



Executive Leadership Development Program of the Pacific Islands

ELDP 2025 PROGRAM DESCRIPTION

Graduate School USA

APPLY NOW at
<http://eldp.pitiviti.org>

Applications are due by
November 1, 2024.



TABLE OF CONTENTS

Introduction 4

Background 5

- Why is the Executive Leadership Development Program Important?
 - Who organizes and manages the ELDP?
 - Which insular governments can participate?
-

Responsibilities of the Insular Areas 6

- What is required from the insular governments?
 - Who is eligible to participate in the ELDP?
-

Components of the ELDP 8

- What are the components of the ELDP?
 - What are the learning modules for ELDP participants?
-

Managing the ELDP 12

- What are the tuition costs?
 - What is the anticipated size of each cohort group?
 - Are all applicants accepted into the ELDP?
 - How are ELDP participants Selected?
 - What is the timeline for selecting the 2025 cohort and the overall schedule for 2025 sessions?
-

ELDP 2024-2025 Schedule

14

ELDP Learning Principles

15

- Adult Learning Theory
- Action Learning
- Cultural Relevancy
- Demand-Based Learning

ELDP Learning Objectives

16

- Foster a Growth Mindset
- Enhance Self-Confidence as a Leader
- Establish a Strong Foundation of Leadership Capabilities
- Build Community and Connection

Session Objectives

17

- Program Preparation: Communication and Assignments
- In-Person Session #1 - Leading Self: Leadership Fundamentals
- Virtual Sequence #2 - Leading Others: The Five Seeds of Leadership
- In-Person Session #3 - Leading Change: The Republic of Micro-Poly Case Study
- Virtual Sequence #4 - Leading Others: The Five Seeds of Leadership
- In-Person Session #5 - Leading into the Future: Capstones, Celebrations, and the Road Ahead

ELDP Graduation Requirements

20

- During Program Preparation
 - During In Person Session #1
 - During Virtual Sequence #2
 - During In Person Session #3
 - During Virtual Sequence #4
 - In Person Session #5
-

INTRODUCTION

- *What makes leaders successful in the islands, and what makes islanders successful leaders?*
- *How do interpersonal relationships contribute to organizational success?*
- *Which skills should aspiring island leaders cultivate to be successful at work, in their communities, and at home?*
- *What leadership lessons can be learned from nation-builders, from traditional navigators, and from community leaders?*

Attracting and retaining qualified staff to work in critical government positions is among the greatest challenges faced by insular governments. Educated, promising employees are often trained by government only to be offered higher paying jobs in the private sector; others relocate abroad to pursue alternative work opportunities. Talent development and succession planning are routinely identified by government institutions as high-priority needs across the Insular areas.

The Executive Leadership Development Program (ELDP) was commissioned by the U.S. Department of the Interior's Office of Insular Affairs in 2008 to assist the insular governments with developing and retaining the qualified and skilled staff needed to lead insular governments into the future. Today, the ELDP serves as the premier leadership development program for government employees throughout the U.S. affiliated Pacific Islands. For the past fifteen years, the ELDP has provided insular government participants with the skills and strategies they need to lead.

Energized by their program experience, the 206 ELDP alumni represent an extraordinary group of Islanders with diverse professional backgrounds, exceptional personal qualities, and an enduring commitment to public service. Today, ELDP alumni represent virtually every government agency, and serve the insular governments as elected representatives, ambassadors, judges, cabinet members, directors, and dedicated public servants.



BACKGROUND

Why is the Executive Leadership Development Program Important?

The insular areas face significant challenges in recruiting and retaining qualified, skilled staff, exacerbated by population decline and the anticipated retirement of senior leaders and managers over the coming years. Without appropriate training and planning, these factors could lead to gaps in leadership, management, and technical expertise. To address this, the insular areas need to develop a talent pool of skilled professionals who are committed to public service and prepared for promotion into key positions.

Who organizes and manages the ELDP?

The ELDP is funded by the U.S. Department of the Interior's Office of Insular Affairs (DOI-OIA) and administered by the Graduate School USA's (GSUSA) Pacific and Virgin Islands Training Initiatives (PITI-VITI). GSUSA collaborates closely with Interior officials and insular government leaders to ensure that the ELDP content is current, relevant, and culturally appropriate. This collaboration helps ensure that the program meets its goals of developing and retaining skilled professionals for leadership roles in the insular areas.

Which insular governments can participate?

All U.S.-affiliated insular areas are invited to participate in the ELDP. This includes the U.S. Flag Territories (American Samoa, Guam, U.S. Virgin Islands, Commonwealth of Northern Mariana Islands) and the Freely Associated States (Republic of the Marshall Islands, Republic of Palau, Federated States of Micronesia). The ELDP is open to all government agencies and government enterprise organizations.

RESPONSIBILITIES OF THE INSULAR AREAS

The insular areas play a key role in supporting the ELDP to ensure the program meets future government needs. Over the years, input from insular government officials has helped the ELDP evolve to address current issues and challenges in the islands. Instructors, advisors, group projects, mentors, and keynote speakers all represent insular government values and bring unique, relevant perspectives. Group projects and developmental assignments are tailored to address the specific needs of island governments. Mentors provide insular-specific career guidance and advice on how to succeed in island environments. Participants often utilize government data, policies, and other public information for team projects and training sessions. This collaborative approach ensures the ELDP is tailored to meet the specific needs of each insular area.

What is required from the insular governments?

Since the ELDP started in 2008, insular governments have been extraordinarily supportive of the ELDP program, its participants, and instructors. The future success of the ELDP will depend on the continued support of the insular governments. For the ELDP 2025 program year, insular governments are expected to:

Disseminate information on the program and application process throughout the government and independent agencies.

1

Encourage potential candidates to apply.

2

Support program participants throughout the ELDP program cycle by promoting projects, developmental assignments, mentoring, and other professional experiences.

3

Ensure participants have support from their immediate supervisors to engage in both on-island and off-island activities.

4

Establish clear expectations for participants' continued employment after completing the program and communicate these expectations in writing to the program participants.

5

Support ELDP activities on-island when scheduled.

6



Who is eligible to participate in the ELDP?

ELDP eligibility criteria are flexible. The selection panel evaluates applicants based on their:

- Potential for professional development.
- Formal education.
- Likelihood of remaining with the government after the program.
- Commitment to government service and personal growth.

Highly qualified candidates typically:

- Hold at least a bachelor's degree or have equivalent professional experience.
- Have completed a minimum of two years of employment with the insular government before the program starts.
- Have received outstanding performance evaluations for the past two years.
- Have been nominated to the program by the highest-level official in their department and their immediate supervisor.
- Have expressed an interest in, and demonstrated a personal commitment to, public service.

If you think you might be a good fit for the ELDP, visit us online at <http://eldp.pitiviti.org> for information on how to apply to the 2024-2025 cohort.

COMPONENTS OF THE ELDP

The ELDP offers seven primary modalities of learning:

- 1. In-person sessions*
- 2. Virtual sessions*
- 3. Mentoring and one-on-one coaching*
- 4. Independent assignments*
- 5. Project teamwork*
- 6. Establishing a support network*
- 7. Demand-based content*

The three in-person sessions will include a blend of technical, managerial, and leadership skills development, along with relationship building. Participants will also engage in virtual sessions and activities between the in-person sessions. All assignments and activities have practical workplace applications and will be closely monitored and evaluated by ELDP instructors.

What are the components of the ELDP?

Participants in the ELDP will experience seven primary modalities of learning:

1. In-Person Sessions

There will be three week-long in-person learning sessions. These sessions aim to build relationships, facilitate group discussions, work on team projects, hear from guest speakers, and have fun. These sessions leverage unique learning opportunities found only when people meet face-to-face. And, of course, there will be food!

2. Virtual Engagement

Recognizing the growing norm of virtual engagement, this ELDP utilizes virtual sessions for various aspects of the program. These sessions are particularly effective after participants have built relationships during in-person meetings. Participants will also develop virtual competencies and skills.

3. Mentoring and One-on-One Coaching

Each participant will work with both a leadership/executive coach and a mentor of their choosing. Coaches guide participants along their leadership journey, while mentors provide context-specific learning based on the participants' unique circumstances.

4. Independent Assignments

Participants will work on individual assignments and developmental activities, such as reading and book summaries, informational interviews with leaders, reflection papers, and journaling. An Individual Leadership Development Plan will serve as a framework for achieving their development goals.

5. Project Teams

Participants will engage in two team projects. The first is a capstone project that spans the entire program and culminates in a final presentation to a panel of judges. The second is a week-long team exercise during the second in-person session. Teams will receive support through team-building sessions and feedback processes.

6. Support Network

Participants will identify individuals within their personal and professional networks to support and sustain their learning throughout the program and beyond. This support network may include managers, peers, direct reports, family, and community members. Program administrators will also leverage the ELDP alumni and stakeholders.

7. Guest Speakers and Panel Discussions

Participants will have numerous opportunities to hear from subject matter experts, government leaders, and other key stakeholders. These sessions provide valuable learning experiences and opportunities to develop lasting relationships.

WHAT ARE THE LEARNING MODULES FOR ELDP PARTICIPANTS?

Program Preparation: *Communication and Assignments*

The program preparation phase includes initial communication with participants and the completion of key assessments and assignments. The goals are to provide a warm welcome, answer participant questions, and set the stage for In-Person Session #1.

In-Person Session #1 - Leading Self *Leadership Fundamentals*

The first ELDP session serves as the official kickoff for the program and the first opportunity for all participants and instructors to meet. It leverages the unique benefits of in-person interaction, such as enhanced comfort, deeper relationships, group learning opportunities, immediate feedback, and agile teaching methods. The focus will be on community building, self-awareness, project team building, and establishing a solid foundation for the program.

Virtual Sequence #2 - Leading Others *The Five Seeds of Leadership*

Building on the relationships developed during In-Person Session #1, this virtual sequence focuses on the *Five Seeds of Leadership*, one-on-one coaching around the Individual Leadership Development Plan (ILDP), and continued opportunities for project teams to practice their presentations and receive feedback. Participants will also engage in independent learning activities with support from program instructors.

Tiffany Crisostomo,
Commonwealth Healthcare
Corporation (CNMI)





In-Person Session #3 - Leading Change *The Republic of Micro-Poly Case Study*

The third ELDP session emphasizes leadership and teamwork in action through an in-depth case study called Micro-Poly. Participants will work on achieving specific goals related to the case study while focusing on team dynamics. They will receive feedback, reflect on their processes, and make adjustments as needed.

Virtual Sequence #4 - Leading Others *The Five Seeds of Leadership*

This virtual sequence continues with part two of the *Five Seeds of Leadership*. It provides support for ongoing learning and development, allowing project teams to practice, receive feedback, and prepare for the final in-person session. Participants will continue independent learning activities with instructor support.

In-Person Session #5 - Leading into the Future *Capstones, Celebrations, and the Road Ahead*

The final ELDP session includes capstone presentations, project team feedback, guest speakers, demand-driven content, and a graduation celebration. This session aims to synthesize all program content and position participants for continued development as leaders and professionals. It concludes with gathering feedback from participants on the program.

MANAGING THE ELDP

Successful implementation of the ELDP requires a shared responsibility between program administrators and participants to ensure smooth and effective execution. If you are accepted into the ELDP Class of 2025, all travel and administrative expenses associated with the program will be covered by the Graduate School USA, with funding support from the U.S. Department of the Interior's Office of Insular Affairs.

ELDP participants are expected to be responsive to program administrators, complete all assignments on time, actively engage in discussions, and participate fully in all program activities. Your commitment and active involvement are crucial to maximizing the benefits of the program and achieving our mutual goals.

What are the tuition costs?

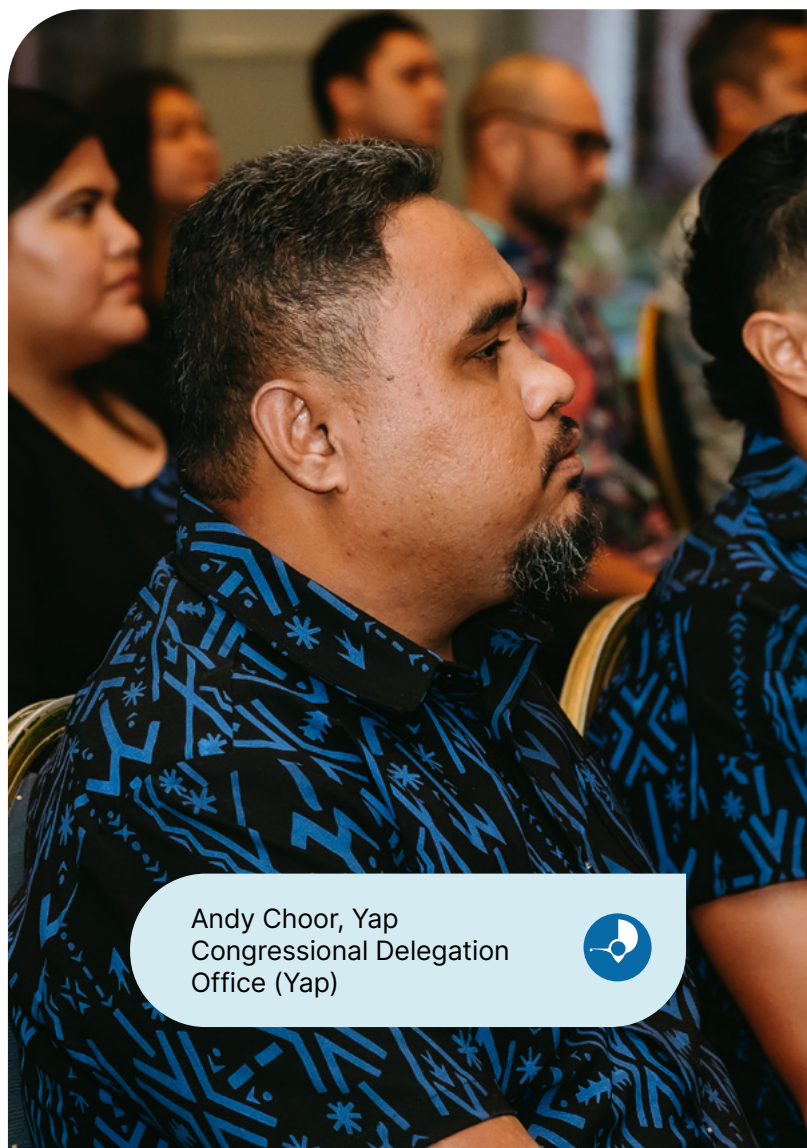
All costs associated with the ELDP, including travel, instructional materials, and program administrative costs, are funded by the Department of the Interior's Office of Insular Affairs.

What is the anticipated size of each cohort group?

Each ELDP cohort typically consists of approximately 25 individuals, representing a balance of insular governments, technical subject areas, gender, and experience.

Are all applicants accepted into the ELDP?

Not all applicants will be accepted into the program. ELDP applicants undergo a rigorous review and selection process, and only the most highly qualified candidates will be admitted.



Andy Choor, Yap
Congressional Delegation
Office (Yap)



How are ELDP Participants Selected?

Completed applications must be received by the PITI-VITI office no later than **November 1, 2024**. Applicants must submit five documents to complete an application: the application form, a resume, a letter of intent, a brief biography suitable for public release, and a letter from their supervisor. An optional letter of support from an ELDP graduate is recommended but not required.

For additional information on how to apply to the ELDP, you may download the ELDP Application Guidelines at go.pitivit.org/eldp-app

The ELDP 2025 selection committee consists of representatives from the Graduate School, the PITI-VITI program, the U.S. Department of the Interior's Office of Insular Affairs, and an Independent Reviewer. The selection committee reviews the applications to ensure they are complete and that applicants meet the minimum qualification standards. Each committee member independently reviews and rates each application package.

The selection committee uses structured scoring guidelines to rate each application. These guidelines provide a framework for making acceptance decisions. The scoring system and maximum points for each document follow below:

Document	Maximum Points Possible
Application Form	10
Resume	25
Letter of Intent	25
Letter from Supervisor	10
Biography	10
Assessment of Potential	20
Alumni Letter of Support (Optional)	0
Maximum Total Points Possible	100

The selection committee strives to create a diverse class that appropriately represents a balance of insular governments, technical subject areas, gender, and experience.

What is the timeline for selecting the 2025 cohort and the overall schedule for 2025 sessions?

The number of learning sessions and overall timeline will be adjusted to meet the needs of the insular governments and other factors that could influence the schedule. The schedule for the 2025 ELDP cohort is included below.

Rich Salas, Division of Coastal
Resources Management (CNMI)



2024-2025 SCHEDULE FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

 August 30, 2024

Announce the ELDP 2025 application process

 November 1, 2024

APPLICATION PROCESS CLOSES

 December 6, 2024

Candidates for the ELDP class of 2025 announced

 December 9, 2024 - January 12, 2025

Program Preparation:

Communication and Assignments

 January 13, 2025 - January 17, 2025

In-Person Session #1 - Leading Self

Leadership Fundamentals

 February 3, 2025 - March 10, 2025

Virtual Sequence #2 - Leading Others

The Five Seeds of Leadership

 April 7, 2025 - April 11, 2025

In-Person Session #3 - Leading Change

The Republic of Micro-Poly Case Study

 April 21, 2025 - June 30, 2025

Virtual Sequence #4 - Leading Others

The Five Seeds of Leadership

 July 30, 2025 - August 5, 2025

In-Person Session #5 - Leading into the Future

Capstones, Celebrations, and the Road Ahead



ELDP LEARNING PRINCIPLES

Adult Learning Theory

The ELDP is built on the principles of Adult Learning Theory. Adult learners bring a wealth of experience to learning environments, which is beneficial for others to learn from. Additionally, adult learners are self-directed, learn through doing, and seek content that is relevant to their current reality.

Action Learning

Action learning is an approach to problem-solving where learning occurs through doing. A significant design element of the ELDP involves participants engaging in real work and learning through intentional and supportive reflection.

Cultural Relevancy

The ELDP strives to ensure all materials and activities are relevant and appropriate to the unique cultural landscapes of each Pacific Island and their respective communities.

Demand-Based Learning

As the ELDP progresses, the unique strengths and challenges of the cohort are identified. Customized and demand-based learning is strategically incorporated to address the specific needs of each cohort. These learning activities, as appropriate, take place during the virtual sequences and the final in-person session.

ELDP LEARNING OBJECTIVES

Foster a Growth Mindset

When individuals reach certain milestones in their life or career, they may believe further learning is unnecessary. Additionally, asking questions or not knowing the answer can sometimes be perceived as a weakness. The ELDP aims to debunk this perception, foster a growth mindset in participants, and create a cohort of lifelong learners.

Enhance Self-Confidence as a Leader

New positions or roles can sometimes lead to self-doubt. The ELDP helps participants identify and leverage their strengths, recognize areas for growth, and provides structures to support targeted development, thereby enhancing their self-confidence as leaders.

Establish a Strong Foundation of Leadership Capabilities

Leadership and management are skills that can be developed by anyone. It requires awareness, desire, planning, commitment, and humility. The ELDP provides participants with the foundational knowledge and tools to embark on a lifelong journey of leadership development.

Build Community and Connection

A key goal of the ELDP is to create and sustain a community of leaders in the Pacific. This extends beyond the ELDP alumni network and individual cohorts to include community leaders across the region.



Patrick Reid, Office of
the Lieutenant Governor
(American Samoa)



SESSION

OBJECTIVES

Program Preparation:

Communication and Assignments

- Provide Biodata
- Submit Supervisor Memorandum of Understanding
- Indicate Team project preferences
- Complete Social Styles assessment (participant, supervisor, peers, and subordinates)
- Complete Leadership Effectiveness Inventory (participant, supervisor, peers, and subordinates)
- Consider possible mentors
- Connect with ELDP alumni
- Share an introductory video with classmates

In-Person Session #1 - Leading Self

Leadership Fundamentals

- Extend a warm welcome and set the tone for the program
- Provide an overview of the program, timeline, assignments, and expectations
- Build community and relationships among participants, ELDP staff, and other stakeholders
- Begin the process of self-awareness as a leader
- Learn about the importance of feedback and how to make the most of it
- Develop a shared understanding of leadership fundamentals
- Establish project teams and set them up for success
- Offer numerous opportunities for questions, answers, and feedback



Virtual Sequence #2 - Leading Others

The Five Seeds of Leadership

- Share best practices for virtual etiquette and engagement
- Maintain progress on individual leadership development plans and meet one-on-one with a coach
- Reinforce leadership concepts learned in IPS1
- Engage with mentors, conduct leader interviews, and read leadership materials
- Develop new leadership skills by knowing and sowing the Five Seeds of Leadership
- Sustain project team progress through presentations and feedback
- Support participants individually as they review their feedback and begin setting development goals

In-Person Session #3 - Leading Change

The Republic of Micro-Poly Case Study

- Continue to develop relationships and community among the cohort
- Interpret and use financial and economic information from government and consultancy reports
- Develop alternative policy reform options to address issues relevant to island jurisdictions
- Synthesize and communicate issues, findings, and policy recommendations to decision-makers
- Demonstrate effective policy advocacy skills using various leadership concepts and principles
- Recognize individual leadership skills in need of further development
- Prepare to undertake higher-level leadership positions in communities, organizations, and governments



Virtual Sequence #4 - Leading Others

The Five Seeds of Leadership

- Develop new leadership skills by knowing and sowing the Five Seeds of Leadership
- Maintain progress on team projects and Individual Leadership Development Plans
- Provide opportunities for demand-driven content (informed by ILDP group challenges)
- Facilitate team presentations and feedback in preparation for the final in-person session
- Engage in ongoing mentoring and leadership interviews
- Conduct one-on-one coaching

In-Person Session #5 - Leading into the Future

Capstones, Celebrations, and the Road Ahead

- Synthesize lessons learned throughout the program
- Incorporate demand-based content and activities based on cohort needs
- Prepare participants to sustain their leadership development beyond the ELDP
- Deliver final team presentations to an esteemed panel of judges
- Reflect on lessons learned from team processes and presentations
- Identify and commit to next steps with the ILDP
- Celebrate the success and growth of ELDP participants
- Gather program feedback



ELDP GRADUATION REQUIREMENTS

The Executive Leadership Development Program (ELDP) is an intensive, year-long program that includes on-site sessions, virtual sessions, and between-session assignments. To graduate from the ELDP, participants must:

- *Attend all virtual and in-person sessions.*
- *Actively engage and participate in all activities.*
- *Communicate openly and in a timely manner with ELDP staff and participants.*
- *Complete all assignments promptly and comprehensively.*
- *Build, monitor, and follow an Individual Leadership Development Plan (ILDP).*
- *Contribute positively to project teams.*

The ELDP curriculum, outlined below, may be adjusted to accommodate the unique needs of each ELDP cohort. A final schedule with corresponding deadlines will be shared during the opening session of the ELDP. The anticipated assignments and deadlines are as follows:

During Program Preparation

All participants must complete two extensive surveys: the Leadership Effectiveness Inventory (LEI) and the Social Style Model (SS). These surveys, completed by participants, their supervisors, peers, and subordinates, provide 360° feedback on leadership and management behaviors. Participants must ensure their assessors complete the LEI and SS surveys promptly.

Prior to traveling to participate in the first session of the ELDP, the following activities must be delivered:

- Complete the LEI/SS (participant).
- Ensure completion of the LEI/SS by the participant's supervisor.
- Ensure completion of the LEI/SS by three of the participant's peers.
- Ensure completion of the LEI/SS by three of the participant's subordinates (if applicable).
- Obtain a signed Memorandum of Understanding between the participant's supervisor and ELDP managers.
- Indicate project team preferences.
- Participate in a virtual orientation session

During In Person Session #1

The kickoff session, scheduled for January 13-17, 2025, in Guam, includes various activities to help participants build an ILDP and initiate long-term activities. During this session, participants will:

- Develop relationships with participants, program instructors, and other stakeholders.
- Recognize their behavioral preferences, professional strengths, and areas for growth.
- Identify their social style and appreciate style versatility.
- Enhance self-awareness as a leader and learn leadership fundamentals.
- Discover the stages of team development and be assigned to a team project.
- Engage in team-building activities to facilitate successful team dynamics.
- Complete a draft project plan for team projects.
- Draft an ILDP based on insights gained during the week.

During Virtual Sequence #2

Assignments during Virtual Sequence #2 are derivative of the first in-person session, serving as a roadmap for subsequent weeks. Participants will:

- Select a mentor and complete a mentoring contract
- Write a status report on mentoring meetings
- Seek approval of their Individual Leadership Development Plan (ILDLP)
- Write a status report on the progress of their ILDP
- Conduct and report on leadership interviews
- Complete assignments on a selected leadership book

Virtual Sequence #1 also creates an opportunity to think about leadership in the context of the Pacific Islands and the challenges unique to island governments. Specifically, participants will:

- Learn about the “5 Seeds of Leadership”
- Report on and adjust their ILDP
- Present the status of their team project

During In Person Session #3

The second in-person session, scheduled for April 7-11, 2025, in the Republic of the Marshall Islands, focuses on an in-depth case study of “Micro-Poly,” a fictional government facing challenges common to Pacific island governments. Participants will:

- Meet individually with program advisors to update their ILDP.
- Learn about the process of working on a team.



During Virtual Sequence #4

Virtual Sequence #4 includes demand-based content and learning activities. As participants move toward the final in-person session, they will:

- Conduct and report on leader interviews.
- Write a summary of what they have learned from leader interviews.
- Write a summary of ILDP accomplishments.
- Prepare for their final team project presentation.

In Person Session #5

The capstone session, scheduled for July 30-August 5, 2025, in the Republic of Palau, features guest speakers, topics of interest to the participant class, and a final presentation of team projects. During this session, participants will:

- Engage in demand-based learning.
- Hear from guest speakers.
- Participate in capstone activities.
- Present their final team project report to a panel of advisors, including representatives from the Department of Interior's Office of Insular Affairs.
- Write a Program Impact Paper describing their learning over the course of the program.





ELDP LEADERSHIP PRINCIPLES

Leadership Is an Influence Process.

It is about getting people to do something that they wouldn't necessarily do on their own.

01

Leaders Are Flexible.

They are able to adjust their approach to people and to their environment, as needed, to maximize their effectiveness.

03

Leaders Are Authentic.

They recognize and acknowledge their strengths and limitations, and are humble in the face of imperfection.

05

Leaders Are Focused.

They can manage multiple priorities and pay attention to what is most important.

07

Leaders Have Courage.

They accept that leadership sometimes requires a person to stand alone, champion unpopular ideas, and take criticism.

09

Leaders Have Good Diagnostic Skills.

They are keen observers who are able to accurately interpret what is going on around them.

02

Leaders Project and Inspire Trust.

They know that people are more willing to be influenced by those who trust them, and those who are trustworthy.

04

Leaders Have Vision.

They can see a path between what is and what could be, and can articulate a plan to get there.

06

Leaders Take Initiative.

They see what needs to be done and act.

08

Leaders Are Resilient.

They persevere despite knowing that positive change can be difficult, take a long time, and provoke resistance.

10



ELDP PARTICIPANTS

(2008-2023) PACIFIC AND VIRGIN ISLANDS



Celebrating 206 Program Participants!



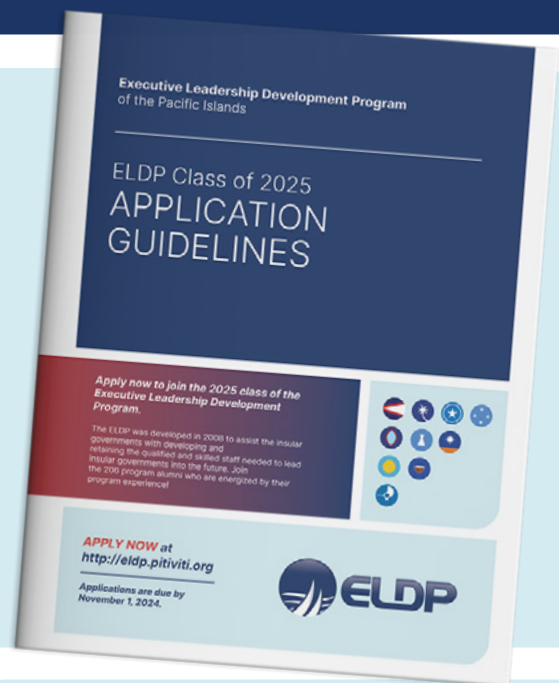


APPLY NOW at
eldp.pitiviti.org

*Applications are due by
November 1, 2024.*



**Download the ELDP
Application Guidelines at
go.pitiviti.org/eldp-app**



Graduate School  **USA**



**Executive Leadership Development Program
Graduate School USA, PITI-VITI**

✚ 900 Fort Street Mall, Suite 1540,
Honolulu, Hawaii 96813

📞 +1.808.523.1650

✉ eldp@pitiviti.org

🌐 <http://eldp.pitiviti.org>

