



KOSRAE STATE

SDP

Strategic Development Plan
FY2020-FY2023

Updated July 2019, Kosrae Department of Resources and Economic Affairs

Acknowledgements

The process to update the 2020-20-23 Kosrae Strategic Development Plan was not an easy task. It required a lot of back and forth reviews, feedback, and continuous clarifications and revisions from different key players of the State. Substantial cooperation and collaboration between Kosrae Department of Resources and Economic Affairs, Kosrae Strategic Development Plan Implementation Committee, consulting team DevBizExperts, and KSDP stakeholders are highly noted and appreciated.

Based on input from a variety of stakeholders from every sector, this plan reflects the goals and aspirations of Kosraeans from many levels and from many institutions and organizations. One commonality of these diverse stakeholder groups was their interest in focusing their attention over the next four years on practical and realistic activities that will improve the lives of Kosrae residents.

Many ‘Kulo’ and thanks to all individuals and organizations that have contributed to the success of the process to update the Kosrae SDP.

Kosrae Strategic Development Plan

Acronyms

ABS	Access and Benefit Sharing Act
ADB	Asia Development Bank
CEDAW	UN Convention in the Elimination of All Forms of Discrimination Against Women
CFSM	Congress of the Federated States of Micronesia
CSOK	Civil Society of Kosrae
DA&F	Department of Administration and Finance
DHS	Kosrae Department of Health Services
DOE	Kosrae Department of Education
DOI	US Department of the Interior
DREA	Kosrae Department of Resources and Economic Affairs
DSM	Demand Side Management
DTC&I	FSM Department of Transportation, Communication and Infrastructure
EIA	Environmental Impact Assessment
FEMA	US Federal Emergency Management Agency
FSM	Federated States of Micronesia
FSMDB	FSM Development Bank
FY	Fiscal Year
GDP	Gross Domestic Product
GLOW	Girls Leading Our World
HRDA	Kosrae Housing and Rural Development Agency
IDP	Infrastructure Development Plan
IMF	Infrastructure Maintenance Fund
IMF	International Monetary Fund
JICA	Japan International Cooperation Agency
KCC	Kosrae Chamber of Commerce
KIRMA	Kosrae Island Resource Management Authority
KIST	Kosrae Invasive Species Taskforce
KLUP	Kosrae Land Use Plan
KSDP	Kosrae Strategic Development Plan
KSDP	Kosrae Strategic Development Plan
KVB	Kosrae Visitors Bureau
KWA	Kosrae Women's Association
kWh	Kilowatt Hour
MOU	Memorandum of Understanding
MSC	Micronesia Shipping Commission
MW	Megawatt

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NGO	Non-Government Organization
OFCF	Overseas Fishery Cooperation Foundation
OVI	Objectively Verifiable Indicator
PACC	Pacific Adaptation to Climate Change
PACESD	Pacific Centre for Environment and Sustainable Development
PARAVET	Para-Veterinarian
POC	Point of Contact
PPP	Public-Private Partnership
PTI	Pacific Trade Invest
RIF	Reduction in Force
RMC	Resource Management Committee
SAMHP	Substance Abuse and Mental Health Program
SBDC	Kosrae Small Business Development Center
SCADA	System Communication and Data Acquisition
SDP	Strategic Development Plan
SIP	School Improvement Plan
SPC	Secretariat of the Pacific Community
SPTO	South Pacific Tourism Organization
SSM	Supply Side Management
UH	University of Hawaii
UNDP	UN Development Programme
UOG	University of Guam
US	United States of America
USAID	US Agency for International Development
USDA	US Department of Agriculture
USP	University of the South Pacific
WIF	Women in Farming

Foreword

A Message from the Governor

It is indeed a great honor to present to you the 2020-2023 Kosrae Strategic Development Plan. As many of you are aware, we have had struggles with implementing the KSDP since its endorsement back in 2014. Despite several attempts to update the plan and accommodate the realignments needed from each of the plan's sectors, there were still challenges in implementation and reporting which were evident in the accompanying *2019 Review and Assessment Report* of the Kosrae Strategic Development Plan.



Based off the 2019 Assessment Report as well as significant contribution from the plan's stakeholders, the KSDP has been refined and presented in a way that is comprehensive, simple, and most importantly, viable within the next four years leading up to 2023. Let us not be discouraged by the limited time and resources that we must implement this plan. It is most critical now more than ever to prioritize and commit our resources to the implementation of the updated goals and aspirations that are set forth in this plan. If we have not done so in the past years, now is the time to collectively join our resources and efforts in pushing forward for this plan's overarching goal to achieve economic sufficiency and budgetary self-reliance. I urge the continued monitoring and reporting on sectoral progress of the KSDP, and most importantly, commitment from my fellow leaders of Kosrae. Without your support, the goals and aspirations within this plan will not come to fruition.

Much appreciation to the consulting team, *DevBizExperts*, for your assistance in the review and update process. To the Kosrae Strategic Development Plan Implementation Committee, stakeholders, and all others who contributed to the development of the KSDP, kulo ma lulap, this would not have been possible without your collaboration. Last but not the least, much appreciation is extended to the Department of Resources and Economic Affairs for the hard work and deliberations put forth towards this update.

I close my short message with a reminder to all of us that we must work together for the wellbeing of our people and Kosrae. Kulo ma lulap.

Carson K. Sigrah
Governor



**Kosrae State Leadership Conference
Kosrae SDP Statement
April 17, 2019
Rose Mackwelung Library**

Background

Conference co-chairs, The Honorable Arthy Nena, Lt. Governor of Kosrae State; the Honorable Rolner Joe, Vice Speaker of the 12 Kosrae State Legislature; and other officials of Kosrae State Leadership from both government and non-government organizations met on April 17, 2019 at the Rose Mackwelung Library to discuss some of the most critical issues of the state. One issue that was highly emphasized is the Kosrae State Strategic Development Plan.

Kosrae Strategic Development plan was developed in 2014 with the overall goal of achieving economic advancement and budgetary self-reliance for the State of Kosrae. To date, KSDP is not effectively implemented due to several challenges. Among challenges of the KSDP plan are poor financial and institutional capacity to carry out sector plan initiatives, poor collaboration between stakeholders in both government and non-government organizations, poor monitoring, evaluation, and reporting of the indicated sector plans, and lack of leadership support.

Way Forward

Upon hearing an economic situation report from the Department of Resources and Economic Affairs, the conference commits itself to ensure better and effective implementation of the Kosrae Strategic Development Plan to guide Kosrae towards achieving economic advancement and budgetary self-reliance by 2023 and beyond. To follow through with this commitment, the conference sees the need to change from the business-as-usual mindset and push forward with an improved and realistic sector plan, eliminate the bias toward reporting to donors rather than reporting against sector plans, link all budgetary request to the KSDP, and upgrade the capacity of monitoring, evaluation, and reporting of the KSDP. The conference acknowledges the critical role that the KSDP implementation Committee plays in this plan and urges the committee to diligently work together with all stakeholders of the plan, both state and non-state actions, to ensure effective implementation and reporting of the KSDP. Lastly, and most importantly, the conference commits itself on behalf of all leadership of Kosrae, to be accountable in ensuring the goals of the KSDP come to fruition whining the next four years.

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Chapter 1: Introduction

As one of four states comprising the Federated States of Micronesia, Kosrae State continues to focus on developing its economy, especially the private sector, while honoring and maintaining its culture and values.

The FY2020–2023 Strategic Development Plan (KSDP) was developed with the involvement of stakeholders from each of 13 sectors with the support and input from the Department of Resources and Economic Affairs (DREA) and the Kosrae SDP Implementation Committee. Input from these local sources was critical to identifying the most relevant and practical approach to State development over the next four years.

Kosrae, like all other FSM States, has many issues including capacity building and the skill development of its workforce; infrastructure development; and fiscal sustainability including the amending of existing business application and investment laws and regulations to promote a *One-Stop* process for domestic and foreign investment.

The KSDP FY2020–2023 presents a practical and no-frills approach for each sector to achieve its goals and objectives. It provides objectively verifiable indicators for each goal and a list of key activities that, when completed, will lead to the achievement of sector goals and objectives.

What is the Kosrae Strategic Development Plan?

The KSDP is a four-year, high-level, document that articulates Kosrae government priorities and development sector vision along with specific targets for focusing workforce efforts and allocating resources. The aims of the KSDP include the following:

- Provide government and sector officials and leaders with long-term guidance for decision-making
- Communicate a prioritized plan to sector stakeholders for addressing a wide range of activities
- Provide a means for communicating government and sector priorities to Kosraean residents
- Provide a plan that donor agencies and development partners can use to better understand State priorities and decisions
- Provide State government and sector stakeholders with the basis for developing specific action plans and operational approaches for immediate implementation
- Complement Sector Plan implementation of prioritized activities

A Sector Approach

The FY2020–2023 Kosrae Strategic Development Plan (KSDP) has updated the FY2017 plan developed by a Project Team of sector stakeholders and a Project Steering Committee. The new

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plan focused on developing new goals, objectives, objectively verifiable indicators, and key activities. The following sectors were reviewed:

- * Business and Trade
- * Agriculture
- * Fisheries
- * Tourism
- * Energy
- * Health
- * Education
- * Environment
- * Youth
- * Culture
- * Gender
- * Housing

There are other common areas that are included in the plan such as:

- * Public Safety
- * Governance and Fiscal Management
- * Infrastructure
- * Capacity Building

Data Collection and Analysis Approach

Two approaches were taken to collect data from each sector. First, a questionnaire was designed, developed, and distributed through the Kosrae Department of Resources and Economic Affairs (DREA) to sector stakeholders to evaluate progress made on FY2017 goals and objectives. Second, a site visit was held from April 15-25, 2019 and meetings scheduled with each sector to review the results of questionnaires and identify additional areas of improvement not listed in the FY2017 KSDP effort. Questions during the sector stakeholder meetings included the following:

Current Status: What has changed and what has been achieved since the FY2017 KSDP?

Opportunities: What areas not covered in the questionnaire should be reflected in the FY2020–2023 KSDP?

Constraints: Besides finances, what kept you from achieving the results you planned in FY2017?

Stakeholder discussions focused on efforts to achieve their goals and objectives, given such additional constraints as lack of a skilled workforce and training opportunities, as well as donor requirements identified in Sector Plans.

The Data Collection Approach also included:

- Sector questionnaires designed, developed, and distributed to stakeholders through the DREA point of contact (POC)
- Site Visit conducted in Kosrae and sector meetings scheduled to review questionnaires and to identify additional areas of sector improvement.

Following the site visits, sector questionnaires were analyzed; and goals, objectives, objectively verifiable indicators, and key activities were developed. Sector revisions were returned to DREA for comments from stakeholders. Stakeholder comments and recommendations were incorporated into the new FY2020–2023 KSDP and into a report. The final report included recommendations for each sector.

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The Analysis Approach included:

- Review of sector stakeholder discussions and comments
- Revised sector goals, objectives, objectively verifiable indicators, and key activities developed and distributed by DREA to sector stakeholders for additional comments
- Sector stakeholder comments and recommendations incorporated into a Final Report and the new FY2020–2023 KSDP

As the figure below illustrates, to successfully complete a project of this scope requires the close professional relationships of several groups working together like an interlocking mechanism.

The Kosrae SDP Implementation Committee: Representing the State government and virtually all sectors, this group provided oversight for the data collection of questionnaires and the sector stakeholder discussion sessions. A meeting was held with this committee at the beginning of in-country data collection to orient them to the data collection and analysis approach and to clarify any project-related questions. A second meeting was held with the committee at the conclusion of the in-country site visit to review general findings. Individual meetings were also held with several committee members to clarify specific sector questions.

The Department of Resources and Economic Affairs (DREA): Serving as the POC for the entire project, DREA was instrumental in completing all the logistical arrangements needed to conduct successful stakeholder meetings, collect questionnaires, and clarify sector issues. DREA also provided direct input into several sectors (e.g., Agriculture and Fisheries) and provided personal support to the Project Director during his site visit to Kosrae.

Sector Stakeholders: The key to developing a practical and realistic SDP was the involvement and input from sector stakeholders. While stakeholder discussion sessions varied in the number of attendees and their understanding of goals, objectives and activities, each session was valuable and enabled the collection of a realistic vision of the future for each sector over the next four years.

While the wheels of the project meshed effectively, each provided separate but very valuable insight into the political, economic, and social perspectives of the State of Kosrae.



Chapter 2: About Kosrae

Kosrae, formerly known as Kusaie, is one of the four states of the Federated States of Micronesia. Located 5°9' north latitude and 163 °east longitude, Kosrae is the eastern-most state in the FSM.

Although Kosrae is the smallest out of the four FSM States in terms of total landmass and population, it is the second largest single island in the FSM.

Kosrae is also known as the 'Island of the Sleeping Lady' coined after Kosrae's famous landmark of mountains and hills forming a side view silhouette of a lady in sleep. In addition, given Kosrae's many natural beauties, Kosrae is also known as the 'Jewel of Micronesia.'

Geography

- Kosrae is a high island covered with lush tropical jungle.
- The Kosrae State land area is 42.3 sq. miles, or over 15% of the FSM area (270.8 sq. mile).
- 70% of the interior is made up of mountain ridges, and peaks and valleys; remaining land area is foot slopes, bottom lands, mangroves and coastal strips.
- Mt. Finkol offers the highest peak in Kosrae, standing 2,064 feet above sea level.
- Water area: Kosrae has jurisdiction over water within 12 miles off its engulfing fringing reef.
- Kosrae is surrounded by a fringing reef, which offers easy access to diving.
- The fringing reef is broken only by four natural harbors: Lelu in the east, Utwe in the south, Okat in the north-west and Yela in the west.
- Kosrae is subject to the tropical weather influences. Severely affect infrastructure due to the harsh weather and climate change impacts.
- Kosrae has several significantly protected areas including:
 - Yela Ka protected area
 - Utwe Biosphere Reserve
 - Others in the process of being established as protected areas.



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Kosrae is politically and administratively organized into four municipalities within the State:

- Tafunsak
- Lelu
- Malem
- Utwe

Results of the municipal consultations highlighted the opportunities and strengths of respective municipalities are included below.

<u>Utwe</u>	<u>Malem</u>
<ul style="list-style-type: none"> • Natural resources: mangrove, harbor, streams/streams, marine resources, etc. • Historical sites: Menke Ruins 	<ul style="list-style-type: none"> • Topographic features: flatlands for farming • Location: potential development of surfing site
<ul style="list-style-type: none"> • Harbor • Utwe Biosphere Reserve 	<ul style="list-style-type: none"> • Ethnically diverse citizenry.
<u>Lelu</u>	<u>Tafunsak</u>
<ul style="list-style-type: none"> • Location: state capital • Historical sites: Lelu Ruins, etc. • Economic potential: business/development hub • Most populated municipality. 	<ul style="list-style-type: none"> • Location: most suitable for infrastructure (e.g., airport and dock) • Land Area: largest in the state • Land features: land for farming, beaches for potential tourism activities, etc.
<ul style="list-style-type: none"> • Lelu Harbor 	

Municipal consultation results also highlighted several areas of interest that were common across the Kosrae municipalities:

- Preservation of cultural and traditional values
- Conservation and protection of the environment
- Consensus support of conservative and prudent tourism development
- Improving on human resource (education, health, skills, etc.)
- Altering inefficient and economical social practices (funeral practice, etc.) and unproductive behavior and attitude of the people
- Providing opportunities to improve and sustain the health of respective municipal citizenry through fitness and/or recreational facilities

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Demography

- The Kosrae State population in 2010 was 6,616; Kosrae makes up just over 6% of the FSM population (102,843).
- Population declined over 13% between 2000 and 2010 (2000 population: 7,686)
- Population density (person per mile²): 156 (lowest in the FSM).
- Approximately half of the population live in Lelu and Tafunsak and small localities;
- Median age is 21.8 (2010).
- Sex ratio in 2010 (males per 100 females): 102.7
- Males: 3,352, Females: 3264 (2010)
- Literacy rate (2010): 96.7% overall
- 98.9% of working age population (15 age and older) is literate.
- 90.1% of population of 5 years of age and older is English literate.
- Over 55% of population aged 25 and older graduated from high school.
- 22% of population aged 25 and older graduated from college or attained higher level of education.

Source: 2010 FSM Census of Population and Housing Office of SBOC, FSM

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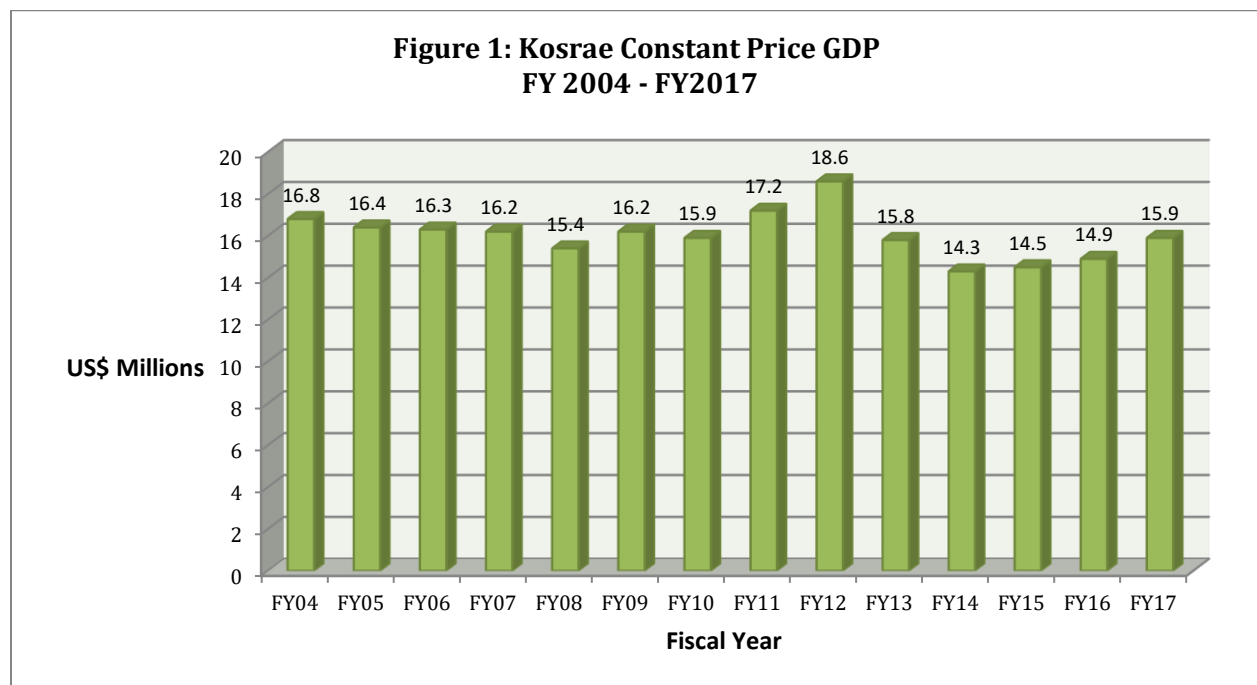
Economy

- 2,118 people visited Kosrae in 2012, of which 918 were tourists (KVB).
- There are 1,143 households in Kosrae
- Average household size: 5.7
- The household residence occupation is declining as outwards migration occurs.
- The State Government is heavily reliant on US government grant funding and other external assistance.
- Kosrae receives an estimated \$600,000 in remittances (cash) from overseas annually.
- Kosrae has a labor force of 2,240, with 1,725 employed and 515 unemployed in 2010.
- Unemployment rate was 23% in 2010.
- Over 30% of individuals in Kosrae aged 15 and older had access to internet in 2010.
- Kosrae has 1 international airport.
- There are two (2) docks serving Kosrae: Okat Dock and Lelu Dock.



Kosrae Economic Performance: FY2003 – FY2017¹

From FY2003 through FY2008, Kosrae’s economy contracted each year since the initiation of the Amended Compact in FY2003 through FY2008 largely due to a high rate of government expenditures, the discontinuance of the first Compact’s energy sector grant at a time of rising world fuel prices, and a lower rate of Compact transfers (see Figure 1). The first four years of the Amended Compact saw the economy fall by an average of 1.4 percent annually. By FY2007 high levels of public expenditures became unsustainable and a phase out of the use of the capacity-building sector grant for nonconforming purposes was inevitable. Kosrae thus decided to address its deteriorating fiscal position by implementing an adjustment program consisting of expenditure cuts and revenue increases. The State initiated a reduction in force (RIF) of 110 public sector positions supported by a retirement package equivalent to one year’s salary.



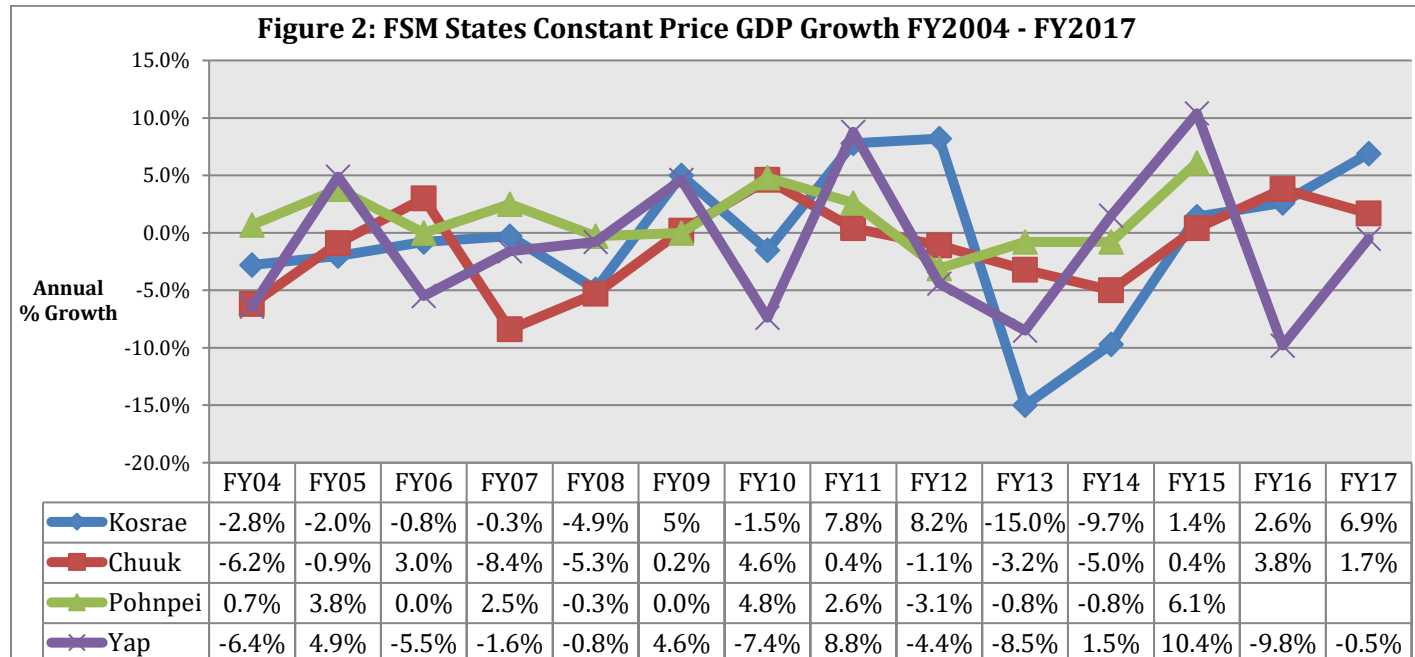
Data Source: FSM Fiscal Year 2017 Statistical Appendices, Graduate School USA

By FY2008, the full impact of the RIF began to be felt and coupled by the onset of the world recession, GDP fell by 4.9 percent (see Figure 2). Improvement in the use of the Compact’s infrastructure sector grant, Federal Aviation Administration (FAA) funding for airport renovations, and repaving of the runway allowed the private sector to expand significantly contributing to an increase in GDP of 7.8 percent and 8.2 percent in FY2011 and FY2012, respectively. This robust growth was short-lived, however. As the airport renovations were completed and lacking any other stimulus, the private sector contracted, and the economy collapsed in FY2013 and FY2014 with GDP falling by 15.0 percent and 9.7 percent, respectively.

¹ Elements of this section were derived from *Economic Review, FSM Fiscal Year 2017*, Graduate School USA, Economic Monitoring and Analysis Program, January 2019

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By FY2015 the economy started to improve, and GDP grew by an average of 2.3 percent during the FY2015 – FY2017 period driven by both public and private sector growth. Although this appears to be an improvement, economic growth still remains below what was attained at the start of the Amended Compact period in FY2004. It is hoped that the June 2017 lifting of the temporary suspension of public infrastructure grant assistance imposed by the US and the engagement of the US Army Corps of Engineers to provide technical advice and assistance managing and implementing infrastructure projects will enable the Kosrae economy to show continued signs of improvement.



Data Source: FSM Fiscal Year 2017 Statistical Appendices, Graduate School USA. Note that constant price GDP annual percentage growth for FY2016 and FY2017 was not estimated for Pohnpei because administrative data on business gross revenues was unavailable.

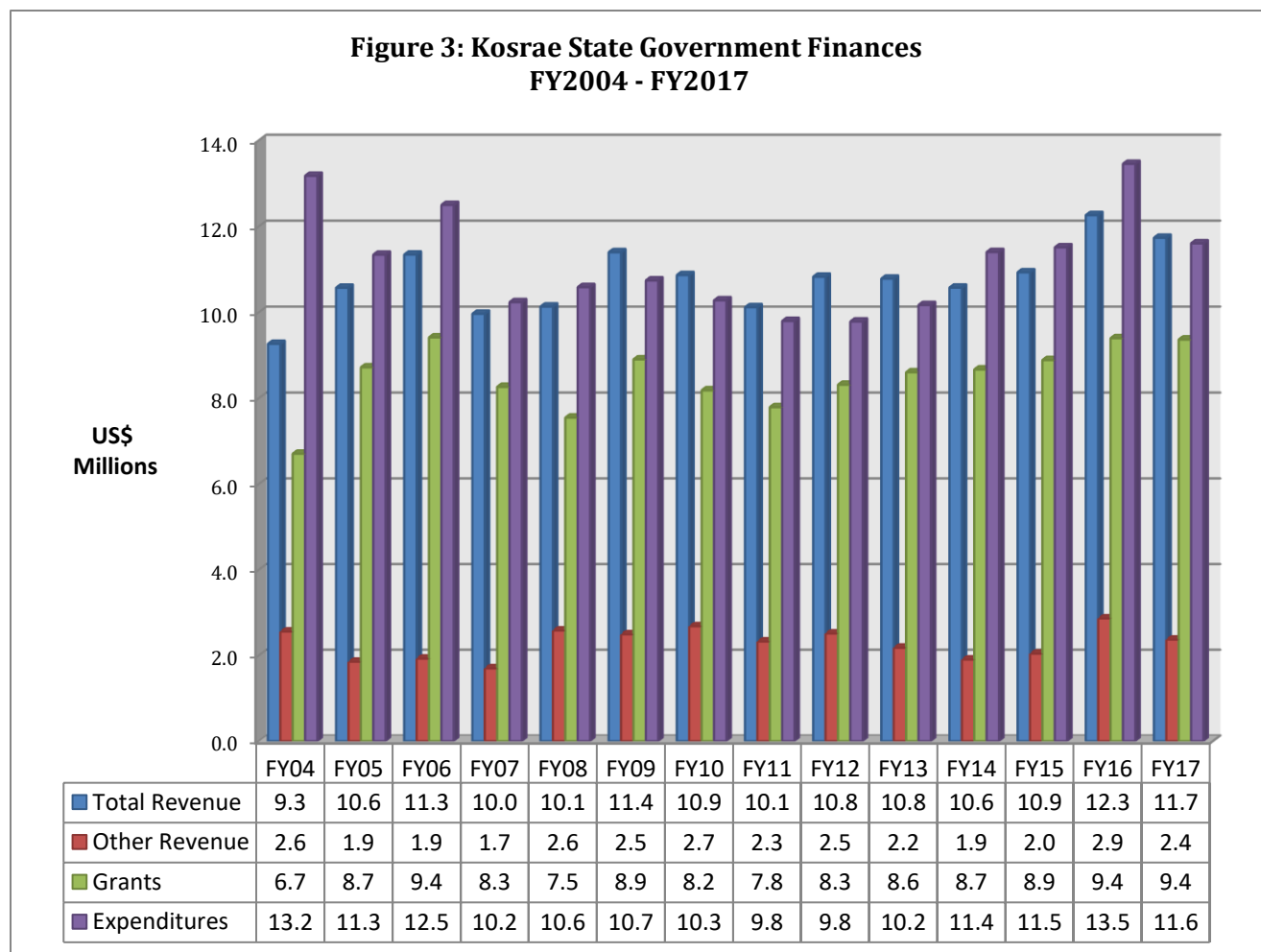
State Government Finances: FY2004 – FY2017

During FY2004, local revenue generation was weak and the Kosrae economy was the most dependent of the four States on Compact funding. This situation was indicative of lack of capacity to adjust to the provisions of the Amended Compact. During that fiscal year, the State experienced cash flow problems. The economy did not improve in FY2005 and FY2006 and Kosrae continued to record deficits (see Figure 3). After implementing the FY2008 fiscal adjustments described above expenditures were kept in check and the State recorded a fiscal surplus from FY2009 through FY2013. However, expenditure discipline was lost in FY2014, which resulted in a large deficit that was sustained over the FY2014 through FY2016 period. Also, during the FY2014 through FY2017 period, Kosrae’s accumulated fiscal deficit was financed by a drawdown of domestic and foreign assets, an increase of domestic borrowing, and an increase of accounts payable. The State’s small economy cannot sustain fiscal deficits as it has few financial sources to rely upon to rectify its imbalances. The FY2014 – FY2017 deficit trend requires the Kosrae authorities to seriously consider expenditure cuts to restore fiscal balance.

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Taken collectively, taxes in the FSM have exhibited no change in the level of taxes as current price GDP has grown. This is evidence of a very poor performance and points to the need for reform. The State has been an active supporter of the recent FSM-wide tax reform effort and passed the necessary State-level legislation. However, other States did not follow Kosrae’s lead in this attempted reform. Growth in own-source revenue has been particularly buoyant in the collection of State excise taxes that were increased by the State leadership as part of the FY2007 adjustment package.

Other main sources of revenue available to the State are Amended Compact and other grants that have increased in non-inflation adjusted terms on an annual average of 1.2 percent. Overall revenues including that from tax, the Amended Compact, and miscellaneous sources have grown by only 1.1 percent since the FY2004.



Data Source: FSM Fiscal Year 2017 Statistical Appendices, Graduate School USA

Chapter 3: Development Strategies

The FY2020-FY2023 Kosrae Strategic Development Plan (KSDP) serves as a tool for guiding and fostering socio-economic development throughout the state. The KSDP is presented through goals, objectives, objectively verifiable indicators, and key activities, targeting the following areas. Note: All sectors are priorities of the State and how they are written throughout the plan does not reflect level of priority given but rather, a sequence that has been developed from the Kosrae State Leadership Conference and adopted by supporting bodies inclusive of the Kosrae Strategic Development Plan Implementation Committee.

- Business and Trade
- Agriculture
- Fisheries
-
- Tourism
- Energy
- Health
-
- Education
- Environment
- Youth
-
- Culture
- Gender
- Public Safety
- Housing and Rural Development

Ideally, the development sectors listed above work in harmony to provide the residents of Kosrae with Government and private sector services that achieve an overall goal that address virtually every aspect of life. However, in the FY2020-FY2023 timeframe of this plan there exists political and economic concerns and changes on the horizon that challenge each sector to maintain services, often at current or reduced levels, as each sector prepares for an uncertain future.

- **Business and Trade:** The private sector is interested in improving relationships with State government as well as receiving business training and streamlining the current investment and business ownership bureaucracy. A current government expectation is that this sector will triple in revenue generation annually over the next four years. However, the World Bank’s 2018 Doing Business survey ranks the FSM at #187 out of 190 countries in ease of doing business in three key areas: registering property, protecting investors, and enforcing contracts.
- **Agriculture:** This sector includes livestock and crop production. It seeks improved agriculture extension assistance and regulations to protect local poultry, egg, pork, and vegetable production from imports.
- **Fisheries:** This sector requires infrastructure upgrading as well as enhanced training opportunities for stakeholders to reach a vision of providing a sustainable and robust fisheries sector—one that provides economic social, ecological, and food security benefits for Kosrae State.
- **Tourism:** This sector is expected to generate revenue yet is underfunded and understaffed and currently relies on FSM-funded infrastructure projects to survive.
- **Energy:** This sector promotes the use of renewable energy throughout Kosrae while maintaining a new conventional energy plant
- **Health:** While this sector posits that a healthy population can supply a workforce able to meet society’s economic requirements, current budgetary limitations reveal severely underfunded services, infrastructure, supplies, and equipment.

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- **Education:** Preparing Kosraean pre-primary, primary, and secondary school students with the skills necessary to enter the workforce (public or private) remains a critical development goal. Yet the lack of student and teacher supplies, equipment, and materials are of concern as is a lagging student interest in post-secondary education.
- **Environment:** This sector is challenged with responsibilities for enforcement of environmental policies, regulations, and practices with other sectors (e.g., Agriculture and Health). It must also deal with minimal public awareness of environmental issues including conservation, climate change, and disaster preparedness.
- **Youth:** This sector requires a centralized approach to provide local youth with recreational, education, and income-generating opportunities. It seeks to work more closely with Government departments and agencies that can support their efforts.
- **Culture:** Primarily led by groups of organized senior residents throughout the State, this sector promotes increased awareness of customs and traditions primarily in collaboration with the Education sector.
- **Gender:** Women are under-represented in Kosraean political and economic affairs and continue to struggle against traditional norms. Organized into Women's Associations, a centralized approach may expand and strengthen the role and involvement of women in Kosraean life.
- **HRDA (Housing and Rural Development Authority):** This new agency provides Kosraean residents with alternatives to commercial banks for obtaining loans for housing and rural development projects.
- **Public Safety:** Coupled with the Attorney General's office, this sector is concerned with improving officer training as well as increasing public awareness of crime prevention programs.

Key Findings

Much like the other three States in the FSM, Kosrae has a small, undeveloped private sector, an enormous public sector (with over 50% of employed adults working in various levels of government), and an extensive reliance on development assistance from the United States and other development partners. Amended Compact Funding, Federal Programs, and other grants contributed 70% of Kosrae's total revenue in FY2017 with the State generating only 3.6% (net of FSM revenue sharing) through State taxes and fees. For the period FY2014 through FY2017, Kosrae generated an annual average deficit (revenues minus expenditures) of over \$958,000 with Amended Compact funding. Without the Amended Compact, the deficit would have been an average of nearly \$8 million annually for the same period.

Tax reforms, possibly with assistance from the International Monetary Fund's Pacific Financial Technical Assistance Centre (PFTAC), coupled with a streamlining in the process of investing and doing business are needed to complement hoped for increases in revenue from tourism and the private sector. A continuing challenge, much like that of other FSM states, is Kosrae's limit on foreign ownership of small and medium-sized business. Self-sufficiency continues to be a long-term State goal that requires a rapid closing of the gap between Compact and Federal grants and domestically generated revenue.

Another project finding was that each sector was operating from a *Sector Plan* that included

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objectives and activities. These plans often superseded the previous KSDP in importance and attention and resulted in divided priorities. Sector Plans typically focused on meeting donor reporting requirements while the FY2017 KSDP was often ignored, relegated to secondary importance, or became inconsistent with organizational direction. This has resulted in budget requests directly related to the achievement of Sector Plans rather than the KSDP. Governor Sigrah has indicated that future budget requests must be linked more closely to the achievement of KSDP goals and objectives.

Project Methodology

The process of updating the FY2017 KSDP includes both a quantitative and qualitative review of each of the 13 sectors. Questionnaires based on the goals, objectives, objectively verifiable indicators (OVIs), and activities developed in the FY2017 KSDP, were distributed to staff and stakeholders of each sector for confidential feedback. Respondents reported on the extent to which FY2017 development sector data in their specific area was completed and whether it was still relevant.

A qualitative review of each sector was conducted via a site visit to Kosrae (April 15-25, 2019). Representatives of each sector met in small groups to review and discuss sector goals, objectives, measurement indicators, and activities and to suggest changes and/or additional development areas to be included in the new FY2020-2023 KSDP. Goals and objectives were discussed to ascertain its current status; need for revision, modification, or elimination; and whether they could be incorporated into new objectives, indicators, or activity. For example, Culture stakeholders revised all sector objectives.

The focus of the review was on ensuring that the revised plan was realistic and achievable given its time frame. Often the activities that were suggested (and cost estimated) during the 2017 plan were deemed as achieved, modified, or eliminated. Many were described as *Wishes* rather than realistic goals.

All objectives and indicators were revisited to ensure they were observable to and measurable by data collectors. Many sector objectives were reduced in number to be more achievable in the remaining time available through FY2023. Stakeholders were serious in their intention of making the revised KSDP a viable document critical for developing future budget requests and implementation activities.

Sector reviews and discussions also identified activities that are designed to support the achievement of results or objectives. In the FY2017 KSDP, estimated costing was applied to each activity. However, due to the uncertain status of each activity, it was decided not to include costing data in the new plan. These *Key Activities* are considered important areas for sector staff, monitors, and evaluators to work on to meet indicators as well as results. Monitoring data collection will focus on these Key Activities.

While the intent of each goal and objective is to be achieved no later than the end of FY2023, each sector must prioritize its activities and begin immediately to complete them.

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Kosrae Overall Goal

The long-term strategy for Kosrae remains to be the achievement of sustainable development. However, that goal is severely challenged by the uncertainty of future political and economic relationships with the U.S. and other donor countries and organizations post FY2023. For purposes of this plan, the overall goal and indicators for Kosrae are as follows:

OVERALL GOAL	INDICATORS
“By the end of FY2023, achieve economic and budgetary self-reliance”	<ul style="list-style-type: none">• 3% annual GDP growth rate• 30% annual public/private investments• 20% tax-GDP ratio by 2023• 60/40 private sector/public sector employment by 2023• GDP per capita income increase of 30% by the end of FY2023

Kosrae’s overall goal aims at achieving economic growth and stability while improving the social wellbeing and equity of its residents. U.S. legislation requires the FSM national government to implement policy reforms and encourages investments while improving taxable income. The State of Kosrae contributes to these national efforts and has responsibility for its foreign investment, land ownership and distribution of tax revenue but not for deep ocean fishing, banking, insurance, and international shipping.

Although the past performance of the private sector has been limited, over the next four years it is expected to hit an annual \$5.5 million mark and represent 25% of the State’s GDP. It is anticipated that a *One-Stop*, streamlined approach to investment and business ownership in the state will contribute greatly toward achieving this goal.

The KSDP highlights the Results/Objectives, Indicators, and Key Activities that will become the main development focus over the next four years for each sector. It is anticipated that budget requests to support these goals and activities will be directly related to their achievement. Each sector has developed an Overall Goal and Objectively Verifiable Indicator (OVI) along with a variety of objectives, indicators, and key activities. Efforts to monitor and evaluate these Key Activities will be critical for making effective and efficient course corrections to enable staff and stakeholders to achieve each objective.

It is also anticipated that a vigorous collaboration between sectors will address overlapping economic and social goals. For example, the Education sector is closely linked to objectives in such sectors as Health, Youth, Gender, Culture, Business and Trade, Public Safety, Agriculture, Fisheries, and Tourism. A closer relationship between State government and the private sector is expected and supported by all sectors.

Section 1: Private Sector

Kosrae, as well as the other States in the FSM, plan to rely heavily on its private sector during the FY2020-FY2023 period to boost GDP and stimulate local employment. As in the past, Kosrae focuses on five components of its private sector 1) Business and Trade; 2) Agriculture; 3) Fisheries; 4) Tourism; and 5) Energy. While each component appears as a separate sector, each is supported by State government departments and agencies that provide infrastructure, facilities, training, and some supplies.

Business and Trade

OVERALL GOAL	OVI
“By the end of FY2023, the private sector will contribute at least \$5.5 million to annual State GDP.”	The private sector’s contribution to Kosrae’s GDP represents at least 25% of the total, based on an end of FY2023 review by the FSM Department of Statistics.

The private sector, as represented by the Business and Trade sector, is expected to shoulder much of the responsibility for addressing the State’s goal of increasing its GDP. Yet, FSM remains one of the most difficult countries for foreign and domestic investors to do business.

Stakeholders discussed the need for *streamlining* the business process, revising the tax system and access to land and making more business training available for all residents interested in increasing their business skills.

This sector, perhaps more than any other, requires a cooperative approach with Government and nearly every other sector to support and promote sector expansion, to identify privatization opportunities and incorporate youth, women, and senior residents into the workforce.

- RESULT/OBJECTIVE #1:** By the end of FY2023, a *One-Stop* process for domestic and foreign investors to do business in Kosrae will be established, implemented, and enforced.
- RESULT/OBJECTIVE #2:** By the end of FY2023, a partnership between Kosrae’s Government and the private sector to expand private sector participation in the economy will be formalized.
- RESULT/OBJECTIVE #3:** By the end of FY2023, business development training will be available to all interested private sector owners, managers, and employees through the Kosrae SBDC and others.
- RESULT/OBJECTIVE #4:** By the end of FY2023, private sector business (i.e., agriculture, fisheries, manufacturing, hotels, restaurants, and construction) production exceeds \$5 million annually.

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TABLE 8-A. Business and Trade Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, a “One-Stop” process for domestic and foreign investors to do business in Kosrae will be established, implemented, and enforced.</p>	<p>OVI</p> <p>State legislation and regulations for starting and conducting business in Kosrae are amended to streamline the investment and application process (e.g., licensing, taxation, and reporting requirements).</p>
<p>RESULT #2:</p> <p>By the end of FY2023, a partnership between Kosrae’s government and the private sector to expand private sector participation in the economy will be formalized.</p>	<p>OVI</p> <p>A signed MOU between representatives of the Government and private sector (e.g., DREA and Chamber of Commerce) indicates their commitment to work together to support the development of Kosrae’s private sector.</p>
<p>RESULT #3</p> <p>By the end of FY2023, business development training will be available to all interested private sector owners, managers, and employees through the Kosrae SBDC and others.</p>	<p>OVI</p> <p>Business training for all interested local private sector applicants is provided.</p>
<p>RESULT #4</p> <p>By the end of FY2023, private sector business (i.e., agriculture, fisheries, manufacturing, hotels, restaurants, and construction) production exceeds \$5 million annually.</p>	<p>OVI</p> <p>Kosrae’s annual data reported to the FSM Division of Statistics for the private sector reaches at least \$5 million by the end of FY2023.</p>

TABLE 8-B. Business and Trade Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, a “One-Stop” process for domestic and foreign investors to do business in Kosrae will be established, implemented, and enforced.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Lobby State legislature to amend existing business application and investment laws and regulations to ease the ability to do business in Kosrae. 2. Amend the current business tax system (e.g., sales tax, and import duty, including the reporting process, to facilitate timely and accurate tax collection of all
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	<p>taxable goods and services.</p> <ol style="list-style-type: none"> 3. Collaborate with the Chamber of Commerce and private sector business owners (e.g., hotels, manufacturers, fishermen, and agriculturalists) to identify specific issues inhibiting investment and business ownership in the state (e.g., land ownership, enforcement of contracts, and safeguards for minority shareholders). 4. Lobby to ease and simplify business loan requirements at local banks (e.g., Bank of Guam, Bank of FSM, USDA Office of Rural Development, FSM Development Bank, and Kosrae’s Housing and Rural Development Authority), to increase funding for the private sector.
<p>RESULT #2</p> <p>By the end of FY2023, a partnership between Kosrae’s government and the private sector to expand private sector participation in the economy will be formalized.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Seek input from private sector business owners and organizations into the annual budget process of DREA, Agriculture, Tourism, and other sectors to ensure the inclusion of private sector interests and support. 2. Immediately establish a public-private committee inclusive of the Kosrae State Chamber of Commerce, DREA staff, and other business stakeholders, to liaise between business community and State government. 3. Enhance the Chamber of Commerce website to include information for starting and owning a business and for investing in Kosrae (e.g., resources may include the Pacific Trade Invest Digital Trade Program to support e-Commerce). 4. Collaborate with regional organizations that promote exports (e.g., Pacific Trade Invest (PTI) Export Program). 5. Support the Micronesia Shipping Commission’s negotiations for competitive shipping rates with the FSM Department of Transportation, Communication and Infrastructure (DTC&I). 6. Collaborate with Kosrae’s Education, Tourism, Agriculture, and Fisheries sectors to encourage students to consider entrepreneurship and private sector employment as a career path (e.g., Career Day, Job Shadowing, School Improvement Programs, and COM’s Introduction to Entrepreneurship course). 7. Support the expansion of the Kosrae Microfinance and Production Development Fund to assist more potential

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	<p>local entrepreneurs (FY2019 at 170 clients) to increase its maximum loan size and expand its capital base.</p> <ol style="list-style-type: none"> 8. Determine State government criteria for rightsizing and the privatization of State-owned enterprises. 9. Conduct an assessment of prospective Government services and functions that can be feasibly undertaken by the private sector and support legislation for privatizing them.
<p>RESULT #3</p> <p>By the end of FY2023, business development training will be available to all interested private sector owners, managers, and employees through the Kosrae SBDC and others.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Conduct in-depth training for start-up businesses, including financial management, business planning, pricing, ethics, and customer service. 2. Provide specialized business training based on local interest, including design, graphics, E-Commerce, and product development. 3. Collaborate with other sectors (e.g., Education, Gender, Agriculture, Tourism, and Fisheries) on an annual basis, to identify business training needs. 4. Expand membership in the Chamber of Commerce through outreach for purposes of business networking and the sharing of technical assistance resources. 5. Collaborate with financing institutions (e.g., FSM Development Bank, SBDC, and Micro-Finance Union) to conduct business skills training focused on financial institution requirements to any interested business operator.
<p>RESULT #4</p> <p>By the end of FY2023, private sector business (i.e., agriculture, fisheries, manufacturing, hotels, restaurants, and construction) production exceeds \$5 million annually.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Support the expansion of domestic production of poultry, eggs, pigs, fish, taro flour, and fruits and vegetables to meet local demand. 2. Support efforts to require the importing of poultry, eggs, flour, and other fruits and vegetables only after local production has been exhausted or diminished to a level necessitating importation. 3. Seek grant-writing assistance for community-based project funding dealing directly with private sector business (e.g., South Pacific Commission and the UNDP Small Grants Program). 4. Support the establishment of a weekly public market for the sale of local produce.

Agriculture

OVERALL GOAL	OVI
“By the end of FY2023, agriculture production will represent 30% of Kosrae’s GDP”	By the end of FY2023, agriculture production will generate at least \$900,000 annually.

The Agriculture sector is focused on increasing crop and livestock production and providing technical assistance through DREA extension agents throughout the State. Stakeholders will lobby to promote a mandate to utilize local agriculture production, especially poultry and eggs, before importation of the same products. This will stimulate local income generating opportunities for farmers.

Successful collaboration between several sectors (e.g., Business and Trade, Education, Gender, and Youth) is needed to inspire local hotels, restaurants, women’s groups, and students to view local agriculture as a viable avenue for economic prosperity. Discussions at the stakeholder meeting focused on the need to support FSM efforts to reduce the shipping costs of agriculture products and noted how the Department of Health is needed to transport various livestock breed strains to Kosrae to broaden local varieties.

- RESULT/OBJECTIVE #1:** By the end of FY2023, agricultural production (i.e., crops and livestock) will be increased by 0.04% annually.
- RESULT/OBJECTIVE #2:** By the end of FY2023, technical assistance for crops and livestock will be provided to all farmers who need assistance.
- RESULT/OBJECTIVE #3:** By the end of FY2023, collaborate with National, State and other development partners that support the funding and marketing of agriculture products to obtain required sector funding and to identify potential markets.
- RESULT/OBJECTIVE #4:** By the end of FY2023, all agriculture activities will be regularly monitored, evaluated and reported to DREA.

TABLE 6-A. Agriculture Results and OVIs

RESULT #1	OVI
By the end of FY2023, agricultural production (i.e., crops and livestock) will be increased by 0.04% annually.	Kosrae’s agriculture production reported to FSM reflects a 0.04% annual gain.

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<p>RESULT #2:</p> <p>By the end of FY2023, technical assistance for crops and livestock will be provided to all farmers who need assistance.</p>	<p>OVI</p> <p>Technical assistance and training will be provided by DREA to all farmers requesting assistance in crop and livestock production.</p>
<p>RESULT #3</p> <p>By the end of FY2023, collaborate with National, State and other development partners that support the funding and marketing of agriculture products to obtain required sector funding and to identify potential markets.</p>	<p>OVI</p> <p>Establish MOUs between agriculture stakeholders and National, State and/or regional donor organizations that support agriculture funding and the identification of potential markets.</p>
<p>RESULT #4</p> <p>By the end of FY2023, all agriculture activities will be regularly monitored, evaluated and reported to DREA.</p>	<p>OVI</p> <p>Monitoring and evaluation reports are completed and submitted accurately and on time.</p>

TABLE 6-B. Agriculture Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, agricultural production (i.e., crops and livestock) will be increased by 2% annually.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Expand domestic production of poultry, eggs, pigs, taro flour, and other fruits and vegetables to meet local demand. 2. Lobby for Legislative support to require the importing of eggs and other fruits and vegetables only after local production has been exhausted or diminished to levels that necessitate importing. 3. Seek grant-writing assistance for community-based project funding dealing directly with agriculture production (e.g., UNDP Small Grants Program and US Department of Agriculture Rural Development’s Value-Added Agriculture Producer Grants). 4. Support the establishment of a weekly public market for the sale of local agricultural produce. 5. Multiply seedlings/seeds/cuttings for selected priority crops for both the domestic and export markets. 6. Acquire more climate-tolerant and open-pollinated crop varieties from SPC and Land Grant colleges to
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	<p>increase the diversity of locally grown crops for the island.</p> <ol style="list-style-type: none"> 7. Encourage the use of nutritious food items through women’s groups, faith-based groups, the Kosrae chapter of the Future Farmers of America, local NGOs, and Women in Farming. 8. Collaborate with DHS to acquire artificial insemination supplies to improve local livestock breeds. 9. Collaborate with local NGOs on agriculture and conservation projects.
<p>RESULT #2</p> <p>By the end of FY2023, technical assistance for crops and livestock will be provided to all farmers who need assistance.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop and conduct a workshop conducted by DREA extension agents on post-harvesting including packaging, food safety, labeling, branding and organic certification. 2. Collaborate with the Education sector to encourage students to view agriculture as a viable career path (e.g., Career Day, Job Shadowing, and Trade Fairs). 3. Establish agriculture sub-stations for enhanced availability of extension agents to farmers. 4. Conduct training on the production of local livestock feeds for DREA extension agents annually. 5. Conduct training on the control of insect pests and crop diseases in collaboration with the Environment sector. 6. Conduct training on soil improvement methods for current and new farmers. 7. Conduct food preparation processing and preservation demonstrations to communities. 8. Consult, via extension agents and/or off-island agriculture advisors, with farmers on recommended crop rotation methods, and effective farming techniques and technologies. 9. Collaborate with the Environment sector to promote effective methodologies addressing livestock waste management, dry littering, and biogas. 10. Obtain technical resources from the South Pacific Commission and others to conduct PARAVET training sessions for extension agents.

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<p>RESULT #3</p> <p>By the end of FY2023, collaborate with National, State and other development partners that support the funding and marketing of agriculture products to obtain required sector funding and to identify potential markets.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Formalize relationships with local NGOs and other stakeholders through MOUs to ensure cooperative and coordinated approaches to local agriculture production (e.g., Women in Farming, Kosrae Women’s Associations, and Ridge to Reef). 2. Seek grant-writing assistance from SPC and others to propose community-based project funding dealing directly with agriculture (e.g., UNDP Small Grants Program and US Department of Agriculture Rural Development’s Value-Added Agriculture Producer Grants). 3. Establish working relationships with regional donor organizations that support agriculture funding and/or provide technical assistance (e.g., SPC and Pacific Trade Invest). 4. Support the establishment of a weekly public market for the sale of local agriculture produce. 5. Conduct periodic agriculture surveys with stakeholders to identify potential new products and markets (e.g., taro flour and banana chips).
<p>RESULT #4</p> <p>By the end of FY2023, all agriculture activities will be regularly monitored, evaluated and reported to DREA.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Submit required activity and financial reports on a timely basis. 2. Require DREA extension agents to monitor and evaluate the performance of crop and livestock projects on a regular basis. 3. Collaborate with the Education, Gender, Environment, and Health sectors to follow-up on findings and recommendations for improvement in agriculture quality, infrastructure, policies, and practices.

Fisheries

<p>OVERALL GOAL</p> <p>“By the end of FY2023, fisheries activities will generate at least 39% of Kosrae’s GDP annually.”</p>	<p>OVI</p> <p>Fisheries sector generates at least \$1.2 million annually.</p>
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The mission of the Fisheries sector is to sustainably develop and manage Kosrae’s inshore and nearshore fisheries resources through community engagement and participation for the benefits of present and future generations.

Its vision is a sustainable and robust fisheries sector that provides economic, social, ecological, and food security benefits for Kosrae State.

The Fisheries sector stakeholder meeting focused on the need for infrastructure repair and development and stakeholder training (e.g., outboard engine maintenance, financial management, and natural resource conservation).

- RESULT/OBJECTIVE #1:** By the end of FY2023, training and skill building opportunities will be progressively made available for current and new fisheries stakeholders.
- RESULT/OBJECTIVE #2:** By the end of FY2023, all fisheries infrastructure will be upgraded and maintained to meet the needs of stakeholders.
- RESULT/OBJECTIVE #3:** By the end of FY2023, a system for managing, monitoring, and evaluating fisheries policies and laws will be established and enforced.

TABLE 5-A. Fisheries Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, training and skill-building opportunities will be progressively made available for current and new fisheries stakeholders.</p>	<p>OVI</p> <p>Skill-building training and technical assistance is provided to fisheries stakeholders through government and/or development partner programs.</p>
<p>RESULT #2:</p> <p>By the end of FY2023, all fisheries infrastructure will be upgraded and maintained to meet the needs of fisheries stakeholders.</p>	<p>OVI</p> <p>Results of annual survey of fisheries stakeholders’ infrastructure needs will indicate they are being met.</p>
<p>RESULT #3</p> <p>By the end of FY2023, a system for managing, monitoring and evaluating fisheries policies and laws will be established and enforced.</p>	<p>OVI</p> <p>Quarterly and annual reports reflect compliance with fisheries policies and laws.</p>

TABLE 5-B. Fisheries Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, training and skill-building opportunities will be progressively made available for current and new fisheries stakeholders.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Collaborate with the Education sector to encourage fisheries as a career path for students (e.g., Career Day, Job Shadowing and Close Up). 2. Offer skill-building training and technical assistance in such areas as outboard motor repair, fiberglass reinforcement, fishing methods, inboard motor mechanics, aquaculture and safety at sea. 3. Collaborate with the College of Micronesia’s Fisheries and Maritime Institute in Yap, OFCO, UH Hilo, UH Manoa, JICA, SPC, UOG, USP, Sea Grant Program and others to identify technical training resources for students and for on-island consulting. 4. Conduct in-service training workshops to upgrade the skills of DREA fisheries extension staff to enhance their capacities to aid fisheries stakeholders. 5. Encourage fisheries stakeholders (e.g., Fishermen Associations, Resource Management Committee (RMC), and other fisheries related groups to attend small business training offered by the SBDC. 6. Support the establishment of a local public market for fisheries stakeholders to generate income and enhance their business skills.
<p>RESULT #2</p> <p>By the end of FY2023, all fisheries infrastructure will be upgraded and maintained to meet the needs of fisheries stakeholders.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Identify and secure funding sources to upgrade and maintain Kosrae’s marinas (e.g., Japanese International Cooperation Agency, Overseas Fishery Cooperation Foundation (OFCF), Asia Development Bank, and other development partners). 2. Identify and secure funding sources to upgrade and maintain floating jetties, ice-makers, slipways, etc. 3. Develop a mangrove crab hatchery facility for aquaculture projects (e.g., sea cucumber, food fish, ornamental fish, trochus, pearl oyster, and freshwater shrimp). 4. Communicate regularly with the National Department of Transportation, Communication and Infrastructure (DTC&I), FSM R&D, and the National Department of Resources and Development to keep abreast of donor-funded, fisheries-related projects.

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RESULT #3	KEY ACTIVITIES
By the end of FY2023, a system for managing, monitoring and evaluating fisheries policies and laws will be established and enforced.	<ol style="list-style-type: none"> 1. Establish a joint sector approach (possibly using MOUs) for managing, monitoring, and evaluating fisheries operations and enforcement to avoid overlapping responsibilities. 2. Collaborate with current Fishermen Associations and other groups (e.g., Resource Management Committees, Women’s Associations, and Fisheries Advisory Councils) to communicate current fisheries policies and laws and to identify training and infrastructure needs. 3. Collect data on a regular basis (monthly or quarterly) and analyze results for compliance issues involving the understanding and application of fisheries policies and laws. 4. Clarify any overlapping enforcement responsibilities between DREA and KIRMA. 5. Support and participate in fisheries-related conservation programs and sustainable management practices.

Tourism

OVERALL GOAL	OVI
“By the end of FY2023, Kosrae’s tourism is promoted in at least two international markets, including North America.”	A total of at least 1,000 tourists (from at least two international markets, including North America) visit Kosrae annually.

Over the next four years the Tourism sector, led by the Kosrae Visitors Bureau (KVB) will target at least two international markets, including North America, to promote and expand the range of attractions and activities for visitors.

Kosrae has three active hotels with somewhat limited room capacity. However, the island offers diving, fishing, boating, and hiking opportunities for the traveler. The KVB awaits completion of FSM funded, tourist-related, infrastructure sites (e.g., museum, Lelu Ruins, Menke Ruins, Utwe-Walung Marine Park, and Yela Ka Forest). There appears to be a great opportunity for collaboration with other FSM states to develop an eco-tourism package that could benefit Kosrae.

The Tourism sector stakeholder meeting revealed that the KVB appears to be underfunded and understaffed. Several needed tasks (e.g., development of promotional materials, attendance at tourism conferences, and a fully functional website) are limited, delayed, or have been canceled.

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There appears to be interest in collaborating with other sectors (e.g., Fisheries, Business and Trade, and Culture) to stimulate tourism awareness on the part of local communities and the private sector. Collaboration with the Culture sector could result in resource sharing between the museum, a proposed Culture Center, local hotels, and the KVB.

The stakeholder meeting also focused on the identification of additional sources of funding and services. A major suggestion was the raising of the Departure Tax to \$20 per person and assigning at least half of that fee to the KVB for staffing and operational purposes. Through the Amended Compact of Free Association, Kosrae also has access to U.S. Department of Commerce’s Economic Development Administration programs and services relating to tourism. Similarly, Australia’s Pacific Trade Invest has two programs that Kosrae could participate in, one for creative industries and another for tourism promotion. Local artisans could benefit from this collaboration through income generating products and services, including handicrafts, tour guides, and traditional dancers.

RESULT/OBJECTIVE #1: By the end of FY2023, the Kosrae Visitor Bureau (KVB) will be staffed and funded to meet requirements for promotions to at least two international markets, including North America.

RESULT/OBJECTIVE #2: By the end of FY2023, the Kosrae Visitor’s Bureau (KVB) will monitor and evaluate funded tourism infrastructure improvement projects on a monthly basis

RESULT/OBJECTIVE #3: By the end of FY2023, the KVB will coordinate state tourism efforts with National, State, and regional organizations (public and private sector) and local communities to improve the visitor experience to Kosrae and to develop the local tourist industry.

TABLE 4-A. Tourism Results and OVIs

RESULT #1	OVI
By the end of FY2023, the Kosrae Visitor Bureau (KVB) will be staffed and funded to meet requirements for promotions to at least two international markets, including North America.	Funding from various sources (e.g., FSM, Kosrae State, and development partners) cover five KVB staff and at least two advertising campaigns for at least two international markets, including North America.
RESULT #2: By the end of FY2023, the Kosrae Visitor’s Bureau (KVB) will monitor and evaluate funded tourism infrastructure improvement projects on a monthly basis.	OVI Monthly progress reports for at least five tourism infrastructure improvement projects includes (at a minimum) the percentage of project completed, funds expended, and reasons for variations (internal/external) from the original plan.

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<p>RESULT #3</p> <p>By the end of FY2023, the KVB will coordinate State tourism efforts with National, State, and regional organizations (public and private sector) and local communities to improve the visitor experience to Kosrae and to develop the local tourist industry.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. The KVB shares local tourism information with National, State and regional tourism organizations on at least a quarterly basis via email, phone, meetings, and/or conferences (e.g., Pacific Trade Invest Tourism Promotion Program). 2. The KVB shares tourism information with local Kosraean community leaders on at least a semi-annual basis.
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TABLE 4-B. Tourism Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, the Kosrae Visitor Bureau (KVB) will be staffed and funded to meet requirements for promotions to at least two international markets, including North America.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Maintain and upgrade tourist information (e.g., written materials, photos and videos) on the KVB website and through social media. 2. Seek additional funding to attend off-island tradeshows in at least two international markets, including North America. 3. Upgrade and maintain a KVB operations policy manual. 4. Implement KVB’s marketing strategy/master plan.
<p>RESULT #2</p> <p>By the end of FY2023, the Kosrae Visitor’s Bureau (KVB) will monitor and evaluate funded tourism infrastructure improvement projects on a monthly basis.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Coordinate monthly monitoring observations with contractors and tourism site owners. 2. Ensure that all tourist-related infrastructure projects include improved signage and access to sites. 3. Ensure that public restrooms at tour sites are built and maintained.
<p>RESULT #3</p> <p>By the end of FY2023, the KVB will coordinate State tourism efforts with National, State, and regional organizations (public and private sector) and local communities to improve the visitor experience to Kosrae and to develop the local tourist industry.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Meet on at least a quarterly basis with the Kosrae Association of Tour Operators; hoteliers; and fishing, diving, and pleasure boat operators to share information and identify strategies for improving the tourist industry (e.g., diving and hiking packages, eco-tourism, and contracting with professional marketing organizations). 2. Meet at least semi-annually to share tourist information with representatives of local communities to enhance community understanding of tourism;

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	<p>encourage entrepreneurship (e.g., local food sales, and cultural dances); and to ensure tourist safety.</p> <ol style="list-style-type: none"> 3. Establish ties with other FSM state visitor boards and regional Pacific programs (e.g., South Pacific Tourism Office (SPTO)) to share tourism strategies. 4. Support and facilitate certification programs for tour guides. 5. Support Environment sector programs in island beautification and litter laws. 6. Support Public Safety sector efforts to ensure tourist safety. 7. Seek funding to contract off-island tourism experts/specialists to provide training to Kosrae’s tourist industry. 8. Support local artisans by identifying and facilitating income generating programs (e.g., Pacific Trade Invest Creative Industries Program, and hotel displays). 9. Develop a pilot eco-tourism program to promote Kosrae’s natural resources. 10. Maintain and monitor the online tourism statistics system. 11. Collaborate with stakeholders to increase the number of hotel rooms.
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Energy

OVERALL GOAL	OVI
“By the end of FY2023, Kosrae will expand its utilization of renewable energy and increase the energy efficiency of its existing plant”	Kosrae’s share of renewable energy sources will be at least 30% of total energy production, while energy efficiency will increase by 50%.

The Energy sector will take a two-prong approach over the next four years to ensure the energy needs of Kosrae. The first focus is on maintaining and even increasing the efficiency of the new power plant. The second focus is on increasing the utilization of renewable energy.

Stakeholders discussed the need for increasing the skills of KUA staff in a variety of technical areas (e.g., monitoring and evaluation) using available funding from Japan and other FSM development partners.

Renewable energy, including wind, solar, and even the ocean will be explored and incorporated, whenever possible, into the power grid.

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- RESULT/OBJECTIVE #1:** By the end of FY2023, the efficiency of conventional energy will increase by 50%.
- RESULT/OBJECTIVE #2:** By the end of FY2023, utilization of renewable energy sources will be increased to at least 30% of total energy production.
- RESULT/OBJECTIVE #3:** By the end of FY2023, employees will possess the skills and knowledge to complete all KUA renewable and conventional energy assignments.

TABLE 7-A. Energy Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, the efficiency of conventional energy will increase by 50%.</p>	<p>OVI</p> <p>Plant efficiency achieves a 15 kWh/gallon level (one gallon produces a fuel efficiency of 15 kWh).</p>
<p>RESULT #2:</p> <p>By the end of FY2023, utilization of renewable energy sources will be increased to at least 30% of total energy production.</p>	<p>OVI</p> <p>Renewable energy sources will represent 30% of Kosrae’s total energy production.</p>
<p>RESULT #3</p> <p>By the end of FY2023, employees will possess the skills and knowledge to complete all KUA renewable and conventional energy assignments.</p>	<p>OVI</p> <p>Employees, based on their performance, skills and knowledge of KUA renewable and conventional energy tasks, complete technical and financial management training.</p>

TABLE 7-B. Energy Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, the efficiency of conventional energy will increase by 50%.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Complete an Asian Development Bank-funded storage facility. 2. Explore use of SMART metering. 3. Collect and document daily monitoring and evaluation of operational data and conduct energy audits. 4. Develop and install SCADA (Systems Communication and Data Acquisition) for generators and distribution lines. 5. Apply DSM (Demand Side Management) and SSM (Supply Side Management) methods to increase operational efficiency. 6. Upgrade billing software to improve efficiency and reduce costs.
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	<ol style="list-style-type: none"> 7. Develop electrical codes for buildings. 8. Implement efficiency recommendations from the 2018 National Energy Sector Master Plan. 9. Conduct a quarterly Energy Awareness Program at each municipality periodically.
<p>RESULT #2</p> <p>By the end of FY2023, utilization of renewable energy sources will be increased to at least 30% of total energy production.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Advise and assist the Kosrae government and private sector efforts to procure, install, and maintain solar power. 2. Monitor, collect, and document data on the existing solar photovoltaic (PV) grid connected system. 3. Support the on-going feasibility study for the establishment of wind power and other alternative energy sources. 4. Identify potential funding sources (e.g., Australia, European Union, International Renewable Energy Agency and its partner the Abu Dhabi Development Fund) for a pilot project to utilize ocean energy to generate power. 5. Develop and install a mini-grid solar power system for the Walung community. 6. Develop and install at least a 1.0 MW capacity Solar PV into the power grid system annually.
<p>RESULT #3</p> <p>By the end of FY2023, employees will possess the skills and knowledge to complete all KUA renewable and conventional energy assignments.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Provide technical and/or financial management training to selected KUA employees (e.g., solar, conventional energy systems, and efficiency). 2. Conduct performance management evaluations (including a skill needs assessment) on at least an annual basis. 3. Support education programs (e.g., Job Shadowing, Close Up, and Career Day) to promote the energy sector as a career path for students.

Section 2: Health

OVERALL GOAL	OVI
“By the end of FY 2023, the health status of Kosraeans is improved by provision of better health care as a result of better management and service delivery”	At least 2% annual decrease in health problems inclusive of cases of non-communicable diseases, chronic diseases, and common illnesses from a FY2017 baseline

During the FY2020-2023 period Kosrae’s Health sector will continue to manage with underfunded infrastructure (i.e., physical plant) while maintaining its focus on the monitoring and evaluation of services. Health education awareness will be reinforced with goals calling for more collaboration with faith-based organizations and the Education sector to increase student understanding of healthy practices as well as viewing the Health sector as a career path.

Currently, the Health sector provides monitoring and evaluation reporting on at least a quarterly basis utilizing a *Scorecard* of Key Performance Indicators to track specific health activities. Program reports, including financial data, will continue to be submitted to DHS and other Government officials in a timely manner (e.g., quarterly, monthly, semi-annually, and/or annually) with a goal to improve reporting results by 1% each year through the end of FY2023.

- RESULT/OBJECTIVE #1:** By the end of FY2023, the delivery of health services to Kosraeans will improve by 2% annually per performance surveys using a FY2017 baseline.
- RESULT/OBJECTIVE #2:** By the end of FY2023, the health workforce will increase its competency and expand its capacity to deliver health care services.
- RESULT/OBJECTIVE #3:** By the end of FY2023, a health care financing system will be established and maintained.
- RESULT/OBJECTIVE #4:** By the end of FY2023, facilities, equipment and supplies will meet operational requirements and are maintained and audited on a quarterly basis.
- RESULT/OBJECTIVE #5:** By the end of FY2023, health awareness and education programs will be offered at DHS, DOE, COM, and by faith-based and community organizations.
- RESULT/OBJECTIVE #6:** By the end of FY2023, health activities will be monitored and evaluated on a quarterly and annual basis and reported to DHS and other government officials.
- RESULT/OBJECTIVE #7:** By the end of FY2023, health care, as a potential career path for high school students, will be promoted by offering activities tailored to encourage student interest.

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TABLE 1-A. Health Results and OVIs

<p>RESULT 1</p> <p>By the end of FY2023, the delivery of health services to Kosraeans will improve by 2% annually per performance surveys using a FY2017 baseline</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. Results of annual performance surveys indicate at least a 2% increase in Kosraean satisfaction with healthcare services received from a FY2017 baseline 2. Infant Mortality Rate is reduced to less than 16 deaths/1,000 live births 3. 100% of mentally ill patients receive health treatment services
<p>RESULT #2:</p> <p>By the end of FY2023, the health workforce will increase its competency and expand its capacity to deliver healthcare services.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. Post-graduate studies in such specialty areas as medicine/nursing/allied health will be provided to high-potential health professionals based on a qualifying process. 2. A competency certification will be developed and implemented for health care professionals. 3. Compliance with existing requirements for Mandatory Continuing Education (medical, nursing and ancillary) programs for licensed providers will be maintained. 4. Israel and other donor development partners provide local training and health care services.
<p>RESULT #3</p> <p>By the end of FY2023, a health care financing system will be established and maintained.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. The billing/coding system will be monitored quarterly. 2. At least a 5% increase in revenue will be generated from medical services annually from a FY2017 baseline. 3. Periodic monitoring and reporting on accounts-payables and receivables are conducted on a quarterly basis.
<p>RESULT #4</p> <p>By the end of FY2023, facilities, equipment and supplies will meet operational requirements and will be maintained and audited on a quarterly basis.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. A new facility/hospital will be completed and meet required health care facilities standards. 2. 100% of essential diagnostic equipment, medical supplies, other ancillary equipment is provided. 3. Routine maintenance as established in a Maintenance Plan for DHS facilities, biomedical equipment, and other ancillary equipment is conducted quarterly. 4. 50% of collected fees are earmarked for health operations, service improvement, and off-island medical referrals.

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<p>RESULT #5</p> <p>By the end of FY2023, health awareness and education programs will be offered at DHS, DOE, COM, and by faith and community organizations.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. At least twenty health awareness programs are conducted annually. 2. Collaboration between DHS, DOE, COM, and faith-based and community organizations on such health topics as hygiene, diet, nutrition, and the promotion of a healthy lifestyle is established through informal or formal arrangements (e.g., Memorandum of Understanding).
<p>RESULT # 6</p> <p>By the end of FY2023, health activities will be monitored and evaluated on a quarterly and annual basis and reported to DHS and other government officials.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. The Health Information System (HIS) is monitored and evaluated to ensure accuracy of all health service data and information. 2. The Health Scorecard of Key Performance Indicators to track specific health activities is utilized on an annual basis. 3. Health services and health program reports, including financial data, are submitted to DHS and other government officials in a timely manner (e.g., monthly, quarterly, semi-annually, and/or annually).
<p>RESULT # 7</p> <p>By the end of FY2023, health care, as a potential career path for high school students, will be promoted by offering activities tailored to encourage student interest.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1) Health career activities for students (e.g., Job Shadowing, Close Up, and Career Day) are designed, and conducted on an annual basis. 2) DHS will coordinate student health care career path activities with DOE and College of Micronesia officials. 3) Potential student candidates for careers in medicine, dentistry, nursing and allied fields careers are identified and tracked.

TABLE 1-B. Health Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, the delivery of health services to Kosraeans will improve by 2% annually per performance surveys using a FY2017 baseline.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Provide access to medical services by decentralizing them to the municipal level. 2. Ensure consistent supply of quality pharmaceutical and medical supplies, and biomedical equipment.
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<p>RESULT #2</p> <p>By the end of FY2023, the health workforce will increase its competency and expand its capacity to deliver healthcare services.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Maintain and update the Human Resources Development Plan to include a career ladder programs (e.g., Allied Health Education Career, College of Micronesia, South Pacific Commission, University of Guam, Fiji National University, and Pacific Online Health Network). 2. Support and encourage existing local career initiative programs (i.e., Job Shadowing, and Workforce Investment Act).
<p>RESULT #3</p> <p>By the end of FY2023, a health care financing system will be established and maintained.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish and utilize an effective billing and collection system to include a cost-effective and enforceable fee schedule. 2. Establish, enforce, and maintain an affordable fee schedule. 3. Establish requirements to earmark a portion of collections for system maintenance, pharmaceuticals and medical supplies.
<p>RESULT #4</p> <p>By the end of FY2023, facilities, equipment and supplies will meet operational requirements and will be maintained and audited on a quarterly basis.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Conduct equipment maintenance certification training for selected employees. 2. Maintain facilities (e.g., storage) of equipment, supplies and inventory. 3. Develop a Maintenance Plan for facilities, biomedical equipment, and other ancillary equipment.
<p>RESULT #5</p> <p>By the end of FY2023, health awareness and education programs will be offered at DHS, DOE, COM, and through other faith and community organizations.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Review and update health curricula at the elementary and secondary school levels on an annual basis to increase awareness of disease prevention. 2. Collaborate with youth groups to promote awareness of disease prevention on an annual basis. 3. Collaborate with the Education sector and faith-based and community organizations on such health topics as hygiene, diet, nutrition, and the promotion of a healthy lifestyle.

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<p>RESULT # 6</p> <p>By the end of FY2023, health activities will be monitored and evaluated on a quarterly and annual basis and reported to DHS and other Government officials as required.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Maintain and monitor the HIS to ensure accuracy of all health service information. 2. Utilize current health Scorecard system to monitor and evaluate key health indicators.
<p>RESULT # 7</p> <p>By the end of FY2023, health care, as a potential career path for high school students, will be promoted by offering activities tailored to encourage student interest.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Collaborate with DOE to upgrade STEM (Science, Technology, Engineering, and Mathematics) into school curricula. 2. Collaborate with DOE and relevant agencies to establish a school-to-work system. 3. Develop a system for identifying and tracking potential student candidates for careers in medicine, dentistry, nursing, and allied fields.

Section 3: Education

<p>OVERALL GOAL</p> <p>“By the end of FY2023, establish and maintain an education system that is holistically conducive and responsive to student learning and development.”</p>	<p>OVI</p> <p>At least a 2% annual improvement in the academic performance of Kosraean students as measured by National and State tests.</p>
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Over the next four years the Kosrae Education sector will focus on the enforcement of current policies and practices including completion of school infrastructure (e.g., electricity, water, labs, Internet connectivity, bus service, and toilets at all schools); materials (e.g., textbooks for all students); and supplemental education for special needs students. Education personnel will also be expected to achieve certification and/or receive in-service training to build their teaching, counseling, and administrative skills. Classroom observation, primarily by principals, will continue and feedback provided to instructors on a regular basis.

Another emphasis in the new KSDP is a goal to increase the involvement of parents and communities in local school activities and programs. Through the School Improvement Program (SIP), collaboration with Senior Citizen groups and Women’s Associations may supplement information sharing and community feedback with cultural education and career development that introduce students to potential income-generating employment in the Health, Education, Energy, and Environment sectors.

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- RESULT/OBJECTIVE #1:** By the end of FY2023, establish, maintain, and deliver to all Kosrae students a curriculum for academic, vocational, technology, and physical education with core content in vocational and technical education; technology; health and nutrition; cultural and local vernacular studies; and career counseling.
- RESULT/OBJECTIVE #2:** By the end of FY2023, DOE staff, including instructors, principals, area specialists, and administrators, will receive capacity-building opportunities.
- RESULT/OBJECTIVE #3:** By the end of FY2023, provide students with counseling and career guidance to continue their education at the high school or college levels.
- RESULT/OBJECTIVE #4:** By the end of FY2023, DOE data will be monitored, collected, maintained, and reported for purposes of financial management, decision-making, program design, and problem identification.
- RESULT/OBJECTIVE #5:** By the end of FY2023, DOE infrastructure will be completed and maintained to meet the basic safety needs of students and staff.
- RESULT/OBJECTIVE #6:** By the end of FY2023, develop, implement, and enforce administrative policies, procedures, and practices throughout DOE to establish a positive student learning environment.
- RESULT/OBJECTIVE #7:** By the end of FY2023, supplemental educational programs and resource centers will be available to support student learning.
- RESULT/OBJECTIVE #8:** By the end of FY2023, obtain community, parent, and other stakeholder support of their local schools through the School Improvement Plan (SIP) process.

Table 2-A. Education Results and OVIs

RESULT #1	OVI
By the end of FY2023, establish, maintain, and deliver to all Kosrae students a curriculum for academic, vocational, technology, and physical education with core content in vocational and technical education; technology; health and nutrition; cultural and local vernacular studies; and career counseling.	100% of required curricula for pre-primary, primary and secondary levels is updated and implemented.
RESULT #2: By the end of FY2023, DOE staff, including instructors, principals,	OVI 1. 75% of teaching staff has earned an FSM Basic Teaching Certification through supplemental on-island

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<p>area specialists, and administrators, receive capacity-building opportunities.</p>	<p>training.</p> <ol style="list-style-type: none"> 2. At least 10% of teaching staff meets FSM Advanced Certification requirements. 3. Non-teaching DOE staff receive on-island and/or off-island educational opportunities. 4. Obtain educational system reform assistance from Australia’s Pacific Technical Assistance Mechanism (e.g., curriculum development and teacher training) and/or other development partners.
<p>RESULT #3</p> <p>By the end of FY2023, provide students with counseling and career guidance to continue their education at the high school or college levels.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. At least 75% of graduating 8th grade students meet high school admission requirements. 2. At least 25% of graduating high school students meets college level admission requirements. 3. Selected DOE teachers, principals, and area specialists receive on-island training in counseling and career guidance. 4. Encourage the application for FSM scholarships to attend college (e.g., Israel, Indian Technical and Economic Cooperation Program, and other development partners).
<p>RESULT #4</p> <p>By the end of FY2023, DOE data will be monitored, collected, maintained, and reported for purposes of financial management, decision-making, program design, and problem identification.</p>	<p>OVI</p> <p>Data collected through EMIS (Education Management Information System) accurately provides the information required by DOE to make decisions effecting policy, finances, staff development, and student learning.</p>
<p>RESULT #5</p> <p>By the end of FY2023, DOE infrastructure will be completed and maintained to meet the basic safety needs of students and staff.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. Basic infrastructure, equipment (e.g., electricity, drinkable water, toilets, classrooms, fixtures, furniture, and transportation) are installed and maintained in 80% of public schools. 2. Infrastructure issues are reported in monthly SIP (School Improvement Plan) reports. 3. The school bus system (e.g., busses, routes, schedules, and driver training) is maintained on a regular basis.

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<p>RESULT #6</p> <p>By the end of FY2023, develop, implement, and enforce administrative policies, procedures, and practices throughout DOE to establish a positive student learning environment.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. Policies on student and teacher attendance records are communicated to all DOE staff, parents, community leaders, and other stakeholders. 2. DOE employment policies, procedures, and practices (e.g., salary, leave, vacation, training, and other human resource issues) are made available to all employees. 3. Establish and implement policies and procedures for the procurement of textbooks and supplemental instructional and other materials for students, teachers, area specialists and other DOE staff. 4. Conduct oversight of the DOE financial system including the purchasing process (e.g., vendor negotiations, and ordering process).
<p>RESULT #7</p> <p>By the end of FY2023, supplemental educational programs and resource centers will be available to support student learning.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. 100% of students in need of accelerated instruction (as identified through screening instruments) have access to supplemental instructional activities throughout the school year. 2. At least 85% of children with learning disabilities (as identified through screening instruments) and in need of special education services are provided with individualized instruction and related services in all primary and secondary schools. 3. 100% of public schools obtain Internet connection and designate a lab or classroom as a resource center.
<p>RESULT #8</p> <p>By the end of FY2023, obtain community, parent, and other stakeholder support of their local schools through the School Improvement Plan (SIP) process.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. Policies on the SIP process including membership, roles, duties, responsibilities, and reporting requirements are established. 2. Community, parent, and stakeholder issues are addressed through a review of monthly SIP reports. 3. Awareness meeting(s) on SIP process are held for parents, community members, and other stakeholders to promote membership and local involvement in school activities and to report the results of previous year SIPs.

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TABLE 2-B. Education Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, establish, maintain, and deliver to all Kosrae students a curriculum for academic, vocational, technology, and physical education with core content in vocational and technical education; technology; health and nutrition; cultural and local vernacular studies; and career counseling.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop supplemental instructional materials to support delivery of core subject areas. 2. Identify and design curriculum standards, benchmarks, and student learning outcomes by a DOE Curriculum Development Team annually. 3. Utilize updated curricula in all classes at all school levels. 4. Align high school curriculum with college curriculum in core content areas.
<p>RESULT #2</p> <p>By the end of FY2023, DOE staff, including instructors, principals, area specialists, and administrators, will receive capacity-building opportunities.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Identify and support educational activities for all staff that lead to degree or certification attainment. 2. Conduct teacher observations (semi-annually) to monitor curriculum delivery and teaching strategies and to provide individual feedback that informs annual performance evaluations. 3. Require teachers to complete 10 hours of training annually (e.g., teaching methodologies and curriculum design).
<p>RESULT #3</p> <p>By the end of FY2023, provide students with counseling and career guidance to continue their education at the high school or college levels.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish primary and high school academic performance standards for graduation. 2. Coordinate with DHS and other government agencies to identify the State’s workforce needs. 3. Support and sponsor opportunities for high school students to learn about various careers (e.g., field trips to government agencies and private businesses, Career Day speakers, and internships).
<p>RESULT #4</p> <p>By the end of FY2023, DOE data will be monitored, collected, maintained, and reported for purposes of financial management, decision-making, program design and problem identification.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Provide instruction to selected non-teaching staff, especially new hires, on DOE expectations for EMIS reporting on a regular basis (e.g., inventories, fuel consumption, and financial expenditures). 2. Provide instructions for DOE teachers on their reporting requirements (e.g., student grades, test scores, and PTA participants).

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	<ol style="list-style-type: none"> 3. Maintain computer files with a back-up database listing Kosraean undergraduate and graduate recipients of state financial assistance including key information (e.g., year, name of college or institution, and academic majors).
<p>RESULT #5</p> <p>By the end of FY2023, DOE infrastructure will be completed and maintained to meet the basic safety needs of students and staff.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop an Infrastructure Maintenance Plan for monitoring and repairing basic infrastructure, furniture, and equipment on a scheduled basis, including busses. 2. Establish one science lab at Kosrae High School. 3. Monitor SIP reports to ensure that infrastructure requirements are being met at each school. 4. Train bus drivers, especially new hires, on traffic laws, scheduling, maintenance, and behavior expectations in order to provide efficient transportation service to students.
<p>RESULT #6</p> <p>By the end of FY2023, develop, implement, and enforce administrative policies, procedures, and practices throughout DOE to establish a positive student learning environment.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop a DOE Employee Handbook containing policies, procedures, and practices and provide a copy to all employees. 2. Conduct an annual review of current policies, procedures, and practices with input from employees and stakeholders. 3. Identify and report issues not covered by the DOE Employee Handbook to the Director of DOE through SIP reports, conferences, PTA meetings, and exit interviews with departing staff. 4. Upgrade and maintain the DOE website. 5. Provide required instructional materials and other supplies to all schools annually.
<p>RESULT #7</p> <p>By the end of FY2023, supplemental educational programs and resource centers will be available to support student learning.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish DOE policies and procedures for testing students for enrollment in accelerated programs or tutorial services for learning difficulties. 2. Develop tutorial instruction services for students with learning difficulties as well as high performing students at all grade levels. 3. Upgrade and maintain school library resources and computer laboratories.

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RESULT #8	KEY ACTIVITIES
By the end of FY2023, obtain community, parent, and other stakeholder support of their local schools through the School Improvement Plan (SIP) process.	<ol style="list-style-type: none"> 1. Conduct awareness meeting(s) with parents, community members, and other stakeholders at least twice throughout the school year to identify opportunities for communication; to disseminate pertinent information regarding school activities; and to provide access for parents to observe actual lessons delivered to their children. 2. Invite representatives of women’s organizations and Senior Citizen groups to provide cultural insights, Kosraean language training, food preparation, and dance to local schools.

Section 4: Environment

OVERALL GOAL	OVI
“By the end of FY2023, Kosrae’s environment is managed and conserved for current and future generations”	Required resources to preserve, conserve, and manage natural resources (including ecosystems and biodiversity) are available at State and Municipal levels.

Over the next four years the Kosrae Environment sector will focus on increasing public awareness of environmental issues including climate change and coastal erosion and protecting natural resources while enforcing waste management policies and procedures.

A new area of concern is the issue of access and income sharing of Kosrae’s genetic resources and traditional knowledge. These may be used by foreign partners and others for use in research and product development stemming from local coral and flora. Currently, the FSM National Government is taking the lead on overseeing these issues and the State is interested in participating in these negotiations.

Enforcement of environmental policies and regulations that protect the environment requires a coordinated effort between several sectors (e.g., Public Safety, Health, Environment, and Fisheries) to avoid overlapping responsibilities. Staff training for employees of this sector was strongly supported during the stakeholder meetings, especially monitoring and evaluation training.

RESULT/OBJECTIVE #1: By the end of FY2023, public awareness of key environmental issues (e.g., coastal erosion, climate change, disaster preparedness, waste management, invasive species, and natural resources conservation) will be maximized at the State and Municipal levels.

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- RESULT/OBJECTIVE #2:** By the end of FY2023, monitoring and evaluation of environmental policies and regulations will have been incrementally implemented at the State and Municipal levels.
- RESULT/OBJECTIVE #3:** By the end of FY2023, the financial resources required to enforce environmental policies will be identified and obtained.
- RESULT/OBJECTIVE #4:** By the end of FY2023, existing natural resources (including ecosystems and biodiversity) will be protected by policies and enforcement practices.
- RESULT/OBJECTIVE #5:** By the end of FY2023, effective waste management policies, regulations and practices will be implemented and enforced.
- RESULT/OBJECTIVE #6:** By the end of FY2023, design, promote, support and enforce FSM programs on access and sharing of income derived from genetic resources and traditional knowledge.
- RESULT/OBJECTIVE #7:** By the end of FY2023, the competency and capacity of 50% of the staff working in the Environment sector will be enhanced through skill development.

TABLE 3-A. Environment Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, public awareness of key environmental issues (e.g., coastal erosion, climate change, disaster preparedness, waste management, invasive species, and natural resources conservation) will be maximized at the State and Municipal levels.</p>	<p>OVI</p> <p>Public awareness of key environmental issues (e.g., coastal erosion, climate change, disaster preparedness, and natural resources conservation) is maximized through programs implemented at the State and Municipal levels.</p>
<p>RESULT #2:</p> <p>By the end of FY2023, monitoring and evaluation of environmental policies and regulations will have been incrementally implemented at the State and Municipal levels.</p>	<p>OVI</p> <p>Environmental programs (e.g., coastal erosion, climate change, disaster preparedness, invasive species, and natural resources conservation) are enforced at the State and Municipal levels.</p>
<p>RESULT #3</p> <p>By the end of FY2023, the financial resources required to enforce environmental policies are identified and obtained.</p>	<p>OVI</p> <p>Required environmental enforcement procedures and practices are incrementally identified and made operational.</p>

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<p>RESULT #4</p> <p>By the end of FY2023, existing natural resources (including ecosystems and biodiversity) will be protected by policies and enforcement.</p>	<p>OVI</p> <p>By FY2023, sustainable natural resources are protected using conservation and social marketing principles.</p>
<p>RESULT #5</p> <p>By the end of FY2023, effective waste management policies, regulations and practices will be implemented and enforced.</p>	<p>OVI</p> <p>Effective management of human-generated waste minimizes environmental degradation, pollution, and loss of natural resources.</p>
<p>RESULT #6</p> <p>By the end of FY2023, design, promote, support and enforce FSM programs on access and sharing of income derived from genetic resources and traditional knowledge.</p>	<p>OVI</p> <p>FSM programs on access and sharing of income derived from genetic resources and traditional knowledge are supported, monitored and enforced at the State level.</p>
<p>RESULT #7</p> <p>By the end of FY2023, the competency and capacity of 50% of the staff working in the Environment sector will be enhanced through skill development.</p>	<p>OVI</p> <p>At least 50% of the environment sector staff have participated and completed skill training.</p>

TABLE 3-B. Environment Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, public awareness of key environmental issues (e.g., coastal erosion, climate change, disaster preparedness, waste management, invasive species, and natural resources conservation) will be maximized at the State and Municipal levels.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Design and conduct community-based awareness and outreach programs on conservation and environmental protection laws, policies and enforcement. 2. Implement awareness programs on the impacts of deforestation, coastal erosion, invasive species, and climate change at the municipal level. 3. Identify and implement programs that support sustainable income-generating activities at the community-level.
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	<ol style="list-style-type: none"> 4. Utilize community-level social and cultural activities to support best practices in conservation, including recycling and waste management. 5. Share the results of the PACC (Pacific Adaptation to Climate Change) Project to improve climate adaptation efforts at the municipal level. 6. Participate in Education sector programs that increase student awareness of environmental and conservation issues.
<p>RESULT #2</p> <p>By the end of FY2023, monitoring and evaluation of environmental policies and regulations will have been incrementally implemented at the State and Municipal levels.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop a policy to promote relocation of settlements from coastal areas to fulfill potential climate change and disaster preparedness requirements. 2. Assess and monitor the relocation logistics of infrastructure, utilities, and the improvement of access roads to fulfill potential climate change and disaster preparedness requirements. 3. Implement <i>Climate Proof</i> measures described in the Coastal Management Plan. 4. Establish a program for monitoring the water quality of freshwater and marine areas. 5. Incorporate disaster risk management and climate change adaptation into sector plans and programs (e.g., Environmental Impact Assessment (EIA) process, infrastructure design, and housing) 6. Reactivate and organize a Kosrae Invasive Species Taskforce (KIST). 7. Monitor and board selected incoming vessels of all sizes and types for compliance with State laws and regulations relating to the environment. 8. Link planning for climate change and disaster preparedness with National, regional and international organizations (e.g., Pacific Centre for Environment and Sustainable Development (PACESD), Department of Environment, and Climate Change and Emergency Management (FSM)). 9. Reassess and update the Kosrae Land Use Plan (KLUP).

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<p>RESULT #3</p> <p>By the end of FY2023, the financial resources required to enforce environmental policies will be identified and obtained.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Secure financial resources for coastal protection measures secured from all available funding sources (e.g., National, State and International sources). 2. Support the Beach Preservation Act concerning sand mining regulations. 3. Develop, approve and enforce the Environmental Management and Restoration Fund and the Protected Areas Fund 4. Develop and utilize management guidelines for determination of interest rates and disbursement of monies for environmental conservation and management efforts. 5. Seek additional funding sources (e.g., Australia, Asian Development Bank, Japan, and Pacific Trade Invest) to obtain required enforcement equipment and materials. 6. Support FSM efforts to obtain post-FY2023 funding for disaster relief, conservation, and other environmental issues from donors (e.g., USAID, World Bank, and Asian Development Bank).
<p>RESULT #4</p> <p>By the end of FY2023, existing natural resources (including ecosystems and biodiversity) will be protected by policies and enforcement.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop a management scheme (e.g., coastal re-plantation) for harvesting mangrove trees. 2. Mitigate and/or prevent loss and erosion of land from deforestation, quarrying, etc. 3. Support the Agriculture sector’s efforts to mitigate/minimize sedimentation from development programs. 4. Reassess the status of endangered species (e.g., Micronesian Pigeon, Green Turtle, and Hawksbill Turtle). 5. Collaborate with Government, NGOs, and other sector organizations to support their environmental programs (e.g., School Improvement Plans and Women in Farming).
<p>RESULT #5</p> <p>By the end of FY2023, effective waste management policies, regulations and practices will be implemented and enforced.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Fund and implement a Management Plan for solid waste. 2. Coordinate with Public Works to update the Management Plan for wastewater.

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	<ol style="list-style-type: none"> 3. Promote the reduction in use or banning of single-use, non-biodegradable, plastic bags and Styrofoam. 4. Expand the current recycling program to include additional items i.e., cardboard, e-waste, and used oil) 5. Review effectiveness of relocation of the hospital’s incinerator for disposal of medical waste. 6. Review and enforce regulations on discharge and disposal of chemicals and other liquids on air, land, marine, and water sources. 7. Amend pigpen regulations and negotiate enforcement responsibilities with other sectors (e.g., Health, Agriculture, and Housing). 8. Develop a separate storage facility for used oil.
<p>RESULT #6</p> <p>By the end of FY2023, design, promote, support and enforce FSM programs on access and sharing of income derived from genetic resources and traditional knowledge.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Support the FSM ABS Act relating to genetic resources and traditional knowledge utilized by external parties (e.g., coral samples and flora). 2. Monitor and evaluate the access of external sources to Kosraean coral and traditional practices (e.g., farming, cooking, and flora). 3. Design and present workshops on the value of genetic resources and traditional knowledge.
<p>RESULT #7</p> <p>By the end of FY2023, the competency and capacity of 50% of the staff working in the Environment sector will be enhanced through skill development.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish a training program to support enforcement of conservation, waste management, and invasive species monitoring at the state and municipal levels. 2. Develop and utilize a staff development plan (including a review of personnel regulations and a training plan) to prioritize training content, available resources, and participant skill-levels. 3. Identify off-island environmental training resources (e.g., SPC, Guam Solid Waste Authority, and Guam Seashore Protection Commission). 4. Develop a <i>Pesticides Certification</i> training program to support FSM efforts at controlling invasive species. 5. Increase the capacity of staff to monitor and evaluate freshwater and marine areas for invasive species. 6.

Section 5: Culture and Social

Kosrae’s culture remains a critical component in the life of its residents even as its youthful population embraces change brought to the island via Internet, tourism, off-island education and travel. Senior residents accept these changes yet wish to honor and preserve their culture by sharing their experiences with a younger generation through the Education and Gender sectors. The Youth sector wishes to have a voice in political and economic decision-making and hope to organize into a bloc that can generate income as well as learn new skills and provide recreational activities. The Gender sector focuses on the involvement of Kosraean women in the political, economic, and social aspects of Kosraean life.

Kosrae’s SDP in the Culture and Social sectors focus on four components: 1) Youth; 2) Culture; 3) Gender; and 4) Housing and Rural Development Agency.

Youth

OVERALL GOAL	OVI
<p>“By the end of FY2023, opportunities for Kosrae youth to enhance their interests, skills, abilities, and participation in economic and social activities will be provided by State government institutions and other local organizations”</p>	<p>State government institutions and local organizations have formalized (possibly with a MOU) their commitment to provide employment and skill-building opportunities to Kosrae youth.</p>

Although the Youth sector focuses on providing economic and social activities for Kosraean youth, it suffers from its volunteer status and lack of funding. Stakeholders suggest that a closer relationship with a centralized Government institution will enable them to coordinate youth activities more effectively and efficiently throughout the State.

Income generation activities for Kosraean youth involves collaboration with such sectors as Business and Trade, Culture, Gender, Health, Agriculture and Education since youth represent human capital resources for all of them.

Stakeholders also endorsed the need for skill-building opportunities, especially in financial literacy, business management, and entrepreneurship. Such training complements the State goal of increasing the role of the private sector.

RESULT/OBJECTIVE #1: By the end of FY2023, a central youth office will be established to coordinate Kosrae youth programs and represent youth interests with other State government sectors.

RESULT/OBJECTIVE #2: By the end of FY2023, youth recreational facilities will be upgraded and/or established.

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RESULT/OBJECTIVE #3: By the end of FY2023, programs offering employment, income-generation, and cultural skill-building assistance to interested youth will be available through the central youth office and the Kosrae SBDC.

TABLE 11-A. Youth Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, a central youth office will be established to coordinate Kosrae youth programs and represent youth interests with other State government sectors.</p>	<p>OVI</p> <p>A central office is established in Tofol to coordinate all youth programs and represent youth interests with other State government and local organizations.</p>
<p>RESULT #2:</p> <p>By the end of FY2023, youth recreational facilities will be upgraded and/or established.</p>	<p>OVI</p> <p>Infrastructure for recreational activities (baseball and basketball, etc.) are upgraded and/or established.</p>
<p>RESULT #3</p> <p>By the end of FY2023, programs offering employment, income-generation, and cultural skill-building assistance to interested youth will be available through the central youth office and the Kosrae SBDC.</p>	<p>OVI</p> <p>At least five skill-building programs are offered by the central youth office annually to interested youth to increase their business acumen and cultural knowledge.</p>

TABLE 11-B. Youth Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, a central youth office will be established to coordinate Kosrae youth programs and represent youth interests with other State government sectors.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish a central youth office to coordinate and network between National, State and Municipal government offices to incentivize youth participation in social and civic engagements. 2. Organize Youth Councils and identify at least one representative from each municipality to interface with the central Youth Office. 3. Identify and establish one entity or agency to represent the State in its support of youth programs and interface directly with the Youth sector, primarily through the Civil Society of Kosrae (CSOK). 4. Survey Youth Council members semi-annually to
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	<p>identify key issues or concerns and to develop programs and/or task forces to address them.</p> <ol style="list-style-type: none"> 5. Lobby to support the endorsement of the FSM Youth Policy in the State legislature. 6. Strengthen networking between Kosrae and FSM youth groups (e.g., Youth to Youth Fellowship, and FSM National Youth Council) through social media. 7. Seek funding assistance from National and State governments, as well as development partners (e.g., UN Pacific Youth Development Framework, Pacific Youth Council, FSM National Youth Council, and New Zealand Aid’s North Pacific Development Fund).
<p>RESULT #2</p> <p>By the end of FY2023, youth recreational facilities will be upgraded and/or established.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Manage and maintain youth recreational infrastructure (i.e., responsible for facilities security, equipment procurement and maintenance, and litter) through the assignment of youth stakeholders and groups by the central youth office. 2. Management and maintain recreational youth activities (i.e., design, develop and schedule activities). 3. Promote the use of youth infrastructure and activities (e.g., website and social media, placards, and communication via other sector media).
<p>RESULT #3</p> <p>By the end of FY2023, programs offering employment, income-generation, and cultural skill-building assistance to interested youth will be available through the central youth office and the Kosrae SBDC.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish partnerships with financial institutions and business development entities to focus on developing financial literacy, business management and entrepreneurial skill training for youth (e.g., FSMDB, UOG, and SPC). 2. Promote youth training and skills development programs with emphasis on trade and/or vocational skills. 3. Lobby for the reinstatement of a state GED program. 4. Conduct workshops for youth and parents on the value and significance of youth roles in civic engagement on a scheduled basis. 5. Expand youth empowerment programs, (e.g., Camp Glow). 6. Collaborate with Culture sector stakeholders (e.g., seniors, women, and youth) to educate and involve youth in <p>the preservation of traditional and cultural knowledge, values and skills.</p>

Culture

<p>OVERALL GOAL</p> <p>“By the end of FY2023, Kosraean culture will be promoted at the State and Municipal levels”</p>	<p>OVI</p> <p>Cultural and traditional practices are taught in schools; promoted for purposes of tourism; and demonstrated at State and Municipal cultural celebrations (e.g., Culture Day).</p>
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The Culture sector stakeholder meeting was well attended with municipal Mayors and representatives of several Senior Citizen groups. After much discussion the challenge of this sector revolved around establishing a centralized approach to coordinate State-wide cultural activities as well as a closer linkage with tourism activities with potential for income generation.

It was also suggested by stakeholders that, in the municipalities, a closer relationship with the Education sector would provide a platform for teaching Kosraean culture, traditions, dance, food preparation, and language, to students. Senior Citizen groups volunteered to take the lead in coordinating this effort with local schools.

RESULT/OBJECTIVE #1: By the end of FY2023, a Cultural Center will be established to coordinate State-wide cultural activities and demonstrate traditional customs and practices.

RESULT/OBJECTIVE #2: By the end of FY2023, coordinate with other Government, NGO and private sector organizations to promote Kosraean culture and traditions for purposes of tourism.

TABLE 9-A. Culture Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, a Cultural Center will be established to coordinate State-wide cultural activities and demonstrate traditional customs and practices.</p>	<p>OVI</p> <p>A Cultural Center is established and funded to coordinate cultural activities and demonstrations of traditional customs and practices and to generate income.</p>
<p>RESULT #2:</p> <p>By the end of FY2023, coordinate with other State government, NGO and private sector organizations to promote Kosraean culture and traditions for purposes of tourism.</p>	<p>OVI</p> <p>Formal (e.g., MOU) relationships are established with the Tourism and Education sectors (e.g., KVB, hotel operators, tourist site owners, DOE, women’s groups, and Senior Citizen groups) to promote Kosraean culture and traditions.</p>

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TABLE 9-B. Culture Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, a Cultural Center will be established to coordinate State-wide cultural activities and demonstrate traditional customs and practices.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Seek grant-writing assistance (e.g., SPC) for a funding proposal to establish a Kosraean Cultural Center. 2. Expand and renovate a Cultural Center in Tofol. 3. Collaborate with other public and private sector groups (e.g., women’s organizations, youth groups, and education) to supply performers and artisans for cultural demonstrations and to develop other income-generating strategies (e.g., handicrafts, and cultural heritage tour guides). 4. Seek National, State, and international funding for Cultural Center operations (e.g. Pacific Invest). 5. Provide management and oversight to the Cultural Center (e.g., Kosrae Tradition and Culture Committee).
<p>RESULT #2</p> <p>By the end of FY2023, coordinate with other Government, NGO and private sector organizations to promote Kosraean culture and traditions for purposes of tourism.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Develop and conduct traditional food/skills/dancing demonstrations at hotels as part of a tourism package. 2. Collaborate with the Business and Trade sector (e.g., hotels, restaurants, and shops) to identify opportunities for incorporating Kosraean culture into products and services impacting the Tourism sector (e.g., handicrafts, clothing, tour guides, and dancing). 3. Participate in State and Municipal cultural celebrations (e.g., <i>Culture Day</i>) through involvement of Senior Citizen groups, youth groups, women’s groups, and other Culture sector stakeholders. 4. Teach Kosraean language, including spelling, grammar and traditional usage, at primary and secondary levels and through Senior Citizen group <i>Culture Day</i> meetings, School Improvement Programs (SIP), etc. 5. Collaborate with faith-based institutions to promote Kosraean culture, traditions and language.

Gender

OVERALL GOAL	OVI
“By the end of FY2023, women will be represented in the economic and political activities of Kosrae State”	<ol style="list-style-type: none"> 1. At least one Kosraean female elected or appointed as a political representative in National, State or Municipal government. 2. The number of women business owners/business employees increased by 2% from a FY2017 baseline.

As in the FY2017 KSDP, the Gender sector promotes the status of women in the political and economic life of Kosrae. According to the United Nations, gender equity refers to the *fair treatment of women and men according to their respective needs*. It means their rights, and opportunities will not depend on whether they were born male or female.

Kosrae’s Gender sector stakeholder meeting focused on gender equity as a representation goal in the main government agencies and encouraged the development of policies to ensure that such representation was achieved. A critical aspect of this sector is the need for training and capacity building for women to prepare them for political economic, and societal roles.

RESULT/OBJECTIVE #1: By the end of FY2023, gender equity (representation) will be implemented in each of the five main government levels (i.e., national and four states plus the private sector).

RESULT/OBJECTIVE #2: By the end of FY2023, establish a Kosrae Women’s Association resource center to provide networking, skill building and coordination between member women’s groups (e.g., Lelu Women’s Group and Malem Women’s Group).

RESULT/OBJECTIVE #3: By the end of FY2023, the Kosrae Women’s Association (KWA) will advocate for women’s issues by supporting programs offered by any sector that address women’s issues.

TABLE 10-A. Gender Results and OVIs

RESULT #1	OVI
By the end of FY2023, gender equity (representation) will be implemented in each of the five main government levels (national plus four states and the private sector).	<ol style="list-style-type: none"> 1. A policy on gender equity is established in each of the five main government levels (national plus four states and the private sector). 2. Full Legislative compliance with CEDAW (United Nations Convention in the Elimination of All Forms of Discrimination Against Women) is achieved.
RESULT #2:	OVI
By the end of FY2023, establish a Kosrae Women’s Association	<ol style="list-style-type: none"> 1. A physical building or office dedicated to Kosrae Women’s Association (KWA) activities is established.

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<p>resource center to provide networking, skill building and coordination between member women’s groups (e.g., Lelu Women’s Group, Malem Women’s Group).</p>	<p>2. 100% of KWA member groups participate in at least one program annually.</p>
<p>RESULT #3</p> <p>By the end of FY2023, the Kosrae Women’s Association (KWA) will advocate for women’s issues by supporting programs offered by any sector that address women’s issues.</p>	<p>OVI</p> <p>The KWA participates in, and/or supports, at least one sector program that increases the political and economic representation by women in Kosrae.</p>

TABLE 10-B. Gender Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, gender equity (representation) will be implemented in each of the five main government levels (national plus four states and the private sector).</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Assess gender equity strategies (if any) and if none exists develop a gender equity policy in the five main levels of government and the private sector. 2. Advise officials in any interested sector on the drafting of gender-equity strategies and policies. 3. Identify gender-equity training resources (e.g., Asian Development Bank and Pacific Trade Invest). 4. Seek full legislative compliance with CEDAW (United Nations Convention in the Elimination of All Forms of Discrimination Against Women) through gender equity training and enforcement in each of the government’s levels.
<p>RESULT #2</p> <p>By the end of FY2023, establish a Kosrae Women’s Association resource center to provide networking, skill building and coordination between member women’s groups (e.g., Lelu Women’s Group, Malem Women’s Group).</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Conduct and/or support grant writing workshops and ongoing project implementation and monitoring training for KWA members. 2. Design, develop and seek funding for a physical building or office dedicated to Kosrae Women’s Association (KWA) activities. 3. Seek funding for member groups to attend appropriate, relevant and cost-effective off-island networking, conference, and training opportunities. 4. Participate in International Women’s Day activities annually to support awareness and promotion of women’s roles.

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	<ol style="list-style-type: none"> 5. Conduct monthly KWA meetings and include announcements of upcoming skill building opportunities, current status of state and national women’s issues, and address member concerns
<p>RESULT #3</p> <p>By the end of FY2023, the Kosrae Women’s Association (KWA) will advocate for women’s issues by supporting programs offered by any sector that address women’s issues.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Conduct such programs as Young Women’s Leadership Program, GLOW (Girl’s Leading Our World), Good Character, etc., that support women’s issues. 2. Coordinate with the Education sector to ensure leadership and mentoring counseling opportunities are made available to girls through participation in SIP. 3. Coordinate with the Education sector to support and/or facilitate counseling to prevent teenage pregnancies. 4. Coordinate with the Health sector to support and facilitate programs addressing women’s health issues (e.g., reproductive and family planning services). 5. Coordinate with the Environment and Agriculture sectors to support and facilitate home gardening projects and the Women in Farming (WIF) program. 6. Coordinate with the Attorney General and Public Safety agency to support and facilitate strategies to reduce violence against women (Family Safety Restraining Order; and Domestic Violence Bill L.B 10-20). 7. Coordinate with faith-based organizations to support and/or facilitate programs addressing community awareness on such family issues as children’s use of drugs, alcohol, excessive TV viewing, cell phone and Internet (pornography, cyber-bullying, and inappropriate access). 8. Coordinate with Culture sector stakeholders (e.g., seniors, women, and youth) to support and facilitate at least three cultural preservation programs annually and promote sales of handicrafts, local foods, home gardening, traditional dances, chants, legends, to generate income for women and families. 9. Support the establishment and operations for a day care center in Tofol to increase the participation of women in the workforce.

Housing and Rural Development Authority

OVERALL GOAL	OVI
<p>“By the end of FY2023, the Housing and Rural Development Authority (HRDA) will provide a sustainable housing and rural development program that is holistically conducive and responsive to residential and rural development needs in Kosrae.”</p>	<ol style="list-style-type: none"> 1. Achieve at least a 2% annual increase in loan making from a FY2017 baseline. 2. Achieve and maintain 10% or less annual loan delinquency rate from a FY2017 baseline.

During the 2017 review and update of the Kosrae SDP the HRDA, due to its recent formation, was not included in the FY2017 KSDP. The HRDA provides housing and home improvement loans to Kosrae’s small population (estimated at 6,616 in 2010 by fsm.stats). The primary purpose of the HRDA is to, “...promote healthy and sound living standards by providing housing and home improvement loans to qualified Kosraeans.”

Although Kosrae’s small population limits its client base for HRDA loans, demand far exceeds its funds supply. Unlike most other sectors, the HRDA developed a strategic plan and updates their objectives, indicators, and activities quarterly. A focus through the end of FY2023 will be on expanding its financial basis and establishing internal policies and regulations as HRDA grows its staff, clients, and projects. In order to further solidify its financial base, HRDA is diversifying its lending programs and services to address non-housing opportunities (Micro loans for senior residents; persons with disabilities; low income families; termite treatment programs; and new construction designs).

Over the next four years, HRDA will strive to achieve and maintain a 10% or less annual loan delinquency rate and increase its loan making by 2% annually. In order to support such aims, it will establish an investment scheme or trust fund especially for off-island clients, obtain available US Federal Grants, and develop an MOU with the Attorney General’s Office to support a prioritized collection process. Another strategy will be to formalize a relationship with the Land Court to support the collection process for loan security.

- RESULT/OBJECTIVE #1:** By the end of FY2023, HRDA will meet the demand for housing and rural development in Kosrae.
- RESULT/OBJECTIVE #2:** By the end of FY2023, HRDA will establish internal institutional policies and regulations and develop construction guidelines.
- RESULT/OBJECTIVE #3:** By the end of FY2023, HRDA will integrate a policy for climate change adaptation into organizational practices.
- RESULT/OBJECTIVE #4:** By the end of FY2023, diversified lending programs and services will represent 15% of the total HRDA budget.

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TABLE 12-A. HRDA Results and OVIs

<p>RESULT #1</p> <p>By the end of FY2023, HRDA will meet the demand for housing and rural development in Kosrae.</p>	<p>OVI</p> <p>Establish and maintain a financial position at a level to meet the housing and rural development needs of Kosraean residents.</p>
<p>RESULT #2:</p> <p>By the end of FY2023, HRDA will establish internal institutional policies and regulations and develop construction guidelines.</p>	<p>OVI</p> <ol style="list-style-type: none"> 1. Establish and implement a financial management system for enhanced reporting and accountability. 2. Establish and implement a Human Resource Department, including policies, regulations, and practices for such topics as hiring, leave, attendance, employee development, and confidentiality. 3. Establish construction labor and contract standards.
<p>RESULT #3</p> <p>By the end of FY2023, HRDA will integrate a policy for climate change adaptation into organizational practices.</p>	<p>OVI</p> <p>Incorporate climate change adaptation procedures into structural design and project management requirements of residential and rural development projects.</p>
<p>RESULT #4</p> <p>By the end of FY2023, diversified lending programs and services will represent 15% of the total HRDA budget.</p>	<p>OVI</p> <p>Lending programs tailored for senior residents, persons with disabilities, producers, and low-income families are established.</p>

TABLE 12-B. HRDA Results and Key Activities

<p>RESULT #1</p> <p>By the end of FY2023, HRDA will meet the demand for housing and rural development in Kosrae.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Receive annual funding support from State and National Government. 2. Generate funding from other income streams (e.g., Micro Loan Program) to meet lending demands of residents. 3. Establish an investment scheme or trust fund to generate funding to meet Kosraean demands for housing and rural development lending. 4. Obtain available US Federal Grants for housing and rural development. 5. Develop a policy to expedite the housing loan application process.
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	<ol style="list-style-type: none"> 6. Develop an MOU with the Attorney General’s Office to support a prioritized collection process. 7. Develop an MOU with the Land Court to support the collection process for loan security. 8. Conduct periodic reviews of aging receivables schedules.
<p>RESULT #2</p> <p>By the end of FY2023, HRDA will establish internal institutional policies and regulations and develop construction guidelines.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Identify and implement monitoring and evaluation tools (e.g., Balanced Scorecard) on a quarterly basis. 2. Establish an online banking system. 3. Establish an online billing system. 4. Establish a procedure to receive public feedback. 5. Establish and implement Human Resources practices including policies, regulation, and procedures for such topics as hiring, leave, attendance, employee development, and confidentiality. 6. Lobby for the establishment of required pest control and termite treatment certification for new construction. 7. Conduct research/reviews of building materials and new construction designs.
<p>RESULT #3</p> <p>By the end of FY2023, HRDA will integrate a policy for climate change adaptation into organizational practices.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish incentive programs to motivate relocation to higher ground. 2. Support implementation of the Kosrae Shoreline Management Plan. 3. Secure grants to support relocation of residential homes from vulnerable coastal areas (e.g., Asian Development Bank technical assistance). 4. Incorporate climate change adaptation procedures into the structural designs and project management of residential and rural development projects.
<p>RESULT #4</p> <p>By the end of FY2023, diversified lending programs and services will represent 15% of the total HRDA budget.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Lobby to amend State law to transfer administration of all housing-related development funds to HRDA. 2. Re-establish an MOU with USDA Rural Development. 3. Amend the current HRDA lending policy to expand maximum loan limits. 4. Explore additional lending opportunities other than

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	<p>housing (e.g., producer’s loans, Micro loans, WIF loans, community loans, and school loans).</p> <p>5. Obtain board approval for a Micro Loan Program.</p>
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Section 6: Cross-Cutting Areas

Key development areas that are considered crosscutting include: 1) Public Safety, 2) Governance and Fiscal Management, 3) Infrastructure, and 4) Capacity Building.

Public Safety

OVERALL GOAL	OVI
<p>“By the end of FY2023, the public safety sector will maintain safety; ensure peace and order; and protect the rights of all people in the State of Kosrae.”</p>	<p>By 2023, major crimes as reported to the FSM Department of Statistics, will decrease annually from FY2017 baseline.</p>

The Public Safety sector, including the Attorney General’s Office, is challenged with maintaining safety and ensuring peace throughout the island with a limited staff and budget. Addressing this challenge requires the deputizing of municipality-based residents; providing them with basic police training; and utilizing existing Municipal offices to serve as public safety offices and holding areas.

Discussions at the stakeholder meeting focused on the need for additional skill training for officers and office staff, possibly using off-island trainers, and a strong need for public awareness and support for law enforcement programs, procedures, and practices.

- RESULT/OBJECTIVE #1:** By the end of FY2023, the public safety sector will maintain safety; ensure peace and order; and protect the rights of all people through the professional delivery of law enforcement.
- RESULT/OBJECTIVE #2:** By the end of FY2023, law enforcement officers and staff will possess the skills and knowledge to complete required duties and tasks.
- RESULT/OBJECTIVE #3:** By the end of FY2023, the public safety sector will implement crime prevention programs in Kosrae municipalities on at least an annual basis.

TABLE 13-A. Public Safety Results and OVIs

RESULT #1	OVI
<p>By the end of FY2023, the Public Safety sector will maintain safety;</p>	<p>The public safety sector is funded to enable at least thirty officers and five Attorney General Office staff to provide</p>

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ensure peace and order; and protect the rights of all people through the professional delivery of law enforcement.	required services.
RESULT #2: By the end of FY2023, law enforcement officers and staff will possess the skills and knowledge to complete required duties and tasks.	OVI 75% of law enforcement personnel will have received technical skills and knowledge training.
RESULT #3 By the end of FY2023, the Public Safety sector will implement crime prevention programs in Kosrae municipalities on at least an annual basis.	OVI At least two crime prevention outreach programs are conducted annually in each Municipality.

TABLE 13-B. Public Safety Results and Key Activities

RESULT #1 By the end of FY2023, the Public Safety sector will maintain safety; ensure peace and order; and protect the rights of all people through the professional delivery of law enforcement.	KEY ACTIVITIES <ol style="list-style-type: none"> 1. Lobby for Legislative approval for the distribution of collected fees (e.g., penalty fees, registration, driver’s licenses, police clearance, alcohol license, boat registrations, and background checks) to be assigned to public safety. 2. Seek National, State, international, corporate and family foundation funding (e.g., Australia, U.S., and China). 3. Update the Kosrae State Code and review all enacted laws on an annual basis to identify inconsistencies and provide continuity. 4. Identify, utilize and maintain a public safety archive. 5. Re-establish a public safety website.
RESULT #2 By the end of FY2023, law enforcement officers and staff will possess the skills and knowledge to complete required duties and tasks.	KEY ACTIVITIES <ol style="list-style-type: none"> 1. Request Governor’s approval to seek funding and training scholarships from National, State and international financial sources for public safety staff. 2. Conduct in-country personnel training (e.g., new hires, and deputized residents) in basic law enforcement policies, procedures, and laws.

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	<ol style="list-style-type: none"> 3. Request certified FBI trainers to conduct in-country training (e.g., firearms, investigative techniques, and forensics). 4. Develop an evaluation and performance appraisal system to identify gaps in skills and knowledge and to provide feedback for personal improvement. 5. Upgrade the Professional Standards Manual at least annually.
<p>RESULT #3</p> <p>By the end of FY2023, the Public Safety sector will implement crime prevention programs in Kosrae municipalities on at least an annual basis.</p>	<p>KEY ACTIVITIES</p> <ol style="list-style-type: none"> 1. Collaborate with Municipal government and local groups (e.g., Women’s Associations, Senior Citizen groups, faith-based organizations, and schools) to support and host community events that promote public safety and increase public awareness of new and existing state laws. 2. Deputize and train selected residents to represent law enforcement in each Municipality. 3. Identify office space and holding cell space in each Municipality for use by deputized residents. 4. Collaborate with SAMHP (US Department of Health and Human Services Substance Abuse and Mental Health Program) and community groups to conduct awareness on crime prevention programs 5. Participate in educational programs (e.g., Career Day, Job Shadowing, and Close Up) to promote public safety as a career.

Governance and Fiscal Management

The FY2020-FY2023 KSDP points out that the fiscal management of the State government including sector agencies requires the immediate attention of the new State administration. Governor Sigrah held his first State Leadership Conference on April 17, 2019 to express his administration’s commitment to addressing this fiscal leadership challenge by linking future budget requests to the achievement of prioritized KSDP sector goals, objectives and key activities.

Tax reforms, possibly with assistance from the International Monetary Fund’s Pacific Financial Technical Assistance Centre (PFTAC), coupled with a streamlining in the process of investing and conducting business in the State are needed to complement increases in revenue from tourism and the private sector. A continuing challenge, much like that of other FSM states, is Kosrae’s limit on foreign ownership of small and medium-sized business. Self-sufficiency continues to be a long-term state goal that requires a rapid closing of the gap between the Amended Compact and Federal grants and domestically generated revenue.

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Infrastructure

The projects listed in the IDP (See Appendix 6) and IMF (See Appendix 7) support the infrastructure needs of each sector as reported in the FY2020-2023 KSDP. Both the IMF and IDP have gone through a review and approval process conducted by three bodies. In April 2017 the Leadership Conference endorsed 3 top priority areas: 1) Tropical Water Project; 2) Agriculture Development; and 3) Fisheries Development. Kosrae's Infrastructure Planning and Implementation Committee completed an exercise to categorize and prioritize the projects to determine their ranking or the order of remaining projects. Lastly, the listings were reviewed and approved by the 12th Kosrae State Legislature.

Capacity Building

One of the major issues discussed by each sector was the need for the skill development of staff and the building of organizational capacity over the next four years. Also, it is recommended that a Kosrae State Capacity Building Plan be developed expanding upon the training needs identified within the FSM Capacity Building Roadmap. Below is a summary of the capacity building needs identified throughout the Kosrae SDP project:

Business and Trade

1. In-depth training for start-up businesses, including financial management, business planning, pricing, ethics, and customer service is needed for all interested stakeholders.
2. Specialized business training based on local interest, including design, graphics, E-Commerce, and product development is needed for all interested stakeholders.
3. Business skills training focused on the requirements of financial institutions is needed for any interested business operator.

Agriculture

1. A training workshop on post-harvesting including packaging, food safety, labeling, branding and organic certification is needed for farmers.
2. Training on the production of local livestock feeds is needed for agriculture extension agents annually.
3. Training on the control of insect pests and crop diseases is needed for extension agents and local farmers.
4. Training on soil improvement methods is needed for current and new farmers.
5. PARAVET (Para-Veterinarian) training is needed for extension agents.

Fisheries

1. Skill-building training and technical assistance in such areas as outboard motor repair, fiberglass reinforcement, fishing methods, inboard motor mechanics, and safety at sea is needed.
2. In-service training workshops to upgrade the skills of fisheries extension staff is needed to enhance their capacity to aid fisheries stakeholders.
3. Small business training is needed for fisheries stakeholders through the SBDC.

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Tourism

2. A certification programs for tour guides is needed.
3. Awareness training of tourism-related programs in other sectors is needed (e.g., Environment, Business and Trade, Culture, and Public Safety).

Energy

1. Technical and/or financial management training is needed for selected KUA employees (e.g., solar, conventional energy systems, and efficiency).
2. Skill needs assessment training is needed for all supervisors on an annual basis.

Health

1. Post-graduate studies in such specialty areas as medicine/nursing/allied health need to be provided to high-potential health professionals based on a qualifying process.
2. A competency certification needs to be developed and implemented for healthcare professionals.
3. Compliance with existing requirements for Mandatory Continuing Education (medical, nursing and ancillary) programs for licensed providers needs to be maintained.

Education

1. Educational activities that lead to degree or certification attainment needs to be identified for all sector staff.
2. Teacher observations (semi-annually) to monitor curriculum delivery and teaching strategies are needed to provide individual feedback.
3. At least 10 hours of training (e.g., teaching methodologies and curriculum design) is needed annually for all teachers.

Environment

1. A training program to support enforcement of conservation, waste management, and invasive species monitoring is needed at the state and municipal levels.
2. A staff development plan (including a review of personnel regulations and a training plan) to prioritize training content, available resources, and participant skill-levels is needed.
3. A *Pesticides Certification* training program to support FSM efforts at controlling invasive species is needed.
4. Training is needed to increase the capacity of staff to monitor and evaluate freshwater and marine areas for invasive species.

Youth

1. Skill training in financial management, business management and entrepreneurship is needed for interested stakeholders.
2. Vocational skill training is needed for Youth stakeholders.
3. Workshops are needed for youth and parents on the value and significance of youth roles in civic engagement.
4. Training is needed in the preservation of traditional and cultural knowledge, values and skills.

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Culture

1. Small business training is needed for those stakeholders involved with the operation of the Culture Center.
2. Facilitation or teaching skills training for those providing cultural demonstrations for classes is needed.

Gender

1. Small business training is needed for interested stakeholders.
2. Training and capacity building to prepare women for political, economic, and societal roles.
3. Grant-writing training is needed for interested Women's Association members.

HRDA

1. Training in monitoring and evaluation tools (e.g., Balanced Scorecard) is needed for new staff on a quarterly basis.
2. Training in developing and/or utilizing online banking and billing systems is needed for current and new staff.
3. Training is needed to establish a Human Resources system (e.g., policies, regulations and procedures for such topics as hiring, leave, attendance, employee development, and confidentiality).
4. Awareness training is needed for those staff involved in the lobbying for pest control and termite treatment certification for new construction.

Public Safety

1. In-country personnel training (e.g., new hires and deputized residents) in basic law enforcement policies, procedures, and laws is needed for current and new staff.
2. Annual in-country training is needed in police tactics (e.g., firearms, investigative techniques, and forensics).
3. Training in conducting a skill needs assessment is needed as a part of an evaluation and performance appraisal system that identifies gaps in skills and knowledge and provides feedback for personal improvement.

Chapter 4: KSDP Prioritization, Monitoring, Evaluating and Reporting

At the beginning of the FY2020-FY2023 KSDP data collection phase, it was made clear by Governor Sigrah that any funding request to his administration and legislative/CFSM appropriations must be directly linked to the achievement of KSDP goals and objectives. Stakeholder meetings revealed that Sector Plan goals, rather than those of the KSDP, received higher priority and attention from government and agency leaders.

Ensuring the effective implementation of the updated KSDP is critical to the State's economic success over the next four years. A sector focus on the prioritization of goals, objectives, and key activities is needed as well as a process for their monitoring and evaluation. Goals and targets should be as specific, measurable and actionable as possible.

Section 1: Prioritization of KSDP Goals, Objectives and Key Activities

At the final meeting of the Kosrae SDP Implementation Committee on April 26, 2019 to review the outcome of the in-country site visit, Government and sector leaders were informed that a major task for them would be to prioritize KSDP goals, objectives and key activities once the Kosrae State Development Plan FY2020-FY2023 was completed.

The top priority of the Kosraean leadership is to ensure the economic prosperity of the island. The primary focus of the sector approach is on driving economic growth and creating jobs and the challenge for Kosraean leaders is to ensure achievement of the State's sectoral priorities while at the same time maintaining the flexibility of moving in a different direction on short notice. The prioritization of KSDP sector activities provides employees and Kosraean residents, as well as development partners, with a broader understanding of organizational direction while achieving greater transparency in decision-making. It is understood however that flexibility must be maintained over the next four years and that changes in personnel, funding, materials, equipment, and even the weather can change any plan and priority.

Section 2: Monitoring, Evaluating and Reporting

Monitoring is the regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives. It aims to answer the question "did we deliver?" Evaluation, on the other hand, is the objective assessment of an ongoing or recently completed project, program or policy, its design, implementation, and results. It answers the question "What has happened as a result?"

Reporting in the FY2020-FY2023 period will include incentives and penalties for meeting reporting requirements through a collective effort by DREA and DA&F wherein each of them have the following roles:

Department of Resources and Economic Affairs will be in charge of monitoring sector activities via collection of quarterly reports from each sector. Reports are to be submitted to DREA on a quarterly basis using existing reporting deadlines and reporting format provided within the FY2020-FY2023 KSDP.

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Department of Administration and Finance oversees penalizing or rewarding sectors who comply with reporting requirements.

Appendix 1 of this document provides a revised KSDP Monitoring Matrix. Its purpose is to provide monitors and evaluators, often personnel from the Department of Resources and Economic Affairs (DREA), with a practical tool for assessing organizational and agency progress in achieving KSDP goals, objectives and key activities. It is important that implementers and planners have agreed on monitoring indicators that are both quantitative and qualitative signs for measuring and assessing the achievement of project activities and objectives.

The matrix has been revised to specify a goal or objective, an objectively verifiable indicator, and the prioritized activity that is being conducted to achieve that goal or objective. Time frames for conducting monitoring and evaluation activities will vary according to the sector, organization or agency. For example, the Energy sector conducts daily monitoring of specialized equipment while the Education sector conducts teacher observations semi-annually.

Another important component of the revised matrix is the capacity to identify why gaps occur between the *Performance Goal* and *Actual Performance*. Reasons for such gaps can be recorded as well as additional *Actions* that could be taken in order to achieve the *Performance Goal*. Another critical aspect of the matrix is the capacity to analyze whether the performance goal(s) were realistic and achievable. Often, during times of deadlines, financial pressure and report writing, the achievement of goals and activities are compressed, and performance may suffer. Monitors and evaluators will be able to comment on whether specific goals and activities are realistic and achievable during the monitoring period and what needs to be adjusted to improve performance.

Over the next four years it will be critical to prioritize sector efforts to achieve goals, objectives, and key activities to achieve effectiveness and efficiency in operations. It will also be critical to establish an effective monitoring and evaluation process that enables leaders to make rapid course corrections to achieve KSDP goals and maintain efficient utilization of financial resources.

Appendix 4 of this document provides a Data Reporting Form that may be used by monitors and evaluators to communicate their findings from observations conducted during monitoring site visits.

Appendix 1: KSDP Monitoring Matrix Template

RESULT/OBJECTIVE #1: _____

INDICATOR(S): _____

<i>Activities</i>	<i>Target Completion Date</i>	<i>Time Period (Quarter)</i>	<i>Performance Goal (by Quarter)</i>	<i>Actual Performance</i>	<i>Reasons for Variation:</i>	<i>Necessary Actions to bring the Activity to completion</i>	<i>Were the Performance Goals realistic and achievable? If no, suggest others.</i>

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Appendix 2: Data Collection Matrix Instructions

1. Introduction to Data Collection

The Data Collection Matrix (Appendix 1) is a form that will be useful in program management and is crucial monitoring and evaluation functions. It demonstrates how **Key Activities** in the KSDP can be planned, monitored, and evaluated. Based on annual, quarterly, monthly, or even daily monitoring intervals, the achievement of objectively verifiable indicators, and results and objectives can be measured. This data collection instrument can be used as a basis for creating an action plan or in monitoring and evaluating an existing one. The instrument is most effectively used by completing each box on the form during a site visit or soon thereafter, based on personal observations, examination of reports, and interviews with sector stakeholders.

2. How to use the Data Collection Matrix:

Here is a column-by-column description of the intended method for using this tool to plan, monitor, and evaluate Key Activity efforts:

RESULT/OBJECTIVE: Identify the Result/Objective from the KSDP that is being monitored and write it in the space provided.

INDICATOR: Identify the Objectively Verifiable Indicator (OVI) from the Result/Objective being monitored and write it in the space provided.

ACTIVITIES: Identify the **Activity** for the Result/Objective being monitored and write it in the “**Activities**” column. You may wish to monitor several Activities at once. You could group them as Low, Medium, and High priority, and assign a page to each one. Or you could group them by duration (e.g., annual, quarterly, and monthly). In such cases, you may be monitoring a mixture of Low, Medium, and High priority activities during a single site visit.

TARGET COMPLETION DATE: Your organization typically will determine this date and provide it to data collectors. Some **Activities** will be accomplished only after others are finished or are established as ongoing. It will be necessary to look at the sequence of **Activities** in your sector and decide on a monitoring schedule for each, based on the resources you have to collect data.

TIME PERIOD (BY QUARTER): Each organization will need to determine the exact intervals desired for monitoring and evaluation. For example, some sectors may wish to conduct daily monitoring of infrastructure machinery while others may only require semi-annual reviews. For top priority **Activities**, scrutiny may require monthly reviews. You may also have to submit your reports to higher levels of management on a set schedule, perhaps quarterly. Write in the time frame in this column for the Activity being monitored.

PERFORMANCE GOAL (BY QUARTERS): Each organization typically identifies specific expectations to be carried out in a certain order within a certain time frame. Write in the organization’s quarterly expectations (or your selected time frame) in this column.

ACTUAL PERFORMANCE: For quantitative **Activities**, such as the construction of facilities, you can set percentage of completion as a measure, while qualitative **Activities** may be complex, subjective, and more difficult to measure (e.g., international tourism efforts or maintaining cultural practices). Data collection typically involves site visits to conduct physical observations, reviews of reports, and interviews with stakeholders). Write notes following (or even during) your site visit then review and analyze them to complete this column.

REASONS FOR VARIATION: Most of these reasons for not achieving the **Performance Goal** can be identified readily. However, a variable that can hinder progress in achieving your Activity is often the changing of priorities of higher management. If you think the Activity, or the human resources supporting it, might be eliminated or reduced, decide early on if you will need to carry out some advocacy to keep it in the program and on schedule or modify it.

NECESSARY ACTIONS TO BRING THE ACTIVITY TO COMPLETION: Data collectors will provide input to organizational administrators for action based on site visit observations, review of reports, interviews, etc. There also may be external actions required which are beyond your control, such as the procurement of additional funding. Recommendations in this column could include training, changes in equipment or materials, or the addition of grant writing expertise.

WERE THE PERFORMANCE GOALS REALISTIC AND ACHIEVABLE? IF NOT, SUGGEST OTHERS: This last column is designed for the data collector to provide input to management on the viability of each Performance Goal for the time period being monitored. Often Performance Goals are viable but not in the time period allotted for their completion (e.g., a scheduled conference or survey is delayed or postponed).

- 3. Data Collection Tips:** Here are some suggestions for data collectors, monitors, and evaluators:
- a. Do your homework PRIOR to data collection! Learn as much as you can about current grants and programs. They may influence the organization's achievement of an Activity.
 - b. Identify current and likely new stakeholders! This includes local employees, NGOs, private sector actors, and consumers of Activity services or products. There may be new consumers each time you collect data due to program outreach, public campaigns, new hires, etc. These people become potential resources for your data collection efforts.
 - c. Collaborate with other sectors! Several Activities require collaboration with other agencies and sectors. Identify the key players in each sector who have influence over the achievement of Program Goals for the Activity you are monitoring and meet them.
 - d. Review past reports (if any) and evaluations! As a part of your homework PRIOR to a site visit, pay special attention to any challenges or inhibitors that the organization has identified in earlier evaluations. Such challenges may still be present. It will be important to note any long-standing challenges that continue to inhibit the achievement of an Activity. It is management's job to clear inhibitors to organizational progress.

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- e. Maintain confidentiality and truthfulness! Data collectors, monitors, and evaluators should recognize that they might be viewed by those working on an Activity as troublemakers or spies for management. They may believe that monitoring and evaluation efforts are designed to demonstrate that they do not know how to do their jobs. In order to combat this misperception, it is critical to develop a relationship with those you are monitoring to show you are, in fact, working to help them achieve their Program Goals. Often, information can only be obtained through confidential interviews where names are not used or reported. Breaking such confidentiality will destroy any trust you have developed with your interviewees. Over time, as trust builds and employee realize you are there to help, the need for confidentiality will decrease.

4. Appendix 3: Quarterly Data Collection: Health Sector

In Appendix 3, a Health Sector **Key Activity** is offered to demonstrate the use of the Data Collection Matrix form to track and analyze progress. Some of the boxes in the various columns have been filled in as examples. In the Health Sector example, the most critical problem in implementing the planned activity lies in the fourth quarter, where the process of providing local government oversight staff and revising the budgetary system, as well as shifting staff from one level of government to another, can delay the desired outcome. Therefore, in this example, the final quarter of the first year shows only a partial accomplishment of the transfer of personnel, budgetary processes, and the setting up new accountability mechanisms.

There will also be a need for extensive human resources, software, and other administrative resources at the local level to take on the management and oversight functions for health facilities, where the downward transfer of those resources may not be adequate.

There are annual, quarterly or monthly monitoring problems to be anticipated in gaining high-level management support such as in the legislative body and identifying appropriate donor programs or other sources of funding.

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Appendix 3: Quarterly Data Collection: Health Sector

RESULT/OBJECTIVE #1: By the end of FY2023, the delivery of health services to Kosraeans will improve by 2% annually per performance surveys.

INDICATOR(S): Results of annual performance surveys indicate at least a 2% increase in Kosraean satisfaction with health care and services received.

<i>Activities</i>	<i>Target Completion Date</i>	<i>Time Period (Quarter)</i>	<i>Performance Goal (by Quarter)</i>	<i>Actual Performance</i>	<i>Reasons for Variation:</i>	<i>Necessary Actions to bring the Activity to completion</i>	<i>Were the Performance Goals realistic and achievable? If no, suggest others.</i>
Provide access to medical services by decentralizing them to the municipal level.	Mid 2020	Q1	Submit a proposal to the state legislative body and have it entered into the legislative calendar.	Proposal and cost implications entered onto the legislative calendar 6/15/19		Buy-in of municipal staff and residents requires a publicity campaign and Town Meetings.	Yes, there was considerable legislative support for this activity.
		Q2	Secure a positive vote of the legislative body and the Governor's signature.	Signed into law on 9/1/19			

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		Q3	Adjust local budgets to account for transfer of medical facilities to the municipalities, and any revenues or grants from non – municipal sources anticipated for the current fiscal year.	All municipal budgets adjusted to cover 75% of the cost of decentralized facilities and personnel.	25% shortfall of local funds due to the availability of a UNDP grant.	Secure the UNDP grant by 10/1/19.	
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		Q4	Transfer staff to the municipalities, identify healthcare specialties needed for future operations; develop new software and administrative procedures for the new activities; and train local staff accordingly.	50% completed by the end of Q4.			
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Appendix 4: Data Reporting Form

DATE:

RESULT/OBJECTIVE ASSESSED:

INDICATOR(S):

ACTIVITY MONITORED:

KEY FINDINGS

ACTIONS NEEDED TO COMPLETE THE ACTIVITY

Appendix 5: Data Reporting Form Instructions

This form may be used to generate a report based on the data collected during the monitoring of an Activity. Copy information for the Activity directly from the Monitoring Matrix form as needed. A narrative provides the monitor/evaluator with flexibility in describing the Actual Performance of the Activity along with recommended actions for successful completion within the targeted time frame.

DATE:

RESULT/OBJECTIVE ASSESSED: (Copy this information from the Monitoring Matrix)

INDICATOR(S): (Copy this information from the Monitoring Matrix)

ACTIVITY MONITORED: (Copy this information from the Monitoring Matrix)

KEY FINDINGS (In narrative form, include the following):

5. Why is the Activity meeting its target or not?
6. Is the Result/Objective realistic and achievable? Why or why not?
7. Describe the major activities you monitored.
8. What are the most effective implementation strategies observed?
9. What are the least effective implementation strategies observed?
10. What are the issues or challenges inhibiting implementation?
11. What resources are needed to complete the Activity within the targeted time frame? (i.e., personnel, equipment, and funding).
12. List any reports or documents reviewed to support data collection efforts.

ACTIONS NEEDED TO COMPLETE THE ACTIVITY (In narrative and/or bullet format, include the following):

13. Changes required for successful completion of the Activity (e.g., leadership or staffing, additional sector support, staff training, increased cooperation with other sectors, a revision of the Result/Objective or Activity).
14. Sector recommendations for more effective Activity implementation received from interviewees.
15. Recommended follow-up questions, site visits, and additional interview candidates for the next monitoring site visit.
16. Additional documentation, reports and evaluations related to the Activity.
17. List the names of interviewees (Unless they are confidential).

Appendix 6: Infrastructure Development Plan (IDP)

Kosrae Infrastructure Planning and Implementation Committee		
Infrastructure Development Plan Project Listing		
	Project Name	Estimated Cost
1	Tropical Water Project	TBD
2	Agriculture Development Project	TBD
3	Fisheries Development Projects	TBD
	<i>Pacific Tuna Industries Facility Rehabilitation</i>	\$500,000.00
4	Road Improvement Projects	
	<i>Inland road-Section 4, Cross Island Road, Okat to Tofol</i>	\$7,614,000.00
	<i>Lelu Causeway Road, Sidewalk and Protection Improvements</i>	\$600,000.00
	<i>Inland Road- Section 5, Utwe to Walung</i>	\$15,363,000.00
	<i>Main Road Drainage Improvements</i>	\$1,080,000.00
	<i>Inland Road-Section 1, Malem to Yesing to Utwe</i>	\$11,495,000.00
	Establish Asphalt Plant	\$1,500,000.00
	<i>Lelu Farm Road Improvements</i>	\$1,038,000.00
	<i>Utwe Farm Road Improvements</i>	\$564,000.00
	<i>Malem Farm Road Improvements</i>	\$1,132,000.00
	<i>Tafunsak Farm Road Improvements</i>	\$420,000.00
	<i>Inland Road-Section 2, Mutunnenea to Sialat To Yekula</i>	\$5,091,000.00
	<i>Inland Road-Section 3, Malem to Pilyuul to Tenwak</i>	\$5,098,000.00
5	Kosrae State Health Improvement Projects	
	<i>Kosrae State Hospital</i>	\$18,520,000.00
	<i>Malem Water System Improvements</i>	\$3,000,000.00
	<i>Lelu/Tofol Wastewater System Improvements</i>	\$4,000,000.00
	<i>Solid Waste Management Expansion and Consolidation</i>	\$250,000.00
	<i>Mutunte/Yata Water System Improvements</i>	\$3,500,000.00
	<i>Walung Water System Storage Tank and Treatment</i>	\$1,000,000.00
	<i>Lelu Water System Improvements</i>	\$3,148,000.00
	<i>Specialized Medical Service</i>	TBD
6	School Facilities Improvements	
	<i>Public School Facilities Improvements</i>	\$1,000,000.00
	<i>Malem Elementary School Building</i>	\$2,000,000.00
7	Port Improvement Projects	
	<i>New Airport Terminal and Facilities</i>	\$11,000,000.00
	<i>Airport Runway Extension and Safety Area Improvement</i>	\$20,000,000.00
	<i>Marine Transportation Infrastructure Improvements</i>	\$1,050,000.00
	<i>Okat Reclaiming Project</i>	TBD
	<i>Safety and Accessibility Improvements at 3 harbors</i>	\$20,000,000.00
8	Power Improvement projects	

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Kosrae Infrastructure Planning and Implementation Committee		
Infrastructure Development Plan Project Listing		
	Project Name	Estimated Cost
	<i>Increase Renewable Electric Power Generation</i>	\$4,250,000.00
	<i>Renewable Energy Capacity and Flexibility Improvements</i>	\$8,000.00
	<i>Electric Power Capital Equipment</i>	\$685,000.00
	<i>Electric Power Generation Improvements</i>	\$140,000.00
	<i>Electric Power Capital Equipment</i>	\$879,000.00
10	Kosrae State PMO	\$4,000,000.00
11	Kosrae State Legislature Building	\$1,100,000.00
12	Community Evacuation Shelters	TBD

Appendix 7: Infrastructure Maintenance Fund (IMF)

Kosrae Infrastructure Planning and Implementation Committee		
Infrastructure Maintenance Fund Project List		
	Project Name	Estimated Cost
1	Agriculture Development Projects	
	<i>Agriculture and Land Storage Facility</i>	\$30,000.00
	<i>Old Farmers' Market Renovation</i>	\$170,000.00
	<i>Malem Farmland Restoration</i>	\$70,000.00
2	Fisheries Development Projects	
	<i>Marine and Fisheries Office Renovation</i>	\$20,000.00
3	Road Improvement Projects	\$872,034.00
	<i>Malem: 5.66 miles (Total Miles x Cost)</i>	\$566,000.00
	<i>Kosrae Primary Road Maintenance</i>	TBD
	<i>Tafunsak: 2.1miles (Total Miles x Cost)</i>	\$210,000.00
	<i>Lelu: 5.19miles (Total Miles x Cost)</i>	\$519,000.00
	<i>Utwe: 2.82 miles (Total Miles x Cost)</i>	\$282,000.00
	<i>Lelu Causeway Improvement</i>	\$559,000.00
	<i>Lelu Causeway Grouted Riprap</i>	\$31,034.00
4	Kosrae State Health Improvement Projects	
	<i>Hospital Facility Maintenance</i>	\$50,000.00
	<i>Community Health Outpost Upgrade</i>	\$20,000.00
	<i>Incinerator Complex</i>	\$15,000.00
	<i>O2 Generator Unit</i>	\$30,000.00
	<i>3 in 1 Staff Housing</i>	\$50,000.00
	<i>Warehouse Renovation/Extension</i>	\$75,000.00
	<i>Tafunsak Water System</i>	\$50,000.00
	<i>Tafunsak Dumpsite</i>	\$40,000.00
	<i>Utwe Dumpsite Improvement</i>	\$5,000.00
	<i>Malem Dumpsite Improvement</i>	\$58,000.00
5	School Facilities Improvements	
	<i>Tafunsak Playground</i>	\$75,000.00
	<i>Utwe Community Playground</i>	\$52,000.00
	<i>U.E.S Roofing</i>	TBD
	<i>L.E.S Second Story Roofing</i>	TBD
6	Port Improvement Projects	
	<i>Airport and Terminal Facility Maintenance</i>	\$300,000.00
7	Kosrae State Museum Renovation	TBD
8	TandI Building Renovation	\$206,550.00
9	Gymnasium Phase II	\$45,000.00
10	Utwe Biosphere Reserve Visitor Center	\$40,000.00
11	KSL Complex Renovation	\$195,000.00
12	KVB Complex Roofing Replacement	\$17,400.00

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Kosrae Infrastructure Planning and Implementation Committee		
Infrastructure Maintenance Fund Project List		
	Project Name	Estimated Cost
13	Malem Municipal Office Renovation	\$15,000.00
14	TMG Office Renovation	\$30,000.00
15	Broadcast Building Renovation	\$62,528.00
16	Yoarkun Bridge	\$25,000.00
17	Panyaa Bridge	\$30,000.00
18	Public Auditor's Office Renovation	\$50,000.00
19	KIRMA Office Renovation	\$50,000.00
20	DREA Office Renovations	\$150,000.00