



OFFICE OF ENVIRONMENT & EMERGENCY MANAGEMENT

PO BOX PS-69

Palikir, Pohnpei FSM 96941

Phone: (691) 320-8815/8814 Fax: (691) 320-8936

24 August 2009

MEMORANDUM

TO: Director, Office of SBOC

FROM: Director

SUBJECT: Environment Sector 5Year Plan

I am pleased to submit the 5Year Environment Sector Plan for which my office was tasked to develop. This Plan was developed in consultation with all our State counterparts and stakeholders.

We are ready to elaborate further as needed.

Sincerely,


Andrew Yatilman

Attachment:

COPY



Government of the Federated States of Micronesia
Five Year Environment Sector Plan
(for amended compact funding source)

December 2008

Prepared for
Office of Environment & Emergency Management
FSM National Government
Palikir, Pohnpei

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SECTION 1. INTRODUCTION

The need to focus the activities to be undertaken under the environment sector, with funding from the FSM/US amended compact, became more urgent when accomplishments after five years were short of expectations. This FSM Environment Sector Five Year Plan is being put forward as a more focused plan for yearly projects for the five governments to undertake to move the nation/states forward in accomplishing targeted outcomes in a systematic approach. This Five Year Plan does not replace the Environment Sector Plan in the SDP. The Five Year Plan identifies priority projects within the Environment Sector in the SDP that will be undertaken, with funding from the amended compact environment sector, during the planning period (2010 to 2015).

The Federated States of Micronesia (FSM) embarked on the development of its 20 Year Strategic Development Plan in xxxx. The outputs were the completed FSM Strategic Development Plan (SDP) which included its Infrastructure Development Plan (IDP). The SDP laid the ambitious direction for the FSM to allocate resources to attain its goals in socioeconomic development including, among others, the needed infrastructure to support development and protection of its environmental resources.

The FSM SDP served also to satisfy requirements of the amended compact with the United States Government. The SDP was ratified by FSM Congress and accepted by the US Government.

The SDP contained the following sectors: 1) Education, 2) Health, 3) Private, 4) Fisheries, 5) Agriculture, 6) Environment, 7) Gender, 8) Tourism, and 9) Infrastructure. Only the following sectors: 1) Education, 2) Health, 3) Environment, 4) Public Capacity Building, 5) Private Sector Development and 6) Infrastructure are being funded from the amended compact pursuant to the terms of the compact agreement.

The environment sector in the SDP contained nine (9) strategic goals with numerous activities to be undertaken to achieve such goals.

SECTION 2. PLANNING PROCESS

The planning process spanned over xxx months. It included two visits by Team to all the four states and the national government and a national consultation in Pohnpei during the FSM Environment Conference. The list of offices consulted is shown in Append xxx.

During the first consultation, the Team presented the scope of the project and emphasized the following:

1. The Five Year Environment Sector Plan is to prioritize which strategic goals and projects that support those goals in the SDP Environment Sector to be undertaken in the next five years with funding from compact environment sector.
2. The number of projects and projected amount for projects per year should be realistic, and should be within amounts that each respective government will most likely to afford.
3. Projects may be implemented in phases to accommodate funding constraints.
5. The format of Plan to have specific sections for each government with matrix showing strategic goal(s), office to implement project, project title, and specific year(s).

The first lists of priority projects for each government were developed during the first round of consultation. The lists were further refined and prioritize during the national consultation. The results of the national consultation were further worked upon during the last consultation with the states and national government and formed the final priorities of each government.

SECTION 3. PRIORITIES BY GOVERNMENTS

The priorities for the next five years for funding from the amended compact environment sector are presented in matrix format. The matrix contained the name of the department/office that will be doing the project, the specific strategic goal as approved in the SDP Environment Sector, the timeline and project name. It is important to note that activities for each project will be developed by the project proponent during the annual project based budget submission including budget line item. It is recommended that for projects that will span over more than one fiscal year to submit only one proposal but with specific activities in specific fiscal years.

The priorities of the five governments reflect the different level of environmental needs and issues facing each government. It also reflects the role that such government plays in the planning and implementation of environmental issues. Finally, the messages from the heads of each respective government attested to the fact that the list of priorities is endorsed by each of them.

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: FSM National

DEPARTMENT: Office of EEM

Strategic Goal 1: Mainstream environmental considerations, including climate change changes, into national policy and planning as well as in all economic development activities.

Outcome: Environmental Impact Assessments (EIA) carried out for 100% of all government and non-government development activities to minimize adverse impacts of development on the environment

Outcome: 100% of environmental violations successfully prosecuted by 2010

PROJECTS BY TITLES	10	11	12	13	14
National/State Laws & Regulations Review & Development	x	x			
State of Environment Report		x			
Development/Implement National Climate Change Response Strategy	x	x	x	x	x
Update National Environment Sector Plan	x				x
Conduct/Approve EIA on National Projects	x	x	x	x	x

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes: (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Emergency Response Coordination & Improvement	x	x	x	x	x
Provision of Technical Assistance to Partners	x	x	x	x	x
Identification/Implementation of Pilot Projects	x	x	x	x	x

Strategic Goal 3: Reduce Energy use and convert to renewable energy sources/Minimize emissions of GHG

PLANNED PROJECTS BY TITLES	10	11	12	13	14
GHG Inventory					x

Strategic Goal 4: Enhance the benefits of sustainable use of the FSM's genetic resources and ensure benefits derived are fairly shared amongst stakeholders

Outcomes: (2). Fully document traditional knowledge and practices pertaining to FSM's genetic resources by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14

Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and

terrestrial ecosystems					
Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Support Implementation of NBSAP/SBSAPs	x	x	x	x	x
Support Implementation of Micro Challenge	x	x	x	x	x
REAs at Selected Sites	x		x		x
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources					
Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
FSM Biannual Environment Conference	x		x		x
Annual FSM Environment Speech Contest	x	x	x	x	x
Strategic Goal 7: Establish biosecurity (border control, quarantine..) programs to effectively protect FSM's biodiversity from impacts of alien species					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Assistance to Eradication of Alien species	x	x	x	x	x
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP)					
Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010					
Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
National Capacity Development to Access ODAs	x	x	x	x	x
Matching ODAs	x	x	x	x	x
Support Implementation of PAN SFP	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs					
Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
National EIA Training Project	x				
National Emergency Response Training	x	x	x	x	x
National Resource Management Training		x		x	
National Water/Wastewater Analysis Training	x		x		x
Implement NCSA Outcomes		x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Chuuk State

DEPARTMENT: Agriculture

Division: Forestry

Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Shoreline Protection by Reforestation	x	x	x	x	x
Propagation of Endemic Plant Species	x	x	x	x	x
Establishment of Forest Protected Areas	x		x		x
Reforestation (2 yrs/site x 2 sites)	x	x	x	x	x
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
Production/Delivery of public awareness modules for lagoon/OI and delivery	x	x	x	x	x
Strategic Goal 7: Establish biosecurity (border control, quarantine..) programs to effectively protect FSM's biodiversity from impacts of alien species					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Eradication of invasive species project	x	x	x	x	x
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP) Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010 Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development to Access ODAs	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Enhance in-house Capacity	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Chuuk State

DEPARTMENT: Environmental Protection Agency

Strategic Goal 1: Mainstream environmental considerations, including climate change changes, into national policy and planning as well as in all economic development activities.

Outcome: Environmental Impact Assessments (EIA) carried out for 100% of all government and non-government development activities to minimize adverse impacts of development on the environment

Outcome: 100% of environmental violations successfully prosecuted by 2010

PROJECTS BY TITLES	10	11	12	13	14
Environmental Review & Permitting Project (monitoring, EA, EIA, enforcement, technical support)	x	x	x	x	x
Upgrading Laws and Regs Project	x	x			
Development & Application of GIS in Environment Planning and Monitoring	x	x	x	x	x
Sub Total					

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Fresh & Coastal Water Analysis and Management (Testing, Compliance, Public Notice, Permitting)	x	x	x	x	x
Solid & Hazardous Wastes Management (Compliance, Monitoring, Storage, Removal)	x	x	x	x	x
Water and Wastewater Compliance, Enforcement, Design and Awareness Project	x	x	x	x	x
Training in Water/Wastewater and Solid/Haz waste	x			x	

Strategic Goal 3: Reduce Energy use and convert to renewable energy sources/Minimize emissions of GHG

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Design and Construction of Rural Renewable Energy System s(Matching)	x	x	x	x	x

Strategic Goal 4: Enhance the benefits of sustainable use of the FSM's genetic resources and ensure benefits derived are fairly shared amongst stakeholders

Outcomes: (2). Fully document traditional knowledge and practices pertaining to FSM's genetic resources by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14
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Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Development of Conservation Sites Management Plans (1/year)	x	x	x	x	x
Conduct & monitor protocol for marine and terrestrial sites linked to NOAA & US Forest Service	x	x	x	x	x
REAs in Selected Terrestrial and Coastal Sites	x		x		x
Sub Total					
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
Environmental Educational Project (Conference, schools, publication, Radio programs, Environmental Days, etc)	x	x	x	x	x
SUB-TOTAL					
Strategic Goal 7: Establish biosecurity (border control, quarantine..) programs to effectively protect FSM's biodiversity from impacts of alien species					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP) Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010 Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development to Access ODAs	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Annual Environment Conference	x	x	x	x	x
Assessment of Training Needs & Implementation	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Chuuk State

DEPARTMENT: Marine Resources

Division: Conservation & Management

Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Establishment & Support for MPAs	x	x	x	x	x
Protection of Chuuk Conservation Sites	x	x	x	x	x
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Community Education Program					
Strategic Goal 7: Establish biosecurity (border control, quarantine..) programs to effectively protect FSM's biodiversity from impacts of alien species					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Development/Implementation of Marine Invasive Species Program	x	x	x	x	x
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP) Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010 Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development to Access ODAs	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development of Staff	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Chuuk State

DEPARTMENT: Public Utility Corporation

Division: Water & Wastewater

Strategic Goal 2: Improve/enhance human environment and pollution control					
Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020					
Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Deep-wells Hardening: (Provision of Power Supply)	x	x			
Portable Generators for Lift-Stations	x	x			
Disinfection of Water Project	x	x	x	x	x
Training in Water/Wastewater O&M	x	x	x	x	x
Strategic Goal 3: Reduce Energy use and convert to renewable energy sources/Minimize emissions of GHG					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Design and Construction of Rural Renewable Energy System s(Matching)	x	x	x	x	x
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP)					
Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010					
Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development to Access ODAs	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs					
Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Assessment of Training Needs & Implementation	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Kosrae

DEPARTMENT: Kosrae Island Resource Management

Strategic Goal 1: Mainstream environmental considerations, including climate change changes, into national policy and planning as well as in all economic development activities.

Outcome: Environmental Impact Assessments (EIA) carried out for 100% of all government and non-government development activities to minimize adverse impacts of development on the environment

Outcome: 100% of environmental violations successfully prosecuted by 2010

PROJECTS BY TITLES	10	11	12	13	14
Geographical Information System (GIS) Project	x	x	x	x	x
Upgrading Laws and Regs Project	x	x	x		
Permitting Process (monitoring, EA, EIA, enforcement, technical support) Project	x	x	x	x	x

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Fresh & Coastal Water Analysis and Management (Testing, Compliance, Public Notice, Permitting)	x	x	x	x	x
Solid & Hazardous Wastes Management (Compliance, Monitoring, Storage, Removal)	x	x	x	x	x
Wastewater Compliance, Enforcement and awareness Project	x	x	x	x	x

Strategic Goal 4: Enhance the benefits of sustainable use of the FSM's genetic resources and ensure benefits derived are fairly shared amongst stakeholders

Outcomes: (2). Fully document traditional knowledge and practices pertaining to FSM's genetic resources by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Preservation of traditional knowledge and cultural practices Project	x	x	x	x	x

Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems

Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture

PLANNED PROJECTS BY TITLES	10	11	12	13	14
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Forestry & Wildlife Conservation and Protection (Invasive)	x	x	x	x	x
Marine Conservation and Protection Project	x	x	x	x	x
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
Improve Environmental educational Programs Project (Conference, schools, publication, Radio programs)	x	x	x	x	x
Strategic Goal 7: Establish biosecurity (border control, quarantine..) programs to effectively protect FSM's biodiversity from impacts of alien species					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Preventing Introduction of Alien Species Project	x	x	x	x	x
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP) Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010 Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Develop & Implement Strategy to Access Additional Fund Project	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
(Capacity Assessment funded in FY 09 Results to implement in FY 10 onward)	x	x	x	x	x
Training based upon Capacity Assessment Results	x	x	x	x	x
In State Training for Deputizing staff	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Kosrae

DEPARTMENT: Public Works

Strategic Goal 2: Improve/enhance human environment and pollution control					
Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...					
Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020					
Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020					
O&M of Sanitary Landfill & Collection System	X	X	X		
Onsite Wastewater Improvement Projects	X	X	X	X	X
Onsite Safe Drinking Water Systems Projects	X	X	X	X	X

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Pohnpei State

DEPARTMENT: Environmental Protection Agency

Strategic Goal 1: Mainstream environmental considerations, including climate change changes, into national policy and planning as well as in all economic development activities.

Outcome: Environmental Impact Assessments (EIA) carried out for 100% of all government and non-government development activities to minimize adverse impacts of development on the environment

Outcome: 100% of environmental violations successfully prosecuted by 2010

PROJECTS BY TITLES	10	11	12	13	14
Pollution Control Project	X	X	X	X	X
Sub Total					

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Safe Drinking Water & Monitoring Project	X	X	X	X	X
Community Health & Climate Change Project	X	X	X	X	X
Quarantine Project	X	X	X	X	X
Food Establishment Project	X	X	X	X	X

Strategic Goal 3: Reduce Energy use and convert to renewable energy sources/Minimize emissions of GHG

PLANNED PROJECTS BY TITLES	10	11	12	13	14
	X	X	X	X	X

Strategic Goal 4: Enhance the benefits of sustainable use of the FSM's genetic resources and ensure benefits derived are fairly shared amongst stakeholders

Outcomes: (2). Fully document traditional knowledge and practices pertaining to FSM's genetic resources by 2020

PLANNED PROJECTS BY TITLES	10	11	12	13	14

Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems

Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture

PLANNED PROJECTS BY TITLES	10	11	12	13	14
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
Public Awareness Project	x	x	x	x	x
SUB-TOTAL					
Strategic Goal 7: Establish biosecurity (border control, quarantine..) programs to effectively protect FSM's biodiversity from impacts of alien species					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Quarantine Project					
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP) Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010 Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development to Access ODAs	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Pohnpei State

DEPARTMENT: Transportation & Infrastructure

Division: Public Works

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

Operation & Maintenance of Dumpsite	x	x	x	x	x
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FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Yap State

DEPARTMENT: Environmental Protection Agency

Strategic Goal 1: Mainstream environmental considerations, including climate change, into national policies, and planning as well as in all economic development activities

Outcomes: (1.6 &7) EIAs carry out and violations prosecuted/Activity 1.6: Strengthen State EPAs

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

Strategic Goal 5: Manage and Protect Nation's Natural Environment

Strategic Goal 9: Enhance & Employ In

PROCESS BY YEAR	10	11	12	13	14
Yap Environmental Enforcement & Protection	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Yap State

DEPARTMENT: Resources and Development Division: Marine Resources

Strategic Goal 2: Improve/enhance human environment and pollution control					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems Outcome: 5(ii) Conservation areas contribute to the total national economy through successful compatible enterprises including ecotourism, non-timber forest products and mariculture					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Yap Marine Protected Areas to Support MC	x	x	x	x	x
Marine Resources Stock Assessments	x	x	x	x	x
Reef Reseeding Project	x		x		x
Strategic Goal 6: Improve environmental awareness and education and increase involvement in citizenry of FSM in conserving natural resources Outcomes No.2 Community environment awareness improved and citizen involvement in conservation and environment activities increase to 100% by 2010					
Marine Environmental Educational Project (Conference, schools, publication, Radio programs, Environmental Days, Yap Day, etc)	x	x	x	x	x
Strategic Goal 8: Create sustainable financial mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP) Outcome: Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010 Activity 8.3: Provide legal and financial incentives to encourage NGO fund-raising and development.					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Capacity Development to Access ODAs	x	x	x	x	x
Strategic Goal 9: Enhance and employ in-country technical capacity to support environmental programs Outcome (i). Staff of state government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenge facing the nation by 2010					
PLANNED PROJECTS BY TITLES	10	11	12	13	14
Assessment of Training Needs & Implementation	x	x	x	x	x

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Yap State

DEPARTMENT: Public Works

Division: Solid waste

Strategic Goal 2: Improve/enhance human environment and pollution control					
Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...					
Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020					
Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020					
Operation & Maintenance of Dumpsite	X	X	X		

FIVE YEAR ENVIRONMENT SECTOR PLAN

GOVERNMENT: Yap State

DEPARTMENT: Public Utility Corporation

Division: Water & Wastewater

Strategic Goal 2: Improve/enhance human environment and pollution control

Outcomes: (2.3&4) Solid waste reduced (3Rs), solid waste disposal sites designated, established and managed...

Outcomes: (2.8) 100% of FSM communities will have ample access to safe drinking water supplies by 2020

Outcomes : (2.7) Coastal marine water quality improved (fecal coliforms) in urban centers by 100% by 2020

Community Wastewater Onsite Systems	x	x	x	x	x
Rehab of Treatment Chlorinators of Yap Water System		x			

Strategic Planning and Budgeting system

Review of the Planning Process in the FSM

In 1995 and 1996 the FSM and four states underwent the first round of Economic Summits and participatory planning process. The Summit process was initiated to achieve broad-based understanding and consensus for reform measures needed to adjust to the changing economic circumstances facing the FSM. Most importantly the FSM was preparing for the large declines in Compact funding resulting from the second step-down. The nation was also beginning to consider the implications of the Compact economic assistance negotiations that were looming on the horizon.

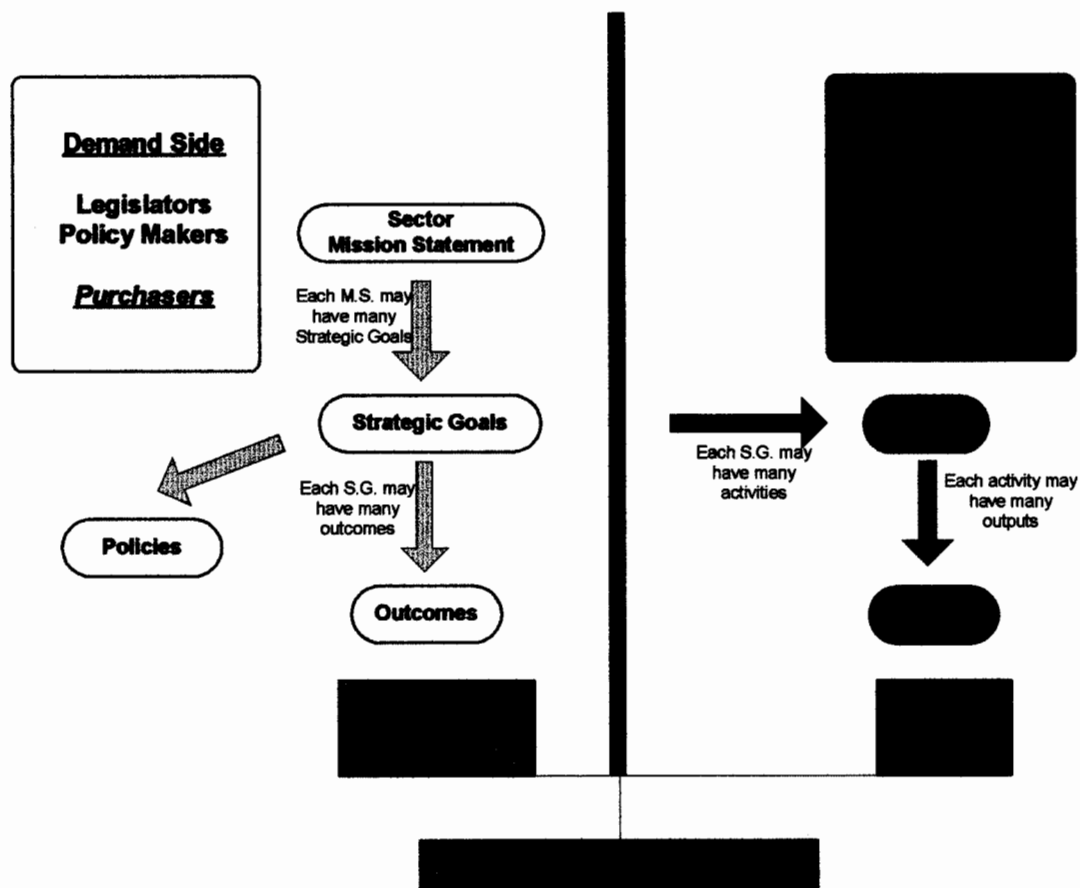
That first round of Summits was instrumental in changing the mindset prevalent at the time, especially in consolidating the realization that the public sector could no longer be relied upon to be the leading provider for the goods, services, and livelihood of the peoples of the FSM. It was clear that the FSM would need to reduce its reliance on external assistance and that the private sector would need to be the leading force in securing needed economic growth and jobs. Coupled with the broad development principals adopted at the FSM-wide level, the state summits also underwent a more detailed planning process. Each state formed a core group of sector committees (agriculture, fisheries, education, health, etc.), which identified key sector objectives, strategies to achieve the objectives, and sets of projects and programs that would be adopted to implement the strategies.

The policy objectives of the 1st FSM Economic Summit were implemented throughout the period 1996-1999. The second Compact step-down entailed a severe reduction in external funding and required a series of painful adjustments implemented through the Public Sector Reform Program (PSRP). The major component of the PSRP was the implementation of an Early Retirement Program (ERP), but this was supplemented through a series of supporting programs aimed at restructuring the public sector and providing an environment more supportive to private sector development. As the PSRP neared completion it was decided to convene a 2nd FSM Economic Summit during September 1999, to maintain the reform momentum as the nation entered into negotiations for the renewal of the Compact with the U.S. The 2nd Summit adopted a similar structure although Kosrae state was the only state to conduct a state version. However, while the first Summit had been landmark in changing the mindset of the nation, the timing of the 2nd Summit coincided with a substantial element of reform fatigue resulting from the painful fiscal adjustments just completed. With the fiscal situation largely stabilized and concentration focusing on the Compact economic negotiations, the timing was not conducive to maintaining significant reform momentum.

The structure of the 2nd Summit largely followed the first, although each sector was presented with a draft strategic policy matrix, entailing a hierarchy of policy elements, strategies to attain the objectives, and series of programs and activities. To monitor and ensure implementation the Economic Policy Implementation Council (EPIC) was created during the Summit deliberations. At the first few meetings EPIC was presented with an update of the progress with the implementation of the policy matrices, but this was shortly abandoned as other more critical issues captured the attention of the Council. The creation of EPIC was a milestone in the development of policy in the FSM. However, early progress in monitoring the implementation the Summit resolutions and sector matrices was not maintained.

While the nation had undergone a round of two sets of Summits, behind the scenes each government was introducing a performance budgeting process. Instead of focusing attention on line inputs during budget hearings, legislators were now asked to review budgets by strategic goals, activities, and the delivery of outputs. Budgeting was becoming focused on deliverable results rather than purely on the line-item inputs purchased to attain the outputs. However, progress has been slow and after five years or more of implementation there remains considerable scope for improvement. Perhaps of greatest importance there is no comprehensive audit process to ascertain if the outputs committed for delivery have, in fact, been produced.

At the same time as the FSM was making its first attempt to introduce performance budgeting and management of public sector resources, the new arrangements under the Fiscal Procedures Agreement (FPA) of the amended Compact requires performance budgeting and reporting. The new FPA, in effect, requires that the FSM implement performance budgeting. Importantly it is up to the FSM to design the specific elements of the system. The system proposed to achieve compliance is outlined in these notes and has been addressed in a series of leadership meetings and conferences of budget and finance officials in the FSM. While adopting many of the features of the previous systems the key difference is identification of quantifiable performance measures that can be used to clearly monitor the attainment of a strategic goals (by measuring outcomes) and the delivery of goods and services (by measuring outputs). Elements of the FSM's Planning and Budgeting System.



The list of sectors does not necessarily coincide with government departments, although in certain cases there is a unique match, such as with education and health. In the system being adopted by the FSM, each functional sector has a "Mission Statement". The mission statement is a broad statement of the sector's objectives. As an example using the private sector, the mission statement proposed is: to facilitate the development of an environment supportive of a competitive and growing private sector, and in the case of health: to promote and maintain a holistic system of health care that will provide an optimum quality of life for its citizenry. Mission statements are broad statements of principle and will not likely change significantly over the planning period.

Beneath the statement of mission "Strategic Goals" have been defined as broad areas of critical importance. In the case of the private sector, the first strategic goal is: to create a sound economic policy environment to support outward-oriented, private sector-led growth, while the second is: to improve the competitiveness of the factors of production to promote private sector development. In the development of the strategic planning system in the FSM it was found desirable to permit a further layer of definition of public policy, which has been simply referred to as "Policy". In many, but not all, cases these involve legislative action. Returning to our private sector example and in the case of the first strategic goal there are four associated policies:

ELEMENTS OF THE SYSTEM

The Demand Side: Desired Outcomes of Public Policy

The critical starting point in any system of government is to define the key desired outcomes of public policy and public expenditure. Figure 1 indicates the elements and hierarchy of the planning and budgeting system under discussion. On the left-hand (demand) side of the system are broad areas of public policy: sector mission statements, strategic goals, and policies. While not exhaustive, in the 3rd FSM Economic Summit nine sectors working groups have been identified:

- *Private Sector Development*
- *Public Sector Management*
- *Education*
- *Health*
- *Agriculture*
- *Fisheries*
- *Tourism*
- *Environment*
- *Gender*

Note: **Infrastructure** has been addressed through lengthy and participatory preparation of the Draft Infrastructure Development Plan (IDP). The IDP will be reviewed and possibly amended by a special sub-committee of sectoral representatives. Each sector will be asked to review sector-specific components of the IDP to ensure consistency with the strategic planning matrices.

SECTION 5. NATIONAL OUTCOME INDICATORS

Measuring the progress toward the set goals of the nation is paramount. This measurement is planned (in the SDP) to be carried out at two levels: Performance measures at the "outcome" level and performance measures at the "output" levels (see Appendix C). The environment sector has fifty one (51) performance measures at the outcome level for the nine strategic goals. Some of the outcomes have already been accomplished during the first five year of the amended compact. Tracking and monitoring the progress of these many performance measures requires large resources and time. It has been proposed to develop less numbers of performance measures (sometimes refer to as indicators) that are more encompassing but can truly gauge the progress toward the strategic goals. The following are recommended minimal indicators that can be monitored to measure progress toward the nine strategic goals, and also provide information toward our progress on the UN Millennium Development Goals (MDGs):

1. Ratio of projects having EIA: 100% target by 2020
2. Number of households having access to safe drinking water. The FSM target is 100% by 2020.
3. Number of households having access to proper wastewater disposal. The FSM target is 100% by 2020
4. Number of household having access to proper solid waste disposal. 100% target by 2020
5. Renewable energy
6. Genetic Resources
7. % Terrestrial area under effective management. Target 20% by 2020
8. % Marine area under effective management. Target 30% by 2020
9. Environmental Awareness Improved Measure by survey. Target 90% by 2020
10. % of invasive species eradicated. Target 50% by 2020
11. % of amount generated locally to finance environment work. Target to reach x amount by 2020.
12. % of environment employees with college degrees. Target 80% by 2020.

It is recommended that the baseline year to use should be the year 2000. This is due to the fact that critical data generated during the 2000 Census especially on household are vitally important. The conduct of census every after ten years should help in generating data on the performance measures.

- *Maintain financial stability.*
- *Improve fiscal accountability, transparency and performance management systems.*
- *Establish an effective system to disseminate information and promote public-private sector dialogue.*
- *Adopt trade and tax policies consistent with improving the international competitiveness of FSM-based producers.*

Having carefully defined the set of strategic goals and policies for a particular sector, it is necessary to have some method of determining if, over time, they have been achieved. To do this we define the term "Outcome". An outcome is a quantifiable measure (sometimes referred to as a performance measure) of a particular strategic goal. An outcome must be quantifiable. There may be more than one outcome measure for a particular strategic goal. Returning to our example of the private sector the outcomes for the first strategic goal are:

- *Fiscal stability is maintained [fiscal balance as % of GDP for each government and consolidated]*
- *External debt remains at prudent levels [(a) total external debt as % of GDP, (b) debt service as % of total export of goods and services]*
- *Tax policy does not discourage internationally competitive production [(a) average effective tariff rate on imports, (b) import taxes as % of total taxes]*
- *Export production increases [\$ value of exports]*
- *Tourism sector grows [number of tourist arrivals]*

Finally, in the case of outcomes we need to distinguish three levels. First is the original level or "Baseline Level" from which we wish to evaluate performance during the planning period. Then there is the established "Target Level." It is understood that the target will be set on the basis of the level of resources available to influence improvements and/or the level of political will to make needed policy changes. The third level is the "Actual Level" at some future point of evaluation. Through the process of monitoring (and perhaps audit) there will be a comparison of targeted versus actual achievement of the outcome measures.

The Supply Side: Provision of Public Sector Goods and Services

So far the discussion has talked of the objectives of public policy, but it has not indicated how the strategic goals, policies and outcomes are to be attained. In the strategic planning approach the objectives of policy are achieved through the delivery of public goods and services produced with public funds and human resources. Government departments may deliver the services or they may be produced by the private sector under contract. In either case, managers in the private or public sector are given access to funds and resources, and are effectively contracted to undertake a set of well-defined activities and to deliver specified outputs. In the FSM there is as yet very limited use of contractual relations in the provision of public goods as exists in other parts of the world. However, the FSM is implementing in practice a nascent form of what is sometimes referred to as the "purchaser—provider" model.

Figure 1 also indicates the hierarchy of activities and deliverable outputs on the right-hand or "supply" side of the diagram. For each strategic goal there may be one or more activities that can result in the attainment of the goal. "Activities" are the programs, processes and tasks under-

taken by a department or agency and leading to the accomplishment of the strategic goal. "Outputs" are produced and delivered by the department or agency as a direct result of their activities. Properly specified, outputs must be quantifiable. Importantly, the delivery of outputs must also be within the direct and immediate control of the managers responsible. For example, in the private sector example under the first strategic goal: "to create a sound policy environment to support outward-orientated, private sector led growth" there are several activities:

- *Formulate and implement sound economic policies*
- *Improve financial management quality and timeliness to better support private sector development*
- *Proceed with tax reform agenda at national and state levels*
- *Expand public information dissemination on key indicators and establish improved public—private sector dialogue*

In turn associated with each of the above activities there are groups of outputs. In the case of the first activity several outputs have been identified:

- *Complete annual FSM Economic Review including review of PSD progress (1)*
- *Complete annual State Economic Reviews (4)*
- *Complete annual Economic Briefing for FSM Government at JEMCO meeting (1)*
- *Complete annual Compact Report (1)*
- *Etc...*

Each output is quantifiable and its delivery is under the control of the responsible manager. For each output there corresponds two performance measures: a "target level," for and the "actual level" attained during the reporting period.

Outputs differ in nature from Outcomes. Outputs come under the direct control of the responsible agencies and will be measured as often as monthly or quarterly. In the case of outcomes it is likely that their measurement will be less frequent and the movement of the outcome measure will be affected by many factors that are outside the control of the manager. In the above example, the output defined as the preparation of annual economic reviews is the direct responsibility of staff working in the Department of Economic Affairs. Given sufficient resources they can (and should) deliver the target level. On the other hand, the attainment of the Outcome of fiscal stability, as measured by the deficit as a share of GDP, will be influenced by variety of factors, such as legislative appropriation levels, unanticipated revenue shortfalls, and other factors that are beyond the control the Department concerned. In the strategic planning exercise it is critical that the concepts of Outcomes and Outputs are clearly distinguished.

Organizations

Organizations are defined in the system as the units that undertake the required activities and produce the deliverable outputs. Organizations will frequently be governments, their departments and agencies; although the private sector or non-government organizations (NGOs) may also be considered as an organization. Usually in a government there may be many levels, from the departmental level, to divisions, and subordinate sections. Any of these elements in the system may contribute to the delivery of a given activity and there need not be a unique relationship between an organizational unit and an activity. For example both the education and health de-

partments may be jointly responsible for an activity to improve health education and awareness in the outer islands. While there is a need for integration of planning and coordination of activities, practical considerations need to be taken into account. Where there is such overlap, it is quite likely best for an activity to appear in both the education and health sector policy matrices, and subsequently in the performance budgets of both the education and health departments of a particular government. This will simplify monitoring and reporting.

Resources and Inputs

In order for organizations to undertake activities and deliver outputs, access to resources is required. Governments may appropriate funds for outlays on payroll, purchase of goods and services, subsidies, transfers, and capital items. These outlays or expenditures are often referred to as inputs, and these were the center of focus of traditional line-item budgeting. In performance budgeting attention is directed to the activities and outputs in order to achieve an agreed upon strategic goal. In the full-blown purchaser—provider model, the legislative body will appropriate the needed resources (acting as a purchaser) for specific strategic goals and the organizations (acting as providers) will undertake the activities and deliver the outputs which, taken together can be reasonably expected to lead to achievement of the strategic goals.

THE FSM STRATEGIC PLANNING PROCESS

The Strategic Development Plan

The FSM Strategic Development Plan (SDP), while similar to many development-planning exercises, is specifically designed with detailed implementation in mind. The plan outlines a list of key strategic goals. However, associated with each strategic goal is a set of outcome performance measures through which it will be possible over time to monitor the success of the plan. The FSM SDP goes further in that it also outlines the activities and deliverable outputs, which, under reasonable assumptions, can be expected to lead to the achievement of the identified strategic goals. To each output is also associated a quantifiable performance measure, so that during plan execution it will be possible to monitor if the activities and outputs have been fully implemented.

During the ongoing monitoring process it will be possible to determine if the SDP strategic goals have been achieved; furthermore, over time it will be possible to improve the accuracy of cost estimates to deliver specified levels of outputs. If the outcomes have been achieved it will be possible to fine-tune the delivery of activities in the most cost effective way. If, however, the outcomes have not been achieved, managers will first be asked if they undertook the planned activities and delivered the target level of outputs. If not, why not? If the activities were undertaken and the outputs were delivered as targeted, then reviewers (e.g. legislators and senior policy makers) will need to look deeper into why the expected impact on the outcome measure did not occur. In other words, the SDP provides a means not only to monitor progress, but a means over time to improve the management of public sector resources.

The FSM Strategic Development Plan will be comprised of a set of sector chapters. The layout of each chapter has been designed according to a specific template. Each chapter begins with a review of the sector, including: an assessment of the current situation and sector performance, analysis of problems, issues and constraints, and assessment of the sector's development potential. Building on the introductory review, the second section presents the sector strategic goals, which are supported by a descriptive rationale. Each strategic goal has been further elaborated if needed through appropriate sector policies. In order to assess performance in attainment of the strategic goals, a list of the associated outcome performance measures has been presented and is discussed at the end of the section. In the case of the FSM SDP the outcome baseline and target measures have been specified where it is meaningful to do so at a national level. Since many outcomes are state specific, the associated baselines and targets have frequently been left unspecified.

The third section details the sector Strategic Planning Matrix (SPM), and indicates the activities and outputs associated with each strategic goal (see Appendix 1.) The SPM is the heart of the strategic plan and provides a working manual for each sector. Since activities and outputs are state specific the associated targets have only been specified when meaningful. The fourth section describes the SPM and the linkage between activities and outputs with the strategic goal. The linkage indicates how the delivery of the activities and outputs is assumed to contribute to the attainment of a strategic goal. This section also provides an assessment of linkage risks and weaknesses to facilitate the anticipated ex post performance evaluation efforts. Finally a fifth

section references the Infrastructure Development Plan (IDP), and identifies the list of infrastructure projects that are critical to the fulfillment of the sector strategy. The list distinguishes between those projects whose major function is to directly support sector development and those whose purpose is indirect or crosscutting.

A critical element in the preparation of the Strategic Development Plan is the convening of the third FSM Economic Summit. The Third Summit is planned to breakout into sector committees, which will have access to the draft chapters and strategic planning matrices. Each committee will debate the SPM in detail scrutinizing element by element with the intention of determining an acceptable matrix for the FSM that has wide endorsement from all states of the federation. On finalization of the Third Summit the recommendations of the sector committees and revised matrices will be presented to the Summit for endorsement and subsequent integration into the SDP.

Planning in the Federation: Need for State Variance

While the FSM SDP provides a blueprint for the nation's development, many elements of the plan will have been deliberately generalized to allow for variation across the four states. It is hoped that there can be coherence and relative uniformity wherever possible and whenever appropriate. However, it would make nonsense of the planning process to insist that a "one-size-fits-all" approach could possibly work for all five of the national and state governments. Thus, while it is expected that there can be broad agreements on mission statements, strategic goals and the outcome measures of each strategic goal, it is fully understood that the five governments will fine-tune where needed to fit their specific needs. Since baseline levels differ across the states, surely target levels will be set differently. Where one state may place greater priority (and resource allocation) to achieve a greater improvement in, for example, infant mortality rate improvements; another may have already made progress in that area and want to focus on reducing the prevalence of certain lifestyle diseases.

The FSM planning and budgeting system will be uniform as a "process." It should lead to greater accountability and improved allocation of scarce public resources. But at the same time it will enable each of the five governments to "demand" public goods and services according to the priorities of the legislative bodies and policy makers. It is therefore anticipated that each state will develop its annual performance budgets using as a guide the outcomes of the 3rd FSM Economic Summit and the FSM SDP. It may be the case that one or more states will develop their own state-level SDP following in line with the FSM SDP. Whether each state will opt for a participatory process such as a Summit is for each state to decide.

The Annual Budget Process

Finally, the implementation of the FSM SDP will take place through the annual budget process. The budget will draw on the plan for direction and in particular from the identified strategic goals and policies. The list of activities and outputs, which may be undertaken in phases and delivered over a number of years, will require detailed specification for the upcoming budget year. While the SDP will clearly indicate the direction of development policy over a number of years, it is not intended to be cast in stone and it is anticipated that annual budgets may depart from the direction planned as circumstances necessitate.

GLOSSARY OF TERMS

Activity: Programs, processes, tasks, and what a department does that, if achieved, will lead to accomplishing the strategic goal; activities can be specified as major service areas or groupings of related services.

Infrastructure Development Plan (IDP): the IDP is the FSM's long-term planning document for public investment in infrastructure. The document has been drafted to cover a 20-year period; while recognizing that priorities outlined and the specific projects in each sector will be updated through the annual budget process. The IDP is comprehensive in that it covers all anticipated sources of investment, including local revenues, Compact sector grants, and other donor finance. With respect to Compact funding, the IDP is considered as a part of the Development Plan required under Compact section 211 (c) and specified in further detail in the Fiscal Procedures Agreement Article V (1)(e).

Inputs: Financial and physical resources used to produce an output. Physical resources include human and material resources, typically measured in dollars such as salaries, cost of computers, travel, or other expenses. Inputs were the focus of traditional line-item budgeting.

Mission Statement: Describes what an organization currently does as its core function, how well it performs the function, for whom the function is provided, and when the function is provided. The mission does not often change.

Outcome: The outcome is measured in order to indicate whether the strategic goal was accomplished. The outcome can also be considered the impact or the change attributable to an intervention, such as an action or process (e.g. policy, program, project, investment). It is noted that the outcome may be affected by factors outside of the control of the manager assigned to achieving improvements. There are three "levels" of outcome measures that will be collected and reported:

- Baseline level: measurement at the outset of the planning period; required to establish the level from which improvements will be made
- Target level: Number that indicates the level to which improvements are planned for during a specified planning period (perhaps 3-5 years).
- Achieved level: Number that indicates the actual change in the outcome measure during the planning period. This may be measured at periodic intervals as part of the budget monitoring and reporting process.

Outputs: Units or quantity of work completed or delivered. Work completed includes goods and services provided by the government such as number of patients seen at the hospital, number of tickets issued, number of licenses revoked, or number of grant reviews completed. In the FSM budgeting system, the Output is the lowest level that may be associated with costs or budgets. It is also clear that the delivery of the output must be under the immediate and direct control of the manager assigned. During the budget formulation process, outputs may be developed based on actual outputs produced in previous years as well as historical data on costs. Improvements in efficiency would be demonstrated by achieving more outputs for the same cost or the same level of outputs with reduced costs. There are two "levels" of output measures that will be collected and reported:

- **Target level:** quantity of the deliverable outputs expected (committed) to be produced during the planning period (usually annual, broken down by quarter).
- **Achieved level:** quantity of the deliverable outputs actually produced during the planning period.

Performance Measure: quantifiable measures that can be collected in a consistent and reliable manner. In the FSM system, performance will be measured at two levels: outcome measures to determine achievement of (long-term) strategic goals; and output measures to verify the delivery of (committed) outputs (units of work). Over time measures of efficiency (unit cost measures) may also be added to the system.

Policy: A course or method of action selected from among alternatives, and in light of given conditions designed to guide and determine present and future decisions and actions; a course of action, guiding principle, or procedure considered to be expedient, prudent, or advantageous.

Strategic Development Plan (SDP): The document which outlines the FSM's broad economic strategy and sectoral development policies. The SDP is comprised of descriptive narratives of each sector and the SPM for each sector. In addition to being the primary national economic planning mechanism of the FSM, the SDP also provides the means of complying with the requirement under the Amended Compact section 211 (c) to prepare and maintain a "Multi-Year Rolling Development Plan." As indicated therein, "the Development Plan shall be strategic in nature ... updated through the annual budget process."

Strategic Planning Matrix (SPM): a matrix or table used to present in summary form a sector's planning framework and including: mission statement, strategic goals (and policies), activities, and outputs.

Strategic Goal: High level, long term goals established in the FSM economic summit that drive the performance-based budget. What an organization needs to achieve to fulfill its 5-10 year strategy for mission accomplishment. The strategic goal will likely be stated in such a manner that it is not in itself measurable; however, one or more outcome measures should be identified for each Strategic Goal to determine progress along the way and to ultimately determine if the strategic goal is achieved.

APPENDIX B

ENVIRONMENT SECTOR OUTCOMES

Strategic Goal 1: Mainstream environmental considerations, including climate change, into national policies and planning as well as in all economic development activities	
Outcomes	
1.	National Environment functions centralized by 2004
2.	National Development Strategy developed by 2005 (similar document by DEA)
3.	State BSAPs/SD Plans developed and implemented in states by 2005
4.	Land-use/Zoning plans for urban centers by 2006
5.	100% of national/state/municipal infra and economic developments promotes environmental sustainable development practices by 2006 onward
6.	EIA carried out on all projects by 2005 onward
7.	All environmental violations are successfully prosecuted by 2010
8.	Climate change adaptation strategies developed and implemented by 2010
Strategic Goal 2: Improve/enhance human environment and pollution control	
Outcomes	
1.	FSM Congress ratify Stockholm POPs Convention by 2004
2.	Import of POPs into FSM reduced by 70% by 2010
3.	Solid wastes reduced by at least 10% in all states (by recycling, reduce imports etc) by 2010
4.	Solid wastes disposal sites designated, established and managed in all state centers and 50% of rural municipalities by 2010.
5.	At least 50% of households in urban centers will be served by effective STPs by 2010
6.	100% and 50% of urban and rural households respectively with access to sanitary latrines by 2010
7.	Coastal marine water quality improved (fecal coliform) in urban centers improved by 100% by 2020
8.	100% of FSM communities will have ample access to SDW supplies by 2020
9.	Increase preparedness for pollution control emergencies (chemical/oil spills etc) in all states by 50% by 2010
10.	Reduce damages to natural resources & human infrastructures and health from pollution emergencies (in terms of dollar loss) by x% by 2010
Strategic Goal 3: Reduce Energy use and convert to renewable energy sources/Minimize emissions of GHG	
Outcomes	
1.	Decrease the import and use of imported petroleum fuels by 50% by 2020
2.	x% in urban and y% in rural areas will be generated by renewable energy sources by 2020
3.	100% of new public and 50% of private buildings in FSM will meet US Standards for energy efficiency by 2020
4.	Private motor vehicle ownership/number of vehicles will decrease by x% by 2010

5. FSM will have a net gain of area and health status of coral reefs between now and 2020
6. FSM will remain a net importer of GHG through 2020
Strategic Goal 4: Enhance the benefits of sustainable use of the FSM's genetic resources and ensure benefits derived are fairly shared amongst stakeholders
Outcomes
1. Access to genetic resources enhanced to support economic development & improved quality of life
2. Fully document traditional knowledge and practices pertaining to FSM's genetic resources by 2020
3. All researches on FSM's traditional knowledge/genetic resources is permitted/monitored to ensure equitable benefits by 2020
Strategic Goal 5: Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater and terrestrial ecosystems
Outcomes
1. A nation-wide community-led conservation system (marine/freshwater/terrestrial) with emphasis on biodiversity conservation is developed and implemented by 2020
2. Conservation areas contribute x% of the national economy through successful compatible enterprises including ecotourism, non-timber forest product and mariculture
3. At least 20% of the nation's coral reefs are protected as "no-take" reserves by 2020
4. Deforestation/Agricultural conversion rates are decreased to 0% by 2010
5. No plant or animal species endemic to FSM will go extinct, and endangered/threaten species will improve between now and 2020
6. Comprehensive nation-wide biodiversity health and threat abatement monitoring programs established and implemented by 2008
Strategic Goal 6: Improve environmental awareness and education and increase involvement of citizenry of FSM in conserving natural resources
Outcomes
1. Resource management/environmental studies integrated into all levels of education curricula by 2010
2. Community environmental awareness improved/citizens involved in conservation/environmental activities increased by 80% by 2010 (measured by public awareness surveys)
3. Public awareness & understanding of climate change impacts increased by 80% by 2010 (measured by public awareness surveys)
4. Sharing/transfer of environmental information between governments, private sector, communities, and NGOs improved by 100% by 2008

Strategic Goal 7: Establish biosecurity (border control, quarantine & eradication) programs to effectively protect FSM's biodiversity from impacts of alien invasive species
Outcomes
1. Introduction/transfer of alien species across state/islands borders totally prevented by 2010
2. Control, if feasible, eradication programs for top ten invasive species instituted in all states by 2008
Strategic Goal 8: Create sustainable financing mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP)
Outcomes
1. MCT capitalized with \$20 million, providing \$1 million/year grants to organizations by 2020
2. Access to ODAs and Technical assistance by government & NGOs improved by 100% by 2010
3. Sustainable conservation funding mechanisms to support conservation activities in all states implemented and covering at least 25% of the State's environmental project costs by 2010
Strategic Goal 9: Enhance & Employ In-Country Technical Capacity to Support Environmental Programs
Outcomes
1. Staff of State government and NGOs environmental organizations will be technically competent and highly capable to deal with all environmental challenges facing the nation by 2010
2. COM will emerge as regional training "center of excellence" in environmental protection & natural resource management by 2010.
3. Government & NGOs in FSM are linked by network to share information by 2010
4. At least 10 new FSM conservation leaders are nurtured and developed by 2010

Environment

Mission Statement:

Recognizing the critical importance of the FSM's natural environment to the health and prosperity of this and future generations of Micronesians, the Environment Sector shall support the protection of the Nation's environment and achieve sustainable development of its natural resources. These efforts include the development, adoption and enforcement of policies, laws, and regulations in pursuit of the above-stated goals; the reduction and prevention of environmental degradation and all forms of pollution; adaptation to climate change; the protection of biological diversity, including assurance of adequate legal and international treaty safeguards relating to the protection of botanical and other agro-ecological property (including traditional knowledge and practices) belonging to the Federated States of Micronesia; the establishment and management of conservation areas; environmental infrastructure planning, design construction, and operation; interaction and co-operation with private sectors; and promotion of increased involvement of citizens and traditional leaders of the Federated States of Micronesia in the process of conserving their country's natural resources.

Strategic Goal 1 Mainstream environmental considerations, including climate change, into national policy and planning as well as in all economic development activities			
Outcomes [measurement indicators]	Activities	Outputs	
1(i) National environment functions centralized in an office/division to better coordinate and assist the states in all aspects of the protection and sustainable management of the nation's ecosystems and natural environment by 2004	1.1. Consolidate national environmental programs under a central office/division with responsibilities including coordination of environment and natural resource conservation activities and assistance to states in addressing their environmental implementation needs (Pohnpei does not support – current situation is adequate)	1.1.1. All national environmental programs combined into an office/division by end 2004 (PRES, NCON)	
1(ii) National Sustainable Develop Strategy completed by 2005		1.1.2. Decentralize/transfer appropriate services/functions from the National to the State level (PRES, NCON)	
1(iii) State BSAP/sustainable development plans developed and implementation begun in all			

<p>States by 2005</p> <p>1(iv) Land-use and zoning master plans developed and implemented for all four state population centers by 2006</p> <p>1(v) 100% of National and State financial assistance to municipalities for infrastructure and economic development promotes environmentally sustainable development practices by 2006</p> <p>1(vi) Environmental Impact Assessments (EIA) carried out for 100% of all government and non-government development activities to minimize adverse impacts of development on the nation's environment from 2005 onward</p> <p>1(vii) 100% of environmental violations successfully prosecuted by 2010</p> <p>1(viii) Climate change adaptation strategies that address unacceptable risks to the natural environment and built assets, including those arising from natural hazards such as weather and climate extremes, variability and change developed and implemented (climate-proofing) in all states by 2010</p>	<p>1.2. Strengthen the President's Council on Environmental Management and Sustainable Development (SD Council) through stronger state and NGO representation</p>	<p>1.2.1. Conduct quarterly meetings of the SD Council (NDEA)</p> <p>1.2.2. State representatives appointed by Governors and participating in all quarterly SD Council meetings (NDEA)</p> <p>1.2.3. Core staff (at least one professional and one administrative) assigned full-time to SD Council activities and state support (NDEA)</p> <p>1.2.4. Sustainable indicators program developed and piloted by the FSM Environment Office/Division and the SD Council for the national level by 2005 (NDEA, NGO)</p> <p>1.2.5. Sustainable indicators program piloted in one state by 2006 (NDEA, SGOV, SR&D, NGO)</p>
	<p>1.3. Develop combined State BSAP/ Sustainable Development Plans</p>	<p>1.3.1. Establish Natural Resource Stewardship Councils in at least one state, with community representatives designated by traditional leaders and communities. (NDEA, SGOV, SR&D, NGO)</p> <p>1.3.2. Establish and sustain biodiversity clearinghouse nodes in all States by 2005 (NDEA, SGOV, SR&D, NGO)</p> <p>1.3.3. Support to communities for environmentally sustainable projects/ programs and assistance to individuals with projects that utilize land and marine areas for highest value use provided in all States (NDEA, SGOV, SR&D, NGO)</p>

<p>1.4.1. Land-use planning and zoning plans developed in all four urban centers (Lelu-Tofol, Kolonia, Weno, and Colonia) by 2007 (SGOV, SLEG, SR&D, MG)</p> <p>1.4.2. GIS (Geographic Information System) centers established and competently staffed in all four states with nodes in key government offices (Lands, Planning, EPA, Forestry, and Marine) (and College of Micronesia state campus?) by 2006 (SR&D, SEPA, SAFF, COM)</p> <p>1.4.3. Information compiled in a GIS system categorizes land and near shore waters according to their highest value (SR&D, SEPA, SAFF, COM)</p> <p>1.4.4. All key natural resource information (digital elevation model (DEM), soils, vegetation, rivers, wildlife populations, etc.) updated and digitized for each state by 2010 (SR&D, SEPA, SAFF, COM)</p>	<p>1.4. Improve land-use and sustainable development planning in urban centers</p>	
<p>1.5.1. Pilot long-term vision and sustainable development plans developed for at least ?? communities/ municipalities in each state by 2006 (SGOV, SR&D, MG, NGO)</p> <p>1.5.2. Outreach and incentive scheme to encourage communities/municipalities to adopt environmentally friendly development alternatives developed and launched in at least one State by 2008 (SGOV, SLEG, SR&D, MG)</p> <p>1.5.3. Establish and implement regular (quarterly) consultation process between state government and traditional leader councils in Yap, Pohnpei, and Chuuk (SGOV, SLEG)</p> <p>1.5.4. Identify and promote at least 2 traditional sustainable resource management practices in each state (SR&D, SMRD, SAFF)</p>	<p>1.5. Promote and support sustainable land use and development planning in rural areas and outer islands.</p>	

	1.6. Strengthen State Environment Protection agencies to better assess development projects, and enforce and prosecute offenders	<p>1.6.1. All four State EPA Boards fully trained in environmental protection and sustainable development (NHHS, SEPA)</p> <p>1.6.2. One lawyer/prosecutor recruited and hired to support each State EPA by 2006 (SGOV, SLEG, SEPA)</p> <p>1.6.3. Double the EPA staff in each State designated as full-time enforcement officers by 2005(SEPA)</p> <p>1.6.4. EPA enforcement officers in all States trained in legal procedures, evidence handling, case development, etc. by 2006 (SAG, SEPA)</p> <p>1.6.5. EIA legislation improved and strengthened in all States by 2006 (SGOV, SLEG, SEPA)</p> <p>1.6.6. National standards for Environmental Impact Assessments & clearinghouse & standards for EIA expertise developed by 2006</p> <p>1.6.7. Roster of certified technical assistance for EIAs and other environmental planning by 2006</p> <p>1.6.8. Consortium of local and outside expertise to conduct EIAs by 2006</p> <p>1.6.9. Successful prosecutions for pollution, illegal earthmoving/landfill, and other infringements of environmental laws and regulations increased by ?? % by 2006 (SEPA, SAG)</p> <p>1.6.10. Laboratory facilities improved in all four states to handle basic environmental contamination testing of water and soil (NHHS, SEPA) by 2006</p>
	1.7. 1.7. Revamp existing State development review processes (including foreign investment) in all states to take into account environmental considerations and community input at all stages of project review	<p>1.7.1. 1.7.1. Development review processes with strong environmental criteria and involving community input adopted in two states by 2006 (SGOV, SLEG, SEPA, NGO)</p>
	1.8. 1.8. Draft necessary implementing legislation for international conventions to which the FSM is already a party	<p>1.8.1. 1.8.1. National legislation developed and passed to support FSM commitments under all major international environment conventions - Climate Change, Biodiversity, Desertification, Transport of Hazardous Wastes, etc. by 2008 (NDEA, NHHS, SGOV, SLEG, SR&D)</p>

	1.9. Develop and implement integrated coastal environmental and resource management plans to enhance resilience of coastal and other ecosystems to extreme hazards exacerbated by climate variability and sea level rise.	1.9.1. 1.9.1. Coastal management plans developed for four state centers by 2008 (SGOV, SRMD, MG, NGO)
	1.10. 1.10 Integrate considerations of climate change and sea-level rise in strategic and operational (e.g. land use) planning for future development, including that related to structures, infrastructure, and critical assets supporting social and other services	1.10.1. Existing facilities and infrastructure "climate-proofing" assessments and improvement plans developed for all States by 2010 (SGOV, SR&D, MG) 1.10.2. 100 % of new government facilities and infrastructure designed and constructed to be "climate-proof" from 2005 onwards (PRES, NCON, SGOV, SLEG, MG)

Strategic Goal 2 Improve and Enhance the Human Environment (Improve waste management (reduce, recycle, reuse) and pollution control		
Outcomes [measurement indicators]	Activities	Outputs
2(i) Ratification of Stockholm POPs Convention by the National Congress by 2004	2.1. Limit and control importation and transport of polluting and hazardous substances into and within the FSM	2.1.1. Stockholm POPs Convention ratified by FSM Congress by 2004
2(ii) Importation of POPs into the FSM reduced by 70 % by 2010		2.1.2. National laws and regulations controlling trans-boundary pollution and transport of hazardous substances adopted by 2005 (PRES, NCON, NHHS)
2(iii) Solid wastes reduced by at least 10 % in all states, through reduced imports, recycling, and other methods by 2010		2.1.3. All imports of ozone-depleting substances (such as CFCs and including other substances not yet determined) prohibited from 2005 onwards (PRES, NCON, NHHS)
2(iv) Safe solid waste disposal sites designated, established and managed in 100% of State centers and 50% of rural municipalities by 2010		2.1.4. National and State legislation to ban the import of POPs (persistent organic pollutants including polychlorinated biphenyls (PCBs)) and other hazardous chemicals adopted and enforced by 2006 ((PRES, NCON, NHHS, SGOV, SLEG, SEPA)
2(v) At least 50% of households in urban areas served by effective public sewage treatment plants by 2010		
2(vi) 100% of urban households and 50% of rural households with access to sanitary latrines by 2010		2.1.5. At least one state bans import of Styrofoam products and/or plastic bags by 2006 (SGOV, SLEG, SEPA)
2(vii) Coastal marine water quality (measured by ppm fecal coliform) around urban centers improved by 100% by 2008		2.1.6. At least one local handicraft/industry within FSM designing and developing shopping bags (which could also be sold for tourists as souvenirs from FSM) by 2006 (SEPA, SR&D)
2(viii) 100% of FSM communities will have ample access to safe drinking water supplies by 2020		
2(ix) Increase preparedness for pollution emergen-		

<p>2(x) Reduces (oil spills, chemical leakages, etc.) in all States by 50% by 2010</p> <p>Reduce damage to natural resources and human infrastructure and health from local pollution emergencies (in terms of dollar loss) by ?? % by 2010</p>	<p>2.2. Establish and enforce national minimum standards for pollution and hazardous wastes, including POPS</p>	<p>2.2.1. National Implementation Plan for POPs completed by 2005 (NHHS, SEPA)</p> <p>2.2.2. Central temporary storage site for hazardous wastes designated and all hazardous wastes stored until they can be properly disposed of in all States (SEPA)</p> <p>2.2.3. All existing POPs in the FSM identified and safely disposed of (through AusAID assistance program) by 2006 (NHHS, SEPA)</p> <p>2.2.4. Minimum pollution standards for imported vehicles adopted and enforced by 2006 (NHHS, SEPA)</p> <p>2.2.5. Import of all motor vehicles manufactured before 1996 prohibited (due to global ban on CFCs) (PRES, NCON, NDEA, SGOV, SLEG)</p>
	<p>2.3. Assess contaminated (e.g., oil, heavy metals, PCBs) lands in all States and undertake clean up operations</p>	<p>2.3.1. Inventory and assessment of contaminated lands in all States completed by 2005 (NHHS, SEPA)</p> <p>2.3.2. Clean up plans developed and implementation begun by 2006 (NHHS, SEPA, MG)</p>

	<p>2.4. Promote the development and effective use of waste reduction initiatives, solid waste collection systems, and recycling programs for aluminum, glass, and paper in all state centers</p>	<p>2.4.1. Develop Integrated Waste Management Plan focusing on source reduction, reuse, recycling, composting, land filling, incineration, and disposal of hazardous wastes all States by 2010 (SEPA, MG)</p> <p>2.4.2. Waste management and reduction campaigns conducted in all States by 2006 (SEPA, MG, NGO)</p> <p>2.4.3. Hazardous waste (waste oil, batteries, etc.) collection services established in one State by 2006</p> <p>2.4.4. Solid waste collection services serving 75 % of the population in all State urban centers by 2006 (SEPA, MG)</p> <p>2.4.5. 50% of solid waste collection services privately-managed by 2008 (SEPA)</p> <p>2.4.6. Aluminum recycling centers established and operating in at least two states by 2006 (SEPA, MG)</p> <p>2.4.7. Glass recycling centers established and operating in at least two states by 2006 (SEPA, MG)</p> <p>2.4.8. 100% of government office aluminum, glass, and paper wastes are recycled by 2008 (PRES, NCON, NHHS, SGOV, SLEG, SEPA, MG)</p> <p>2.4.9. 80 % of imported aluminum cans recycled nationwide by 2006 (NHHS, SEPA)</p>
	<p>2.5. Designate, establish and/or upgrade, and manage easily accessible safe waste disposal sites on all populated islands, and encourage their effective use</p>	<p>2.5.1. All four state urban centers will improve or establish and properly manage a designated waste disposal site (separating hazardous wastes, plastic or other impervious liner, composting, covering with soil, etc) by 2010 (SLEG, SEPA, MG)</p> <p>2.5.2. ?? % of the nation's outlying municipalities will improve or establish and properly manage a designated waste disposal site (separating hazardous wastes, plastic or other impervious liner, composting, covering with soil, etc) by 2020 (SLEG, SEPA, MG)</p> <p>2.5.3. Private companies will manage 50% of waste disposal sites (SGOV, SLEG, SEPA, MG)</p>

	2.6. Remove and/or recycle abandoned cars and other bulky solid wastes (computers, air conditioners, stereos, microwaves, washing machines, and other items with electronic components that require special disposal) on all islands	2.6.1. At least two States launch a fund financed by a tax on vehicle importers to finance the cost of removing abandoned vehicles by 2006 (SGOV, SLEG, SEPA) 2.6.2. All abandoned vehicles will be removed from public areas and safely disposed of (including use as artificial reefs) in all States by 2008 (SEPA, MG) 2.6.3. Tax incentive created to encourage local or foreign entrepreneur to crush vehicles and export them to Asia for the scrap metal market (NCON, NDEA, SGOV, SLEG, SEPA)
	2.7. Improve sewage treatment facilities in main population centers and resite sewage discharge locations outside the barrier reefs to limit negative impacts on the marine environment in all state centers	2.7.1. Increase the number of homes with connection to sewage system in urban centers to ?? % by 2006 (SPUC) 2.7.2. Reduce to ?? % the amount of untreated sewage discharge into lagoons in all States by 2008 (SPUC, SEPA)
	2.8. Develop and implement urban storm water management plans in urban centers	2.8.1. Storm water devices in urban centers (eg litter traps, sediment traps, oil/water separators) installed and/or improved in all State centers by 2008
	2.9. Provide and encourage the use of sanitary sewage disposal in all rural areas (septic tanks, water seal toilets, composting toilets, etc.)	2.9.1. ?? % of households in all States will have access to some form of sanitary latrines (temporary or permanent) by 2010 (NHHS, SEPA)

	<p>2.10. Improve management of surface catchments and aquifers to meet projected water supply demands, including educational programs for landowners and other key stakeholders</p>	<p>2.10.1. Limited-access Watershed Forest Reserves established above ?? % of village water systems catchments on high islands by 2010 (SGOV, SLEG, SEPA, SAFD, MG)</p> <p>2.10.2. Increase to ?? % the number of households connected to a safe water supply system in all States by 2006 (SEPA, MG)</p> <p>2.10.3. Decrease by ?? % levels of contamination of groundwater aquifers and surface waters by 2010 (SEPA, MG)</p> <p>2.10.4. Watershed management fund from public water system revenues established in at least one state by 2006 (SGOV, SAFD, SPUC, NGO)</p> <p>2.10.5. In partnership with USGS and WERI, reestablish and monitor a system of stream gauges in all four States by 2006 (NDEA, SR&D, SEPA, SPUC)</p>
	<p>2.11. Continue to improve and extend centralized water systems in urban centers, and improve community water systems in rural areas to assure access to safe drinking water supplies.</p>	<p>2.11.1. Public water systems extended to ?? additional households in each main island by 2008 (SPUC)</p> <p>2.11.2. Water subsidies eliminated in all States by 2010 (SGOV, SLEG, SPUC)</p> <p>2.11.3. ?? % of FSM rural households have access to safe drinking water (including roof catchment, sand filtering, and other low-cost, low tech methods) by 2010 (SEPA)</p> <p>2.11.4. Low tech solar desalination plants are established on at least 4 populated outer islands in each FSM State by 2008 (SLEG, SEPA)</p>

	<p>2.12. Increase preparedness and skills/capacity of relevant government and private sector agencies to rapidly respond to pollution emergencies (e.g., oil spills, ship groundings, natural disasters, etc)</p>	<p>2.12.1. At least two states will establish and train an inter-agency pollution emergency rapid response team by 2006 (NHHS, SEPA)</p> <p>2.12.2. Develop and implement legislation for the prevention, control and removal of oil spills in all States by 2006 (NHHS, SEPA)</p> <p>2.12.3. Oil spill contingency plans developed and implemented in all States by 2006 (NHHS, SEPA)</p> <p>2.12.4. National response plan to large oil spill events developed by 2006 (NHHS, SEPA)</p> <p>2.12.5. Develop methods of waste/spilled oil collection and disposal in all States by 2006 (NHHS, SEPA)</p>
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Strategic Goal 3 Reduce energy use and convert to renewable energy sources / Minimize emission of greenhouse gases		
Outcomes [measurement indicators]	Activities	Outputs
<p>3(i) Decrease the import and use of imported petroleum fuels by 50% by 2020</p> <p>3(ii) ?? % of electricity in urban centers and ?? % in rural areas will be generated using renewable energy sources by 2020</p> <p>3(iii) 100% of new public and 50% of private buildings in the FSM will meet US standards for energy-efficiency by 2006</p> <p>3(iv) Private motor vehicle ownership/number of vehicles will decrease by ?? % by 2010</p> <p>3(v) The FSM will have a net gain of area covered by forests between now and 2020</p> <p>3(vi) The FSM will have a net gain of area and health status of coral reefs between now and 2020</p> <p>3(vii) The FSM will remain a net importer of greenhouse gases through 2020</p>	<p>3.1. Decrease the use of imported petroleum fuels through improved energy efficiency, energy conservation, elimination of energy subsidies, and public education.</p>	<p>3.1.1. 100% of all housing development funded by the US or FSM and State Governments shall meet minimum US standards for energy efficiency from 2006 onwards (NDEA, SHA, USDARD)</p> <p>3.1.2. All electricity subsidies in the FSM eliminated by 2010 (SGOV, SLEG, SPUC)</p> <p>3.1.3. All states fully enforce new pollution standards through existing vehicle inspection and maintenance programs from 2006 onwards (SEPA, SPSPD)</p> <p>3.1.4. 100% public and private motor vehicles in the FSM will meet minimum efficiency and pollution standards by 2006 (NDEA, NHHS, SPSPD, SEPA)</p> <p>3.1.5. 100% of energy generation in the FSM will meet USEPA and other relevant standards by 2008 (SDEA, SPUC)</p>
	<p>3.2. Provide public transportation in State population centers and discourage private vehicle use, including through educational programs</p>	<p>3.2.1. At least one state will establish a public transportation system on the main island which will be regularly used by at least 30% of the island's population by 2010 (SGOV, SLEG)</p> <p>3.2.2. Vehicle ownership per capita will decrease by ??% by 2010 (NCON, NDEA, SGOV, SLEG)</p> <p>3.2.3. Cycling paths will be established in one urban center by 2008 (SLEG, MG)</p>
	<p>3.3. Increase the use of solar power, wind, and/or solar/wind hybrids for alternative power generation schemes, especially in rural and remote communities, through incentives and public education</p> <p>3.4.</p>	<p>3.4.1. Solar and/or wind power systems will be established and operating on at least two outer islands in each state by 2008 (EU-funded energy project) (NDEA, SGOV, SPUC)</p>

	3.5. Provide incentives for the use of alternative and renewable energy sources and energy efficiency mechanisms in government and private sector buildings and development projects	<p>3.5.1. 100% of new public buildings will be energy efficient from 2005 onwards (PRES, NCON, SGOV, SLEG, MG)</p> <p>3.5.2. New public buildings will integrate at least one alternative energy source (solar, wind, hydro-electric) to generate at least ?? % of energy needs (PRES, NCON, SGOV, SLEG, MG)</p> <p>3.5.3. ?? % of existing public buildings will be refurbished with energy efficiency mechanisms by 2010 (PRES, NCON, SGOV, SLEG, MG)</p>
	3.6. Undertake planning, regulatory, educational and other initiatives that will ensure the preservation of remaining native forests and agroforests and ensure reforestation for watershed protection and as a carbon sink	<p>3.6.1. National government, in concurrence with all States, adopts policy of no net loss of forests and mangroves by 2006 (PRES, NDEA, NCON, SGOV, SAFD)</p> <p>3.6.2. Limited-access Watershed Forest Reserves established above ?? % of village water system catchments on high islands by 2010 (SGOV, SLEG, SEPA, SAFD, MG, NGO)</p> <p>3.6.3. Reforestation will be undertaken successfully in at least 50% of the nation's degraded watershed areas by 2020 (SGOV, SLEG, SAFD, MG, US-DAFS)</p> <p>3.6.4. Ban or gradual ban of use of mangroves for fuel wood in all States adopted and enforced by 2006 (SGOV, SLEG, SAFD, MG, USDAFS)</p>
	3.7. Undertake educational and other initiatives that will prevent the degradation and destruction of coral reefs	3.7.1. National government, in concurrence with all States, adopts policy of no net loss of coral reefs by 2006 (PRES, NCON, NDEA, SGOV, USDO)
	3.8. Upgrade local capacity to carry out operation and maintenance of all renewable energy hardware	3.8.1. 3.7.1 Local utilities and private sector staff in all States able to operate and maintain renewable energy hardware by 2006 (SDEA, SPUC)

Strategic Goal 4 Enhance the benefits of sustainable use of the FSM's genetic resources and ensure benefits derived are fairly shared amongst stakeholders		
Outcomes [measurement indicators]	Activities	Outputs
<p>4(i) Access to genetic resources in the FSM enhanced to support economic development and improved quality of life</p> <p>4(ii) Fully document traditional knowledge and practices pertaining to the FSM's genetic resources by 2020</p> <p>4(iii) All research on the FSM's traditional knowledge and genetic resources is permitted and monitored to ensure that benefits are equitably shared by 2006</p>	<p>4.1. Draft and adopt mechanisms and legal framework regulating access to traditional knowledge, other forms of intellectual property, and genetic resources in the FSM so that the value of these resources is preserved for FSM citizens</p>	<p>4.1.1. National legislation adopted protecting the FSM's biodiversity and intellectual property and ensuring equitable sharing of benefits from any utilization, including enforcement protocol and penalties, by 2006 (NCON, NAG, NDEA, SGOV, SLEG)</p> <p>4.1.2. National bio-prospecting coordinating expert panel established by 2005 (NAG, NDEA, COM, SGOV, SAG, SR&D, MG, NGO)</p> <p>4.1.3. Process for the collection of biological specimens needed for scientific studies which complies with international regulations on the transport of biological specimens established by 2005 (NCON, NAG, NDEA, COM, SGOV, SLEG)</p> <p>4.1.4. Model genetic access agreement negotiated and completed between the National and at least one State government and one private sector firm by 2008 (NAG, NDEA, SGOV, SAG, SR&D, MG, NGO)</p>

	<p>4.2. Encourage and assist individuals, families and communities to secure their traditional knowledge and enhance it where appropriate</p>	<p>4.2.1. All State Foresters, and State Marine Resources and Agriculture Chiefs trained in ethnobotany and genetic access and benefit sharing by 2006 (NDEA, COM, SAFS)</p> <p>4.2.2. Capacity of local staff in archaeology, museum/curator, and other indigenous knowledge-based disciplines improved in all States by 2008 (NDEA, COM, SAFS, SHPO)</p> <p>4.2.3. Traditional knowledge databases established and maintained in all states using World Intellectual Property Organization's (WIPO) recommended protocol by 2006 (NDEA, SAFD, SHPO)</p> <p>4.2.4. Classes/training in ethnobotany and related subjects offered at College of Micronesia campuses in 2 States by 2006 (NDEA, COM, SAFD)</p>
	<p>4.3. Document, improve, and enforce the current national research permitting process to assure that intellectual property rights and genetic resources are protected</p>	<p>4.3.1. 100% of research on the FSM's traditional knowledge and genetic resources is approved and monitored by the FSM National Government and respects the nation's policies in this regard by 2008 (NDEA, SR&D, SHPO)</p> <p>4.3.2. Develop and implement a scientific code of conduct for all biodiversity and bioprospecting research in the FSM (NDEA, SR&D, SHPO, SEPA, NGO)</p> <p>4.3.3. Research permit process that includes provisions for hiring local associates in order to assure the local capacity is developed and supported in conjunction with research on genetic resources and traditional knowledge (NBSAP) for permitting adopted by 2008 (NDEA, SR&D, SHPO, SEPA, NGO)</p>

Strategic Goal 5 Manage and Protect the Nation's Natural Environment/Protect, conserve, and sustainably manage a full and functional representation of the FSM's marine, freshwater, and terrestrial ecosystems		
Outcomes [measurement indicators]	Activities	Outputs
<p>5(i) A nation-wide system of community-led marine, freshwater, and terrestrial conservation areas where special measures are enforced to conserve biological diversity is developed and implemented by 2010</p> <p>5(ii) Conservation areas contribute at least ?? % of the total national economy through successful compatible enterprises including ecotourism, non-timber forest products, and mariculture.</p> <p>5(iii) At least 20% of the nation's coral reefs are protected as "no-take" reserves by 2020</p> <p>5(iv) Deforestation/Agricultural conversion rates are decreased to 0% by 2010</p> <p>5(v) No plant or animal species endemic to the FSM will go extinct, and endangered and threatened species status will improve between now and 2020</p> <p>5(vi) Comprehensive nation-wide biodiversity health and threat abatement monitoring program established and implemented by 2008</p>	<p>5.1. Assist states, municipalities and communities to identify high priority "areas of biological significance", and support the development and implementation of conservation management plans for these areas</p>	<p>5.1.1. National guidelines for the selection, establishment, and management of protected areas are developed and approved by three out of four states by 2007 (NDEA, SR&D, SAFD, SMRD, NGO)</p> <p>5.1.2. Genetic resources, natural communities & ecosystems inventoried and support provided for state biodiversity nodes by 2006 (NDEA, SR&D, SAFD, SMRD, NGO)</p> <p>5.1.3. 50% of government and NGO conservation area managers are trained in, adopt, and apply conservation area planning methods for their specific sites by 2008 (NDEA, SR&D, SAFD, SMRD, NGO, MCT)</p> <p>5.1.4. 50% of the FSM municipalities legally designate at least one marine or terrestrial site (using the ABS sites identified in ecoregional plan developed under the NBSAP) as a conservation area by 2010 (NDEA, SR&D, SAFD, SMRD, MG, NGO, MCT)</p> <p>5.1.5. Limited-access Watershed Forest Reserves established above ?? % of village water system catchments on high islands by 2010 (SGOV, SLEG, SEPA, SAFD, MG, NGO)</p> <p>5.1.6. Deforestation/Agricultural land conversion rates will decrease by at least 50% on all high islands in the FSM by 2006 (NDEA, SR&D, SAFD, NGO)</p>

	<p>5.3. Develop and implement programs/policies that recognize, promote, and support community ownership and stewardship of natural resources and support for natural areas in all states, including environmentally compatible economic development enterprises.</p>	<p>5.3.1. With National government assistance, State BSAPS completed for all four states and implementation begun (NDEA, SR&D, SMRD, MG, SAFD, NGO)</p> <p>5.3.2. Sustainable timber harvest determined FSM forests types and unsustainable logging and logging which deprives the culture of the natural resources it needs for its materials culture (traditional houses, canoes, etc.) controlled in all States by 2008 (NDEA, SR&D, SMRD, MG, SAFD, NGO)</p> <p>5.3.3. Policies encouraging & supporting in-situ conservation of traditional agrobiodiversity in support of landuse sustainability and nutritional health adopted in all States by 2008 (NDEA, SAG, SMRD, MG, NGO)</p> <p>5.3.4. Analyses of nutrient content of traditional crops compiled and disseminated in all States by 2006 (NDEA, NHHS, SAG, NGO)</p> <p>5.3.5. A law recognizing and supporting community-led conservation area designation and management is adopted by at least one State by 2006 (NDEA, SAG, SMRD, MG, NGO)</p> <p>5.3.6. ?? % conservation area management plans will integrate at least one traditional resource management practice (NDEA, SMRD, COM, MG, NGO)</p> <p>5.3.7. At least one successful ecotourism enterprise is established for ?? % of all conservation areas in the FSM by 2010 (NDEA, SMRD, COM, MG, NGO, MCT)</p> <p>5.3.8. Appropriate mariculture enterprises (sponges, giant clams, pearls, etc.) are successfully established at ?? % of the marine protected areas (MPAs) by 2010 (NDEA, SR&D, SMRD, COM, MG, NGO, MCT)</p>
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<p>5.4. Limit the use of destructive fishing technology, e.g., monofilament gill net, underwater flashlights, SCUBA, fish poisons, etc.</p>	<p>5.4.1. All States prohibit the export of monofilament gill nets with gaps less than three inches in width by 2006 (NDEA, SAG, SMRD, MG, NGO)</p> <p>5.4.2. All States prohibit fishing with SCUBA by 2006 (NDEA, SAG, SMRD, MG, NGO)</p> <p>5.4.3. At least two states prohibit night fishing with flashlights by 2008 (NDEA, SAG, SMRD, MG, NGO)</p> <p>5.4.4. Harvest and transport of threatened and endangered species by non-traditional means prohibited in all States by 2010 (NDEA, SAG, SMRD, MG, NGO)</p>
<p>5.5. Identify key ecological indicators to monitor trends and conditions of marine and terrestrial biota, and regularly assess their status, and set up community-based resource monitoring systems and, through education and training, assist communities to use this information for decision-making.</p>	<p>5.5.1. Standard fish and coral monitoring protocols established by the National and State governments and monitoring teams trained in all States by 2006 (NDEA, SMRD, COM, MG, NGO)</p> <p>5.5.2. State fisheries agencies, in partnership with NGOs and Municipal governments implement standard state-wide fish and coral monitoring program by 2007 (NDEA, SMRD, COM, MG, NGO)</p> <p>5.5.3. With support from the national government, each state update vegetation maps by 2008 using aerial or satellite photography and repeat no less than once every five years afterwards (NDEA, SMRD, COM, MG, NGO)</p> <p>5.5.4. With support of the National government, each State will undertake new forest bird and fruit bat surveys by 2008, and repeat no less than once every five years afterwards (NDEA, SAFF, COM, NGO)</p> <p>5.5.5. Establish and manage a community-based monitoring network in at least one State by 2008 (NDEA, SMRD, COM, MG, NGO)</p>

	5.6. Identify endangered or threatened species in the FSM, promote research on their biology, and establish species recovery plans	<p>5.6.1. FSM Endangered species law is updated and adopted by 2007 (PRES, NCON, NAG, NDEA, SGOV, SR&D)</p> <p>5.6.2. Keystone species, natural communities and ecosystem processes identified, linkages documented, and their condition and trends monitored in all States by 2008 (NDEA, SMRD, COM, MG, NGO)</p> <p>5.6.3. Develop and implement species recovery plans for at least one threatened or endangered species in each state by 2008 (in partnership with US Fish and Wildlife Service) (NDEA, SR&D, SMRD, SAFF, NGO, MCT)</p>
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Strategic Goal 6 Improve environmental awareness and education and increase involvement of citizenry of the FSM in conserving their country's natural resources		
Outcomes [measurement indicators]	Activities	Outputs
6(i) Resource management and environmental studies are integrated into all levels of the nation's education curricula by 2010	6.1. Bring together educators, representatives of State and National Departments of Education and local and outside environmental experts to develop an appropriate environmental curriculum for the nation's schools	6.1.1. A nation-wide environmental curriculum featuring the FSM's unique environment and biodiversity will be developed and implemented in schools throughout the FSM by 2010 (NDEA, NHHS, NDOE, SDOE, SR&D, SMRD, SAFD, NGO)
6(ii) Community environmental awareness improved and citizen involvement in conservation and environmental activities increased to 80% by 2010 (measured by public awareness surveys)	6.2. Implement public educational programs that support good practices in environmental health, sustainable resource management, waste management and disposal, awareness and understanding of the consequences of natural hazards including those related to extreme weather events, climate variability and change and sea-level rise	6.2.1. Carry out at least one conservation public awareness campaign in each state each year (NDEA, NHHS, SR&D, SMRD, SAFD, NGO) 6.2.2. Carry out at least one climate change public awareness campaign in each state each year (NDEA, SR&D, SMRD, SAFD, NGO) 6.2.3. Establish and implement regular (quarterly) consultation process between state government resource managers and traditional leader councils in Yap, Pohnpei, and Chuuk State by 2006 (SGOV, SR&D, NGO) 6.2.4. National government, in partnership with the State governments, produce annual "state of the environment" report and present to traditional leaders councils from 2008 onwards (PRES, NSDC, NDEA, SGOV, SR&D)
6(iii) Public awareness and understanding of the consequences of climate change increased to 80% by 2010 (measured by public awareness surveys)		
6(iv) Sharing and transfer of environmental information between government, private sector, communities and NGOs improved 100% by 2008		

	<p>6.3. Improve the dissemination and sharing of information on biodiversity, climate change, and other environmental information and activities between different levels of government and with the general public.</p>	<p>6.3.1. Clearinghouse mechanism (state computer nodes, web page, etc.) with easily-accessible state nodes successfully implemented, regularly updated, and used regularly by the public by 2008 (NDEA, NHHS, SR&D, COM, NGO)</p> <p>6.3.2. Environmental reference collection established and/or improved in major State and National environmental agencies (eg EPA, MRMD) by 2008 (NDEA, NHHS, SR&D, COM, NGO)</p> <p>6.3.3. College of Micronesia campus library environmental literature collections are improved and updated (measured by a doubling of library resources) by 2010 (NDEA, NHHS, SR&D, COM, NGO)</p> <p>6.3.4. At least one information dissemination specialist in each state will be trained and supported by 2008 (in partnership with SPREP) (NDEA, NHHS, SR&D, COM, NGO)</p>
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Strategic Goal 7 Establish effective biosecurity (border control, quarantine and eradication) programs to effectively protect the FSM's biodiversity from impacts of alien invasive species		
Outcomes [measurement Indicators]	Activities	Outputs
7(i) Introduction of new alien invasive species into the FSM, transfer or existing alien species across state borders, and between islands within States will be totally prevented by 2010	7.1. Develop and implement national and state laws and screening processes and improve screening at all ports for alien species introduction and genetically modified organisms (GMOs) to minimize their impact on the nation's biodiversity.	7.1.1. National alien species screening process in place in all FSM ports of entry by 2006 (NDEA, SGOV, SR&D, SMRD, SAFF, USDAFS) 7.1.2. National GMO policy adopted and enforced by 2008 (NDEA, SGOV, SR&D, SAFF) 7.1.3. Increase quarantine staff at all ports of entry by 50% by 2008 (NDEA, SGOV, SR&D, SAFF) 7.1.4. Deputization program for State resource management personnel to augment existing quarantine officers instituted in all States by 2008 (NDEA, SGOV, SR&D, SAFF) 7.1.5. Legislation to require ships to empty ballast water at sea before entering FSM waters or to take other appropriate precautions to prevent the introduction of invasive and potentially harmful marine organisms instituted nationally by 2005 (PRES, NCON, NDEA, SGOV, SLEG, SR&D, SMRD)
7(ii) Control, and if feasible, eradication programs for top ten invasive species instituted in all states by 2008	7.2. Through training and education, further develop national enforcement capacity of all laws and regulations relating to alien species introductions	7.2.1. Penalties on National quarantine laws increased by ?? % to further discourage violations (PRES, NCOM, NAG, NDEA) 7.2.2. Increase prosecutions for violation of quarantine laws by 100% by 2008 (NAG, NDEA)
	7.3. Improve general awareness amongst the population to reduce the chance that invasive species are accidentally or deliberately spread around FSM.	7.3.1. Carry out a public awareness campaign to women's groups in all States on the threat of invasive species/diseases through the deliberate introduction of ornamental plants by 2006 (NDEA, SMRD, SAFF, NGO)

	7.4. Increase local capacity to address biosecurity, particularly the ability at the State level to identify, control and eradicate alien invasive species.	7.4.1. At least 2 permanent positions focusing on invasive species control established and hired in each state by 2006 (NDEA, SMRD, SAFD)
	7.5. Develop and implement effective quarantine and inspection protocols and, where possible, physical barriers to alien species introduction (lighting, fencing, traps, dogs, etc.) at all ports and airports in the nation	7.5.1. Develop and train an Interagency Brown Tree Snake Rapid Response Force on all islands with ports of entry by 2006 (in partnership with the USGS) (NDEA, SGOV, SR&D, SAFD, NGO) 7.5.2. Institute a policy that all arriving containers, vehicles and other cargo from Guam or the CNMI must be quarantined for three days by 2006 (NAG, NDEA, SGOV) 7.5.3. With USGS and USFWS assistance, improve one State port/airport to be Brown Tree Snake-proof by 2008 (NDEA, SGOV, SAFD)
	7.6. Establish invasive species task forces in each state to improve coordination between groups working on invasive species to identify and evaluate species present in the FSM and develop control/eradication plans for priority species, including rapid response plans for each state	7.6.1. All four states establish and fund inter-agency Invasive Species Task Forces to deal with priority invasive species by 2006 (NDEA, SGOV, SR&D, SAFD, COM, MG, NGO) 7.6.2. Develop rapid response plans for the five most serious invasive species threats after the Brown Tree Snake by 2008 (NDEA, SGOV, SR&D, SAFD, COM, MG, NGO)
	7.7. Identify and evaluate invasive species present in the FSM and develop control/eradication plans for priority species	7.7.1. Invasive plant and animal database updated and widely disseminated to all State resource management agencies and private sector by 2007 (NDEA) 7.7.2. Develop control eradication plans for the top ten invasive species in each State by 2008 (NDEA, SGOV, SR&D, SAFD, COM, MG, NGO)

	<p>7.8. Control and eradicate (where feasible) priority invasive species, especially those that have been introduced but have not yet become widely established</p>	<p>7.8.1. State Governments prioritize invasive species control and eradication in annual budgets from 2005 onwards (SGOV, SLEG, SR&D, SAFD)</p> <p>7.8.2. State Governments develop control and eradication protocols involving local communities, traditional leaders, and resource owners (SGOV, SR&D, SAFD, COM, MG, NGO)</p> <p>7.8.3. Complete review and recommendations for biological control in the FSM (what has been introduced, successes and failures, and future options) and widely disseminate by 2008 (NDEA, SR&D, SAFD, COM)</p>
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Strategic Goal 8 Create sustainable financing mechanisms for environmental and sustainable resource initiatives (FSMES, NBSAP)		
Outcomes [measurement indicators]	Activities	Outputs
8(i) Micronesia Conservation Trust (MCT) capitalized with \$20 million, and providing \$1 million/year in grants to organizations and communities throughout the FSM by 2020	8.1. Fund directly and assist in securing foreign assistance for the Micronesia Conservation Trust to strengthen and empower resource owners and local communities to manage their resources sustainably, as well as to improve the long-term viability of local and national environmental and sustainable programs	8.1.1. The Micronesia Conservation Trust will be established and endowed with at least US\$10 million by 2010 (PRES, NCON, NDEA, SGOV, SLEG, MCT) 8.1.2. All States will establish sub-accounts within the MCT to help support state environmental priorities by 2010 (SGOV, SLEG, MCT) 8.1.3. GEF Small Grants Program provides \$250,000/year grant money through the MCT from FY05 onwards (PRES, NDEA, MCT) 8.1.4. MCT will access assistance from at least one other GEF grant window (PDF A, PDF B, medium-sized, or large grants) and other multi-bilateral donors by 2006 (PRES, NDEA, MCT)
8(ii) Access to outside funding and technical assistance by the government and non-government conservation agencies increased 100% by 2010		
8(iii) Sustainable conservation funding mechanisms to support conservation activities in all states implemented and covering at least 25% of the States' environmental project costs by 2010	8.2. Facilitate effective access to external sources of funding (bilateral, multi-lateral, international) for environmental and sustainable initiatives	8.2.1. Through clearinghouse mechanism, regularly provide information on environmental grant opportunities to State governments and NGOs from 2005 onwards (NDEA, NHHS, SR&D) 8.2.2. Increase external environmental funding (excluding US government) by 100% by 2010 (NDEA, SR&D, NGO) 8.2.3. Hold fund-raising, proposal-writing, and project management workshops for government and non-government environment personnel in all States beginning in 2006 and biannually thereafter (NDEA, SR&D, NGO) 8.2.4. Maintain and expand existing SD Council database to include project information from all States by 2005 (NDEA, NSDC, SR&D) 8.2.5. Secure at least one GEF medium-sized grant every year and one GEF large grant every three years from 2005 onwards (NDEA, NSDC, SR&D)

	8.3. Provide legal and financial incentives to encourage NGO fund-raising and development	8.3.1. Adopt national tax-exempt status for non-profit organizations to increase private sector support and donations from individuals and businesses by 2006 (PRES, NCON, NAG, NDEA, NGO)	8.3.1. Adopt national tax-exempt status for non-profit organizations to increase private sector support and donations from individuals and businesses by 2006 (PRES, NCON, NAG, NDEA, NGO)
		8.3.2. At least one strong and effective state-wide NGO will be established in each state to engage local communities, the government and private sector in innovative and highly successful conservation partnerships by 2008 (NDEA, NGO)	8.3.2. At least one strong and effective state-wide NGO will be established in each state to engage local communities, the government and private sector in innovative and highly successful conservation partnerships by 2008 (NDEA, NGO)
	8.4. Develop in-country sources of funding and investment for environmental and sustainable initiatives, including resource rentals and/or royalties, user fees for tourism activities, environmental bonds for development projects, and special taxes for visitors and tourists.	8.4.1. At least one local conservation revenue source will be established in each state that will effectively leverage additional resources (bilateral, private foundation, and other) to assure conservation success by 2010 (SGOV, SLEG, SR&D, MG, NGO)	8.4.1. At least one local conservation revenue source will be established in each state that will effectively leverage additional resources (bilateral, private foundation, and other) to assure conservation success by 2010 (SGOV, SLEG, SR&D, MG, NGO)

Strategic Goal 9 Enhance and Employ In-Country Technical Capacity to Support Environmental Programs		
Outcomes [Measurement Indicators]	Activities	Outputs
<p>9(i) Staff of State government and non-government environmental organizations will be technically competent and highly capable to deal with all environmental challenges facing the nation by 2010</p> <p>9(ii) The College of Micronesia will emerge as the regional training "center of excellence" in environmental protection and natural resource management by 2010</p> <p>9(iii) Government and non-government organizations throughout the country will be linked together in strong networks and actively sharing best practices/successes, lessons learned, and opportunities for assistance by 2010</p> <p>9(iv) At least 10 new FSM conservation/environment leaders are nurtured and developed by 2010</p>	<p>9.1. Assess technical training needs in the areas of waste management, drinking water quality, environmental monitoring, chemical safety, resource management, and emergency preparedness, and identify/develop training programs</p>	<p>9.1.1. Training needs assessment completed by 2006 (NDEA, SGOV, SR&D, NGO)</p> <p>9.1.2. Comprehensive training program developed and implemented by National government by 2007 (in partnership with US Government agencies and SPREP) (NDEA, SGOV, SR&D, NGO)</p> <p>9.1.3. Through the clearinghouse mechanism, regularly provide information on environmental training and scholarship opportunities to State governments and NGOs from 2005 onwards (NDEA, NDOE, SGOV, SR&D, NGO)</p> <p>9.1.4. National regulations requiring approval of visiting researcher's proposals, presentation of research finding to the public, and provision of copies of all reports/products; and contribution to the development of local capacity by hiring a local guide & assistant, affiliating with a local agency, NGO or institution, and/or contributing to a scholarship fund for local students studying environmental subjects established by 2005 (NCON, NDEA, SR&D)</p>
	<p>9.2. Build local service provider networks to provide cost-effective trainers and resource people to help build local technical capacity</p>	<p>9.2.1. Environment service providers network established and actively providing in-country training and technical assistance by 2008 (NDEA, COM, NGO)</p> <p>9.2.2. Cadre of EIA specialists trained and national network/ consortium of certified expertise developed by 2006 (NDEA, SR&D, COM, NGO)</p>

	9.3. Develop formal (up to B.Sc. degree level) and informal conservation, resource management and environmental protection training programs at the College of Micronesia	<p>9.3.1. Two environmental training programs/year developed and delivered by College of Micronesia to government and non-government agency staff (NDEA, NHHS, COM)</p> <p>9.3.2. Two year A.S. degree program in resource management and/or environmental science/health offered at all four state campuses by 2008 (NDEA, NHHS, COM)</p> <p>9.3.3. Four year B.Sc. degree program in resource management and/or environmental science/health developed and delivered at COM-FSM Palikir campus by 2010 (NDEA, NHHS, COM)</p>
	9.4. Promote nation-wide and regional learning networks of local conservation and environmental leaders to promote peer learning	9.4.1. The Micronesians in Island Conservation (MLIC) peer learning network will be expanded to include at least 16 conservation leaders (currently 10) from the FSM by 2008 (in partnership with The Nature Conservancy, NOAA, and other agencies) (NDEA, SR&D, SMRD, SAFD, COM, NGO)
	9.5. Establish and fund graduate (M.Sc. and Ph.D.) and undergraduate scholarships in environmental studies, with requirement that students return to the FSM upon completion of their studies for a fixed period (e.g., 2-5 years of service for every year of scholarship – to be determined by individual States)	9.5.1. Provide at least two graduate degree scholarships/year (M.Sc. or higher) in resource management/environment to deserving FSM students from 2005 onwards (PRES, NCON, NDEA, NDOE, NSDC, SGOV, SLEG, SDOE, COM)
	9.6. Develop nationwide (government and NGO) environmental intern program to provide training and career opportunities	9.6.1. Offer ten in-country resource management/environment internships/year to FSM students at the College of Micronesia or studying abroad from 2005 onwards (NDEA, NHHS, NSDC, SGOV, SLEG, SDOE, COM, NGO)

Project Title:

Government:

Fiscal Year:

Sector:

Implementing Agency:

Contact Official:

Project

Objective:

How this project relates to
Strategic Goal(s) in the SDP:

Other funding source

Activity 1:

Output 1.1
Output 1.2
Output 1.3
Output 1.4

Activity 1 Budget

Personnel

Travel

Contractual

Consumable Expenses

Fixed Assets & Equipment

Sub-total \$

Activity 2:

Output 2.1

Output 2.2
Output 2.3
Output 2.4

Activity 2 Budget

Personnel
Travel
Contractual
Consumable Expenses
Fixed Assets & Equipment
Sub-total \$ -

Activity 3:

Output 3.1
Output 3.2
Output 3.3

Activity 3 Budget

Personnel
Travel
Contractual
Consumable Expenses
Fixed Assets & Equipment
Sub-total \$ -

SUMMARY PROJECT BUDGET

Personnel \$ -
Travel \$ -
Contractual \$ -
Consumable Expenses \$ -
Fixed Assets & Equipment \$ -
Total \$ -

APPENDIX E

MILLENNIUM DEVELOPMENT GOALS

Goal 1: Eradicate Extreme Hunger and Poverty

Target 1. Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day

Indicators

1. Proportion of population below \$1 (1993 PPP) per day (World Bank) a*
2. Poverty gap ratio [Incidence x depth of poverty] (World Bank)
3. Share of poorest quintile in national consumption (World Bank)

Target 2. Halve, between 1990 and 2015, the proportion of people who suffer from hunger

Indicators

4. Prevalence of underweight children under five years of age (UNICEF-WHO)
5. Proportion of population below minimum level of dietary energy consumption (FAO)

Goal 2: Achieve Universal Primary Education

Target 3. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

Indicators

6. Net enrolment ratio in primary education (UNESCO)
7. Proportion of pupils starting grade 1 who reach grade 5 (UNESCO) b*
8. Literacy rate of 15-24 year-olds (UNESCO)

Goal 3: Promote Gender Equality and Empower Women

Target 4. Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015

Indicators

9. Ratio of girls to boys in primary, secondary and tertiary education (UNESCO)
10. Ratio of literate women to men, 15-24 years old (UNESCO)
11. Share of women in wage employment in the non-agricultural sector (ILO)
12. Proportion of seats held by women in national parliament (IPU)

Goal 4: Reduce Child Mortality

Target 5. Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate

Indicators

13. Under-five mortality rate (UNICEF-WHO)
14. Infant mortality rate (UNICEF-WHO)
15. Proportion of 1 year-old children immunized against measles (UNICEF-WHO)

Goal 5: Improve Maternal Health

Target 6. Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio

Indicators

16. Maternal mortality ratio (UNICEF-WHO)
17. Proportion of births attended by skilled health personnel (UNICEF-WHO)

Goal 6: Combat HIV/AIDS, Malaria and other diseases

Target 7. Have halted by 2015 and begun to reverse the spread of HIV/AIDS

Indicators

- 18. HIV prevalence among pregnant women aged 15-24 years (UNAIDS-WHO-UNICEF)
- 19. Condom use rate of the contraceptive prevalence rate (UN Population Division) c*
- 19a. Condom use at last high-risk sex (UNICEF-WHO)
- 19b. Percentage of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS (UNICEF-WHO) d*
- 19c. Contraceptive prevalence rate (UN Population Division)
- 20. Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years (UNICEF-UNAIDS-WHO)

Target 8. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases

Indicators

- 21. Prevalence and death rates associated with malaria (WHO)
- 22. Proportion of population in malaria-risk areas using effective malaria prevention and treatment measures (UNICEF-WHO) e*
- 23. Prevalence and death rates associated with tuberculosis (WHO)
- 24. Proportion of tuberculosis cases detected and cured under DOTS (Internationally recommended TB control strategy) (WHO)

Goal 7: Ensure Environmental Sustainability

Target 9. Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources

Indicators

- 25. Proportion of land area covered by forest (FAO)
- 26. Ratio of area protected to maintain biological diversity to surface area (UNEP-WCMC)
- 27. Energy use (kg oil equivalent) per \$1 GDP (PPP) (IEA, World Bank)
- 28. Carbon dioxide emissions per capita (UNFCCC, UNSD) and consumption of ozone-depleting CFCs (ODP tons) (UNEP-Ozone Secretariat)
- 29. Proportion of population using solid fuels (WHO)

Target 10. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation

Indicators

- 30. Proportion of population with sustainable access to an improved water source, urban and rural (UNICEF-WHO)
- 31. Proportion of population with access to improved sanitation, urban and rural (UNICEF-WHO)

Target 11. Have achieved by 2020 a significant improvement in the lives of at least 100 million slum dwellers

Indicators

- 32. Proportion of households with access to secure tenure (UN-HABITAT)

Goal 8: Develop a Global Partnership for Development

Target 12. Develop further an open, rule-based, predictable, nondiscriminatory trading and financial system (includes a commitment to good governance, development, and poverty reduction both nationally and internationally)

Target 13. Address the special needs of the Least Developed Countries (includes tariff- and quota-free access for Least Developed Countries' exports, enhanced program of debt relief for heavily indebted poor countries [HIPC] and cancellation of official bilateral debt, and more generous official development assistance for countries committed to poverty reduction)

Target 14. Address the special needs of landlocked developing countries and small island developing states (through the Program of Action for the Sustainable Development of Small Island Developing States and 22nd General Assembly provisions)

Target 15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term

Indicators

Official development assistance (ODA)

- 33. Net ODA, total and to LDCs, as percentage of OECD/Development Assistance Committee (DAC) donors' gross national income (GNI)(OECD)
- 34. Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation) (OECD)
- 35. Proportion of bilateral ODA of OECD/DAC donors that is untied (OECD)
- 36. ODA received in landlocked developing countries as a proportion of their GNIs (OECD)
- 37. ODA received in small island developing States as proportion of their GNIs (OECD)

Market access

- 38. Proportion of total developed country imports (by value and excluding arms) from developing countries and from LDCs, admitted free of duty (UNCTAD, WTO, WB)
 - 39. Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries (UNCTAD, WTO, WB)
 - 40. Agricultural support estimate for OECD countries as percentage of their GDP (OECD)
 - 41. Proportion of ODA provided to help build trade capacity (OECD, WTO)
- Debt sustainability**
- 42. Total number of countries that have reached their Heavily Indebted Poor Countries Initiative (HIPC) decision points and number that have reached their HIPC completion points (cumulative) (IMF - World Bank)
 - 43. Debt relief committed under HIPC initiative (IMF-World Bank)
 - 44. Debt service as a percentage of exports of goods and services (IMF-World Bank)

Some of the indicators listed below are monitored separately for the least developed countries, Africa, landlocked developing countries, and small island developing states

Target 16. In cooperation with developing countries, develop and implement strategies for decent and productive work for youth

Indicators

- 45. Unemployment rate of young people aged 15-24 years, each sex and total (ILO) f*

Target 17. In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

Indicators

- 46. Proportion of population with access to affordable essential drugs on a sustainable basis (WHO)

Target 18. In cooperation with the private sector, make available the benefits of new technologies, especially information and communications technology

Indicators

- 47. Telephone lines and cellular subscribers per 100 population (ITU)
- 48. Personal computers in use per 100 population and Internet users per 100 population (ITU)

Footnotes:

- a For monitoring country poverty trends, indicators based on national poverty lines should be used, where available.
- b An alternative indicator under development is "primary completion rate".
- c Among contraceptive methods, only condoms are effective in preventing HIV transmission. Since the condom use rate is only measured amongst women in union, it is supplemented by an indicator on condom use in high-risk situations (Indicator 19a) and an indicator on HIV/AIDS knowledge (Indicator 19b). Indicator 19c (contraceptive prevalence rate) is also useful in tracking progress in other health, gender and poverty goals.
- d This indicator is defined as the percentage of population aged 15-24 who correctly identify the two major ways of preventing the sexual transmission of HIV (using condoms and limiting sex to one faithful, uninfected partner), who reject the two most common local misconceptions about HIV transmission, and who know that a healthy-looking person can transmit HIV. However, since there are currently not a sufficient number of surveys to be able to calculate the indicator as defined above, UNICEF, in collaboration with UNAIDS and WHO, produced two proxy indicators that represent two components of the actual indicator. They are the following: (a) percentage of women and men 15-24 who know that a person can protect herself from HIV infection by "consistent use of condom"; (b) percentage of women and men 15-24 who know a healthy-looking person can transmit HIV.
- e Prevention to be measured by the percentage of children under 5 sleeping under insecticide-treated bednets; treatment to be measured by percentage of children under 5 who are appropriately treated.
- f An improved measure of the target for future years is under development by the International Labour Organization (ILO).