

Micronesia Center for a Sustainable Future

SECOND INTERIM PLANNING MEETING OF DESIGNATED REPRESENTATIVES

PROCEEDINGS

Pohnpei, FSM. April 28-29, 2011.



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SECOND INTERIM PLANNING MEETING OF DESIGNATED REPRESENTATIVES FOR THE MICRONESIA CENTER FOR A SUSTAINABLE FUTURE

(April 28-29, 2011, Pohnpei, FSM)

Meeting Summary

Introduction

The Second Interim Planning Meeting of Designated Representatives to the Micronesia Center for a Sustainable Future (MCSF) took place from April 28-29, 2011, in Pohnpei, Federated States of Micronesia. The primary outcomes of the meeting included the preparation of an “MCSF Status Report,” (**Attachment A**) which outlines progress and activities conducted to-date towards the establishment of the MCSF, and a review of MCES Reform Options, which will be considered by the DRs and presented to the Chief Executives at the next MCES. A discussion of these reform options is included in this Executive Summary. Meeting participants included designated representatives from all nine MCSF jurisdictions, as well as Graduate School resource staff and consultants. A full list of meeting participants is included in these Proceedings (**Attachment B**).

The broad goals of the meeting, as reflected in the agenda (**Attachment C**), were to:

1. Revisit the MCSF Inception Award, currently being managed by the Graduate School, to review the budget and activities completed to-date;
2. Resolve outstanding issues currently before the Designated Representatives for action;
3. Prepare for the 15th Micronesian Chief Executives’ Summit (MCES), and assist as necessary with meeting logistics; and
4. Discuss options for reforms to the MCES, including plenary components, consideration of thematic approach, keynote/guest presentations, committee structures and roles, and meeting outcomes.

Welcoming Remarks

Hon. Marion Henry, Secretary of Resources and Development for the Federated States of Micronesia, welcomed the group to Pohnpei on behalf of the MCSF Secretary General, FSM President Emanuel Mori. Mr. Henry extended a special welcome to the MCSF’s new Designated Representative, Ms. Joanne Brown, representing Guam Governor Eddie Calvo. Mr. Henry also welcomed Mr. Gustav Aitaro, who was sitting in for Palau Designated Representative Victor Yano. Speaking under instructions from the MCSF Secretary General, Mr. Henry reiterated President Mori’s strong desire to move forward with the establishment of the MCSF. In this regard, Mr. Henry highlighted the urgent need to begin fundraising efforts, in advance of the June 13, 2011 termination date of the MCSF inception award. The Secretary General informed the Designated Representatives that he intends to work with the FSM’s donor

partners to pursue other sources of funding for the MCSF, and wished the group a successful and productive meeting.

Mr. Jason Aubuchon welcomed the group on behalf of the Graduate School and the United States Department of the Interior's Office of Insular Affairs, which provided funding in support of this meeting. Although the Designated Representatives have gathered four previous times, this meeting was titled "Second Interim Planning Meeting," through which the Designated Representatives have come together in advance of a Micronesian Chief Executives' Summit. Mr. Aubuchon noted that significant progress was achieved through the First Interim Planning Meeting, and further noted that the group has a demonstrated ability to be productive and effective when working together in person towards a common objective. Mr. Aubuchon noted that the draft meeting agenda was developed to include suggestions from Designated Representatives, but remained open to any additions the group might like to include. After reviewing the goals of the meeting, Mr. Aubuchon thanked the Designated Representatives for agreeing to work on behalf of their Chief Executives towards a successful 15th Micronesian Chief Executives' Summit.

Group Introductions

Mr. Kevin O'Keefe introduced himself as the meeting facilitator, and asked each of the Designated Representatives to introduce themselves, and mention how many Micronesian Chief Executives' Summits they had previously attended.

- **Yap Governor Sebastian Anefal** has attended all of the Summits since 2007 and he described the MCES as a growing body that has arisen out of the importance of the Micronesia region to be able to come together to speak with one voice. The MCSF entity has already led to improvements in the process and structure of the MCSF, and has helped resolve the outstanding issue of lack of coordination in between meetings. Governor Anefal underscored the importance of the jurisdictions working together as brothers and sisters of the Micronesian region. Over the years there have been previous attempts establishing a regional organization like the MCES, but the MCES is now a functioning body that has enabled the Chief Executives to communicate freely with each other, and deal with regional problems.
- **FSM Secretary Marion Henry** has participated in MCES meetings since the first invitation was extended to the FSM National Government in Saipan, four years ago.
- **Palau Director Gustav Aitaro** has attended two MCES meetings, both in Palau, and all through his role with the Palau Ministry of State. Palau's experience with MCSF has been very positive, particularly as it relates to support provided to Palau in support of the 14th MCES.
- **Chuuk Director Jesse Mori** has attended several meetings and looks forward to continued discussion of outstanding issues.
- **Pohnpei Director Valerio Hallens** has attended three prior MCES meetings in support of the Governor of Pohnpei. Governor Ehsa has emphasized the importance of continued committee work and follow-up between meetings.

- **CNMI Special Assistant Esther Fleming** has attended seven prior MCES meetings, and the Governor of Saipan has appreciated a forum through which regional issues could be addressed, as they were in Palau. The Governor's priority is to formally establish the Center and bring an Executive Director on board as expeditiously as possible.
- **RMI Director Yumiko Crisostomo** has attended various MCES meetings in the past, and expressed her appreciation of this meeting of Designated Representatives.
- **Director Joanne Brown** has attended two previous meetings of the MCES, although this is her first meeting as the Designated Representative of Governor Eddie Calvo. Ms. Brown served in the Guam legislature for twelve years and is now the Director of Public Works. She has been involved in the Association of Pacific Island Legislatures (APIL), a regional institution which has been functioning for the past forty years. Ms Brown expressed particular interest in addressing regional issues, especially the regional implications to the military build-up taking place in Guam.
- **Director Steven George** has been involved in MCES since the Regional Invasive Species Council was established. Mr. George expressed Kosrae's appreciation of the benefits of regional work—including, recently, when Palau sent staff to Kosrae to assist with a review of aquaculture projects. Kosrae also has a new Governor who is interested in MCES and looking forward to further regional collaboration.

Review of Agenda

Mr. O'Keefe reviewed the draft agenda. The agenda was adopted with the following modifications:

- At the request of the FSM Designated Representative, an agenda item was added to item VI to discuss requesting a no-cost extension to the MCSF inception award currently being administered by the Graduate School.
- It was clarified that the need to prioritize fundraising efforts and review the long-term sustainability and financial viability of the MCSF, with an Executive Director, will be discussed under the current agenda item V.
- Under agenda item VII, the group agreed to discuss the legal mechanisms through which the MCSF might be established to best access funding sources, including from international entities.
- It was agreed to discuss the regional issue of climate change, the potential inclusion of Nauru as a member of the MCES, and the establishment of a Water and Sanitation Committee, further to the 14th MCES Communiqué.

Review of Status Report and Attachments

The Designated Representatives reviewed the draft Status Report for the Micronesia Center for a Sustainable Future, included in the Briefing Book. Several suggestions were made to improve the report as follows:

1. Clarify the role of MCSF as the Secretariat to the Chief Executives' Summit

2. Include as attachments MCSF MOUs with the University of Guam, College of Micronesia, Micronesian Seminar, and the Center for Micronesia Empowerment, as institutional partners to the MCSF. It was noted that the intent of the MOU with the University of Guam was to extend relationships across all community colleges in the region. These MOUs create broad partnerships, are non-binding, and express intent to work collaboratively.
3. It was suggested that the legal status of the MCSF should be included early in the narrative—attaching relevant Articles of Incorporation. The MCSF was established in Guam as a 501(c)3, but this was not intended to preclude the development of an additional inter-governmental organization legal framework, as needed. The objective is to optimize the status maintained by Guam and CNMI as US flag territories, as well as the FSM, Palau, and Marshall Islands, as Freely Associated States.
4. The outcomes of discussion requesting an extension to the MCSF Inception Award will need to be captured and included in the draft.
5. As a regional issue, and as member states, it was noted that the MCSF should look for opportunities that exist to add the assistance of regional advisors to member states of MCSF. This would include such things as collaboration with CROP agencies, which might provide services without cost.
6. It was requested that the Graduate School's role be defined as existing "under the direction of the Chief Executives."
7. The issue of including a "Water and Sanitation" Committee, consistent with the Communiqué of the 14th MCES, should be included in the status report.

Discussion of Presentation of MCES Hosting Manual

Mr. Larry Goddard presented the Micronesian Chief Executives' Hosting Manual, which was developed in conjunction with the secretariat support the MCSF provided to the Republic of Palau in hosting the 14th MCES. The final report is included as **Attachment A-9**, and the presentation is included as **Attachment D**. There is every expectation that the Hosting Manual be modified and improved with each MCES. Group discussion followed the presentation, recommending the following modifications to the document:

- Agenda development, including the issue of a host country inviting outside presentations from interested parties
- Allowing time for side events
- Instructions on creating a proper Proceedings Document, and maintaining e-mail contact with conference registrants
- Capturing and archiving signed versions of communiqués and resolutions;
- Role of Designated Representatives to communicate with their Committee members to coordinate efforts

- Secretariat to inform the Chief Executives, through their Designated Representatives, of their delegation sizes according to online registration information
- Protocol—perhaps this could be included in consultation with Gus Aitaro and Palau, as the most recent hosts of an MCES. Palau’s protocol was to provide accommodation to heads of state. The actual responsibilities are what is missing: accommodations and transportation and security were provided by Palau; the rest were optional. Palau paid for airfare, but this was unusual. The manual should identify the range of approaches that have been taken by various host jurisdictions.
- Funding options, to include a range of services that have been available in the past: fully funding principals and spouses, to less comprehensive support. CNMI was able to access private sector resources, but funding is different for each place. The key is that nothing is required here. Some jurisdictions are unable to access resources. Palau had a unique function in which Guam people flew in to sponsor a dinner. Saipan was unable to pay for CE accommodation, but was able to pay for other things.
- Logistics: particularly as they relate to committee efforts.
- If Chiefs want to have a mini-summit, a smaller summit, with the Chiefs and DRs only, can this be included in the manual?
- At a minimum, identify protocol as separate area, break out areas where fundraising comes up, add mention of subcommittee structure that worked for Palau, and add discussion of side events as it relates to fundraising. Every time there’s another event there may be some tweaks to this hosting manual.

Discussion of Presentation on Review of MCES Committee and Role of the MCSF

Mr. Larry Goddard presented the results of work conducted in conjunction with Mr. Jay Merrill, reviewing the current structure of MCES Committees, and the overall role of the MCSF. Mr. Goddard and Mr. Merrill interviewed members of nearly all of the MCES standing committees, and summarized their view of the effectiveness of the MCES, the MCSF, and ways in which committee activities might be better supported. The final report is included as **Attachment A-10** and the presentation is included as **Attachment E**. Group discussion followed the presentation:

- It was requested that summary presentations be included with future Briefing Books.
- One of the things to put on the Chief Executives’ agenda is the need to grow within the current capacity. The lack of continuity among staff and the amount of time and resources committee staff are able to allot to the MCES will continue to be a challenge—even with modern communications. It’s good to formalize and acknowledge the committee structures, but there’s also concern that the MCES may be spread too thin.

- With regard to fundraising, many committees have sophisticated fundraising mechanisms but can't find funding for core functions and operations. The Micronesia Challenge is one example of this.
- There remains an outstanding question as to whether existing committees will be willing to fall under the MCSF, once it is established as a fully functional, and fully funded, Secretariat.
- Concern exists around destructive competition—the desire to avoid issues in which the MCSF competes with committees for similar funding sources. The MCSF needs to be viewed as a support to the committees, and not in competition with committees.
- The issue of the weakness of both top-down and bottom-up communication is concerning. Each committee was created and tasked to undertake regional issues. If a committee is now saying they don't know why they're in existence, or unaware of the current desire of the Chief Executives, then this issue should be addressed with urgency.
- Committees need some concept of where they're going over time, perhaps through intermittent strategic planning processes.
- MCES needs to define what the greatest priorities are, since the current capacity doesn't exist to support all of the committees in existence, and resources are limited. Committees also need resources and the technology tools to follow-through between meetings.
- There is a desire for the MCSF to play this role of coordination between meetings. It's important that the priorities of Chief Executives are pursued and follow-up continues to happen.
- Each committee feels that they are a priority, so the source of prioritization needs to come from the Chief Executives.
- The MCSF should fill a role of quality control, continuity and information tracking.
- There is a need to define the most critical issues, and not dilute prioritized issues with so many committees and topics from meeting to meeting.
- From a regional perspective, the number of regional CROP agencies is being reduced.
- The issue of each jurisdiction providing annual funding to the MCSF was raised at the First Planning Meeting and rejected. As recently as yesterday, President Mori expressed a desire to pursue fundraising through international agencies and individual nations. In addition, governments are providing funding in the range of \$500K/year for their collective participation in the MCES—through committee participation, intermediate follow-up, and hosting efforts. The jurisdictions are currently funding the MCES by virtue of their extensive participation.

Discussion of Decision Memo #7, Requesting Support for MCSF Fundraising, and Preliminary Website Content and Design

Open discussion took place on an outstanding Decision Memo to proceed with fundraising activities and development of background content on the MCSF that can be used to populate brochures and websites.

Pursuing fundraising was identified as the Chief Executives' highest priority following the 14th Micronesian Chief Executives' Summit in December, 2010.

On January 28, 2011, Decision Memo #7 (**Attachment F**) was prepared and distributed for review by the Designated Representatives, requesting approval to proceed with an initial fundraising effort of \$16,829, and initial content development of \$4,858. The Decision Memo (DM7) received an initial objection from Guam's Designated Representative on February 2, 2011, and again on February 10, 2011, the latter objection including a follow-up commitment from Governor Calvo to share his concerns in writing with the other Chief Executives. The letter from Governor Calvo, dated February 22, 2011, was subsequently distributed (**Attachment G**).

During discussion among the Designated Representatives, the Guam DR further explained the nature of Guam's objections. First, Guam views the MCSF as being in a period of transition, since the timing of the Graduate School management of the Inception Award is scheduled to end on June 13, 2011. Since fundraising will be a long-term effort, Guam feels that the Graduate School should not be involved. Similarly, with regard to website development, Guam views this, too, as a long-term effort that should not be managed by the Graduate School. Even in response to clarifications that the item proposed for approval under the website development budget item was (a) small in relation to the total authorized amount (\$4,858 out of \$65,000), and (b) related to preparing brochures and materials minimally required to support fundraising efforts, the Guam DR still stated that it's too close to the end of the Inception Award for Guam to approve any additional activities, and she had no authority from her Governor to modify her objection.

The remaining DRs noted that the budget expenditure for both of these items had already been authorized by the Chief Executives at the last MCES. Typically, when the DRs meet to decide on a previously authorized expenditure, they are empowered by their Chief Executives to reach decisions to move forward. However, the Guam DR noted that she was not authorized by her Governor to make such decisions, and that, from Guam's perspective, these decisions should be made by the Chief Executives themselves at a higher level.

Once the Guam Designated Representative made it clear that she had not been authorized by her Chief Executive to make budgetary decisions to overcome this objection (among others), several other Designated Representatives expressed concern that she was not acting with the same authority as the other eight DRs. Given this lack of authority to authorize expenditures, it was suggested that the Graduate School should simply proceed based on the prior authorization by the Chief Executives of all nine jurisdictions and approval (with priority action being repeatedly highlighted) by the eight DRs acting in the meeting with full authorization. This same "conclusion" was reached, as described below, with respect to the issue of requesting a no-cost extension to the MCSF Inception Award, with the same reasoning prevailing.

Discussion of Procurement Procedures and Request for a No-Cost Extension to the Inception Award

The FSM Designated Representative asked that the request of a no-cost extension be considered by the group of Designated Representatives, especially as it relates to the timing of the 15th MCES, and Guam's objection to moving forward with fundraising activities under the Inception Award. It was noted that it took a long period of time to build the confidence of the Chief Executives through the work of the Designated Representatives, and to adopt workable decision-making protocols and procedures. Therefore much of the work envisioned under the Inception Award has yet to take place, with the current Inception Award scheduled to expire on June 13, 2011. It was further noted that the preference of the FSM President, who will be co-hosting the next MCES with the Pohnpei State Governor, is to plan the Summit for mid-July, immediately following the FSM Presidential Inauguration. Under current arrangements, the Inception Award could not be used to support an MCES in July. The discussion therefore focused on whether the Designated Representatives were in agreement that the FSM President, as Secretary General of the MCSF, should request a no-cost extension from the Department of the Interior, Office of Insular Affairs.

The Guam Designated Representative expressed concern that the current mechanism through which the Inception Award is being implemented—namely, through the Graduate School—was unnecessarily limiting. First, the Guam DR said that a specific document outlining the Graduate School's procurement procedures has not been shared with the DRs. In addition, the Guam DR finds the mechanism through which the Graduate School selects consultants to be limiting, and suggested that other administrative options be considered by the group.

The Graduate School Program Manager explained that the Graduate School, in implementing this Inception Award, is operating under a GSA MOBIS schedule, and that the primary "procurement" took place by virtue of Graduate School selection as administrator of the Inception Award. Further, the Graduate School is subject to the Federal Acquisition Regulations (FAR), and undergoes an annual Single Audit in compliance with federal funding requirements. Finally, the Graduate School does have a process through which first-time consultants are vetted for professional credentialing and credibility; however, this process is not limiting. The Graduate School is not limited to existing professional consultants and in fact has identified new, regionally-based consultants for the provision of services under the Inception Award. Finally, it was noted that the current funding protocols enable any Designated Representative to object to any MCSF expenditure, which provides the DRs themselves with a significant amount of procurement oversight.

The group agreed that MCSF procurement regulations will be of primary importance once the MCSF begins administering its own funds. Guam's DR indicated her understanding that if procurement procedures are to be developed, they would apply to the MCSF at the time the MCSF receives funding under its own auspices. However, several Designated Representatives noted that their understanding was that the Graduate School's procurement procedures would be sufficient through the period of the inception award—with the added assurance that the Designated Representatives will be provided the opportunity to review and, if necessary, object to any questionable expenditures.

The discussion then focused on two separate issues: (a) whether the DRs support requesting a no-cost extension to the Inception Award, and (b) whether the Graduate School should continue to administer the Inception Award. The Guam Designated Representative expressed her opinion that discussion of a no-cost extension should take place among the Chief Executives themselves, and further stated that she did not have the authority to support such a recommendation. The Guam DR suggested that the Secretary General communicate his intention to request a no-cost extension to the other Chief Executives, either requesting their explicit support, or support on a no-objections basis.

The inability to address the concerns of the Guam DR and achieve consensus led to several comments from the remaining DRs:

- One suggestion was that the next Micronesian Chief Executives' Summit focus on a single agenda item: the future direction of the MCSF and further administration of the inception award.
- Several DRs expressed concern that the current protocols allow for a single minority to overrule the majority. The spirit of consensus within the current procedures was that objections could be addressed and overcome through discussions among Designated Representatives. One Designated Representative suggested the group consider amending protocols to include voting, rather than consensus, to overcome the stalemate.

While noting the objection from Guam's Designated Representative, it was the opinion of the remaining eight Designated Representatives that the request for a no-cost extension is the prerogative of the Secretary General, having put forward the original request for funding assistance, and having been selected by the Chief Executives to serve as Secretary General. The FSM Designated Representative explained that his recommendation to the Secretary General will be that he first request a no-cost extension from the Department of the Interior's Office of Insular Affairs, and then write to the other eight Chief Executives informing them of this action.

Discussion of Rescinded Resolution

During the 14th MCES in Palau, a resolution was mistakenly included in the Chief Executives' signature packets that had not been introduced or discussed during the regular session of the MCES. The resolution was "Requesting that the Assistant Secretary of the Interior for Insular areas, Anthony Marion Babauta, and his senior staff, begin to undertake the required policy and planning review, development and implementation needed to establish a Regional Office in Guam by the Fall of 2011 in order to prepare for the strategic realignment of the United States Military Forces in the Pacific and to develop closer ties to the Region, its people and its leadership, through a postcolonial, emancipatory, visionary and transformative Strategic Framework." Following the MCES, a letter was sent from the Republic of the Marshall Islands to the President of the Republic of Palau as MCES Chairman (**Attachment H**), requesting rescission of the resolution. The President of the Republic of Palau, as Chairman, then sent letters to the other eight Chief Executives (**Attachment I**), recommending that the resolution be rescinded (**Attachment J**), and deferred for discussion at the next MCES.

The Designated Representatives discussed this issue and identified a clear need for proper protocols and procedures determining how MCES resolutions are reviewed by the secretariat, sponsored by a specific Chief Executive, put before the Chief Executives for consideration, and read into the record prior to formal adoption. None of these steps had been taken in advance of this specific resolution being signed by the Chief Executives.

It was further determined that the issue of this resolution should be brought before the Chief Executives at the 15th Micronesian Chief Executives' Summit, so that they can make a decision among themselves on how best to proceed. The MCSF needs to determine who the appropriate person to present this issue to the Chief Executives might be.

Discussion of Timing of the 15th Micronesian Chief Executives' Summit in Pohnpei, FSM

Designated Representatives from the FSM and Pohnpei led the discussion establishing dates for the 15th MCES in Pohnpei. There were several concerns expressed by the two DRs, including (a) the expiration of the Graduate School's Inception Award on June 13, 2011, (b) the timing of the FSM Presidential Election on May 11, 2011, (c) the timing of FSM Congressional Sessions at which an appropriation for funding will need to be considered, (d) the timing of PREL's Pacific Education Conference in Pohnpei, July 19-21, 2011, and (e) the timing of the inauguration of the FSM President, in mid-July.

Pohnpei proposed conducting formal polling of each Chief Executive through the Designated Representatives. The current plan to proceed includes (a) requesting a no-cost extension to enable Graduate School support past the June 13, 2011 termination date and sufficient to provide support to the 15th MCES, and (b) hosting the 15th MCES in mid-July, to coincide with the inauguration of the FSM President. It was noted that this date would also provide the Designated Representatives additional time to resolve existing issues.

Designated Representatives from the FSM and/or Pohnpei will contact the remaining Designated Representatives prior to May 20, 2011, to suggest a date for the 15th MCES.

Discussion of Big-Picture MCES Reforms

Having faced deadlock on several issues of immediate relevance, the discussion on longer-term modifications or reforms to the MCES process was done in a format that identified issues for future consideration with no attempt to reach consensus or final decisions on what the DRs might wish to propose to the Chief Executives. Rather, the discussion led to a decision for each of the DRs to return to their jurisdictions to discuss options with their Chief Executives and their active MCES committee participants to prepare for a more productive dialogue at the expected DR meeting on the day before the beginning of the 15th MCES.

A summary of the discussion follows:

Number of Meetings

- The RMI DR indicated that she came prepared to discuss the key issue of how often the MCES should be hosted and that this is an issue that's been discussed within the RMI government, with implications to go to one meeting per year. The strongest points related to cost and the time it takes for her President and his key principals to prepare for and participate in twice-annual meetings.
- Yap's observation through the years is that from the WMCES to the MCES there has been evolution and there are other regional events. Most recently the tendency has been to work through the MCES process, feeding into the MPS, the Forum, and the UN. How often should MCES get together? This is up to the principals, but more recently, given the economic situation throughout the jurisdictions, the MCES is a facilitating organization from which regional and international issues can be put forth based on our setup. Some of the jurisdictions could take on what they can in the interest of all in the Micronesian region. On certain issues CNMI and Guam would be the most appropriate lead to voice certain matters in Washington that could benefit the entire region. Through the Forum process, which most jurisdictions are members; many can speak on our behalf in that arena. All in all, MCES is a good platform for leadership to come together. The question is, how often? Given the number of committees, we might focus on the work of committees if we reduced the number of Summits from two to one, annually.
- Palau's DR commented that, as the MCES has evolved, the platform to develop and support a sub-regional agenda for SPC, SPREP, and others, a number of meetings have been hosted in Guam as they recognize the difference between the North and South Pacific. The opportunity before the group to review and assess the effectiveness of the committees and outline a way forward is important. Two meetings per year is difficult given fiscal constraints. If the first meeting in any year is not scheduled until the end of May, then perhaps that year should be limited to just one meeting. We were fortunate to have help during the December meeting, which would have been very difficult to host successfully otherwise. The Committees should meet on their own and many of them do have other opportunities to meet on an interim basis.
- One possibility is to have meetings every nine months, which would sometimes be one per year and sometimes two per year. The point was made that if the MCES was held, say, in July, it would make sense to wait early in the following year to have another Summit.
- Every time these meetings are held we need to make sure the work continues between meetings. Organizations like SPC have funding support and infrastructure support. MCSF doesn't have this and needs to find additional support, while being mindful of developing an important agenda, dealing with turnover of elected officials, etc. While the rest of the year the MCE S might need a secretariat, we also don't want to make this a ceremonial event without substance. The group should address international issues and should discuss collaborative actions, and take tangible steps to make progress between meetings. Otherwise we get together without anything really happening. We need to make sure the dialogue continues and the work agenda has continuity between meetings.

- Kosrae agreed on the once-per-year Summit, but feel there should be an opportunity for Chiefs to come together in the instance of special needs for a special meeting. This might include limited committees with limited issues. A regular annual meeting might be supplemented by a special meeting, which would be smaller, or in response to a specific crisis—at the call of the Chiefs at any time. This smaller meeting was described as a sort of mini-Summit. An advantage of such an event would be that the smaller jurisdictions would still be able to host without being overly constrained by the number of hotel rooms and other resources required to successfully host a full Summit.
- One suggestion included incorporating the Micronesian Presidential Summit (MPS) in this discussion, including the issue of whether the MPS should be coordinated with the MCES. This might be an offshoot on an annual or semiannual basis. Perhaps consider a fixed date annually and institutionalize the event—especially if there is just one Summit per year. Finally, the problem is that Committees are not following through—if you only meet once a year the committees might do even less, since they don’t see each other.

The discussion returned on several occasions to the recurring issue of insufficient progress being made between meetings. Opportunity to meet twice annually might assist committees with work.

Committee Structure

- Many Chief Executives have expressed their dissatisfaction that some committees end up repeating presentation content from meeting to meeting, without updates.
- On the one hand there is an expressed desire to reduce the number of committees, but on the other hand there are also suggestions to add Water Sanitation and Climate Change committees. It was noted that one committee (Land Management) had been established and later dissolved (by default) due to lack of action or explicit continued interest.
- For the RMI, addressing climate change shouldn’t necessitate the establishment of a new committee, but given it is a central issue to all island nations we’d like to focus on this as a development issue. This issue should be brought up through existing committees or perhaps as a “theme” of a particular upcoming Summit.
- FSM offered to work with RMI to organize a side venue on climate change, or climate-proofing infrastructure. The issues overlap.
- Every time something gets presented to the Chiefs, it becomes a permanent committee. The MCES should focus on big issues that are regional in nature. It was indicated extra discipline should be applied to both the continuation of existing committees and the consideration of new ones. Some issues should be dealt with on a temporary or interim basis.
- Between now and the 15th MCES, the RMI and FSM will work together to organize a side-meeting on this issue and work to address this issue as effectively as possible through the MCES.
- The CEs don’t want to hear from every committee at every meeting. For now it is the host that determines the agenda time slots and time allocations (with input from all jurisdictions).

- FSM repeated the desire to consider reducing the number of committees and possibly reducing the number of committee reports (or presentations of same).
- Standing committees like PIHOA and Micronesian Challenge evolved on their own or pre-existed the MCES. Others were created and mandated by the CEs to undertake and accomplish certain tasks. The problem is that many committees have changed membership and have therefore evolved and forgotten their original purpose. Through the MCSF, the work of the committees will need to be better targeted or focused.
- FSM will likely only ask some committees to report out in plenary for the 15th MCES. A written document to be provided by committees in advance of the meeting would be a great help to determine whether or not they should provide plenary presentations or just the written updates. The “screen” would be based on the (admittedly subjective) notion of progress to-date and progress since the last Summit.
- In the absence of a secretariat, this responsibility needs to fall to the DRs. Perhaps this can be done in advance of the next meeting.
- FSM would like to communicate to DRs in the lead-up to the 15th Summit on the approach it will take with respect to the agenda, timing, side meetings and other matters.
- Communicate to committees to prepare in writing, in advance, their written reports. When DRs meet on the Tuesday of the Summit week, they can fill in selective parts of the agenda based on the written reports.
- In Palau, President (as meeting Chair) reviewed committee updates as reported by Palauan committee members, and then prioritized presentations. This needs to happen within each jurisdiction before it happens regionally. Palau was able to brief the President on the Monday of the Summit week. Then the SG can brief his colleagues.
- In Palau, committees showed in advance they had substance to report and limited the duration of their reports.
- Also require each committee members to brief their executives prior to the presentations. Some committees rehearsed their presentations and were told by the president to limit their presentations.
- Again it was repeated that it is always up to the hosting jurisdictions, but Palau’s approach included some reforms. There were some issues, but only among committees—not among Chief Executives. The sense was that the CEs appreciated the moderate reforms that were implemented at the 14th MCES.
- Because it’s been the practice of DRs to want to give specific and clear recommendations to their principals, staff will write up notes from this discussion [see above], and prior to the meeting of DRs anticipated for the DRs on the Tuesday of the 15th Summit week, a range of options and implications for committee support and continuity will be developed for inclusion in

the Briefing Book and for discussion and decisions by the DRs on what, precisely, to recommend to the SG and all of the CEs.

- Finally, it was confirmed that the recent practice of the DRs to meet prior to the Summit (Tuesday) and following the Summit (Friday), should be continued for the 15th Summit.

Meeting Closure

The final discussion resulted in conclusions that were not agreed to by the Guam DR. However, while there was not unanimous agreement, there was clarity on the lack of agreement and for the unanticipated reasons for that lack of agreement; specifically the inability to consider compromises or alternative arrangements in the face of specific objections due to (a) the lack of authority to act by one DR, and (b) the belief by one DR that decision-making authority that had been delegated to the DRs should revert to the Chief Executives.

As a result, while the eight members in agreement on next steps were fully authorized to make decisions on matters such as the no-cost extension and the expenditure on fundraising activities, the ninth member was unable to consider alternative options or to reach any sort of compromises since she indicated that “[she] can only express what she was asked to do by her Governor,” and “[she] will raise these issues to her Governor for him to address with the Chief Executives.”

Given the virtual stalemate with respect to the issues at hand, the group committed to having the Secretary General send a letter to DOI requesting a no-cost extension for the inception award specifically to enable the secretariat support to be provided by the Graduate School at the 15th MCES. Kosrae’s DR requested, and FSM’s DR supported, the same approach be used to approve expenditures already authorized by the Chief Executives for the fundraising and related activities proposed for approval in DM7. Again this was consistent with the fact that the direction of the Chief Executives at the 14th MCES was to place the highest priority on fundraising.

The meeting ended with comments of appreciation for the hosts and commitments for action leading up to the 15th MCES.

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April 29, 2011

DRAFT for REVIEW

Status Report for the Micronesia Center for a Sustainable Future (MCSF)

Background

The Micronesia Chief Executives' Summit (MCES) is supported by ten committees, ranging in topics from environment, to energy, to labor, to health. Each of the committees, and the Summit as a whole, focus on issues that span jurisdictions and are regional in nature. The Micronesia Center for a Sustainable Future (MCSF) has been conceptually developed and supported by the Micronesia leadership over the past four years, and broadly endorsed through Summit communiqués. The MCES' vision for the MCSF is twofold: first, to serve as Secretariat to the MCES, and second, to undertake programmatic activities in support of committee activities where appropriate value can be added.

- To serve as Secretariat to the MCES, the MCSF's role is to prepare for and facilitate MCES meetings, including agenda items, resolutions, communiqués, and documentation of proceedings. In addition, the MCSF aspires to ensure that committee commitments made through Summit communiqués are followed through between Summits and over time.
- Institutionally, the MCSF is intended to provide technical support and assistance to MCES committee initiatives. This includes such things as pursuing and administering grant awards, implementing activities consistent with MCES and committee priorities, recruiting consultant expertise, and providing financial support as available.

The MCSF was incorporated in the jurisdiction of Guam (Attachment 1). Subsequently the necessary filings for non-profit eligibility for United States-sourced tax-deductible contributions (501(c)(3) status) was completed along with other required filings required by the Government of Guam. As such the MCSF corporate entity exists and stands ready to be staffed and funded to become fully operational.

The Graduate School Inception Award became effective on June 14, 2010, to support the development of the Micronesia Center for a Sustainable Future. The award remains effective until June 13, 2011. The Graduate School is responsible for the administration of the award with a goal of supporting the MCES process, establishing organizational procedures for MCSF, beginning program delivery, and developing a regional strategic framework from which future activities will be identified.

The Graduate School's budget assumptions for the award noted that implementation of the MCSF will be coordinated through a Steering Committee (which later became the Committee of Designated Representatives) established by the regional leadership through the Micronesia Chief Executives' Summit. It was further anticipated that, once established, the Committee of Designated Representatives would provide program input that would affect both the scope and timing of Inception Award task implementation.

Initial Activities

Under the award a significant amount of progress towards the development of the Micronesia Center for a Sustainable Future has been made. The greatest challenge has been establishing protocols through which program implementation and funding decisions can be made by, and on behalf of, the Chief Executives. Following the 13th MCES in Saipan, the Graduate School worked through FSM President Emanuel Mori, the Secretary General of the MCSF, to establish "Designated Representatives" (DRs) for each jurisdiction. The Chief Executive of each government designated their representative to the Secretary General. The role of the DRs is to provide guidance and approval for implementation decisions made under the Inception Award. The current DRs include:

- Vic Yano, Minister of Foreign Affairs, Palau
- Esther Fleming, Chief of Staff, CNMI
- Joanne Brown, Director of Public Works, Guam (having replaced Shawn Gumataotao)
- Sebastian Anefal, Governor, Yap
- Valerio Hallens, Director of R&D, Pohnpei (having replaced Lt. Gov. Churchill Edward)
- Marion Henry, Secretary of Resources and Development, FSM
- Jesse Mori, Director of Finance, Chuuk
- Steven George, Director of Resources and Economic Affairs, Kosrae
- Yumiko Crisostomo, Director, OEPPC, Office of the President, RMI

The initial meeting of Designated Representatives took place in Palau from October 5-6, 2010 (the Executive Summary from which is included as Attachment 2). In brief, the Designated Representatives met as a group to review and rank projects that would be funded under the Inception Award according to importance, jurisdictional coverage, risks, funding leverage, linkage to MCES, and urgency (Attachment 3). Following the review, the Designated Representatives recommended a funding authorization level of \$357,000 for a range of activities in the categories of (1) Organizational Development, (2) Program Delivery, and (3) Regional Strategic Framework and Support to MCES meetings.

In addition to a priority activity ranking, the DRs established workable procedures and protocols for the operations of the MCSF during the period of the inception award and thereafter (Attachment 4). The protocols were developed to ensure jurisdiction-wide oversight of the MCSF inception award implementation and to reinforce clear decision-making authority of the Chief Executives both directly and indirectly through their duly Designated Representatives. These protocols were subsequently reviewed and endorsed by the Chief Executives at the 14th MCES, also in Palau, in December 2011.

As a result of the First Interim Meeting of Designated Representatives, the Graduate School has been requested to serve on an interim basis in a Secretariat role under the direction of the Designated Representatives on behalf the Chief Executives. As such, the Graduate School, which has its formal contractual requirements under the MCSF Inception Award to the Department of Interior, has also operated under the direction of the Planning Committee of Designated Representatives for approvals of such activities as consultant recruitment, terms of reference, interim grant reporting, budget management, etc. While this added to the complexity of the implementation of the award—a clear cost in terms of time and effort—the benefit has been increased ownership and oversight of inception award activities and expenditures. This was in direct response to the Chief Executives’ expressed desire to ensure such ownership and oversight was achieved across all nine jurisdictions.

In addition, all activities that have taken place under the inception award have been written up and shared with the DRs and their Chief Executives for approval on a no-objections basis. Through April 2011, eight such “decision memos” have been developed and distributed (Attachment 5). One activity received an early objection from a DR that was subsequently overcome as additional information was provided. A second decision memo (No. 7) is subject to a standing objection on two items related to fundraising.

At the 14th Micronesian Chief Executives’ Summit (MCES) in Palau, the outcomes of the First Meeting of MCSF Designated Representatives were presented to the MCES Leadership, including the priority ranking of activities, its associated budget, and the decision protocols. The leadership endorsed the activities, budget, and decision protocols, through the 14th MCES Communiqué (Attachment 6), and, looking forward, with MCSF decision-making procedures and protocols now fully authorized, the Chief Executives expressed their clear support to accelerate implementation of the inception award and prioritized activities contained therein, with a specific emphasis on fundraising.

Completed and Ongoing Activities

Activities completed to date under the inception award include the following:

- Preliminary meeting of MCSF Design Team Members. The MCSF Design Team and Graduate School staff and consultants conducted a preliminary meeting to review the MCSF Task Order in Guam, June 18-19, 2010.
- Participation in the 13th MCES in Saipan, CNMI, June 23-25, 2010. Inception Award Program Manager and MCSF Design Team (then with three members) provided technical support to the MCES process.
- First (Interim) Planning Meeting of MCSF Designated Representatives, October 5-6, 2010, Koror, Palau. Inception Award Program Manager, consultants and MCSF Design Team (then with three members) provided facilitation and technical support to the DRs.
- Support to the Center for Micronesia Empowerment. Funding support was provided to the Center for Micronesian Empowerment from the MCSF inception award for partial support to

their Conference, “The Untapped Potential of the Marianas and Micronesian Workforce” held on October 20, 2010. A summary of the work of CME in coordination with the Regional Workforce Development Council was subsequently presented to the Chief Executives at the 14th MCES in Palau.

- Virtual meeting of MCSF Designated Representatives in anticipation of the 14th MCES, November 23, 2010. The MCSF DRs conducted a telephone conference to discuss updates since the previous meeting of DRs, preparation for the 14th MCES in Palau, and discussion of MCES jurisdictional delegations and committee preparation.
- Development of an MCSF logo and website (www.mcespalau.info) that provided documentation and registration capabilities to the 14th MCES in Koror, Palau.
- Facilitation of the Pre-Summit Planning Meeting of MCSF Designated Representatives, December 4, 2010, Koror Palau. The pre-Summit planning meeting of DRs was convened in Palau prior to the 14th MCES to discuss (a) preparation of presentation materials for the 14th MCES plenary session, (b) discussion of possible reforms or enhancements of the MCES meeting structure, committee structure, and other matters, and (c) a review of the MCSF inception award budget. A report from that meeting is attached to this document (Attachment 7).
- Participation and Logistical (Secretariat) Support to the 14th MCES, December 5-7, 2010, Koror, Palau. The Inception Award Program Manager, consultants, and the MCSF Design Team provided technical support in the 14th MCES in Koror, Palau. The team drafted the communiqué, various resolutions. Post-conference, the team developed Proceedings of the 14th MCES and distributed digital copies to conference participants.
- MCSF DR Close-Out Meeting, December 7, 2010. The MCSF DRs met immediately following the MCES, to discuss (a) immediate observations and concerns following the MCES, (b) a review of the decision-making protocols going forward, (c) MCES lessons learned, (d) prioritization of fundraising activities, going forward, and (e) other issues. Notes from the meeting are attached to this document (Attachment 8).
- Development of a Procedural Hosting Manual. The Graduate School has begun documenting the process of preparing for, and hosting, the MCES. This hosting manual will be shared with Pohnpei, as host of the 15th MCES, and is expected to be refined over time to include contributions from each hosting site. The draft manual is attached to this document (Attachment 9).
- Review of Committee Activities. Consultants have begun a survey of the current MCES Committees in order to develop a rigorous review of ways in which the MCSF can best support the work of these committees. Deliverables include (1) a survey of MCES Committee activities and accomplishments through December 2010, including electronic documentation that may be suitable for sharing on an MCSF website; (2) a needs assessment for each of the MCES Committees, describing the results of questionnaires and/or interviews with lead committee

members of each committee for which MCSF may be able to provide a substantive support role; and (3) an action plan for consideration by MCSF Principals and Designated Representatives, including labor, input requirements, technical expertise requirements, and funding requirements, in sufficient detail to allow the Principals and/or Designated Representatives to prioritize MCSF Support Commitments to one or more committees. The draft review report is attached to this document (Attachment 10).

- MCSF Filing Fees. Filing with the US Internal Revenue Service in relation to establishing MCSF as exempt under Section 501(c)(3) of the tax code (enabling tax deductions for charitable donations to MCSF); Filing fees to the Treasurer of Guam in relation to establishing MCSF as a Charitable entity within Guam; Payment of Invoice for professional services provided to MCSF by Deloitte and Touche.
- Support to Regional Invasive Species Committee Workshop activity in Guam. The MCSF supported a RISC workshop that took place in Guam the week of April 5th. The goals of the workshop were to (a) develop a RISC Strategic Action Plan for 2012 to 2017, and (b) develop an Emergency Response Plan for the coconut rhinoceros beetle for Yap and CNMI.
- MCSF Fundraising. A proposal to begin high-priority MCSF fundraising activities has been sent to the DRs for approval on a no-objections basis. However, there is currently an objection to this expenditure from one DR, so this activity has been placed on hold.
- Support to Second Interim Planning Meeting of Designated Representatives. Inception Award Program Manager and consultant will provide facilitation and technical support to the DRs at the meeting scheduled for April 28-29, 2011 in Pohnpei. [see the Executive Summary of the Proceedings of the Second Interim Planning Meeting]

Other MCSF Issues

In response to directives of the Chief Executives in various MCES communiqués, the MCSF has completed a Memorandum of Understanding (MOU) with regional entities, including Center for Micronesia Empowerment (Attachment 11), University of Guam (Attachment 12), College of Micronesia (attachment 13, and Micronesia Seminar (Attachment 14).

Observations & Risks to Successful Implementation

The greatest challenge in beginning implementation of this project has been addressing the Chief Executives' desire to provide direct and/or indirect input into the activities and decisions of the MCSF, while also attending to their urgent duties as Chief Executives of their respective jurisdictions. The process of establishing and assembling duly authorized Designated Representatives, and developing workable decision-making protocols, has enabled this project to move forward with the emerging confidence of the Chief Executives. The Inception Award Program Manager in direct collaboration with the DRs is now implementing a budget and corresponding activities that have the full support of the

Chief Executives. However, it has taken time to establish these protocols, and completing all of the activities envisioned under the inception award, within the timeframe allotted through June 13, 2011, is now virtually unachievable. This was a matter for discussion and consideration at the Second Interim Planning Committee Meeting in April, and, presumably, will be addressed by the Chief Executives before or during the 15th MCES.

Experience has shown that the nature of activity implementation protocols, through which each Designated Representative has the ability to object, and thereby delay, a proposed activity, presents a risk to the timely implementation of activities; however it should be clear that to successfully implement an inception award of importance across all nine jurisdictions, such delays are both appropriate and expected. The challenge will be to address concerns or objections as they arise in a manner which leads to successful resolution and subsequent progress. However, as the Executive Summary of the Proceedings of the Second Interim Planning Meeting of Designated Representatives makes clear, it is not possible to address objections of individual members if the authority to make decisions is not held by each representative or if there is no willingness to make decisions at the level of the representatives as delegated by the Chief Executives.

A final concern involves the timing of the next Micronesian Chief Executives' Summit (MCES). Although the Chief Executives have expressed a desire to continue Graduate School support to the MCSF through the duration of the 15th MCES in Pohnpei, the timing of that meeting, tentatively scheduled for mid-July, that will not be possible given the current status of the inception award time period ending on June 13, 2011. Absent a no-cost extension of that termination date, Graduate School support to the 15th MCES will not be possible.

ARTICLES OF INCORPORATION
OF
MICRONESIAN CENTER FOR A SUSTAINABLE
FUTURE, INC.

A NON-PROFIT CORPORATION



We, the undersigned incorporators, do hereby associate ourselves together of the purpose of forming a non-profit public corporation under the laws of the Territory of Guam.

ARTICLE I
NAME

The name of the corporation is the "Micronesian Center for a Sustainable Future, Inc."

ARTICLE II
PURPOSES

The purposes and functions of this corporation are as follows:

The United States Affiliated Islands of Micronesia are experiencing a period of rapid growth, urbanization, westernization and increasing significance to national security. In response to common challenges unique to small island developing states, and given the extraordinary opportunities within the region to preserve, leverage and integrate indigenous, natural, and human resource systems and to establish processes of collaborative governance, the member States established two sub-regional Chief Executive Summits; the Micronesia Chief Executives' Summit (MCES) and the Micronesia Presidents' Summit MPS. The MCES is composed of the Chief Executives from the Territory of Guam, the Commonwealth of the Northern Marianas, the Republic of Palau, the Federated States of Micronesia, and, within the Federated States of Micronesia, the States of Chuuk, Kosrae, Pohnpei and Yap. The MPS is composed of the Presidents of the Republic of Palau, the Republic of the Marshall Islands and the Federated States of Micronesia.

Over the past five years, the two Summits have met bi-annually and have issued a series of joint communiqués and related resolutions, letters and associated actions and arrangements. These cooperative arrangements form the basis of an emerging foundation of sub-regional multilateral cooperation and governance.

To enhance and build upon this emerging collective vision, and in order to solidify and implement regional policy goals, objectives and multilateral actions the establishment of a regional focal point for the political entities within the sub-region represented in the two Summits has been advanced to serve as an administrative, research and development center within and for Micronesia.

Because the Islands of Micronesia are all communities that draw their economic livelihood, spiritual well-being and civic strength from their ocean-based environments many common activities focus on environmental protection and sustainable development.

Within this context and framework, the Micronesian Center for a Sustainable Future is envisaged as the vehicle by which the Chief Executives in the Micronesia region ensure that there will be more effective and more coordinated sustainable development strategies and programs based on regional multilateral action, mutual cooperation and shared knowledge. The primary objectives of the Micronesian Center for a Sustainable Future will include the following:

Research and Knowledge Management

- Identify and address gaps in data and the characterization of information related to economic, social, environmental and cultural activities;
- Develop databases, vulnerability indexes, cost indexes, geographical information systems, econometrics modeling and other information systems necessary to ensure a sustainable future for the region, including the development of clearinghouse mechanisms for the region;
- Establish a relevant research and executive education degree program at the University of Guam to be aligned with all the existing institutions of Higher Education within the region;
- Collect, integrate and synchronize emerging research, information and opportunities that have the potential to stimulate sustainable development;
- Serve as a strategic think tank for the Micronesian Chief Executive Summit and the Micronesia President Summit;

Development

- Identify and expand indigenous and exogenous systems in order to advance methodologies for economic and ecological sustainability;
- Integrate, leverage and synchronize opportunities for private and public sector partnerships within the sub regional, regional, national and international community;

Administration

- Serve as the point of contact and facilitation for member governments;
- Serve as a resource for program development and project management;
- Provide a nexus for information technology, strategic communications and public relations;
- Assist member governments in developing, organizing and planning for bi-annual summits in order to ensure institutional continuity;
- Develop, implement and manage a budget in order to carry out the Centers' primary objectives; and
- Provide administrative capacity for sub-regional programs and activities.

The Corporation shall also have all the powers of a corporation as authorized by the laws of the Territory of Guam; provided, however, that this Corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of its primary purposes.

ARTICLE III PRINCIPLE OFFICE

The principle office of the corporation shall be located in the Municipality of Hagatna, Territory of Guam, and there may be such subordinate or branch offices in such place or places within or without said territory as may be deemed necessary or requisite by the Board of Directors.

ARTICLE IV ORGANIZATION

This Corporation does not contemplate pecuniary gain or profit to the members thereof, and it is organized for non-profit purposes.

ARTICLE V NON-STOCK CORPORATION

The Corporation is capitalized on a non-stock basis. The Corporation shall be operated through monetary contributions and donations of property and services for its purposes as herein stated and for no other purpose.

ARTICLE VI INCORPORATIONS

The names and addresses of each of the incorporators are as follows:

<u>Names</u>	<u>Addresses</u>
Felix P. Camacho	Governor, Territory of Guam P.O. Box 2950, Hagatna, Guam 96932
Emmanuel Mori	President, Federated States Of Micronesia P.O. Box 34, Palikir Station Pohnpei, FM 96941
Benigno R. Fitial	Governor, Commonwealth of the Northern Mariana Islands Caller Box 10007, Capital Hill Saipan, MPA 96950
H.E. Johnson Toribiong	President, Republic of Palau P.O. Box 100 Koror, Palau 96940
Sebastian L. Anefal	Governor, State of Yap Federated States of Micronesia P.O. Box 39, Colonia, Yap 96943
Robert Weilbacher	Governor, State of Kosrae Federated States of Micronesia P.O. Box 187 Tofol Kosrae, FM 96944
Wesley Simina	Governor, State of Chuuk State of Chuuk Weno, Chuuk FM 96942

ARTICLE VII

DIRECTORS

The names and addresses of the first named Board of Directors are as follows:

<u>Names</u>	<u>Addresses</u>
Felix P. Camacho	Governor, Territory of Guam P.O. Box 2950, Hagatna, Guam 96932
Emmanuel Mori	President, Federated States Of Micronesia P.O. Box 34, Palikir Station Pohnpei, FM 96941
Benigno R. Fitial	Governor, Commonwealth of the Northern Mariana Islands Caller Box 10007, Capital Hill Saipan, MPA 96950
H.E. Johnson Toribiong	President, Republic of Palau P.O. Box 100 Koror, Palau 96940
Sebastian L. Anefal	Governor, State of Yap Federated States of Micronesia P.O. Box 39, Colonia, Yap 96943
Robert Weilbacher	Governor, State of Kosrae Federated States of Micronesia P.O. Box 187 Tofol Kosrae, FM 96944
Wesley Simina	Governor, State of Chuuck State of Chuuk Weno, Chuuk FM 96942

ARTICLE VIII

DURATION

This being a benevolent corporation, its term is unlimited and in perpetuity. The corporation shall have the power to do any lawful act necessary to accomplishing its purposes.

ARTICLE IX

MEMBERSHIP REQUIREMENTS

The members of this Corporation shall be the duly elected and qualified Governors and Presidents representing the Pacific region. The members of this Corporation shall constitute the General Assembly of the Micronesian Center of a Sustainable Future Association. Each member shall also serve on the Board of Directors.

ARTICLE X

VOTING

The principle of unanimity shall apply to all substantive matters to be voted on in all plenary sessions of the General Assembly.

ARTICLE XI

NON-LIABILITY OF MEMBERS

The private property of the members of the Corporation shall not be liable for its corporate debts.

ARTICLE XII

NON-LIABILITY AND INDEMNIFICATION OF DIRECTORS AND OFFICERS

A. No director or officer of the Corporation shall be liable to the Corporation for the actions, defaults or negligence of any other director or officer, or for any loss suffered or sustained by the Corporation on account of the above, or any action or omission by the director or officer himself as such, unless the same has resulted from his own willful misconduct or willful neglect in the performance of such duties.

B. The immunity from liability provided for in this Article XII and the indemnity provided for in the Corporate By-Laws may be amended from time to time and shall be in addition to any rights to which any director or officer of the Corporation may otherwise be or become entitled, by law or pursuant to the vote of the members of the Corporation or otherwise. Any person who serves or continues to serve as a director or officer of the Corporation shall be deemed to do so in reliance of this Article XII and the above-mentioned by By-Law indemnity.

ARTICLE XIII **DEDICATION**

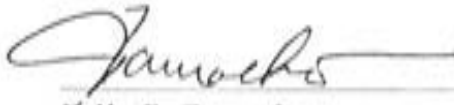
All the property of this Corporation and accumulation thereof shall be held and administered to effectuate its purposes and to serve the general welfare of the Pacific region.

ARTICLE XIV **AMENDMENTS**

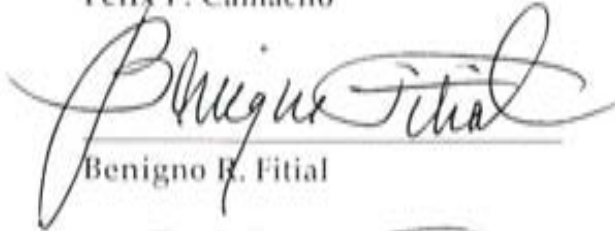
The Articles of Incorporation may be amended by a unanimous vote of the members present at a duly called General Assembly.

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IN WITNESS WHEREOF, the directors of the Corporation have executed these Articles of Incorporation on 4th day of December, 2009.



Felix P. Camacho



Benigno R. Fitial



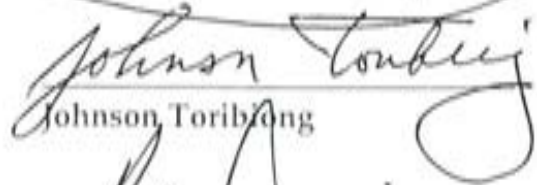
Sebastian Anefal



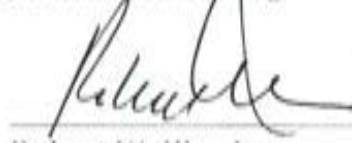
Wesley Simina



Emanuel Mori



Johnson Toribiong



Robert Weilbacher

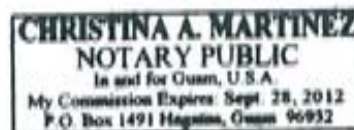
Tamuning, Guam)

ON THIS 4th day of December, 2009, before me, the undersigned notary, personally appeared Felix P. Camacho, Emmanuel Mori, Benigno R. Fitial, H.E. Johnson Toribiong, Sebastian Anefal, Robert Weilbacher and Wesley Simina, the persons whose names are signed on the preceding or attached document, and acknowledged to me that they signed it voluntarily for its states purpose.


NOTARY PUBLIC

My Commission Expires :

09/28/2012



**BYLAWS
OF
MICRONESIAN CENTER FOR A SUSTAINABLE
FUTURE, INC.
A NON-PROFIT CORPORATION**



**ARTICLE I
MEMBERS**

Section 1. Classes of Membership and Rights. The members shall accept and may remove members from the General Assembly. Members shall be those government states of Micronesia, namely, the Territory of Guam, the Commonwealth of the Northern Mariana Islands, the Republic of Palau, the Federated States of Micronesia and the Republic of the Marshall Islands and such other Pacific Ocean island states as may be agreed to from time to time, as represented by their respective Chief Executive Officers. No member shall have any interest or property right in the assets of the Corporation and no member shall hold more than one (1) membership in the Corporation.

Section 2. Resolutions and Communiqués. At annual or special meetings, known as general assemblies, the members may approve resolutions espousing the policy of the Corporation on a particular issue, authorizing the Board of Directors to take a specific action or agreeing to undertake mutually beneficial activity.

**ARTICLE II
MEMBERS' MEETING**

Section 1. Annual Meeting. The annual general assembly shall be held in the month of December or on such other date as the members by unanimous written consent may designate.

Section 2. Bi-Annual Summits. Unless otherwise agreed to in writing, the members shall hold bi-annual summits for the purpose of receiving reports and recommendations from its various committees and adopt such Joint Communiqués as they deem necessary to establish policy and instruct the Corporation.

Section 3. Special Meetings. Special meetings of the members, for any purpose or purposes whatsoever, may be called by the President whenever he deems it necessary after consultation with the Board of Directors, or by the Board of Directors, or by a majority of the members.

Section 4. Notice of Meeting.

(a) **Procedure.** Notices of meetings, annual or special, shall be given in writing to members by the Secretary General, or in the case of neglect or refusal, by any director or member.

(b) **Content.** Notice of any meeting of members shall specify the place, the day and the hour of the meeting, and, in case of a special meeting, the general nature of the business to be transacted.

Section 5. Consent to Members' Meetings. The transaction of any meeting of members, however called and noticed, shall be valid as though had at a meeting duly held after regular call and notice, if a quorum be present either in person or by proxy, and if either before or after the meeting each of the members, not present in person or proxy, sign a written waiver of notice, or a consent to the holding of such meeting, or an approval of the minutes thereof. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 6. Action Without Meeting. Any action which may be taken at a meeting of the members, may be taken without a meeting, if authorized by a writing signed by all of the members and filed with the Secretary of the Corporation.

Section 7. Quorum. A majority of the members entitled to vote, present in person or represented by proxy, shall be requisite for the transaction of business, except for election and removal of directors, amendments of By-Laws, and as otherwise provided by law, by the Articles of Incorporation, or by these By-Laws.

Section 8. Proxies. Every member entitled to vote or to execute consents may do so, either in person or by a properly written proxy filed with the Secretary of the Corporation.

ARTICLE III DIRECTORS; MANAGEMENT

Section 1. Powers. Subject to the limitation of the Articles of Incorporation, the By-Laws and the laws of the Territory of Guam, as to actions to be authorized or approved by the members, all the business and affairs of this Corporation shall be controlled by a Board of Directors.

Section 2. Numbers and Qualification. There shall be such number of directors as may be fixed by the Directors at any meeting thereof. Each member state shall be entitled to one (1) director each. Each director is required to be a resident of its member state and be the duly elected and acting Chief Executive.

Section 3. Election and Tenure of Office. The directors shall be the Chief Executive of each member state and shall serve for one (1) year or until their successors are elected and have qualified for public office.

Section 4. Place of Meeting. Meetings of the Board of Directors may be held at a location designated by the directors.

Section 6. Other Regular Meetings. Regular meetings of the Board of Directors shall be held at such times as are fixed from time to time by resolution of the Board. Notice need not be given of regular meetings of the Board of Directors held at times fixed by resolution of the Board.

Section 7. Special Meetings—Notices. Special meetings of the Board of Directors for any purpose or purposes shall be called at any time by the President, or if he is absent or unable or refuses to act, by any Vice President or by a majority of directors.

Section 8. Quorum. A majority of the number of directors, as fixed by the Articles of Incorporation or By-Laws, shall be necessary to constitute a quorum for the transaction of business, and the action of a majority of the directors present at any meeting at which there is a quorum, when duly assembled, is valid as a corporate act.

Section 9. Waiver of Notice. When all the directors are present at any directors' meeting, however called or noticed, and sign a written consent thereto on the records of such meeting, or, if a majority of the directors are present, and if those not present sign, in writing, a waiver of notice of such meeting, which said waiver shall be filed with the Secretary of the Corporation, the transactions thereof are as valid as if had at a meeting regularly called and noticed.

Section 10. Action Without Meeting. Any action which may be taken at a meeting of the directors may be taken without a meeting if authorized by a writing signed by all of the directors who would be entitled to vote at a meeting for such purpose, and filed with the Secretary of the Corporation.

Section 11. Compensation. Directors of the Corporation shall serve without compensation.

ARTICLE IV **SECRETARY GENERAL**

Section 1. Election The Board of Directors shall, from time to time, designate a member to serve as Secretary General for the Corporation. The Secretary General shall cooperate in the administration of the affairs of the Corporation.

Section 2. Duties. The Secretary General shall serve as an administrative organ to oversee, coordinate and implement the directions of the Board as communicated through member resolutions and communiqués issued at the Summits. These duties and responsibilities may be coordinated with any Strategic Design Team, or other entity, as may designated by the Board of Directors, from time to time.

ARTICLE V **OFFICERS**

Section 1. Officers. The officers of the Corporation shall be a President, a Vice President, a Secretary and a Treasurer. The President shall be a director of the Corporation. The Treasurer or the Secretary shall be a resident of Guam. One person may hold two (2) or more offices.

Section 2. Election. Officers of the Corporation shall be elected annually by the Board of

Directors, and each shall hold his office until he shall resign or shall be removed or otherwise disqualified to serve, or his successor shall be elected and qualified.

Section 3. Subordinate Officers, Etc. The Board of Directors may appoint such other officers as the business of the Corporation may require, each of whom shall hold office for such period, have such authority and perform such duties as are provided in the By-Laws or as the Board of Directors may from time to time determine.

Section 4. Removal. Any officer may be removed, either with or without cause, by a majority of the directors.

Section 5. Duties of President. The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board, supervise and control the affairs of the Corporation. He shall perform all duties incident to his office and such other duties as provided in these By-Laws or as may be prescribed from time to time by the Board of Directors.

Section 6. Duties of Vice President. The Vice President shall perform such duties and exercise all powers of the President when the President is absent or is otherwise unable to act. The Vice President shall perform such other duties as may be prescribed from time to time by the Board of Directors.

Section 7. Duties of Secretary. The Secretary shall keep minutes of all meetings of the members and of the directors, shall be the custodian of the corporate records, shall give all notices as are required by law or by these By-Laws, and shall perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation, or by these By-Laws, or which may be assigned from time to time by the Board of Directors.

Section 8. Duties of Treasurer. The Treasurer shall have charge and custody of all funds of the Corporation, shall deposit such funds as required by the Board of Directors, shall keep and maintain adequate and correct accounts of the Corporation's properties and business transactions, shall render reports and accounting to the directors and to the members as required by the Board of Directors or members, and shall perform all duties incident to the office of the Treasurer and such other duties as may be required by law, by the Articles of Incorporation, or by these By-Laws, or which may be assigned from time to time by the Board of Directors.

Section 9. Compensation. Officers of the Corporation shall serve without compensation.

ARTICLE VI

EXECUTIVE AND OTHER COMMITTEES

The Board of Directors may appoint an executive committee and such other committees as may be necessary from time to time, consisting of such number of its members and with such powers as it may designate, consistent with the Articles of Incorporation and By-Laws and the Guam Civil Code. Such committees shall hold office at the pleasure of the Board.

ARTICLE VII

AMENDMENTS TO BY-LAWS

Section 1. By Members. New By-Laws may be adopted or these By-Laws may be repealed or amended at the annual meeting, or at any other meeting of the members called for that purpose, by a vote of a majority of the members of the Corporation, or by written assent of such members.

Section 2. Record of Amendments. Whenever an amendment or new by-law is adopted, it shall be copied and inserted in the corporate minute book immediately preceding the original By-Laws. If any By-Law is repealed, the fact of repeal with the date of the meeting at which the repeal was enacted or written assent was filed shall be stated in said book.

ARTICLE VIII

IMMUNITY AND INDEMNIFICATION OF OFFICERS AND DIRECTORS

Section 1. Rights of Immunity. Immunity of the directors and officers of the Corporation shall be governed by provisions relating thereto and included in the Articles of Incorporation of the Corporation.

Section 2. Rights of Indemnification. The Corporation shall indemnify any person, or the legal representative of any person who, by reason of the fact that he is or was a director or officer of the Corporation or is or was serving at the request of the Corporation as a director or officer of another corporation, partnership, joint venture, trust or other enterprise,

i. was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigate (other than an action by or in the right of the Corporation), against expenses reasonably incurred by him in connection with such action, suit or proceeding, if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, if he had no reasonable cause to believe his conduct was unlawful; or

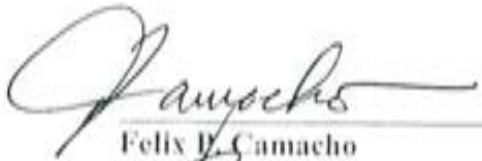
ii. was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the Corporation to procure a judgment in its favor against expenses (including attorney's fees) actually and reasonably incurred by him in connection with the defense or settlement of such action or suit if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the Corporation unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability, but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expense which the court shall deem proper.

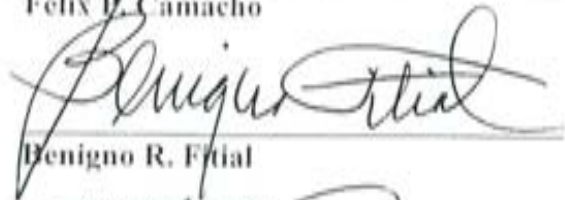
The foregoing rights of indemnification shall be in addition to any rights to which any such director or officer may otherwise be entitled under any agreement, pursuant to any vote of members, at law, in equity or otherwise. Any person who serves or continues to serve as a director or officer of the Corporation shall be deemed to do so in reliance upon the provisions of this Article VIII.

ARTICLE IX **CORPORATE SEAL**

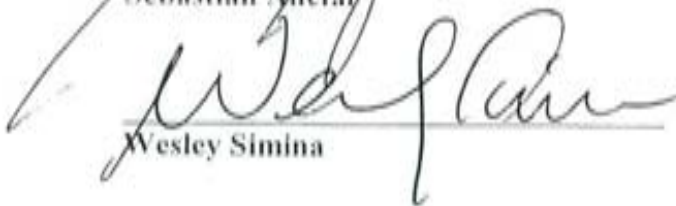
The Corporation may have a seal which shall be in such form and shall contain such matter as may be specified by resolution of the Board of Directors.

IN WITNESS WHEREOF, the undersigned members, representing a majority thereof of the Micronesian Center for a Sustainable Future, Inc., a non-profit corporation, have hereunto subscribed their names to signify their adoption of the foregoing By-Laws.

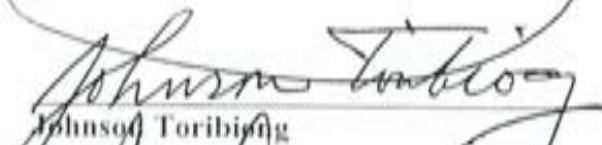

Felix D. Camacho

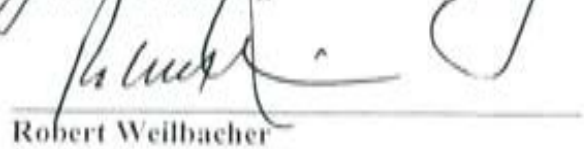

Benigno R. Fitial


Sebastian Anelal


Wesley Simina


Emanuel Mori


Johnson Toribiong


Robert Weilbacher

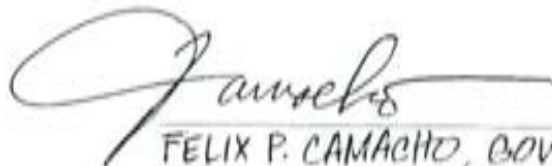
MICRONESIAN CENTER FOR A SUSTAINABLE FUTURE, INC.
A Non-Profit Corporation

CERTIFICATION OF BY-LAWS

Tamuning, Guam,

The undersigned being duly sworn, states:

1. That he is the Secretary duly appointed by the aforesaid corporation.
2. That the attached By-Laws were adopted at a joint members and directors meeting on December 4th, 2009, by the affirmative vote of a majority of the members.
3. That the signatures on the attached By-Laws are those of the majority of the members.
4. A copy of said By-Laws is being kept in the principal office of the corporation subject to inspection by the members during office hours.



FELIX P. CAMACHO, GOVERNOR OF GUAM
Secretary

Tamuning, Guam,

ON THIS 4th day of December, 2009, before me, the undersigned notary, personally appeared Felix P. Camacho, Governor of Guam, the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.


NOTARY PUBLIC

FIRST INTERIM PLANNING MEETING OF DESIGNATED REPRESENTATIVES FOR THE MICRONESIA CENTER FOR A SUSTAINABLE FUTURE

(October 5-6, 2010, Palau)

Executive Summary

Introduction

The first meeting of designated representatives of the Micronesia Center for a Sustainable Future (MCSF) took place in Koror, Palau, from October 5-6, 2010. The primary outcome of the meeting was a “Decision Paper for Chief Executives” (Attachment A). Meeting participants included designated representatives from eight MCSF jurisdictions. The representative from the Republic of the Marshall Islands was unable to attend. Also in attendance were Graduate School resource consultants, as well as two members of the MCSF Strategic Design Team. A full list of meeting participants is included in these proceedings (Attachment B.)

The goals of the meeting, as addressed in the agenda (Attachment C), were to:

- Review the background of the MCSF and the events leading up to the inception award;
- Consider existing and potentially new activities to be implemented under the inception award; and
- Discuss how the group of designated representatives will work in the future towards planning and implementing MCSF activities in support of their principals, the Micronesian Chief Executives.

Welcoming Remarks

Hon. Victor Yano, the Minister of State for the Republic of Palau and MCSF Designated Representative, opened the meeting by welcoming participants to Palau. Minister Yano indicated that Palau President Johnson Toribiong remains in strong support of the MCSF, and conveyed the President’s wishes for a successful and focused meeting.

Hon. Marion Henry, Secretary of Resources and Development for the Federated States of Micronesia, and MCSF Designated Representative, also welcomed participants to the meeting on behalf of the MCSF Secretary General, FSM President Emanuel Mori. Secretary Henry acknowledged that, historically, there has been confusion around the goals and purpose of the MCSF. However, the Secretary noted that there is broad agreement among the Chief Executives that the MCSF remains an important priority, and the goal of the meeting will be to chart the course toward a fully operational Center.

Two members of the MCSF design team, Larry Goddard and Conchita Taitano, provided the group with an overview and background of the development of the MCSF. An MCSF background paper (Attachment D) and a Summary of Micronesian Chief Executives Summit (MCES) communiqués that include references to MCSF (Attachment E) were included in the participant briefing book. However, Mr.

Goddard and Ms. Taitano offered highlights of important milestones, and provided participants with a timeline of major events leading up to the establishment of the MCSF.

Jay Merrill, a Graduate School resource consultant who assisted the MCSF Design Team with the development of a strategic plan, then provided the group with a background summary and overview of the MCSF Strategic Plan. Mr. Merrill's presentation (Attachment F) reviewed the mission and vision of the MCSF, its core values, organizational structure and purpose, and a summary of organizational initiatives. The full strategic plan (Attachment G) was also included in the participant briefing book.

Jason Aubuchon, the Graduate School Program Manager responsible for the MCSF Inception Award, then welcomed participants on behalf of the Graduate School. Mr. Aubuchon provided some background on the Graduate School's involvement in the project as an organization that has experience working with regional organizations such as the Association of Pacific Island Public Auditors (APIPA) and the Island Government Finance Officers' Association (IGFOA), primarily as a resource to the United States Department of the Interior's Office of Insular Affairs. As an "inception award," Mr. Aubuchon stated that the role of the Graduate School will likely be temporary, as the MCSF identifies its own funding resources and grows beyond the scope of this initial project. The Graduate School requested that each chief executive appoint a representative that is familiar with the work of MCSF standing committees within each jurisdiction, and is willing to take an active role in the development of the Center. As Program Manager, Mr. Aubuchon stated that the intent of the meeting was for the group to develop properly authorized and broad-based decision making protocols that can be developed by the designees but that still will need to be endorsed by their principals, the chief executives. These protocols, along with the prioritization and approval of specific projects—again, subject to being endorsed by the principals—will enable the Graduate School to proceed with project expenditures under the inception award.

Kevin O'Keefe then introduced himself as the meeting facilitator, and reviewed the goals of the two-day meeting. The draft agenda was adopted by the group, and the decision was made to keep the meeting open and informal, forgoing chairmanship or other formalities.

MCSF Opportunities and Challenges

The first meeting activity focused on the opportunities the MCSF presents to the region. Meeting participants divided into two separate groups and reported out as follows:

Group One: What Opportunities Exist for the MCSF?

- Serve the Secretariat:
 - Keep track and following through on communiqués
 - Provide coordination of committees and international initiatives (APIL)
- Act as an advocacy organization in seeking resources establishing an identity (brand) for the region
- To establish a regional "master plan" for the committees
- To create and manage regional information services (resource center)

- Think tank
- Information Portal
- Create the means of providing economies of scale to purchases, planning, and implementation
- Developing regional regulatory and trade protocols
- Limit its purpose only to regional projects, however the nature and composition of the region to be determined by the MCES.

Group Two: What Opportunities Exist for the MCSF?

- Implementation of MCES Initiatives
- Agenda setting and logistical support
- Secretariat for MCES
- Facilitator for requests through MCES; ensure presentations delivered at MCES are relevant
- Documentation and status reports on initiatives. MCES communiqués maintained, but status reports get lost...need to archive documentation
- Institutional memory—across political and administrative changes
- “Maintaining momentum”, evaluation of program and incentives of the MCES
- Secretary General serves as advocate for MCES and for MCSF. SG needs to manage and give direction to Chief Executives.
- Financial and audit reports—need to be able to track money as it comes in.
- Fundraising—this is key. Current grant has a termination date. Where does next stage of support come from?
- Report on financial operations...must be transparent.

The groups then focused on challenges to the success of the MCSF, including issues that the designated representatives are currently aware of, and other issues of concern. Again, participants divided into two groups and reported out as follows:

Group One: What Challenges Exist to the Success of the MCSF?

- To establish sustainable funding
- To identify a physical location
- To avoid duplication which might inhibit regional integration (SPC, PREL)
- To avoid creating the perception of “another government” (SPREP)
- To avoid competition between jurisdictions
- To avoid the perception of over-representation of the FSM
- The mix in political status is a challenge to accessing resources (flag territories vs FASs)
- The fair distribution of resources given the needs of the jurisdictions
- The disparity of economic and social conditions of the jurisdictions
- The vast geographical dispersion of the jurisdictions
- Maintaining a regional sense of ownership.

Group Two: What Challenges Exist to the Success of the MCSF?

- Financial (budget), fundraising, etc.
- Central location, key to the Center's success

MCSF Protocols and Procedures

The group discussed the core processes and procedures of the MCSF, as it relates to decision-making and communication protocols. Discussion was held around a series of questions, with an ultimate goal of developing a Protocols and Procedures document that can be shared with, and endorsed by, the chief executives. Notes from these discussions follow below, while the final Protocols and Procedures document, subject to approval by the chief executives, has been included in these proceedings (Attachment A).

Discussion of Agenda Item 1(a): With respect to MCSF processes and procedures, what are the appropriate planning meeting timeframes in relation to MCES meetings, frequency of meetings (virtual or in-person), and internal communication protocols?

Frequency of MCSF Meeting of Designated Representatives:

- MCSF Designated Representatives should meet twice annually
- Possibly immediately prior to the MCES meetings
- Meetings may be more productive in between meetings—not just immediately prior to the MCES when there are significant distractions
- Planning Meeting should be two days long
- Each jurisdiction should be able to self-fund their participation, given their individual government's support of MCSF
- Virtual meetings to take place one month prior to physical meetings.
- Need to work on presentation to MCES, need to meet immediately prior to MCES meeting.
- Virtual meetings could range from the most basic method, i.e. e-mail exchanges over a series of days, to a more sophisticated usage of a dial-in number with on-screen presentations of documents, slide shows, etc.
- Between the December meeting and summer meeting, there will be one interim meeting and, depending on the outcomes of that meeting, a possible additional meeting.
- Need to have a virtual meeting prior to the next December meeting (November) to prepare the MCES report.
- Twice annual scheduled meetings to take place in interim between each MCES meeting, in a site to be determined, at the expense of each jurisdiction, with virtual meetings as needed—primarily one month before each meeting

Internal Communications Protocols:

- Designated representative of the Secretary General should have the additional responsibility of collecting e-mail exchanges and decisions, as appropriate.
- Decision-making process of this group can be done through e-mail polling.

- Decisions can be made on a no-objections basis within a reasonable period of time; if an objection exists it will be handled accordingly.

Discussion of Agenda Item 1(b): What protocols should exist in support of MCSF as Secretariat to the MCES?:

- Graduate School to assume responsibility for MCES meeting preparation, meeting close-out, and implementation of initiatives between meetings.
- Graduate School to create a procedural manual and timeline, identifying: what gets done 90 days before a meeting, 60 days before a meeting, etc. This will be done with award resources.
- Potential use of PIHOA as a template for meeting preparation and procedures, etc.

Discussion of Agenda Item: 2(a) and 2(b): With respect to the programmatic activities of the MCES, what should the activity identification and prioritization procedures be? And what should the approval process be for MCSF activity budgets, timelines, and implementation issues?

- Programmatic activities should be driven by MCSF Committees. All MCSF activities should arise organically through the standing committees.
- In the future the MCSF will have many activities to be funded; need methodology for initial screening and prioritization, with referral and ultimate decision-making responsibility to MCES principals, for adoption.
- No objections, with a longer period of time, ten days, to authorize procedures
- Moving forward, agreement was reached to prioritize the current list of activities according to score sheet.
- MCSF will develop a scoring guideline that might be shared with committees, once the Center is fully operational with funding sources.

Discussion of Agenda Items 3(a) and 3(b): With respect to MCSF funding mobilization efforts, what initial activities should be taking place, if any, and how should the MCSF prioritize various fundraising options?

- Prioritize how we work towards contributions: foundations, bilateral, multilateral, administrative overhead to incoming funds toward project delivery, jurisdictional fees and contributions from appropriations (either annually or startup contribution basis)
- Need to develop short, medium and long-term plan
- Need to develop administrative capacity before this grant disappears
- Potential trust fund money from a foundation that focuses on sustainable development in the region
- Need an individual to act as Graduate School counterpart and assist with the development of proposals, fundraising, etc.
- Lesson learned from Micronesia Challenge is that covering administrative costs is difficult to find among donor partners. MC funds are typically endowments intended for the use of jurisdictions.

- Proposal to use grant funds to hire a fundraiser. Perhaps governments have grant writers that might be tasked with proposals. Could also be a combination of both of these things.

MCSF Inception Award: Project Review and Prioritization

The MCSF Designated Representatives developed a scoring methodology consistent with the protocol discussion that was previously held. The scorecard that was developed and adopted by the group (Attachment H) required each activity to be scored on a scale of 1 to 5 in six separate categories:

1. Importance to the mission of the Center
2. Jurisdictional Coverage
3. Risks to successful completion
4. Funding Leverage
5. Linkage to MCES Committees
6. Urgency

The designated representatives then reviewed the list of projects and associated cost estimates included in the Graduate School's inception award. These projects fell into three broad categories of Organizational Development, Program Delivery, and Regional Strategic Framework. By way of background, the Graduate School provided a copy of the Terms of Reference they received from the Office of Insular Affairs as part of the award process (Attachment I.) This, along with a complete project listing and associated descriptions (Attachment J), was provided in advance of the meeting through the briefing book, and has also been included in these proceedings.

Discussion was held on each of the proposed projects under the inception award. The individuals most familiar with each project provided background and answered questions as needed. In some instances, external spokespersons were brought in to discuss project specifics, including the Pacific Island Regional Recycling Committee (PIRRIC) website project, and the Pacific Island Health Officers' Association (PIHOA) project (Attachment K).

Following the project discussions, each designated representative completed a scorecard independently. The results of the group scoring were then summarized for presentation (Attachment L).

Discussion and Outcomes of Project Review and Scoring Process

Prior to the presentation of aggregated project scores, the designated representatives were asked to discuss the overall effectiveness of the scoring process. Several issues of concern were discussed as follows:

- Individual project budget numbers were only presented in aggregate, and were not broken down specifically enough to allow designated representatives to conduct a detailed financial review to determine cost efficiencies.
- Some representatives expressed concern with "Conflict of interest" issues: individuals prioritizing projects should not also be the recipients of project funds.
- The project descriptions lacked information on primary contact persons or primary funds recipients which, if included, might have alleviated conflict of interest concerns.

- Need to make sure the administrative processes and procedures are in place prior to proceeding with any of the project deliverables.

In response to these concerns, it was determined that each of the MCES Committees will be acting as advocacy groups, and as such, committee members may end up being part of the implementation of a project funding award. This isn't necessarily a "conflict of interest," but it was agreed that this needs to be stated outright and clarified in project proposals. It was further agreed that the concerns listed above not result in withholding funding for the listed proposals, but rather, should be considered as the decision-making process is further refined. In addition, as each activity is ready to proceed, the Graduate School project manager will write up an activities document that will list the activity, terms of reference, associated deliverables, and budget, for a no-objections review among the designated representatives. This additional step creates opportunities for future concerns to be addressed prior to activity implementation phases.

Several additional activities were proposed and discussed by the group, with the following outcomes:

- The proposal to provide administrative support to the Micronesia Challenge isn't urgent, and the MCSF Designated Representatives requested the Micronesia Challenge Committee draft a specified proposal for committee consideration;
- It was requested that the PIHOA Project be further specified by Health Committee Members prior to proceeding with any activities;
- The designated representatives asked that website support be provided to PIRRIC, even though it had fallen below the 3.5 scoring threshold. It was requested that this not exceed the original budget of \$2,000.

The following observations were made as the priority list of activities was reviewed:

- Organizational development activities came out with high scores, which is clearly important to the establishment and development of the MCSF
- No urgent activities were scored lowly
- If activities scoring less than 3.5 were delayed, then the approved budget would include \$357,000 of planned activities
- Need to create a timeline for priority items
- The group asserted their desire to make sure that priority funding is spent on the establishment of the Center, before project implementation.

Finally, it was noted that the protocols and prioritized activities still need approval from the chief executives, through their designated representatives. The Graduate School agreed to give the outcomes of the meeting to the designated representatives in writing, to be shared with and endorsed by their chief executives. This includes decision-making protocols, as well as project prioritization.

The Way Forward

The group discussed general concerns as the MCSF proceeds with implementation of the inception award. Chief among these was the concern that resentment might be created among other

committees, particularly with regard to the duplication of efforts, and perceived competition with attempts at fundraising.

The group then briefly reviewed committee activities with the objective of identifying committee needs that MCSF may assist in addressing:

- Regional Workforce Development
 - a. Primary funding comes through WIA, very active committee that meets regularly with linkages to Region 9 Department of Labor.
 - b. Of all the groups, likely among most mature and free-standing. Should ask them what type of relationship they'd like to see between them and the Center. MCSF should engage with them, but there's no obvious supportive role to be played.
 - c. Conducts annual meetings in a large conference setting
 - d. They're always ready to get up and talk, but do the executives feel they need an update?
- Regional Invasive Species Council (RISC)
 - a. Potential opportunity to administer small amount of money, and run through the MCSF's new administrative systems, providing financial support.
- Micronesia Challenge
 - a. The FSM Designated Representative is also the Chairman of the Micronesia Challenge. He indicated that the Micronesia Challenge needs support from MCSF, specifically in the area of administrative support.
- Renewable Energy Committee
 - a. There was a push to formalize this committee during the MCES Guam meeting, but it wasn't followed up in the ensuing MCES in Saipan;
 - b. This is an active area that's not being well-coordinated regionally; FSM, RMI, CNMI are all conducting independent activities.
 - c. MCSF might be helpful in bringing this group together and coordinating their efforts. Much money available and flowing through the system. Governance and coordinative capabilities of the committee needs help
- PIRRIC
- Transportation Council
 - a. Typically just report on what each jurisdiction is doing without any advancement in between meetings; Need coordinative help in order to survive
 - b. Not particularly ripe for the Center to do anything immediately, but might have a discussion with them to ask what kind of assistance they might need, whether they'd like to continue as a committee
- Tourism Council
 - a. MCES has been helpful because it has forced the region to report as a single group, and forced further coordination
- Health Committee
 - a. Strong secretariat through PIHOA

- Education Committee
 - a. Initially under Guam, had a hard time bringing them together and merging the concerns of higher education with secondary and primary education groups.
 - b. Education committee has merged with Regional Workforce Group, but it remains unclear whether they will stay with this group.
- Telecommunications Committee
 - a. Committee members include both Regulators and Providers
 - b. Active committee; discussion of roaming, rates, etc.
 - c. Might benefit from MCSF coordinative efforts

The group discussed the process of developing and managing the MCES agenda, particularly as it relates to the December MCES meeting, with the following notes:

- Suggestion was made to consider developing an agenda for the upcoming Summit that focuses on speakers, and is thematic in development, getting away from the standing committee presentation format.
- Open question as to how best to prepare for the next Summit, as the Graduate School takes the lead on agenda development. To the greatest extent possible the GS should play that role with the host jurisdiction.
- Question as to the recurrent relevancy of Committee updates at MCES meetings, and discussion of whether every committee should give an update every meeting, or perhaps only at the request of the Chief Executives based on the contents of their committee reports.

Final Summary of Meeting Outcomes

1. Prior to Thursday, October 14, 2010, the Designated Representatives will receive the full proceedings of the meeting, including the findings from our sessions and a “decision paper” that they can present to their principals.
2. The decision paper will include action items and will be adopted through no-objections e-mail poll from the designated representatives following approval by each principal. This decision paper will give the Graduate School sufficient authority to begin implementing budgeted and authorized activities.
3. Within a month of the next MCES there will be an interim MCSF planning committee teleconference update. In the interim, the Graduate School will work with the host country (Palau) to begin developing an agenda and procedures manual.
4. Two days before the actual meeting, the planning committee of these designated representatives will get together to review new proposals, discuss last few months, set time for the next meeting of the planning committee.
5. Next meeting of planning committee will be an interim meeting between December and June (the 14th and 15th MCESs).
6. In between, fully formatted request will go forward to principals for further review, with five days of no-objections.

7. The suggestion was made to keep the design team in place through the life of the inception award, with funding support under the award, or until the center is fully operational.

Meeting Evaluations

All 12 participants completed meeting evaluations (Attachment N). The evaluation scores were generally positive, with broadest agreement that the Meeting of Designated representatives was relevant and timely (average 4.6 out of 5.0), and that support services by Graduate School staff were handled well during the meeting (average 4.6 out of 5.0).

Task	Cost est.	Importance to the Center: 1 = low 5 = high	Jurisdictional Coverage 1 = low 5 = high	Risks Risks to successful completion: 1 = high risk of failure 5 = low risk of failure	Funding Leverage Likelihood of leveraging additional funding: 1 = low 5 = high	Linkage to MCES Committees 1 = weak linkage 5 = strong linkage	Urgency 1 = low 5 = high	SUM
1 Organizational Development								1
1.A Establishing necessary legal protocols for the MCSF	\$ 29,000	4.9	4.1	3.8	4.0	4.4	4.9	1.A 4.3
1.B Establish financial control system for the MCSF	\$ 28,000	4.9	4.4	4.0	3.8	4.5	4.6	1.B 4.4
1.C Develop a facilities and staffing plan for the MCSF	\$ 10,000	4.0	3.6	3.5	3.8	4.0	3.3	1.C 3.7
1.D Identify and pursue grants from sustainable funding sources (Note: originally listed as self-funded/in-kind)	\$ 25,000	4.4	4.3	3.4	3.8	4.0	4.0	1.D 4.0
1.E Establish program evaluation capacity for the MCSF	\$ 22,000	4.0	3.6	3.4	2.8	3.0	2.8	1.E 3.3
2 Program Delivery								2
2.A Develop website and Information Portal for MCSF-Virtual connectivity and knowledge management.	\$ 65,000	4.1	4.1	4.0	3.5	4.1	3.9	2.A 4.0
2.B Create Support protocols and directly staff MCES and MPS Summits (Note: now incorporated under 3.A & 3.B)	\$ -							2.B
2.C Provide training workshop on invasive species for Guam and CNMI (with RISC)	\$ 29,000	3.0	3.3	3.9	3.0	4.1	3.1	2.C 3.4
2.D Establish relationships with traditional and non-traditional women's organizations.	\$ 11,000	2.5	3.4	2.9	2.6	2.8	2.4	2.D 2.8
2.E Develop a regional energy strategy (Green Energy Micronesia) (Note: Self-funded and In-Kind)	\$ -							2.E
2.F Expand demographic data set and posters for Palau or RMI (with IREI)	\$ 25,000	3.5	4.1	3.4	3.0	3.9	3.4	2.F 3.5
2.G Support GIS-based historical mapping analysis of land loss and coastal changes from Climate Change on atolls (with IREI)	\$ 13,000	3.9	3.9	3.1	2.9	3.6	3.4	2.G 3.5
2.H Replicate best practice model for career and technical education on Palau, RMI, Pohnpei, Yap with CME	\$ 26,000	3.8	4.3	3.5	3.5	3.8	3.6	2.H 3.7
2.I Complete Position Paper for priority Regional Health activity (PHOA)	\$ 21,000	3.6	4.0	3.8	3.3	3.5	3.4	2.I 3.6

Task	Cost est.	Importance	Jurisdictional Coverage	Risks	Funding Leverage	Linkage to MCEs Committees	Urgency	SUM
		Importance to the Center: 1 = low 5 = high	1 = low 5 = high	Risks to successful completion: 1 = high risk of failure 5 = low risk of failure	Likelihood of leveraging additional funding: 1 = low 5 = high	1 = weak linkage 5 = strong linkage	1 = low 5 = high	1 = low 5 = high
3 Regional Strategic Framework								3
3.A Establish Regional Planning Council (one member/jurisdiction)	\$ -							3.A
3.B Facilitate Regional Planning Council Meetings	\$ 40,000	4.3	4.4	3.5	3.4	4.1	4.0	3.B
3.C Compilation of MDG and Parallel Socio-Economic Data set	\$ 24,000	3.8	3.8	3.1	3.5	3.5	3.4	3.C
3.D Create An Analytical Matrix of Regional Socio-Economic Status	\$ 13,000	3.9	4.0	3.0	3.5	3.6	3.3	3.D
3.E Develop methodology to expand Socio-Economic Impact Assessments of the build-up to all jurisdictions	\$ 10,000	4.0	4.0	3.3	3.4	3.5	3.4	3.E
3.F Design and delivery of Regional Strategic Framework to the MCEs	\$ 26,000	4.4	4.1	3.8	3.4	3.6	3.9	3.F
4 Additional Activities for consideration								4
4.A Support COHAB Health Bio-diversity Project	\$ 14,000	3.5	3.6	3.4	3.0	2.9	3.0	4.A
4.B PIRRIC website support (amended from \$2k to \$20k)	\$ 20,000	3.3	3.8	3.1	2.6	3.4	3.0	4.B
4.C MCEs Leadership Retreat	\$ 15,000	2.6	3.9	3.1	2.4	2.8	1.9	4.C
4.D Dues to National Association of Regional Planning Councils	\$ 1,000	3.0	3.4	3.4	2.1	2.5	2.0	4.D
4.E Additional Activities as Proposed by Designated Representatives (if any)	\$ -							4.E
	\$ 467,000	MINUS \$	112,000	= \$	355,000			
Total request				"authorized level, subject to approval of principals"				
				"reserved"				

FIRST INTERIM PLANNING MEETING OF DESIGNATED REPRESENTATIVES FOR THE MICRONESIA CENTER FOR A SUSTAINABLE FUTURE

(October 5-6, 2010, Palau)

Protocols and Procedures

As a result of the first meeting of designated representatives of the Micronesia Center for a Sustainable Future (MCSF), which took place in Koror, Palau, from October 5-6, 2010, a series of important decisions are required of the Chief Executives of the nine jurisdictions. As noted in the **Proceedings** document provided to all parties, eight of the nine “Designated Representatives” were able to attend. Only the Republic of the Marshall Islands was not represented, although a separate effort has been made to bring the RMI Designated Representative up to date with the outcomes of the Koror meeting.

As a matter of urgency and in compliance with the explicit wishes of the Chief Executives as expressed at the close of the 12th MCES Summit in CNMI in June 2010, it is imperative that approval be given to the recommended **process and procedures** and recommendations with respect to the **three core functions** of MCSF as described below. In the absence of full agreement by the principals, the role of the designated representatives in relation to the oversight of proposed MCSF activities would be unauthorized. And, in the absence of the process and procedures identified below, the Graduate School would be disinclined to proceed with full implementation of the MCSF inception award.

Therefore, it is requested that each of the nine Designated Representatives seek the approval of their respective principals for the following recommended process and procedures for the MCSF during the period of the inception award and as implemented by the Graduate School.

Approval will be presumed granted in the absence of an objection from any of the nine jurisdictions, and in the absence of any request for further time for consideration of approval beyond a period of ten days from delivery to the designated representatives by electronic means on October 15, 2010. To the extent there may be requests to change any of the specific provisions described below, then there would be a subsequent transmittal and a further 10-day period of review.

Note: the approval of the process and procedures described below will only be fully operational during the period of the inception award as implemented by the Graduate School. When the Center receives direct funding and when the Center begins to directly implement its own projects and programs, the recommended process and procedures described below would need to be incorporated into the MCSF bylaws and procedural manual. The specification of formalized procedures and legal amendments is intended to be an outcome of the work of the Graduate School under the inception award.

(1) Recommendations for Overall MCSF Process and Procedures:

(A) MCSF Planning Committee meeting time frames:

- When meetings of the nine designated representatives occur, such meetings shall be designated as “MCSF Planning Committee” meetings.
- MCSF Planning Committee meetings will be held immediately before each Summit.
- It was decided that one MCSF Planning Committee interim meeting should be held between the 14th and 15th MCES meetings as a means of determining if such interim meetings would promote continuity and enhance implementation progress between MCES meeting dates. Such an interim meeting would also provide an opportunity to better prepare for the Summits.
- It was agreed that each jurisdiction will self-fund travel to the MCSF Planning Committee meetings.
- It was also agreed that virtual meetings will be held to prepare for both the MCSF Planning Committee and Summits utilizing a technology accessible to all of the members.

(B) Discussion of internal communication and approval/authorization protocols:

- It was recommended that the designated representatives be the primary point of contact for each jurisdiction and that each representative identify the need for forwarding of MCSF communications within their respective jurisdictions.
- It was determined that the recommendations of the MCSF Planning Committee would be presented by each designated representatives to gain general approval to proceed from each Chief Executive on MCSF inception award activities.
- E-mail poll decision-making was agreed to with the designated representative of the Secretary General being the manager of this process.
 - ⇒ It was noted that a change of the bylaws would be required if this same procedure were to be extended to decision-making by the MCES/MCSF principals with respect to the Center’s own funds and activities in the future.
- It was agreed that if there were no objections raised to propositions presented to each of the MCSF designated representatives within 5 business days after the proposition is sent for consideration, the decision would automatically be adopted; similarly, when the proposition requires the designated representatives to gain the approval of their principals, the time period would be extended to 10 business days.
 - ⇒ In the event that any jurisdiction requested an extension of the period for review, such request would be approved.

- In the event that there is an objection then it would have to be resolved through e-mail communications and, perhaps a further period of review to consider alternatives; however, if that proved impossible the proposition would be rejected.
- It was agreed that one activity of the Graduate School under the inception award would be to identify needed changes in the MCSF bylaws, if any, and development of a procedural manual for the Center to manage funds and implement projects and programs under its own auspices.

(2) Recommendations for Three Core Functions of MCSF

(A) With respect to the core function of MCSF to serve as **MCES Secretariat**:

- It was agreed that the Graduate School will deliver, through the inception award, the staffing support for the 14th MCES meeting scheduled for December 2010, and that such support would include:
 - ⇒ Meeting Preparation;
 - ⇒ Meeting close out documentation; and
 - ⇒ Interim meeting preparation for the subsequent MCSF Planning Committee Meeting and 15th MCES.
- It was further recommended that the Graduate School deliver, through the inception award, documentation of “Standard Operating Procedures” for the Secretariat function of the MCSF in support of the MCES and Summit meetings.

(B) With respect to the core function of MCSF to **implement projects and programs**:

- The initial activities identified for consideration of funding support under the Graduate School-administered inception award are those that were identified in MCES communiqués, were part of the MCES proposal to the DOI for the inception award, or were identified by the designated representatives on behalf of their jurisdiction or an MCES Committee.
- The designated representatives undertook a scoring exercise that included the following criteria:
 - ⇒ Importance (to the MCSF mission)
 - ⇒ Jurisdictional coverage (across the nine MCSF jurisdictions)
 - ⇒ Risk to successful completion
 - ⇒ Funding leverage (likelihood that success will lead to new funding sources)
 - ⇒ Urgency
 - ⇒ Linkage to MCES Communiqués and Committees

- The result of the scoring (by 8 designated representatives) is presented in the Proceedings (Attachment L) and it is recommended that the Chief Executives approve the findings which authorize the Graduate School to proceed with planning for prioritized activities with funding estimated at \$357,000. This leaves approximately \$43,000 to be authorized at a later date (again by the Chief Executives, following recommendations of their designated representatives).
- It was recommended by the designated representatives that actual APPROVAL to commence with expenditures on specifically authorized activities must await further final approval following the presentation to the designated representatives of the actual contractual terms of reference and clear deliverables. The Graduate School will present detailed proposals for approval on a rolling basis (on a “no objections basis”).
- Actual procurement of services and deliverables will operate under the terms of the Graduate School’s contract with DOI and according to their internal procedures; however, relevant procurement standards and procedures will be developed for MCSF so that they are in place when the Center has its own funds and is implementing its own projects and programs.

(C) With respect to the core function of MCSF to **mobilize new funding**:

- The designated representatives recommended that the Graduate School include support from the inception award for an initial effort to identify funding sources for direct support to MCSF. Five potential categories of funding support were initially identified:
 - ⇒ Foundations and private corporations
 - ⇒ Multi- lateral agency grants
 - ⇒ Individual country grants
 - ⇒ Administrative overhead allocations from grants administered by MCSF
 - ⇒ Contributions or assessments from the nine jurisdictions of the MCSF
- The designated representatives specifically recommended that an initial step would be to contract an expert, through the inception award, to develop a fundraising plan.

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Committee
From: Jason Aubuchon, Program Manager
Date: 9/17/2010
Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

The Micronesia Center for a Sustainable Future (MCSF) is currently awaiting confirmation of an approved timeline and expenditure plan, consistent with the inception award, which is anticipated to be completed at the Meeting of Designated Representatives to be held in Palau, prior to the end of October. In the absence of an approved timeline and expenditure plan, the principals of the Micronesia Chief Executives' Summit (MCES) agreed in late June, at their 13th Annual Meeting in Saipan, that some activities, including MCSF organizational development activities, or MCSF program delivery activities that were time-dependent, will likely proceed subject to no objections from MCSF designated representatives.

This memo is therefore being distributed to the MCSF Designated Representatives, for consideration of the following project:

Program Delivery Item B.6.: Replicate CME Model for Career and Technical Education

Activity: Center for Micronesian Empowerment Conference: "The Untapped Potential of the Micronesian Workforce," October 20, 2010

Budget: 10,000 for Conference Support (original full activity budget is \$25,984)

Description: The purpose of the conference is to engage private employers with work force training providers, policy makers and Micronesian and Marianas community leaders, to clearly outline the challenges and opportunities associated with maximizing local participation in employment to be generated by the military buildup. The conference is designed to convey information to employers about the size, availability, quality and potential competitive advantages the use of domestic workers will provide. The focus will be regional in nature. The conference will link CME's interest in discussing the potential for employment for residents of Guam and the CNMI as well as former residents in the US with the potential size of the available labor force in the FAS. This is a regional initiative focused on creating a regional private sector perspective towards workforce development.

As a practitioners 'conference, CME anticipates setting the stage for how employers can more effectively engage with training and recruitment programs and businesses in the region to maximize regional participation in the workforce. A sincere discussion about what is and can be done to reduce reliance on H2b laborers in the buildup is the underlying vector of the event.

Explanation: This activity was originally listed in the MCSF Inception Grant award as a program activity that would be regional in nature. Given the timing of the event and necessary event planning in advance of the event, funds will need to be committed prior to the Meeting of Designated Representatives.

As the Program Manager for the Graduate School and as recipient of the MCSF inception grant award, I plan to commit \$10,000 from total available funds of \$494,178 in support of the activity described above, subject to no objections from the MCSF Designated Representatives prior to Friday, September 24, 2010.

A handwritten signature in black ink, appearing to read "John D. Adair". The signature is fluid and cursive, with the first name "John" and last name "Adair" being clearly legible, and "D." in the middle.

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Committee
From: Jason Aubuchon, Program Manager
Date: 10/14/2010
Re: Plan to Proceed with MCSF Award Expenditure

Plan to Proceed with MCSF Award Expenditure for:

Activity: Support to Center for Micronesian Empowerment (CME)

Background: The proposed activity was included as part of the project listing entitled "Center for Micronesian Empowerment," proposed and awarded as part of the Graduate School inception grant, then reviewed and scored as an authorized priority at the Meeting of MCSF Designated Representatives, October 5-6, 2010, Palau. An earlier objection to this activity raised by Guam's Designated Representative has subsequently been resolved. The project details follow for final approval to proceed on a five-day, no-objections basis.

Budget: \$10,500. 00
(Note that total conference cost is approx. \$40,000, so MCSF will be funding approx. 25% of the cost; the remainder will be funded through private sector sponsors.)

Description: Conference support to the Center for Micronesian Empowerment Conference: "The Untapped Potential of the Micronesian Workforce," to be held in Guam on October 20, 2010. The purpose of the conference will be link private sector employers with training providers within the Micronesian and Marianas communities to create job opportunities. As a result of the conference, potential employers will be able to more effectively engage with training and recruitment programs and businesses in the region to maximize regional participation in the Guam workforce.

The MCSF will support conference facilitation costs. Deliverables include the development of the agenda, conference proceedings, identification and management of panelists, discussion points for key speakers, development of booklets, banners, signs, and on-site conference event management.

A handwritten signature in black ink, appearing to read 'Jason Aubuchon', is written over a light blue horizontal line.

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Team
From: Jason Aubuchon, Program Manager
Date: 11/24/2010
Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

Proposed MCSF Award Expenditure: Supporting the 14th MCES: Palau

In accordance with the MCSF Award Expenditure Protocols developed in Palau and approved in late October, 2010, the MCSF Designated Representatives are asked to review the following program activities and associated costs in order to provide approval on a five-day, no objections basis. In the absence of any objections, the Graduate School will proceed with the proposed expenditures.

An updated budget outlining expenditures to-date is included in this memo for reference.

Item (1): MCES Committee Review to Identify Potential Areas of MCSF Support

Attribution: Budget Item 4.A. Facilitate Regional Planning Council Meetings

Explanation: Consultants will conduct a survey of the current MCES Committees and develop a rigorous review of ways in which the MCSF can best support the work of these committees. Initial work will begin on-site as part of the 14th MCES, and subsequent work will be completed remotely. Deliverables will include:

- (1) a survey of MCES Committee activities and accomplishments through December 2010, including electronic documentation that may be suitable for sharing on an MCSF website;
- (2) a needs assessment for each of the MCES Committees, describing the results of questionnaires and/or interviews with lead committee members of each committee for which MCSF may be able to provide a substantive support role; and
- (3) an action plan for consideration by MCSF Principals and Designated Representatives, including labor, input requirements, technical expertise requirements, and funding requirements, in sufficient detail to allow the Principals and/or Designated Representatives to prioritize MCSF Support Commitments to one or more committees.

Budget: \$17,207

Description: Hotel, per diem and labor expenses for Jay Merrill and Larry Goddard.

Item (2): Design Team Support to the 14th Micronesia Chief Executives' Summit, Palau

Attribution: Budget Item 4.A. Facilitate Regional Planning Council Meetings

Explanation: Consistent with the understanding reached at the end of the Palau Inception Meeting, this activity will cover the Design Team Member cost for support to the MCES.

Budget: \$4,920

Description: Airfare, hotel and per diem expenses for David Bell and Conchita Taitano.

Item (3): MCES Meeting Support: GS Administrative Costs

Attribution: Graduate School Administration (For Informational Purposes Only)

Explanation: Additional expenditures from the Graduate School's administrative allocation in support of the 14th MCES.

Budget: \$19,829

Description: Airfare, per diem and lodging for Jason Aubuchon and Kevin O'Keefe. Airfare, per diem, lodging and labor, for administrative support, for Jay Merrill and Larry Goddard.

As the Program Manager for the Graduate School, recipient of the MCSF inception award, I will proceed with the above outlined commitments, subject to no objections from the MCSF Designated Representatives prior to Friday, December 3, 2010.

A handwritten signature in black ink, appearing to read "John O. Adat". The signature is fluid and cursive, with the first name "John" and last name "Adat" being clearly legible, and "O." in the middle.

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Team
From: Jason Aubuchon, Program Manager
Date: 1/28/2011
Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

Proposed MCSF Award Expenditure: Paying Filing Fees and Invoice for Expenses Related to MCSF as Exempt under Section 501(c)(3) of US IRS Code

In accordance with the MCSF Award Expenditure Protocols developed in Palau and approved in late October, 2010, the MCSF Designated Representatives are asked to review the following expenditure items in order to provide approval on a five-day, no objections basis. In the absence of any objections, the Graduate School will proceed with the proposed expenditures.

An updated budget outlining expenditures to-date is included under separate cover (inclusive of additional requests) for reference.

Item (1): Check in the amount of \$850 to “United States Treasury”

Attribution: Budget Item 2.A. Establishing Necessary Legal Protocols for the MCSF

Explanation: Filing fees to the US Internal Revenue Service in relation to establishing MCSF as exempt under Section 501(c)(3) of the tax code (enabling tax deductions for charitable donations to MCSF).

Budget: \$850

Description: Transmittal letter to IRS and evidence of completion to be provided upon filing.

Item (2): Check in the amount of \$850 to “Treasurer of Guam”

Attribution: Budget Item 2.A. Establishing Necessary Legal Protocols for the MCSF

Explanation: Filing fees to the Treasurer of Guam in relation to establishing MCSF as a Charitable entity within Guam.

Budget: \$850

Description: Receipt to be provided upon filing with Department of Revenue and Taxation.

Item (3): Check in the amount of \$2,108.34 to “Deloitte & Touche LLP”

Attribution: Budget Item 2.A. Establishing Necessary Legal Protocols for the MCSF

Explanation: Payment of Invoice for professional services provided to MCSF as described in invoice (attached).

Budget: \$2,108.34

Description: See invoice (attached) for professional services, out-of-pocket fee and GRT.

As the Program Manager for the Graduate School, recipient of the MCSF inception award, I will proceed with the above outlined commitments, subject to no objections from the MCSF Designated Representatives prior to Friday, February 4, 2010.

A handwritten signature in black ink, appearing to read "John D. Adair". The signature is fluid and cursive, with the first name "John" and last name "Adair" clearly distinguishable.

Attachment: Invoice No. IN00003004 from Deloitte & Touche LLP



Remittance address:
Deloitte & Touche LLP
361 S. Marine Corps Drive
Tamuning, Guam 96913-3911
USA
Tel: +1 671 646 3884
Fax: +1 671 649 4932
Taxpayer I.D. No. 98-0047535

Invoice number: IN00003004

Date: 06/22/2010

JOB NO. : 020000 X01 3013

MICRONESIAN CENTER FOR A SUSTAINABLE FUTURE INC.

ATTN: MR. THOMAS KEELER
247 MARTYR STREET SUITE 101
HAGATNA, GU 96910

PAGE NO : 1 / 1

Description	Amount
PROFESSIONAL SERVICE RENDERED IN CONNECTION WITH THE GUAM AND IRS APPLICATION FOR RECOGNITION OF EXEMPTION UNDER SECTION 501 (c)(3) OF THE INTERNAL REVENUE CODE (FORM 1023), AND BUSINESS PRIVILEGE TAX EXEMPTION APPLICATION (FORM FCN 2-2-110).	\$1,500.00
PROFESSIONAL SERVICE RENDERED IN CONNECTION WITH THE EMPLOYER IDENTIFICATION NUMBER (FORM SS-4).	\$200.00
PROFESSIONAL SERVICE RENDERED IN CONNECTION WITH OBTAINING A BUSINESS LICENSE.	\$300.00
OUT OF POCKET EXPENSE: BUSINESS LICENSE FEE	\$25.00

BILL AMOUNT	:	\$2,025.00
GRT EQUIVALENT TOTAL	:	83.34
AMOUNT DUE	:	\$2,108.34

Amounts due may be remitted by Electronic Funds.

To: First Hawaiian Bank, Maite, Guam Branch
ABA#121301015
Account: Deloitte & Touche LLP
Acc#03-051617
By order of: INVOICE NO. IS NECESSARY FOR PROMPT APPLICATION OF PAYMENTS

May include fees and expenses from affiliated and related entities.

INTEREST IS ASSESSED AT A RATE OF 1.5% PER MONTH (APR 18.00%) ON ALL BALANCES OVER 30 DAYS OLD.

MCSF 2nd Interim Planning Meeting, April, 2011, (Pohnpei, FSM) | Page 59 |

PLEASE RETURN THIS COPY WITH PAYMENT

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Team
From: Jason Aubuchon, Program Manager
Date: 1/28/2011
Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

Proposed MCSF Award Expenditure: Authorizing & Approving Expenditure for a Workshop for the Regional Invasive Species Council (RISC)

In accordance with the MCSF Award Budget Authorization and Expenditure Protocols developed in Palau and approved in late October, 2010, the MCSF Designated Representatives are asked to review—in consultation with their respective Chief Executives-- the following program activities and associated costs in order to provide authorization of the budget and approval of expenditures on a ten-day, no objections basis. In the absence of any objections, the Graduate School will proceed with the proposed expenditures.

An updated budget outlining expenditures to-date is included under separate cover (inclusive of additional requests) for reference.

Item (1): MCES Committee Review to Identify Potential Areas of MCSF Support

Attribution: Budget Item 7.B. RISC Strategic Action Plan and Emergency Response Plan Workshop

Explanation: This item is an updated request from RISC. The original concept was included in the MCSF funding proposal which was NOT included in the initial budget authorization level that resulted from the October initial meeting of the Designated Representatives' scoring activity. Please note that the updated request includes members from all jurisdictions.

Since this updated request requires moving the activity out of the category (line 7) of "Activities for Future Consideration" it will require a longer period of "no-objections" review to enable the Designated Representatives to consult with their respective Chief Executives to fully authorize the activity.

Budget: \$29,000

Description: See attached cover letter and Project Description.

Item (2): MCES Meeting Support: GS Administrative Costs

Attribution: Graduate School Administration (Line 6: For Informational Purposes Only)

Explanation: Additional expenditures from the Graduate School's administrative allocation in support of the logistics for the RISC Workshop.

Budget: \$3,376

Description: Graduate School will (a) make travel and lodging arrangements, (b) organize the workshop venue, (c) administer cash stipends and direct billing for hotel, and (d) support other logistical requirements.

As the Program Manager for the Graduate School, recipient of the MCSF inception award, I will proceed with the above outlined commitments, subject to no objections from the MCSF Designated Representatives prior to Friday, February 11, 2010.

A handwritten signature in black ink, appearing to read "John D. Adair". The signature is fluid and cursive, with the first name "John" being more prominent than the last name "Adair".

Attachments: Cover letter from RISC Chairman to MCSF Secretary General's Designated Representative

RISC Project Description



Micronesia Regional Invasive Species Council
Kadalino Lorens, Chairman
C/o P.O. Box 1028
Agriculture, Office of Economic Affairs
Kolonias, Pohnpei FM 96941

January 4, 2011

Mr. Marion Henry, Designated Representative of the Secretary General
Micronesia Center of Sustainable Future, Post Office Box IS_12, Palikir, Pohnpei, FSM
96941

Dear Mr. Henry:

Please accept the enclosed proposal for \$29,000 to fund a five-day workshop in April 2011 on Guam for all the Regional Invasive Species Council (RISC) members to develop a Strategic Action Plan for RISC 2012-2017, Emergency Response Plans for coconut rhinoceros beetle for Yap and CNMI, and prepare for the 15th Micronesian Chief Executives' Summit.

Your endorsement of this proposal is appreciated.

Thank you,


Kadalino Lorens

RISC Chairman

Regional Invasive Species Council
C/o RISC Chairman, Kadalino Lorens
P.O. Box 1028
Pohnpei, FM 96941

Mr. Marion Henry, Designated Representative of the Secretary General
Micronesia Center of Sustainable Future, Post Office Box IS_12, Palikir, Pohnpei, FSM 96941

RE: MCSF Internal Funding Request

A. Project Name: Regional Invasive Species Council (RISC) Strategic Action Plan (SAP) and Emergency Response Plan (ERP) workshop/training event 2011

B. Brief Narrative Description:

1. **Project Purpose**: The purpose of the proposed project is to ensure the RISC continues to move forward in facilitating regional cooperation for invasive species control through information exchange and providing recommendations on ways the Micronesian Chief Executives can collaborate. The first RISC Strategic Action Plan (SAP) 2005-2011 had five goals that were successfully completed; a workshop/training for a revision of the SAP will ensure future RISC objectives are clearly defined, which in turn will provide a road map for RISC and the Chief Executives regarding regional invasive species management. In addition, the workshop will ensure that all RISC jurisdictions have the ability to complete Emergency Response Plans (ERPs) for unwanted alien species that threaten their jurisdictions.

2. **Project Objectives**:

Objective 1: To complete a Five-Year Strategic Action Plan (SAP) to guide RISC activities from 2012 through 2017. The current RISC SAP expires in 2011.

Objective 2: To ensure all RISC jurisdictions have the ability to draft Emergency Response Plans (ERPs) by conducting a workshop where draft ERPs will be completed for both Yap State and the Commonwealth of the Northern Mariana Islands (CNMI) in regards to the alien pest Coconut Rhinoceros Beetle (CRB).

Objective 3: To advance on-going RISC projects and RISC supported projects including awareness materials and completion of science reviews for the Micronesia Biosecurity Plan (MBP)

Objective 4: To begin preparations for the 15th Micronesian Chief Executives' Summit.

3. **Expected Developmental Impacts**:

Impact 1: The expected outcome will be a Five-Year Strategic Action Plan (SAP) for RISC that will outline goals and objectives to guide RISC from 2012 through 2017. The SAP will outline

activities, time frames and estimated costs for RISC projects and will result in more efficient use of resources in support of RISC efforts such as the Micronesian Biosecurity Plan (MBP). The finalized SAP will be presented to the Chief Executives at the 15th Micronesia Chief Executives' Summit.

Impact 2: RISC members will be able to draft jurisdictional specific Emergency Response Plans (ERPs), as well as being able to modify these ERPs for specific high-risk alien species as needed. A component of the ERP training will be the drafting of a Coconut Rhinoceros Beetle ERP for Yap State and CNMI.

Impact 3: Council members will be updated on invasive species issues of importance to the region through discussion of old and new RISC business. Preparations for the 15th Micronesia Chief Executives' Summit meeting will be made. This outcome completes a commitment made by all the Chiefs to provide a mid-Summit meeting for RISC members to collaborate and complete RISC business.

Impact 4: Council members will review and make recommendations on drafts of the 2012 RISC calendar and the RISC brochure. The council anticipates that both of these products will be available for dissemination by December 2011. Council members will continue to work towards the finalization of the Micronesian Biosecurity Plan (MBP) through development of reviews of the associated science reports. Progress on review development will be discussed and any reviews completed by the end of the workshop will be returned to US National Invasive Species Council (NISC) so that they may be considered and incorporated into the MBP by NISC.

4. Methods of Implementation:

Method 1: To conduct a one day workshop/training for RISC members on the development of Emergency Response Plans (ERPs). Training will be conducted by an established facilitator and will involve the development of draft ERPs for Yap State and CNMI regarding Coconut Rhinoceros Beetles (CRB).

Method 2: To conduct a 2.5 day workshop to develop a new five year Strategic Action Plan (SAP) for RISC. This workshop is to be facilitated by a regional expert on invasive species and the development of planning documents.

Method 3: To conduct a one day workshop for the RISC to consult on the Micronesian Biosecurity Plan (MBP) science report reviews and to finalize deadlines for jurisdictional reviews of these documents. This same workshop will be used by the RISC to review draft regional awareness documents such as the 2012 invasive species calendar and the RISC brochure.

Method 4: To conduct a half day workshop for the RISC to begin preparations of products such as reports and briefs for the 15th Chief Executives' Summit.

- C. Location and Jurisdictional Coverage: The workshop will be held on Guam due to its centralized location within the transportation network for the participating RISC members. The venue will

either be a classroom at the University of Guam (UOG) or at the Guam National Wildlife Refuge. It is anticipated that all nine jurisdictions will be able to attend and benefit from this training/workshop event. We expect the participation of both council members from each of the following jurisdictions: Chuuk State, Commonwealth of the Northern Mariana Islands, Kosrae State, Pohnpei State, Republic of Marshall Islands, Republic of Palau, Territory of Guam, and Yap State. In addition, we expect participation from the Federated States of Micronesia (FSM) national council member.

D. Linkage to MCES Communique' and/or Committees: The RISC provided a written request at the 14th Micronesian Chief Executives' Summit to the Micronesian Center for a Sustainable Future in regards to funding of the Strategic Action Plan (SAP) and Emergency Response Plan (ERP) workshops. This same recommendation was included in and agreed to within the 14th Micronesian Chief Executives' Communique'.

E. Timeline: It is proposed to have the workshops during the week of 3 April 2010 (five working days). This is the week prior to the 2011 Brown Treesnake (BTS) Spring Meeting that will be held on Guam also. It is expected that some of the RISC members will stay for the BTS meeting.

F. Cost Estimate:

Air Travel:	\$12938.00
Per Diem:	\$13728.00
Other (includes possible changes in airfare, facilitators' honorarium, etc.):	\$1875.00
Total requested from MCE via MCSF:	\$28541.00

Other Funding and In Kind Services provided at no cost to RISC:

- US National Invasive Species Council (NISC) will provide funding for a facilitator to travel to the SAP workshop
- SPC and/or FSM National Government will provide funding for the FSM National RISC council member to attend
- SPC and/or FSM National Government will provide funding for a facilitator for the ERP workshop
- UOG will provide for the meeting location
- US DOI, USGS will provide for the attendance of one resource person for the event
- US FWS will provide for the attendance of one individual to broaden regional support and sharing of RISC activities
- The State of Hawaii will provide for the attendance of one individual to broaden regional support and sharing of RISC activities

G. Deliverables and/or Terms of Reference:

Deliverable 1: A five year Strategic Action Plan (SAP) for RISC (2012-2017). The SAP is to be presented at the 15th Chief Executives' Summit.

Deliverable 2: Yap State Emergency Response Plan (ERP) for Coconut Rhinoceros Beetles. This ERP will be available for Yap State immediately following the workshop/training.

Deliverable 3: CNMI Emergency Response Plan (ERP) for Coconut Rhinoceros Beetles. This ERP will be available for the CNMI immediately following the workshop/training.

Deliverable 4: Certification of all council members for the purpose of developing and drafting future Emergency Response Plans (ERPs) for their respective jurisdictions.

Deliverable 5: Set deadline for the completion of the Micronesian Biosecurity Plan (MBP) science report reviews. All completed reviews will be returned to US National Invasive Species Council (NISC) for consideration and inclusion in the MBP.

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Team
From: Jason Aubuchon, Program Manager
Date: 1/28/2011
Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

**Proposed MCSF Award Expenditure: A. Fundraising for MCSF/Phase I, and
B. Website Content & Design/Phase I**

In accordance with the MCSF Award Budget Expenditure Protocols developed in Palau and approved in late October, 2010, the MCSF Designated Representatives are asked to review the following program activities and associated costs in order to provide approval of expenditures on a five-day, no objections basis. In the absence of any objections, the Graduate School will proceed with the proposed expenditures.

An updated budget outlining expenditures to-date is included under separate cover (inclusive of additional requests) for reference.

Item (A1): Fundraising

Attribution: Budget Item 2.D. "Identify and pursue grants from sustainable funding sources"

Explanation: This item was identified as a priority activity by the MCES principals with a target of ensuring funding is secured to support MCSF operations, including resources for an Executive Director, no later than June 2011 to allow for a handover from the Graduate School's administration of the MCSF inception award.

Budget: \$16,829 (of which labor is \$16,304 and materials/communications is \$525)

Description: See attached description of tasks and deliverables. Labor costs are allocated to Ms. Youlsau Bells and Larry Goddard (CV's available upon request). Labor costs will cover the tasks and completion of deliverables (see attached).

Item (B1): Website Content & Design and Brochure Design (for Fundraising)

Attribution: Line 3A: Develop Website, etc.

Explanation: Development of initial narrative content for the website and for the brochure, the latter of which will be targeted for potential fundraising use. Development of initial logo design options and prototype website layout options will be completed well in advance of the next planned meeting of Designated Representatives in the Spring of 2011.

Budget: \$4,858 (of which Labor is \$3,808 and materials/contracted services is \$1,050)

Description: Jason Aubuchon's work to coordinate the initial design and construction of the MCSF prototype website for review by the Designated Representatives and ultimate approval by the Chief Executives will be provided at no cost. Labor costs are allocated to Larry Goddard and Kevin O'Keefe (CV's available upon request). Labor costs will cover narrative content and document descriptions for the website and for the draft MCSF brochure. Materials and contracted services will be for website domain registration, initial design and layout work for the website and the draft brochure.

As the Program Manager for the Graduate School, recipient of the MCSF inception award, I will proceed with the above outlined commitments, subject to no objections from the MCSF Designated Representatives prior to Friday, February 4, 2010.

A handwritten signature in black ink, appearing to read "John O'Keefe". The signature is fluid and cursive, with the first name "John" and last name "O'Keefe" clearly distinguishable.

Attachment: Description of Tasks and Deliverables for Fundraising

Description of Tasks and Deliverables for MCSF Fundraising Activities

1. Follow up on Known Donor Opportunities

The consultants will work through the Designated Representatives and the officials of each jurisdiction to identify known/existing opportunities and will identify best options for immediate action. The consultants will, in coordination with MCSF, develop proposals and coordinate document submissions and follow-up with potential donors. The consultants will draft correspondence for the MCSF Secretary General or for MCSF Chief Executives, as appropriate.

Deliverables will include:

- A inventory of potential donors that have either expressed interest in supporting the MCSF, or have been identified by one or more of the jurisdictions; this inventory will list eligibility conditions, grant requirements, range of potential funding support, key individuals and contact details for each identified potential donor.
- Documentation of all proposals developed, whether in draft or as finalized submissions, as well as documentation of official correspondence.

2. Identify New Donor Opportunities

The consultants will complete a comprehensive desktop study researching foundations and organizations with an interest in development in the Pacific, or sustainable development. The consultants will identify the eligibility conditions and grant requirements for each of the identified potential donors. The consultants will prioritize the five potential donors with greatest likelihood of success and, in coordination with MCSF, develop proposals and coordinate document submissions and follow-up with potential donors. The consultants will draft correspondence for the MCSF Secretary General or for MCSF Chief Executives, as appropriate.

Deliverables will include:

- An inventory of potential donors based on their interest in development in the Pacific and/or sustainable development this inventory will list eligibility conditions, grant requirements, range of potential funding support, key individuals and contact details for each identified potential donor.
- Documentation of all proposals developed, whether in draft or as finalized submissions, as well as documentation of official correspondence.

3. Status Report

The Consultants will identify next steps as part of the ongoing fundraising strategy for the MCSF.

Deliverables will include:

- MCSF Fundraising Status Report, including results of contacts initiated and recommended next steps.

Memo



To: MCSF Designated Representatives
Cc: MCSF Design Team
From: Jason Aubuchon, Program Manager
Date: 4/5/2011
Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

Proposed MCSF Award Expenditure: Meeting of Designated Representatives, April 28-29, 2011, Pohnpei, FSM

In accordance with the MCSF Award Budget Expenditure Protocols developed in Palau and approved in late October, 2010, and further endorsed by the Chief Executives in December, 2010, the MCSF Designated Representatives are asked to review the following program activity and associated costs in order to provide approval of expenditures on a five-day, no objections basis. In the absence of any objections, the Graduate School will proceed with the proposed expenditures.

An updated budget outlining expenditures to-date is attached for reference.

Item (1): Meeting of MCSF Designated Representatives in Pohnpei, FSM, in Anticipation of 15th Micronesia Chief Executives' Summit

Attribution: Budget Item 4.A. "Facilitate Regional Planning Council Meetings"

Explanation: At the First Meeting of Designated Representatives in Palau, the Designated Representatives agreed to meet in advance of the MCES for preparation and planning purposes. This meeting will focus on the following topics:

1. A significant emphasis on reforming/modifying the format and approach of the MCES, in line with recommendations made by Chief Executives;
2. Addressing the structure and substantive focus areas of the committees formed (or to be formed) for the MCES;
3. Oversight of the MCSF inception award as it has progressed to-date;
4. Next steps for the MCSF going forward, in particular, after June 13th 2011 when the Graduate School's contract is scheduled to end;
5. Specific preparation to the FSM with the upcoming MCES; and
6. Other issues as identified by DRs on behalf of their jurisdictions.

Itineraries for Designated Representatives follow in the table below:

Traveler	Departure Date	Return Date
Representative (Yap)	4/27	4/30
Representative (CNMI)	4/27	4/30
Representative (Palau)	4/27	4/30
Representative (Guam)	4/27	4/30
Representative (Chuuk)	4/27	4/30
Representative (Kosrae)	4/26	4/29
Representative (RMI)	4/26	4/29

Budget: \$15,953

Description: Airfare, per diem and lodging for seven Designated Representatives.

Item (2): Participation of Strategic Design Team in MCSF DR Meeting

Attribution: Budget Item 4.A. "Facilitate Regional Planning Council Meetings"

Explanation: Participation of two remaining members of the original Strategic Design Team.

Budget: \$3,386

Description: Airfare, hotel and per diem expenses for David Bell and Conchita Taitano.

Item (3): Ongoing MCSF Project Updates

Attribution: Budget Item 4.E. "Design and Delivery of a Regional Strategic Framework"

Explanation: Larry Goddard will provide updates on two ongoing activities previously approved by the Designated Representatives (1) the Development of a "Standard Operating Procedure" for MCES preparation and hosting, and (2) the results of an MCES Committee Review, developed over the past three months.

Budget: \$5,118

Description: Partial Airfare, hotel and per diem expenses for Larry Goddard.

Item (4): MCSF DR Meeting Support: GS Administrative Costs

Attribution: Graduate School Administration (For Informational Purposes Only)

Explanation: Additional expenditures from the Graduate School's administrative allocation for support and facilitation of the Meeting of Designated Representatives.

Budget: \$13,094

Description: Airfare, per diem and lodging for Jason Aubuchon and Kevin O'Keefe. Labor for Kevin O'Keefe.

As the Program Manager for the Graduate School, recipient of the MCSF inception award, I will proceed with the above outlined commitments, subject to no objections from the MCSF Designated Representatives prior to Wednesday, April 13, 2011.

A handwritten signature in black ink, appearing to read "Jason Aubuchon". The signature is stylized with a large, looping "J" and "A".



JOINT COMMUNIQUE

The Commonwealth of the Northern Mariana Islands, the Territory of Guam, the Federated States of Micronesia and its States, Yap, Kosrae, Pohnpei and Chuuk, the Republic of the Marshall Islands and the Republic of Palau

Introduction

The Chief Executives of the Governments of the Commonwealth of the Northern Mariana Islands, the Territory of Guam, the Federated States of Micronesia and its states, Yap, Kosrae, Pohnpei and Chuuk, the Republic of the Marshall Islands and the Republic of Palau held their Fourteenth Micronesia Chief Executives' Summit (MCES) in Koror, Republic of Palau, on December 15-17, 2010. This Summit resulted in the adoption of regional programs of action in the focal areas of solid waste management, conservation through the Micronesia Challenge and related environmental programs, renewable energy, invasive species, health, transportation, workforce investment, communications and tourism. The Summit also moved forward on efforts to develop the Micronesia Center for a Sustainable Future (MCSF), making use of an inception grant from the Department of Interior. The Summit also resulted in actions in miscellaneous areas of concern to the sub-region.

The Summit reaffirmed the commitment of each of the participants, on behalf of their people and their governments, to continue to establish closer ties, expand future discussions and agree on beneficial initiatives for the benefit of the entire Micronesia Region.

His Excellency, the Honorable Johnson Toribiong of Palau, as Chairman, expressed his appreciation to the Chief Executives and their jurisdictional representatives for their attendance and active participation in the Fourteenth Micronesia Chief Executives' Summit. He also recognized the attendance of many of the region's international diplomats and U.S. representatives, including the Assistant Secretary for the Department of the Interior, Anthony Babauta. Special thanks were given to Ambassador Maggie Taiching Tien, Republic of China (Taiwan), for her country's financial assistance in hosting the 14th MCES.

His Excellency, the Honorable Emanuel Mori, as the Secretary General of the MCSF, also expressed his appreciation to each Chief Executive, as well as the Designated Representatives and delegations of each jurisdiction.

Following the opening ceremonies of the Summit, which included statements by each of the Chief Executives, reports and recommendations from regional committees were given, along with presentations on a number of issues of interest in the region, as reflected in this 14th Communiqué.

Micronesia Regional Invasive Species Council (RISC)

The RISC Committee reported that cooperation through RISC has yielded significant progress in the advancement of invasive species awareness, prevention, and control in Micronesia, cooperation which is essential for both regional and local success.

Regarding recent activities, the Committee reported that the RISC calendar for 2011, an important awareness-raising tool, will be completed in December and distributed in early 2011. The calendar was funded by the Secretariat of the Pacific Community (SPC), and coordinated by the RISC Secretary. In addition, RISC members have supported the development of the Micronesia Biosecurity Plan (MBP) by providing local expertise to federal scientists who are completing risk and pathway analysis reports that form the basis for the MBP. The scientific reports are due on March 2011 and RISC will coordinate an informal review of these reports by local experts in each jurisdiction. RISC participation in the development process will help ensure that the final MBP will accurately portray priorities and needs within Micronesia for restricting the introduction and spread of invasive species throughout Micronesia.

To plan for the eventual implementation of the MBP, a proposal to develop a Strategic Implementation Plan was submitted to the Department of Defense (DOD) for funding.

The Chief Executives recognized the accomplishments of the Committee and reaffirmed their commitment to:

- Provide a permanent and full-time Invasive Species Coordinator for each jurisdiction;
- Identify, in writing to the Chair of RISC, two representatives to RISC from each state and national jurisdiction;
- Send RISC representatives to two workshop-style meetings per year, in addition to the Summits, to collaborate on invasive species issues and priority actions;
- Provide a minimum of \$2,500 from each jurisdiction to fund RISC's priority projects, as soon as the RISC bank account has been opened;
- Continue to instruct invasive species coordinators and other appropriate staff to participate actively in the development of the Micronesia Biosecurity Plan (MBP); and
- Support MCSF assistance in funding the strategic action plan and emergency response training for RISC members in April 2011.

In addition, in support of the efforts of the Committee, the Chief Executives signed a letter requesting the SPC to fill the position of Plant Protection Specialist for Micronesia in 2011.

Regional Workforce Development Council (RWDC)

The RWDC and Pacific Workforce Investment Workgroup (PWIW) reported on their efforts to continue to nurture and support the regional economic strategies guided by the Workforce Innovation Regional Economic Development (WIRED) principles and Strategic Doing! (*Micronesia Works...Shaping Regional Talent Development Systems*). This approach continues to deliver and update the provisions of the RWDC 5-year strategic plan. The RWDC and PWIW held a technical meeting in Koror, Republic of Palau on December 13-14, 2010 with participating delegates and observers, including the Center for Micronesian Empowerment (CME). Area reports highlighted program updates and workforce investment/development strategic opportunities and discussions included council updates and specific RWDC recommendations presented for endorsement.

The Chief Executives took the following actions in support of the RWDC recommendations:

- Endorsed a follow-up letter to the Secretary of the U.S. Department of Labor regarding the status of the MCES Regional Job Corps Initiative;
- Endorsed the importance of extending training opportunities through the Procurement Technical Assistance Center (PTAC) to expand into the region -- This includes leveraging the existing PTAC structures that exist in Guam, and including related programming support strategies such as the Small Business Development Center through the Small Business Administration (SBA);
- Supported the STEAM initiative that provides for the positioning of the K-12 and post-secondary educational delivery systems to support Science, Technology, Engineering, Agriculture/Aquaculture and Math talent development skill sets;
- Endorsed the extension of invitations by the RWDC to all regional Chambers of Commerce to support the E-commerce regional initiative and to include active partnering of the Small Business Administration and U.S. Department of Agriculture programs and access to program resources;
- As it relates to the Guam Military Buildup, endorsed the expansion of the National Defense Authorization Act's area of solicitation to include specific recruitment strategies that allow priority to U.S. and Micronesian workers in support of the MCES Micronesia Works interests; and
- Recognized the positive contributions to the MCES RWDC Strategic plan made by certain collaborative entities (Center for Micronesian Empowerment and the Secretariat of the Pacific Community) and endorsed their resolutions specific to the provisions defined in the 5-year strategic plan goal areas and objectives.

Micronesia Challenge

The Micronesia Challenge (MC) Steering Committee reported to the Chief Executives that since the 13th Micronesian Chief Executive Summit, progress has been made on implementation of the Micronesia Challenge. The Steering Committee provided an update on the election of new officers: CNMI Focal Point Fran Castro as Chair, RMI Focal Point Yumi Crisostomo as Vice-chair, and Guam Focal Point Vangie Lujan as Secretary. The Committee thanked outgoing Chair

Marion Henry, Focal Point from the FSM, for his leadership over the past 3 years. Palau will host the MC Regional Office and is currently identifying an appropriate space.

The MC Committee reported that they have drafted a Five-Year Strategic Action Plan for the Steering Committee and Regional Office, articulating their vision, mission, goals and objectives, and clarifying roles and responsibilities, which is to be finalized by the end of January 2011. The Committee has agreed to reduce annual dues to \$10,000 per jurisdiction to be contributed at the beginning of each fiscal year. Charlene Mersai resigned as Regional Coordinator in October to pursue other interests and the Committee thanked her for hard work for the past two years. The Regional Coordinator position terms of reference will be advertised once finalized. The MC Committee also reported on conservation measures, fundraising and sustainable finance, and communications. For conservation measures, the MC regional database, coordinated by the Office of the Palau Automated Land and Resource Information System (PALARIS), is currently being piloted. A workshop on standardizing marine data collection and analysis with participants throughout Micronesia was held in Saipan, CNMI in November 2010, with support from NOAA.

Regarding fundraising, Governor Fitial presented an “ask” for support for all jurisdictions in the Challenge at the last U.S. Coral Reef Task Force Meeting in Guam, Saipan, and Pohnpei in September 2010. NOAA is currently working to secure approximately \$1.5-2M annually in their budgets as a result of his request. Palau’s Green Fee has raised a total of nearly \$1.3 million since the inception of the program in November 2009 and the Protected Areas Network Board is being chartered.

In addition, the MC Regional Business Plan draft is under review by the MC Focal Points and appropriate agencies in each jurisdiction and will be finalized by the end of December. The plan will then be presented to the Chief Executives for review and endorsement.

As to Communications, the Committee reported that Guam and CNMI have initiated the MC Marketing, Outreach & Sustainable Support Plan, including the redesign of the website (www.micronesiachallenge.org), featuring interactive newsletters to be updated quarterly, and a series with episodes focusing on different aspects of the MC. A Sponsorship Drive will be launched in January 2011.

The Committee also provided an update on the MC Young Champions program which includes new interns for the CNMI (2), Guam (1), the RMI (1), the FSM (1), and Palau (2).

The MC Committee then briefed leaders on the next steps that need to be taken to move the MC forward, including:

- Implementation of recommendations for sustainable financing at the jurisdictional level identified in the MC Regional Business Plan;
- Securing additional funding for a regional terrestrial measures workshop (currently \$16,000 has been secured from The Nature Conservancy); and
- Collaboration with other environmental initiatives (e.g., invasive species, solid waste, energy, MCSF, etc.)

Based on the recommendations of the MC Steering Committee, the Chief Executives supported the following activities:

- Engagement in bi-lateral and multi-lateral high level discussions to leverage support for the MC;
- Continued support for policies for on-the-ground conservation and mainstreaming of environmental efforts in development plans; and
- Continued promotion of the MC at the regional and international levels to sustain interest in the initiative and help fundraising efforts for both the endowment and ongoing regional work, especially at the following meetings:
 - The U.S. Coral Reef Task Force Meeting in Washington, DC in February 2011;
 - The Asia-Pacific Economic Cooperation Summit in Hawaii in November 2011;
 - The 17th Conference of the Parties to the U.N. Framework Convention on Climate Change (UNFCCC COP16) in South Africa in November –December 2011.

Regional Energy Committee

The Energy Committee reported that the Green Energy Micronesia initiative continues to serve as the platform for regional response to the issue of climate change mitigation, and in that context, jurisdictions continue active on-the-ground Energy Efficiency (EE) and Renewable Energy RE projects and research to meet the 20-30-20 Target.

The Committee also reported on a number of regional information sharing activities, including:

- The First Polynesia/Micronesia Regional Symposium on Energy Security - held in Saipan (Oct.19-21, 2010) and hosted by the Energy Development in Island Nations (EDIN) partnership, where Palau reviewed its Energy Efficiency Subsidy Program and the Renewable Energy Financing Program;
- The Center for Island Sustainability Conference – to be held in 2011 to launch the Guam MCSF Energy Policy Network; and
- National initiatives to develop country specific energy sector websites for regional and international sharing and accessibility energy data, statistics and projects.

In addition, the Committee noted current and potential funding sources critical to moving forward with national and regional energy planning and implementation, including:

- The European Union – EDF10 North REP funds and installation of country based energy specialists for each of the FAS countries; and
- U.S Government ARRA funds for RE and EE to each of the U.S. Territories.

The goal of the Committee is to assess how each of these funds can be accessed to support or co-fund regional energy initiatives such as the Micronesia Energy Association (MEA).

The Committee also reported on the Framework for Action on Energy Security in the Pacific, which was finalized and adopted by Energy Representatives of each jurisdiction. The Committee acknowledged the primacy of National Energy Policies and Plans as the principal mechanism for achieving energy security in the Pacific.

Finally, the Committee reported that the success of the Micronesia Energy Association requires:

- Continued engagement with the SPC, the Pacific Regional leader on energy issues;
- Formulation of a regional energy ‘Road Map’;
- Assessment of the capacities needed in various jurisdictions, including the MEA;
- Assessment of available and potential financing options and the development of a sustainable financing plan; and
- A clearly defined partnership-framework with all relevant development partners and stakeholders of the energy sector in a coordinated whole-of-sector approach to energy issues at the regional level.

The Chief Executives noted the recommendations of the Committee and directed the Committee to continue the tasks necessary to implement their recommendations.

Solid Waste Management - Pacific Islands Regional Recycling Initiative Council (PIRRIC)

After being provided an update regarding the various projects and conference participations of PIRRIC members, the Chief Executives supported the following recommended PIRRIC Committee project opportunities and activities in the region:

- The updating and funding of an internet portal that will allow the uploading of and access to waste management related documents for the region;
- The participation by PIRRIC in a proposed Pacific Islands Regional Recycling workshop hosted by the U.S. EPA;
- The participation by PIRRIC at Guam’s Center for Island Sustainability Conference in partnership with the University of Guam;
- Palau’s hosting of the Pacific Islands Environment Conference in September 2011 in partnership with US EPA, Region IX; and
- The proposed participation by PIRRIC in preparatory meetings for “Rio + 20” to demonstrate regional cooperation in addressing common issues regarding solid waste management and other related issues.

Regional Tourism Committee Report

The Regional Tourism Committee reported that the PATA Micronesia Chapter recently held its 3rd Tri-Annual Meeting in Guam, December 1-3, with its next Tri-Annual Meeting scheduled for Kosrae in April 2011. It is at these meetings that PATA Micronesia Chapter continues to pursue

its efforts in regard to regional marketing and promotional efforts, providing the following updates.

- **Update #1 – Regional Branding Initiative:** The following have been completed:
 - Development of a Request for Proposal (RFP);
 - An RFP has been announced globally;
 - A selection committee has been established with members from each jurisdiction; and
 - RFP proposals have been received and reviewed by the selection committee for their recommendation to the PATA Micronesia Chapter Chairman.

The following action steps are pending:

- Identify funding sources (i.e. U.S. Federal Grants, PATA Micronesia Chapter, Airlines, NTOs/STOs, or other private funding sources); and
 - Award of contract to the selected bidder.
- **Update #2 – Marketing Outreach to the Military Market:** With the support of the Micronesian Chief Executives, the PATA Micronesia Chapter has been successful with the following marketing and promotional initiatives for the 3rd Quarter of 2010:
 - The PATA Micronesia Chapter booth at the GMIF in Guam;
 - On-going creation of package deals for each island destination;
 - The “Wahoo Night” Exhibition by Micronesian Divers Association in October 2010 in Guam attended by CNMI, Guam, Palau, Kosrae, Chuuk and Yap;
 - The Navy MWR Travel Fair in October 2011 in Guam with exhibitions by CNMI, Palau, Kosrae, Chuuk, Yap and the Marshall Islands;
 - The Andersen Air Force Base Travel Fair in October 2011 in Guam, with exhibitions by the CNMI, Palau, Kosrae, Chuuk, Yap and the Marshall Islands; and
 - On-going Print Advertisements in R&R Pacific Magazine by CNMI and Palau.
 - **Update #3 – Luxury Cruise Market:** Recognizing the Luxury Cruise business as a highly potential niche market for the region, PATA Micronesia Chapter has initiated marketing strategies, to include:
 - A Micronesia presentation at the Miami Cruise Conference in March 2011 in Miami, Florida;
 - Micronesia Cruise Association (MCA) definition and membership;
 - Cruise Ship Industry Goals and Strategies, and MCA Five-Year Objectives;
 - Cruise Ship Activity;
 - Developing A Port Profile by each jurisdiction; and
 - Creation of a Cruise Ship Task Force.

The Chief Executives supported the recommendations of the Tourism Committee and directed the Committee as follows:

- Encourage government partnership in identifying sites for nomination as World Heritage sites in recognition of the importance of preservation and sustainable development;
- Solicit proposals from qualified companies to do a study of the economic impact of the tourism industry in the Micronesia region;
- Provide support to Congresswoman Madeleine Bordallo's Bill (HR 6015) to require the Director of the Bureau of Economic Analysis of the U.S. Department of Commerce to publish certain economic data regarding territories, including the Freely Associated States, and
- Seek the support of their jurisdictions to collectively and respectively finance the active participation in Trade/Travel Shows/Exhibitions/Seminars, etc. in key markets.

Regional Health Committee (HC)

The Regional Health Committee gave a status report on the crisis of non-communicable diseases in the region and on recent outcomes resulting from PIHOA Resolution 48-01, "Declaring a Regional State of Health Emergency due to the Epidemic of Non-Communicable Diseases in USAPI". This Resolution was passed by the Pacific Island Health Officers Association in May of 2010 and endorsed by the 13th MCES in Saipan, CNMI, in June 2010. Since that time, other key organizations have endorsed the resolution, including:

- The 10th Micronesian President's Summit;
- The 5th Micronesian Traditional Leaders Conference; and
- The 51st meeting of the Association of Pacific Island Legislatures, which identified the NCD crisis as the theme for its next meeting.

The Regional Health Committee emphasized the importance of continuing to align international, regional and sub-regional bodies behind comparable resolutions, declarations and commitments that address the NCD crisis. Such harmonization will help leverage and coordinate resources and significantly strengthen mandates locally for more effective community-based efforts related to NCD prevention and control.

The Regional Health Committee reminded MCES participants that the world's fattest countries and territories are in the Pacific. Among Pacific entities, the USAPI rank the highest in obesity and some indicators for NCDs. For all MCES countries, NCDs are the leading causes of death, hospital admissions, off-island medical referrals, hemodialysis, disability, and loss of productivity. Rates of childhood obesity are rising in the USAPI, and if left unchecked, NCDs will significantly impede the economic and social development of MCES countries. Non-communicable diseases—including diabetes, hypertension, stroke, heart disease, and gout—are lifestyle-related diseases caused significantly by obesity, poor nutrition, tobacco use, alcohol abuse and lack of physical activity—all avoidable conditions with a coordinated, cross-sectoral approach to prevention.

The Health Committee emphasized the importance of executive leadership in:

- Mobilizing resources through policy prioritization;
- Changing the model of health care from the bio-medical disease model to a more integrated environmental approach (the wellness model);
- Creating a better balance between *the care and treatment of disease* and *the prevention of disease and promotion of health*, including the balance of resources devoted to each;
- Involving the “whole of society” by empowering people, communities and the workforce to pursue, possess and apply the knowledge of NCD prevention in all sectors; and
- Using NCDs to re-frame health systems priorities, e.g. strategic planning, health human resources, laboratory strengthening, health data systems, quality assurance, and connectivity, thereby providing greater focus and urgency to the development of sustainable and responsive health systems in the USAPI.

The Chief Executives supported the reported efforts of Committee and recommended the following:

- Continue strengthening the MCES agenda for non-communicable disease: explore strategies for encouraging NCD-related priorities among all sectors, including health, trade, education, and finance and for integrating NCDs into the overall strategic priorities of the MCES Secretariat, the Micronesian Center for a Sustainable Future;
- Continue to increase knowledge and awareness of the NCD crisis in the USAPI among international, regional and sub-regional bodies;
- Support a cross-sectoral economic analysis of the current and projected impact of NCDs in the USAPI and request technical assistance from agencies for this; and
- Strengthen MCES advocacy for U.S. Medicaid eligibility for citizens of the Freely-Associated States residing in U.S. States and Territories, as an important step in NCD prevention and control for these individuals -- To this end, invite the newly-elected Governor of the State of Hawaii, the Honorable Neil Abercrombie, to the 15th MCES to discuss and coordinate strategies for achieving Medicaid eligibility for Compact Migrants.

Transportation Committee

The Transportation Committee continues to consider security issues at the airports and seaports of member states to meet the minimum International Maritime Organization and International Civil Aviation Organization requirements, as well as those requirements of the U.S. Transportation Security Administration and the U.S. Coast Guard. These are on-going responsibilities taking into account modern sea and air transportation security issues. The Committee also reported on the need to expand air and shipping services to all Micronesia islands. The Committee is currently reviewing the outstanding proposal to extend the eligibility of Micronesia airports’ for AIP grants.

The Committee also reported on work opportunities for its citizens as Deck Officers on ships that serve the MCES states under Micronesian Shipping Commission licenses to provide Micronesian

citizens the necessary qualifications for higher levels of licenses leading to marine pilot qualifications.

Further, the committee noted that new changes to the STCW Convention (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers) were approved in Manila in June of this year and will become effective in 2012. The changes will allow licenses issued by approved “white list” countries to be accepted internationally. The Committee also reported that the Defense Mapping Agency for U.S. Department of the Navy may no longer print nautical charts for the small islands.

The Chief Executives supported the work of the Committee and directed the Committee to:

- Move forward with the extension of Micronesia airport grant eligibility in 2012 and beyond;
- Continue to work to gain service of Micronesian citizens on ships under Micronesian Shipping Commission Licenses; and
- Further investigate the issue of nautical chart printing and, if appropriate, to request the U.S. Department of the Navy to continue this service, as it is critical to the maritime safety of the FAS.

Communications Committee

The Communications Committee reported that, after significant discussion, it has become apparent that the telecommunications issues faced by the Freely Associated States vary significantly from those faced by Guam and the CNMI due to the very different levels of technology currently in place and also due to the levels of privatization that have been achieved in the latter two jurisdictions.

The Committee therefore recommended that discussions regarding communications issues between the Freely Associated States be transferred to the forum of the Micronesian Presidents’ Summit, that the Communications Committee at the MCES be disbanded, and that communications officials support other committees where needed in the future.

The Chief Executives recognized the great significance of telecommunications to development in the region, but also took the Committee’s concerns into account and directed that Communications Committee be eliminated and that communications issues be dealt with on an ad hoc basis in the future.

Micronesia Center for a Sustainable Future

The Secretary General (SG) reported that the MCSF inception award was formally presented by Assistant Secretary of the Department of the Interior for Insular Affairs, the Honorable Anthony M. Babauta. The award amount of \$494,000 exceeded the requested amount that was submitted by the SG on behalf of his MCSF colleagues following the 12th MCES Summit. The effective

period of the contract, which is being implemented by the Graduate School, is through June 13, 2011.

In direct response to the decision adopted in the Joint Communiqué of the 13th Micronesian Chief Executives Summit (MCES) in which, “the Chief Executives agreed to send (Designated) Representatives to an inception meeting to develop organizational structures, initial program delivery and (further) development of a regional strategic framework,” a meeting was hosted by Palau on October 5-6, 2010. The “Proceedings of the First Planning Meeting of Designated Representatives” were delivered to the Chief Executives and shared with interested parties. This document provides a thorough summary of the outcomes of the meeting and the recommendations made to the Chief Executives, to establish workable procedures and protocols for the operations of the MCSF during the period of the DOI/OIA-funded inception award and thereafter. The document is also available on the website for the 14th MCES at www.mcespalau.info.

To address concerns raised by the Chief Executives at the 13th MCES, the Designated Representatives proposed a series of procedures and protocols designed to ensure jurisdiction-wide oversight of the MCSF inception award implementation and clear decision-making authority of the Chief Executives both directly and indirectly through their duly Designated Representatives. The Designated Representatives also utilized a scoring methodology to consider budget authorization recommendations to their Chief Executives. The criteria considered included:

- Importance (to the MCSF mission);
- Jurisdictional coverage;
- Likelihood of successful completion;
- Funding leverage (likelihood that success will lead to new funding sources);
- Urgency; and
- Linkage to MCES Communiqués and Committees.

Following the review, the Designated Representatives recommended to the Chief Executives a funding authorization level of \$357,000 for a range of activities in the categories of (1) Organizational Development, (2) Program Delivery, and (3) Regional Strategic Framework and Support to MCES meetings. To date, through the first six months of the MCSF inception award period, approximately 14 percent of the available funds have been expended or committed for immediate use.

There remain funds for authorization of additional activities by the Chief Executives for new or revised proposals that may be submitted to the MCSF Planning Committee of Designated Representatives. At the close of the 14th MCES, the Designated Representatives anticipate submissions of revised proposals for the Regional Invasive Species Council (RISC) training activity and support to traditional and non-traditional Women’s organizations, conforming to the template format included as Attachment M to the Proceedings of the First Planning Committee Meeting of Designated Representatives (which can be downloaded from www.mcespalau.info).

The SG also reports that funding support was provided to the Center for Micronesian Empowerment from the MCSF inception award for partial support to their Conference, “The Untapped Potential of the Marianas and Micronesian Workforce” held on October 20, 2010. A summary of the impressive work of CME in coordination with the Regional Workforce Development Council was also presented to the Chief Executives.

The MCSF inception award has also funded expanded assistance by the Graduate School acting on an interim basis to provide MCSF Secretariat support to Palau as the host jurisdiction for the 14th MCES and the associated committee work. The direct support provided included logo design, website development, and ongoing coordination with Palau’s Summit Secretariat. During the MCES, assistance was provided in facilitation of the Second Planning Committee meeting of the Designated Representatives, Communiqué drafting, and initiating structured interviews with Committee chairs and selected members. As follow-up to the 14th MCES, the Graduate School will complete a Procedural Manual for MCSF support for MCES meetings to document the process and, presumably, to ease the burden on future host jurisdictions. A report of the findings and recommendations from the structured interview process with the MCES Committees will also be produced and disseminated within six weeks after the 14th MCES. In anticipation of development of a multi-functional website for the MCES, committee documents and historical (archive) materials will be gathered in electronic form.

Looking forward, and with MCSF decision-making procedures and protocols now fully authorized, the Chief Executives have expressed their clear support to accelerate implementation of the inception award. The recommendation by the MCSF Designated Representatives to place a strong focus on fundraising to identify sustained sources of support for the Center, establish a physical location, and, identify an Executive Director for the Center was endorsed by the Chief Executives. The timeline of these activities should reflect the desire to allow the Graduate School to hand over the functional (Secretariat) support role it has been asked to provide on an interim basis.

The Chief Executives have also encouraged their Designated Representatives to consider further suggested reforms and enhancements of the MCES meeting format, committee structure, meeting timing and, perhaps a thematic focus, and other matters for consideration by the Chief Executives. Such recommendations shall be informed by the outcomes of the revised approach applied for the 14th MCES at the initiative of the host jurisdiction as well as by the report of recommendations coming out of the structured interviews undertaken with each of the MCES committees. The Designated Representatives are charged with making these recommendations in time to allow approval by the Chief Executives in advance of the 15th MCES.

Miscellaneous Issues

Water and Sanitation

The Chief Executives received a presentation on water and sanitation focused on Integrated Water Resources Management (IWRM) within the context of water security and sanitation. The Pacific Islands Applied Geoscience Commission (SOPAC) is currently executing the European Union (EU) funded Pacific IWRM National Planning Programme, which is designed to

strengthen the governance structures and frameworks to mainstream Water Resource Management and Water Use Efficiency (WUE) into national planning processes of Pacific Island Countries. This project is complemented by the SOPAC executed, Global Environmental Facility (GEF) funded, project entitled “Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries” (GEF Pacific IWRM Project).

Through the operation and planning of the GEF funded IWRM demonstration activities, national representatives from Palau, the Federated States of Micronesia, and the Marshall Islands identified and proposed a common process to facilitate the development of amendments or changes to existing water policies and coordination mechanisms in their respective countries. This process was considered in detail during the Micronesian Sub-Regional Water and Sanitation Policy Planning Workshop convened in Pohnpei, FSM, from November 8-11, 2010. A primary outcome of this workshop was the request to present the issues of water and sanitation at the 14th MCES.

The Chief Executives acknowledged the role of the Pacific IWRM Programme as a technical and advisory partner in the development of national water and sanitation policies and the revision of the Pacific Regional Action Plan on Sustainable Water Management, and supported the following recommendations:

- To establish a “Micronesian Water Committee” as a permanent working group of the MCES;
 - In this effort, to form a start-up group to be chaired by the RMI comprised of the current IWRM Focal points and other cooperating partners as needed to draft the Terms of Reference and to report back to the next MCES;
- That each jurisdiction form National Water Task Forces for the development of national water policies and a regional water strategy, including national water outlooks and national investment plans for the water and sanitation sector by the 2012 MCES;
- That each jurisdiction conduct National Water Summits in 2011 in order to launch National water policies;
- That each jurisdiction participate in the review of the Pacific Regional Action Plan on Sustainable Water Management;
- That the Start-up Group/Micronesian Water Committee request SOPAC, SPC and other partners to provide technical and financial assistance for improved water and sanitation in Micronesian Island Countries; and
- In support of the UN resolution that Water and Sanitation is a human right, the establishment of a “Blue Ribbon Day” in support of a “Water for Life” awareness campaign and that this take place annually on World Water Day.

Communication from SOPAC

The Chief Executives received the statement provided by the Director of SOPAC which noted that as of January 1, 2011 SOPAC will become SOPAC, the Applied Geoscience and Technology Division of the SPC. The Chief Executives expressed their appreciation for the SOPAC Council’s support for the recent Forum Leaders decision regarding the urgent need to:

- Sustainably increase the coverage of safe drinking water and basic sanitation services;
- Finalize the delineation of permanent maritime boundaries; and
- Expand the definition of disaster risk management beyond that posed by climate change to be people-focused, covering responses to health disasters as well as factoring in population growth and movement.

The Chief Executives agreed that the integration and mainstreaming of disaster risk management and climate change considerations (especially adaptation) into the national planning and budgetary processes was needed.

Region IX Federal Regional Council

Governor Benigno Fitial reported on the meeting recently held in San Francisco by the Region IX Federal Regional Council (FRC) and attended by two of the MCES Chief Executives and other representatives of the region. The FRC is a consortium of 19 U.S. Federal departments and agencies with offices based in Region IX. Governor Fitial indicated that the joint meeting of the FRC and the MCES served to strengthen relationships and identify cross-agency issues and initiatives to be addressed in partnership by these entities. Governor Fitial also indicated that the meeting resulted in a Joint Statement of the Region IX Federal Regional Council and the Micronesian Chief Executives. In this Statement, the FRC and the MCES committed to working in partnership on technical assistance and other mechanisms, as appropriate, consistent with available resources and existing authorities, on a range of issues and initiatives.

The Chief Executives recognized and supported the Joint Statement and the potential partnerships, including:

- Grants Management and Transparency of Information;
- Climate Change and Renewable Energy
- Sustainable Communities Future;
- Workforce Development and Training;
- Improved Health and Education; and
- Improved Communication and Infrastructure.

The Chief Executives further agreed to support the Statement's commitment to coordinate, collaborate and work in partnership with the FRC, to achieve progress on these issues and initiatives.

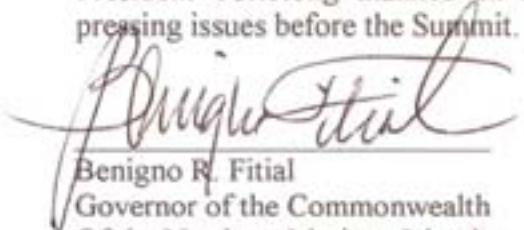
Region IX Federal Regional Council

The Chief Executives adopted a resolution expressing the heartfelt appreciation of the Chief Executives, on behalf of the people of the Micronesian region, for the contributions of Governor Felix P. Camacho in establishing and expanding the Micronesia Chief Executive Summit.

Conclusion

The Fifteenth Summit of the Micronesian Chief Executives will be held in Pohnpei, FSM. The Chief Executives closed the 14th Summit and once again stressed the need to move forward on prior and new initiatives. There was also a recommitment by the Chief Executives to the implementation of these sub-regional initiatives endorsed since the start of the Micronesian Chief Executives' Summits. They agreed to greater coordination and communication to accomplish the goals set out since 2003. They also committed to fully integrating regional issues into ongoing governmental planning and budget processes within each jurisdiction.

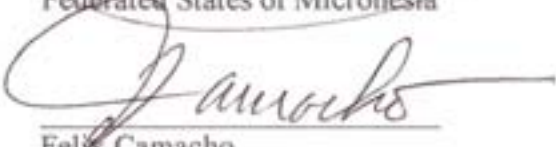
President Toribiong thanked all the participants for their attendance and attention to these pressing issues before the Summit.



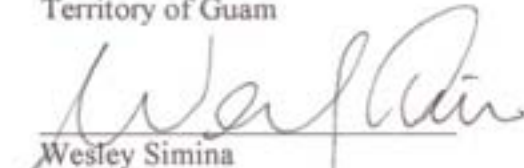
Benigno R. Fitial
Governor of the Commonwealth
Of the Northern Mariana Islands



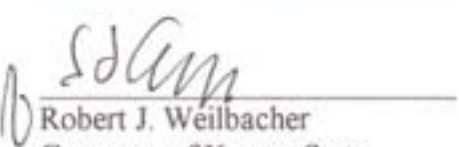
Emanuel Mori
President
Federated States of Micronesia



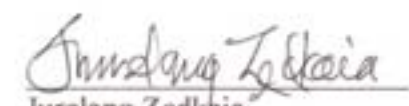
Felix Camacho
Governor
Territory of Guam



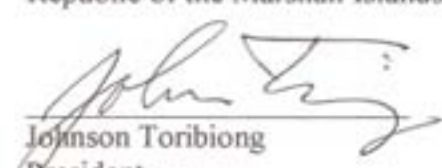
Wesley Simina
Governor of Chuuk State
Federated States of Micronesia



Robert J. Weilbacher
Governor of Kosrae State
Federated States of Micronesia
By Steven George, Director of
The Department of Resources and
Economic Affairs



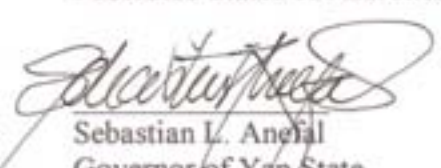
Jurelang Zedkaia
President
Republic of the Marshall Islands



Johnson Toribiong
President
Republic of Palau



John Ehsa
Governor of Pohnpei State
Federated States of Micronesia



Sebastian L. Anelal
Governor of Yap State
Federated States of Micronesia

MCSF Planning Committee Report

14th MCES, Palau, December 15-16, 2010

Background

The Second Planning Committee Meeting of the Micronesian Center for a Sustainable Future (MCSF) Designated Representatives was held on Tuesday, December 14, 2010, in advance of the 14th Micronesian Chief Executives Summit (MCES) in Palau. The Designated Representatives from the Commonwealth of the Northern Marianas (CNMI), Federated States of Micronesia (FSM), the Republic of Palau, Yap State, and Kosrae State were in attendance.

The MCSF Planning Committee adopted an agenda that included:

- (1) Preparation of the presentation materials for the 14th MCES plenary session, including:
 - a. clear delineation of the issues that require the consideration of the Chief Executives to affirm their approvals with respect to outcomes of the 1st Planning Meeting of the MCSF Designated Representatives that was hosted by Palau on October 5-6, 2010; and
 - b. review of next steps to be proposed to the Chief Executives.
- (2) Discussion of possible reforms or enhancements of the MCES meeting structure, committee structure, and other matters, including:
 - a. discussion of the Secretariat (MCES support) function of MCSF;
 - b. review of the proposed completion of structured interviews with Committee chairs and lead members to identify opportunities for the MCSF to add value and support the outcomes targeted by the MCES Committees; and
 - c. review of the need to prioritize fundraising, especially to identify core funding to enable the hiring of an Executive Director and formal establishment of the Center so that the interim support role the Graduate School is providing under the MCSF inception award can be effectively transitioned by June 2011 if possible.
- (3) Review of the MCSF inception award budget, including:
 - a. review of funds expended to date;
 - b. budget authorizations as currently recommended for reaffirmation of approvals by the Chief Executives; and
 - c. consideration of new initiatives or revised proposals for budgetary authority.

Meeting Outcomes

During item one of the agenda and in a subsequent meeting with the proposed panel members for the MCES plenary presentation, the Committee developed the presentation (Attachment 1). It was agreed that the panel members would include the Designated Representatives of the host jurisdiction, of the Secretary General (FSM) and of the CNMI. A significant objective of the presentation is to get an informed and deliberative reaffirmation of the approval by the Chief Executives of the items presented in the decision paper that was produced after the first Planning Committee meeting (Attachment 2).

Item two of the agenda involved discussion of the actions taken to-date by the Graduate School, under the MCSF inception award, to provide (Secretariat) support functionality on an interim basis until the Center has its own Executive Director (and staff). The Graduate School has provided support to Palau in their preparations for the 14th MCES. In addition to facilitating a Planning Committee teleconference one month in advance of the meeting, there has been direct support to Palau's Summit Secretariat including logo design, website development, and ongoing coordination with Palau's Summit Secretariat. During the MCES, the Graduate School will assist in facilitation of the Second Planning Committee meeting, support the Communiqué drafting process, and initiate structured interviews with Committee chairs and selected members to identify opportunities for the MCSF to add value and support the outcomes targeted by the MCES Committees. In the follow-up to the 14th MCES, the Graduate School will complete a Procedural Manual for MCSF support for MCES meetings to document the process and, presumably, ease the burden on future host jurisdictions. A report of the findings and recommendations from the structured interview process with the MCES Committees will also be produced and disseminated within six weeks after the 14th MCES. In anticipation of development of a multi-functional website for the MCES, Committee documents and historical (archive) materials will be gathered in electronic form.

Discussion under item two of the agenda also involved a presentation by the Designated Representative for Palau reporting the ways in which the host jurisdiction's Summit Secretariat had collaborated with and benefited from the support of the Graduate School under the MCSF inception award. Minister Yano also described the reforms or enhancements that Palau had, on its own initiative, introduced for the 14th MCES. Most importantly, the host jurisdiction modified the time allocated for Committee presentations, requested that the Committees complete substantial portions of their deliberations prior to the meeting (by virtual means) and to complete their Committee reports, if at all possible, by the end of Monday of the MCES week. The intent of the tightened timeframe is to enable the committee members from each jurisdiction to brief their principals on progress and recommendations to be presented to the Chief Executives prior to the start of the formal MCES plenary sessions.

Further discussion under item two of the agenda was dedicated to the need to prioritize fundraising under the MCSF inception award and to plan for the transition from the Graduate School's interim support role to the emergence of a fully functional and staffed MCSF. It was agreed that the urgency of this matter should also be raised to the attention of the Chief Executives to seek their input and ideas to secure sources of sustained funding for both the core functions of the Center (as Secretariat to the MCES) and programmatic outreach in support of MCES Committee priorities.

With respect to item three of the agenda, the budget status was reported by the Graduate School to the Designated Representatives. The current version of the MCSF Inception Award Budget Tracking Sheet for Designated Representatives (Attachment 3) was reviewed and the Designated Representatives were able to ask clarifying questions about the expenditures to-date and about the relatively large proportion of the budgetary resources which remain unexpended. Clear direction was given to expedite expenditures and programmatic activities once full endorsement of the procedures and protocols is reaffirmed by the Chief Executives during the 14th MCES. This same Tracking Sheet had been distributed by e-mail with a decision memo to all Designated Representatives on November 24, 2010, and was approved (with no objections) as of the effective date of December 2, 2010. A summary of the budget status was incorporated in the presentation to be delivered to the Chief Executives.

The Designated Representatives discussed the procedures for considering new or revised proposals for budget authorization and they determined that the MCSF Planning Committee as a whole could receive proposals from Committees or third parties; and, alternatively, Designated Representatives themselves could endorse proposals for consideration by the Planning Committee. It was noted the consideration by the Planning Committee would follow the existing procedures, including a polling of Designated Representatives for scoring/ranking, a poll to recommend a specific level of budget authorization, followed by each Designated Representative presenting to their respective Chief Executives to determine if there would be no objections (over a ten day period).

Based on preliminary discussions among the Designated Representatives it is understood that the Committee will receive revised proposals for the Regional Invasive Species Council (RISC) training activity and support to traditional and non-traditional Women's organizations. The proposals should utilize the template format that was included as Attachment M to the Proceedings of the First Planning Committee Meeting of Designated Representatives (see Attachment 4 to this Committee Report).

The Designated Representatives were also briefed by representatives of the Center for Micronesian Empowerment (CME) on their mission and program activities. CME received funding support (expenditure totaling \$10,500) from the MCSF inception award for partial support to their Conference, “The Untapped Potential of the Marianas and Micronesian Workforce” held on October 20, 2010.

Conclusion

The Second Planning Committee Meeting of Designated Representatives concluded that there should be an “exit meeting” immediately following the successful conclusion of the 14th MCES while all of the Designated Representatives (in attendance) are still in Palau. This meeting will focus on lessons learned, next steps, and addressing certain outstanding issues that have been brought to the attention of the Designated Representatives that may affect the effective continued implementation of the MCSF inception award by the Graduate School. This meeting will commence immediately following the closure of the 14th MCES on Thursday December 16, 2010.

Attachment 1: Materials for 14th MCES Session Presentation to the Chief Executives

Attachment 2: Decision Paper for Chief Executives

Attachment 3: MCSF Inception Award Budget Tracking Sheet for Designated Representatives

Attachment 4: MCSF Internal Funding Request Template

Note: The Proceedings of the First Planning Committee Meeting of Designated Representatives are available on the website of the 14th MCES Meeting www.mcspalau.info.

Notes from MCSF Close-Out Meeting of Designated Representatives

(1) Any immediate observations or concerns in light of discussions during the MCES?

- Chief Executives made it clear that they want to be in charge of the MCSF, but are willing to delegate actions to their Designated Representatives.
- The Graduate School's role was clearly defined as temporary, on an interim basis
- The role and function of the Designated Representatives should continue
- Issues raised at the meeting regarding the role of an Executive Director in relation to the role of the Secretary General, and need for clarity as to how the MCSF and MCES will interact. This needs to be clarified and posed to the leadership.
- The role of the Secretary General will likely be enhanced once funds are flowing through the MCSF. Through the bylaws the SG will fulfill a special role.
- Urgent need for a facilities and staffing plan
- Urgent need to begin fundraising activities

(2) Review of decision-making protocols

- Note that protocols are outlined in detail on page 15 of the First MCSF Meeting Report
- Five-day, no objections approval basis for items already approved;
- Ten-day, no objects approval basis for anything requiring consent of the Chief Executives
- Highlighted the importance of the Designated Representatives briefing their Principals
- Consider possibility of naming alternative representatives to ensure coverage
- Consider use of e-mail "return receipts" to ensure email messages have been opened and read
- RFPs and TORs for activities will be shared with DRs

(3) MCES Lessons Learned

- Website might be better utilized to capture Summit registration
- Website information should include Committee Venues and Committee Points of Contact, with contact information and maps outlining where committees will meet
- Palau maintained a checklist for conference preparation which will be captured in the manual being prepared by the Graduate School
- The October planning meeting and preliminary MCSF DR meeting were both useful
- The shortened timeframe of the meeting helped with the development of the Communique
- Need to improve jurisdictional input into the Committee Reports
- Consider standardizing the format of the Committee Reports
- Also consider standardizing the presentation format among committees.
- Perhaps share a manual, presentation packet and sample committee report with committees prior to the start of the meeting.

- Prioritize meeting topics for the Chief Executives, with a timeline
- Consider developing a matrix of priorities that have been committed to through past communiqués, including which committees are responsible.
- Noted that each committee's strengths and weaknesses will be captured through the committee reports

(4) Fundraising Priorities

- Primary possibilities initially discussed include:
 - ROC Indigenous Affairs
 - Arab League (\$50 million of support)
 - Vietnam Consul General (conversations in San Francisco)

(5) Other Issues

- Where with the Center be physically located? How does this relate to the need for an Executive Director?
 - Palau originally listed as site for MCSF with early funding from Japan Cool Earth Partnership which has since lapsed
 - Discussion of site in Pohnpei, since President Mori is current Secretary General
- Issue to be deferred to the Chief Executives, or discussed among Designated Representatives to provide a recommendation for the Chief Executives?
- Next meeting of Designated Representatives scheduled for April...prior to an MCES in June.
- Date and time of next MCES tentatively scheduled for early June. If Graduate School is to have a role will need to be prior to end of grant award in mid-June. Summit dates can be confirmed through e-mail polling.

Micronesia Chief Executives' Summit: Hosting Manual

I. Introduction/Historical Background

The process of organizing the Micronesia Chief Executives' Summit (MCES) has historically fallen upon the host country. This obligation has changed and expanded significantly since the initial Summit was held in 2003. Not only are there now more participating jurisdictions in the Summit Process today, but there is also a growing effort to establish a Secretariat capacity that will ultimately lighten the role of the host country. However, even with the establishment of a secretariat, many of the responsibilities of the host country will continue to exist, to a certain degree. It is therefore important to understand a bit of the history behind the development and expansion of the Summit process in order to better comprehend these hosting responsibilities. Below, therefore is a brief history of the summit. Following that is a practical overview, or manual, of recommendations that will assist the host government in effectively hosting the MCES when its turn comes around.

In 2003, the Chief Executives of four Western Pacific Island Governments formed a unified sub-regional multilateral body for cooperative governance known as the Western Micronesian Chief Executive Summit (WMCES). This Summit was created in order to initiate and advance regional discussion among leaders in Western Micronesia. The first Summit was held in the Republic of Palau and the first Summit Communiqué was signed in March of 2003. Original membership in the WMCES consisted of only four jurisdictions, the Republic of Palau, the Territory of Guam, the Commonwealth of the Northern Mariana Islands (CNMI) and the State of Yap, within the Federated States of Micronesia. The Summit has met approximately twice a year since this original meeting.

A companion Presidents' Summit was also created in 2003, known as the Micronesia Presidents' Summit (MPS). This Summit was, and still is, composed of the Presidents of the Freely Associated States of Micronesia (the Republic of Palau, the Republic of the Marshall Islands and the Federated States of Micronesia). This Summit of leaders was developed to respond to sub-regional issues unique to these Freely Associated States. The MPS has also met approximately twice a year and often has been coordinated with the MCES to reduce travel costs.

Because of the success of the WMCES in addressing sub-regional issues and the clear need to extend many of the issues beyond the Western Micronesian sub-region, the issue of extending membership to other Micronesian jurisdictions gained support, and membership was offered to and accepted by the Federated States of Micronesia and its four individual states and the Republic of the Marshall Islands. Due to the new and broader membership, the WMCES was renamed as the Micronesia Chief Executive Summit (MCES). Today, there is also discussion of further extending an offer of membership to American Samoa. The MPS continues to hold meetings on issues that are unique to the Freely Associated States.

A. Committees

Within the MCES, over time a committee structure was developed to reflect high priority regional needs. Currently there are nine committees that represent a broad set of regional issues, as follows:

- The Regional Workforce Development Council (RWDC);
- The Micronesia Regional Invasive Species Council (RISC);
- The Micronesia Challenge (MC);
- The Renewable Energy Committee (REC);
- The Pacific Island Regional Recycling Initiative Committee (PIRRIC);
- The Regional Transportation Committee (TTC);
- The Regional Tourism Council (TC); and
- The Regional Health Committee (HC)
- The Communications Committee (CC)

Each of these committees has its own structure and its own oversight and management regime. Some of the committees have funding sources and some do not. Within the context of the MCES, each committee has met just prior to the two annual plenary meetings of the Chief Executives and made recommendations that have then been reviewed by the Chief Executives. The Chief Executives have taken actions and made directives based upon these committee reports. Some Committees also meet at various times throughout the year outside the context of the MCES. Within the context of the pre-Summit meetings, Committees have prepared presentations that they have given to the Chief Executives at the Plenary meetings, which have included accomplishments and recommendations. As the committee structure has grown, so too have the number of issues, the number of presentations and the administrative responsibilities of each committee.

B. Hosting Countries and Administrative Responsibilities

The hosting of the MCES has, to date, been rotated between jurisdictions and the administrative responsibilities have generally been placed on the Hosting jurisdiction. Initially, each jurisdiction hosted two consecutive Summits. However, with the expansion of membership, hosting became limited to a single Summit. As the committee structure has grown, and as active participation in the Summit process has increased, greater administrative responsibilities have developed. It is partially because of this expanding responsibility and the difficulty in following up on outcomes and recommendations across the many jurisdictions that the Chief Executives have moved towards the creation of a *Micronesia Center for a Sustainable Future (MCSF* – See below). The Chief Executives have clearly expressed their desire that an administrative capacity be developed through the MCSF and that funding be identified to support that capacity. However, until a Center is fully up and running, administrative responsibilities will continue to be placed on the hosting jurisdiction. Even after the MCSF is fully operational, the host jurisdiction will have certain responsibilities that will be continually defined over time. This brief Manual will attempt to support these responsibilities of the hosting jurisdiction by providing practical recommendations and associated documents from prior Summits.

C. Micronesia Center for a Sustainable Future (MCSF)

Over the past six years, the MCES has issued a series of joint communiqués and related resolutions, letters and associated actions and arrangements. These cooperative actions form the basis of an emerging foundation of sub-regional multilateral cooperation and governance. To enhance and build upon this emerging collective vision, and in order to respond to the expanding body of work being produced, especially through the MCES, the establishment of a regional body to serve as the administrative, research, and development center for both the MCES and the MPS, as well their subcommittees, sub-bodies and programs, has been endorsed by the Chief Executives of the region. The Chief Executives, through recent Summit Communiqués, have named this Center the '*The Micronesia Center for a Sustainable Future*' (MCSF). In addition to its proposed administrative functions, the Center is also intended to: 1) achieve economies of scale in stimulating economic and community development; 2) communicate the MCES' strategic vision externally and internally; and 3) leverage private and public funding.

To support the development of the MCSF, and to assist in the administration of the MCES, the Chief Executives appointed an initial and a subsequent *Secretary General (SG)*. The first SG appointed a Strategic Design Team to support this effort. Under the guidance of the SG, the Design Team developed a Strategic Plan for the Center which was officially confirmed by the Chief Executives. This Strategic Plan is envisioned as a living document that will change and expand as the role of the MCES is further defined.

The Secretary General and Design Team also orchestrated the development of a Start-up Grant for the MCSF that was supported and funded in June of 2010 by the U.S. Department of Interior, Office of Insular Affairs.

The DOI Start-up grant has a duration of one year and is currently scheduled to expire in June of 2011. The Grant was issued by the OIA to the Graduate School to manage on behalf of the MCES and the Secretary General. The Grant focuses on three areas of deliverables:

- Organizational Development;
- Program Development; and
- Regional Strategic Framework.

Within the context of organizational development, grant funding was provided to support the 14th MCES and the development of a '*Designated Representatives*' group (DR). This group is composed of a representative of each jurisdiction's Chief Executive (or the Chief Executive). The initial meeting of the Group was held in October of 2010, which meeting was intended to develop properly authorized and broad-based decision making protocols to enable the Graduate School to proceed with project expenditures under the OIA Start-up grant. The DRs held a conference call prior to the 14th MCES and met prior to and after the 14th Plenary session of the MCES. The proposed protocols of the DR's were confirmed by the Chief Executives at the 14th MCES.

In addition to facilitating the organization and meetings of the DRs prior to the 14th MCES, the Graduate School also assisted the Republic of Palau in the preparation for the 14th MCES held in Palau. In this effort, using DOI Grant funding, the Graduate School assisted in the development of a web page for the 14th MCES that provided:

- A registration form to the Summit for both participants and Chief Executives;
- Historical documents from prior Summits (1st through 13th Communiqués);
- A draft agenda for the up-coming Summit;
- A brief description of the MCES and the meeting process;
- A message from the hosting Chief Executive; and
- Contact information for the Host Jurisdiction.

It is anticipated that the information provided in this initial web page will be expanded prior to the 15th MCES, to be held in Pohnpei, Federated States of Micronesia. However, as the DOI Start-up Grant will end in June of 2011, future support for the web-page and the hosting of the bi-annual Summits will depend on the identification of on-going funding support in the future.

It is therefore unclear exactly what the responsibilities of the Host Jurisdiction will be in the future. This being the case, this brief manual assumes that the Host Jurisdiction will continue to bear the heaviest burden in preparing for the bi-annual MCES meetings until the MCSF is fully in place and funded.

Within the context of the DOI Grant assistance offered at the 14th MCES, and assuming that such assistance will be available at an equivalent level for the 15th MCES, and in the future, the home Jurisdiction would be wise to consider organizational activities as set forth below.

II. Pre Summit Preparatory Work

At the end of each Summit, the Chief Executives agree on who will be the host of the next Summit, which it is broadly accepted will occur approximately six months after the close of the current Summit. In that interim six months, the host country must make the necessary preparations for the next Summit. In order to do this, the Host Country is best served by establishing a necessary organizational structure. This organizational structure should be able to respond to:

- Logistical Issues before, during and after the Summit
 - Committee Organization
 - Pre-Summit Organization
 - Summit Organization
 - Post-Summit Organization
- Development of Summit Content, including:
 - Summit Communiqué
 - Committee Presentations
 - Committee Reports
 - Summit Letters and Resolutions

- Transfer of Summit Obligations to the Next Host
 - Summit Communiqué
 - Committee Presentations
 - Committee Reports
 - Summit Letters and Resolutions
 - Summit speeches

Within this context, the host country's organization structure should therefore be focused on two primary process issues:

- Logistical Management and
- Committee Management

III. Developing Organizational Structure

It is therefore recommended that within a reasonable time before the following Summit, approximately three months after the prior summit and three months before the proposed summit, an organizing structure be developed, with a 'Summit Coordinator' and two primary Summit Committees. The two committees, as described below, will provide the necessary administrative support to the Summit Organizer.

A. Summit Organizer

It is critical that a single person be made responsible for the organization of the Summit. Often this person will be a high level government official in order to have the official capacity to effectively direct action. It may very well be the Designated Representative of the Host Country who serves in this position in order to maintain continuity and to reflect his direct responsibility and access to the Host Country's Chief Executive.

B. Content Committee

The first Committee, which is responsible for Summit Content (Committee Reports, proposed letters and resolutions), is the '*Content Committee*'. This Committee should be composed of the lead representative of each of the nine Summit committees. As indicated, the current MCES Committees includes:

- ✓ The Regional Workforce Development Council (RWDC);
- ✓ The Micronesia Regional Invasive Species Council (RISC);
- ✓ The Micronesia Challenge (MC);
- ✓ The Renewable Energy Committee (REC);
- ✓ The Pacific Island Regional Recycling Initiative Committee (PIRRIC);
- ✓ The Regional Transportation Committee (TTC);
- ✓ The Regional Tourism Council (TC);
- ✓ The Regional Health Committee (HC); and

- ✓ The Communications Committee (CC).

The lead representative of each committee is responsible for working with committee representative from each jurisdiction to fulfill the obligations of the Committee prior to the Summit. In conjunction with one another, the Committee is also responsible for the detailed organization of Committee meetings held two days prior to the actual Summit. In addition to working with committee members from other jurisdictions, this Committee must also work closely with the Logistical Committee to ensure a cohesive Summit.

As indicated, these Committees have historically met just prior to the Summit for two days in order to prepare their Committee Reports and to prepare committee presentations for the Chief Executives at the Plenary meetings. As the Committees generally do not have the funding or logistical capacity to meet between Summits, much of their work is accomplished at these preparatory meetings. Many of the organizational issues that the *Content Committee* must deal with are discussed below.

C. Event Organization (Logistical group) –

In addition to committee organization through the *Content Committee*, jurisdictions have found it critical to establish a '*Logistical Committee*' to run the Summit. At all times, the two committees should coordinate their respective work to ensure that nothing falls between the cracks. The Summit is now a very complex gathering of regional leaders, staff and interested parties, often of over 200 participants and attendees, that requires security, protocol, hotel bookings, internet hosting, and the like. Organizing a successful meeting therefore requires a set of core administrators from the Host Jurisdiction to manage the flow of events over the period of a week.

The Logistical Committee will also be responsible for all of the other non-committee arrangements prior to the Summit. The specifics of these arrangements appear below.

D. Coordination with Designated Representatives

As indicated, each jurisdiction has a designated representative to assist his/her respective Chief Executive with Summit issues. The *Logistical Committee* and the *Content Committee* should carefully integrate their efforts with the efforts of the Designated Representatives prior to the Summit. It is likely that the designated Representatives for each jurisdiction will be the primary point of contact for the Host Jurisdiction. In addition, the Designated Representatives have agreed to hold one or more conference call(s) some months prior to the Summit to discuss summit issues and to assist the Host Jurisdiction in its Summit Organizing Activities. The Logistical Committee and Content Committee should be represented at this conference Call. The Graduate School, while involved in the Summit Process will work to involve both the Host Jurisdiction and the Designated Representatives in any pre-Summit planning activities.

E. Arrangements –

The Logistical Committee must deal with all of the practical and logistical issues that will make the Summit a success, including the following:

- **Set the Date of the Summit and Invite other Jurisdictions** – The first activity of the summit coordination is the setting of a date and the invitation of Chief Executives from other jurisdictions. This is frequently more difficult than it sounds, as the schedules of Chief Executives are very full. Frequently, the date of the Summit must be changed from the original proposed date in order to accommodate all of the Chief Executives. Consequently, the earlier that the invitations can go out, the better.
- **Identify Primary Contacts** – The Host Jurisdiction should identify a contact in each of the jurisdictions (generally the Designated Representative for the jurisdiction) to serve as the primary point of communication for Summit arrangements. It is through this representative that on-going discussions regarding arrival times, hotel reservations, car reservations, and information regarding delegations shall flow.
- **Webpage** – Once again, the process of organization can be greatly simplified through the use of a web page for issues of registration, notification, document transmittal, booking of hotels, reservation of cars and the like. The Logistical committee should work with the Graduate School to coordinate the development of the web page during the duration of the DOI Start-Up Grant. While the Web Page will provide the necessary tools for organization, it is critical that the information placed on the web page be periodically compiled and organized. If used properly, the web page will provide a strong data base to manage the Summit activities.
- **Registration Form** – The Webpage should include a registration form that can be filled out by Summit Attendees. This should provide all of the information that the Host Jurisdiction wishes to know about the attendee. A sample registration form appears in Appendix 1.
- **‘Arrangements Document’** – In addition to, and in conjunction with, the Webpage, the Host Jurisdiction should develop an Arrangements document that assists visiting jurisdictions in making travel arrangements for the Summit. Arrangement topics may include hotel information, car rental information, arrival and departure information, and related information regarding attire for events, medical facilities, security arrangements, spousal programs, contacts and the like (Appendix 2 is a sample Arrangements Document for easy reference).
- **Hotels** – The Logistical Committee should identify one or more hotels that will be available for attendees of the Summit, hopefully at a concessionary rate. This requires negotiating with Hotels, and coordinating the process of reservations.
 - Frequently in the past, the host jurisdiction has covered the cost of the hotels for the visiting Chief Executives. Once again, this requires advance planning and negotiation with the hotels.

- The Summit Web page should provide visiting delegations with a list of hotels and their contact information. This information should also appear in the Arrangements Document.
- The available hotels should be listed on the Web Page. It may be that reservations can be organized through the web page registration form if the attendee chooses to stay at one of the officially sanctioned hotels.
- **Vehicles** – In the past, some jurisdictions have provided transportation to Chief Executives to ensure appropriate levels of security. However, as the Summit membership has expanded, vehicles have generally been provided by the visiting jurisdictions. This configuration may depend upon the size of the hosting jurisdiction.
- Once again, the Summit Web page should provide visiting delegations with a list of car rental companies and their contact information. This information should also appear in the *Arrangements Document*.
- **Meeting Center** – The Host government must identify a meeting center that can handle approximately 200 people over a two day period. The center must have a speaker system that has a microphone for each Chief Executive. The Center must also be set up for overhead presentations.
 - The Host government may choose to hold pre-Summit Committee meetings at the same location as the Plenary. If this is the case, the *Logistical Committee* should be sure to coordinate room arrangements with the *Content Committee*.
- **Updated List of Participants** – The Logistics Committee needs to work with the Committees to keep an updated list of participants. In this way the size and scope of the Summit obligation can be monitored on a daily basis. This also permits the host jurisdiction to ensure that visiting delegations have hotel rooms, cars and that high level officials will be met at the airport.
 - The list should best be compiled via the summit web page.
- **Letterhead** – The host government traditionally has created a unique letterhead for the communiqué and other documents. Appendices 3 and 4 are samples of letterhead used in the past.
- **Presentation of Colors** – Traditionally the host government presents its own colors and anthem. This occurs at the opening and closing ceremony.
 - Generally, the Host country does not have flags for all of the member jurisdictions. It is therefore common practice to request that member countries be requested to provide large flags for the presentation of colors and table flags.

- **Name Badges** – It is a common practice to provide name badges for both official attendees and observers and visitors. This can generally be taken care of in advance based upon registrations. However, the capacity to provide name badges for attendees who did not register must be taken into consideration.
- **Preparation of Attendee Packets** – Generally, host jurisdictions provide a packet for Summit registrants, including the agenda, paper, pens and whatever else the Host Jurisdiction wishes to provide.
 - Frequently the packet is provided in a unique bag reflecting the number of the Summit (ex. *'15th Micronesia Chief Executives Summit – Pohnpei, Federated States of Micronesia'*)

F. Agenda

The Host jurisdiction should prepare a proposed agenda for the up-coming Summit to be reviewed by all jurisdictions and ultimately finalized prior to the Summit (Appendix 3 is a sample agenda). The Agenda should reflect the committee structure of the Summit and recognize the expressed desire of the Chief Executives to minimize the duration of committee reports and presentations. The Agenda preparation should therefore include on-going input from both the Logistical Committee and the Content Committee.

Historically each Summit has had committee presentations as well as theme/subject related presentations. These presentations are most frequently added by the host jurisdiction, but are often proposed by visiting jurisdictions. A significant amount of discretion has generally been given to the Host Jurisdiction regarding how to deal with requests for presentations. However, as mentioned, as the agenda of issues has increased over time, greater restrictions have been placed on both the number and duration of presentations by both committees and outside presenters.

The Draft Agenda should be prepared as early as possible to allow for Comment by the other jurisdictions. The Draft Agenda should be posted on the Web Site for the widest possible distribution. The Draft Agenda should also be sent to the Chief Executives and Designated Representatives of each jurisdiction in order to allow them to distribute to their staff and to respond with recommended edits and additions or deletions in a timely fashion.

G. Organizing and Monitoring Committee Activity (Content Committee)

After the Content Committee is in place, it should immediately begin focusing on ensuring that each Committee follow up on the obligations that it made at the prior Summit through its Committee Report, as reflected in the prior Communiqué. The success of the entire MCES process depends on committees undertaking to implement the directives of the Chief Executives. The Content Committee should therefore consider taking responsibility for the following:

- **Names and Contact Information** – A good starting point is to gain the names and contact information of Committee representatives from each jurisdiction (See Appendix 4, a list of Committee members from the 14th MCES). The key to the success of the Summit will

largely rest upon the success in organizing the Committees, in gaining attendance from each jurisdiction, and in planning for committee activities before arrival at the Summit. It cannot be assumed that each committee has been active since the prior Summit. Different committees have different administrative capacities and funding and performance varies greatly between meetings.

- **Contact Committee Members** – Committee members from other jurisdictions therefore need to be contacted as soon as possible in order to coordinate their readiness for the upcoming summit meeting.
- **Organize Sign-ups** – Host representatives should ensure that all committee representatives that will attend the Summit register for the Summit through the Summit web-site. This ensures that all of the appropriate information is made available to the Host Jurisdiction.
- **Meeting Locations** – Each committee will need a place to meet for the two days prior to the official Summit Meetings. This generally requires the availability of a space for each committee for two full days, even though it is rare that two full days of meetings are held. Many jurisdictions have historically held the committee meetings in the conference rooms at the location of the associated offices in the host jurisdiction. Other jurisdictions have held committee meetings at different rooms at a conference center. This generally depends on a jurisdiction's available facilities and available budget.
- **Define Committee Issues** – Committee Representatives must review decisions and recommended actions from prior meetings, especially the last Summit and any subsequent meeting, and lead the effort of the committee to follow through with appropriate and concrete action. This includes helping to identify any new issues or presentations that need to be made at the next Summit.
- **Broad Participation** – The ultimate goal of committee preparation should be the participation by all jurisdictions in the work of the committee. However, many jurisdictions do not have sufficient funding to send participants for each Committee. The Host representative should therefore encourage preliminary work by each jurisdiction, and between jurisdictions, that ensures broad support of the committee's recommendations and presentation at the Summit. Early work with committee representatives can ensure that there is a broad support for committee work, which is critical if committee recommendations are to move forward at the national level.
- **Proactive Approach** – The most successful Summits have been ones in which the host jurisdiction has taken a proactive approach to the follow-through on committee issues. Other jurisdictions will appreciate the effort put forth to identify regional issues and trends that are reflected in concrete agenda items and proposals.

H. Event Preparation (Logistics Committee)

In addition to planning for the arrival of and living arrangements for approximately 200 participants and observers, the Logistics Committee must also organize the actual three day Summit. This requires the organization of facilities, equipment, meals, events and the like. It also requires the constant

coordination with the Committee Organizing Group. A list of some of the major event preparation issues and services that must be attended to prior to the Summit follows:

- **Technical Staff and Hardware** – In addition to helping the Committee members ensure that committee meetings are staffed and have appropriate equipment, the Central Staff must ensure that the three day Plenary Session is technically staffed and that sufficient equipment is available and working. Equipment that must be available and working through the entire event includes computers, projector(s), printers (black and white laser jet and color ink jet), extension cords, staff tables, regular and high quality paper, back-up ink, etc.
 - The Host jurisdiction should provide a computer expert for the duration of the Summit to ensure that all equipment is working and that trouble shooting services are available throughout the Summit.
- **Coordinate Events** – A number of events are sponsored by the host jurisdiction, including lunches, dinners and excursions. The Logistics Committee needs to prepare well in advance to ensure that these events come off. A critical component of this effort is the identification of funding sources for such events (See fund-raising below).
- **Local Performance** – Historically, the host jurisdiction arranges traditional performances at different points throughout the week-long Summit event, including at the opening ceremony and at hosted lunches and dinners.
- **Fund Raising** – A critical component of event planning often involves fund raising. Many jurisdictions in the past have gained significant private sponsorships of individual events, especially dinners. Funds have also been contributed through grants (ARRA Grant) and from foreign governments (Republic of China, Taiwan). Formal requests for such funds will find greater success if scheduled far in advance of the Summit.
- **Master of Ceremony** – Generally, the Host Jurisdiction provides organization to the Plenary Sessions through a Master of Ceremony, who guides the events smoothly forward.
- **Presentation of Colors** – The Host Country needs to coordinate the presentation and retiring of colors at the beginning and the end of the Summit.
- **Opening Prayer** – The host jurisdiction should identify a Priest/Minister to provide an opening prayer at the Summit's Opening Ceremony.
- **Excursions** – Generally, a single excursion is organized by the host jurisdiction. This event is usually open to all participants on the final day of the Summit and therefore is quite well attended. This single excursion event requires significant planning. Once again, fund-raising or sponsorship to finance this event should be considered. In addition, frequently participants depart later on the day of the excursion.
- **Gifts** – Traditionally, the Host Government provides gifts to the visiting Chief Executives. Generally these gifts are uniquely reflective of the host culture and therefore generally take some time to craft.

IV. Two-Day Committee and Event Preparatory Work

A. Committee Meetings (Event Committee) –

As indicated above, in order for the nine Summit Committees to prepare for the Summit, they have historically met for two days just prior to the Summit. This is the primary purpose for the Summit to be extended two days and for the early arrival of delegations. It should be noted that due to the difference in flight availability, some delegations may arrive late on the first day of this two-day preparation period. Committee meetings must be organized accordingly. Specific issues that must be coordinated include the following:

- **Chair and Coordinate Pre-Meetings** – As the host jurisdictions have historically chaired the respective committees, it generally falls upon the local representative to coordinate and manage the committee meetings.
- **Committee Locations** – Despite all best efforts, attendees will frequently not know the location of the committee meetings. The Host jurisdiction must consequently make every effort to ensure that arriving committee members are made aware of the location of the meetings.
- **Coordinate Presentation and Report** – Likewise, as Chair of the committee, the local representative is generally responsible for coordinating the development and ultimate presentation of the committee Presentation and Report. If outside speakers are considered, their presentation must be coordinated and cleared through the Logistical Committee.
- **Equipment** – Each meeting location must have sufficient equipment (computers, printers, overhead projectors, etc.) to conduct an efficient meeting and to prepare a Committee report and presentation.

B. Final Preparation for Summit Events (Logistics Committee).

During the two days of Committee Meetings, the Logistics Committee must make sure that all of its preliminary planning is finalized.

- **Plenary Preparation** – Final preparations must be made at the location where the Plenary will be held. This includes finalizing:
 - Lists of attendees;
 - Name tags for delegation members and observers;
 - Seating arrangements;
 - Equipment and accessories;
 - Internet accessibility;
 - Office supplies;
 - Letterhead;
 - Flag arrangements, including the delivery of flags by jurisdictions, where requested;

- Local performance arrangements;
- Gift arrangements;
- Prayer arrangements;
- the script for the Master of ceremonies, which must match the final agenda;
- the Agenda;
- Material packets for Chief Executives;
- Coffee and luncheon arrangements;
- Evening events arrangements;
- Excursion arrangements; and
- Official Photo arrangements

V. Summit Organization.

The three day Summit will bring to completion the extensive planning undertaken over the prior three months. In addition to holding the events that have been planned for at the stages defined above, certain outcomes will provide the main focus of the three day event. Outcomes of this event will include the following:

- Communiqués – Traditionally the host Government has been given the primary responsibility for preparing the Communiqué, a document that sets forth the decisions, resolutions and communications of the Chief Executives. This being said, a former staff member from a member country with a long-term participation with the Summit has, in the past, provided technical assistance in this effort. At the 14th Summit, this individual was contracted by the Graduate School to draft the Communiqué. If funding is not made available in the future, this responsibility will have to return to the hosting government. If this is the case, it is best to begin the process by reviewing past communiqués within the context of committee reports (See Appendix 5, a sample Committee Report). Generally committees are directed to develop their reports in the format of the Communiqué in order to speed up the process (See Appendix 6, a sample Communiqué response to a Committee Report).
- Ten Copies of the communiqué must be prepared and signed by each jurisdiction's Chief Executive or his or her Designee. The tenth signed communiqué is delivered to the Secretary General as an historical record.
- It is critical that the Communiqué focus on the **actions of the Chief Executives** in response to the Committee recommendations, not on the actions of the committees.
- Historical data and data that refers to committee activities should be kept to a minimum in the communiqué. Each committee report is a component of the *Record of Proceedings*, along with resolutions, letters and the Communiqué.
- One person should be made the primary writer/editor of the Communiqué and a second staff member should provide editing and proofreading assistance. This person should also keep a record of the discussions of the Chief Executives in order to ensure that important decisions and comments will be reflected in the Communiqué. Frequently

other jurisdictions will provide assistance in the development of the Communiqué, often through their attending legal staff member. The Host Jurisdiction must coordinate the process for accessing assistance from such staff.

- Frequently Committees will draft both a Committee Report and a draft section for the Communiqué. Effort should be made to coordinate the efforts of the Committees in writing their reports and in writing draft Communiqué sections with the writer/editor of the Communiqué
- Timing of Communiqué – The Communiqué is a complex document that sets forth the decisions of the Chief Executives. It therefore takes considerable time to finalize. Staff works on the communiqué throughout the Plenary, as they receive committee reports and as they hear Chief Executive Comments and directives. At the completion of the Plenary Meetings, staff must finalize the Communiqué, resolutions and letters, as directed by the Chief Executives. In order to facilitate this effort, it is wise to schedule the signing ceremony on the day subsequent to the last day of the Plenary Session. This allows the preparation of a quality document and also permits jurisdictions to review and make timely comments on the draft communiqué.
- **Resolutions** – As with Communiqués, ten resolutions must be prepared for signature. Resolutions are generally recommended by a Committee or introduced or proposed by a jurisdiction and seconded by another jurisdiction. They are accepted by consensus, which often is acknowledged by silent acquiescence. (Appendix 7 is a sample Resolution)
- **Letters** – Like resolutions, ten letters must be prepared for signature. Letters are generally introduced or proposed by a jurisdiction and often seconded by another jurisdiction. They are accepted by consensus, which often is acknowledged by silent acquiescence. (Appendix 8 is a sample Letter)
- **Decision-making Process** – The decision-making process of the Summit is one of complete consensus. This requires agreement by all members prior to a decision, communication or resolution before moving forward. Within this context, historically, an informal process has been agreed to whereby open discussion is encouraged. Without an Executive Director or Central Office in place, however, the Host Jurisdiction has historically been responsible for the chairing the meetings of Chief Executives and ensuring the finalization of documentation of these meetings. This responsibility has included the responsibility to ensure that any official document or decision that moves forward be confirmed as a consensus decision of the Chief Executives.
- **Official Photos** – In the past, there has been a photo session with the Chief Executives shortly after the opening ceremony. Frequently the host jurisdiction has made the photo available to visiting Chief Executives as a gift at the closing ceremony of the Summit. Consequently a photographer needs to be made available.

VI. Post Summit Obligations.

At the end of the Summit, the Host Jurisdiction has certain responsibilities that allow for a smooth transition to the next host jurisdiction and the transmittal of documents to jurisdictions and to the Secretary General for record-keeping. This process will be fine-tuned over time and through the organizational work being undertaken under the OIA Start-Up Grant.

A. Information Gathering.

The two primary responsibilities of the host Nation after the Summit are the gathering of official documents and information of the Summit and the transmittal of the same to member nations.

Specifically, it is the responsibility of the Host Jurisdiction to compile the Communiqué, a list of participants and their contact information, resolutions, letters, committee reports and committee presentations in digital format. The Graduate School, during the life of the OIA Grant, has the responsibility to compile these documents into a Summit Proceedings Document that will then be provided to each Jurisdiction. At the end of the grant period, this responsibility will fall directly upon the Host Jurisdictions, Secretary General, his designee, or as determined by the Chief Executives.

B. Information Transmittal.

Each jurisdiction should be provided with original signed Communiqués, letters and resolutions and with digital copies of the same. Generally, the original signed documents are immediately provided to each jurisdiction after the signing ceremony.

As indicated, during the duration of the OIA Grant, the Graduate School shall include these digital documents within the context of the Summit proceedings document.



14th Micronesia Chief Executives' Summit

Ngara Amayong Cultural Center
Koror, Republic of Palau
December 15 – 17, 2010

Registration Form for Accompanying Delegation Members

All attendees must return a completed registration form (mail, fax or email) to:

Ministry of State

Attention: Ms. Linda Ngirameketii (lind679@gmail.com) or

Ms. Clarissa Adelbai (adelbai.clarissa@gmail.com)

14th MCES Organizing Committee

PO Box 100

Koror, Republic of Palau 96940

Tel: 680-767-2509/2490/2343

Fax: 680-767-3680

☐ Mr. ☐ Mrs. ☐ Ms.

First Name: _____ Last Name: _____

Organization: _____

Position: _____

Address: _____ City: _____ State: _____ Zip: _____

Telephone No: _____ Fax No: _____

Email: _____

List equipment and/or supplies needed for presentation:

Travel arrangements:

Date of Arrival: _____ Date of Departure: _____

Airline/Flight #: _____ Airline/Flight #: _____



12-17 December 2010
Republic of Palau

PARTICIPANTS INFORMATION

REGISTRATION

All delegates must register through the following website no later than **8 December 2010**:
<http://www.mcespalau.info>

ARRIVAL & DEPARTURE

1. Airport
All participants will be met by the Protocol Officers on arrival at the Palau International Airport. Transportation from the airport to hotel will be provided to the Chief Executives. Rest of the delegation members are urged to arrange airport pickup with the hotel they will be staying.
2. Baggage
One member of each delegation accompanying the Chief Executives will be responsible for their baggage, and will be asked to cooperate with the Protocol Officers at all stages of the movement of baggage from airport to hotel, and vice-versa.
3. Entry Formalities
All travelers to Palau do not require visa prior to entering Palau. All travelers are issued a 30 days visa, and thus require a valid passport and a return ticket on arrival.

ACCOMMODATION

Chief Executives will be accommodated at the Palasia Hotel. Bureau of Foreign Affairs will assist the rest of the delegate make bookings for hotels and rental cars, however, it is highly recommended that members of delegation book their own hotels through the following website:
www.visit-palau.com/placestostay/index.cfm

TRANSPORTATION

Chief Executives will be provided with transportation and chauffeur/driver. Delegation members are urged to book their own transportation for the duration of their stay in Palau.

1. IA Rent A-Car
Tel (680) 488 1113/5011/4182
Fax (680) 488 1115
Email: iabc@palaunet.com
2. Hertz- NECO Palau
Tel (680) 488 8476/775-8476/1989
Fax (680) 488 8476

Email: hertz@palaunet.com

3. Toyota Rent A Car
Tel (680) 488 5599/587-5599
Email: westplaza@palaunet.com

4. Budget Car Rental
Tel (680) 488 6233/779-8033
Fax (680) 488 6232
Email: budgetpalau@palaunet.com

ATTIRE

Aloha shirts for the official opening of the 14th Micronesian Chief Executives Summit will be provided to the Chief Executives. Dress for other occasions will be semi-formal/island attire.

HOSPITALITY

The Government of the Republic of Palau will offer the following hospitality for the duration of the Summit and related meetings:

1. One room from each Chief Executive and their accompanying spouse. Other incurred cost for services will be borne by each Chief Executive;
2. One chauffeur-driven car for each Chief Executive;
3. Liaison Officers for each delegation;
4. SIM Card and Airtime Card not including cell phone will be provided to each Chief Executive

MEDICAL FACILITIES

The Ministry of Health Mobile Medical Team will be on call at all times for the Summit and related events.

RESPONSIBILITY FOR ARRANGEMENTS

The Government of the Republic of Palau is responsible for providing venue, facilities and support staff, security arrangement, and reservation of accommodation/car rental for delegation members upon request.

SECURITY ARRANGEMENT

The Government of the Republic of Palau accepts all responsibilities for the protection of Chief Executives for the duration of their stay in Palau.

SPOUSE PROGRAM

Spouses accompanying Chief Executives will have a separate program; details will be made available on arrival.

IMPORTANT CONTACTS

Ms. Linda Ngirameketii
Tel (680) 767-2490/2509/6330
Fax (680) 767-3680
Email: lind679@gmail.com

Ms. Clarissa Adelbai
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11TH MICRONESIAN CHIEF EXECUTIVES' SUMMIT

Appendix 3



Republic of Palau
Ngarachamayong Cultural Center
December 15-17, 2010

Monday, December 13, 2010

9:00 AM - 4:00 PM Pre-Summit Committee Meetings – Palau counterparts will provide venue for their respective committees.

Tuesday December 14, 2010

9:00 AM - 12:00 PM Committee/Designated Representatives Meetings on Potential MCES Reforms

9:00 AM Palau Technical Working Committee requests briefing to H.E. President Toribiong

NOTE: It is anticipated that designated representatives will provide briefing to their respective Executive on the progress and details of the MCSF.

DAY 1: Wednesday December 15, 2010

8:00 - 9:00 AM	Registration
9:30 AM	Posting of Colors Palau National Anthem Opening Prayer Introduction of Distinguished Guests and Chief Executives Chesols (Traditional Chant) Remarks by current Chair and turnover of Chairmanship to H.E. President Toribiong Acceptance by Palau of Chairmanship Debusch (blowing of conch shell) Local Performance (Ruk – Traditional Men’s War Dance) Welcoming Remarks <i>by His Excellency Johnson Toribiong President of the Republic of Palau</i>
10:00 AM	Tea Break/Official Photo
10:15 AM	Delal-a-Ngloik (Traditional Women’s Dance) <i>by Ngeremlengui Dancers</i>
10:30 AM	Review and Adoption of Agenda Remarks by Chief Executives • Honorable Benigno R. Fitia, Governor, CNMI • His Excellency, Emmanuel Mori, President, Federated State of Micronesia • Honorable Felix P. Camacho, Governor, Territory of Guam • His Excellency, Anote Tong, President, Republic of Kiribati • His Excellency, Jurelang Zedkaia, President, Republic of the Marshall Islands • His Excellency, Marcus Stephen, M.P., President, Republic of Nauru • Honorable Wesley Simina, Governor, Chuuk State • Honorable Robert J. Weilbacher, Governor, Kosrae State • Honorable John Ehsa, Governor, Pohnpei State

- Honorable Sebastian L. Anefal, Governor, Yap State
- His Excellency, Johnson Toribiong, President, Republic of Palau

PRESENTATIONS

11:00 – 11:30 AM	Region IX Federal Regional Council - Governor Fitiaf • Review of Events in San Francisco
11:30 – 12:00 PM	Micronesia Center for a Sustainable Future • Review of Palau Planning Meeting • Reform of MCES Meeting Structure ○ Presentation by Designated Representatives ○ Discussion
12:00 – 2:00 PM	Lunch hosted by Palau 1. Chief Executives' Lunch w/Spouse and one technical staff at Palasia Hotel 2. Working Lunch for Technical Working Committee at Ngarachamayong Cultural Center
2:30 – 2:40 PM	UN Framework Convention on Climate Change COP16 <i>Delivered by Sebastian Marino, National Environment Planner</i>
2:40 – 2:50 PM	Pacific Workforce Investment Workgroup (PWIW)
2:50 – 3:00 PM	Micronesian Challenge
3:00 – 3:10 PM	Regional Invasive Species Council (RISC)
3:10 – 3:20 PM	Q & A and Tea Break
3:20 – 3:30 PM	Regional Energy Committee (REC)
3:30 – 3:40 PM	Health Committee (RHC)
3:40 – 3:50 PM	Transportation Committee (TC)
3:50 – 4:00 PM	Tea Break
4:00 – 4:10 PM	Regional Tourism Committee (RTC)
4:10 – 4:20 PM	Pacific Islands Regional Recycling Initiative Committee (PIRRIC)
4:30 PM	Meeting Adjourns

Master of Ceremony: Mr. Jeffrey Antol
Director, Bureau of Foreign Affairs

9:00 - 9:10 AM **Communications Committee**

9:10 - 9:20 AM **Water and Sanitation**

9:20 - 9:30 AM **Miscellaneous Presentations**

9:30 – 9:40 AM **Tea Break**

9:40 – 11:50 AM **Continue Miscellaneous Presentations**

12:00 – 2:00 PM **Lunch Hosted by Palau at Palau Pacific Resort**
Chief Executives, Spouses and one technical staff

2:30 – 3:30 PM **PLENARY**

- Remaining Business
- Approving the next site for the 15th MCES
- Review and adoption of Communiqué

3:30 – 4:30 PM **Closing Remarks by Chief Executives**

- Honorable Benigno R. Fitial, Governor, CNMI
- His Excellency, Emmanuel Mori, President, Federated State of Micronesia
- Honorable Felix P. Camacho, Governor, Territory of Guam
- His Excellency, Anote Tong, President, Republic of Kiribati
- His Excellency, Jurelang Zedkaia, President, Republic of the Marshall Islands
- His Excellency, Marcus Stephen, M.P., President, Republic of Nauru
- Honorable Wesley Simina, Governor, Chuuk State
- Honorable Robert J. Weilbacher, Governor, Kosrae State
- Honorable John Ehsa, Governor, Pohnpei State
- Honorable Sebastian L. Anefal, Governor, Yap State
- His Excellency, Johnson Toribiong, President, Republic of Palau

7:00 – 9:30 PM **Closing Ceremony/Dinner Reception at Sea Passion**

- Signing of the 14th Joint Communiqué
- Presentation of Gifts to Chief Executives
- Retiring of Colors
- Debusch signifying formal conclusion of the 14th MCES
- Entertainment

DAY 3: Friday, December 17, 2010

- Rock Island Picnic – Optional
- Babeldaob Tour – Optional

Micronesia Regional Invasive Species Council (RISC)
Report to the 14th Micronesian Chief Executives' Summit
Republic of Palau
December 15-17, 2010

Background

The mission of the RISC is: “To reduce the likelihood of introduction of invasive alien species to islands across the region and to control or, when feasible, rid our islands of existing invasions through coordination of efforts throughout the Western Pacific.” As noted in previous reports, cooperation through RISC has yielded significant progress in the advancement of invasive species awareness, prevention, and control in Micronesia; this regional cooperation is essential for both regional and local successes.

Accomplishments Since the 13th Summit:

The RISC met December 13th and 14th, 2010, to prepare for the 14th Micronesian Chief Executives' Summit (MCES). At this meeting, the Chair of the RISC rotated from the Kosrae to Pohnpei. The incoming Chair is Kadalino Lorens, iStop Chairman. RISC thanked Steven George for his excellent work and leadership of the RISC during the previous year. RISC also congratulated Bejay Obispo (Pohnpei) as the new Vice-Chair, and elected Diane Vice (Guam) as Secretary/Treasurer.

The RISC calendar for 2011, an important awareness-raising tool, will be completed in December and distributed in early 2011. The calendar was funded by the Secretariat of the Pacific Community (SPC), and coordinated by the RISC Secretary.

Letters from the Micronesia Chief Executives and RISC were sent requesting support from US National Invasive Species Council (NISC) for a full-time NISC-funded position within Micronesia to assist with coordination of invasive species efforts in Micronesia.

RISC members have supported the development of the Micronesia Biosecurity Plan (MBP) by providing local expertise to federal scientists who are completing the risk and pathway analysis reports that form the basis for the MBP. The scientific reports are due March 2011 and RISC will coordinate an informal review of these reports by local experts in each jurisdiction. RISC participation in the development process will help ensure that the final MBP will accurately portray priorities and needs within Micronesia for restricting introductions and spread of invasive species throughout Micronesia.

In order to plan for the eventual implementation of the MBP, a proposal to develop a Strategic Implementation Plan was submitted to DOD for funding. **The Chief Executives can ensure the most benefit from this plan by instructing their invasive species coordinators and other appropriate staff to actively support the MBP and its implementation.**

Individual member accomplishments are described in the attached member reports.

Fourteenth Micronesian Chief Executives' Summit
December 15-17, 2010

Report of the Micronesia Regional Invasive Species Council (RISC)
Page 1 of 2

Recommendations:

We recommend that the members of the 14th Micronesian Chief Executives' Summit include the following in their communiqué:

The Chief Executives reaffirm their commitment to provide a permanent and full-time Invasive Species Coordinator for each jurisdiction.

The Chief Executives reaffirm their commitment to identify, in writing to the Chair of RISC, two representatives to RISC from each state and national jurisdiction.

The Chief Executives reaffirm their commitment to send RISC representatives to two workshop-style meetings per year, in addition to the Summits, to collaborate on invasive species issues and priority actions.

The Chief Executives reaffirm their commitment to provide a minimum of \$2,500 from each jurisdiction to fund RISC's priority projects, as soon as the RISC bank account has been opened.

The Chief Executives agree to continue to instruct their invasive species coordinators and other appropriate staff to participate actively in the development of the Micronesia Biosecurity Plan (MBP).

The Chief Executives agree to sign a letter requesting SPC to fill the position of Plant Protection Specialist for Micronesia in 2011.

The Chief Executives agree to sign letter of support to MCSF for funding strategic action plan and emergency response training for RISC members in April 2011.

Micronesia Regional Invasive Species Council (RISC)

The RISC Committee reported that cooperation through RISC has yielded significant progress in the advancement of invasive species awareness, prevention, and control in Micronesia, cooperation which is essential for both regional and local success.

Regarding recent activities, the Committee reported that the RISC calendar for 2011, an important awareness-raising tool, will be completed in December and distributed in early 2011. The calendar was funded by the Secretariat of the Pacific Community (SPC), and coordinated by the RISC Secretary. In addition, RISC members have supported the development of the Micronesia Biosecurity Plan (MBP) by providing local expertise to federal scientists who are completing risk and pathway analysis reports that form the basis for the MBP. The scientific reports are due on March 2011 and RISC will coordinate an informal review of these reports by local experts in each jurisdiction. RISC participation in the development process will help ensure that the final MBP will accurately portray priorities and needs within Micronesia for restricting the introduction and spread of invasive species throughout Micronesia.

To plan for the eventual implementation of the MBP, a proposal to develop a Strategic Implementation Plan was submitted to the Department of Defense (DOD) for funding.

The Chief Executives recognized the accomplishments of the Committee and reaffirmed their commitment to:

- Provide a permanent and full-time Invasive Species Coordinator for each jurisdiction;
- Identify, in writing to the Chair of RISC, two representatives to RISC from each state and national jurisdiction;
- Send RISC representatives to two workshop-style meetings per year, in addition to the Summits, to collaborate on invasive species issues and priority actions;
- Provide a minimum of \$2,500 from each jurisdiction to fund RISC's priority projects, as soon as the RISC bank account has been opened;
- Continue to instruct invasive species coordinators and other appropriate staff to participate actively in the development of the Micronesia Biosecurity Plan (MBP); and
- Support MCSF assistance in funding the strategic action plan and emergency response training for RISC members in April 2011.

In addition, in support of the efforts of the Committee, the Chief Executives signed a letter requesting the SPC to fill the position of Plant Protection Specialist for Micronesia in 2011.



THIRTEENTH MICRONESIAN CHIEF EXECUTIVES' SUMMIT

A RESOLUTION OF THE 13th MICRONESIAN CHIEF EXECUTIVES' SUMMIT To Request And Urge The United States Congress To Restore Medicaid Eligibility For Citizens Of The Freely Associated States (FAS) Residing In The United States And Its Territories

WHEREAS, the Freely Associated States made up of the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau, are countries that have a unique political relationship with the United States under their respective Compacts of Free Association (Compacts); and

WHEREAS, the Compacts allow FAS citizens to freely enter, reside and work in the United States and its territories, and further authorize their participation in certain federal programs, including eligibility in Medicaid as aliens permanently residing under color of law in the United States and its territories; and

WHEREAS, the Personal Responsibility and Work Opportunity Act of 1996 disqualified FAS citizens from many public benefits, including Medicaid coverage; and

WHEREAS, access to health care services through the Medicaid program is needed to help individual states meet the health care needs of FAS citizens residing in the United States and its territories; and

WHEREAS, FAS citizens living in the United States and its territories work, pay taxes, and contribute in a positive manner to the communities in which they reside, and that they further contribute to our mutual defense by proudly serving in the United States Armed Forces on active duty in Afghanistan and Iraq; and

WHEREAS, the exclusion of said FAS citizens from Medicaid coverage denies them an important and critical safety net that is available to other people who are also lawful residents.

NOW THEREFORE, BE IT RESOLVED, that the Micronesian Chief Executives hereby request and urge the United States Congress to restore Medicaid eligibility for Citizens of the Freely Associated States residing in the United States and its territories and to take no action to restrict or otherwise disadvantage FAS citizens regarding the immigration provisions agreed to under the Compacts.

BE IT FURTHER RESOLVED that a copy of this Resolution be transmitted to the U.S. Congressional Committee on Health, Education, Labor & Pensions; the U.S. Department of the

Interior; the U.S. Ambassadors to the Compact Nations and the U.S. Congressional delegations representing the FAS Nations.

SO RESOLVED this the 25th day of June, 2010:

Benigno R. Fitial
Governor of the Commonwealth
Of the Northern Mariana Islands

Jurelang Zedkaia
President
Republic of the Marshall Islands
By Ruben Zackhras, Minister in
Assistance to the President

Emanuel Mori
President
Federated States of Micronesia

Johnson Toribiong
President
Republic of Palau
By Harry Fritz, Minister of
Natural Resources, Environment and
Tourism

Felix P. Camacho
Governor
US Territory of Guam

Sebastian L. Anefal
Governor of Yap State
Federated States of Micronesia

John Ehsa
Governor of Pohnpei State
Federated States of Micronesia

Robert J. Weilbacher
Governor of Kosrae State
Federated States of Micronesia
By William O. Tosie,
Lieutenant Governor

Wesley Simina
Governor of Chuuk State
Federated States of Micronesia



June 25, 2010

Honorable Ken Salazar
Secretary of Interior
U.S. Department of Interior
1849 C Street, N.W.
Washington, DC 20240

RE: National Invasive Species Council Representative

Dear Secretary Salazar:

We, the Micronesian Chief Executives, would like to thank you for the attention and assistance your office has provided to our region regarding terrestrial and aquatic invasive species. Our nations are now working more closely than ever with one another with projects like the Micronesian Biosecurity Plan (MBP), and creating partnerships that are gaining recognition both domestically and internationally.

Great strides on the invasive species front have been made in the last two years by our regional members to include the raising of awareness of the economic, environmental and cultural threats caused by invasive species. We recognize that our success is due largely in part to the National Invasive Species Council (NISC) being a partner. A critical aspect of this partnership, however, has been having NISC staff physically present in this region to witness firsthand the day to day effects of invasive species and our mitigation efforts.

It is the position of our Regional Invasive Species Council that the relocation of the NISC representative out of Micronesia back to Washington D.C. will result in lost momentum to the development of the MBP and, more importantly, a threat to its implementation. The members of RISC are hard at work to ensure the MBP is the best possible invasive management tool it can be; removal of the NISC representative puts at great risk our mutual investment into this plan.

For these reasons, we respectfully request that NISC continue to have its representative stationed in Micronesia to provide the greatly needed technical support, and that he be allowed to sit as an ex-officio member of RISC. Your continued partnership in this endeavor is highly valued.

Ltr Secty Salazar
25 Jun 10
Page 2

It is our hope that these requests are looked upon favorably as the implementation of the MBP is where the real work begins and where your NISC representative is most needed.

Sincerely,

Benigno R. Fitial
Governor of the Commonwealth
Of the Northern Mariana Islands

Jurelang Zedkaia
President
Republic of the Marshall Islands
By Kenneth A. Kedi, Minister of
Transportation & Communication

Emanuel Mori
President
Federated States of Micronesia

Johnson Toribiong
President
Republic of Palau

Felix P. Camacho
Governor
US Territory of Guam

Sebastian L. Anefal
Governor of Yap State
Federated States of Micronesia

John Ehsa
Governor of Pohnpei State
Federated States of Micronesia

Robert J. Weilbacher
Governor of Kosrae State
Federated States of Micronesia
By William O. Tosie,
Lieutenant Governor

Wesley Simina
Governor of Chuuk State
Federated States of Micronesia

cc. Lori Williams – Executive Secretary
National Invasive Species Council

THE MICRONESIA CHIEF EXECUTIVES’ SUMMIT (MCES)

REVIEW AND PLAN, 2011

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INTRODUCTION

The Micronesia Chief Executives' Summit (MCES) has spawned the development of a robust and active array of committees creating a wide variety of programs and public interest initiatives. From workforce development to environmental preservation, the efforts of the committees generate a substantial portion of the outcomes intended by the MCES to improve the quality of life for residents of the Freely Associated States and the U.S. flag territories. Consequently, a component of the U.S. Department of Interior (DOI) grant being administered by the Graduate School, to facilitate the development the Micronesia Center for a Sustainable Future (MCSF), is to review the activities and accomplishments of the committees. The purpose is to understand how the MCES can support and sustain the work of the committees. To do so, consultants to the Graduate School were contracted to provide professional services to conduct a survey and summary review of ongoing committee activities and accomplishments. The specific objectives of the project are:

- To survey each of the committees to identify their activities and accomplishments and collect electronic information suitable to be shared over a website to be developed for the MCSF;
- To conduct a needs assessment for each of the committees to identify ways in which the MCSF can support and enhance the mission and initiatives of each of the committees; and
- To develop a summary action plan, in sufficient detail, to allow the Chief Executives and/or their designated representatives to prioritize MCSF support for committee requirements for staffing, technical assistance and funding.

The survey and planning activities were conducted over a two month period and engaged the leadership of the following committees through a non-directed interview process:

- The Micronesian Challenge (MC)
- The Pacific Island Resource Recovery Initiative Committee (PIRRIC)
- The Regional Invasive Species Council (RISC)
- The Communications Committee
- The Tourism Committee
- The Regional Workforce Development Council (RWDC)
- The Health Committee (HC)

Some of the interviews, specifically with the Health Committee, the Micronesian Challenge, the Regional Invasive Species Council, and the Telecommunications Committee were conducted at the proceedings of the 14th MCES in Palau. The other committee interviews were conducted via telephone from Guam and Hawaii. In all instances, the Chairman, Vice-Chairman or a combination of committee leaders were interviewed. Generally, the interviews lasted about an hour and offered an opportunity to discuss, in depth, committee plans and the ways in which the MCSF could support their efforts. The results provide an accurate representation of the views and opinions of all those interviewed. The discussion guide and summaries of the interviews as well as an identification of the committee members that were interviewed are attached. Note also that interviews were not successfully conducted with the Transportation and Energy Committees. Interview will therefore be undertaken at the next Summit in Pohnpei.

THE COMMITTEES

THE MISSION OF THE COMMITTEES

The committees were of two general types - they were either formed by the MCES at the request of specific member entities or they represented already functioning regional organizations that were invited by the MCES to participate in the Summit process and articulate their critical regional function, subject area or interest. For example, the Regional Workforce Development Council, the Regional Invasive Species Committee, the Pacific Regional Resource Recycling Initiative Committee, the Energy Committee, the Transportation Committee and the Telecommunications Committee were formed through the MCES process and the policy interests of the Chief Executives. In the case of other committees, such as the Micronesian Challenge, the Health Committee, and the Tourism Committee, there were programs and projects already underway and these committees were requested by the MCES to pursue their initiatives in conjunction with the MCES. These committees were eager to do so in order to gain endorsement for their plans and programs by the Chief Executives.

All of the committees, with the exception of the Telecommunications Committee, are committed to regional cooperation and appreciate the need for regionalism. At the same time, a strong sensitivity is evident for the unique qualities and differences of each jurisdiction. In all of the committees, committee actions are approved on a consensus basis. Uniformly, the committees felt the need for regionalism and understood that collectively, the islands of the United States Affiliated Pacific Islands (USAPI) share similar challenges in environmental and cultural preservation as well as economic development. Thus, collaboration and cooperation is viewed as useful in seeking solutions to common problems. In addition, it was recognized that the economies of scale created by regional strategies not only afford cost efficiencies but also a more comprehensive and effective response capacity to many of the issues the islands share. It also increases the attractiveness of funding proposals to international and U.S. sources, and works to garner greater visibility among U.S. and International interests.

It was also clear that all of the committees were dedicated to consistent and coordinated program development and execution across the USAPI region. All of the islands, regardless of their size or stage of development, are considered equal partners. The strength of the committees depends equally on the strength of each of their members. An “all for one and one for all” approach to issues and initiatives is universally shared. In all, the most frequently mentioned success of each committee was its ability to foster and sustain dialogue and cooperation between its members. At the time it was repeatedly mentioned that committees were unaware what other committees were engaged in and that cross-committee communication was too infrequent. Committees indicated that they are pursuing their individual regional plans independent of the other committees and with little guidance from the Chief Executives.

MCES is viewed by the committees as sort of a “court of approval.” Initiatives and policy objectives appear to percolate more from the bottom up and less from the top down. This fact creates among some of the committees the impression that there exists a certain level of competition for attention between the committees. It also obfuscates a clear overall regional framework or strategy within which the work of all the committees can be viewed as coordinated and complementary. None-the-less, the work being done by the committees is voluminous and committee members are clearly passionate about the need for regional policy and program development.

ACTIVITIES AND ACCOMPLISHMENTS

1. THE MICRONESIAN CHALLENGE

The Micronesia Challenge (MC) Committee was born during the Eighth Conference of the Parties of the United Nations (UN) Convention on Biodiversity (COP8). At this world-wide meeting of environmental leaders, representatives from the MCES jurisdictions presented a commitment to “effectively conserve at least 30% of the near-shore marine and 20% of the terrestrial resources across Micronesia by 2020”.

The commitment was signed by the Chief Executives of the Republic of Palau, the Republic of the Marshall Islands, the Federated States of Micronesia, the Territory of Guam and the Commonwealth of the Northern Mariana Islands, and a fundraising effort was initiated to implement the commitment. The project has gained significant international recognition and has stimulated the creation of similar projects in other parts of the world. The committee is currently involved in building the capacity of the Micronesia Challenge (MC) and strengthening the commitment of the MCES members to sustainable development. To do so, their highest priority is the development a comprehensive strategic plan to facilitate the expansion of the breadth and scope of the committee’s work. The plan seeks to build capacity to increase the number and quality of protected marine and terrestrial preserves in the region. It also seeks to establish a truly regional perspective to resource conservation and to expand the impact of the MC from a network of unrelated protected areas to a uniform system of protected areas with management policies and procedures that spans the entire region. This integration will assist in securing long-term commitments to the sustainable development goals of the MC.

The MC believes that its major contribution thus far to the region has been to establish a truly regional perspective and to impact the implementation of conservation programs throughout the islands. The MC has successfully developed an effective network among its members, associates and regional and international partners and has productively demonstrated how to share expertise and program information on a regional, as well as on an international basis. Its members believe it is a model committee and provides an example to other committees as they build their own regional programs.

The greatest challenge that the MC faces is maintaining the required level of communication between national, state and community-based stakeholders to implement policies and programs. In addition, fund raising is a constant concern. The MC is currently working to establish endowments in each member jurisdiction to enhance work to establish and monitor protected area networks. However,

identifying funding for the needed staff and facilities has been extremely difficult. Also, Guam and the CNMI have had to delay their mandated financial contribution to the program because of the financial condition of both governments.

In addition to the organizational capacity issues facing the Challenge, it has also faced difficulty in establishing and maintaining necessary levels of scientific integrity to allow for measures of conservation which are required by granting agencies. The lack of agreed upon standards for scientific measures of outcomes makes it difficult to document and verify the impact of the various MC projects in the region. That also frustrates efforts to monitor consistent progress. Also, the MC faces issues of continuity when elections result in changes of administration.

2. THE PACIFIC ISLAND RESOURCE RECOVERY INITIATIVE COMMITTEE (PIRRIC)

The PIRRIC was created as a response to efforts by individual islands to collect and dispose of scrap metals, as well as other waste materials. By working cooperatively, and by focusing on economies of scale, the Committee has initiated a regional approach to metal recycling. However, performance of the Committee has varied due to extreme changes in the international market price of metal waste. From that initial effort, the mission of the organization has been to pursue dialogue and cooperation between all of the islands and to seek cooperative solutions to solid waste recycling.

The committee is currently pursuing the development of a solid waste stream analysis as well as an electronic portal to share information and ideas about solid waste management throughout the USAPI. PIRRIC has organized itself into a 501 (3) (c) corporation and is now in the process of developing its own strategic plan. The plan will provide, through a central organization, the ability to coordinate collection and recycling efforts regionally. The PIRRICs most important contribution thus far has been to create a regional perspective for solid waste management and to bring the various stakeholders in the industry and the government together to discuss potential solutions.

The challenges that the PIRRIC faces are considerable. The distance of the region from primary markets makes it more difficult to provide competitive pricing for recyclables. In addition, the wide variation of global prices for metals and other waste commodities has made it difficult to create a consistent response to regional solid waste management needs and responses. Early successes in working towards regional responses and taking advantage of economies of scale were wiped away by high metal prices. With these high prices, the presumption that there existed a need for a regional approach to solid waste management and disposal flew out the window. However, with the collapse of this price bubble, the original focus on cooperation, partnership and of economies of scale have returned. In addition, it has been difficult to identify and maintain a regional broker for recyclables. Finally, the committee struggles with organizational capacity issues to measure solid waste streams and the lack of resources and equipment to provide a consistent supply of regionally collected recyclables.

3. THE REGIONAL INVASIVE SPECIES COUNCIL (RISC)

The RISC was one of the first committees formed in 2005 by the precursor to the MCES, the Western Micronesia Chief Executives' Summit (WMCES). The mission of the committee was to share information and ideas to prevent the spread of invasive species from outside jurisdictions and between Micronesian jurisdictions. In the last year the RISC has been awarded funding by the U.S. military to develop a regional invasive species prevention program, called the Micronesian Bio Security Plan. The plan is comprehensive and deals with every form of life that could pose a threat to the Micronesian ecosystem, from single celled organisms to plants and animals. The issue of invasive species has bridged the issues of Biodiversity and Climate Change and the plan is currently being heralded as a world class program that has garnered significant international attention.

The primary accomplishment of the committee was to obtain the support of the Chief Executives to convince the U.S. military to address the issue of invasive species on a regional scale. The program is unprecedented in the scope of the plan and the geographic area that it covers.

The primary challenge facing the RISC is a lack of consistent funding at the jurisdictional level. Because of the failure to sufficiently support invasive species activities, the committee has, for all practical purposes, disbanded. By default, many of the responsibilities that were being jointly handled by the RISC and have recently been managed by the Department of Interior, including the management of the ongoing research program for the Micronesian Bio Security Plan. In addition, and partly due to funding difficulties, many of the professionals originally involved and responsible for the inception of the program from the various jurisdictions have left through attrition since 2005. Unfortunately, the governments of the region have not provided the continuing funding necessary to replace those individuals. Currently, one of the most coveted programs of the MCES, and a program that has been a great success internationally, is operating entirely through support, both financially and administratively, from the U.S. Federal government. The RISC is therefore in need of technical assistance and managerial experience to reestablish a sustainable organizational capacity to finally design and execute the Micronesian bio-security plan.

4. THE COMMUNICATIONS COMMITTEE

The Communications Committee was established in 2006 by the WMCES and has continued to function as part of the MCES. During this period in time, it was hoped that a regional approach to the development of telecommunications infrastructure could be achieved. Unfortunately, Guam and the CNMI did not believe that regional cooperation had much value given the differences in telecommunications regulations, current development stages and the lack of a market for Guam based carriers in the FSM. The Committee, at the recent 14th Summit, therefore switched its allegiance from the MCES to the Micronesian Presidents Summit (MPS). This organization was created simultaneously with the WMCES in order to address the unique issues of the three Freely Associated States (Palau, the FSM and the RMI). Committee programs are further frustrated by the different stages of technological advancement in the area of telecommunications. Palau has insufficient bandwidth due to the lack of a submarine fiber optic cable but has a rather strong internal telecommunications infrastructure. In contrast, the FSM and the RMI have varying levels of submarine fiber optic cable access but lack internal

infrastructure to adequately link many of their numerous and far flung islands. In actuality, while professional cooperation exists, there is no unified regional telecommunications strategy. In addition, the committee leadership is confused as to whether it really is part of the MCES or not and views its primary allegiance to be with the MPS. Clearly, if a regional strategy is to be pursued in the area of telecommunications, it will have to be directed by the Chief Executives.

5. THE TOURISM COMMITTEE

During the 7th Western Micronesian Chief Executives' Summit, the Tourism Committee was created and assigned by the MCES to serve as a complementary vehicle with the Pacific Asia Travel Association (PATA) for regional marketing initiatives, and to collectively provide tourism updates and advise the MCES on tourism related issues within the region.

The PATA Micronesia Chapter advises the Committee on various regional and sub-regional initiatives and goals that have been discussed and approved by the Association. These goals are then presented to the MCES, through the Committee, to gain the support of the Summit to assist in pushing these initiatives forward.

The Committee's mission is to create greater global awareness of the region's diverse attractions and a unique brand identity as well as to create business opportunities and income. This is ultimately intended to expand the tax base to fund public services, improve quality of life and create employment opportunities for island residents.

The Committee has four distinct projects it is currently working on:

1. Creation of the Micronesian Cruise Association (MCA)

The MCA is a non-profit, non-stock, corporation composed of public and private sector members who are interested in developing the region's cruise industry. The MCA's mandate is to foster an understanding of the cruise industry and its operating practices. The MCA seeks to build cooperative relationships with its partner cruise lines.

2. Visitor Arrival Information

The Micronesian PATA Chapter continues to struggle with updated visitor arrival statistics. Currently the Chapter collects updated information and posts on the Micronesia website funded by the Chapter at www.magnificentmicronesia.com. The Federated States of Micronesia is in need of assistance in collecting updated and current visitor arrival information from the islands for planning and research purposes.

3. Micronesia Branding Initiative:

As part of the committee's effort to market the region, it is in the process of establishing a branding program for the region to establish relevance and awareness for the region as a destination.

4. Regional Promotions Activities

The committee also is committed to promoting the region at various travel fairs and events throughout the Asia Pacific region as a means of increasing visitor arrivals.

The Tourism Committee is focused, well organized and has the guidance and leadership of PATA and the Micronesia PATA Chapter to assist in the execution of promotional activities. It appears to be relatively effective as a catalyst to spark private initiative in the development of regional tourism projects. At the same time, it has established itself as a supra tourism promotional entity for the USAPI in the Western Pacific. The committee does not feel it has the internal organizational capacity, communications infrastructure or financial resources to adequately support such a comprehensive approach to industrial development but is hoping that the MCES will recognize the importance of their efforts and provide the necessary support. In addition, the ability of these small island states to afford the level of promotional spending required to be competitive is, to date, severely limited. It is probably the most advanced committee in terms of managerial expertise, focus and capability.

6. *THE REGIONAL WORKFORCE DEVELOPMENT COUNCIL*

The Regional Workforce Development Council (RWDC) was officially formed at the 8th MCES. The mission of the Council was to extend Workforce Innovation in Regional Economic Development (WIRED), a program of the U.S. Department of Labor, into the regional as an effective approach to workforce development. Because of Guam's experience with WIRED, the Director of the Guam Department of Labor was identified as the Secretariat of the RWDC. The RWDC then developed a Five-Year Strategic Plan, which was adopted by the Chief Executives at the 9th MCES.

The mission of the RWDC is to improve the quality of life for workers in the region through the pursuit of the '*power of e3*', a U.S. Employment and Training Act program developed to coordinate the needs of labor, educational systems, economic development and the employment community. Much of the work of the RWDC has been to assist its members to create programs that are both aligned with the five-year strategic plan and to meet the general programmatic guidelines of matching private sector workforce needs with the development of training and economic development programs.

The RWDC has successfully created a cooperative approach to developing and demonstrating a regional commitment to workforce development. This cooperation is evidenced by the creation of a clearly articulated regional plan and consistent reporting and the participation of each of the council members in the implementation of that plan. The consistent participation of the members at regional meetings and the progress they are making in their jurisdictions is offered as evidence of their success. The problem is that progress is not uniform. The challenge stems from the fact that Employment Training

Act programs only extend to Guam, the CNMI and Palau. This lack of continuity between the FSM and RMI entities and the rest of the member entities of the MCES makes it difficult to assess if any consistent approach. Given that the FSM and the RMI have the highest unemployment rates, the lowest metrics in workforce aptitude and the largest population bases, the gap in capacity is the biggest challenge facing the Council.

7. THE HEALTH COMMITTEE

The MCES initiated the Health Committee during 2nd WMCES. At first the focus of the Committee was unclear. Many of the committee members were also members of Pacific Islands Health Officer's Association (PIHOA). PIHOA is a regional medical organization established in 1995 and the members of the Health Committee determined that to establish planning continuity, PIHOA should become the Secretariat for the Health Committee. The mission of the Health Committee is to create a unified voice on health issues for the region and to encourage effective strategic planning, unifying all of the various components of the health sector, and elevating the importance of health as a regional development objective. The hope is that the Health Committee can accelerate initiatives that the health sector believe important because of its access to the MCES. A key example is the epidemic declaration by the MCES with regard to non-communicable diseases (NCD). Because the Health Committee has a recognized political mandate, it was able to secure a regional epidemic declaration by the MCES and then secure support for the declaration from the Association of Pacific Island Legislators (APIL). This is useful to raising resources for health related issues. An initiative such as this requires that a broad array of specific issues be addressed simultaneously. Key to such an effort includes human resource development, training, service specialization, and applying the expertise of specialists, where needed.

The NCD initiative is currently the most important initiative, among many, that the Health committee is involved with. It is viewed as an example of how the MCES can assist with both vertical influences, by endorsing a program from the Health Committee but also provide horizontal influence by assisting other committees of the MCES such as workforce development, environmental interests, and economic development agencies to work together to address a regional societal behavioral issue.

The Health Committee has done an excellent job in establishing coordination of public health interests in the region. A spirit and environment of collaboration and mutual assistance has been established. It is recognized and appreciated that smaller jurisdictions, such as Palau, sometimes have expertise in areas that larger jurisdictions, such as Guam, do not. The desire and willingness to share and benefit from the collective resources of the region is an example of a true appreciation of the importance of regional cooperation in addressing preventive healthcare, communicable diseases and non-communicable diseases.

What the Health Committee has not done well is establish the means or ability to collaborate more effectively with the other committees of the MCES or across sectors in the communities in which they serve. The most noticeable example is in the area of human resource development. Currently the Health Committee is involved in developing human resource development programs. However, this

effort lacks involvement by the Regional Workforce Development Council. This is but one example of the perceived “siloed” nature of the MCES committee structure and the Health Committee believes that a sense of competition has been established between committees to gain the attention from the Chief Executives.

PERCEPTIONS OF THE MCES AND THE MCSF

The perception of the Committees regarding the MCES and the MCSF was largely guided by its past experience as a committee in the MCES. In addition, each committee’s perceptions were impacted and guided by the committee’s performance since the inception of the MCES in 2003. In other words, while the committees were far less clear regarding the design and purpose of the MCSF, their recommendation regarding the MCSF were directly connected to their past successes and failures as a committee of the MCES and their perceived needs to achieve their committee goals.

1. COMMITTEE STRENGTHS AND WEAKNESSES

Generally, Committees indicated that they had been adept at addressing their priorities in the regional context and making solid decisions regarding these priorities. They also stressed a like ability to cooperate and create strong partnerships with one another which assisted them in sharing information and ideas. With many committees, this has lead to the development of the basic structures for peer learning networks. All of these successes in partnering with one another, in the context of the MCES, have expanded the potential to improve national and regional capacity.

Along with these successes, the Committees also pointed out numerous areas that needed improvement, such as cross-sectoral, and cross-committee communication and cooperation. For example, the Micronesia Challenge Committee expressed a perceived lack of communication with other environmental-based committees such as PIRRIC and RISC and made it clear that they would like to see improved interaction. Likewise, the Health Committee expressed the desire to improve their interface with the RWDC Committee.

In addition, committees expressed some disappointment at the failure to communicate better and more frequently during the course of the year and outside the context of the MCES bi-annual meeting structure. Because of this, there was a perceived lack of on-going mentoring.

Many committees placed part of the blame for this on their lack of consistent funding, which restricted interactive capacities, travel and administrative capability. This lack of funding also disallowed the development of long-term staff. In many committees this was due to a clear lack of organizational structure, which, once again, many attributed to a lack of funds to meet and better define structural needs.

Despite these weaknesses, certain committees still referred to strengths in developing missions and strategic plans, as well as successes in the development of corporate structures and information

systems. For example, PIRRIC was able to develop a corporate structure and a web page, but had insufficient funding to update and continue funding the web page. Other committees, such as RWDC, indicated that management and information capabilities were more than adequate despite the lack of a corporate structure.

2. COMMITTEE SUCCESSES AND FAILURES

Within the context of these Committee observations of strengths and weaknesses, numerous Committees perceived a strong level of achievement in many different areas, such as:

- Sharing experiences;
- Leveraging other programs;
- Moving resources to communities;
- Spurring other initiatives around the world;
- Expanding fund-raising opportunities;
- Expanding capacity, nationally and in the region;
- Sharing ideas and experiences;
- Expanding employment opportunities;
- Development of regional cooperation; and
- Improvement in information sharing;

MCES OVERVIEW

Across the board, the committees recognized the importance of the MCES in creating the opportunity for their committees to exist, to focus on their areas of interest and to interact and partner with jurisdictional colleagues.

1. LEADERSHIP EXPECTATIONS

While committees recognized the importance of the MCES in moving their agendas forward, they often had different perceptions as to their expectations of the Chief Executives in this regional process.

a) Endorsement

Almost all committees expressed a strong desire that the leadership provide endorsement of the work of the Committees and, through this endorsement, movement forward of work agendas and activities. One committee even indicated that it saw a major contribution of the MCES and the committee structure as a mechanism for changing the mindsets of leaders on important issues. Some committees, such as PIRRIC, expressed the desire for a loose structure that permitted committee activity and endorsement by the Chief Executives. Many committees perceived the current process to be a committee driven process, where the committees identify issues, recommend solutions and the Chief Executives endorse such recommendations.

b) Guidance by Chief Executives

A number of committees also expressed the need for guidance by the Chief Executives to identify priorities in the various areas of interest, as reflected by the committee structure. Some committees sought both endorsement by the Chief Executives as well as greater guidance in identifying priorities and direction. For example, the Health Committee indicated that a great benefit of the MCES process was the endorsement of the Chief Executives of health initiatives, which permitted the Committee and its secretariat, the Pacific Island Health Officers Association, to take the initiatives forward and improve success at the regional and international levels.

c) Regional Vision

Within the context of these two somewhat complementary perceptions of committee and leadership interaction, many committees expressed a desire for the Chief Executives to establish a regional vision and perspective. This is compatible with the perception that the Chief Executives should identify regional priorities. As expressed by the Health Committee, many

committee members interviewed saw the MCES as the horizontal body that sets broad agendas while seeing the committees as vertical in nature, dealing with specific issues.

d) Better Communication

This horizontal versus vertical perception of responsibility envisions better communications between jurisdictions and across committees through leadership direction. The committees frequently expressed the need to overcome the current vertical isolation of the committees and the issues that the committees represent.

e) Regional Issues

The committees generally saw the MCES process as a mechanism for identifying and addressing regional issues through committee interaction.

- *Technological Sensitivity*

Within this context, the committees expressed a need for both the committees and the leadership to be sensitive to the different stages of development of the jurisdiction. The Communications Committee expressed this most strongly, citing the very different levels of development in the telecommunications sector at both the structure level and at the technological level. While Guam and Saipan have privatized their telecommunication sectors, and Palau allows privatization, the FSM and the RMI maintain governmental monopolies. Technologically, Guam and Saipan have full submarine cable connectivity, Palau has only Satellite connectivity, while the FSM has mixed connectivity.

- *Complementary Programs*

The committees also expressed a desire that the activity of committees and leaders complement, not duplicate or override existing national, and to some extent, regional programs.

- *Committee Structure meeting Regional Needs*

Finally, the committees expressed a desire that the committee activities fulfill regional needs and that the committee structure reflect these needs, even if it requires the addition to or deletion of existing committees.

2. FUNDRAISING

Probably the most dynamic issue discussed in committee interviews related to fundraising. Generally, the issue had two components, fundraising for minor committee administrative activities and fundraising for program implementation at the national and regional levels.

a) Committee Activities

As indicated above, most committees do not feel that they have sufficient funding to fulfill the mandate of the MCES, which is to follow through on directives of the Chief Executives within the timeframe of bi-annual MCES meetings. However, other committees, such as Health and PIRRIC, do not seem to be as concerned regarding their long-term ability to fund such activities.

b) Program Implementation

The larger fundraising issue is in regard to long-term implementation of projects in committee and program areas. Most committees indicated that they felt that this was a critical need and responsibility of the MCES, and indirectly, of the MCSF, which will be discussed below.

c) Identify and Access Funding Sources

Within the context of program implementation, committees indicated that they believe that the MCES, through the efforts and endorsement of the Chief Executives, should identify and access grants and technical assistance from both the U.S. and other international sources. This would infer the need for a secretariat to the Chief Executives that could provide this identification and grant writing function in assistance to the Committees.

d) Lobbying

In addition to the endorsement and grant development functions of such a Secretariat, the committees generally indicated that they felt that one of the primary functions of the Chief Executives in the fund-raising process was the lobbying function that so often is critical in 'sealing the deal'. This is closely related to the 'endorsement' function, as it is often the final stage in committee efforts to identify and fund appropriate projects.

e) Administrative Support for Committee Activities

As indicated, Committees also stressed the need for the MCES to support their own fundraising activities. As in the case of leadership perceptions discussed above, the committees appear to desire both committee-directed efforts and MCES/Chief Executive directed efforts in regard to program development fund raising.

f) Brand Identity

In relation to the perception that the MCES should provide identify and access funding from various international sources, committees indicated the need to develop an MCES brand that

had regional and international validity and that would qualitatively improve their ability to raise funds. This connects very closely with the perceived need to lobby with appropriate international agencies, countries and officials to expand the identification of the MCES as a legitimate conduit for outside development funding.

g) Cross Committee Collaboration

Closely related to concept of brand identity and lobbying of international sources is the perception of the committees that through the MCES, cross committee collaboration can be developed in accessing funding sources at a greater level than currently exists. For example, the Micronesia Challenge, PIRRIC and RISC have cross-cutting issues related to both Biodiversity and Climate Change that, if packaged, could improve funding amounts and opportunities.

3. *CAPACITY BUILDING*

Most committees stressed a certain lack of capacity to full the obligations placed upon them through the MCES process. With no direct funding sources, requirements for bi-annual meetings, the need for more frequent meetings, minimal organizational structures, often non-existent missions and strategic plans, and lack of sufficient staffing, the general consensus was that committees need capacity building assistance from the MCES, its leaders and its potential Secretariat.

a) Guidance on Organizational Structures

Many committees expressed a need for enhanced organizational structures with better defined missions, goals and objectives. Some committees only meet at the two MCES meetings every year and have minimal, if any, contact outside of these meetings. Their lack of ability to implement directives of the Chief Executives, and their resulting frustration is therefore understandable.

b) Direct Funding of MCES Participation

This frustration is made even greater taking into account the lack of funding available to attend the two bi-annual MCES meetings. Many committees therefore expressed a desire for direct funding of their participation of MCES meetings as an essential capacity building mechanism.

c) Funding to Create and Convene Committees

The committees expressed a related desire to have funding available to create and convene committees outside of the scope of the MCES bi-annual meeting structure. Most committees recognized a need for expanded communication and interaction, which is best accomplished within the context of working meetings, both in person and via internet and telephone.

d) Improved Information Systems

The committees also indicated that, short of adding additional meetings to respond to MCES directives and on-going activities, improved information systems were necessary. This was also put forth as another funding issue. For example, the PIRRIC Committee earlier created a web site but ran out of funds to keep it active. The web site was and is critical to the exchange of ideas and pilot project information necessary for improved performance in solid waste management across the region.

e) Improved Technology and Technology Equality

Similarly, certain committees stressed a need to improve their technology, as in the telecommunications sector. This is certainly a funding issue and goes beyond mere committee capacity. In order to achieve cooperative status among jurisdictions, some committees indicated that technology needed to be equalized in order for regional development growth and cooperation to be maximized.

f) Equipment

Likewise, some committees expressed a need to improve equipment capacity, both at the national and regional level. For example, PIRRIC expressed the need to purchase equipment that can be used on a regional basis and that is too expensive to afford on a national basis.

g) External Capacity

Finally, committees indicated a need for administrative assistance through external capacity, as through a secretariat, which capacity might include staffing, funding raising, grant writing, information technology and capacity, and the like, as further discussed below.

4. ADMINISTRATIVE ASSISTANCE TO THE MCES

THE MCSF – WHAT IS IT?

Many Committees had little idea of exactly what the MCSF was or what it is supposed to be. Among the responses regarding the intended function of the MCSF included:

- An entity that would provide staff support to the MCES;
- A Secretariat for the MCSF;
- A body that focused on providing capacity building to the committees and the jurisdictions;
- An organization intended to provide enhanced administrative capacity to the Committees and the MCES;

- An entity that would enhance fundraising of committees and the MCES;
- An entity focusing on facilitating the Vision of the Chief Executives by the MCES if their committees are to function at the level anticipated by the Chief Executives; and
- Administrative assistance to the MCES.

SUMMIT MANAGEMENT

Committees recognized the need to better manage the Summit process on a year around basis and to include better coordination between such management and committee activities before, during and after the summits. Areas that were perceived in need of improvement included:

- Better logistical coordination before, during and after the summit event;
- Improved pre-summit assistance to the hosting jurisdiction;
- Improved committee assistance during the entire year;
- Better post summit organization and follow-through to the next summit;
- Consistent central responsibility for the development of the communiqué and related documents;
- The insurance of continuity between summits; and
- Assistance with event coordination.

MCSF – WHAT SHOULD IT BE?

Within this context of an understanding of the need for better and more comprehensive Summit management, the committees also expressed a broad variety of recommendations as to what they would like to see the MCSF, in this administrative role, provide, including:

- Fundraising;
- Wraparound commonalities;
- Communication pathways;
- Education;
- Definition of values;
- Improve regionalism;
- Help define and pursue cross-cutting issues;

- Take the Chief Executives' vision forward;
- Provide technical assistance;
- Lobby; and
- Improve institutional mechanisms.

INTERNAL AND EXTERNAL STRENGTHS AND CHALLENGES

To develop the action plan to support the activities of the committees, a top line review of the accomplishments and challenges of the committee was prepared using the information garnered from the interviews that were completed. Based upon this review, a series of initiatives will be recommended to the Graduate School, in the form of an action plan, to help enhance the programmatic outcomes that can be generated by the committees. The review considers the committees as part of the MCES, an organizational system that identifies regional issues and recommends and implements regional projects under the auspices of the MCES. However, currently, other than meetings regularly at MCES gatherings, the committees do not operate as a system but instead, pursue independent initiatives.

The lack of coordination between committees contributes to a perception that committees are duplicating efforts and are inefficiently utilizing regional resources. In addition, the separate and somewhat unequal status of the various committees in terms of organizational capacity and technical capabilities, as well as the lack of inter-committee communication limits their effectiveness for the MCES. For example, one of the greatest regional challenges of the Health Committee is to foster and develop human resources for health. Yet there is virtually no interaction between the RWDC and the Health Committee. In fact the RWDC has not identified human resources for health in its five-year strategic plan as a priority.

Likewise, one of the greatest challenges facing PIRRIC is the transportation of recyclable materials off-island, yet there is no interaction with the transportation committee; in fact the transportation committee is inactive. If information, objectives and resources were shared, both vertically to the MCES and horizontally across and among all of the committees, then the committees would be more effective in generating positive outcomes for the region.

INTERNAL STRENGTHS AND CHALLENGES

1. STRENGTHS

Regional collaboration among committee members: All of the active committees meet regularly, and their members openly share information with those in their committee, and similarly collaborate to achieve committee objectives across the region.

- Participation of committee members

None of the committees believed that their members were not sufficiently motivated or engaged to achieve goals and objectives of their committees.

- Dedication to regionalism

All of the committees, with the exception of the Communications Committee, believe that regional policies and programs that include both the Freely Associated States (FAS) and the Flag Territories will enhance the interests of each of the states represented on the committees.

- Regional cooperation

The committees believe that the strength of the committee is dependent on the success of each of the jurisdictions represented. All jurisdictions are considered equally important, regardless of their size or political affiliation.

- Expertise

The committees have been successful in attracting highly qualified and capable participants. The committees are developing excellent programs and, through their work, have helped to enhance the reputation of the MCES world-wide.

- Commitment

The committees have been operating for several years and have long term views to accomplishing their missions and as such are stable and viable partners in the regional development process.

2. CHALLENGES

- Funding

The committees generally receive no organizational funding. For some, such as the RWDC, the participating jurisdictions have limited U.S. Federal funding or funding from NGOs to facilitate meetings and discussions of the committees but no lack of funding for the expansion of their organizational capacity. In the case of the Micronesian Challenge, grant funding has been obtained for specific programs, but no funding has been secured to expand the capabilities of the committee itself necessary to hire staff, or conduct program evaluation or fundraising.

- Communications

The cost and lack of internet bandwidth in the FAS, particularly in Palau and all of the states of the FSM except Pohnpei, frustrates communications. In addition, the region spans several time zones so maintaining communication and dialogue between members is difficult.

- Geographic dispersion

The vast distances between the various states represented by the committees makes face-to-face interaction very costly.

- Lack of Technical and Organizational Resources

Many committees lack the technical assistance resources to organize and implement programs effectively. They require assistance in strategic planning, fund raising and program evaluation services. For example, assistance is needed in determining viable metrics in evaluating the impact of conservation measures by the MC. Another example is that the Health Committee has members in need of technical assistance to evaluate risk factor data for non-communicable diseases. Other issues are more organizational in nature. The transportation and energy committees need assistance in organizing their members and establishing a consistent set of programs. In addition, most committees lack expertise in grant writing and fund raising.

- Lack of inter-committee communication

Committees do not collaborate and rarely communicate with each other. Although they share common issues and problems, they are unaware of the progress of other committees. Synergies between programs of the committees are not being realized and duplication of effort and a sense of competition between the committees exists. The perceived competition is for the attention of the MCES. The committees have requested a means of sharing information between themselves, utilizing, for example, a web based information portal.

- Lack of direction from the MCES

Committees are not sure what the vision of the Chiefs is with regard to regional development and as such they are not clear how to align their programmatic objectives to achieve the expectations of the Chiefs.

EXTERNAL OPPORTUNITIES AND CHALLENGES

3. OPPORTUNITIES

- Coordinating initiatives to improve program outcomes

By establishing a mechanism to coordinate initiatives and objectives of the committees, it would be possible to share strengths and improve performance. For example, the tourism committee is seeking to stimulate the development of a regional cruise ship industry. It will require the development of standardized regional regulatory and operational procedures to be adopted by the shipping industry. The Tourism Committee should engage the Transportation Committee to work jointly on such an effort. Currently there is no such collaboration.

Likewise, the development of human resources for health is a major initiative for the Health Committee, yet it is not included in the RWDC strategic plan. The Health Committee would benefit greatly from the expertise and workforce training funding that the RWDC could facilitate.

- Diversified funding

Having the ability to offer a cross-sectoral approach to solving initiatives will increase the types of funding various committees can qualify for. For example the Transportation Committee might not be aware that, through the development of a “Food Security” program currently being funded through sources associated with the Health Committee, funding for the development of enhanced transportation links between the islands might be possible.

- Increased committee activity

The Energy Committee, Transportation Committee and Telecommunications Committees are clearly not performing to their potential. The need for these committees is just as great as for any other, yet without technical assistance and oversight it is not likely that there will be any measurable improvement in their status. By assisting these committees to be fully functional, the programmatic and policy portfolio of the MCES will be enhanced.

4. EXTERNAL CHALLENGES

- Destructive competition

Without a means of coordinating committee activity, unhealthy competition is likely for the attention of the MCES. This will further frustrate cross-committee cooperation and collaboration and diminish the impact of the MCES.

- Loss of key policy and programmatic initiatives

Without assistance in organization, fund raising and coordination, the MCES structure or system of committees will continue to function without the ability to address key policy areas such as transportation, energy and telecommunications that otherwise would be possible if fully functioning committees were in place.

- Top down and bottom up synergies

Committee effectiveness can be expanded through clear and frequently updated visions enunciated by the Chief Executives. Likewise, visions of the Chief Executives can be expanded and improved through better committee performance.

ACTION PLAN

The findings of the investigation confirmed that there were a number of discrete actions that, if executed by the Micronesia Center for a Sustainable Future (MCSF), could significantly enhance the impact and effectiveness of the committees in generating positive regional outcomes.

When asked to identify what the purpose of the Micronesia Center for a Sustainable Future (MCSF) was, those respondents that had heard of the MCSF indicated they believed it was created to provide the ability for the MCSF to support the committees and provide administrative and technical support to the summit process by providing technical assistance and managing the summits. When asked what sort of support was specifically desired, four broad goals emerged that committee members considered important to supporting committee programs:

1. To develop/improve committee strategic planning

The level of strategic planning at the committee level varies greatly. Some committees have complete strategic plans, some are currently in the process (Micronesia Challenge) of developing one and some have not even begun (Communications/Transportation, etc.). Without identifying the Committees mission and objectives, it is difficult to move toward project identification and implementation. It would therefore be wise to provide the capacity to each committee to meet its strategic planning needs. Ultimately, the ability to establish short, medium and long term initiatives and to fund such initiatives to respond to unique committee issues requires the development of a carefully crafted strategic plan.

2. To increase collaboration and communication between committees

The MCSF was seen playing an important role in facilitating cross committee communication and when appropriate, collaboration. The respondents viewed this process as creating ways for the committees to share their experiences, share their knowledge and information, and develop means to compare program objectives and action plans. In addition, the MCSF was envisioned as encouraging and facilitating collaboration between committees. This was viewed as a way to achieve more effective solutions. There exists the perception that collaboration would help to avoid redundant projects.

3. To provide technical and organizational assistance

The committees wish to have the ability to access a regional source for technical assistance. The types of technical assistance desired ranged broadly. For example, the Micronesia Challenge is seeking to standardize scientific evaluative measures for environmental outcomes. The RISC committee is also interested in this type of assistance. Beyond this, the committees are seeking assistance in organizational development, including the review and improvement of committee structures, strategic planning, fund raising, and grant writing services. Additionally, the committees are hopeful that the MCSF will play an important role in assisting the implementation of the semi-annual MCES meetings by assisting the host jurisdictions with planning and event management.

4. To facilitate the Chief Executives in establishing a regional framework of priorities and objectives

A commonly expressed concern was that it remains unclear how the Chief Executives define what represents a regional initiative they believe should be part of the MCES process. While all of the committees value their ability to shape MCES regional activities, it is becoming increasingly difficult to determine if projects and initiatives are contributing to a shared regional perspective or some sort of regional framework. For example, the Health Committee and the Micronesia Challenge believe that their programs should more strongly define how the Chief Executives select and support broader economic, environmental and cultural initiatives.

Some of the committees (such as Health and RISC) also feel they are forced to compete for the attention of the MCES. They believe that instead of a top down approach to regional planning and policy development, the lobbying that occurs in the summit process is more important to obtaining support from the Chiefs and determines how certain projects are endorsed and others are not. This process is considered inefficient and creates confusion as to what the MCES is trying to accomplish regionally. In addition, it is viewed as frustrating the ability of committees to leverage MCES support for broader and larger initiatives, as it is unclear if the MCES has adopted a clear regional vision or policy framework.

These broad goals determine a set of practical initiatives and objectives that help to define an action plan. It remains unclear how such a plan might be implemented and by whom; however, the steps described are consistent with the deliverables identified in the MCSF grant currently being administered by the Graduate School.

GOAL: TO DEVELOP/IMPROVE COMMITTEE STRATEGIC PLANNING:

Objectives:

1. To facilitate the development of strategic plans for those committees that currently do not have one

The only committee that currently has a published regional strategic plan dedicated to issues specific to the MCES is the RWDC. The Micronesian Challenge, RISC and the Health Committee are in the process of developing strategic plans, and other committees, such as the energy committee, the transportation Committee and the telecommunications Committee have no written plans. The Tourism Committee is pursuing marketing strategies as well as industrial strategies, such as the development of a cruise ship industry plan, but not a strategic plan that is designed for the MCES as of yet.

However, without a written strategic plan, it is impossible to determine how committee objectives or how collaboration can best be achieved. The committees believe one of the tasks of the MCSF is to assist the committees in completing strategic plans that can be reviewed by the MCES and the other committees.

GOAL: INCREASE AND IMPROVE INTER COMMITTEE COLLABORATION AND COMMUNICATION:

Objectives:

1. To map initiatives and objectives identified in the strategic plans of each of the committees

The purpose of this exercise will be to identify those projects and programs that have shared objectives, where collaboration would be useful in terms of fund raising, program development and execution as well as sharing resources.

2. To develop an electronic MCSF Information Portal and web page

The web page would provide a central location where committees could share information and communicate with other committees in the development and execution of programs. The site would also provide blogs to assist committee members to engage other committees in projects and programs they are pursuing.

3. To assist the committees in facilitating regional participation

The committees generally are under-resourced financially and need assistance in bringing key members to regional meetings to work directly with other committee members or to fully participate in the MCES. The committees are hopeful that the

MCSF will be able to assist by funding transportation and lodging for committee members to attend key regional meetings.

GOAL: TO PROVIDE TECHNICAL ASSISTANCE

Objectives:

1. To develop a resource listing of national, regional and international technical resources appropriate for each committee

This resource listing would include consultants, universities and private research and planning organizations already engaged in programs and projects of interest to the committees of the MCES or with specific skill or information sets important to the committees. The MCSF would assist by locating specific types of expertise and would assist the committees in trying to identify funding for technical assistance projects the committees would require.

2. To develop a grant writing and fund-raising capability for the MCES

The committees hope that MCSF can develop a grant-writing and fundraising capability to complement and support the work currently being undertaken, particularly for committees that currently have no capacity to raise funding either through grants or other means. An essential part of that exercise will be to map the funding needs of the committees over the short, medium and long--term, identifying possible sources and establishing contact with key donor agencies on behalf of the committees and the MCES.

3. To staff and manage the MCES process

The committees are looking to the MCSF to provide a permanent staffing capability for the MCES in planning and managing the summits and the op-going work of the committees and in assisting the host jurisdictions in hosting the semi-annual meetings. Part of this process will involve devising ways to improve the effectiveness and impact of the involvement of the committees in the MCES summit process.

GOAL: TO FACILITATE THE CHIEF EXECUTIVES IN ESTABLISHING A REGIONAL FRAMEWORK OF PRIORITIES AND OBJECTIVES.

Objectives:

1. To convene a conference on regional priorities

The military buildup has created a regional impact larger than any since the dissolution of the Trust Territories. The U.S. Military and international donor agencies, such as the ADB, WHO, SPC, AUSAID, are interested in learning what the development, social and cultural priorities of the members of the MCES are going to be over the next five to ten years. Of specific interest is how the jurisdictions of the MCES are planning to utilize the economic development effects of the buildup to the benefit of the region. The conference would be a relatively high profile initiative to discuss all of the issues of importance to the MCES and their committees: workforce development, sustainable environmental conservation, healthcare, visitor industry development, telecommunications, energy, invasive species, and solid waste management. The conference would yield an approach to these issues demonstrating how the communities of the region are working together with the international community and the military to maximize the benefits the buildup can provide the region. The result of the conference would be a series of priorities and concerns that the Chief Executives are advised to consider as they proceed with the development of a regional framework designed to maximize the benefits the \$20 billion military buildup investment.

2. To convene a visioning process on behalf of the Chief Executives

Subsequent to the conference, the Chief Executives would be requested to appoint a small group from each jurisdiction to participate in a formal visioning process to develop a vision statement and mission statement for the MCES. The process would provide the foundation and the framework for an MCES strategic plan for the next 10 years. The mission and vision would be designed to maximize the economic, social, and environmental benefits that the military buildup could deliver regionally. The results would be presented both individually to the Chief Executives and then as a group at a retreat to discuss their revisions and shaping of both the vision statement and mission for the organization for the next 10 years to capitalize on the buildup.

3. To publicly unveil the strategic direction of the MCES at the next summit

The framework, with its vision and mission statements would be shared with the regional community at the subsequent MCES. That framework would be publicized as shaping the regional MCES policy going forward and the committees would be called upon to execute their initiatives in pursuit of fulfilling that framework. Strategic plans for all of the committees demonstrating how the framework would be accomplished would be revealed as well as the administrative, technical and planning assistance the MCSF would provide to support these plans. The event would be a high profile occasion, intended to draw international attention to the direction and intentions of the MCES over the next ten years.

TASK ITEMS, BUDGET AND TIMING

- Task: To facilitate the development of strategic plans for those committees that currently do not have one

❖ Items:

- To develop a standardized strategic planning template for all committees.
- To review the template with all committees via email and conference calls.
- To convene meetings with committee members to facilitate development of the strategic plan for each committee.
- To meet with the committee at the subsequent MCES to review and approve the strategic plan for each of the committees. Currently, as many as 8 but most likely 6 committees will require assistance in developing strategic plans.

❖ Resource commitment:

Committee Strategic Plan Development			
Task	Man Days @ \$450/day	Materials	Total
To develop strategic planning template.	5		\$2,250
To review the template	3	\$500	\$1,850
To convene webinars to facilitate strategic plans	60	\$500	\$27,500
To meet and approve the plans for each of the committees.	2		\$2,000
Total			\$33,600

- Task: To map initiatives and objectives identified in the strategic plans of each of the committees

- Items

- To compare all of the written strategic plans to identify where there appear to shared or similar objectives, resource needs, and program overlaps.
- To prepare a written summary for review by all committees to identify areas for collaboration and new communication pathways.

- ❖ Resource commitment:

Committee Strategic Plan Development			
Task	Man Days @ \$450/day	Materials	Total
Plan comparisons	5		\$2,250
Summary report	3	\$500	\$1,850
Total			\$4,100

- Task: To develop an electronic MCSF Information Portal and web page

- ❖ Items

- To create a creative brief for the portal and webpage for the MCSF.
- To program and design the portal and webpage.
- To populate the page with information from the various committees and the MCES.

- ❖ Resource Requirement

Committee Strategic Plan Development			
Task	Man Days@\$450/day	Materials	Total
Portal/Web Page Creative Brief	5		\$2,250
Page Development and Programming		\$14,000	\$14,000
Content Build	5		\$2,250
Search Engine Optimization		\$15,000	\$15,000
Total			\$33,500

- Task: To assist the committees in facilitating regional participation

- ❖ Items

- To fund committees unable to afford participation at the MCES meetings.
- To fund participation by committees at semi-annual committee meetings to be funded from compact funding for the FAS states and from DOI technical assistance funding for an initial five year period. The grant would accommodate airfare and lodging at the location of the event. The meetings would occur prior to the MCES meetings and would coincide with meetings of the designated representatives of the MCES in preparation for the next MCES meeting. The purpose of the meetings would be to:
 - To facilitate cross committee networking,
 - To identify plans to be presented at the subsequent MCES meeting,
 - To conduct committee workshops on specific issues of importance to the region as a whole that cross committee collaboration is important.
 - To facilitate interaction between the MCSF and the committees and the designated representatives to obtain input for conducting the MCES meeting.

❖ Resource Requirement

Committee Semi-Annual Networking Meetings			
Task	Man Days@\$450/day	Materials	Total
Program and meeting design	10		\$4,500
Event Management	20		\$9,000
Venue Expenses (facilities and F&B)		\$30,000	\$30,000
Committee Travel and Lodging		\$45,000	\$45,000
Report write-up and reporting	10		\$4,500
Total			\$93,000

- To develop a resource listing among national, regional and international technical resources capable and involved with issues being pursued by the committees

❖ Item

ms:

Development of Resource Listing			
Task	Man Days@\$450/day	Materials	Total
Program Design	3		\$1,350
Resource Requirements Identified	3		\$1,350
Funding Sources Secured	5		\$2,250
Total			\$4,950

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ss the committees to develop a universal listing of resources.

- To interact with regional private and public sector resource agencies to identify specific regional and international resource agency and organizations.
- To establish an resource communications component and blog within the web page/portal for MCSF.

❖ Resource Requirement

- To develop a grant writing and funding capability for the MCES

- ❖ Items

- Program design
 - Resource requirements identified
 - Funding sources secured

- ❖ Resource Requirement

Grant Writing Capability Established			
Task	Man Days@\$450/day	Materials	Total
Resource Sourcing from Committees	10		\$4,500
Resource Solicitation and Inclusion	7		\$3,150
Programming and Portal Development		\$7,500	\$7,500
Total			\$15,150

- To staff and manage the MCES process

- ❖ Items

- Plan and design the MCES event
 - Coordinate logistics and pre-event management
 - Event management
 - Post event reporting for the MCES

- ❖ Resource Requirements

MCES Meeting Process Management Per Year			
Task	Man Days@\$450/day	Materials	Total
MCES Event Design	10		\$4,500
Logistics and Pre-Event Management	10		\$4,500
Event Management	20		\$9,000
Post Event Reporting	10		\$4,500
Total			\$22,500

- To convene a conference on regional priorities

- ❖ Items

- Jurisdiction survey of elites and decision makers
- Event design
- Logistics and pre-event management
- Event management
- Post event reporting

- ❖ Resource Requirements

Regional Priorities/Visioning Conference			
Task	Man Days@\$450/day	Materials	Total
Pre event Survey of elites and decision-makers		15,000	15,000
Event Design	10		\$4,500
Logistics and Pre-Event Management	20		\$9,000
Event Management		50,000	\$50,000
Post Event Report for the Chief Executives	20		\$9,000
Conference Costs	10		\$4,500
Total			\$92,000

- To convene a visioning process on behalf of the Chief Executives

- ❖ Items

- To design and develop an event and program design
- Pre-event logistics and management

- Event management of the conference
- Post event report and presentation

❖ Resource Requirements

Regional Priorities/Visioning Conference			
Task	Man Days@\$450/day	Materials	Total
Event Design	10		\$4,500
Logistics and Pre-Event Management	20		\$9,000
Event Management		50,000	\$50,000
Post Event Report for the Chief Executives	20		\$9,000
Conference Costs	10		\$4,500
Total			\$77,000

STRATEGIC ALLIANCE AGREEMENT

This **Strategic Alliance Agreement** (“**Agreement**”) is made and entered into effective as of the ____ day of October, 2009, by and between the **Center For Micronesia Empowerment**, a Guam non profit corporation (“**CME**”), and **The Micronesia Center for a Sustainable Future** (“**MCSF**”).

WHEREAS, in response to challenges unique to small island developing states, the MCSF, being comprised of the Chief Executives of the Territory of Guam, the Commonwealth of the Northern Mariana Islands, the Republic of Palau, the Republic of the Marshall Islands and the Federated States of Micronesia, organized as an inter-governmental organization to plan for and enhance the quality of life for its member states and the people of Micronesia while at the same time preserving traditional values and cultures; and

WHEREAS, the CME is a non-governmental organization (“NGO”) that was established with its primary purpose being to assist underserved Micronesians as desired by the MCSF;

WHEREAS, the MCSF is currently represented by a Secretary General and a support Strategic Design Team, and which will serve as an administrative, research and development center within and for Micronesia through a corporate status that is agreed to by the MCES; and **WHEREAS**, Guam and Micronesia are planning for an unprecedented military buildup with the relocation of Marine operations from Okinawa to Guam, which buildup will provide many opportunities for all the people of Micronesia; and

WHEREAS, MCSF desires to develop a Strategic Alliance with CME to devise ways to assist underserved Micronesians through worker training, the coordination of social services and the provision of employment; and

WHEREAS, MCSF and CME desire to strategically align themselves in order to devise ways to best assist underserved Micronesians on such terms and conditions contained herein; and

WHEREAS, the Micronesia Chief Executives’ Summit, the Micronesia Presidents’ Summit, the Guam Community College, the Guam Contractors Trades Academy, the Guam Contractors Association and the Guam Chamber of Commerce support and endorse such an alliance.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the Parties hereto do agree as follows:

1. Agreement. During the term of this Agreement, the Parties agree to work together in a collaborative fashion to develop a mutually beneficial strategic plan to train and assist indigenous Micronesians in the retail, hospitality, security, maintenance, construction and other trades.

2. CME’s Responsibilities. CME’s responsibilities shall include, but shall not be limited to, providing it’s **Freely Associated State** (“FAS”) clients (i.e., FAS residents of Guam already

under contract) (This is a little bit unclear to me. Who is already under contract and does this mean that these responsibilities do not apply to those who will come under contract – It might make sense to eliminate the i.e. content) services as follows:

- a. Assessment of client educational and social service needs;
- b. Provision of assimilation, career counseling and social work services for clients? seeking employment on Guam;
- c. Facilitation of basic education and career and technical training utilizing existing training programs and additional programs as developed by CME; and
- d. Provision of career counseling and employment services for every successful graduate of a CME training program.

3. MCSF's Responsibilities. MCSF agrees to:

- a. Establish a regional action plan for workforce development. The plan will coordinate all funding, and implementation of training currently ongoing and planned by educational institutions in the Republic of the Marshall Islands, the Federated States of Micronesia and the Republic of Palau dedicated to assisting FAS citizens seeking employment in Guam. The action plan will be established within one hundred and eighty (180) days of this Agreement and will accomplish the following three (3) items:
 - i. Identify student learning outcomes necessary to increase the likelihood of securing employment;
 - ii. Identify and secure a service provider agreement with CME to provide assimilation, logistics and administrative services educational programs and students of the FAS; and
 - iii. Coordinate access for FAS residents to training programs provided by the Guam Contractors Association Trades Academy, the Guam Community College and any other qualified training institution or program capable of meeting the requirements of Career and Technical Education and Workforce Investment Act guidelines.
- b. Conduct, or have conducted, a determination of the social and health requirements of the FAS residents on Guam. The assessment is needed to determine what, if any, changes to the islands health services in anticipation of the Military build-up;
- c. Assist in identifying and developing economic development programs in conjunction with CME to assist the economic growth of the regional economy and to utilize CME as an agent for economic development strategies designed to assist the underserved and the interests of FAS residents and immigrants;
- d. Assist CME in identifying funding opportunities; and
- e. Work with CME to identify other approaches and mechanisms aimed maximizing the benefits to Micronesians as a result of the Military build-up.

4. Term. This Agreement shall be effective as of MCSF's written notice that the Chief Executives of Micronesia have ratified and approved its actions whereupon the initial term shall

be for a period of one year. The initial term shall be automatically renewed for successive one year periods unless either party gives written notice of termination at least thirty (30) days prior to the date of expiration. Notwithstanding the foregoing, this Agreement shall be earlier terminated by the mutual written agreement of the parties or at any time after upon sixty (60) days prior written notice to the other party of its election to terminate.

5. Independent Contractors. The relationship between CME and MCSF is that of independent contractors, and nothing contained in this Agreement shall be construed to provide either party the power to direct the day-to-day activities of the other. Neither party is an agent, representative or partner of the other party. Neither party shall have the right, power or authority to enter into any agreement for, or on behalf of the other party.

6. Indemnification. Each party, at its own expense, shall indemnify, defend and hold the other, its partners, shareholders, directors, officers, employees, and agents harmless from and against any and all third party suits, actions, investigations and proceedings, and related costs and expenses (including reasonable attorney's fees) resulting from the indemnifying party's negligence or willful misconduct. Each party agrees to provide the other prompt written notice of any claim or other matter as to which it believes this indemnification provision is applicable. The indemnifying party shall have the right to defend against any such claim with counsel of its own choosing and to settle and/or compromise such claim as it deems appropriate. Each party further agrees to cooperate with the other in the defense or any such claim or other matter.

7. Notices. All notices or communications required by this Agreement or desired to be given hereunder, shall be in writing and given by electronic mail, certified or registered mail, return receipt requested, courier, or facsimile transmission and shall be deemed to be given when received. Notices shall be addressed to the individual and address listed below. The parties may from time to time change its authorized contact person and/or information by written notice to the other.

CME

Center For Micronesian Empowerment
East West Business Center #201
718 N. Marine Corps Drive
Upper Tumon, Guam 96913

MCSF

Micronesian Center Foundation
17-3304 Mariner Ave
Tiyon Guam 96913
Attn: Conchita S.N. Taitano When did we agree

8. General Provisions.

A. Entire Agreement. This Agreement constitutes the entire and sole Agreement between the parties with respect to the subject matter hereof and supersedes any prior agreements, negotiations, understandings, or other

matters, whether oral or written, with respect to the subject matter hereof. This Agreement may not be modified, changed or amended, except in writing signed by a duly authorized representative of each party.

- B. Conflict.** In the event of any conflict, ambiguity or inconsistency between this Agreement and any other document which may be annexed hereto, the terms of this Agreement shall govern.
- C. Assignment.** Neither party shall assign or delegate this Agreement or any rights, duties or obligations hereunder to any other person and/or entity without the prior express written consent of the other party.
- D. Severability.** If any provision of this Agreement is declared invalid or unenforceable, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable. If any event, the unenforceability or invalidity of any provision shall not affect any other provision of this Agreement, and this Agreement shall continue in full force and effect, and be construed and enforce, as if such provision had not been included, or had been modified and above provided, as the case may be.
- E. Governing Law.** This Agreement shall be governed by and construed with the laws of the Territory of Guam without giving effect to its choice of law principles.
- F. Paragraph Headings.** The paragraph headings set forth in this Agreement are for the convenience of the parties and in no way define, limit, or describe the scope or intent of this Agreement and are to be given no legal effect.
- G. Counterparts.** This Agreement may be executed in two (2) or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument.
- H. Exhibits.** The Exhibits attached hereto are made a part of this Agreement as if fully set forth herein.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement effective on the date first set forth above.

CENTER FOR MICRONESIAN EMPOWERMENT

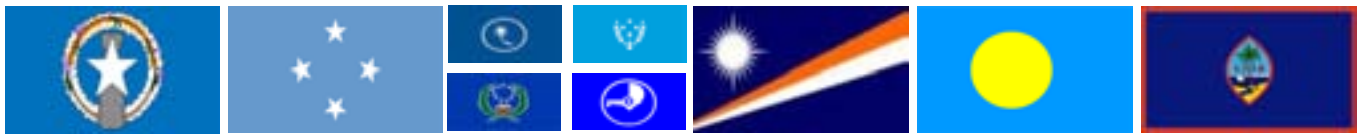
By: _____ Date: October __, 2009

Mike Chiglione

MICRONESIAN CENTER FOR A SUSTAINALBE FUTURE

By: _____ Date: October __, 2009

H. E. Emanuel Mori



Micronesian Center for a Sustainable Future

Office of the Secretary General

P. O. Box PS 53, Palikir, Pohnpei 96941 – (691) 320-2228

MEMORANDUM OF UNDERSTANDING

This **MEMORANDUM OF UNDERSTANDING** (“MOU”) is made and entered into effective as of the ____ day of ____, 2010, by and between **University of Guam** (“UOG”), and the **Micronesian Center for a Sustainable Future, Inc.**, a Regional Intergovernmental Organization, (“MCSF”).

WHEREAS, the MCSF desires to enter into a teaming agreement with UOG to identify projects from time to time that are of mutual interest to each party; and

WHEREAS, the MCSF is an Intergovernmental Non Profit Corporation, whose Board of Directors are Heads of States and Governments in the nine (9) of the Micronesian United States Insular Areas; and

WHEREAS, the 29TH Guam Legislature, The Micronesian Chief Executives Summit, the Micronesian President’s Summit and the Association of Pacific Island Legislatures support and endorse such an alliance; and

WHEREAS, UOG is a Western Association of Schools and Colleges (WASC) accredited university with a land grant mission; and

WHEREAS, UOG is a Government of Guam entity which also provides education and research services to the region; and

WHEREAS, the parties desire to establish a mutually beneficial arrangement to coordinate their efforts to work on the terms and conditions set forth in this MOU.

NOW THEREFORE, the parties agree as follows:

1. Scope of Alliance. During the term of this MOU the parties agree to work together in a collaborative fashion to identify and implement projects deemed to be mutually beneficial to UOG and MCSF.

2. Costs. Unless otherwise agreed to in writing, each party shall be solely responsible for any and all costs, expenses, risks or liabilities arising from or related to any work or proposal under this MOU. In this respect, nothing contained herein is intended to nor shall be interpreted as contemplating any sharing of profits or losses arising from the efforts of either party.

3. Term. This MOU shall be effective as of the date of signing by the Secretary General and Secretary of the MCSF and by an authorized representative of the University of Guam whereupon the initial term shall be for a period of one year. The initial term shall be automatically renewed for successive one year periods unless either party gives written notice of termination at least thirty (30) days prior to the date of expiration. Notwithstanding the

foregoing, this MOU shall be earlier terminated by the mutual written agreement of the parties or, at any time after, upon thirty (30) days prior written notice to the other party of its election to terminate.

4. Proprietary Information.

- 4.1 When proprietary information is disclosed by one Party to the other in writing and clearly identified as proprietary, the receiving Party agrees that such information shall be maintained in confidence for a period of five (5) years from the date of this MOU, notwithstanding any termination dates expressed elsewhere in this MOU.
- 4.2 The Parties shall not be liable for disclosures made inadvertently or by mistake, provided that the Parties exercise the same standard of care to protect the information received as they do to protect their own proprietary information, but no less than reasonable care. The receiving Party shall immediately notify the disclosing Party in the event of the loss or unauthorized disclosure of any proprietary information of the disclosing Party and take reasonable steps to recover same and limit its further disclosure.
- 4.3 Disclosure of such information shall be restricted to the Parties' employees who are directly participating in the proposal and subcontract efforts.
- 4.4 The obligations with respect to handling proprietary information, as set forth in this MOU, are not applicable to the following:
 - a. Information that is now in or hereafter enters, the public domain through no fault of the receiving Party;
 - b. Information that was previously known by the receiving Party independently of the disclosing Party;
 - c. Information that is independently developed by the receiving Party;
 - d. Information that is disclosed with the written approval of the other Party; or
 - e. Information that is received from a third party without a duty of confidentiality.
- 4.5 No license to the other Party, under any trademark, patent or copyright is either granted or implied by the conveying of information to that Party. None of the information which may be submitted or exchanged by the respective Parties shall constitute any representation, warranty, assurance, guarantee or inducement by either Party to the other with respect to infringement of trademarks, patents, copyrights or any right of privacy, or other rights of third persons.
- 4.6 Each Party will designate in writing one or more individuals within its organization as the only point(s) for receiving all written proprietary information exchanged between the Parties pursuant to this MOU. Any change of the individual will be communicated to the other Party in writing. Oral disclosures of proprietary information must be identified as proprietary at the time of disclosure, followed by written confirmation within two (2) weeks. Any information of a proprietary or confidential nature not addressed in writing and marked as proprietary information to the designated individuals will not fall under the protection of this MOU. All proprietary information and all copies thereof shall be returned to the disclosing Party upon written request.

6. Non-exclusivity. Nothing in this MOU shall be interpreted to prevent either party from independently working on regional projects that may be related to issues of social, economic or scientific sustainability.

7. Notices. All notices or communications required by this MOU or desired to be given hereunder, shall be in writing and given by electronic mail, certified or registered mail, return receipt requested, courier, or facsimile transmission and shall be deemed to be given when received. Notices shall be addressed to the individual and addresses specified below. Either party may change its authorized point of contact by written notice to the other.

For Contractual Matters:

For UOG:
Victorina M. Y. Renacia, Legal Counsel
UOG Station
Mangilao, Guam 96923
Phone: 671/735-2978
Fax: 671/734-2296
Email: vrenacia@uguam.uog.edu

For MCSF:
Thomas P. Keeler, Legal Counsel
Suite 101, Angela Flores Building
247 Martyr Street
Hagatna, Guam 96910
Phone: 671/475-3324 Ext. 138
Fax: 671/472-2493
Email: tpkeeler@gmail.com

For Technical Matters:

For UOG:
Dr. John Peterson
UOG Station
Mangilao, Guam 96923
Phone: 671/735-2153
Fax: 671/734-2296
Email: jpeterson@uguam.uog.edu

For MCSF
Conchita S.N. Taitano
c/o 17-3304 Mariner Ave
Tiyan, Guam 96913
Phone: (c) 727-3888
Email: conchita@guam.net

IN WITNESS WHEREOF, the parties have entered into this MOU on the dates shown below.

**Micronesian Center for a Sustainable
Future, Inc.**

University of Guam

H.E. Emanuel Mori
Secretary General

Dr. Robert A. Underwood
President

Date: _____, 2010

Date: _____, 2010

Micronesian Center for a Sustainable

Future, Inc.

Felix P. Camacho
Secretary

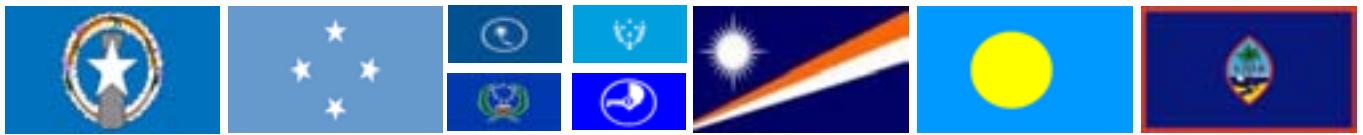
Date: _____, 2010

Thomas P. Keeler
MCSF Legal Counsel

Date: _____, 2010

Victorina M.Y. Renacia
University Legal Counsel

Date: _____, 2010



Micronesian Center for a Sustainable Future

Office of the Secretary General

P. O. Box PS 53, Palikir, Pohnpei 96941 – (691) 320-2228

MEMORANDUM OF UNDERSTANDING

This **MEMORANDUM OF UNDERSTANDING** (“MOU”) is made and entered into effective as of the ____ day of ____, 2010, by and between **College of Micronesia-FSM** (“**COM-FSM**”), and the **Micronesian Center for a Sustainable Future, Inc.**, a Regional Intergovernmental Organization, (“**MCSF**”).

WHEREAS, the MCSF desires to enter into a teaming agreement with COM-FSM to identify projects from time to time that are of mutual interest to each party; and

WHEREAS, the MCSF is an Intergovernmental Non Profit Corporation, whose Board of Directors are Heads of States and Governments in the nine (9) of the Micronesian United States Insular Areas; and

WHEREAS, the 29TH Guam Legislature, The Micronesian Chief Executives Summit, the Micronesian President’s Summit and the Association of Pacific Island Legislatures support and endorse such an alliance; and

WHEREAS, COM-FSM is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC); and

WHEREAS, COM-FSM is a Government of the Federated States of Micronesia entity which provides education services to the four states of the FSM (Chuuk, Kosrae, Pohnpei and Yap; and

WHEREAS, the parties desire to establish a mutually beneficial arrangement to coordinate their efforts to work on the terms and conditions set forth in this MOU.

NOW THEREFORE, the parties agree as follows:

1. Scope of Alliance. During the term of this MOU the parties agree to work together in a collaborative fashion to identify and implement projects deemed to be mutually beneficial to COM-FSM and MCSF.

2. Costs. Unless otherwise agreed to in writing, each party shall be solely responsible for any and all costs, expenses, risks or liabilities arising from or related to any work or proposal under this MOU. In this respect, nothing contained herein is intended to nor shall be interpreted as contemplating any sharing of profits or losses arising from the efforts of either party.

3. Term. This MOU shall be effective as of the date of signing by the Secretary General and Secretary of the MCSF and by an authorized representative of the University of Guam

whereupon the initial term shall be for a period of one year. The initial term shall be automatically renewed for successive one year periods unless either party gives written notice of termination at least thirty (30) days prior to the date of expiration. Notwithstanding the foregoing, this MOU shall be earlier terminated by the mutual written agreement of the parties or, at any time after, upon thirty (30) days prior written notice to the other party of its election to terminate.

4. Proprietary Information.

- 4.1 When proprietary information is disclosed by one Party to the other in writing and clearly identified as proprietary, the receiving Party agrees that such information shall be maintained in confidence for a period of five (5) years from the date of this MOU, notwithstanding any termination dates expressed elsewhere in this MOU.
- 4.2 The Parties shall not be liable for disclosures made inadvertently or by mistake, provided that the Parties exercise the same standard of care to protect the information received as they do to protect their own proprietary information, but no less than reasonable care. The receiving Party shall immediately notify the disclosing Party in the event of the loss or unauthorized disclosure of any proprietary information of the disclosing Party and take reasonable steps to recover same and limit its further disclosure.
- 4.3 Disclosure of such information shall be restricted to the Parties' employees who are directly participating in the proposal and subcontract efforts.
- 4.4 The obligations with respect to handling proprietary information, as set forth in this MOU, are not applicable to the following:
 - a. Information that is now in or hereafter enters, the public domain through no fault of the receiving Party;
 - b. Information that was previously known by the receiving Party independently of the disclosing Party;
 - c. Information that is independently developed by the receiving Party;
 - d. Information that is disclosed with the written approval of the other Party; or
 - e. Information that is received from a third party without a duty of confidentiality.
- 4.5 No license to the other Party, under any trademark, patent or copyright is either granted or implied by the conveying of information to that Party. None of the information which may be submitted or exchanged by the respective Parties shall constitute any representation, warranty, assurance, guarantee or inducement by either Party to the other with respect to infringement of trademarks, patents, copyrights or any right of privacy, or other rights of third persons.
- 4.6 Each Party will designate in writing one or more individuals within its organization as the only point(s) for receiving all written proprietary information exchanged between the Parties pursuant to this MOU. Any change of the individual will be communicated to the other Party in writing. Oral disclosures of proprietary information must be identified as proprietary at the time of disclosure, followed by written confirmation within two (2) weeks. Any information of a proprietary or confidential nature not addressed in writing and marked as proprietary information to the designated individuals will not fall under

the protection of this MOU. All proprietary information and all copies thereof shall be returned to the disclosing Party upon written request.

6. Non-exclusivity. Nothing in this MOU shall be interpreted to prevent either party from independently working on regional projects that may be related to issues of social, economic or scientific sustainability.

7. Notices. All notices or communications required by this MOU or desired to be given hereunder, shall be in writing and given by electronic mail, certified or registered mail, return receipt requested, courier, or facsimile transmission and shall be deemed to be given when received. Notices shall be addressed to the individual and addresses specified below. Either party may change its authorized point of contact by written notice to the other.

For Technical Matters:

For COM-FSM:

Jim Currie

VP CRE

Phone: (691) 320-2480

Fax: (691) 320-2479

Email: jcurrie@comfsm.fm

For MCSF

Conchita S.N. Taitano

c/o 17-3304 Mariner Ave

Phone: (671) 797-9883

Fax: (671) 475-8007

Email: conchita@guam.net

IN WITNESS WHEREOF, the parties have entered into this MOU on the dates shown below.

**Micronesian Center for a Sustainable
Future, Inc.**

College of Micronesia-FSM

H.E. Emanuel Mori
Secretary General

Spensin James
President

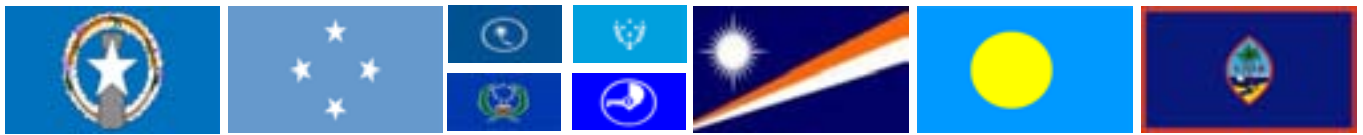
Date: _____, 2010

Date: _____, 2010

**Micronesian Center for a Sustainable
Future, Inc.**

Felix P. Camacho
Secretary

Date: _____, 2010



Micronesian Center for a Sustainable Future

Office of the Secretary General

P. O. Box PS 53, Palikir, Pohnpei 96941 – (691) 320-2228

MEMORANDUM OF UNDERSTANDING

This **MEMORANDUM OF UNDERSTANDING** (“MOU”) is made and entered into effective as of the ____ day of _____, 2010, by and between the **Micronesian Seminar**, (“**MICSEM**”), a Non-Profit Organization, and the **Micronesian Center for a Sustainable Future, Inc.**, a Regional Intergovernmental Agency, (“**MCSF**”).

WHEREAS, in response to challenges unique to small island developing states, the MCSF has been established by the Chief Executives of the Territory of Guam, the Commonwealth of the Northern Mariana Islands, the Republic of Palau, the Republic of the Marshall Islands and the Federated States of Micronesia, and its four states, organized as an inter-governmental organization to plan for and enhance the quality of life for its member states and the people of Micronesia, while at the same time preserving traditional values and cultures; and

WHEREAS, the MCSF is currently represented by a Secretary General and a supporting Strategic Design and Planning Team, and will serve as an administrative, development, research and knowledge management focal point for the Council of Micronesian Chief Executives within and for Micronesia; and

WHEREAS, the MCSF desires to enter into a strategic alliance with MICSEM to identify projects from time to time that are of mutual interest to each party; and

WHEREAS, the MCSF is an Intergovernmental Regional Agency , whose Board of Directors are the Heads of States and Governments in the nine of the Micronesian United States Insular Areas; and

WHEREAS, MICSEM is a Non-Profit Organization that is registered in the Federated States of Micronesia (FSM); and

WHEREAS, MICSEM is a research-pastoral institute founded by the Catholic Church in 1972 that has, as its main mission, community education, as well as social and historical research and

WHEREAS, the parties desire to establish a mutually beneficial arrangement to coordinate their efforts to work on the terms and conditions set forth in this MOU.

NOW THEREFORE, the parties agree as follows:

1. Scope of Alliance. During the term of this MOU the parties agree to work together in a collaborative fashion to identify and implement projects deemed to be mutually beneficial to MICSEM and MCSF.

2. Costs. Unless otherwise agreed to in writing, each party shall be solely responsible for any and all costs, expenses, risks or liabilities arising from or related to any work or proposal under this MOU. In this respect, nothing contained herein is intended to nor shall be interpreted as contemplating any sharing of profits or losses arising from the efforts of either party.

3. Term. This MOU shall be effective as of the date of signing by the Secretary General and Secretary of the MCSF and by an authorized representative of the University of Guam whereupon the initial term shall be for a period of five years. The initial term shall be automatically renewed for successive five year periods unless either party gives written notice of termination at least thirty (30) days prior to the date of expiration. Notwithstanding the foregoing, this MOU shall be earlier terminated by the mutual written agreement of the parties or, at any time after, upon thirty (30) days prior written notice to the other party of its election to terminate.

4. Principal Investigator. Conchita San Nicolas Taitano, the Secretary General's Special Representative for Research and Knowledge Management, will serve as the principal investigator and administrator, and/or executive director for each project undertaken with MICSEM.

5. Proprietary Information.

- 5.1 When proprietary information is disclosed by one Party to the other in writing and clearly identified as proprietary, the receiving Party agrees that such information shall be maintained in confidence for a period of five (5) years from the date of this MOU, notwithstanding any termination dates expressed elsewhere in this MOU.
- 5.2 The Parties shall not be liable for disclosures made inadvertently or by mistake, provided that the Parties exercise the same standard of care to protect the information received as they do to protect their own proprietary information, but no less than reasonable care. The receiving Party shall immediately notify the disclosing Party in the event of the loss or unauthorized disclosure of any proprietary information of the disclosing Party and take reasonable steps to recover same and limit its further disclosure.
- 5.3 Disclosure of such information shall be restricted to the Parties' employees who are directly participating in the proposal and subcontract efforts.
- 5.4 The obligations with respect to handling proprietary information, as set forth in this MOU, are not applicable to the following:
 - a. Information that is now in or hereafter enters, the public domain through no fault of the receiving Party;
 - b. Information that was previously known by the receiving Party independently of the disclosing Party;

- c. Information that is independently developed by the receiving Party;
- d. Information that is disclosed with the written approval of the other Party; or
- e. Information that is received from a third party without a duty of confidentiality.

5.5 No license to the other Party, under any trademark, patent or copyright is either granted or implied by the conveying of information to that Party. None of the information which may be submitted or exchanged by the respective Parties shall constitute any representation, warranty, assurance, guarantee or inducement by either Party to the other with respect to infringement of trademarks, patents, copyrights or any right of privacy, or other rights of third persons.

5.6 Each Party will designate in writing one or more individuals within its organization as the only point(s) for receiving all written proprietary information exchanged between the Parties pursuant to this MOU. Any change of the individual will be communicated to the other Party in writing. Oral disclosures of proprietary information must be identified as proprietary at the time of disclosure, followed by written confirmation within two (2) weeks. Any information of a proprietary or confidential nature not addressed in writing and marked as proprietary information to the designated individuals will not fall under the protection of this MOU. All proprietary information and all copies thereof shall be returned to the disclosing Party upon written request.

6. Non-exclusivity. Nothing in this MOU shall be interpreted to prevent either party from independently working on regional projects that may be related to issues of social, economic or scientific sustainability.

7. Notices. All notices or communications required by this MOU or desired to be given hereunder, shall be in writing and given by electronic mail, certified or registered mail, return receipt requested, courier, or facsimile transmission and shall be deemed to be given when received. Notices shall be addressed to the individual and addresses specified below. Either party may change its authorized point of contact by written notice to the other.

IN WITNESS WHEREOF, the parties have entered into this MOU on the dates shown below.

**Micronesian Center for a Sustainable
Future, Inc.**

Micronesia Seminar

H.E. Emanuel Mori
Secretary General

Fr. Francis X. Hezel
Executive Director

Date: _____, 2010

Date: _____, 2010

**Micronesian Center for a Sustainable
Future, Inc.**

Felix P. Camacho
Secretary

Date: _____, 2010

SECOND INTERIM PLANNING MEETING OF DESIGNATED REPRESENTATIVES FOR THE MICRONESIA CENTER FOR A SUSTAINABLE FUTURE

(April 28-29, 2011, Pohnpei, FSM)

LIST OF PARTICIPANTS

MCSF Designated Representatives

1. CNMI: Esther Fleming, Special Assistant for Administration
efleming@pticom.com
Post Office Box 502992, Saipan, MP 96950
670.664.2212 (office), 670.483.2164 (cell)
2. Guam: Joanne Brown, Director of Public Works
j.msbrown@yahoo.com
Post Office Box 326431, Hagatna, Guam 96932
671.646.3131
3. Palau: Gustav Aitaro (for Vic Yano, Minister of State)
state@palaugov.net
Post Office Box 100, Koror, Palau 96940
680.767.2509
4. FSM: Marion Henry, Secretary of Resources and Development
marionh@mail.fm
Post Office Box PS-12, Palikir, FM 96941
691.320.5133
5. Chuuk: Jesse Mori, Director of Finance and Administration
jmchuukdas@yahoo.com
Post Office Box 195, Weno, Chuuk, FM 96942
691-330.2230
6. Kosrae: Steven George, Director of Resources and Development
dres@mail.fm
Post Office Box 415, Kosrae, FM 96944
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7. Pohnpei: Valerio Hallens, Director of Resources & Development
oeaa@mail.fm
8. Yap: Sebastian Anefal, Governor
sanefal@mail.fm
Office of the Governor, Post Office Box 39, Colonia, Yap, FM 96943

9. Marshall Islands: Yumiko Crisostomo
yumiko.crisostomo@gmail.com
OEPPC Office of the President P.O. Box 975 Majuro, Marshall Is. 96960
692.625.7944

Facilitators and Resource Consultants

1. Kevin O'Keefe, Facilitator
kmokeefe@gmail.com
900 Fort Street Mall, Suite 1540, Honolulu, HI 96813
808.523.1650
2. Larry Goddard, Resource Person
lgoddard@aloterre.com
16-540 Keeau-Pahoa Rd. Ste. 2 PMB 178, Keeau, HI 96749
808.937.1500
3. Jason Aubuchon, Graduate School
Jason.aubuchon@graduateschool.edu
900 Fort Street Mall, Suite 1540, Honolulu, HI 96813
808.523.1650

SECOND INTERIM PLANNING MEETING OF DESIGNATED REPRESENTATIVES FOR THE MICRONESIA CENTER FOR A SUSTAINABLE FUTURE

(April 28-29, 2011, Pohnpei, FSM)

DRAFT AGENDA

Wednesday, April 27, 2011. Evening Reception: 6:30 p.m.

A welcoming reception, hosted by FSM President Emanuel Mori, the Secretary General of the Micronesia Center for a Sustainable Future (MCSF) will take place at Club Cupid's. All Designated Representatives are invited to attend.

Thursday, April 28, 2011, Morning Session: 9:00 a.m.

- I. Opening and Welcoming Remarks:
 - Hon. Marion Henry, FSM (on behalf of MCES Secretary General)
 - Mr. Jason Aubuchon, Graduate School, Program Manager
 - Introduction of All Participants
 - Adoption of Draft Agenda
- II. Summary of Briefing Book; Review of Status Report and Attachments
- III. Review of Hosting Manual
- IV. Review of MCES Committees

Thursday, April 28, 2011, Afternoon Session: 2:00 p.m.

- V. Discussion of Open Items for DR Deliberations
 - Decision Memo 7
 - Correspondence
- VI. Update: Inception Award
 - Completed Activities
 - Pending Activities
 - Consideration of Post-Inception Award MCSF-Specific Procurement Procedures
 - Budget Considerations
- VII. Looking Forward: Identifying Reforms for 15th MCES and Beyond
 - Logistics: Secretariat Support, Summit Preparations, Summit Hosting Responsibilities

- Big Picture: Plenary Components, Consideration of Thematic Approach, Keynote/Guest Presentations, Committee Structures and Roles, Meeting Outcomes

Friday, April 29, 2011, Morning Session: 9:00 a.m.

VII. Looking Forward: Identifying Reforms for 15th MCES and Beyond (Continued)

VIII. Closure, Final Remarks, and Next Steps

- MCES Meeting Date Confirmation (Current Proposed: Week of May 30th)
- Secretariat Support to Pohnpei for MCES Preparation
- Next Meeting of Designated Representatives

Presentation of MCES Hosting Manual (Larry Goddard)



Introduction

Since 2003, the process of organizing the Micronesia Chief Executives' Summit (MCES) has historically fallen upon the host country.

- Initially 2 meetings per jurisdiction
- Upon expansion to the FSM and the RMI, 1 meeting per jurisdiction

Current Committees

- The Regional Workforce Development Council (RWDC)
- The Micronesia Regional Invasive Species Council (RISC)
- The Micronesia Challenge (MC)
- The Renewable Energy Committee (REC)
- The Pacific Island Regional Recycling Initiative Committee (PIRRIC)
- The Regional Transportation Committee (TTC)
- The Regional Tourism Council (TC)
- The Regional Health Committee (HC)
- The Communications Committee (CC)

Phases of Summit Administration

- Pre-Summit Preparatory Work
- Two-Day Committee and Event Preparatory Work
- Summit Implementation
- Post Summit Obligations

I. Pre-Summit Preparatory Work

- Create Organizational Structure
 - Appoint Summit Organizer
 - ✓ High Level Government Official
 - ✓ Possibly the Designated Representative
 - ✓ Direct Access to the Chief Executive
 - Develop Logistical Management
 - ✓ Running the Summit
 - Develop Committee Management
 - ✓ Lead representative of each of the nine Summit committees.
 - ✓ Responsible to fulfill the obligations of the Committee prior to the Summit
 - ✓ Responsible for the detailed organization of Committee meetings

Arrangements

- Set the Date of the Summit and Invite other Jurisdictions
- Identify Primary Contacts
- Organizational Webpage
- Hotels
- Vehicles
- Meeting Center
- List of Participants
- Letterhead
- Presentation of Colors
- Name Badges
- Attendee Packets

Agenda

- Has reflected the committee structure of the Summit
- Should recognize the expressed desire of the Chief Executives to minimize the duration of committee reports and presentations.
- On-going input from both the Logistical Committee and the Content Committee.

Web Page

- Registration Form
- Arrangements Document
 - All Practical Details of Summit
- Historical Documents
- Draft Agenda
- Brief Description of MCES and Meeting Process
- Message from Hosting Chief Executive
- Contact Information for Host Jurisdiction

Committee Preparation

- Names and Contact Information
- Contact Committee Members
- Identify Meeting Locations
- Define Committee Issues
 - Seek Broad Participation of all Jurisdictions
- Take Proactive Approach

Event Preparation

- Technical Staff and Hardware
 - The Host jurisdiction should provide a computer expert
 - Coordinate Events
- Local Performance
- Fund Raising
- Master of Ceremony
- Presentation of Colors
- Opening Prayer
- Excursions
- Gifts

II. 2-Day Pre-Event Organization

- Committee Meetings (Event Committee)
 - Chair and Coordinate Pre-Meetings
 - Committee Locations – Ensure that visitors know locations
 - Coordinate Presentation and Report
 - Equipment – Each meeting location must have sufficient equipment
- Final Preparation for Summit Events (Logistics Committee)

Final Summit Preparations

- Lists of attendees;
- Name tags for delegation members and observers;
- Seating arrangements;
- Equipment and accessories;
- Internet accessibility;
- Office supplies;
- Letterhead;
- Flag arrangements, including the delivery of flags by jurisdictions, where requested;
- Local performance arrangements;

Final Summit Preparations cont....

- Gift arrangements;
- Prayer arrangements;
- the script for the Master of ceremonies, which must match the final agenda;
- the Agenda;
- Material packets for Chief Executives;
- Coffee and luncheon arrangements;
- Evening events arrangements;
- Excursion arrangements; and
- Official Photo arrangements.

III. The Summit – Outcome Documents

- **Communiqués –**
 - Ten Copies signed by each jurisdiction's Chief Executive
 - Communiqué must focus on the actions of the Chief Executives
 - Must keep Historical data and committee data to a minimum
 - One person should be made the primary writer/editor of the Communiqué
 - Coordinate the drafting of Committee Reports and the Communiqué
 - Timing of Communiqué – Wise to schedule the signing ceremony on the day subsequent to the last day of the Plenary Session.

III. The Summit – Outcome Documents

- Resolutions –
- Letters –
- Decision-making Process – The decision-making process of the Summit is one of complete consensus.
- Informal process
- Host Jurisdiction chairs the meetings
- Official Photos –

IV. Post Summit Obligations

- Information Gathering
- Information Transmittal
 - Signed physical copies
 - Digital Copies

Presentation of MCES Committee Review (Larry Goddard)



Contents

This presentation covers committee perceptions on:

- **Expectations of the MCES**.....
What can the MCES do to better assist committees in achieving their goals?
- **Expectations of the MCSF**
Perceptions of the Micronesian Center for a Sustainable Future
- **Committee SWOT**.....
Strengths, Weaknesses, Opportunities, and Threats among different committees

Larry Goddard, Managing Partner, Aikorea Consulting LLC

2

The MCES Committees

- Interviews were held with the following committees:
 - The Micronesian Challenge (MC)
 - The Pacific Island Resource Recovery Initiative Committee (PIRRIC)
 - The Regional Invasive Species Council (RISC)
 - The Communications Committee
 - The Tourism Committee
 - The Regional Workforce Development Council (RWDC)
 - The Health Committee (HC)
 - The Energy Committee
 - The Transportation Committee

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3

MCES Expectations

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4

Overview

- Committee members were asked ways in which the MCES could better assist the goals of the individual committees.
- Four main areas for improvement:



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1. Leadership (1/2)



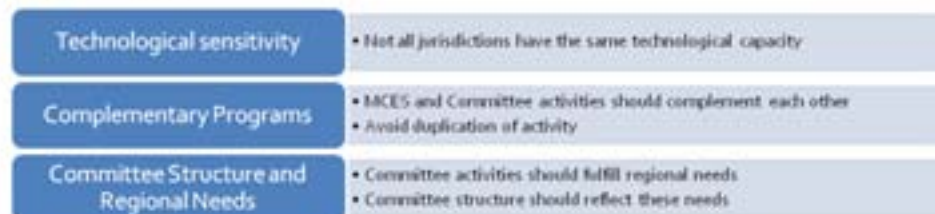
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1. Leadership (2/2)



Regional Issues:



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2. Fundraising

- Most dynamic issue discussed
- Seen as a critical need and responsibility of the MCES
- Effects on:
 - General committee activities (administrative, etc.)
 - Limited funding can affect many committees' long-term ability to meet MCES mandates
 - Program implementation at the national and regional level
 - Impacts long-term ability to direct specific programs
- There were five main funding issues identified, specifically:
 - Identification and access to funding sources
 - Lobbying
 - Administrative support for committee activities
 - Brand Identity
 - Cross-committee Collaboration

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Fundraising (Part 2 of 2)

Identification and access to funding sources

- The MCES should identify and access grants and technical assistance from the US and international sources
- Infer the need for a secretariat to the MCES

Lobbying

- A secretariat can also be responsible for the lobbying process
- Closely related to the endorsement function (under Focus 1, Leadership)

Administrative support for committee activities

- MCES should support their own fundraising activities

Brand Identity

- Develop an MCES brand which had regional and international validity
- Qualitatively improve their ability to raise funds
- Expand the identification of the MCES as a conduit for outside development funding

Cross-committee Collaboration

- Committees which have similar goals can collaborate in joint applications for funding sources

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3. Capacity Building

- Committees feel they lack the resources necessary to best fulfill the needs of the MCES
 - No direct funding sources
 - Need for more frequent meetings
 - Minimal organizational structure
 - Often nonexistent missions and strategic plans
 - Insufficient staffing
- Committees requested the following capacity building assistance from the MCES:
 - Guidance on organizational structure
 - Direct funding for MCES participation
 - Funding to create and convene subcommittees
 - Improved information systems
 - Improved technological capacity
 - Equipment
 - External capacity

Larry Goddard, Managing Partner, Akuteere Consulting LLC

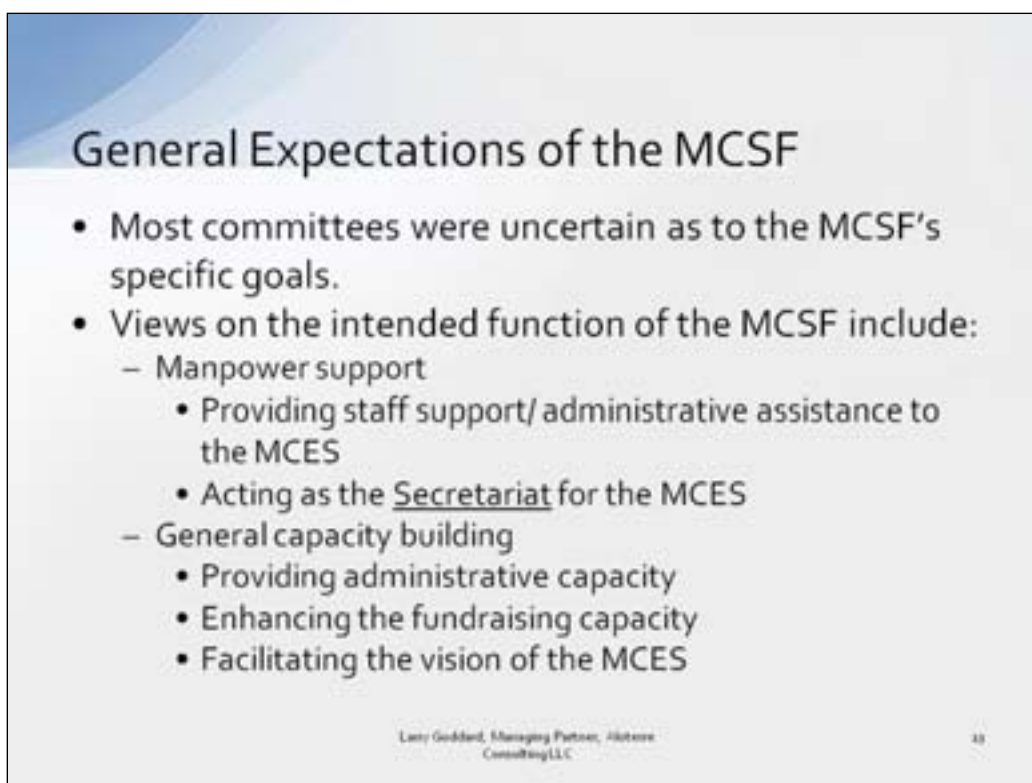
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4. Administrative Assistance to the Committees

- An improved administrative function would significantly help address the communication issues

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Summit Management

The annual summit process could be improved by:

- Better logistical coordination before, during and after the summit event;
- Improved pre-summit assistance to the hosting jurisdiction;
- Improved committee assistance during the entire year;
- Better post summit organization and follow-through to the next summit;
- Consistent central responsibility for the development of the communiqué and related documents;
- The insurance of continuity between summits; and
- Assistance with event coordination

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MCSF – Ideal responsibilities

The Committees would like to see the MCSF provide administrative assistance, particularly with regard to:

- Fundraising
- Wraparound commonalities
- Communication Pathways
- Education
- Definition of Values
- Regional communication

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Committee SWOT

Strengths, Weaknesses, Opportunities, and Threats

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Consulting LLC

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Strengths

- Regional Collaboration
 - All of the active committees meet regularly
 - Members openly share information with those in their committee
 - Members collaborate to achieve committee objectives across the region.
- Dedication to regionalism
 - All of the committees, with the exception of the telecommunications committee, believe that regional policies and programs that include both the Freely Associated States (FAS) and the Flag Territories will enhance the interests of each of the states represented on the committees.
- Regional cooperation
 - The committees believe that the strength of the committee is dependent on the success of each of the states represented. All states are considered equally important, regardless of their size or political affiliation.
- Expertise
 - The committees have been successful in attracting highly qualified and capable participants. The committees are developing excellent programs and, through their work, have helped to enhance the reputation of the MCES world-wide.
- Commitment
 - The committees have been operating for several years
 - Have long term views to accomplishing their missions and as such are stable and viable partners in the regional development process.
 - Members are motivated and dedicated to achieving their goals

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Consulting LLC

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Weaknesses

- **Funding**
 - No direct organizational funding.
 - Limits ability to expand their organizational capacity:
 - Hiring staff
 - Conduct program evaluation
 - Help other fundraising efforts
- **Lack of Technical and Organizational Resources**
 - Require assistance in
 - Strategic planning
 - Fund raising
 - Program evaluation services
 - Some need assistance in organizing their members and establishing a consistent set of programs.
 - Most committees lack expertise in grant writing and fund raising.
- **Communications: Internal**
 - High cost of face to face interaction
 - Different time zones
 - Cost and lack of internet bandwidth in the FAS
- **Communications: Inter-committee**
 - Committees are generally unaware of the activities and progress of other committees.
 - Duplication of effort
 - No synergy between programs
 - Perceived competition for the attention of the MCES.
 - Suggestion: Possibility of a web based information portal.
- **Lack of direction from the MCES**
 - Committees are unsure regarding the MCES vision regarding regional development
 - Not clear on how to align their programmatic objectives to achieve the expectations of the Chiefs.

Levy Goddard, Managing Partner, Akuteere Consulting LLC

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Opportunities

- **Coordinating initiatives to improve program outcomes**
 - Possible links:
 - Tourism and Transportation Committees
 - Health Committee and RWDC (Human Resources for Health)
- **Diversified funding**
 - Offer a cross-sectoral approach to solving initiatives
 - Ability to qualify to more funding sources
- **Increased committee activity**
 - Some committees need technical assistance and oversight

Levy Goddard, Managing Partner, Akuteere Consulting LLC

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Threats

- Destructive competition
 - Need to coordinate committee activity
 - Consequence: Limited productivity due to focus on competing for the attention of the MCES.
- Potential Loss of key policy and programmatic initiatives
 - Need organizational assistance:
 - Fundraising
 - Organization
 - Coordination
 - Consequence: limited ability to address key policy areas (e.g. transportation, energy and telecommunications)
- Top down and bottom up synergies
 - Clear and frequently updated visions enunciated by the Chief Executives.
 - Consequence: Negative effect on committee structure and performance

Memo



To: MCSF Designated Representatives

Cc: MCSF Design Team

From: Jason Aubuchon, Program Manager

Date: 1/28/2011

Re: Plan to Proceed with MCSF Award Expenditure, Subject to No Objections

**Proposed MCSF Award Expenditure: A. Fundraising for MCSF/Phase I, and
B. Website Content & Design/Phase I**

In accordance with the MCSF Award Budget Expenditure Protocols developed in Palau and approved in late October, 2010, the MCSF Designated Representatives are asked to review the following program activities and associated costs in order to provide approval of expenditures on a five-day, no objections basis. In the absence of any objections, the Graduate School will proceed with the proposed expenditures.

An updated budget outlining expenditures to-date is included under separate cover (inclusive of additional requests) for reference.

Item (A1): Fundraising

Attribution: Budget Item 2.D. "Identify and pursue grants from sustainable funding sources"

Explanation: This item was identified as a priority activity by the MCES principals with a target of ensuring funding is secured to support MCSF operations, including resources for an Executive Director, no later than June 2011 to allow for a handover from the Graduate School's administration of the MCSF inception award.

Budget: \$16,829 (of which labor is \$16,304 and materials/communications is \$525)

Description: See attached description of tasks and deliverables. Labor costs are allocated to Ms. Youlsau Bells and Larry Goddard (CV's available upon request). Labor costs will cover the tasks and completion of deliverables (see attached).

Item (B1): Website Content & Design and Brochure Design (for Fundraising)

Attribution: Line 3A: Develop Website, etc.

Explanation: Development of initial narrative content for the website and for the brochure, the latter of which will be targeted for potential fundraising use. Development of initial logo design options and prototype website layout options will be completed well in advance of the next planned meeting of Designated Representatives in the Spring of 2011.

Budget: \$4,858 (of which Labor is \$3,808 and materials/contracted services is \$1,050)

Description: Jason Aubuchon's work to coordinate the initial design and construction of the MCSF prototype website for review by the Designated Representatives and ultimate approval by the Chief Executives will be provided at no cost. Labor costs are allocated to Larry Goddard and Kevin O'Keefe (CV's available upon request). Labor costs will cover narrative content and document descriptions for the website and for the draft MCSF brochure. Materials and contracted services will be for website domain registration, initial design and layout work for the website and the draft brochure.

As the Program Manager for the Graduate School, recipient of the MCSF inception award, I will proceed with the above outlined commitments, subject to no objections from the MCSF Designated Representatives prior to Friday, February 4, 2010.

A handwritten signature in black ink, appearing to read 'Jason Aubuchon', with a stylized, cursive script.

Attachment: Description of Tasks and Deliverables for Fundraising

Description of Tasks and Deliverables for MCSF Fundraising Activities

1. Follow up on Known Donor Opportunities

The consultants will work through the Designated Representatives and the officials of each jurisdiction to identify known/existing opportunities and will identify best options for immediate action. The consultants will, in coordination with MCSF, develop proposals and coordinate document submissions and follow-up with potential donors. The consultants will draft correspondence for the MCSF Secretary General or for MCSF Chief Executives, as appropriate.

Deliverables will include:

- A inventory of potential donors that have either expressed interest in supporting the MCSF, or have been identified by one or more of the jurisdictions; this inventory will list eligibility conditions, grant requirements, range of potential funding support, key individuals and contact details for each identified potential donor.
- Documentation of all proposals developed, whether in draft or as finalized submissions, as well as documentation of official correspondence.

2. Identify New Donor Opportunities

The consultants will complete a comprehensive desktop study researching foundations and organizations with an interest in development in the Pacific, or sustainable development. The consultants will identify the eligibility conditions and grant requirements for each of the identified potential donors. The consultants will prioritize the five potential donors with greatest likelihood of success and, in coordination with MCSF, develop proposals and coordinate document submissions and follow-up with potential donors. The consultants will draft correspondence for the MCSF Secretary General or for MCSF Chief Executives, as appropriate.

Deliverables will include:

- An inventory of potential donors based on their interest in development in the Pacific and/or sustainable development this inventory will list eligibility conditions, grant requirements, range of potential funding support, key individuals and contact details for each identified potential donor.
- Documentation of all proposals developed, whether in draft or as finalized submissions, as well as documentation of official correspondence.

3. Status Report

The Consultants will identify next steps as part of the ongoing fundraising strategy for the MCSF.

Deliverables will include:

- MCSF Fundraising Status Report, including results of contacts initiated and recommended next steps.

EDDIE BAZA CALVO
Governor



RAY TENORIO
Lieutenant Governor

FEB 22 2011

Office of the Governor of Guam



The Honorable Emanuel Mori
President
Federated States of Micronesia
P.O. Box 34
Palikir, Pohnpei FM 96941

Dear President Mori:

I am looking forward to the opportunity to work with you on the Micronesian Center for Sustainable Futures (MCSF) and on many other issues related to our Pacific Region. I am very optimistic that through our collective collaboration we can ensure a brighter future for our people.

Since beginning my new administration one of the first things I was asked to do with the MCSF was to approve a number of budget expenditures. Funds needed to complete registration of the MCSF as a non-profit corporation and pay its accountants and the request to assist the Regional Invasive Species Council, were past due and were readily approved.

However, with regards to the proposed budget of \$65,000 for the design and development of the MCSF website, I am recommending that a Request for Proposals be entertained to address the procurement of website services. This will provide an opportunity for interested parties within our region to bid on this project. This is a more preferable option to the awarding of contracts directly to consultants that work on a regular basis with the Hawaii Graduate School that currently oversees the MCSF grant funds. I believe, in moving forward, that there should be a strong preference that MCSF grant money directly benefits the people of Micronesia.

Also, a proposed expenditure was included in the MCSF budget for \$16,829 for fundraising purposes. Although new to the Center's activities, I am already aware of a number of grant opportunities that are being actively pursued. While it isn't clear what we were getting for the \$16,829 proposed expenditure, it seems premature to authorize this request without a long-term strategy in place.

As you recall last summer President Mori, you, on behalf of the MCSF, and the University of Guam's (UOG) President Robert Underwood signed a Memorandum of Understanding agreeing to coordinate on various projects. My administration and I strongly support the Secretary General's efforts to establish a working relationship with UOG and other institutions of higher learning in each jurisdiction. I am happy to relay that the parties have recently identified a number of projects to collaborate on, which include establishing an MCSF Office for the Guam [?] Focal Point, local energy initiatives, local recycling initiatives, the beginnings of a Think Tank

to address regional issues, and to follow-up on Guam's role in pursuing the Chief Executive's directives and initiatives for past communiqués, resolutions and letters of request to the United States Government over the past 14 Summits.

I would also like to announce my appointment of former Vice Speaker of the Guam Legislature and President of the Association of Pacific Island Legislatures, Ms. Joanne Brown as Guam's new focal point for the MCSF.

In closing, I look forward to working closely with and learning from my fellow Chief Executives and look forward to discussing these items and other regional issues in more detail when we are able to meet.

Sincerely,

A handwritten signature in black ink, consisting of several overlapping, slanted strokes that form a stylized representation of the name Eddie Baza Calvo.

EDDIE BAZA CALVO



REPUBLIC OF THE MARSHALL ISLANDS
MINISTRY OF FOREIGN AFFAIRS
P.O. BOX 1349
MAJURO, MARSHALL ISLANDS 96960

22 December 2010

The Honorable Dr. Victor M. Yano
Minister of State
Office of the Minister
P.O. Box 100
Koror, Republic of Palau
96940

The Honorable Mr. Lorin S. Robert
Secretary of Foreign Affairs
Department of Foreign Affairs
PS123, Palikar
Pohnpei State, Federated States of Micronesia
96941

Re: *A Resolution of the 14th Micronesia Chief Executives' Summit: Requesting that the Assistant Secretary of the Interior for Insular areas, Anthony Marion Babauta, and his senior staff, begin to undertake the required policy and planning review, development and implementation needed to establish a Regional Office in Guam by the Fall of 2011 in order to prepare for the strategic realignment of the United States Military Forces in the Pacific and to develop closer ties to the Region, its people and its leadership, through visionary and transformative strategic framework*

Dear Honorable Colleagues:

Iokwe from Majuro. It has come to my attention that a procedural error occurred at the closing of our recent successful 14th MCES. Said oversight resulted in the signing by each of our Presidents of the above-referenced resolution that had been neither introduced nor discussed as per our longstanding practice. While the Secretariat support provided by your staff and others was otherwise stellar, this isolated and unprecedented irregularity does, I believe, require a remedy.

It is in this regard that I respectfully request your kind assistance in bringing this to the kind attention of your respective Presidents. Although I would not rule out recommending that the respective signatures of our Presidents be deemed withdrawn from this resolution, it may be more appropriate for President Toribiong as Chairman or any of his other colleagues to consider and subsequently advise on another recommendation to more fully remedy the procedural irregularity that occurred. It is clear that an unanticipated error crept into the process in the closing rush of our meeting. Consequently, the resolution in question should never have been placed before the Chief Executives for signature without either full staff review or formal introduction in either plenary or executive session per our longstanding practice. I firmly believe the events that led to this procedural error should never be repeated.

I wish it to be clear that my concern conveyed herein does not and will not reflect a lack of support for the general content and core spirit of the resolution in question. In particular, our willingness to acknowledge the fine efforts of the Assistant Secretary of the Department of the Interior should be unquestioned. Rather, the issue of my Government is to protect the dignity and seriousness of purpose

that is of utmost importance when our Chief Executives gather and act together in forums such as the Micronesian Chief Executives Summit. Ultimately, process does matter—and a remedy to a breach in our process is required. I am confident that the specific wording and breadth of content of this resolution would benefit from reflective review and editing by each of us, and our staff, before being properly introduced, perhaps at our 15th MCES in Pohnpei, FSM.

Finally, please rest assured that this matter should in no way deter from the outstanding Summit hosted by President Toribiong and the Republic of Palau. The warmth of the welcome, the depth and meaningfulness of our formal and informal sharing, and the achievements of the 14th MCES remain an exemplary demonstration of Micronesian collaboration. Please accept, Honorable Colleagues, the assurances of my highest consideration.

Sincerely,

John M. Silk
Minister of Foreign Affairs



Republic of Palau
Office of the President

JOHNSON TORIBIONG
President

P.O. Box 6051, Palau, PW 96940
Tel. (680) 767-2532/2541/8732
Fax. (680) 767-1662/2424
email:rop.president@palau.net.com

30 December 2010
Serial No. 10-1232

H.E. Emanuel Mori
President
Federated States of Micronesia

H.E. Jurelang Zedkaia
President
Republic of Marshall Islands

Hon. Felix P. Camacho
Governor
Territory of Guam

Hon. Benigno R. Fitiaf
Governor
Commonwealth of the
Northern Marian Islands

Hon. John Ehsa
Governor of Pohnpei State, FSM

Hon. Wesley Siminia
Governor of Chuuk State, FSM

Hon. Sebastian L. Anefal
Governor of Yap State, FSM

Hon. Robert J. Weilbacher
Governor of Kosrae State, FSM

Subject: Fourteenth (14th) Micronesian Chief Executives Summit (MCES) Resolution

Dear Chief Executives:

Alii from Palau and Happy Belated Merry Christmas and a Happy New Year.

Excellencies, I hope and pray that you arrived safely back home after attending and visiting our beautiful paradise home of Palau during the 14th MCES last month.

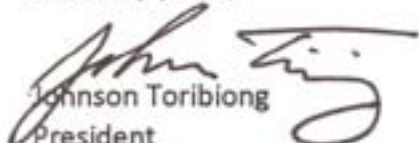


Recently, I have been informed by my Minister of State, the Honorable Victor M. Yano, that valid concerns have been raised from the Honorable John M. Silk, Minister of Foreign Affairs for the Government of Republic of Marshall Islands (RMI), in regards to 14th MCES Resolution requesting the Assistant Secretary of the Interior for Insular Areas, Anthony Marion Babauta, and his senior staff, begin to undertake the required policy and planning review, development and implementation needed to establish a Regional Office in Guam by the Fall of 2011 in order to prepare for the strategic realignment of the United States Military Forces in the Pacific and to develop closer ties to the Region, its people and its leadership, through visionary and transformative strategic framework.

Such concerns pointed out that the latter resolution was never introduced nor discussed among the Chief Executives during the Summit, thus, it should not have been included in the MCES Communique which we signed. Indeed this is an oversight and certainly does not pose irreversible detrimental consequences, therefore, as the current Chair for the MCES, I am requesting the consent of all the Chief Executives to exclude this particular resolution from the 14th MCES Communique and to defer this matter to the next scheduled MCES.

I am confident that the Secretariat will take all necessary precaution to ensure that this procedural irregularity will never happen in future MCES. I look forward to receiving your favorable consideration of this matter.

Sincerely yours,


Johnson Toribiong
President
Republic of Palau



A RESOLUTION OF THE 14th MICRONESIA CHIEF EXECUTIVES' SUMMIT:

Requesting that the Assistant Secretary of the Interior for Insular areas, Anthony Marion Babauta, and his senior staff, begin to undertake the required policy and planning review, development and implementation needed to establish a Regional Office in Guam by the Fall of 2011 in order to prepare for the strategic realignment of the United States Military Forces in the Pacific and to develop closer ties to the Region, its people and its leadership, through visionary and transformative Strategic Framework.

WHEREAS, President Barack Obama nominated Anthony Marion Babauta as the United States Assistant Secretary of the Interior, and that nomination has been confirmed by the United States Congress; and

WHEREAS, Assistant Secretary Babauta has worked for the United States House of Representatives Natural Resources Committee since 1998, most recently as “Staff Director” for the Subcommittee on Insular Affairs, Oceans and Wildlife, and in this position advised the full committee on United States policy towards the United States Territories and other United States affiliated island nations; and

WHEREAS, Assistant Secretary Babauta has developed and maintained close professional and personal relationships with leaders throughout Micronesia; and

WHEREAS, Assistant Secretary Babauta was instrumental in advancing the renegotiated Compacts of Free Association with the Republic of the Marshall Islands and the Federated States of Micronesia, the Guam War Claims and the Political Advancement of Puerto Rico; and

WHEREAS, the Chief Executives of the Micronesia Chief Executives' Summit (MCES) recognize that Assistant Secretary Babauta has attained an extraordinary level of competence, wisdom and knowledge regarding the growing complexity of current, long standing and emerging issues in the Insular Areas, including the Micronesian Islands and also Puerto Rico; and

WHEREAS, the Chief Executives of the MCES believe that the nomination and confirmation of a Micronesian as the Assistant Secretary of the Interior for Insular Areas was not only appropriate but necessary to broaden the understanding of the Department of Interior regarding Micronesian issues and to tie the Micronesian islands more closely to the issues and priorities to the United States of America in the Pacific Region; and

WHEREAS, Assistant Secretary Babauta supports working toward regional integration through regional organizations like the Association of the Pacific Islands Legislatures, the Micronesian Chief Executives' Summit, the Micronesian Center for a Sustainable Future and the University of Guam's Center for Island Sustainability; and

WHEREAS, the Chief Executives of the MCES have expressed their sincere appreciation to President Barack Obama for the advancement of the issues of the Micronesian States through the

reestablishment of the position of Assistant Secretary of Interior for Insular Affairs, which clearly reflects a commitment to enhanced communication, cooperation, development, sustainability, security, collective action, shared progress and a post colonial, emancipatory, visionary, transformative regional strategic framework; and

WHEREAS, The United States Affiliated Islands of Micronesia are experiencing a period of rapid growth, urbanization, westernization and increasing significance to United States national security in the Pacific; and

WHEREAS, the Chief Executives of Micronesia, in response to the extraordinary challenges presented by the strategic realignment of United States Military Forces in the Pacific, and given the emerging opportunities within the region to preserve, leverage and integrate indigenous, natural, and human resource systems, have established the Micronesian Chief Executives' Summit with membership from all nine jurisdictions, which Summit is entering its seventh year, and

WHEREAS, over the next ten years nearly twenty billion dollars will flow through Guam in order to realign United States Military forces in the Pacific; and

WHEREAS, although Guam is the focal point of this strategic military realignment, the military build-up will have extraordinary impacts, both positive and negative, throughout all nine Pacific jurisdictions; and

WHEREAS, the official estimate of the population of FAS citizens on Guam is currently over twenty thousand and FAS leaders on Guam consider unofficial estimates to be closer to thirty thousand, which represents nearly twenty-five to thirty percent of the total resident population of the Guam; and

WHEREAS, in anticipation of the economic and educational opportunities that the realignment of United States Military Forces in the Pacific will bring, there will be a significant increase in immigration from the citizens of the FAS to Guam, seeking a better life for themselves and their families, which could lead to a total population on Guam of nearly forty thousand citizens from the FAS; and

WHEREAS, the issues, possibilities, potential conflicts and opportunities associated with this complex series of interconnected social changes, challenges and opportunities can best be managed on the ground in the jurisdiction wherein these changes are taking place; and

WHEREAS, Assistant Secretary Babauta is uniquely positioned to manage the enormous transformative changes that are taking place in the region; and

WHEREAS, Assistant Secretary Babauta has been given unique access to the White House and its senior staff by the President of the United States of America; and

WHEREAS, because of these extraordinary opportunities and circumstances, the Chief Executives representing the MCEs respectfully request that the Assistant Secretary begin the required policy review, development and implementation needed to establish a new Office of Insular Affairs on Guam; and

WHEREAS, there are many issues and agreements, between the United States and the Pacific Territories, Commonwealths, and Freely Associated States; and

WHEREAS, those issues would be more equitably administered and will be addressed from a world view which embraces the cultural milieu and context in which the citizens of the territories and the FAS live their lives; and

WHEREAS, this new office could assume several responsibilities, including the responsibility for the day-to-day monitoring of grant assistance under the Compacts of Free Association; and

WHEREAS, this new regional office could be the focal point for work performed by regional staff for the U.S. delegations to the bilateral joint committees with the Republic of the Marshall Islands and the Federated States of Micronesia, respectively, that monitor Compact Funding, apply and assist in overseeing compact trust funds; and

WHEREAS, this new office could monitor the activities of other federal agencies that provide programs and services in the Freely Associated States; and

WHEREAS, Governor Fitial of the Commonwealth of the Northern Marianas and Chairman of the 13th Summit has signed a Joint Statement with the Chairman of the Region IX Federal Planning Council, thereby forging a new regionally based relationship with the United States Federal Government; and

WHEREAS, staff recruited for this proposed office would necessarily include Pacific islanders, indigenous men and women, and those trained in intercultural communication and should be multidisciplinary in order to address challenges and opportunities from a multidimensional understanding and they should be trained to understand and seek social, economic and environmental justice, while pursuing the interest and goals of the United States of America; and

WHEREAS, the administrative functions of this office should not be outsourced to any non-state actors or NGOs outside of Micronesia; rather, the capacity and talent should be built and developed from within the region using the resources emanating from the institutions of higher education within the region; and

WHEREAS, Assistant Secretary Babauta could use this transformative realignment in the OIA operations to have Guam serve as the focal point of regional operations that would then devolve core services, authority and responsibility down to the jurisdiction being served; and

WHEREAS, Assistant Secretary Babauta could use this realignment to appoint a high level special representative to each of the Territories and Freely Associated States who report to him directly; thereby insuring that institutional power does not become bureaucratic, calcified, insensitive and non-responsive to the needs, best interest or concerns of the citizens of the region; and

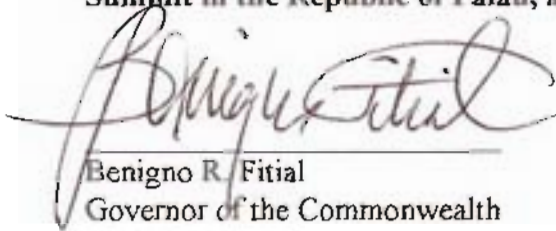
WHEREAS, The Board of Directors of the Association of the Pacific Island Legislatures has passed a resolution calling for the implementation of the ideas and principles embodied in this resolution; and

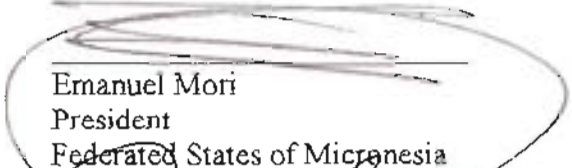
WHEREAS, the citizens of the United States affiliated Islands of Micronesia would be better served by the Office of Insular Affairs with a local office in Guam

NOW THEREFORE, BE IT RESOLVED, that the Chief Executives of the Micronesian Chief Executives' Summit request that Assistant Secretary Babauta acknowledge, research, adopt and pursue the above Resolution that proposes the establishment of a Regional Office in Guam by the Fall of 2011; and

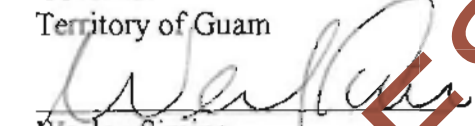
BE IT FURTHER RESOLVED, that a copy of this Resolution be transmitted to the Assistant Secretary of the Office of Insular Areas within the U.S. Department of Interior, the U.S. Secretary of State and the President of the United States.

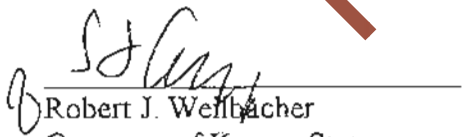
Signed this day December 16, 2010 at the 14th Micronesian Chief Executives' Summit in the Republic of Palau, at the Ngarachamayong Cultural Center.

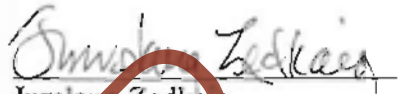

Benigno R. Fitial
Governor of the Commonwealth
Of the Northern Mariana Islands

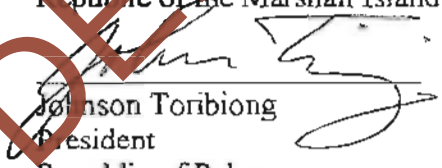

Emanuel Mori
President
Federated States of Micronesia


Felix Camacho
Governor
Territory of Guam

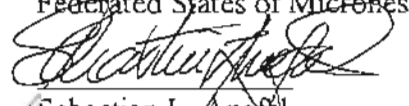

Wesley Simina
Governor of Chuuk State
Federated States of Micronesia


Robert J. Wenibacher
Governor of Kosrae State
Federated States of Micronesia
By Steven George, Director of
The Department of Resources and
Economic Affairs


Jurelang Zedkaia
President
Republic of the Marshall Islands


Johnson Toribiong
President
Republic of Palau


John Ehsa
Governor of Pohnpei State
Federated States of Micronesia


Sebastian L. Ane
Governor of Yap State
Federated States of Micronesia