accreditation Standards toward best practices 	<p>4.1. Look into other source of funding support and local revenue support</p>	<p>4.1.1 2018 funding sources are identified to replenish decrements of sector funding</p> <p>4.1.2 2019 sponsorship efforts introduced with added value</p>
	<p>4.2 Integrate and train staff and teacher in assessment process</p>	<p>4.2.1 2018 50% of staffs and teachers undergo assessment training</p> <p>4.2.2 2020 all staffs and teachers complete assessment training</p> <p>4.2.3 2019 assessment of courses are done by 50% staffs and teachers</p> <p>4.2.4 2021 all staffs and teachers are part of the assessment process</p>
	<p>4.3 Continue to provide training on an annual basis for all teachers and staffs in student learning outcomes</p>	<p>4.3.1 SLOs are mandated for every course 2018</p> <p>4.3.2 SLOs assessment results are shared for best practice in annual State symposium</p>

Strategic Goal #5: Continue to expand Curricular Offerings for continuous improvements on student learning

Rationale: *“A Curricular offering is the planned interaction of students with instructional content, materials, resources, and processes for evaluating the attainment of educational objectives.” This is very important for continuous assessment on student learning toward self-improvement. Chuuk State School System will continue to develop its curriculum and improve student learning outcomes.*

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Outcomes	Activities	Outputs
1. Improvement in learning outcomes of students	5.1 Allow curriculum development and expansion be faculty driven to allow participation and qualification	5.1.1 Courses are subject to teachers inputs by 2018
2. Increase interest in pursuing higher education or career training		5.1.2 By 2019 all Courses assessment processes are directly done by those involved in the course
3. Allocation of funding for courses are made directly to relevant resources and usages	5.2 Create partnership with others to allow resources support	5.2.1 By 2018 CSSS team up with COM-FSM and CSDA for agriculture program
4. Increase participation and support for course improvements		5.2.2 By 2018 CSSS team up with CDMR on Marine Science program
	5.3 Creating direction of academic and vocation paths in schools	5.3.1 By 2018 CSSS will have enter into its curriculum vocational paths in Secondary level commence
		5.3.2 By 2020 CSSS will have enter into its curriculum CTE courses for middle school level
		5.3.3 By 2022 CSSS will have CTE in all K-12 curriculum

Strategic Goal #6: Continue to create and maintain support programs for post-secondary education opportunities

Rationale: *A post-secondary education is crucial to allow student to be able to seek job or career of their choice in retrospect to their studies in higher education. CSSS should not negate the fact that society has evolved tremendously. New job markets, technology & innovations and political opportunities will need the young people of Chuuk to be prepared for.*

Outcomes	Activities	Outputs
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<p>1. Improve students chance to enter college</p> <p>2. More opportunities to enter into training programs for employability</p> <p>3. Increase financial opportunities for post-secondary education</p>	<p>6.1 Create bridging program through collaborative effort by CSSS and COM-FSM</p>	<p>6.1.1 2018 50% of non-passing HS graduates for COMET enter bridging program</p> <p>6.1.2 2019 CSSS HS graduating passing rate for COMET increase by 30%</p>
<p>4. Improvement of Workforce skill level for Chuuk State</p>	<p>6.2 Create college bound support program for high school students to facilitate improvements in the area of college preparedness</p>	<p>6.2.1 2018 model program at CHS for college preparedness disseminate to 2 other CSSS regional high schools</p> <p>6.2.2 2019 4 additional regional high schools adopted college preparedness model</p> <p>6.2.3 2019 Chuuk High School reinstate college prep program that are federally funded by meeting requirements</p>
	<p>6.3 Seek out alternate source of funding scholarship and grants for college to Chuukese</p>	<p>6.3.1 2018 Congressional funds to support Chuuk State Scholarship</p> <p>6.3.2 2018 Scholarship office increase capacity to become vocal point for other scholarships Chuukese are qualified for.</p> <p>6.3.3 2019 create levies and fees earmarked for Chuuk State Scholarship funds</p>

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Strategic Goal #7: to provide support for workforce development in areas of skill enhancement trainings.

Rationale: *Development in Chuuk has many hindering factors but none can be like the impact unskilled labor force has. Dating back from the mid-1980s to today, Chuuk has seen great percentage of its high school graduates not pursuing post-secondary education or training. On top of that, Chuuk State School System reported a substantial high number of drop outs which are now part of the unskilled labor force seeking jobs as well.*

Outcomes	Activities	Outputs
1 Strengthen students commitment toward CTE paths 2 Improve image of CTE program by students in K-12 3 Develop workforce in Chuuk by creating and enhancing skilled labor force 4 Create better opportunities of work for non-college bound students	7.1 Reinstate CTE teachers to instill interest of students in CTE paths	7.1.1 2018 CSSS hire CTE teachers and initiate CTE Program in Carpentry, Masonry, Electrical and Plumbing
		7.1.2 2019 CTE program in Agriculture introduced in curriculum for Primary schools
		7.1.3 2019 CTE program in Agriculture introduced in lagoon and outer island high schools
	7.2 Create collaboration between CSSS, C&I and post-secondary institutions for training	7.2.1 2018 COM-FSM Agriculture program for potential teachers in CTE
		7.2.2 2019 C&I/State Labor seek and reinstate job training programs (i.e. JTPA, WIA, etc.)
		7.2.3 2020 COM-FSM added 2 other CTE programs for students to enroll in
	7.3 Create sponsorship efforts for training efforts	7.3.1 2020 expand training in CTE with outside program providers such as Japan and China
		7.3.2 2020 Journeyman program create in

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		partnership with groups e.g. FSMTC and FSMPC
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<p>Strategic Goal #8: Continue to provide adequate support toward physical resources for education to assert a good learning environment for students</p> <p>Rationale: <i>A good teaching environment which the children learn is something each teacher prides in having. Classrooms, teaching equipment and other resource should suffice giving a child best education as possible. Sometimes it is neglected through both external and internal factors. Land disputes over where school is situated can delay development of a school.</i></p>		
Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. Land disputes of school sites are settled amicably 2. Improvement of facilities are done accordingly and expeditiously 3. Increase support from communities toward school development 4. Students learning environment improve considerably 	8.1 Create bridge between CSSS and land owners for settling disputes (arbitration)	<ol style="list-style-type: none"> 8.1.1 Secure 70% of school sites by 2017 8.1.2 2018 all non-purchased sites will be revoked and new sites shall be identified
	8.2 CSSS participate in planning stage with Chuuk State Infrastructure Taskforce	<ol style="list-style-type: none"> 8.2.1 CSSS priorities are placed onto state plans to expedite work and effort 8.2.2 A facility plan for CSSS is approved and submitted to IPIC for consideration 2017
	8.3 Communities participation in their own schools facilities improvements	<ol style="list-style-type: none"> 8.3.1 2017 create a taskforce of community members for facility improvement 8.3.2 2018 all communities inputs are introduced into facility plan



Activity Matrices: Social Sector

Activity Matrices

<p>Strategic Goal #1: Continue to promote women’s rights in Chuuk which include fair and equal opportunities in advancements and roles</p> <p>Rationale: <i>Women roles and rights in Chuuk is something important to strengthen communities and improve the livelihoods of families. An NGO called Chuuk Women Council was founded for the primary purpose of developing women in Chuuk so that they can contribute and be productive in the state or within their respective communities. Chuuk State continues to support its causes and believes their role in Chuuk development is crucial and must continue to be supported.</i></p>		
Outcomes	Activities	Outputs
<p>1. There is Increase awareness and understanding of gender equality</p> <p>2. More opportunities for women development are available</p> <p>3. Support for women development in term of resources and advocacies become apparent</p>	<p>1.1 Educate public on the importance of women roles for an evolved and prosperous society</p>	<p>1.1.1 2018 complete campaign awareness throughout Chuuk on Women’s role</p> <p>1.1.2 2018 new legislation mandate opportunities for women to serve in government positions</p>
	<p>1.2 Increase opportunities for women in education and income generation</p>	<p>1.2.1 2018 establish of Chuuk Women Scholarship for post-secondary education</p> <p>1.2.2 2018 Increase number of skill enhancement training on different islands (6 trainings)</p> <p>1.2.3 2018 COM-FSM open Business training for women</p>
	<p>1.3 Connect and organize more women groups to increase support and network</p>	<p>1.3.1 2018 10 additional chartered women’s group established</p>

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		1.3.2 2018 50% of existing NGOs for women received support from available grants
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<p>Strategic Goal #2:Continue to strengthen, preserve and develop cultural knowledge, customs and structures</p> <p>Rationale: There is a saying that it is good to take best of both cultures. But it also says that it is good to preserve as much of our culture as it is what defines us. Culture is our identity. Many old folks in Chuuk have expressed their concerns of the slow deterioration of culture and custom knowledge for many young people.</p>		
Outcomes	Activities	Outputs
<p>1. Increase in culture and custom awareness among youth</p> <p>2. Improve interpretation of laws and customs for referencing decisions</p> <p>3. Increase appreciation of being among young people with Chuukese descent living outside</p> <p>4. Increase and improve Traditional Leaders’ means of contribution to society</p>	<p>2.1 Invest in cultural programs to educate the young on customs and culture</p>	<p>2.1.1 Cultural Appreciation program inserted into K-12 curriculum</p> <p>2.1.2 Cultural center for arts and crafts program for youth in planning stage by 2018</p> <p>2.1.3 2017 CYC becomes active member of Trade Fair group</p>
	<p>2.2 Mandate of laws prevails over misrepresented culture standards</p>	<p>2.2.1 2018 create a traditional court for settling culturally related matter</p> <p>2.2.2 SOUAK curfew enforce by Chuuk Public Safety put in effect as law by 2018</p>
	<p>2.3 Encourage assistance in cultural enrichment program for those reciting outside Chuuk through networks with church groups and schools.</p>	<p>2.3.1 2017 funding approved for cultural appreciation campaign in Guam and Hawaii</p> <p>2.3.2 2018 Network established with groups and organization from</p>

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		Chuuk in Guam and Hawaii to receive funding for cultural appreciation activities.
	2.4 Encourage and seek assistance for a more adaptable cultural system	<p>2.4.1 2018 Establish a Traditional Leadership Council to be a quasi-government entity</p> <p>2.4.2 2019 Incorporate Traditional Leadership Council into a modernized system (i.e. Marshall’s and Palau’s system)</p> <p>2.4.3 Involve Traditional Council to all programs related to social, environment, land, sea, air, government, laws, health, education, etc.</p>

Strategic Goal #3: Continue to foster the development of youth in Chuuk		
Outcomes	Activities	Outputs
5. More programs created to assist youth development	3.1 Create programs that would have positive impact on youth	4.1.1 2018 pilot program for afternoon activities through CYC and public affairs sponsorship
6. Increase prioritization of youth development		4.1.2 2020 increase youth organization by 50% through funding of activities
7. Increase support and advocacy of youth development	3.2 Increase activities and facilities for youth	3.2.1 2018 little league baseball commence
8. Create brighter outlook of youth of Chuuk to be productivity members of society		3.2.2 2018 canoe building and racing commence

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		<p>3.2.3 2018 CAC promotion of track n' field commence</p> <p>3.2.4 2018 Athletic Center plan complete</p>
	3.3 Increase opportunities for youth development in training and education	<p>3.3.1 2017 Bridging program to assist college preparation of HS students</p> <p>3.3.2 2018 Training program target youth at risk established (CTOP)</p> <p>3.3.3 2018 GED program reintroduce in Chuuk</p>

<p>Strategic Goal #4: Continue to improve support services toward disable individuals in Chuuk State</p> <p>Rationale: <i>Being disabled in Chuuk is a very difficult thing. Chuuk State doesn't have definitive laws that protect and support people with disabilities. Many attempts in the past have been made to start support programs for those who were born with disabilities but fail to continue. For those who developed their disabilities later in their lives, many have found themselves being neglected and unsupported.</i></p>		
Outcomes	Activities	Outputs
<p>1. Increase in disables recognitions and rights in Chuuk</p> <p>2. Increase opportunities for disables in Chuuk</p> <p>3. More laws and policies established to protect and support people with disabilities</p>	<p>4.1 Initiate laws or bill for disable rights</p> <p>4.2 Increase involvement and awareness of disable rights</p>	<p>4.1.1 2018 introduction of public facilities building codes for handicap accessibility</p> <p>4.1.2 2018 Chuuk State explore possible funding support for disabilities</p> <p>4.2.1 2017 5 public awareness meetings on disables rights</p> <p>4.2.2 CDA expand members by 50% including members in Private and government sector</p>

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	4.3 Reignite programs or office working specifically for disables rights.	4.3.1 Chuuk Disable Association revive its role by 2017 4.3.2 2018 grants designated for disable support identified and propose for funding of activities

Strategic Goal #5: Continue to develop support system for Chuuk seniors		
Rationale: <i>Seniors are valued and highly respected in Chuuk State culture and most elsewhere in the world. They are builders of what Chuuk State is right now. They helped build the many things being taken for granted today. As they reach the stage of retirement, they have only SS program to count on for support. This should become a prime concern for any generation because one day they will be in similar shoes.</i>		
Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. Improve benefits provided to senior citizens of Chuuk 2. Additional benefit schemes are provided for retirement purposes 3. Safeguard the livelihood of Chuukese citizens after retirement 	5.1 Extend new program to those not on SS program	5.1.1 2020 Chuuk State look into option of bring grass roots into SS program.
		5.1.2 2020 new program introduced to support health services for senior citizens
	5.2 Increase the various type of retirement programs	5.2.1 2020 pension is available to government employees
		5.2.2 2020 private sector adopt sinking funding strategy for employees seeking benefits after employment
	5.3 Create coalition of seniors with prominent influence to play a part in the advocating support.	5.3.1 Chuuk Seniors Organization established by 2018
		5.3.2 2020 seniors needs are addressed as State priorities

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Activity Matrices: Environment Sector

<p>Strategic Goal # 1: Continue to provide support in the area of Marine Biodiversity for protection and sustainability</p> <p>Rationale: <i>Chuuk's Marine Biodiversity refers to the species richness and abundance in its ocean. The area is more covered with massive ocean. Protecting it is vital to the lives of the people of Chuuk. It is rich with resources that provide social and economic benefits. Therefore Chuuk must adopt a sustainable approach toward economic/social development to prevent depletion and destruction of its marine resources.</i></p>		
Outcomes	Activities	Outputs
1. More areas are identified for protection and preservation	1.1 Continue on awareness campaign to leaders and communities in their respective marine ecosystem	1.1.1 2018 10 awareness outreach meetings at different communities held
2. Increase awareness in marine biodiversity among communities and leaders		1.1.2 2019 addition 5 town hall meetings at different communities held
3. Increase awareness of marine biodiversity among youths		
4. Increase funding sources for marine biodiversity protection and rehabilitation	1.2 Create partnership between 'Sounono' and Marine Resources	1.2.1 2018 5 additional marine sanctuary under state protection with lagoon
		1.2.2 2020 5 additional marine sanctuary under state protection in the outer island regions (Mortlocks and Northwest)

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	1.3 Work with marine environment awareness with youth through CSSS and youth groups	1.3.1 2018 Biodiversity in Chuuk inserted in K-12 curriculum 1.3.2 2018 award program for youth in environment protection effort commence
	1.4 create sponsorship efforts of marine areas by communities and municipalities	1.4.1 2018 MOU signed by EPA and Communities respective to sanctuaries for monitoring and protection (lagoon areas) 1.4.2 2020 MOU signed by EPA and Communities respective to sanctuaries for monitoring and protection (outer islands regions)
	1.5 Register NGOs pertaining to marine environment	1.5.1 2018 - 2020 incorporate community organizations involved in sanctuary protection effort 1.5.2 2018 - 2020 assist in grant proposal write up with registered NGOs for funding purposes

<p>Strategic Goal #2:Continue to provide support in the area of Terrestrial Biodiversity for protection and sustainability</p> <p>Rationale: <i>Terrestrial Biodiversity refers to the different species that inhabit the land. The Department of Agriculture is the leading proponent of development and protection for said biome. Chuuk State development needs to be mindful of the level of degradation it would have on land ecosystem. Chuuk is the second smallest state in the FSM in land area but has the highest population in the nation.</i></p>		
Outcomes	Activities	Outputs

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<p>1. Forest preserves identified toward indigenous plants</p> <p>2. Increase awareness among people of Chuuk on terrestrial habitat protection and conservation</p> <p>3. More support through organizations and respective agencies</p> <p>4. Increase interest for young people in environment especially agriculture fields</p>	<p>2.1 Work closely with proper agencies or organization to designate preservation sites</p>	<p>2.1.1 CSDA and EPA joint taskforce in implementing preservation sites development plan 2018</p> <p>2.1.2 2018 work with lawmakers in creating a law that allow sites to be mandated as preserves to minimize environment and terrestrial biodiversity degradation.</p>
<p>5. Improve access to funding and technical supports</p> <p>6. Improve image and recognition through intellectual property rights</p>	<p>2.2 Seek grants to support efforts with terrestrial biodiversity preservation and protection</p>	<p>2.2.1 2017 two grant proposal submitted to ODA for support on preservation and protection by EPA</p> <p>2.2.2 2018 added tech and experts on board for support</p>
	<p>2.3 Increase public awareness campaign and involve communities on projects</p>	<p>2.3.1 2018 MOUs enter with at least 5 communities on preserves and protection in their respective areas</p> <p>2.3.2 2018 assist participants in registering as NGOs and applying for grants to support their efforts in preservation and protection</p>
	<p>2.4 Incorporate environment curriculum for K-12 in CSSS</p>	<p>2.4.1 2018 Biodiversity in Chuuk inserted in K-12 curriculum</p> <p>2.4.2 2018 award program for youth in environment protection effort commence</p>

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	2.5 Work toward identifying intellectual rights of Chuuk's indigenous species and cultural knowledge	2.5.1 2017 survey and study conducted for intellectual rights
		2.5.2 2019 submission of application with World Court on intellectual property rights

Strategic Goal #3: Continue to develop preventive measures to lessen natural disasters impacts for both short term and long term occurrences.

Rationale: *Increasingly frequent small, medium and large scale disasters in the Asia-Pacific region have seen an unprecedented scale of response by international civilian and military organizations in support of the affected State. The region, due to geological and environmental factors, is highly vulnerable and responders are required to operate in unique circumstances.*

Outcomes	Activities	Outputs	
1. Disaster response is more responsive and organized	3.1 Continue to build strong network of affiliated groups and organization to assist during crisis	3.1.1 2017 10 local NGOs are actively involved disaster planning and efforts	
2. Increase public awareness in disaster preventive measures		3.1.2 2017 DCO identifies outside organizations to become partners in disaster efforts and planning	
3. Improvement of infrastructures for disaster relief			
4. Enhancement of shelters and supports during disasters		3.2 Constant training in emergency response team even during peaceful times	3.2.1 2017 DCO introduced disaster plan to State and municipalities to clarify roles and duties during crisis
5. Improve adaptation effort toward climate change			3.2.2 DCO and EPA joint simulation training with partners (NGOs and government agencies)
	3.3 Policy to target preventive measures and lessening impacts of short term and long term disasters	3.3.1 2017 increase campaign on water conservation effort	

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		3.3.2 2018 increase support for increasing water catchments in low islands
		3.3.3 2019 ODA projects through EPA and CSDA to rehabilitate taro patches and move inland
	3.4 Expand training to communities to minimize impacts and effects of natural disasters	3.4.1 2018 awareness and preventive training on disasters takes place (10 communities each year)
		3.4.2 Continuous disaster training in CSSS and other medium starting 2017
	3.5 identify and improve disaster shelters on all island in Chuuk	3.5.1 2018 all communities have identified their disaster shelters
		3.5.2 2018 building codes for public facilities imposed to use as shelters during disasters

Strategic Goal #4: Continue to develop efforts to maintain and sustain the natural habitat of Chuuk for the people to live and prosper in.

Rationale: *Chuuk has the largest population among all the states in the FSM. Its center island has experienced a sudden build up and urbanization. This has led to increase in pollutions of its environment. Garbage are scattered all over the island with no solid waste dump site designated. Chuuk need to find ways to improve efforts to minimize impacts on its natural environment from human activities.*

Outcomes	Activities	Outputs
1. Improvement in dealing with rising sea level	4.1 Create ways to counter sea level rising through coastal rehabilitation and so forth.	4.1.1 2018 sea wall areas not subject to propagating shorelines identified and proposed for development

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<p>2. Improve sustainable approach toward resource allocation</p> <p>3. Increase in income generation opportunities</p>		<p>4.1.2 2018 increase measures toward mangrove rehabilitation and protection</p>
<p>4. Improve awareness of resource management and sustainability</p>	<p>4.2 Create a state plan on resource management for urban areas</p>	<p>4.2.1 2019 state plan for urban areas resource management plan implemented</p> <p>4.2.2 2020 building codes in urban areas put in effect</p> <p>4.2.3 2020 solid waste management regulations in place</p>
	<p>4.3 Create public awareness and enforce policies on resource facing depletion</p>	<p>4.3.1 2018 increase campaign for marine biodiversity depletion to public (e.g. fish species, invertebrates, etc.)</p> <p>4.3.2 2018 increase campaign for terrestrial biodiversity depletion to public (e.g. mangrove, indigenous plants, etc.)</p>
	<p>4.4 Introduce programs lessen retaliation against environmental protection efforts</p>	<p>4.4.1 2018 introduce alternate sources of income through aqua culture</p> <p>4.4.2 2018 affiliate farmers and fisherman to Chuuk Local Producer Coop for sustainable practices</p>

Strategic Goal #5: Continue to increase efforts in keeping our natural surrounding clean and pollutant free.

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Rationale: *The environment is important to all life on earth, not just wildlife. People depend on it for their very survival as well. It is very hard to picture this because people have already created their place. They have completed reshaped the world to suit their comforts and as a result of these processes, many natural environments have been compromised. This is common in all society including the small island of Chuuk.*

Outcomes	Activities	Outputs
1. Reduction of littering on the islands 2. Public participation and endorsement for a cleaner environment 3. Better approach to solid waste management 4. Improvement in Chuuk's image benefiting the people of Chuuk	5.1 Solid waste dump site identified and operational	5.1.1 2018 implement plan for sustainability of operation of site (quasi-government) 5.1.2 2018 create fees/levies to sustain sites operation
	5.2 Seek funding support for environment revitalization and clean ups	5.2.1 2018 cleanup effort for oil leaks from sunken ships commence 5.2.2 2018 EPA through joint effort with CSHS, CSDA implement plan on cleaner environment to prevent and protect invasive species introduction and global outbreaks
	5.3 Continue to work hand in hand with agencies and organization on recycling effort	5.3.1 2018 introduce subsidiary plan to increase incentive for recycling 5.3.2 2018 increase awareness of the importance of recycling to the public through NGOs supports 5.3.3 2018 Chuuk State promote partnership for companies interested in recycling



Activity Matrices: Energy Sector

<p>Strategic Goal#1: Continue to increase coverage of energy services (electrification) throughout Chuuk State</p> <p>Rationale: <i>According to the FSM Nation Energy Plan, Chuuk still have the lowest coverage of energy services among all four states. This mainly because of Chuuk’s unique geographical feature. Unlike the other states where you have a much bigger center island and much small island outside; Chuuk has a center island but many similar size island scattered in the lagoon and smaller ones outside the lagoon. This make electrification coverage very difficult.</i></p>		
Outcomes	Activities	Outputs
<ol style="list-style-type: none"> 1. Improve the livelihood of Chuukese through access of electrification 2. Increase more support to private sector development 3. Added value to support services in rural areas 4. increase opportunities in various areas 	<p>1.1 Create partnerships with groups within the regions or on islands</p>	<p>1.1.1 2017 preliminary plans of electrification in Mortlocks and Northwest regions endorsed by regions’ authorities</p> <p>1.1.2 2017 50% of lagoon islands municipal offices signed agreement of electrification plan</p> <p>1.1.3 2018 remaining lagoon islands signed agreement of electrification plan</p>
	<p>1.2 Work with municipal governments to assist in land titles clarifications</p>	<p>1.2.1 2017 50% of islands identify and clarify lands for energy infrastructure sites</p> <p>1.2.2 2018 remaining islands identify and clarify nds for energy infrastructure</p>
	<p>1.3 Focus on low cost and sustainable energy services</p>	<p>1.3.1 2018 PV system increased in outer islands and unreachable places</p> <p>1.3.2 2018 State Energy Workgroup complete feasibility</p>

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		study of other sustainable and renewable energy systems
	1.4 Seek funding support for energy service development	<p>1.4.1 2018 ODA priorities for State include energy funding</p> <p>1.4.2 2018 funding designated for introduction of efficient equipment and systems</p> <p>1.4.3 Ongoing maintenance and renewal of existing diesel generators for CPUC</p> <p>1.4.4 Ongoing upgrade of existing lines and equipments</p>
	1.5 Align electrification efforts with plans made by State and regions	<p>1.5.1 2019 State government adopt efficient energy scheme for its buildings and facilities</p> <p>1.5.2 2019 regions leaderships incorporate energy plan for their electrification development</p>

Strategic Goal #2: Continue to provide affordable energy sources (fuel) for Chuuk State

Rationale: *It can be as simple as stating no thank you when it comes to energy. Many inhabited islands in Chuuk do not have electrification or power. They have manage to live with this for so long. Introducing such concept can be exciting for many but the willingness to bear the cost can be quite the opposite.*

Outcomes	Activities	Outputs
1. Access to fuel is made easy for lagoon and outer islands	2.1 Promote private enterprises involvement in storage and supplying fuel in outer islands	2.1.1 2018 increase in number of fuel supply and storage by 20%
2. Decrease in cost due to bulk deliveries to rural areas		2.1.2 2017 Chuuk Energy Workgroup establish with Private Sector on energy promotion
3. Increase in private ventures involved in fuel services		
4. Reduction of cost of living in the outer islands		2.1.3 MOU with FSMDB to support private business

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5. Continuous availability of fuel sources in all areas		in fuel supply and storage
	2.2 Support the improvement of transportation in Chuuk especially for sea and land transportation	2.2.1 2017 ferries between lagoon island are made as a state priority
		2.2.2 2017 requested field ship servicing outer islands as ODA priority approved by FSM congress and President Christian
	2.3 Create safer and cheaper way to provide fuel to neighboring islands	2.3.1 2017 Chuuk purchase a fuel tanker vessel for delivery
2.3.2 2017 region authorities designate mini storage tanks sites		
2.4 Create legislation to control price of fuel in the State	2.4.1 2018 establish a section for Consumer Protection at C&	
	2.4.2 2017 revision and amendment toward price coudching laws for strengthening and enforcement	

Strategic Goal #3: Continue to invest in capacity development in energy sector for Chuuk State

Rationale: *With the current status of Chuuk State Labor Force, energy sector will have difficulty finding skilled people to man projects and work in the sector. With the exception of those working for CPUC and perhaps other major technical companies, we rarely see Chuukese undergo trainings. Getting individuals who are interested in the field is also major problem. CTE issue at CSSS is still an ongoing therefore no one is pursuing field that correspond work in energy sector.*

Outcomes	Activities	Outputs
1. More Chuukese are entering energy field for studies	3.1 Collaborative efforts between sector and post-secondary institution on island to create trainings in energy.	3.1.1 2017 CTE program in energy related fields interest survey

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2. Improvement in public awareness on energy needs and purposes		3.1.2 2018 CTE program in energy related fields commence
3. Increase in skills for the area of energy 4. More opportunities in energy career	3.2 Develop training program targeting unskilled laborer	3.2.1 2017 CPUC short term training with COM-FSM 3.2.2 2018 COM-FSM CTE short term training program targets regional areas
	3.3 Promote energy sector in K-12 system	3.3.1 2018 CSSS and Energy Workgroup conduct energy promotional programs 3.3.2 2019 15% increase in number of students interested in energy related fields
	3.4 Create scholarship earmarked toward studies in energy fields	3.4.1 2018 increase number of trainees attending China training on bio-fuel 3.4.2 2018 develop scholarship for students in Chuuk interested in engineering in energy field
	3.5 Create apprenticeship program with CPUC and FSMPC	3.5.1 2019 Journeyman program developed for CPUC 3.5.2 2019 Journeyman program developed for FSMPC

Strategic Goal #4: Continue to promote renewable energy in Chuuk to lessen dependency on imported fossil fuel

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Rationale: *Fossil fuel is a commodity that scientists believe would be depleted sometime soon into the future. Its price in the market is very volatile which poses a great threat if we continue to rely on its availability to us.*

Outcomes	Activities	Outputs
1. Increase mass transit in Chuuk	4.1 Push for increase support of mass transit both on land and sea.	4.1.1 Increase field vessels operators to lagoon and outer islands 2018
2. Tax incentive for pool services providers		4.1.2 Increase bus services for outer villages 2018
3. Utility fossil fuel usage reduced	4.2 Create alternate programs to support reduction of fossil fuel usage	4.2.1 Car/boat pool increases 15% 2018
4. Increase clean energy usage (Solar and bio-fuel)		4.2.2 CPUC present Bio-fuel generators 2018
	4.3 Push for net metering for households and businesses on Weno	4.3.1 2018 CPUC adopts net metering capability
		4.3.2 2019 30% of households get net metering

Strategic Goal #5: Continue to seek out opportunities made available for clean energy development.

Rationale: *Although this goal is overlapping with the renewable energy goal, it is more focus on looking at ways to take advantage of researches and technological breakthrough in clean energy. Some of the projects are still at experimental stage, but it is important that we are on top of it. Innovative breakthrough is happening every year. The world has transcended in the race to create more sources of clean energy.*

Outcomes	Activities	Outputs
1. Decrease pollution from energy infrastructures	5.1 Beef up on the role of Chuuk Energy Workgroup in Chuuk State	5.1.1 2017 Law passed by State to officially recognize the role of Chuuk Energy Workgroup
2. Open up opportunities for long term commitment toward clean energy		5.1.2 2017 workgroup develop its own strategic plan
3. Establish strong relationship with external partners	5.2 Partnership between Chuuk State and higher	5.2.1 2018 partnership agreement enter with

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4. Development assistant are linked to clean energy efforts	institutions or tech companies in clean energy research and project development	5.2.2 2018 Chuuk open its doors to institution for research development purpose on renewable energy	companies in energy development (e.g. OTEC, etc.)
	5.3 Seek organization that has tech support in their programs and trainings	5.3.1 2018 introduced training for renewable energy to grass roots through UNDP 5.3.2 2018 at least 10 NGOs in Chuuk establish partnership with support group in clean energy	



Activity Matrices: Transportation, Communication and Infrastructure

<p>Strategic Goal #1: Continue to improve public facilities and structures (hospital, schools, dispensaries, etc.)</p> <p>Rationale: <i>Public structures and facilities are in need of renovation or construction. Infrastructure fund specifically toward public facilities are funded by the Compact. Chuuk unlike the other states in FSM, it owns very few public lands.</i></p>		
Outcomes	Activities	Outputs
1. Improvement in land tiles records for acquisition and development	1.1 Establish Court system for land disputes and registration	1.1.1 2018 CSL introduced law for the establishment of Chuuk Land Court System

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2. Expansion in the development of public facilities		1.1.2 2019 50% Government land with disputes settled
3. Increase opportunities of funding toward public facilities development	1.2 Increase survey activities and secure ways to keep records of land	1.2.1 2017 survey of government property and designated sites funded under unallocated sector funds
4. Public facilities follows codes and standards		1.2.2 2020 all government property are properly surveyed and registered
5. Public land are secured in title-ship to allow development	1.3 Seek funding support for outright purchase land for public facilities and infrastructures	1.3.1 2017 ongoing effort to acquire additional funding with FSM national government and development partners
6. Public records of land and facilities are easily accessible		1.3.2 2020 all government land and designated sites are recorded purchased by government
		1.4 Create a better and faster system of acquiring information on public land and facilities
		1.4.2 2020 completion of website for government public land and facilities information

Strategic Goal #2: **Continue to support and improve transportation (Roads, airports and docks)**

Rationale: *Transportation is an important area in Chuuk but very underdeveloped. Weno roads are currently being paved but still in poor condition. Other islands have yet begun in developing their roads. Tonoas is the only island besides Weno that has road for cars. Public sea transport is not provided majority rely on small outboard motor boats within Chuuk's lagoon.*

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Outcomes	Activities	Outputs
1. Reduction in cost of living through transportation 2. Expand transportation service for both land and sea in Chuuk 3. Improve quality of transportation in Chuuk State 4. Increase capacity of those involved in transportation services 5. More funding support to transportation activities 6. Development of infrastructures for land and sea	2.1 Increase competition in the market for sea and land transportation	2.1.1 2017 promotional plan of transportation for private investors in place
		2.1.2 2018 MOU signed with respective agencies on transportation incentives and breaks
	2.2 Include mass transit development for both lagoon and outer islands	2.2.1 2017 Chuuk State Taskforce look into the possibility of a Mass Transit Authority operating in the State
		2.2.2 2018 survey study compiled Mass Transit in Chuuk State
	2.3 Fund infrastructure improvement pertaining to transportation	2.3.1 2017 complete survey and registration of jetties or docks to begin funded through NTP initiatives
		2.3.2 2017 circumferential road plan on Weno road approved by National ODA
		2.3.3 2019 50% of dock projects ready to commence funded by ADP project
		2.3.4 2019 plan for a sea transit station complete and identified possible funding source
	2.4 Seek funding support for private operators in transportation	2.4.1 2017 MOU with FSMDB to offer transportation ventures loan package

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		2.4.2	2017 MOU with FSMDP to offer transportation ventures grants through world organizations
	2.5 Maintain safety of transportation in Chuuk	2.5.1	2017 law passed mandating all boats must be registered
		2.5.2	2018 enforcement of all transportation vessels and vehicles must pass safety code standard to operate
	2.6 Increase capacity of those in transportation sector	2.6.1	2018 50% of Chuuk State Department of Transportation undergo certification training
		2.6.2	2020 all employees of CSDT adhered to certification in their respective areas of work (Air, Sea and Land)

Strategic Goal #3: Continue to develop public utility infrastructures

Rationale: *Public Utility encompasses everything from electrification, water and sewer system to communication. These infrastructures are crucial to the development of Chuuk State. It must continue to support their expansion to facilitate Chuuk Development Plan.*

Outcomes	Activities	Outputs
1. Potential sites for public utilities identified	3.1 Integrate community based projects and support to planning of expansion	3.1.1 2018 all community projects in water work and electrification integrated into State infrastructure plan
2. Increase community based projects pertaining to utility development		3.1.2 2018 MOUs between CPUC and various communities for technical support of project development
3. Improve continuity in utility projects		
4. Expand utility infrastructure to other islands		

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5. Capacity development at community level in utility infrastructures increases	3.2 Focus more on grant driven project to allow NGOs and Community to promote project and maintain them	3.2.1 2018 25% increase in number of NGOs involved in infrastructure development registered 3.2.2 2020 50% of NGOs submit proposal for grants and received funding support
	3.3 Work with regionals leaders as well as municipal governments pertaining to land issues	3.3.1 2017 50% of municipalities commit to resolving land issue 3.3.2 2018 majority of involved municipalities settle dispute sites for projects
	3.4 Create training opportunities in Public Utility sector	3.4.1 2017 CPUC and COMFSM joint to develop training programs 3.4.2 2019 all CPUC employees complete training 3.4.3 2018 establish scholarship funding for CPUC employees to further training and education
	3.5 Increase interest in the technical field of Public Utility	3.5.1 Incorporated CPUC fields into CSSS CTE promotional program at K-12 3.5.2 2019 journeyman program link to CPUC by COM-FSM CTE program

Strategic Goal #4: **Continue to develop infrastructure for economic development**

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<p>Rationale: <i>In economic development, needed infrastructure cost-sect with other areas. But the gist of needed infrastructures is their attributes to the development of the economy. Chuuk must continue to invest in their development.</i></p>		
Outcomes	Activities	Outputs
1. Private sector infrastructures for export efforts developed	4.1 Seek potential outside investors to fund needed infrastructure development	4.1.1 2017 conduct a seminar inviting current and potential investors to come up with consensus equally beneficial
2. Tourism sector infrastructures developed		4.1.2 2018 new infrastructure needs identified to be inserted into IPIC
3. Commercial Agriculture infrastructures developed		
4. Increase in investment in Chuuk State	4.2 Look at partnership agreement with communities to make purchasing of land smoother	4.2.1 2017 50% target sites established MOU for project development
5. Fisheries infrastructures developed		4.2.2 2019 Infrastructure projects facing land disputes reduced by 50%
6. Smoother land leases and purchases for economic development		
	4.3 Identify and develop infrastructure needs for private sector.	4.1.1 2017 Chuuk State Chamber of Commerce complete its SDP identifying infrastructure needs
		4.1.2 2018 CSCC infrastructure needs adopted into IPIC and ODA for support
	4.4 Identify and develop infrastructure needs for Tourism Industry	4.4.1 2017 CVB work closely with CSDT on infrastructure needs mentioned in NTP and SDP - Jetties/Docks - Trails to tourist sites
		4.4.2 2018 Tourism infrastructure projects commence

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	4.5 Identify and develop infrastructure needs for commercial agriculture	<p>4.5.1 2017 CSDA and C&I work closely on infrastructure needs to be addressed and supported</p> <ul style="list-style-type: none"> - Fumigation chamber - Storage places for copra <p>4.5.2 2018 Agriculture infrastructure projects commence</p>
	4.6 Identify and develop infrastructure needs for fisheries in Chuuk	<p>4.6.1 2017 CSMR and C&I identify infrastructure needs for fisheries development</p> <ul style="list-style-type: none"> - transshipment port - central market <p>4.6.2 2018 fisheries infrastructure projects commence</p>

<p>Strategic Goal #5: Continue to develop infrastructure for social development</p> <p>Rationale: <i>Social development refers to anything that provides supports to people's living status. Then by definition social infrastructure is really every infrastructure that supports improvement of lives of the people. This particular goal focuses on specifics in social development.</i></p>		
Outcomes	Activities	Outputs
<p>1. More social projects at community level</p> <p>2. Increase supports from communities toward social development efforts</p> <p>3. Improvement in funding sources for social development</p> <p>4. Livelihood of people of Chuuk improved</p>	<p>5.1 Attached project effort with NGOs already recognized or a leader for traction toward supports</p>	<p>5.1.1 2017 designated social project in areas of health, education and others sponsored by existing NGOs</p> <p>5.1.2 2018 invest in promotion to congress delegation of Chuuk to sponsor at least one project with their respective regions</p>
	<p>5.2 Partnership with NGOs and Communities to designate</p>	<p>5.2.1 2018 partnership agreements entered</p>

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5. Infrastructure needs for youth development in place	land for project development	between communities and CSSS
6. Infrastructure needs for other social areas in place.		5.2.2 2018 partnership agreements between CSHS and communities
	5.3 Create a collective taskforce focusing on social development linking toward social infrastructures	5.3.1 2017 passed law on social development commission
		5.3.2 2018 through existing social interest survey align with priorities in social development project
	5.4 Insert infrastructure needs toward youth development	5.4.1 2018 athletic complex on Weno commence construction targeting youth interest in sports/health (State specific ODA)
		5.4.2 2019 1 st community based project on youth multipurpose center
	5.5 Inserts infrastructure needs toward development for women	5.5.1 2017 CWC insert primary needs in infrastructure for state priority
		5.5.2 2018 Woman center improvement for health clinic and learning center
	5.6 Insert infrastructure needs for disabilities	5.6.1 2018 Public Facilities Standard code require accessibility for the physically challenged
		5.6.2 2020 Rehabilitation center for the disables in planning stage

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Strategic Goal #6: Continue to develop infrastructure for environmental mitigation and protection		
Rationale: <i>It is already obvious by many in Chuuk State of the immense threats toward its natural environment. These threats are of both natural and man-made occurrences. Some are unpredictable and short term while others are predictable and long term. Chuuk State must continue to invest in necessary infrastructure to assure its environment is protected, preserved and mitigated by impacts of various nature.</i>		
Outcomes	Activities	Outputs
1. Increase inputs on environment needs for infrastructure development 2. Maintain sustainable approach in infrastructure development 3. Infrastructures for environmental needs in planning are developed 4. Increase awareness in environment needs among state planners	6.3 Insert environment people into Planning or IPIC taskforce	6.3.1 2018 EPA selected into IPIC committee for the state 6.3.2 2019 State priorities toward environmental infrastructure increase by 20%
	6.4 Create honorary recognition and membership for leaders in NGOs	6.4.1 2018 NGOs involved at community level in environmental protection efforts increase by 20% 6.4.2 2018 increase involvement of both leaders and people in environmental protection efforts as it relates to infrastructures
	6.5 Tap in World Organization for funding from grants	6.3.1 2018 25% increase in communities or organizations registers as NGOs with environment protection as their primary goal 6.3.2 2018 conduct a workshop for NGOs to inform on available sources for grants in environment

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	<p>6.4 Initiate implementation of infrastructures needed to lessen natural disaster impacts</p>	<p>6.4.1 2018 water catchment projects for low islands in planning stage</p> <p>6.4.2 2017 building code on public facilities passed to withstand typhoon (used as shelter)</p> <p>6.4.3 2019 Sea walls sites identified for potential sea wall project</p>
	<p>6.5 Advocate more community based projects to assist in needed infrastructures for environment</p>	<p>6.5.1 2019 workshop on grant writing for NGOs</p> <p>6.5.2 2020 50% of NGOs in environmental protection submits a grant proposal</p>

SECTION IV. References & Appendices

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2. Ms. Christina Stinnett, President of Chuuk Women Council
3. Mr. Peter Aten, Chief of Chuuk Division of Commerce and Industry
4. Ms. Jaylyn Kokis, Coordinator of CTE Program for Chuuk State School System
5. Ms. Moria Bisalen, Coordinator of NCD program for Chuuk State Health Services
6. Mr. Bradley Mori, Environment Specialist, Chuuk EPA office
7. Mr. Perez Graham, Chief of Budget Office Chuuk State
8. Mr. Curtis Graham, Deputy Direction CDMR
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10. Ms. Nely Mori, Acting Director, Chuuk Visitors Bureau
11. Mr. Myron Hashiguchi, Chairman CVB Board of Directors
12. Ms. Cindy Mori, President of Chuuk State Chamber of Commerce
13. Representative Wisney Nakayama, Chuuk State Legislature
14. Representative Lester Mersai, House of Representative, CSL – Chairman HS Committee
15. Mr. Mark Wade, CEO Chuuk Public Utility Company
16. Mr. Akapito Mori, Chief of Waterworks, CPUC
17. Mr. Minoru Mori. Manager, FSM Telecom Chuuk
18. Dr. Rita Mori, Chuuk State Health Services
19. Dr. Dorina Fred, Chuuk State Health Services
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22. Mr. Mike Abbe, Coordinator of CRE-Chuuk
23. Dr. Lolita Rojas, Agriculture Expert CRE Chuuk
24. Mr. Kind Kanto, Dean of COM-FSM Chuuk Campus
25. Mr. Jesse Mori, Director Dept. of Administrative Services Chuuk

Appendices

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