



***REPUBLIC OF NAURU***

***NATIONAL SUSTAINABLE DEVELOPMENT STRATEGY  
2005 - 2025***

***AS REVISED 2009***



***October 2009***



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## **GLOSSARY**

AMU	Aid Management Unit
BON	Bank of Nauru
BOP	Balance of Payments
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Community Service Obligations
DPPD	Development Planning and Policy Division
EHC	Eigigu Holding Corporation
FATF	Financial Action Taskforce
FFA	Forum Fisheries Agency
FIU	Financial Intelligence Unit
GDP	Gross Domestic Product
GEF	Global Environmental Facility
HH	Household
HIES	Household Income and Expenditure Survey
ICT	Information and Communication Technologies
ITU	International Telecommunications Union
IUU	Illegal, Unregulated & Unreported
KPI	Key Performance Indicator
NACOS	Nauru Australia Compact of Settlement
NCCT	Non Complying Countries and Territories
NCD	Non Communicable Diseases
NFC	Nauru Fisheries Corporation
NFMRA	Nauru Fisheries & Marine Resource Authority
NGO	Non-government organisation
NIC	Nauru Insurance Corporation
NPRT	Nauru Phosphate Royalties Trust
PNA	Parties to Nauru Agreement
POHLN	Pacific Open Health Learning Network
POP	Persistent Organic Pollutants
PRAN	Pacific Regional Assistance to Nauru
PRIDE	Pacific Regional Initiatives for the Delivery of basic Education
REHAB	Republic of Nauru Rehabilitation Corporation
RONFIN	Republic of Nauru Finance Corporation
RONPHOS	Republic of Nauru Phosphate Corporation
NSDS	National Sustainable Development Strategy
SBOA	Small Business Owners Association
SME	Small and Medium Enterprise
SOEs	State Owned Enterprises also termed Instrumentalities
SOPAC	South Pacific Applied Geo-science Commission
SPC	Secretariat Pacific Commission
SPBEA	South Pacific Board for Educational Assessment
STI	Sexually Transmitted Infections
TVET	Trade and Vocational Education and Training
UNESCO	United Nations Educational Scientific & Cultural Organization
WSIS	World Summit on the Information Society

**STATEMENT BY HIS EXCELLENCY HON. MARCUS STEPHEN MP**

In 2005, Nauru embarked on a difficult, but exciting, journey when it announced the National Sustainable Development Strategy (NSDS). For the first time ever, Nauru came together as a nation and created for itself a vision for the future; a future in which individual, community, business and government partnerships contribute to a sustainable quality of life for all Nauruans.

The NSDS was borne out of a time of crisis. Financial mismanagement and government missteps over the last decade caused incomes and living standards to plunge. My country was at the brink of economic collapse. But with crisis came an opportunity for self-reflection and an openness to new ideas. And so, with a pioneering spirit and clear mind, we began a process of rehabilitation, restoration, and renewal.

In cooperation with Pacific Islands Forum member governments, my country also outlined a number of key governance and development priorities in the Pacific Regional Assistance to Nauru, or PRAN. It included a reevaluation of fiscal policies and objectives, a review of our constitution, and reforms to our education and health sectors.

The development plan we set for ourselves under PRAN and the NSDS was extremely ambitious. But in the four years since Nauru put this plan into place we have made remarkable progress. Through the hard work and commitment of our people, we have restored a measure of security to our communities and created a stable environment for new investment. I am also proud that in just four years we have reached the goals laid out in PRAN. Nauru is truly a different place from what it was in 2005.

As detailed in our review of the NSDS, improvements have come from all sectors of the economy. With regard to infrastructure, power is more reliable and used more efficiently. The amount of clean water being produced and harvested has significantly increased. Sewage removal has been restored and regular air and maritime services have been maintained. Telecommunications have improved and many of us now have mobile phones. And the national media is more vibrant and more professional.

I am proud to say that there have also been marked improvements in the areas of education and public health. Better school facilities, more qualified teachers and a more professional curriculum will help prepare the next generation of Nauruans for the challenges of the 21st century. In our health sector, there have been real gains in curative services and preventative health programs.

A final key to Nauru's future will be improvements to the economy. In this area, reforms have occurred at a dizzying pace and have resulted in real accomplishments. In finance, the reforms have increased government transparency and accountability. Nauru has been removed from the FATF blacklist, affirming our commitment to be responsible members of the global community of nations. The past four years have also seen the resumption of phosphate mining on a large scale, providing the basis for a more diversified economy in the future. This next stage in our economic development has already begun with an increase in domestic food production, the establishment of livestock rearing, and the rehabilitation of the mined-out topside.

Whilst we have come a long way in a very short period of time, we must not lose focus as we transition out of crisis management and into a period of sustainable growth. There is still much to be done if we are to achieve the long-term milestones outlined in the NSDS. Three challenges in particular threaten to impede further progress unless addressed in short order.

The first challenge is the global economic turmoil, which began with the impacts of rapid increases in food and fuel prices and continued with the US sub-prime mortgage crisis last year resulting in a collapse of world equity and commodity markets, producing the worst global recession seen for decades. The global crisis hit Nauru as we were just beginning to recover from our own decade long national economic crisis. For Nauru, the prices of imported food and essential goods remain high, with the price of a bag of rice still more than double the world average. At the same time, household income has reduced due to impacts on our phosphate industry. Nauru does not have the luxury of passing a robust stimulus package like larger, wealthier nations, so we must look to other solutions to weather the storm and develop resilience in our economy.

The second challenge is climate change. Scientists are nearly unanimous in their agreement that the Pacific region will be among the most severely impacted regions. For Nauru, climate change will undermine our food and water security, erode our coastlines, damage our marine ecosystems, and tax our public health system. Coping with these effects will strain our federal budget and divert financial resources away from other important activities like education and economic development. Nauru has responded by joining fellow Pacific island nations in pushing for a strong agreement at the climate change negotiations this December in Copenhagen. But many of these impacts will continue to worsen no matter how aggressively the international community responds to the climate crisis.



The third challenge is rescuing our lost generation. A significant portion of our youth had the misfortune of coming of age in the midst of the worst economic crisis in our nation's history. Things that my generation took for granted, like a good education, basic health care, and abundant employment opportunities, were simply not available for our youth during a critical time in their lives. In their absence, substance abuse, illiteracy, delinquency and lifestyle-related illnesses like diabetes have become commonplace. As we progress as a nation, we must ensure that we do not leave one segment of our community behind. Our collective future will not be secure unless we invest in the community and business leaders of tomorrow.

Nauruans are strong-willed, resilient and fiercely independent. Our Angam history is a testament of our fighting spirit that has seen us survive and rebuild many times over. We have no desire to become trapped in the never-ending cycle of aid dependence. But we are at a critical stage in our national development and require the assistance of our generous friends so that a sustainable quality of life can return to Nauru. Through our constitutional reforms, social advances, and economic progress we have laid a solid foundation upon which future progress can be built.

I hope that the review of the NSDS that has been undertaken and the compilation of this updated 2009 edition of the NSDS will reenergize all of us to meet these challenges and continue Nauru's development into the future. The 2009 NSDS will also assist Nauru to fulfil its requirements under the Cairns Compact. I am grateful to our development partners who have made our achievements possible and look forward to their continued partnership and support as we continue our journey.

And of course in all that we do in Nauru we need to do it With God's Will First for "unless the Lord builds the house, the builders labour in vain".

HE Marcus Stephen, MP  
**President**



## MAP OF NAURU



## **PART I**

### **THE 20 YEAR PLAN**

The 2005 NSDS developed Nauru's long-term vision, message and goals. These remain unchanged in the 2009 edition of the NSDS.

#### **Vision**

The overall impact that the NSDS seeks to make is captured in the people's vision for development and is stated as:

***“A future where individual, community, business and government partnerships contribute to a sustainable quality of life for all Nauruans”***

This vision emphasises the desired outcome of sustainable improvements in the quality of life experienced by Nauruans and signals that partnerships at all levels will be a key vehicle to achieving this.

The decline in socio-economic conditions that has marked the last decade makes improvements in the quality of life the focus for development effort. On the other hand the long dependence on government makes partnerships between government, business, community, and individuals a necessary means to achieving the vision. Therefore, the central message of the NSDS is:

***“Partnerships for Quality of Life”***

#### **Long-term Goals**

The five long-term goals for Nauru remain unchanged from the 2005 NSDS.

- a) Stable, trustworthy, fiscally responsible government*
- b) Provision of enhanced social, infrastructure and utilities services*
- c) Development of an economy based on multiple sources of revenue*
- d) Rehabilitation of mined out lands for livelihood sustainability*
- e) Development of domestic food production*



## PART II

### 2009 REVIEW OF THE NSDS – MAIN FINDINGS

Following the relatively minor reviews of the National Sustainable Development Strategy (NSDS) which occurred in 2007 and 2008, the 2009 Review is more comprehensive which goes line-by-line through the NSDS. The review does three things.



First, it looks at each sector strategy and milestone and assesses the extent to which they (in particular the 2008 milestones) have been achieved. The Review has found that in general since 2005 when conditions in Nauru were very poor across the economic, social and infrastructure sectors considerable gains have been made.

- **Economic Sectors** – phosphate mining has recommenced and rehabilitation started (albeit more slowly than expected), agriculture production and fishing production has increased and other alternative livelihoods (e.g. Noni) have commenced. There has been some progress towards achieving the goals for fisheries established in the NSDS including maximising revenues from access fees. There have also been significant gains in the area of finance, public administration and governance including: reformed budget processes, statistics, State Owned Enterprise reform, financial sector reform (including FATF requirements), debt policy and complementary constitutional and other legal reforms.
- **Social Sectors** – In the areas of health and education there have been significant progress in achieving many of the 2008 NSDS milestones. In education buildings have been refurbished (and a new Secondary School will be completed early in 2010), the curriculum improved and the training of teachers a priority. While there also have been a number of improvements in health (such as maintaining infrastructure, curative as well as preventative improvements, and training of medical personnel) substantial challenges remain (particularly in the area of infrastructure and child/maternal health).
- **Infrastructure Sectors** – There have also been gains in these sectors. Electricity supply and reliability has improved (albeit blackouts still regularly occur due to the poor transmission network) and there have been some initiatives in renewable energy production. Water production and delivery has also been strengthened and sewage removal improved, and regular air and sea transport has been maintained. Finally, telecommunications are better in Nauru than ever with the introduction of mobile phones and the media services (radio and television) are more professionally delivered with more local content.



However, the review has also found that there are a number of areas where the 2008 milestones have not been achieved. In the economic sectors some of the areas where milestones have not been fully achieved include, the feasibility of value added phosphate products (e.g. super phosphate), kitchen garden and pork and poultry production milestones, surveillance of Nauru's EEZ, rehabilitation of topside, reducing government spending, review of the land tenure system and Ministries developing corporate plans.

In the social sectors short-term milestones which have not been achieved include: USP enrolment targets, infant mortality targets, targets for enrolments in public health courses and the construction of a new health facility. While some of the community milestones have been achieved there is still much to be done for community groups to be fully effective.

In infrastructure, there are a number of milestones where there has been some progress, but further progress needs to take place for the milestones to be fully achieved including: electricity transmission, water production and harvesting, sewage removal, transport (including port, airport and land transport) and information and communication technologies.

The 2009 Review also identifies the main factors which have prevented the milestones from being achieved.

- Lack of Funding – Lack of funding has prevented many larger infrastructure projects from getting underway (such as a new hospital, electricity transmission system, port and airport).
- Lack of Capacity – Severe capacity constraints exist in many areas of Government including in finance and audit, law and order, development planning and public administration.
- Lack of Coordination – Blurred and overlapping responsibilities have resulted in tasks falling between the cracks and not being coordinated across sectors.
- Unclear goals – Several goals and milestones are not clearly articulated in the 2005 NSDS making implementation by relevant agencies difficult.
- Unclear land arrangements – Disagreements over land agreements have been a major obstacle to new development projects in Nauru.
- Lack of a sound business environment – Including the lack of a commercial bank on the island is constraining private sector development.
- Governance – While a lot has already been achieved in the areas of governance more needs to be done including independent media, freedom of information, leadership code, updating outdated legislation, reducing the court backlog and dealing with gender and child based violence.

Part of the review of the NSDS involved a close look at how well the key messages of the document are expressed. Many commented that the document was confusing in places. The Long Term Goals and their components did not seem to link up clearly to the Strategies, NSDS Priorities and the Short Term Plan. In addition, most Government departments and the communities have been using the Appendix covering Sector Goals, Strategies and Milestones as the main guide for the development of their plans and activities.

The Goals, Strategies and Milestones matrix was looked at closely during the review process. It was found that some sectors<sup>1</sup> had many Goals and that they were not logically connected to the sector Strategies and Milestones. In addition, there was no clear statement of how we should measure the overall progress made in moving towards the Sector Goals.

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<sup>1</sup> The word Sector is used to describe the Sectors in the Milestones matrix – e.g. Agriculture, Mining, Fisheries, Education, Health, etc...

As a result the structure of the NSDS has now been revised in the following ways:

- The Long Term Goals are stated without the sub components to make it clear that achievement of the Long Term Goals will lead to achievement of the Vision for Nauru.
- The “Strategies”, which follow the Long Term Goals, have now been replaced with a list of Sector Goals with only one Goal per sector. Achieving the Sector Goals will lead to the achievement of the Long Term Goals.
- The Sector Goals are repeated in Part VI covering Sector Goals, Strategies and Milestones. For each Sector goal, there are a number of Strategies, which if achieved, will lead to achievement of the Sector Goal. Milestones indicate the progress towards the Strategies.
- The Short Term Plan has been changed to a list of the Major Priorities that need to be pursued over the Short to Medium term. The Major Priorities are drawn from the Sector Goals, Strategies and Milestones matrix.
- To measure overall progress towards the outcomes described in the Sector Goals, a small set of Key Performance Indicators have been added.
- “NSDS priorities” section. Community consultations were conducted during the 2009 NSDS review process. Extensive community consultations were also conducted during the preparation of the NSDS in 2005 and these were summarized in the “NSDS Priorities” section. This section has been renamed as Community Consultations and has been updated to take account of community concerns raised during the review. These concerns, as appropriate, have been included in the Sector Strategies and Milestones.

Finally, part of the review process was to identify important gaps in the 2005 NSDS in terms of coverage of sectors and cross-cutting issues. Some of these gaps are due to new challenges emerging since 2005; other gaps existed because of a variety of reasons including the larger capacity constraints that prevailed 4 to 5 years ago. Areas that have been significantly strengthened with new NSDS Strategies and Milestones are:



- Environment – the NSDS coverage of this was largely limited to rehabilitation of mined out areas in topside. Whilst this is a very important issue, there are many other critical environmental issues that Nauru needs to address and these have been included in this revised NSDS update. These include the need to build resilience to climate change as well as the need for a comprehensive law on environmental management that would include a requirement for new projects to be assessed for their environmental impact.
- Gender issues – the NSDS update expands the coverage of gender issues in various sectors.
- Community development – this section of the NSDS has been strengthened and is more explicit about how to involve communities in the development process and there is more emphasis on the culture and traditions of Nauru.
- Youth – this group only had limited coverage in the NSDS which provided for the development of a youth policy. Issues that affect youth and children have been included in various sectors of the updated NSDS.

- Law and Justice – this is a major issue, especially with regard to young people (50 per cent of the population) and gender based violence. The 2009 revised NSDS update includes more coverage of these issues and strategies to address them.
- Land issues – have insufficient emphasis in the 2005 NSDS despite these issues proving an obstacle to many important developments projects. A new section has been included in the updated NSDS to address land management including land-use plans.
- Fisheries – this had limited coverage in the 2005 NSDS and has been expanded in the 2009 revised NSDS to more accurately reflect current practices and structures in Nauru.

## COMMUNITY CONSULTATIONS

In developing the 2005 NSDS extensive consultation with the community, business groups and individuals identified a number of priorities.



### Economic Sector

1. Fully rehabilitate topside with a greater area of rehabilitated land utilised for livelihood sustainability including environment conservation and protection.
2. Increase revenue generation through the efficient and effective use of the few available remaining resources such as phosphate reserves and fish stocks and establishment of a national Trust Fund.
3. Increase level of domestic agricultural production initiatives such as kitchen gardens, fish farms, milkfish and yabbie ponds to reduce dependence on imported food and to address food security.
4. Develop an SME sector that includes the participation of the community, as the basis for the economy supported by the development of a conducive business services environment.
5. Improve labour market access for Nauruans leading to a higher flow of remittances.

### Social Sectors

1. Improve the educational system, focusing on the quality (to regional standards), scope (primary, secondary, vocational and life & trade skills) and reach (new audiences such as the mature age).
2. Provision of effective preventative health services reducing lifestyle related illness.
3. An efficient and effective judicial system with strong, functioning law and order.
4. Increase the use of traditional values, knowledge, skills and practices to strengthen cultural and national identity.

**Infrastructure Sectors**

1. Provision of enhanced utilities and transport services including the increased use of renewable energy, power (non-diesel generation i.e. OTEC and solar), water, waste management, roads, sea and air services.

**Cross-cutting**

1. Develop the human resources in technical, organisational and financial management capacities.
2. A stable, trustworthy, fiscally responsible government with transparent and accountable Parliamentarians, cabinet and public service.
3. Establish a legislative and institutional framework conducive to foreign investment and the setting up of companies to generate employment and income including, foreign banking presence and clear tenure/rental laws.
4. Maintain good bilateral, region-wide and international relations and comply with international standards.

Following the consultation with the community in the 2009 Review a number of concerns were raised in terms of gaps in the 2005 NSDS. These included the lack of community goals, strategies and milestones as well as issues surrounding the new Trust Fund, process of the Land Use Plan (LUP), NSDS awareness, human rights, catering for the needs of emerging communities, lack of local Government Council roles and the collaboration between Community organisations, Government and donor partners. Many of these issues have been included in the 2009 revised sector goals, strategies and milestones.



## **PART III**

### **SECTOR GOALS**

Following consultation with the Government, the community, business groups and individuals Nauru's revised sector goals are listed below. These sector goals have been developed to achieve Nauru's vision and long-term goals (above) as well as to be consistent with the sector strategies and milestones presented in the NSDS (see Part VI).

#### **Economic Sector Goals**

##### *Macroeconomic management*

A stable macroeconomic environment conducive to private investment established

##### *Agriculture*

Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods

##### *Fisheries*

Enhance development and sustainable management of marine and fisheries resources to provide sustainable economic returns

##### *Mining & Quarrying*

Efficient and effective use of mining and quarrying resources

##### *Commerce, Industry & Business Development*

Promote development of small and micro enterprises, foreign investment and economic integration into the global economy

##### *Tourism*

Promote development of small-scale sustainable eco-tourism

##### *Financial Services*

An effective, competitive and stable financial system that will enhance economic growth and development

#### **Social & Community Sector Goals**

##### *Education*

Improve the quality and broaden the scope and reach of education

##### *Health*

A healthy and productive population

##### *Sports*

Enhanced quality of life through Sports for All

##### *Traditional Leadership & Culture*

A healthy, socio-cultural, inclusive, cohesive and self reliant community with sustainable livelihoods

### *Women & Development*

A just society that recognizes and respects the rights of women and promotes equal opportunities

### *Youth Development*

Investing in Youth – A sustained future for Nauru

### *Civil Society*

A robust, vibrant and effective civil society for a just and peaceful Nauru



## **Infrastructure Sector Goals**

### *Energy*

Provide a reliable, affordable, secure and sustainable energy supply to meet socio-economic development needs

### *Water & Sanitation*

Provide a reliable, safe, affordable, secure and sustainable water supply to meet socio-economic development needs

### *Waste & Sewerage*

Effective management of waste and pollution that minimizes negative impacts on public health and environment

### *Transport*

Improve transport infrastructure and provide reliable and affordable public transport service

### *Communications and media*

Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media

## **Cross Cutting Sector Goals**

### *Public Administration*

Strengthen and develop the institutional capacity of the Nauru Public Service

### *Governance Institutions*

Strengthen Parliament, Audit, Justice, Law, Order and Border Control

### *Land*

A transparent and fair land management system that supports social, economic and private sector development

### *Environment*

Sustainable use and management of the environment and natural resources for present and future generations

## PART IV

### MAJOR PRIORITIES

The 2009 Review of the NSDS which was undertaken with community consultation has identified a number of immediate priorities.

- Capacity is severely constrained especially given the large amount of work needed to get Nauru on a sustainable development path. The first priority is to mobilize the capacity that already exists in the public sector and among communities. Improved performance of the public sector remains a priority, including building a stronger work ethic. However, there is a need for sustained assistance from development partners to build capacity across the public sector at the individual and organizational levels.
- Sustainable income and funding. Progress in pursuing Nauru's reform agenda is hampered by limited income sources and the lack of revenue predictability. Income from phosphate and fishing licenses has fluctuated considerably and presents a major challenge for funding essential services. In addition, Nauru simply cannot generate the funds necessary to finance many of the urgent service delivery improvements and infrastructure developments that are needed in the short to medium term.
- Land issues and land disputes are the cause of many delays in achieving progress. More attention and community awareness are needed together with a sound legal and regulatory framework.
- Business environment. Private sector development is constrained by the lack of a sound business environment. The lack of a commercial bank and an insurance facility remains a critical priority. This affects government, the private sector, individuals and foreign investment. In addition the lack of a clear and business friendly regulatory environment makes investment risky and is a deterrent to foreign investment.
- Continuing to strengthen governance. A great deal has been achieved in strengthening governance institutions including in the law and justice sector. However, there is also much more that needs to be done to complete many of the reforms that have been started, for example in the areas of an independent media, freedom of information, and leadership code. Other issues to be addressed include outdated legislation, a lack of qualified personnel, court backlog, and gender and child based violence.
- Energy and water. Whilst there has been considerable progress in achieving more stable electricity and water services, the current way in which electricity and water services are delivered is not sustainable for Nauru. Urgent measures need to be taken to upgrade infrastructure, raise efficiency, secure the benefits of renewable energy, and develop and implement sustainable water management policies.



## PART V

### MONITORING AND IMPLEMENTATION OF THE NSDS

#### “Development of a coherent planning process for Nauru’s economic and social development”

Development planning processes were established during and following the preparation of the 2005 NSDS. Much has been achieved in strengthening these processes including in the area of aid management.

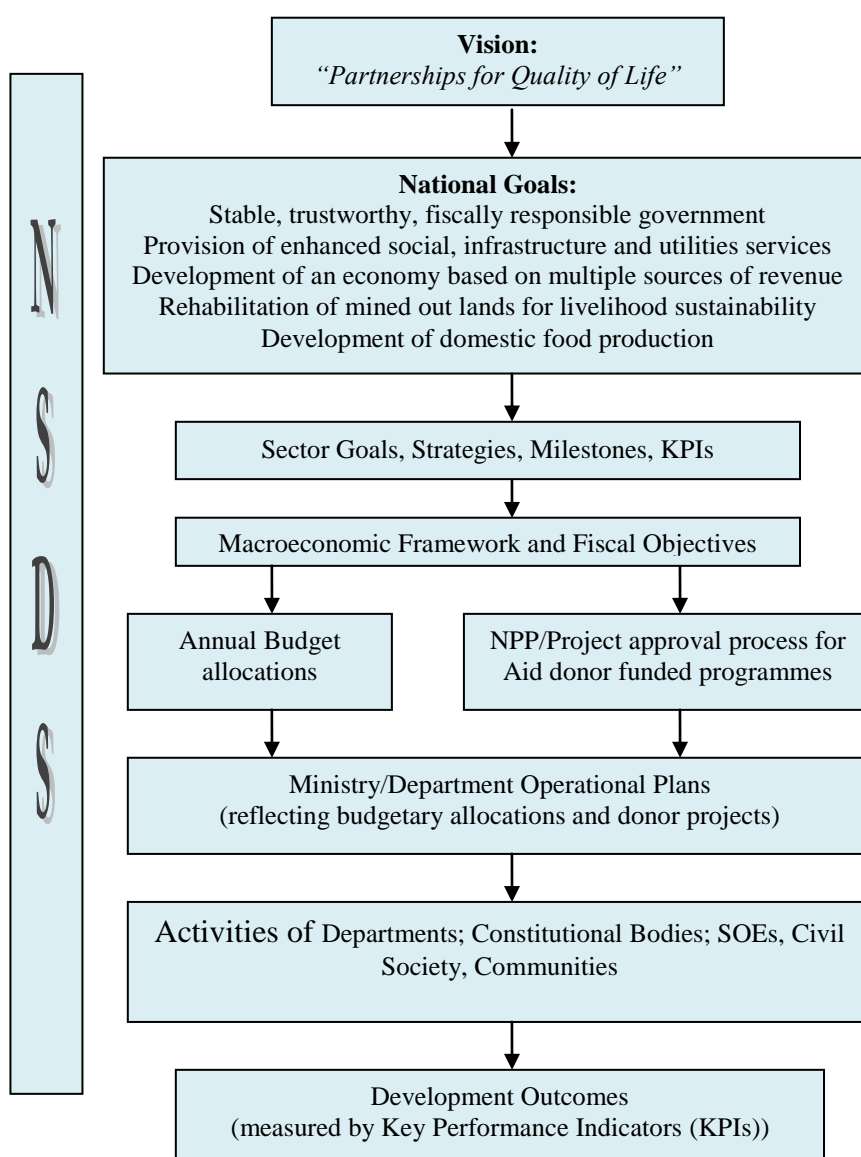
However, there is a need to strengthen the policy development and implementation framework and improve compliance with the processes that have been developed since the NSDS was first adopted in 2005.

#### Policy Development and Implementation Framework

Achieving the Vision of “*a future where individual, community, business and government partnerships contribute to a sustainable quality of life for all Nauruans*” by 2025 requires that resources of Government, communities and development partners are used efficiently and wisely.

To do this, it is important that Nauru and development partners recognise and adhere to the Policy Development and Implementation Framework. This Framework will guide budget and development partner priorities, the development of policy actions to achieve the goals and strategies in the NSDS, as well as implementation of policies and the monitoring of development outcomes.

#### Policy Development and Implementation Framework



The Framework, based on the Vision, National Goals, Major Priorities and Sector Goals and Strategies in this NSDS update, describes how policies are developed and subsequently implemented through the annual budget and through aid donor programmes. The Framework also outlines how policy implementation can be monitored and the impact that policy implementation is having on development outcomes.

The Policy Development and Implementation part of the Framework is illustrated in the diagram above. The Vision, National Goals, Sector Goals, Strategies and Milestones and Sector Key Performance Indicators (the first three boxes) are included in this NSDS Update.

#### *Resource allocation*

The NSDS contains the policies that Government is implementing and is going to implement. However, implementation can only proceed as fast as resources are available. The next part of the Framework is how to translate the policies into funded activities, programmes and projects. This involves the preparation/updating of the Macroeconomic Framework and Fiscal Objectives to determine how much resources can be allocated in a particular year. The annual budget process determines the budget allocations for each department and constitutional body taking account of the NSDS Sector Goals and Strategies and Major Priorities.

Similarly the “NPP/Project approval process for Aid donor funded programmes” selects priority projects for funding by aid donors. Each NPP or development project must be clearly linked to, and be analysed and appraised in the context of the NSDS Sector Goals and Strategies and Major Priorities. For this process to be effective ALL proposals (NPPs/projects) that are to be funded by donors must be submitted through DPPD/AMU for appraisal and prioritisation.

#### *Ministry/Department Operational Plans*

The NSDS provides not only a set of national Goals and Priorities, but also the Sector Goals, Strategies and Milestones that Ministries and Departments are expected to achieve. Operational Plans show the activities that Ministries/Departments need to carry out to achieve the Strategies and Milestones.

Based on the budget allocations and aid donor programmes, each ministry and department prepares or updates its Operational plan to show what activities can be carried out in the budget year to implement the Strategies and work towards achieving the Milestones. The Operational Plans should also include ways in which the Ministry/Department can improve its capacity to implement the Strategies.

The Operational Plan should be based on the Sector Goals, Strategies and Milestones of the NSDS. The Operational Plan fills in the ‘gap’ between Sector Strategies and Milestones by indicating, within the resources provided through the budget and aid programmes, the activities that are necessary.

#### *Implementation*

At the implementation level, ministries and departments, constitutional bodies, SOEs, communities and NGOs carry out activities and projects. The end result is provision of services to the people and improvements in Development Outcomes such as improved health, better education, more reliable infrastructure, more jobs. The Key Performance Indicators identified in the NSDS are measures, for each Sector, of the outcome of the implementation of activities.



## Monitoring and Evaluating Policy Implementation

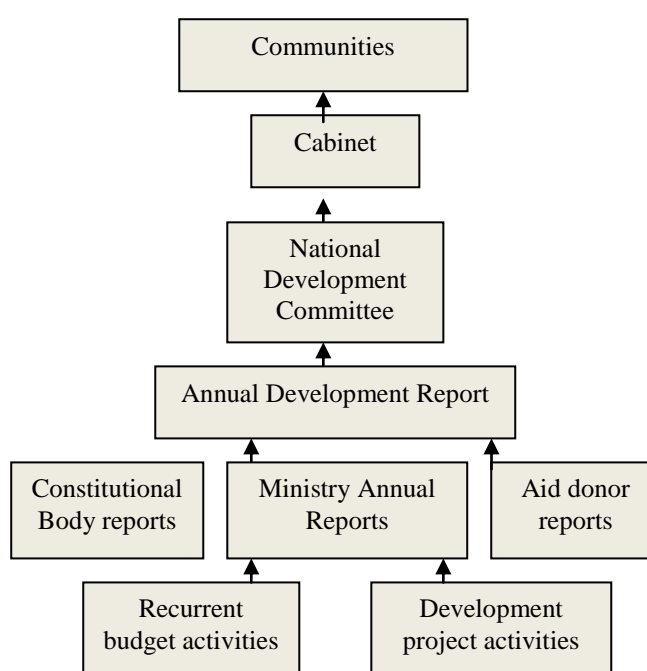
Part of the framework for monitoring and evaluating progress in implementing the NSDS is in existence already. Progress in achieving the Milestones in the NSDS was assessed in 2007-08, and a major review of progress and an updated NSDS was produced in 2009 – this document.

Ministries and SOEs are required to make annual reports on their activities. These annual reports should include a section covering progress made towards the NSDS Milestones and identify obstacles that may prevent achievement of the Milestones. Aid donors also make regular reports on their activities for their own purposes as well as to inform Government. Budget reports, including economic aggregates, are made on an annual basis. The process of monitoring policy implementation is shown in the figure below.

### *Annual Development Report*

It is proposed that an Annual Development Report is prepared as a summary of progress in implementing the NSDS. The Report would describe the progress made in the Strategies and Milestones and list the Key Performance Indicators so that overall progress in achieving the Sector Goal can be gauged. Inputs to the Report would come from Ministry Annual Reports and reports by some constitutional bodies, such as the Auditor. DPPD/AMU would coordinate the preparation of the Annual Development Report. The Report would then be considered by senior Government officials in the revived National Development Committee followed by tabling in Cabinet. The Report, together with any recommended changes, should be used in the preparation of the annual budget including aid donor projects. In addition the Report could be disseminated to Communities to publicise achievements and highlight obstacles.

### Monitoring Policy Implementation



### Improving coordination and implementation

There are cases where public sector entities are undertaking activities which are not part of their formal responsibilities. This has come about for many reasons, for example because some entities are no longer functioning or do not have the capacity to undertake these activities. NRC is responsible for the rubbish dump but this is not part of their formal responsibilities. Road maintenance is the responsibility of the Chief Secretary's office. Clearer assignment of responsibilities among Ministries, departments and SOEs would help in improving policy implementation.

At present there is little coordination between ministries and departments. Many departments seem to operate in isolation with little knowledge of other departments activities. There is little consultation among departments and between departments and the community. This can lead to duplication of activities and inefficient use of Government resources. Implementation of many of the Strategies in the NSDS requires the collaboration of several departments, particularly in Cross-Cutting sectors where many departments can be involved. For example, addressing Youth issues involves many different departments such as Health, Education and Police. Addressing youth issues effectively requires a coordinated response by many government departments. Implementation problems emerge when departments have differing priorities or capacities. For example, land issues are a constraint on the achievement of many Strategies. New projects can be held up or abandoned unless implementation problems are quickly identified and remedial measures taken.

#### *National Development Committee*

A revived National Development Committee can provide a mechanism for coordination, improved consultation and for overcoming implementation problems. This committee could include consideration of policy papers prepared/coordinated by DPPD/AMU. The committee could also provide a venue for discussion of draft Cabinet papers to ensure necessary consultations are undertaken before consideration by Cabinet. The National Development Committee should comprise Heads of Departments and could subsume the current Budget Committee role.

The secretariat for the NDC should be with the DPPD/AMU. Many of the Government's new initiatives aimed at implementing the NSDS are NPPs or projects. These new activities often face difficulties in implementation as several departments can be involved in getting new activities started. Regular (quarterly) reports on progress in implementation of NPPs and projects will help to identify implementation bottlenecks and identify remedial measures that need to be taken. The NDC can also consider the Annual Development Report.

#### *Donor Projects and the budget*

The system of identifying, preparing and appraising projects needs to be improved. Some projects are negotiated and approved without a proper assessment of priority. In order to properly assess priorities, all projects should be submitted through the DPPD/AMU and be linked to budget submissions. This would give Government a full picture of the resources available and match these to NSDS Strategies and priorities. It would also assist donors to see clearly the main priorities for which Government would like to seek assistance.

#### *Ministry/Department Operational Plans*

There are many new, updated or revised Strategies and Milestones in the updated NSDS. Department's activities need to be aligned to these changed Strategies. This should be done by re-aligning Operational Plans to be consistent with the updated NSDS. DPPD/AMU can assist departments to re-align their Operational Plans and ensure they are consistent with budget allocations. At this stage in the development of Nauru's planning capacity, there is no need for all sectors to prepare Sector plans or strategies. Sufficient guidance on sector priorities is provided by the sector goals, strategies and milestones in the NSDS for most sectors.

## Planning for the next NSDS Review and Update

This NSDS Update is a major achievement and many lessons have been learnt about reviewing the progress made. This NSDS Update has also simplified the structure of the NSDS to try and show more clearly the goals of the sectors and the strategies to achieve the goal. In addition Key Performance Indicators have been added to provide a guide to the impact of government activities in achieving the sector goal.



With a regular report on the progress on the NSDS through the proposed Annual Development Report, the next review and update of the NSDS should become more routine and easier to undertake. In addition, by the time of the next review there will be more data about development progress from the recently conducted Household Income and Expenditure Survey (HIES) and Demographic Health Survey (DHS) and other planned surveys.

With this additional information the next review should start with a comprehensive, participatory assessment of progress based on the Key Performance Indicators. This ‘situation analysis’ will then provide a sound basis for identification of constraints and obstacles and provide an objective look at where progress has been falling behind. This can then guide the updating process of the Sector Goals, Strategies, Milestones and Key Performance Indicators.

## Building Capacity for Development Planning

DPPD/AMU plays a major role in the development planning process. However, all ministries, departments and SOEs are involved and need to build capacity in planning and improve their implementation record.

In-order for DPPD/AMU to take up their lead role in planning, there needs to be a considerable increase in their capacity in terms of staffing, policy skills, project appraisal skills and strategic planning skills. This will require recruitment of more staff as well as a program of external assistance over the long term.

## PART VI

## REVISED SECTOR GOALS, STRATEGIES &amp; MILESTONES

## ECONOMIC SECTORS

**Macroeconomic management****Goal: A stable macroeconomic environment conducive to private investment established**

Key Performance Indicators:

- Budget surplus as percent of GDP
- Government spending as percent of GDP
- Government debt as percentage of GDP
- Debt service as a percentage of exports of goods and services (MDG)
- Consumer price inflation
- Percent below national poverty line (localized MDG)
- Growth rate of GDP per person employed (MDG)
- Employment-to-population ratio (MDG)

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Responsible management of Government's budget including aid programs	Budget surplus achieved	Budget surpluses and increased domestic investment levels maintained	Government finances managed according to principles of responsible fiscal management.	Department of Finance
	Financial management legislation, regulation and policy reviewed and reformed. Resolve preparation of, and produce, past years Government accounts.	Financial management reforms fully operational		Department of Finance
	Aid Budget integrated into annual Budget process National budget (including aid programs) aligned to NSDS goals and strategies. More aid flows directed to investment instead of operating cost subsidies.	Domestic revenues comprise an increased percentage of the total budget. Percentage of aid devoted to operating cost subsidies decreased and percentage devoted to investment increased		Department of Finance DPPD/AMU

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Introduction of a broad based revenue system which is efficient, equitable, simple, reliable, transparent and aligned to international norms.	Broad based goods and services tax introduced Revenue office (including customs) expanded and value of uncollected revenue reduced	Initiatives to broaden the domestic revenue based are implemented. Reduction in the value of uncollected revenue		Department of Finance/Customs
Development of a coherent strategy to deal with Government debt.	Strategy developed and adopted and Government debt write off or repayment commenced. Government borrowing restricted to projects that will expand Nauruan economy.	Total level of outstanding government debt reduced through debt forgiveness or repayment.	Total level of outstanding government debt reduced through debt, forgiveness or repayment.	Department of Finance
Implement reforms (including to SOEs) to achieve a small and efficient public sector which contributes to and does not crowd out private sector.	Strategies developed to reduce the size of the public sector to comparable levels in the region.	Public sector reduced to comparable levels in the region, providing that alternative livelihoods are available.	Ratio of private sector spending to government sector spending is increased.	Department of Finance
	Reform plans to improve efficiency of all SOEs developed and implementation commenced. SOE accounts produced SOE dividend policy implemented and increased SOE dividends paid. Dividends paid by more SOEs. Increased provision of goods and services by the private sector which are currently provided by the public sector.	SOEs meet rate of return requirements Accounts regularly produced and audited Increased SOE dividends paid from more SOEs  SOEs operate at arms length from government.	SOEs operate efficiently with improved services and products.	Department of Finance
Reform of Trust fund arrangements including the establishment of a new Public Trust Fund (the Nauru Intergenerational Fund)	NPRT assets and liabilities determined and transferred to new Landowner Fund. Governance arrangements implemented for new Landowner Fund with professional funds management.	New Landowner Fund providing sustainable annual payment to beneficiaries.		Department of Finance



Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	Complete negotiations with donors to set up a new Government Trust Fund (provisionally called the Nauru Intergenerational Trust Fund) to supplement the National Budget. New Fund operating with international standard governance and management		Nauru Intergenerational Trust Fund capital growing sufficiently to enable adequate supplementary funds for the National Budget from 2030.	Department of Finance
Development of a coherent planning process for Nauru's economic and social development.	Policy Development and Implementation Framework fully implemented. NSDS progress monitored on an annual basis against Milestones and Key Performance Indicators. Development planning and aid management capacity enhanced. Operational plans developed for all sectors and aligned to the NSDS. Development partner coordination framework approved and operational.	Major review and update of the NSDS completed.	Adherence to Paris/Pacific principles on development effectiveness.	DPPD/AMU
	Major economic and social indicators for Nauru prepared and key indicators regularly published. Benchmark indicators of GDP, BOP, Demographics, HIES, Prices and Wages compiled.	Indicators updated regularly and published.	Statistics and indicators mainstreamed in ALL strategic planning and policy making.	Statistics
	Review completed to strengthen statistical legislation, frameworks and capacity. Action Plan on National Accounts developed.	Revised statistical legislation and frameworks approved and implemented. Capacity improved.	Full compliance with new statistical legislation, framework and calendar.	Statistics
Maintain price stability through price control in monopoly areas through the <i>Prices Regulation Act (2008)</i>	Price inflation consistent with trading partner inflation.			Department of Finance

## Agriculture

**Goal: Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods**

Key Performance Indicators: Value of agricultural and livestock food imports  
Value of domestic agricultural and livestock production  
Proportion of land area covered by forest (MDG)

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Develop local food and agricultural production initiatives such as kitchen gardens, fruit tree planting and root cropping	At least one nursery established and successfully functional providing seedlings and technical assistance to individual and community farmers (ROC) 10 percent of HH have successfully operating kitchen gardens with water storage supported (FAO)	30 percent of average Nauruan diet sourced from locally produced food (fruit trees e.g. breadfruit, banana, mango, pawpaw and vegetables and root crops) 30% of HH successfully growing and producing root crops (sweet potato, cassava and taro) supported through SPC DSAP programs 30 percent of HH have successfully established and operating kitchen gardens with water storage	Over 70 percent of average Nauruan diet sourced from locally produced food Over 70 percent of HH successfully growing and producing root crops 20 percent of agricultural food sale in the market sourced from domestic food production Over 70% of HH have successfully established and operating kitchen gardens with water storage	Department of Agriculture
Promote production of value added forestry and agro-forestry products for domestic consumption	A forest management plan developed	Forest management plan implemented starting with reforestation of the mined areas	Reforestation of the mined areas 15 percent completed Commercially viable forestry and agro-forestry products identified and associated business plans developed	Departments of Agriculture and Environment and NRC
Promote commercially viable piggeries, duck and poultry (egg production) and agricultural businesses	At least one new piggery or poultry farm business established and operating commercially in each district community	The community in each district has an average of 2 new piggery or poultry businesses established and operating commercially  15 percent of local demand for pork and poultry products met from local production	Over 70 per cent of local demand for pork and poultry products met from local production	Department of Agriculture
Set up a resource centre on agricultural and livestock production	A resource centre on agricultural and livestock production established providing technical advice, pamphlets, manuals to farmers and community	Over 50 percent of farmers regularly used the resource centre	Over 75 percent of farmers regularly used the resource centre	Department of Agriculture

## Fisheries

**Goal: Enhance development and sustainable management of marine and fisheries resources to provide sustainable economic returns**

Key Performance Indicators: Contribution of fisheries to GDP  
Value of fishing licenses and access fees  
Proportion of fish stocks within safe biological limits (MDG)

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthen institutional capacity of Nauru Fisheries and Marine Resources Authority (NFMRA)	NFMRA Corporate Plan 2009-12 implemented Fisheries Act updated	NFMRA effectively providing leadership, guidance and assistance on developing and managing fisheries resources NFMRA infrastructure improved and consolidated on one site	Nauru fishery resources not over-exploited through effective management of the resources	NFMRA
Maximize sustainable economic returns	Foreign licensing revenue per fishing day increased in real terms by 2012 from 2008 levels	Maximized sustainable economic yield from marine and fisheries resources	Nauru derived maximum possible sustainable benefit from its living natural marine resources	NFMRA
Promote private-sector led development of commercial fisheries	Potential niche small-scale high quality fishing and processing export enterprises identified Recreational use of marine resources (e.g. game fishing) investigated	Business profiles for establishing commercial fishing enterprises developed and potential joint-venture partnerships with investors explored	Private sector and / or community fisheries business enterprises operating profitably	NFMRA and Department of Commerce and NPBSO
Promote development of aquaculture production	Current 5-year national aquaculture plan reviewed and implemented Legislative and regulatory framework for aquaculture development scoped and developed	Legislative and regulatory framework for aquaculture development adopted and implemented	A well established and functional aquaculture sector	NFMRA
Sustainably utilize marine resources to increase food security and alternative livelihoods	Feasibility study conducted on new fishery and fishing techniques, including traditional fishing methods	Business profiles/plans for development of new fishery and fishing techniques completed and implementation started	Regular Nauru protein diet sourced primarily from domestic marine and fish products	NFMRA
Ensure sustainable practices are implemented to safeguard the marine biodiversity and ecosystems	Design through participatory consultation development of marine protected area (MPA) networks Capacity development and training on use of ecosystems approach and other conservation planning tools conducted	Develop legal and regulatory framework to support the MPA Implement ecosystems approach to coastal fisheries management	Marine biodiversity and ecosystems protected through MPA and wide use of relevant conservation planning techniques	NFMRA and Department of Environment

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Eliminate illegal, unregulated and unreported (IUU) fishing	Implement national plan of action for combating IUU fishing Implement national observer program	Substantial reduction in IUU fishing At least 20 observer trips conducted per annum	IUU fishing in Nauru EEZ eliminated Nauru EEZ under full and effective surveillance	NFMRA
Develop sound scientific information on coastal marine resources	Research capacity of NFMRA strengthened through partnerships with regional and international research institutions	Research plans for resources assessment capacity developed and training conducted for NFMRA staff	Sustainable utilization of coastal marine resources based on scientific research and development	NFMRA

**Mining and Quarrying****Goal: Efficient and effective use of mining and quarrying resources**

Key Performance Indicators: Value of phosphate exports  
 Value of other mining and quarrying exports  
 Hectares of land rehabilitated

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Restructure and refurbish mining infrastructure and invest in additional heavy mining equipment to ensure capacity of 1mt per annum.  Creation of the maintenance reserve fund.	Phosphate exports at 600,000 mt per annum or higher. At least \$5m dividend paid to Government after payment of cash and trust fund royalties to land owners. \$2m set aside in maintenance reserve fund. Mooring overhaul/replacement complete.	Phosphate exports at 800,000 mt per annum or higher. At least \$10m dividend paid to Government after maintenance fund and royalties paid. Finish payment of all pending salaries and wages and other debts. NRC self funding from operations.	Phosphate exports at 1,000,000 mt per annum or higher.	NRC/RONPHOS Ports
Transparent and accountable reports on all shipment of exports (phosphate, aggregates, pinnacles, phosphate tiles, fisheries)	Monthly reports produced and publicised			NRC/RONPHOS Finance GIO
Development of viable value-added opportunities for phosphate and by products of phosphate mining and rehabilitation work.	Viable opportunities determined such as the use of limestone for landscaping and building industry locally and for export, and the possibility of a joint venture in phosphate value added operation offshore.	Viable value added opportunities in operation.	Significant additional export revenues generated from value added opportunities.	NRC/RONPHOS
Rehabilitation of mined land.	Trials completed, Work Plan signed off with AusAID, equipment purchased and 10ha rehabilitated.	Reclamation of 124ha of land for agricultural production and 1.5ha nursery	300ha catchment on NW of the island developed including 34.5ha reservoir and 140ha conservation area	NRC



## Commerce, Industry and Business Development

**Goal: Promote development of small and micro enterprises, foreign investment and economic integration into the global economy**

Key Performance Indicators: Private sector contribution to GDP  
Private sector employment growth  
Value of total remittances income

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Improve general business and investment environment	Legal, policy, regulatory requirements and procedures for business investment reviewed, strengthened and streamlined (e.g. business licensing and application requirements, insurance and credit facilities, labour, land, immigration, customs, etc)	Changes to relevant legislation, policy, regulations and procedures for business investment adopted Institutional strengthening and capacity to implement and enforce these regulatory requirements developed and maintained	Business community educated and knowledgeable about these regulatory requirements A growing and vibrant private sector	Department of Commerce
Promote development of small and micro enterprise (SME) businesses	A SME development plan that included identification of commercially viable cottage mini-industries and associated business profiles developed A Small Business Incubator established to provide advisory services and assistance to SMEs and prospective enterprises	SME development plan implemented and at least 2 new SMEs established and operating profitably Small Business Incubator operating effectively with over 20 businesses benefiting from its services	Private sector employment growth averages 5 percent per annum Private sector contribution to GDP increased by 10 percent per annum	Department of Commerce
Strengthen Nauru Island Private Business Sector Organization	NIPSO effectively operational with approved constitution and providing advisory services and technical assistance to its members	NIPSO micro-finance facility established and functional and benefiting its members	NIPSO membership covered more than 80 percent of all businesses and provided the main forum for promoting private sector interests	Department of Commerce
Encourage foreign investment	Foreign direct investment (FDI) policy and legal framework developed Joint business ventures with foreign investors promoted but subjected to established rigorous and transparent appraisal process (e.g. commercial tuna cannery or loining plant operation)	FDI legislation enacted and policy approved with appropriate measures adopted to enforce the Act and related regulations and policy FDI Unit established with appropriate staff capacity to facilitate potential FDI proposals Business community and prospective entrepreneurs educated on new regulatory requirements	New foreign investment operations or ventures established and maintained	Departments of Commerce & Trade

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Enhance economic integration of Nauru into the regional and multilateral trading system	A national trade policy developed emphasizing labour mobility opportunities, taking advantage of PICTA, PACER and EPA Institutional strengthening and capacity for managing trade policy and trade agreements developed	A national trade policy approved and implemented Labour employment opportunities abroad expanded Commercially viable niche exportable products identified and developed	Significant increase in remittances from Nauru workers overseas Value of total exports increased	Departments of Commerce & Trade

**Tourism****Goal: Promote development of small-scale sustainable eco-tourism**

Key Performance Indicators: Total number of visitor arrivals  
 Total value of tourist expenditures in Nauru

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Develop a tourism master development plan	Tourism master development plan developed, identifying potential eco-tourism challenges and opportunities	Tourism master development plan adopted and implementation commenced, emphasizing niche eco-tourism for example game fishing and heritage / historic sites	Small-scale niche eco-tourism business operations established and maintained Growth in total visitor numbers increased by 30 percent	Department of Tourism
Improve accessibility into Nauru for visitor arrivals	ERATEQUO information package developed and published that included legal and administrative entry requirements A website designed to promote Nauru as an alternative tourist destination established and maintained	Visitors arriving into Nauru more freely and facing minimal bureaucratic requirements Visitors able to access updated information about Nauru more readily and instantly	Nauru being promoted widely as an alternative tourist destination	Department of Tourism/Our Airline

## Financial Services

**Goal: An effective, competitive and stable financial system that will enhance economic growth and development**

Key Performance Indicators: De-listing from FATF Blacklist maintained  
 Presence of banking facilities on Nauru  
 Presence of insurance services on Nauru

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Draft and implement updated regulations for the financial services sector including training staff	Regulations drafted and implemented; staff trained Negotiate 12 Taxation Information Exchange Agreements (TIEAs)	Nauru taxation system compliant with all international (incl. HTPI) requirements		Department of Finance
Establish Financial Intelligence Unit (FIU) including training of staff	FIU fully operational including trained staff	All financial activities to and from Nauru are linked up to the FIU, transactions reporting mandatory with advanced training	De-listing from the FATF Blacklist maintained	Justice
Establish private sector banking services	BON liquidated and pay-out schedule determined. Private bank established and operating in Nauru offering a range of banking services			Department of Finance
Establish viable commercial insurance services in Nauru.	Insurance needs of Nauru determined	Range of insurance service providers (incl. offshore) available		Department of Finance

## SOCIAL AND COMMUNITY SECTORS

### Education

#### Goal: Improve the quality and broaden the scope and reach of education

Key Performance Indicators:

- Net enrolment ratio in primary education
- Proportion of pupils starting grade 1 who reach last grade of primary schooling
- Literacy rate of Year 12 students
- Student attendance rates
- Proportion of special needs students attending Able Disable Centre
- Percent of teachers with a diploma or degree
- Proportion of youth population undertaking either academic or TVET courses
- Pass rates for access to regional tertiary study opportunities
- Number of people with disabilities in employment

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Children - boys and girls alike - complete a full course of primary schooling or participate in alternative, good quality primary education programs	<p>Net enrolment ratio in primary education or alternative quality primary education programs increased by 20%</p> <p>Proportion of pupils starting grade 1 who reach last grade of secondary schooling increased to 65%</p> <p>Proportion of Year 12 students who meet or exceed the relevant literacy standard.</p>	<p>Students graduate from Year 12 with Internationally recognized qualifications awarded by Nauru education system</p> <p>70% of students meet regional standards in primary schools (NAUSTA 6)</p> <p>Students take pride in their Nauruan culture and identify</p>	An educated labour force with expanded skills and capable of working overseas	<p>Department of Education</p> <p>Department of Health, Community groups, parents</p>
Schools will be venues for youth and adult continuing education and training programs and provide students with a set of life skills as defined by SPBEA	Youth, adult and community education policy developed and implemented Public awareness of the value of education rises by 2012	Student attendance rates for all year levels to exceed 85%	Students demonstrate life skills	Department of Education

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Learning is promoted in an environment that is free from environmental dangers, physical abuse, bullying or lack of discipline	Supportive School Environment Policy and Behaviour Management Policy introduced Training undertaken for teachers and liaison officers in behaviour management Programs such as Strive for 5 provide a framework for implementation of supportive school environment	The school environment is secure through policies that promote tolerance, avoids violence and requires a framework of school rules for students and teachers  CASE produces monitoring statistics that measure changes in student achievement and provide transparent and meaningful accounts of students' progress	Students learn in a supportive environment which encourages engagement in the schooling process	Department of Education
Students with physical disabilities can access mainstream education services	All basic education programmes are accessible, inclusive, and responsive for children with various forms of physical disability	Number of students at Able Disable Centre increased to 40	Support provided for all learners, including those with Disabilities and Special Needs.	Department of Education  Able/Disable Secretariat
Special needs student (including students with a mental disability) can access suitably targeted education services.	Special needs students have access to basic educational services	Resources available to special needs students increased.	A facility dedicated to special needs students is established and appropriately resourced.	Department of Education
Creating an inclusive, barrier-free and just society for people with disabilities.	Convention on the Rights of People with Disability (CRPD) adopted. Disability strategy 2009 implemented. Capacity of the able/disable umbrella organisation strengthened and has developed and implemented training programmes for effective participation of people with disabilities in all aspects of life. Core funding for people with disability umbrella organisation secured. Partnership arrangement strengthened and implemented through (MOU) between Government and umbrella organisation.	Policy, Legislation and Practices aligned to CRPD. Effective engagement and implementation of MOU partnership agreement	Full integration of people with disabilities.	Department of Education  Able/Disable Secretariat

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Skill capacity and teacher training continuously improved, and a learning community of teachers established	Teacher workforce survey instrument developed, disseminated, collected and analyzed All teachers have relevant teaching qualification and secondary schools have specialist teachers in English, Maths, Science, TVET Teacher skills, performance and competency levels monitored and evaluated Libraries with affordable ICT technology	A set of standards for teaching is published and regulated by a Teacher Registration Board  All libraries have ICT facilities	Teachers are registered and qualified, especially in ESL teaching pedagogies	Department of Education
Strengthen policy development and alignment with Corporate plan and budget	Policy, governance and administrative framework for Education and Training in place Management and Accountability Systems Implemented	Asset management database leads to equitable and efficient allocation of resources	School management and accountability enhanced	Department of Education
TVET revived to provide employment opportunities for youth and skilled people for private sector development	TVET and Trade training facilities are operational “Learning Village” established and caters for all learners including secondary students, youth, adults and tertiary students.	An additional 50% youths attend TVET courses and the bridging program	TVET is promoted as a valued pathway for all learners and provides work experience for secondary students	Department of Education
Academic Courses supported with qualified teachers	Pass rate in matriculation courses rises	Pass rates improved for access to regional tertiary study opportunities		Department of Education
Sexual health education promoted in schools	Sexual health education integrated in the school curriculum	Decrease in rates of pregnancy and STDs among teenagers	Teenagers can access correct information about safe and responsible sexual behaviour	Department of Education Ministry of Health



## Health

### Goal: A healthy and productive population

Key Performance Indicators: Total health expenditure as a % of total government expenditure  
 Under five mortality (DHS – 44/1000), Infant mortality rate (DHS – 38/1000)  
 Maternal mortality rate, Unmet need for family planning (DHS – 23.5%)  
 Contraceptive Prevalence Rate  
 Age Fertility Rate (15-19 yrs) (DHS – 15%)  
 Deliveries by skilled birth attendant (DHS - 97.4%)  
 Women who had high risk sex in the past 12 months (DHS 23.9%)  
 Men who had high risk sex in the past 12 months (DHS 51.5%)  
 Percentage of population suffering from diabetes  
 Percentage of population at risk of developing NCDs  
 Prevalence of NCDs  
 Life expectancy

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthening health systems capacity and sustainability through institutional and systems reform, organizational restructure, planning and quality delivery of health services	Review goals and strategies of the Health Operational Plan to a preventative health focus Updated Health Operational Plan Consultation on the revised health operational plan Review alternative health care financing scheme	Health operational plan operational	Enlarged preventative health focus in the public health system  Healthcare fund established	Ministry of Health
	Health reforms undertaken –institutional/organizational and management structures and systems for a more proactive health sector	Improved service delivery and reduction in operational costs	Continuous improvement in service delivery and reduction in operational costs	Ministry of Health
		Health Information System including public health surveillance data established	Quality monitoring and evaluation of Health Programmes	Ministry of Health

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthening response and interventions on preventative health, reproductive health, non-communicable diseases, pandemic and national disasters	Preventive Health Programmes, NCD Strategy, advocacy and awareness programmes reviewed and strengthened	Preventative Health Programmes, NCD Strategy implemented and advocacy/ awareness programmes conducted in communities	Life expectancy improved by 10 years	Ministry of Health
	Active preventative programs targeting lifestyle risks, focusing on public education, screening and supported by registries and health data analysis implemented	Improved awareness on NCDs and observed changes in community lifestyles and diet Active screening of 90 percent of population for Diabetes and key NCDs	NCD's reduced by 50 percent	Ministry of Health
	Standard Treatment Guidelines & new Protocols developed	Standard Treatment Guidelines & Protocols implemented	Improved service delivery and patient satisfaction	Ministry of Health
	Multi-disciplinary Diabetes Centre established, related publications/advocacy materials produced and effective and strengthened secondary diabetes preventions implemented	A proactive and effective diabetic control and monitoring programme is in operation and new cases of diabetes decreased by 50 percent		Ministry of Health
	Kidney dialysis Unit capacity strengthened/refurbished with appropriate staff, technology and equipments and dialysis patients at 20 Appropriate primary health care services strengthened & developed	Improvement in kidney treatment and reduction in dialysis patients to 15		Ministry of Health
	Review of reproductive health status in Nauru Reproductive health policy and strategy/plan documents developed and mainstreaming Adolescent Sexual Reproductive Health (ASRH), Emergency Obstetric Care and Family Planning (EmOC/FP), HIV/AIDS & STI strategies,	Reproductive Health Policy & Strategy implemented	Improvement in reproductive health status	Ministry of Health

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	Training in ASRH conducted for vulnerable groups AHD Family Life Education (FLE) & Peer Educators tour to other PICs conducted	Continued Implementation of AHD Programmes and activities, including BCC training and introduction of FLE and peer education in schools Youth Friendly Services Centres established in Districts	Improvement in the sexual and reproductive health of young people, reduction in unplanned teenage pregnancies and STI cases and the risks of HIV/AIDS amongst young people	Ministry of Health Ministry of Education Youth Council
	Assessment of EmOC Facilities & Equipments and provision of EmOC Equipments Training of Midwives & Health workers in EmOC services, deliveries, prenatal, neonatal, antenatal, postnatal care. Access to neo-natal and post-partum care increased	Continued improvement in EmOC/FP services and hospitals fully equipped with EmOC equipments & supplies	General improvement in the health status of mothers, infants and children under 5 years of age	Ministry of Health Department of Women Affairs
	Emerging pandemic preparedness plans developed and strengthened preparedness and response strategies adopted	Emerging pandemic preparedness plans revised and operational and advocacy awareness activities conducted.	General improvement in preparing and responding to pandemics with cost effective strategies	Ministry of Health Police/Immigration/Customs
	National Disaster Management Plan (Health Sector) developed and resourced strengthened preparedness and response strategies adopted	National Disaster Management Plan (Health Sector) revised and operational and advocacy/awareness activities conducted	General improvement in preparing and responding to national disaster with cost effective strategies	Ministry of Health Police
Strengthening Reproductive Health Commodity Security for effective and quality service delivery	Reproductive Health Security Needs Assessment conducted, RHCS training in supply forecasting demand & supply forecasting, storage and inventory management conducted and effective management of drugs and consumables addressed. RHCS Policy Framework Implementation	Continued Implementation of RHCS Policy Framework	General improvement in RHCS supply logistics and universal access achieved	Ministry of Health

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthening health systems and service delivery through human resource development, workforce planning, capacity development and training	Strengthened Human Resource Development Programme and Workforce Planning for the Health Sector	Number of trained Nauruan health professionals increased to: medicine 5, dentistry 3, physiotherapy 3, laboratory services 5, pharmacy 3, general nursing 40, public health 40	Skills gaps in the health sector fully addressed with increased localization	Ministry of Health
	Critical skills gap in the health sector addressed with the appointment of relevant expatriate expertise serving all health needs in the short and long term			
	Long term workforce planning, training/scholarships and localization plans developed linked to skills gap in the health sector and salary relativity established including: medicine, paramedics, nursing and support services.	Relevant staff graduating in public health courses and appointed at relevant positions		
Providing quality and effective service delivery through infrastructure development and upgrading	Upgrading and extension of the two major health facilities – waiting room for patients and mothers for prenatal and postnatal visits completed	Regular maintenance of all health infrastructure	General improvement in standard of health facilities and equipments	Ministry of Health Public Service
	Routine and ongoing maintenance programme developed, resourced and implemented			
	Asset management, maintenance, procurement & replacement policy developed, operating and funded	Asset register regularly updated	General improvement in standard of health facilities and equipments	Ministry of Health Public Service
	Design and plans for the two new hospitals completed & fully costed with relevant staffing requirements, equipments and supplies and land acquisition completed	Construction of new health facility housing curative and preventative health services completed and operational and fully resourced with equipments and supplies.	All infrastructure requirements and needs for effective health service delivery fully met	Ministry of Health/Public Service

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Improved quality of life through sports for all	Partnerships and collaboration strengthened between Health and respective Government Departments to promote healthy living through sports for all and walk for life and healthy diets through home/kitchen gardening			Ministry of Health Ministry of Education Department of Sports
Strengthening awareness of people with disabilities	A review and study on people living with disabilities conducted A policy framework for people with disabilities developed	Policies & programmes for people with disabilities are mainstreamed across government programmes and activities Legislative framework for people with disabilities established	Improved recognition and awareness on people with disabilities	Ministry of Health Ministry of Education Department of Justice

**Sports****Goal: Enhanced quality of life through Sports for All**

Key Performance Indicators: No. of medals won in regional & international sports competitions  
 No. of scholarships/training awards provided to elite sports people  
 Per cent reduction in NCDs cases reported per year  
 Per cent reduction in deaths caused by NCDs per year

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Upgrading and development of sports infrastructure and facilities	Existing sports fields/facilities refurbished and maintained to regional standards Identification and acquisition of land for relevant sports sites	One new indoor multipurpose sports facility operational to a regional standard to include office space to support sporting bodies One new multipurpose sports ground for football and athletics	Improved sports and recreation participation	Department of Sports
Strengthen governance and administration of all sporting bodies	Nauru National Sports Council reactivated/established Integrated Sports programme developed Sporting bodies to produce statement of accounts and annual reports	Increased participation of all communities in sporting activities Implementation of integrated sports programme in schools and communities	Nauru to host a regional sports meet Increased participation of Nauru national sports teams in regional sports meets such as the Mini South Pacific Games and South Pacific Games	Departments of Sports, Education Nauru National Sports Council Sports Federation Nauru Olympic Committee
Encourage participation of all communities in active sports activities	Walk for Life Programme established Advocacy for Walk for Life Programme established & implemented Sporting gears and equipments distributed to schools & communities Senior Citizens Sports Programme revived and implemented in districts/communities	Nauru National District Sports competition introduced		Ministry of Health Departments of Education, Sports Nauru National Sports Council
Promotion of education and training of youths through sports development and scholarships	Sports elite programme developed Youths under the sports elite programme identified in various schools and communities	Youths trained under the Sports Elite Programme Sports elite training programme established with Australia Institute of Sports Establish overseas scholarships training programme	Increased participation of youths under the elite sports programme in regional sports meet	Departments of Sports, Education Nauru National Sports Council Nauru Olympic Committee

## Traditional Leadership & Culture

**Goal: A healthy, socio-cultural, inclusive, cohesive and self reliant community with sustainable livelihoods**

Key Performance Indicators:

- Proportion of community leaders trained in community leadership programmes
- Proportion of community leaders in Boards & Committees
- No. of schools (primary/secondary) that have introduced the teaching of Nauru language
- Proportion of primary and secondary school students that can read Nauru language fluently
- Yearly turnover of community managed sustainable livelihood projects (SMEs/retail stores/microfinance)
- No. of people with disabilities in employment

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Promotion and enhancement of traditional community leadership	Community leadership programme developed and training conducted Training of community leaders/members in government processes and participatory decision making Review governance structures in communities Community representatives actively engaged in governance and the national development process, including the annual budget process	District/Community Organisations established	Community leaders have a stronger unified voice in governance and all aspects of community development	Department of Culture Ministry of Education
Conservation and preservation of Nauru culture, tradition and heritage sites	Nauru culture, tradition, heritage sites and biodiversity recorded and documented National Commission on Language established Teaching of Nauru language & cultural studies introduced in primary schools	Ratification of the convention on culture and intangible heritage sites Establish a cultural arts centre Teaching of Nauru language & cultural studies introduced in high schools Development and completion of Nauruan language dictionary	Establish a National Museum, Archive & Library Nauru history, culture, tradition, language and socio-economic development well published and understood by many including visitors	Ministry of Home Affairs Ministry of Education
Promotion and conservation of traditional culture and knowledge through production and marketing of handicrafts	Handicraft training in weaving, carving, painting conducted Traditional handicrafts marketed and sold in outlets	Tribal and Districts arts, handicrafts, paintings, traditional dance competition introduced	Participate in the Pacific Arts Festival Increased sale of handicrafts to overseas visitors and outlets	Department of Culture Ministry of Education



Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthening community participation and self reliance through community projects	NGO/Civil Society Community training/capacity building programmes developed Training in vegetable farming developed & introduced in communities District/community kitchen garden developed	Community/District Pride and beautification/clean up programme introduced Budgeting & savings programme introduced in communities/districts Community groups have the capacity to design, propose and implement programmes	Community small/medium enterprise and cooperatives established Community savings and microfinance schemes established	Department of Agriculture Department of Women Commerce, Industry and Environment
Strengthening community participation and empowerment	Community training/capacity building programmes developed Youth groups, women's and church groups actively engaged in community projects	Advocacy and sensitization programmes on health, HIV/AIDS & STI, gender, youths and children introduced in communities/districts	NGO & Civil society community projects/programmes introduced in districts/communities	Ministry of Education  Ministry of Health Department of Culture Department of Women

## Women and Development

**Goal: A just society that recognizes and respects the rights of women and promotes equal opportunities**

Key Performance Indicators: Proportion of CEDAW related programmes established and mainstreamed in all GoN plans, policies, strategies and programmes  
 Proportion of women in Parliament  
 Proportion of women in leadership positions in Government, Government Boards, and private sector  
 Proportion of women in paid employment  
 Per cent share of average household income contributed by women  
 Proportion of community projects/programmes managed and implemented by women's groups/NGOs/Civil Society

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Recognizing and promoting women as equal partners in governance and all aspects of community development	Women bodies actively engaged in community projects such as kitchen gardens, health advocacy programmes, small medium enterprises such as handicrafts and sewing programmes, savings and microfinance and environment conservation and biodiversity programmes Capacity building/training programmes developed for women, NGOs and women in communities	Increased number of Kitchen gardens and other programmes in communities and districts are implemented and managed by women Health advocacy programmes managed and implemented by women established in communities/districts SMEs and savings/microfinance programmes managed and implemented by women established in communities/districts Increased representation of women in governance	Playcentres managed by women's groups established in communities/districts  Women have a stronger voice and equal partners in governance and community development at all levels	Department of Women Affairs NGOs/Civil Society Ministry of Education Ministry of Health Ministry of Commerce, Industry and Environment
	Economic empowerment of women promoted and programmes developed	More women access finance and loans for businesses to increase incomes	The Nauru Association of Women Entrepreneurs increases its membership	Department of Women Affairs
Strengthening umbrella organizations for women – such as the National Council of Women	Umbrella organisations for women strengthened			Women Affairs National Council of Women/NGOs/Civil Society

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Consistent with CEDAW, women's needs are appropriately mainstreamed and reflected in national development policies, plans and budgets	Ratification and implementation of CEDAW CEDAW legislative compliance review and CEDAW reporting undertaken	Enabling environment addresses violation of women's rights Plan of action and programmes for the implementation of CEDAW established and mainstreamed into government programmes	A clear understanding of CEDAW by duty bearers and right holders and capacity strengthened to protect, fulfil, promote and provide redress for women's right to equality and empowerment	Department of Women Affairs NGOs/Civil Society Ministry of Education Ministry of Health Ministry of Commerce, Industry and Environment
	Awareness built that violence against women and children is a human rights violation Safe House for Victims of Domestic Violence established	Incidence of reported and unreported cases of gender-based violence, inc against children reduced	Women operate in an environment free from gender based violence	Department of Women Affairs Department of Justice NGOs/Civil Society
	Communities understand the importance and role of women in leadership and political decision-making positions	Increased participation of women, including young women leaders, in leadership and political decision-making	More women are in leadership positions in public, private and political arena	Department of Women Affairs Department of Justice Ministry of Education Ministry of Health National Council of Women/NGOs/Civil Society

**Youth Development****Goal: Investing in Youth – A sustained future for Nauru**

Key Performance Indicators:    Number of out of school youth  
    Youth unemployment rate  
    Number of offenses committed by young men and women

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Address young people skills development	<p>National Youth Policy finalised</p> <p>More resources and technical assistance on training for employment, to build training capacity in educating youth in life skills and preparation for employment</p> <p>Training provided by Youth Affairs and the Youth Council on careers advice and life skills training in schools strengthened</p> <p>Technical and vocational education promoted</p>	<p>National Youth Policy being implemented</p> <p>Number of out of school youth decreases</p>	Lifeskills of young men and women strengthened	<p>Departments of Youth, Sports, CIE, Education &amp; Health</p> <p>Community organizations and parents,</p> <p>Police</p>
Boost youth employment and income generation	Technical assistance in employment generation for youth	Technical assistance and cooperation with other departments identify and create employment opportunities for young people and enhance skills in income generation	Unemployment rate for youth decreased	<p>Department of Youth, Education, CIE</p> <p>Community organizations and parents</p>
Promote a healthy lifestyle and sports among youths (including sexual health, mental health, substance abuse, alcohol abuse)	<p>A youth health service that includes counseling to - both young men and women, on reproductive and sexual health.</p> <p>Youth regularly access and enjoy sports infrastructure on the island</p>	Awareness of healthy lifestyles and physical exercise results in more empowered youths	Collaboration with other government departments such as health, sports and youth result in better health outcomes for young people	Departments of Youth, Sports, & Health

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthen law and order	Social workers, counsellors and community liaison officers work with teachers and parents and provide direct assistance with youth problems and train counterparts in advisory and liaison strategies	A significant reduction recorded in offenses committed by young men and women	Law and order maintained through a significant reduction of juvenile offenses	Departments of Youth, Education  Community organizations and parents  Police
Strengthen community engagement	Involvement of parents - both men and women - in secondary school activities as members of parents' associations and school advisory boards promoted	Greater involvement by parents and communities ensure young people do not drop out of school and access available opportunities	Awareness of educational issues raised and a self-help approach to the improvement of facilities in secondary schools promoted through greater involvement of parents and community in secondary school issues	Departments of Youth, Education  Community organizations and parents
Development of National Youth Council	Channels for youth to speak out about their concerns are promoted	Views, perceptions and needs of youth sought to enable better targeting of strategies to assist them	Raising awareness and promoting a pro-active approach to problem solving among young people while also providing information to guide interventions	Departments of Youth, Education  Community organizations and parents

**Civil Society****Goal: A robust, vibrant and effective civil society for a just and peaceful Nauru**

Key Performance Indicators:

Proportion of CSO/NGOs that participate effectively in government processes

Proportion of CSO/NGOs that have the capacity to design, propose and implement programmes

Proportion of CSO/NGOs delivery services that are human rights based

Proportion of CSO/NGOs bodies under the NGO umbrella secretariat

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
<p>Strengthening the capacity of NGO umbrella secretariat to support member CSOs/NGOs and develop and implement civil society training programmes for effective participation in government processes</p> <p>Building government and civil society partnership to promote increased civil society role in governance</p>	<p>Core funding for NGO umbrella secretariat secured</p> <p>Civil society organizations/NGOs trained on how to effectively participate in government processes including a human rights based approach.</p> <p>CSO/NGOs have the capacity to design, propose and implement programmes</p> <p>Members of Parliament meet constituencies on a regular basis</p> <p>A well structured regulatory framework is jointly established by relevant parties to ensure transparency and accountability at all levels</p>	<p>CSO/NGOs representatives involved in national development processes including elections, budget and legislation</p> <p>A functioning civil society</p> <p>Nauruan society is highly aware of their human rights</p>	<p>CSO/NGOs role fully integrated into government processes and national affairs</p>	<p>Chief Secretary</p> <p>Finance</p> <p>Parliament</p> <p>NGO Secretariat</p>

## INFRASTRUCTURE SECTORS

**Energy****Goal: Provide a reliable, affordable, secure and sustainable energy supply to meet socio-economic development needs**

Key Performance Indicators: Proportion of renewable and alternative energy to total energy production  
 Cost of total fuel consumption  
 Number and duration of power supply disruptions

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Implement National Energy Policy Framework (NEPF) addressing:	Monitoring implementation of NEPF conducted by CIE NUA status as an autonomous entity clarified through regulation or policy	NEPF policy review and updating coordinated by department of environment	Implementation and monitoring of NEPF undertaken successfully	Department of Commerce Industry and Environment and Nauru Utilities Authority
(i) cost effective, secure and sustainable procurement and supply of fuel	A reliable fuel supply contract maintained Fuel bulk procurement arrangements and long term sustainable options developed	Fuel bulk procurement agreement secured and maintained Fuel storage and distribution infrastructure maintained to meet international safety standards Total energy supplied from fossil fuel decreased by 50 percent	Cost of total fuel consumption resulting from inter alia efficiency gains decreased by 30 percent	Nauru Utilities Authority and Departments of Commerce and Finance
(ii) reliable and efficient energy supply and distribution	Electricity power supplied to all users (households and businesses) 24/7 and at affordable cost Power generation capacity sufficient to meet domestic demand Power utility and distribution infrastructure maintained to meet international safety standards	Electricity losses and leakage reduced to less than 10 percent of power production and distribution through efficiency improvements	No or very little power outages occurring particularly failures caused by equipment malfunctioning or technical / human error	Nauru Utilities Authority
(iii) Management of demand focusing on consumption efficiency and conservation	Electricity power demand reduced by 30 percent through increased consumption efficiency and conservation measures (e.g. as evidenced by prepaid meters installation)	Electricity power demand reductions maintained at least 30 percent levels Energy efficiency and conservation and renewable energy principles incorporated into school educational and community programs	Individual consumers and businesses more knowledgeable about conserving power and technology application	Nauru Utilities Authority and Departments of Commerce and Education



Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
(iv) increased use of renewable energy and other alternative forms of energy	Use of renewable energy and solar photovoltaic promoted widely and implemented Wind power feasibility study completed and its findings/recommendations implemented	Renewable energy comprised 50 percent of total energy supply in Nauru Wind power energy piloted in Nauru for wider application	Other alternative forms of energy explored and their feasibility examined	Nauru Utilities Authority and Department of Commerce

## Water and Sanitation

**Goal: Provide a reliable, safe, affordable, secure and sustainable water supply to meet socio-economic development needs**

Key Performance Indicators: Proportion of population accessing regular and safe drinking water and improved sanitation facility (MDG)  
Proportion of rain and ground water harvesting to total water production  
Potable water available to each person on Nauru on a daily basis

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Develop a national water resource management policy to guide the sustainable use and management of water resources in Nauru	A national water resource management policy developed and implemented Assessment of groundwater resources completed Assessment of water demand during drought periods completed General public and communities knowledgeable about water management and conservation measures	Regular supply of water available to all households and businesses Water use and sanitation guidelines developed and implemented Assessment of recycled water completed Long-term sustainable options developed to ensure water is available during drought periods	Universal access to reliable, safe and affordable supply of water Rain and ground water harvesting comprised 50 percent of total water production Program initiatives designed and implemented for recycled water Improved water supply available during drought periods	Department of Environment and Nauru Utilities Authority
Improve water storage capacity and infrastructure	Improvements to water catchments and infrastructure revamped and maintained (e.g. installation of guttering and downpipes and renovation of existing water tanks)	Water catchment and storage capacity expanded Water losses and leakage reduced	Rainwater harvesting production increased by 50 percent	Nauru Utilities Authority
Ensure optimal use of groundwater resources	Guidelines for optimal use of groundwater resources developed	Improvements made to groundwater harvesting infrastructure	Improved quality of groundwater supply	Department of Environment and NUA
Provide cost-effective measures for water supplied through reverse osmosis	Enhance efficiency of reverse osmosis production through improvements to desalination plant and equipment	Cost-effective sustainable options for addressing water supplied through reverse osmosis implemented	Dependence on water supplied through reverse osmosis process maintained at cost-effective and sustainable levels	Department of Environment and NUA

**Waste and Sewerage****Goal: Effective management of waste and pollution that minimizes negative impacts on public health and environment**

Key Performance Indicators: Proportion of waste effectively and sustainably managed  
 Number of national and sector policies, plans and programs in which waste and pollution issues have been integrated

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthen the waste and sewerage sector by enhancing the capacity to manage solid and hazardous waste and sewerage	National solid waste management strategy finalized and implemented Hazardous waste management strategy developed (Waigani Convention)	National implementation plan (NIP) developed (Stockholm Convention) and implemented	Pollution and waste management efforts become sustainable	Department of Environment and Nauru Rehab Corporation
Develop marine pollution management strategies		Marine Pollution Prevention legislation (MPPA) drawing upon the regional model developed A National Marine Pollution Advisory Council to implement the MPPA established National Marine Pollution Contingency Plan (NATPLAN) developed	Regulations for sustainable financing for marine pollution management activities developed and implemented	Departments of Environment, Ports Authority & NFMRA

**Transport****Goal: Improve transport infrastructure and provide reliable and affordable public transport service**

Key Performance Indicators: Public transport vehicles per capita  
 Value of Public expenditure on roads  
 Frequency of international air and sea links

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Contract out road maintenance comprising: cleaning of blocked drainage; rehabilitation of road side protection; resealing of damaged roads; maintenance and rehabilitation of street lights	Contract awarded and works carried out. Contract performance reports prepared.	Road works and regular maintenance carried out	Well maintained road network throughout Nauru	Chief Secretary
Establish private sector mechanism to provide regular, reliable, low cost public road transport	Private sector provides public transport	Private sector provides regular, reliable, low cost public road transport service		Transport
Maintain Government vehicles	Government vehicles maintained in accordance with specified maintenance schedule Provision of increased number of school buses for growing student population	Government vehicles in good running condition		Transport
Refurbish and develop port infrastructure for vessel handling	Procurement of barges, raft, mooring certification and repairs.  Construction of an interim Ports building  Long term wharf and port infrastructure plan approved	Wharf and port infrastructure completed and effective vessel and cargo handling operations established	Efficient transport infrastructure operating.	Ports
Develop regular sea freight service	Affordable, reliable shipping service negotiated and available through Sub regional Shipping arrangements	Reliable and regular sea freight service available	Efficient, regular and sustainable sea freight service.	Transport

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Maintain safe, reliable and economically sustainable air service s	Increased frequency of air services available Airport safety and security standards meet minimum international requirements Refurbished civil aviation infrastructure Runway resurfaced.	Airport security standards maintained		Civil Aviation

## Communications and media

**Goal: Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media**

Key Performance Indicators: Cellular subscribers per 100 population (MDG)  
 Internet users per 100 population (MDG)  
 Proportion of local content on TV  
 Copies of local newspapers sold in a week

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Develop an ICT sector that delivers a range of services to subscribers at reasonable cost and is responsive to changes in technology and consumer expectations	Ability to map Nauru's ICT progress against ITU ICT Development Index (IDI) indicators, WSIS targets and MDG goals. Strategy developed for Internet access for all households	Nauru measures performance against ITU ICT Development Index (IDI) indicators, WSIS targets and MDG goals. National internet gateway is capable of meeting subscriber demand. Broadband infrastructure capable of reliably providing an Internet connection at a speed of at least 1024kbps to subscribers	Phone and Internet access available to all households	ICT
Create a competitive market in the provision of telecommunication services	Open market to new competitors	Competitive market Reduction in prices and efficient telecommunication services		
Profitable and reliable postal and philatelic services provided to the public, business and government at reasonable cost	Modern work practices and technology introduced. Increased sales of philatelic products. International mail delivery standards achieved. Private sector courier companies operating			Nauru Post
Improve radio and TV and introduce a regular newspaper	Increased local content on TV Operational newspaper with more regular output and more pages Inclusive talk-back radio operational and higher professional output on radio			Home Affairs

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Increase the independence of the media and encourage community owned media enterprise	Strategy prepared and adopted for more independent media including independent community radio	Independent media operating	A vibrant democracy in which access to information enhances public participation in decision-making	Home Affairs



## CROSS CUTTING SECTORS

**Public Administration****Goal: Strengthen and develop the institutional capacity of the Nauru Public Service**

Key Performance Indicators:

- Absenteeism
- Number of expatriate staff
- Number of vacancies
- Appeals against personnel decisions
- Operational plans aligned to NSDS and budget

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Develop participatory corporate (operational) plans for all Ministries and departments with clear links to annual budgets	All ministries and departments have operational plans derived from the NSDS and based on approved annual budget allocations	Output-based and budget linked operational planning institutionalized in all ministries and departments	An efficient, effective and fiscally responsible Public Service	Chief Secretary
Improve the efficiency and effectiveness of spending on government administration and services	Develop strategy to improve value for money achieved for government spending (including development of improved procurement and contracting capacity within government) Identify non core functions for which it would be feasible to outsource to the private sector	Implement value for money strategy Outsource selected non-core government services to private sector		Finance Chief Secretary
Improve performance of the Public Service.	Review accountability and reporting systems and performance of the NPS Performance Management System in operation Reduction in absenteeism Practice of meritocracy principle in the NPS – promotion, hiring, firing and discipline Public Service disciplinary measures and	Move to contract-based employment		Chief Secretary

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	guidelines are applied consistently at all levels and operates effectively Revised Public Service Act			
Identify capacity gaps and design appropriate strategies to build capacity at individual, organizational and institutional levels	Study of capacity gaps in the Public Service – personnel, organizational and institutional capacities against the workload demanded and expected of them. Nauru's Human Resource Development (HRD) strategy developed	All ministries and departments are fully staffed. Staffs fully understand the corporate role and their roles in it. Policy cycle understood and followed by all public employees Programs, projects and tasks executed within their deadlines – reduced implementation gaps Localization Policy approved by Cabinet	Strong local capacity and significantly reduced reliance on expatriate staff in all Departments	Chief Secretary
Review the supportive infrastructure in terms of buildings, cost-effective housing arrangements for contract employees, capital equipments and necessary office materials conducive to improved performance. Maintain Parliament and Government offices	Infrastructural development and capital equipment plans established and prioritised for implementation  Parliament and Government offices maintained and structurally sound.	Capital equipment requirements met and adequate office materials provided. Contract employees provided with adequate housing.  Regular On-going maintenance	Well equipped Public Service  Well maintained offices of Parliament and Government	Chief Secretary

## Governance Institutions

### Goal: Strengthen Parliament, Audit, Justice, Law, Order and Border Control

Key Performance Indicators:

- Number of legislations passed
- Number of Leadership code cases
- Number of complaints to Ombudsman
- Backlog of unaudited accounts
- Number of offences committed by repeat offenders
- Number of Nauruan lawyers
- Number of convictions for gender and child based violence

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthen and build capacity for the legislature based on a modernized Constitution	Parliamentary Secretariat strengthened Parliamentary Committee system strengthened 2nd edition of 'Practice and Procedure of the Parliament of Nauru' published (including revised Standing Orders and amended Constitution)	Parliamentary Secretariat operating effectively Parliamentary Committee system operating effectively including widespread public awareness of the work of Committees Revised Standing Orders and Parliamentary procedures adhered to.	3 <sup>rd</sup> edition of 'Practice and Procedure of the Parliament of Nauru' published if necessary (if there have been changes to relevant laws or procedures to warrant updated edition)	Parliament
	Constitutional Review completed and Constitution amended; all necessary consequential legislation enacted and other implementation work completed			Parliament
	Leadership Code Act enacted	Leaders complying with Leadership Code; effective monitoring and enforcement		Parliament
	Ombudsman Act enacted and office of Ombudsman established	Ombudsman operating effectively – resolving all cases brought before the Office.	Efficient and productive public service; decrease in complaints received over period 2015-2025	Parliament
Promote community awareness of, and participation in, governance processes through improved media (Radio and TV) reporting	Media outlets provide increased content on government and parliamentary processes and activities	Increased public understanding of legislation, reviews through media dissemination in Nauruan language Increased community involvement in decision making	Communities access public information and call for greater transparency and accountability	Parliament Media Bureau

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
An efficient Audit Department providing professional audit service to Government and the public service, fulfilling its Constitutional responsibilities	Relevant constitutional amendments commenced; Enactment of amendments to Audit Act and related legislation; practical realization of increased independence and powers of investigation		An independent responsible and accountable Supreme Audit Institution (SAI)	Auditor General
	Audit work plan formulated and routine auditing of government, SOE accounts and other risk are in process Backlog of outstanding audit of government and SOE accounts reduced Auditor General routinely reporting to Parliament and advising the PAC	All audit responsibility across Government departments and SOEs met in a timely way. Backlog of unaudited government and SOE accounts cleared. Effective Parliamentary scrutiny and oversight of the Executive.		Auditor General
	Audit independence from Executive Ministries. Departmental functional reorganization: change of designations etc. and qualified staff recruited International professional links with INTOSAI and PASAI	Effective exercise of increased power and independence Professional expertise in the Department developed		Auditor General
Effective law and order with adequate workforce and responsive system in place	Effective legal services to government and the population  Appointments of expatriates to Secretary for Justice, Solicitor General, DPP, Director Border Control, chief Correctional Officer advisor and Public Defender positions	Sufficient Human Resources, equipments and infrastructural support secured.  Trained Local professionals start to take over from expatriates	Collaboration with other departments increased to mainstream legislative issues into sector policies  Locals taking over senior professional positions in Government and Judiciary	Justice  Judiciary  Police/Education
	Gaps in the judicial system addressed  Recording and documentation system in place and operational with adequate support staff	Re-structured justice system operational with adequate funding Legal administrative support and filing system in place and implemented.  Case backlog significantly reduced	Community complying with law and order maintained  Retention of Nauruan lawyers addressed  Highly skilled innovative support staff	Judiciary/Justice

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	Border control improved through the reform and harmonization of Custom and Tariffs laws			Justice/Border Control
	Population sensitized about legal processes, laws including gender based violence, child abuse, domestic violence, traditional knowledge and intellectual property uses and incentives to create and innovate.	Community aware and appreciate the objectives of laws and governments legislative and policy making processes  Conviction of perpetrators increased  Support services and counseling available for victims of violence, including children	Efficient and effective law, order and justice system	Judiciary Police NGOs
	Correctional facilities focus on rehabilitation and reintegration of offenders  Appointment of technical assistance to build capacity of correctional officers  Local Chief Correctional Officer appointed and correctional officers adequately trained	Juvenile and Women Correctional facility completed  Juvenile detention centre built  Juvenile and Women Correctional centre guidelines and standing orders implemented  Correction, Rehabilitation and reintegration programs implemented	reduction in offenses by repeat offenders  Correctional facilities consistent with regional standards	Justice
	Organisational review of the Police including succession planning undertaken  Nauruan Commissioner of Police in place	Police capacity strengthened	Forensic personnel in place  Police workforce, including female officers, increased  Succession planning operational	Police
	Juvenile holding centre in the new police station Correct protocols for juvenile offenders in place Partnership with communities and NGOs strengthened	Information Management System in place and operational to capture the history of offenders	Focus on youth, juveniles and sports in partnership with communities and NGOs for counseling and rehabilitation	Justice  NGOs/Communities

**Land****Goal: A transparent and fair land management system that supports social, economic & private sector development**

Key Performance Indicators: Proportion of new lease titles to total titles per year  
 Proportion of new land rental revenue to total land rental revenue per year

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Review of land tenure system & land legislation to be more investor friendly and market driven	Land Review Commission established Review and consultations conducted	Review recommendations implemented and adoption of a revised land tenure system and legislation that is more investor friendly and market driven		Ministry of Home Affairs/Land & Surveys MCIE/DPPD
Conduct land boundaries survey on phosphate land & coconut land to determine availability of unutilised land	Land boundaries survey and report published Stock of unutilized land determined			Ministry of Home Affairs/Lands & Survey MCIE/DPPD
Development of landuse plan and appropriate zoning schemes with relevant requirements such as Environmental Impact Assessment (EIA)	Review of current landuse plan and zoning schemes conducted Development of a computerized Land Management Information Systems using MapInfo and GIS.	Revised landuse and zoning schemes established Community consultations on revised landuse and zoning schemes conducted		Ministry of Home Affairs/Lands & Survey MCIE/DPPD
Enhance capacity to address land degradation and improve ecosystem stability and integrity.	National Action Plan endorsed by Government and implemented, which includes: rehabilitating mined areas, improving soil management and fertility, food security, water resources management strengthening, early warning systems, land use planning, terrestrial conservation and alternative livelihoods opportunities. The development of the NAP is linked to the development of Nauru's Integrated Financing Strategy (IFS).	Successful implementation and mainstreaming of National Action Plan in Sustainable Land Management.	Enhanced capacity to address land degradation by strengthening enabling legislations, mainstreaming sustainable land management and complementing effective land rehabilitation.	Ministry of Home Affairs/Lands & Survey MCIE/DPPD

**Environment****Goal: Sustainable use and management of the environment and natural resources for present and future generations**

Key Performance Indicators: Proportion of terrestrial and marine areas protected (MDG)  
 Proportion of species threatened with extinction (MDG)  
 Number of national and sector policies, plans and programs in which environmental issues have been integrated

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Establish a regulatory framework for the sustainable use and management of the environment and natural resources	Nauru's state of the environment, current trends and priorities reviewed including the rehabilitation of affected and most vulnerable district areas Draft national environment legislation reviewed and updated	National state of the environment review completed and report published National environment legislation enacted and implemented	Environment and natural resources sustainably managed and relevant regulations effectively enforced	Department of Environment
Environmental issues integrated into national and sector policies, plans and programs incorporating the principles of sustainable development	National Environment Management Strategy updated and implemented Strategic environmental planning and assessment formed an integral aspect of policy-making Establish and strengthen coordination frameworks and management arrangements to enable integration of sustainable development into decision-making processes.	National and sector policies reviewed and strengthened by incorporating impacts and responses to environmental concerns Guidelines and planning approaches developed to enable environmental issues to be integrated into national planning Coordination mechanisms such as the coordination policy committees for water, energy and climate change, and waste effective and functional	Individual, institutional and community capacities at the national and community levels for environmental assessment, planning and management substantially strengthened	Department of Environment
Strengthen national environment monitoring and reporting against national, regional and international commitments and conventions	A national policy framework for integrated MEA & SOE monitoring, assessment and reporting established and implemented	Community and public awareness of environmental issues, impacts and approaches to addressing them substantially improved	Major obligations of Nauru to regional and international conventions and frameworks met, monitored and reported	Department of Environment
Develop locally-tailored approaches and initiatives to mitigate the causes of climate change and adapt to its impacts	National Adaptation Program of Action (NAPA) developed Launch start of the Second National Communication (SNC) report project Disaster risk management and climate change adaptation responses strengthened Community and public awareness on	National Adaptation Program of Action (NAPA) completed, approved and implementation started Second National Communication (SNC) report completed, endorsed, submitted to UNFCCC and mainstreamed into national development strategies and priorities	Practical and relevant climate change adaptation measures and initiatives implemented and sustained Nauru compliant with relevant international conventions and regional policy frameworks such as UNFCCC, SNC, NAPA, PIFACC	Department of Environment

Strategies	Short-term Milestones 2012	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	climate change conducted			
Enhance resilience to climate change impacts	Strengthen resilience of water sector to drought through improvements to rainwater harvesting infrastructure (PACC)	Continued strengthening resilience of water sector to drought through improvements to rainwater harvesting infrastructure (PACC)	Water sector resilient to impacts of drought resulting from global warming and climate change by at least 30 percent	Department of Environment
Enhance development and management of biodiversity and ecosystem services to provide sustainable livelihoods while maintaining the biodiversity and ecosystems	National Biodiversity Strategic and Action Plan approved and implemented Public and community awareness programs on conservation approaches and planning tools conducted including rehabilitation of affected and vulnerable district areas	Guidelines on conservation and ecosystem-based management approaches, best practices and planning tools developed and widely promoted Biodiversity conservation mainstreamed into national policies, plans and programs	Marine and terrestrial ecosystems conservation increased by 30 percent Greater awareness of community to importance of biodiversity conservation and usage of various approaches and planning tools Nauru compliant with relevant international conventions and regional policy frameworks such as UNCBD, Pacific Action Strategy for Nature Conservation	Department of Environment



## **ATTACHMENTS**

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## A: STATISTICS – BUDGET DATA

### 2009-10 Budget: Aggregates

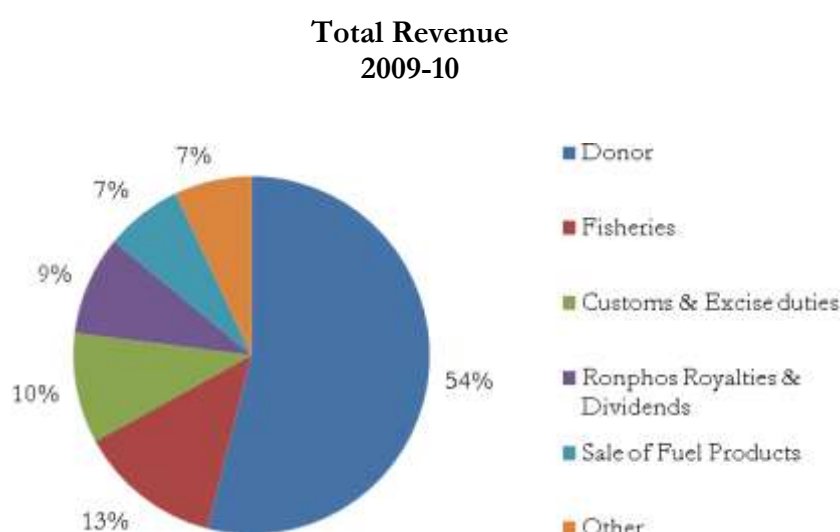
The 2009-10 Budget estimated that revenues and expenditure were roughly balanced generating a small surplus of \$50,000 (main fiscal aggregates are below in Table 1). However, despite the fact that the 2009-10 Budget was prepared in June 2009, like most other countries Nauru has been significantly affected by the Global Financial Crisis and the estimates for 2009-10 as well as 2010-11 look tenuous. Importantly, the impact of the GFC will be most severe on two of Nauru's major revenue sources: phosphate dividends & royalties and customs duties, and may also result in a need for further unbudgeted outlays to assist some of its State Owned Enterprises remain afloat.

Unlike many other economies around the world, Nauru is not in a position to fund a stimulus package or run a deficit to maintain its levels of government spending. Nauru's budget must be fully financed through real cash revenues and as such the GFC will have significant impacts on the economy.

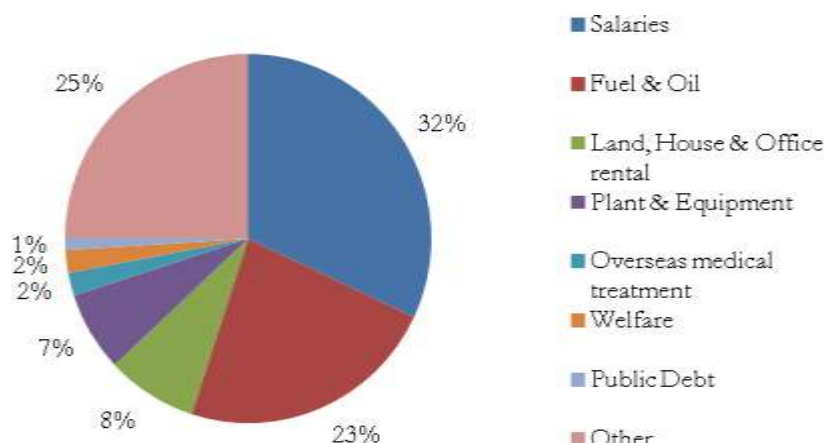
**Table 1: Budget Aggregates ('000)**

	Revised Budget	Budget	Forward Year Projections		
	2008-09	2009-10	2010-11	2011-12	2012-13
Domestic Revenue	29,024	27,137	25,925	25,925	25,925
Domestic Expenses	-33,519	-28,705	-26,977	-26,977	-26,977
<b>Base Budget Balance</b>	<b>-4,496</b>	<b>-1,568</b>	<b>-1,052</b>	<b>-1,052</b>	<b>-1,052</b>
Donor Revenue	27,161	30,662	30,616	30,616	30,616
Donor Expenses	-22,450	-29,045	-28,999	-28,999	-28,999
<b>Net Budget Position</b>	<b>215</b>	<b>50</b>	<b>565</b>	<b>565</b>	<b>565</b>

### 2009-10 Budget: Composition of Revenue and Expenditure



### Total Expenditure 2009-10



### Historical Budget Aggregates

Budget aggregates since the 2005 NSDS are presented in the following table.

**Table 2: Historical Budget Aggregates (\$m)**

	2004-05	2005-06	2006-07	2007-08	2008-09 <sup>(1)</sup>	2009-10 <sup>(1)</sup>
Revenue	11.4	24.4	24.2	30.6	56.2	57.8
• of which: grants <sup>(3)</sup>	na	na	11.8	17.0	27.2	30.7
• of which: domestic	na	na	12.4	13.6	29.0	27.1
Expenditure	9.8	21.6	22.9	27.0	56.0	57.75
• of which: salaries	4.3	5.3	5.2	7.1	8.4	8.9
Surplus	1.6	2.8	1.3	3.5	0.2	0.0
Total debt <sup>(2)</sup>	na	na	869.4	869.4	869.4	869.4

1. Data for 2008-09 and 2009-10 are estimates from the budget documents. 2008-09 data are the revised budget estimates.

2. Includes debt owed overseas, debts within Nauru to individuals and other organisations outside the Government, and inter-entity debts owed between entities within the public sector in Nauru. This estimate is for 2006-2007 year. Since 2006-2007 the Government of Nauru implemented a debt management strategy that has included seeking forgiveness of, or discounts on, amounts owed to creditors, staged repayments of debts owed to creditor who accepted a write down of the amount owed and seeking arbitration on some contested debt. As the validity of some debt is in question it is not possible to accurately update the estimate of current debt.

3. Prior to 2006-07 the Nauru budget did not present information on donor assistance.

## B: STATISTICS – ECONOMIC & SOCIAL DATA

### MAIN ECONOMIC & SOCIAL INDICATORS

Since the 2005 NSDS the Nauru Bureau of Statistics has made major inroads in producing economic and social statistics including Consumer Price Index (CPI), household income and expenditure, trade statistics and demographic and health statistics.

#### Consumer Price Index (CPI)

During 2008-09, the Nauru Bureau of Statistics published the first CPI series for Nauru. This publication indicates that the inflation in Nauru is low, at 1.67 percent for 2009. The Bureau is also forecasting an annual inflation rate, starting from the base period of August 2008, of 3.5 per cent, with recent months showing fewer fluctuations.

#### Household Income and Expenditure Survey (HIES)

Nauru has recently prepared some preliminary results from its first HIES for 2006.

#### *Income*

As can be seen from Table 1, wages and salaries dominates household income, (over \$10 million or \$6,565 per capita) representing almost 70 per cent of total income. This can be attributed to the high reliance on wages and salary type employment, especially in the government sector.

**Table 1: Annual household income by income sources – 2006 (\$)**

Income Source	Total Income	Average Income
Wages & Salaries	10,097,000	6,565
Gifts Received	908,000	590
Other Income	856,000	557
Imputed Rent	800,000	520
Home Produce – Consume	732,000	476
Home Produce – Gifts Given	322,000	209
Benefits	249,000	162
Previous Jobs	217,000	141
Seafood	208,000	135
Other Business	112,000	73
Homemade Produce	100,000	65
Handicraft	31,000	20
Fruit & Vegetable	25,000	16
Livestock	25,000	16
Services	14,000	9
<b>Total Income</b>	<b>14,696,000</b>	<b>9,555</b>

#### *Main Economic Activity*

Table 2 shows the total population aged 15 years and over by main economic activity. More than half of the male population and a third of the female population were engaged in paid work in either the government sector, in private business or self-employment. More than a quarter of both males and females were currently not working, but were available to work if a job was available (unemployed seeking work). A quarter of the women and ten percent of the men were

not working because they were either doing home duties, studying, retired, sick or disabled, or not interested in looking for work. Very few persons (less than 0.5 per cent) indicated that their main activity was working for subsistence or unpaid work.

**Table 2: Population aged 15 and over by Main Economic Activity – 2006**

Main Economic Activity	Total Population		
	Male	Female	Total
Paid Work	1,663	1,108	2,771
Unpaid Work	146	174	320
Unemployed	844	862	1,706
Not Working	311	813	1,124
Subsistence	13	12	25
Not stated	179	256	435
<b>Total</b>	<b>3,156</b>	<b>3,225</b>	<b>6,381</b>

### *Expenditure*

Table 3 presents expenditure data and shows that spending on cereal products is the single largest household expenditure category with annual expenditure with \$1,910,168 per year (representing almost 18 per cent of total household expenditure). This reflects the dominance of rice, noodles and bread in the Nauruan diet. This table also illustrates the relatively low amounts spent on such items as fruit and vegetables, health and education.

**Table 3: Household expenditure by category – 2006 (\$)**

Expenditure Sub-groups	Total Annual Expenditure	Average Annual Expenditure
Cereal Products	1,910,168	1,242
Meat & Poultry	1,305,553	849
Seafood	965,401	628
Gifts Given	944,237	614
Transportation	813,714	529
Imputed Rent	800,214	520
Miscellaneous Foods	575,594	374
Dairy Products	317,706	207
Miscellaneous Expenses	307,104	200
Tobacco	284,549	185
Household Maintenance	282,758	184
Household Appliances	281,892	183
Household Supplies	272,275	177
Gifts Received (non-cash)	246,261	160
Meals away from home	223,103	145
Recreation	206,683	134
Fruit & Vegetables	193,517	126
Clothing	180,988	118
Household Bills	115,834	75
Alcoholic Beverages	89,664	58
Non-alcoholic beverages	87,357	57

Personal products	79,355	52
Education	66,722	43
Health	59,552	39
Household Furniture	46,323	30
Rent	20,139	13
Footwear	12,423	8
Communication	10,829	7
<b>Total</b>	<b>10,699,914</b>	<b>6,957</b>

### ***Distribution of Expenditure***

Table 4 presents per capita expenditure by income quintile and shows that although households within the top quintile spend on average three times as much than those in the bottom quintile, when observing the per capita weekly expenditures by income quintile, the ratio of expenditure is just above one. This is largely due to the household size of the upper quintiles are significantly higher than the household size of the lower quintiles.

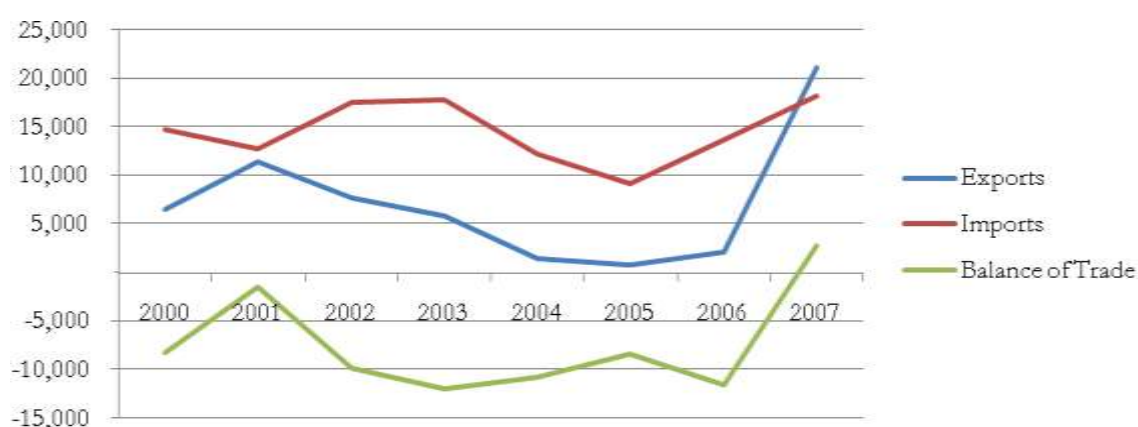
**Table 4: Annual expenditure per capita by income quintile – 2006**

<b>Income Quintile</b>	<b>Population</b>	<b>Annual Expenditure (\$)</b>	<b>Weekly Expenditure (per capita) (\$)</b>
Quintile 1	1,446	1,325,819	18
Quintile 2	1,718	1,616,051	18
Quintile 3	1,989	1,954,533	19
Quintile 4	2,166	2,239,169	20
Quintile 5	2,649	3,564,341	26

### **Trade Statistics**

While the Bureau of Statistics is still working on developing comprehensive trade data, Chart 1 below indicates that the trade balance with Australia (Nauru's main trading partner) has improved considerably with annual trade deficits hovering around \$10 million between 2002 and 2006 to a small surplus of \$2.8 million in 2007. This large turnaround has been due to a very large increase in exports more than offsetting an increase in imports. Exports (of phosphate) were at negligible levels in 2004 and 2005, but increased rapidly in 2007 to \$21 million.

This chart also indicates that there has been strong growth in imports from Australia since 2005, where imports have doubled from \$9.2 million in 2005 to \$18.3 million in 2007. This suggests that there has been a rebound in the Nauru economy which seems to have bottomed-out in 2005. However, looking forward the recent Global Economic Crisis is likely to have a large impact on the balance of trade with the drying up of export markets and reduction in export prices.

**Chart 1: Nauru's Trade Balance with Australia ('000)**

### Demographic and Health Survey

In 2007 Nauru released its first Demographic Health Survey which provides detailed information on fertility, family planning, infant and child mortality, maternal and child health, nutrition, and knowledge of HIV and AIDS and other sexually transmitted infections (STIs).

- **Fertility** – Nauru's total fertility rate is 3.4 births per woman; childrearing starts early and is nearly universal; birth intervals are generally short (median interval is 28.5 months).
- **Family Planning** – Knowledge of family planning is high: 93 per cent of women and 99 per cent of men aged 15-49 have heard of at least one method of contraception; and 64 per cent of married women have used a family planning method at least once.
- **Maternal Health** – 95 per cent of women who had a live birth within the five years preceding the survey received antenatal care from a skilled health professional; over nine in ten births occurred in a health facility and over 97 per cent of births were delivered with the assistance of a trained health professional.
- **Child Health** – 86 per cent of children aged 18-29 months were fully vaccinated at the time of the survey; the occurrence of diarrhoea in children varied by age but 70 per cent of children with diarrhoea were treated with some kind of oral rehydration therapy.
- **Fosterhood & Orphanhood** – About 65 per cent of children aged 18 years or less live with both parents, while 11 per cent live with only a mother and 13 per cent live with neither parent.
- **Breastfeeding and nutrition** – 95 per cent of children born in the five year period preceding the survey were breastfed at some time. Children aged between 6 and 23 months consumed grains more often than any other food group. The staple diet of young Nauruan mothers was made from grains (96 per cent) and those from the meat, fish and poultry group (97 per cent). 80 per cent of women aged 15-49 were overweight or obese (77 per cent for men).
- **HIV, AIDS and STIs** – 83 per cent of men (73 per cent of women) have knowledge about HIV/AIDS. However, more detailed knowledge (e.g. mother-child transmission via breastfeeding) is less common.

- **Mortality** – The neonatal mortality rate is 27 deaths per 1,000 births. Post neonatal mortality (children born alive but who die before the age of 5 years) is 11 deaths per 1000 live births. Total infant mortality is 38 deaths per 1000 births.

## **POPULATION PROJECTIONS (NAURUANS)**

### **Projection Scenarios and Assumptions**

P1 – Constant fertility; increase life expectancy, zero net migration.

P2 – Fertility decline, life expectancy increase, zero net migration.

P3 – Fertility decline, life expectancy increase, -100/year emigration.

Scenario	Average births per woman	Life expectancy 2002 --- 2022	Net Migration	Population 2022 <sup>(1)</sup>
<b>P1</b>	Constant at 2.89	Males 49 --- 55 Females 57 --- 66	0	12,287
<b>P2</b>	Decline to 2.0 by 2025	Males 49 --- 55 Females 57 --- 66	0	11,546
<b>P3</b>	Decline to 2.0 by 2025	Males 49 --- 55 Females 57 --- 66	-100/year	9,978

1. 2006 population: 9,086.

### **Projections: Age structure**

	0 – 14 years	15 – 64 years	65 years and over
2006	3,371	5,599	114
Projected to 2025			
P1	3,721	8,029	536
P2	3,002	8,008	536
P3	2,689	7,016	272

### **Projections: School age population**

	Primary: 6-12 yrs	Lower: 13-16yrs	Upper: 17-18yrs
2006	1,543	846	415
Projected to 2025			
P1	1,681	871	396
P2	1,421	819	392
P3	1,271	733	351

### **Projections: Potential labour force and jobs required (ages 16-64)**

	Potential labour force		Jobs required	
	Males	Females	Males <sup>(1)</sup>	Females <sup>(1)</sup>
2006	2,679	2,652	2,277	1,909
Projected to 2025				
P1	3,755	3,759	3,192	2,706
P2	3,874	3,932	3,293	2,831
P3	3,398	3,436	2,888	2,474

1. Male participation rate (85 per cent); female participation rate (72 per cent).

Note: All figures rounded, adapted from Chris McMurray.



INTERNATIONAL COMPARISONS	Nauru	Kiribati	Tuvalu	Niue
Land size	21 sq km	726 sq km	26 sq km	259 sq km
EEZ	320,000 sq km	3.6 million sq km	757,000 sq km	390,000 sq km
Number of islands	1	33	9	1
Population	9,100	98,000	9,760	1,625
Population Density	433 per sq km	135 per sq km	375 per sq km	6.3 per sq km
Population Growth Rate	0.6 per cent	2.0 per cent	0.5 per cent	(1.8 per cent)
GDP per capita (AUD)	2,765	1,629	3,170	5,835
Real Growth of GDP per capita	na	1.8 per cent	3.0 per cent	-0.3 per cent
Major industries	Mining, Fishing Licences	Agriculture, Copra, Fishing Licences, Tourism, Trust Fund Interest	Maritime Employment, Remittances, Domain Name, Fishing Licences, Trust Fund Interest	Agriculture, Tele-codes, Tourism
Budget deficit (% of GDP)	surplus	-37.9	-7.2	
Total Debt (USD million)	755.8	10.1	5.0	
Unemployment rate	27 per cent	6.1 per cent	na	21 per cent
Government Employment (as % of total formal sector employment)	42 per cent	68.3 per cent	55.6 per cent	53 per cent
Proportion of Labour Force in Subsistence	0.4 per cent	70 per cent	53 per cent	na
Energy Consumption (million kw/hrs)	32	19.7	4.2	na
Adult Literacy Rate	95 per cent	92 per cent	98 per cent	na
School Attendance Ratio	Primary – 88.1 per cent Secondary – 60.2 per cent	na	na	na
Life Expectancy	49 (m) / 57 (f)	62.8	70	70

Source: Key Indicators for Asia and the Pacific, 2009, Asian Development Bank and Nauru Bureau of Statistics. Note. Much of this data could not be updated from the 2005 NSDS.

## **C: MILLENNIUM DEVELOPMENT GOALS**

### **Goal 1: Eradicate extreme poverty and hunger**

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

While there are no time series data of incomes in Nauru, it is very unlikely that many Nauruans (if any) would have incomes of less than \$1 per day.

According to Nauru's Household Income and Expenditure Survey (HIES), in 2006 the average level of income in Nauru from all sources was \$9,555 per annum (over \$26 per day). In addition the HIES reported that in 2006 expenditure by the lowest quintile was almost \$83 per week (\$11.80 per day). Whilst this does not take into account dis-saving, it is considered a reasonable proxy indicator of income. Also the 2006 HIES indicates that only 43 per cent of the population aged 15 and over are in paid work (53 per cent for males; 34 per cent for females).

In addition, there is some anecdotal evidence that incomes have risen in Nauru. Since 2005 public service salaries have increased substantially from the \$140 per fortnight which was paid at that time. In addition, the resumption of paying 100 per cent of landowner rentals as well as phosphate royalties combined with Nauru's close system of extended family where income is transferred amongst family members, means that incomes are substantially higher than they used to be. However, more detailed data on the distribution of this expenditure and income across income groups would be required to be able to fully assess this target.

#### **Target 2: Halve, between 1990 and 2015 proportion of people who suffer from hunger**

Nauru does not have statistics on the proportion of the population who suffer from hunger. However, as incomes have increased in Nauru since 2005 so has the prevalence of subsistence agriculture and fishing (albeit from a very low base and remains at low absolute levels) then this is likely to have reduced the degree of hunger.

While hunger may not be an issue, there is a high degree of obesity among both children and adults as well as malnutrition among children. This indicates that while there may not be a shortage of food, people are not eating a nutritious diet.

### **Goal 2: Achieve universal primary education**

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

Nauru can potentially achieve this goal. All students, boys and girls, have free access to Primary schooling, including free text books, free transport and free schooling. However, as the attendance rate is 65 per cent, this goal is not achieved in practice. School

enrolment in 2002 was 92 per cent and has gone down to between 67-70 per cent in 2007-2008.

A survey and workshops on attendance have provided many possible explanations for poor attendance. These include: school education is not valued, teachers do not teach, bullying, transport, required at home to care for siblings, cannot catch up with the work after being truant for so long, embarrassed because no uniform or no lunch, no toilet paper, authoritarian teacher, no discipline at home (student decides if they will go to school or not), required to gather food for household and irrelevant curriculum.

Nauru has acknowledged these issues and the approach has been to make school attractive rather than force students to attend. The curriculum is relevant through rich tasks, there is a behaviour management policy to curb bullying, schools have been refurbished, teachers have been trained, hunger is being addressed through a “healthy breakfast scheme” provided three times a week, text books and desks have been provided. The challenge is to increase both enrolment and retention of students in school until completion.

Access to secondary (and TVET) education will be improved with the construction of the Nauru Secondary School in 2009.

### **Goal 3: Promote gender equality and empower women**

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

This MDG has been achieved. There is no gender disparity in primary or secondary education as in 2009 the ratio of boys: girls are 51:49 in primary and 52:48 in secondary. However, the concern is the relatively low representation of boys who are awarded scholarships or complete secondary. Less than 35 per cent of Year 8 secondary scholarships in the past three years have gone to boys.

The 2006 HIES indicates that only 34 per cent of females aged 15 and over are in paid work. In addition, there are no women in Parliament and few women heading Government departments or State Owned Enterprises. There is also a high incidence of gender based violence, including against children, and this reflects gender inequality.

### **Goal 4: Reduce child mortality**

#### **Target 5: Reduced by two thirds, between 1990 and 2015, the under-five mortality rate**

The Infant Mortality Rate (IMR) from the last official census in Nauru (2002) was 44.1 per 1,000 live births. Based on WHO data (see table below) this represents a reduction in the IMR of 43 per cent between 2002 and 2006. The 2007 DHS indicates an IMR of 38 per

1,000 live births (provisional data), which is high and occurs during the first weeks/months.

The local statistics in the table below are unofficial data kept by the Maternity Unit staff at the RON Hospital. These data include stillbirths and IUD deaths and therefore are not consistent with the above census or WHO data. However, these ‘unofficial’ statistics indicate that the IMR has declined by 53 per cent from 2002 to 2008.

**Table: Mortality Rates**

	Deaths of children per 1,000 live births		Total
	Under 1 year	1 year to 5 years	Under 5 years
Nauru (WHO) 2006	25	5	30
Nauru (local statistics) 2008	20.7	4.2	24.9

Source: <http://apps.who.int/whosis/database/menu.cfm?path=whosis.regions>

Nauru’s Public Health services conduct an extended program for immunization, which has been strengthened since 2007 by having immunization clinics and a community outreach program for immunization aimed at (amongst other things) reducing the mortality rate. In 2007 and 2008 these have achieved 100 per cent coverage for all the vaccines including BCG/ Hepatitis B/ Measles/Rubella/ DPT/ Polio. A new vaccine, Hip B vaccine, is being initiated in 2009.

Public Health also operates a regular Well Baby Clinic to assess the developmental and nutritional milestones and to encourage breast feeding. The nutrition of children as well as violence against children needs to be addressed.

## Goal 5: Improve maternal health

### Target 6: Reduced by three-quarters, between 1990 and 2015, the maternal mortality ratio

Nauru does not have accurate statistics on maternal health at this time. It is notoriously difficult to measure maternal mortality across the Pacific partly because of a lack of standard definition of maternal death. However, based on ‘unofficial’ data kept by nursing staff at the RON Hospital over the four years 2005-2008 the Maternal Mortality Rate is estimated to be 171/100,000. To reduce this rate Public Health has put in place regular antenatal/ post natal/ family planning clinics.

In addition, 97 per cent of births in Nauru are delivered by a health professional and 99 per cent of deliveries take place in health facilities. Women have universal access to reproductive health services provided by the health system but quality is variable/low. Nauru is also acting upon a report from the Australian Institute of Health and Welfare (AIHW) which contains recommendations for improvements.

There is also a high rate of teenage pregnancy in Nauru including among girls as young as 13-14 years of age. The 2007 Demographic and Health Survey DHS reports the teenage fertility rate is 69 per cent and the unmet needs for family planning stands at 23.5 per cent.

<b>Goal 6: Combat HIV/AIDS, TB and other diseases</b>
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**Target 7: Have halted by 2015 and begun to reverse the spread of HIV/AIDS**

At this time there have been no HIV/AIDS patients in Nauru and the Government has introduced a number of HIV/AIDS initiatives dealing with prevention.

- Awareness/education programs including IEC materials for HIV/AIDS.
- Mass media campaigns for prevention and control of HIV/AIDS/STI.
- STI screening, surveillance and treatment programs.
- Global funds to fight against HIV/AIDS have been obtained and have initiated a number of planned strategic activities.

As a consequence of testing being voluntary, there is not a high level of screening. The high incidence of STIs, reportedly as high as 30 per cent among the population, potentially increases vulnerability to HIV infection.

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

TB prevalence has been reduced from 328/100,000 in 1990 to 134/100,000 in 2006. Public Health Services are implementing TB follow up through the DOTS program and only two TB patients were found in 2009 from a population of 10,000. In addition, a mass media campaign for prevention and control of TB has also been initiated. Support from the global fund to fight TB and HIV has been obtained and Public Health has initiated the planned strategic activities as per an agreed work plan.

Endocrine and metabolic disorders remain the top 2 causes of admission to hospital, indicating that NCDs remain the main health problem in Nauru.

Diabetes is a major problem in Nauru with women suffering from the highest rate in the world (30 per cent). The rate of diabetes for the 15-64 age group is 16.2 per cent, while for the 55-64 age group this rises to 52.8 per cent for women and 37.4 per cent for men. These data are only by blood glucose level test, and no survey has been done for Impaired Glucose Tolerance Test. Obesity particularly among women and youth is a major problem in Nauru and contributes to the high rate of diabetes.

Activities according to the NCD plan have been initiated by targeting four risk factors: physical activity, nutrition, and alcohol and tobacco control.

Malaria is not considered to be a problem in Nauru.

<b>Goal 7: Ensure environmental sustainability</b>
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**Target 9: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources**

There are no data in Nauru on land area under forest, CO<sup>2</sup> emissions or consumption of ozone-depleting substances.

Nauru has commenced rehabilitating mined-out phosphate lands and within the next 24 months, about 10 ha of land will be rehabilitated.

A draft Environment Management Bill has been prepared, but requires further work before being presented to Parliament. In addition, environmental issues are not included in planning by sector ministries. A marine reserve has also not been established, and a reef conservation strategy has not been developed.

Sustainable management of natural resources, covering fisheries, environment, energy including renewable energy, marine and coastal areas, agriculture and land issues needs strengthening.

**Target 10: Halve by 2015 the proportion of people without sustainable access to safe drinking water**

Water supply has improved in Nauru with R/O units now operational, with a combined capacity of 360kl of water daily. This equates to 32 litres per person per day. This supply is supplemented by rainwater harvesting through the installation of new rainwater tanks and delivery of water has been improved through the deployment of new delivery trucks. According to the 2007 DHS, access to water stands at 90 per cent, with no disparity between urban and rural areas.

Ongoing efforts are made to increase current supply and delivery capacity to ensure that access to water improves. Water quality standards have not been established and efforts will be made to develop guidelines for such standards.

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

The supply of housing has increased in Nauru with the repatriation of the Kiribati and Tuvaluan communities in 2006, and the provision of some utilities has improved (such as power, water and sewage removal). However, living conditions remain poor with many houses in very poor condition and multiple family units still live in single households. Housing and building regulations exist but are not implemented. The land tenure system prevents planned land use and encourages random building by landowners.

**Goal 8: Develop a global partnership for development**

**Target 12: Develop further an open, rules based, predictable, non-discriminatory trading and financial system (includes a commitment to good governance, development, and poverty reduction, both nationally and internationally)**

Nauru has legislated significant reforms to the financial and legal systems to make them robust (able to deal with international money laundering, financing of terrorism and proceeds of crime). The Government is also working on developing transparent trading regulations/legislation including new corporate governance arrangements for its State Owned Enterprises.

**Target 13: Address the special needs of the least developed countries (includes tariff - and quota-free access for exports, enhanced program of debt relief for and cancellation of official bilateral debt, and more generous official development assistance for countries committed to poverty reduction)**

Nauru does not have policies which provide preferential treatment for least developed countries or any other country. It imposes a broad-based customs duty on all imports (with higher rates on some goods such as tobacco, alcohol and petroleum products reflecting social objectives). Nauru does not impose import quotas.

**Target 14: Address the special needs of land locked countries and small island developing states (through the Program of Action for the Sustainable Development of Small Island Developing States and 22<sup>nd</sup> General Assembly provisions)**

With a population of around 10,000 Nauru has first-hand experience of the challenges and special needs of small island developing states. These revolve around a significant lack of capacity to implement reforms and meet the various onerous international requirements of nationhood, as well as the substantial fiscal cost of maintaining basic services to the community.

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

In 2007 the Government estimated the total debt for the Republic at AUD\$869.4 million and prepared a comprehensive debt management strategy. This strategy consisted of a combination of debts write-down, extending repayment schedules, refinancing and debt swaps and netting.

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

Nauru has developed a draft Youth Policy with five key policy objectives. These are Skills Development, Employment and Income generation, Social Development, Supportive Environment and Cross Cutting Initiatives. The Policy examines a more effective way of delivering the policy objectives through reorganisation of the Youth Affairs Department, and strengthening of the role of the Youth Council. The draft policy implements a whole of government approach to youth issues by placing the responsibility for youth issues with various departments rather than a single Youth Affairs Department. Addressing youth issues is a key development agenda for the government given that 50 per cent of the population is under 30 years of age.

The facilities of the new Learning Village and development of the TVET program through partnerships of Education with Australia Pacific Technical College will also provide greater opportunities for Nauru's youth to gain employable skills.

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

To strengthen the pharmaceutical sector capacity, Nauru now participates in the EC/ACP/WHO collaborative partnership program which assists Pacific Island Countries to improve accessibility, affordability, quality and use of essential medicines. Some 80 per cent of Nauru's pharmaceuticals now come from this source, known as IDA. Through the use of IDA the cost of pharmaceuticals to Nauru has reduced considerably.

Early in 2009 Nauru ordered 9 months anticipated requirements of pharmaceuticals to ensure it has stock on hand. However, with unpredictable shipping schedules maintaining supplies remains a constant concern.

**Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communication technologies**

A private sector company, in a joint venture with the Government, has recently introduced Island-wide mobile coverage as well as wireless internet services into Nauru. There are plans to phase out telephone land lines.



## **D: SECTOR STATEMENTS**

This Part presents a brief summary of Nauru's main achievements towards the milestones in the NSDS in the economic, social and infrastructure sectors. It also highlights areas which have not been fully achieved, and identifies the reasons for this.

### **ECONOMIC SECTORS**

#### **Commerce & Industry**

The reestablishment of a viable phosphate mining industry in Nauru has been partially achieved. The previous Nauru Phosphate Corporation (NPC) has been restructured into a new company, RONPHOS, with a new management team and reduction in staffing levels. Significant funds have also been spent on repairing and maintaining the mining equipment and this has resulted in exports of phosphate of around 300,000 tonnes in 2007-08 and 2008-09. Looking ahead prospects for phosphate exports have been significantly affected by the Global Economic Crisis and this is likely to put pressure on RONPHOS.

Despite these improvements in the prospects for phosphate mining, the fact that the Nauruan economy is so narrowly based in one industry presents risks. These have been highlighted in the recent Global Economic Crisis where phosphate markets have dried up and prices have fallen.

Accordingly, the Government has placed a priority on diversifying the economy into other areas. In particular, it recognises the importance a growing small-business community can play in private sector development. Therefore, with the assistance of the UNDP, Nauru recruited an expert in small business development and microfinance and expects a Small Business Incubator designed to nurture business start-up will be established this year. In addition, the Nauru Private Business Sector Organization (NPBSO) was established in 2008.



The Government has also recently approved the establishment of a private sector raw frozen loins processing plant in Nauru and this will be a key to diversifying the economy away from phosphate. In addition, Abwan Noni is one of the few exportable products available on Nauru and the Government was approached by a local entrepreneur to assist in product development and export marketing for a Nauruan-made Noni export. Finally, while there have been some advances in the area of tourism, the development of Nauru's tourism industry is still in its infancy. A tourism scoping study is currently underway, but is not yet complete.

In terms of the supply of food, Nauru tends to import the majority of foodstuffs with little local production. This also presents risks for Nauru as it exposes the local population to the ebb and flow of international food markets. This risk was highlighted in 2008 when a regional shortage of rice resulted in the imposition of price caps and rationing.

Therefore, increasing Nauru's self reliance in food production has been a priority and there have also been some successes in terms of agriculture and animal husbandry. Some household gardens have been established and livestock has been distributed to communities. So as to provide an opportunity for individuals to sell their wares, in May 2009 Nauru's weekly central market was established and has had between 25 and 42 vendors per week.



Despite these gains, there are substantial constraints facing the private sector on Nauru such as weak entrepreneurial culture, lack of awareness about business opportunities, absence of advisory and training services, limited access to simple technologies, lack of banking facilities, lack of competitive advantage, mismatch between labour supply and required skills and the lack of start-up capital funding.

Land tenure has also been a major obstacle to the establishment of small business (including agriculture) and there has been little reform in this area since 2005. The envisaged review of land tenure has not taken place, and the intractable nature of these issues is one of the major impediments to Nauru's development. In particular, many projects have been prevented from getting off the ground, while others which have commenced have had to close because of landowner disputes.

## **Fisheries**

There have been some advances towards achieving the goals for fisheries established in the NSDS. Revenue from access fees has been maximised. Nauru now licences all the major purse-seine fleets operating in the Western Pacific and the catch per unit area of EEZ is higher in Nauru than in any other Pacific Island country. Nauru also appears to obtain a higher percentage return on the value of the fish caught by foreign boats than any other PNA member. Oceanic Fisheries Monitoring Control and Surveillance capacity has improved with the introduction of the electronic Vessel Monitoring System and the development of a National Plan of Action on IUU fishing.

However, no prosecutions for violation of Nauru fisheries laws have been made since 2004. Part of this is because most of the previous violations were by purse-seiners for unlicensed fishing. Nauru now licences all these purse-seiners and they are covered by the regional vessel-monitoring system. However, lack of EEZ surveillance patrol capability continues to make it difficult to detect potential IUU fishing by unlicensed fishing vessels. Due to poor internet connectivity Nauru relies heavily on regional cooperation for the day-to-day management of tuna fisheries, particularly connection to the regional Vessel Monitoring System at FFA and tuna catch databases at SPC, but also communication with fleets and with surveillance officers in other countries.

Commercial export fisheries have also not been developed. There was a Pacific-wide downturn in the longline fishing sector since the NSDS was developed, and Nauru was particularly disadvantaged from competing in this sector by airfreight constraints. Like Palau, the only fisheries exports are as informal checked-in baggage. However, a private sector company is currently investigating the feasibility of establishing a tuna loining plant in Nauru.

Aquaculture has not developed during the NSDS period, despite several development projects, mainly due to inadequate security of land tenure in potential growing areas for farmed fish. In general, there is inadequate legal basis for aquaculture development and coastal and reef fisheries management in Nauru (the Fisheries Act concentrates on oceanic fisheries management).

Community-based coastal fisheries management plans are now in place for one district and two others are work in progress, and a legal basis for firming up community-government co-management and establishing marine protected areas has been drafted. A foundation has been laid for private-sector development of fisheries with the closure of the NFMRA-run Nauru Fisheries Corporation and the setting-up of the Nauru Fishers Association. Also surveys have shown the potential for setting up a high-value low-volume aquarium fish export business.

“Adequate fish to supply local demand” is a goal in the NSDS that is difficult to measure, but is being addressed by providing technical and training support for increased Nauruan involvement in canoe and outboard-based near shore fishing (prior to 2005 this was mainly by non-Nauruans), and the maintenance of Fish Aggregation Devices.

## **Environment**

Progress in rehabilitating the topside of Nauru has been slower than expected due to substantially more material (pinnacles) having to be removed than projected. However, equipment has been purchased and a work plan for the use of the NACHOS funding has been agreed by Nauru and AusAID. Accordingly, the Nauru Rehabilitation Corporation (NRC) has commenced rehabilitating a small (5 ha) portion of land as a demonstration site. This is to be followed by a 13 ha site for a national cemetery site which will take at least 18 months to develop.

Apart from rehabilitating topside the 2005 NSDS only contained one goal dealing with the general environment, whose short term milestone was to undertake an environmental review and pass new environmental legislation. A draft of an Environment Management Bill has been prepared, but still requires further work before being presented to Parliament.

Despite this, Nauru has pursued a number of other projects consistent with international environmental initiatives and these are reflected in new sector goals, strategies and milestones. In 2008 the Government finalized the National Energy Policy Framework with assistance from SOPAC. Work is also being carried out in developing water governance and finalizing the National Solid Waste Management Strategy which was developed late in 2008. Other environmental issues which have been pursued by Nauru are in the areas of climate change, biodiversity and sustainable land management.



- In climate change, Nauru will be preparing its Second National Communication (SYNC) to the Conference of the Parties of the UN Framework Convention on Climate Change.
- In biodiversity, Nauru will be preparing its National Biodiversity Strategy and Action Plan (NASAL) and its first and third National Reports to the Fourth Session of the Conference Parties (COP) of the Convention on Biological Diversity (CBD).
- In sustainable land management (SLM) Nauru has commenced a project aimed at maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. This will be done by building Nauru's capacity to implement a comprehensive regime for sustainable land management and to ensure that SLM is mainstreamed into all levels of decision-making. By the end of the project, land degradation issues should be fully recognized in National Development Plans and sector Action Plans, such as those for urban development, transport, agriculture and biodiversity. SLM should also be integrated into relevant policy, laws and educational/training programs, using integrated land use planning to underpin such initiatives.

## **Finance, Public Administration & Governance**

Since the NSDS was finalised in 2005, Nauru has made substantial progress in the areas of financial and economic reform as well as public administration and governance. However, key challenges still remain in many areas.



In the area of budget reform, the Government has stuck to its fiscal strategy and implemented significant reforms to budget processes and reporting. Budget documents are now clearer and present a full analysis of both domestically funded programs, and donor-funded programs. The Government aims that 2009-10 will be the first year in over a decade that audited national accounts be presented to Parliament. While through the operation of the Aid Management Unit, donor aid into Nauru is being more effectively coordinated, development planning in many areas remains weak and capacities and capabilities need to be developed.

The Government is now going the next step in tightening up on expenditure control systems particularly through the introduction of the MYOB accounting system. While the Government has introduced a range of new revenue measures, collection of revenues still needs to be strengthened and capacity in the revenue and customs areas needs to be tackled. Due to Nauru's relatively narrow revenue base, in recent times revenues (particularly from the phosphate industry and import duties) have been significantly affected by the global downturn.

In addition, there have also been significant improvements in the statistics which are being produced in Nauru and this will assist Nauru in making better, more informed decisions. With the production of CPI data the area of prices monitoring is one example where decisions can be better informed by sound economic data.

Apart from the budget sector, Nauru has also made significant inroads in reforming the State Owned Enterprises (SOEs) sector. Many inefficient SOEs have been closed, others have been replaced by private sector operators and others have been reformed with clear accountabilities and expectations. This has resulted in a significant reduction in the drain this sector has traditionally had on the budget. Indeed, some dividends are now being paid to the Government. However, again much still needs to be done, particularly in the areas of financial reporting and accountability. In addition, the global downturn is having a large impact on some SOEs which operate in the traded goods and services sectors such as RONPHOS and Our Airline.

In terms of the financial sector, reform has also been rapid. After the significant reforms to Nauru's financial sector architecture in the areas of money laundering and financing of terrorism which resulted in Nauru being removed from the Financial Action Task Force's NCCT, further reforms have been implemented. For instance, the Bank of Nauru has been closed and will be liquidated in 2009-10. Similarly, the Nauru Insurance Corporation and RONFIN have also been closed.

The Government is keen to build on its successes in the area of the financial sector and the priorities in the future will be to fully implement the necessary legislative and administrative processes to make these reforms fully effective. These include preparing new financial sector legislation (dealing with banking and insurance) as well as boosting the capacity of the Financial Investigations Unit (FIU) and negotiating Taxation Information Exchange Agreements (TIEAs).

The long-term financial sustainability of Nauru has also been an important consideration in reforms which have been introduced. Prior to 2005, Nauru accumulated significant debts. These have been catalogued and a repayment strategy has been developed. Looking ahead Nauru has



been active in developing alternative trust fund structures which are designed such that the funds of the trust cannot be inappropriately spent. These trust funds, which are designed for the next generation of Nauruans will be finalised in 2009-10.



These financial and economic reforms have been accompanied by reforms to public administration and governance. In particular, there have been some reforms boosting the capacity of the public service, legislature, audit, justice and border control.

For instance, positive developments in the law and justice areas apart from overseas officials holding central positions have been significant. Reforms of the Border Control Services have been to increase their capacity, improve equipment, and operations to enhance revenue collection. Further improvements to border control will require capital equipment which is expensive. Access to justice will be improved when the recently created position of Public Defender is filled.

## **SOCIAL SECTORS**

### **Education**

The NSDS reports that “The highest rated attribute of the preferred long-term future is an improved education system with a high standard of early education, primary, secondary and vocational curriculum to international standards and an equity-based charging on ability to pay”.

In 2005, a two year Strategic Plan, Footpath I, stabilised the education system and built a platform for development. From 2005-2007, the Department of Education trialled a curriculum framework, instituted a skills upgrading program for all teachers, commenced a program of facilities upgrading, provided “starter packs” of school needs for all students, consulted widely to prepare a draft policy manual, established a series of benchmarks of student learning outcomes, and established a CASE unit to monitor the work of the Department.

In 2008, a five year Strategic Plan, Footpath II 2008-2013, using the data generated, collected and analysed from Footpath I, was endorsed. The Plan is substantially funded for the first three years and is on track to achieve its five year goals.



In 2009, Footpath II has established a Curriculum Framework, including TVET. The Rich Task pedagogy has been embedded in the Curriculum and Teacher Training program. A four year Teacher Upskilling program has been devised and funded for the next two years. A new Secondary School, incorporating significant TVET facilities, is due for completion early in 2010.

All schools have been refurbished to a degree where they are now safe learning and working environments. The Department of Education has established firm professional relationships with PRIDE, UNESCO, SPBEA, USP, Divine Word University and others. A Policy Framework to support the work of schools and teachers is currently being formalised and implemented. A Monitoring and Evaluation Unit (which is called CASE) operates. Negotiations are proceeding for the Year 12 and TVET students to be eligible for internationally recognised qualifications.

However, much still remains to be done in the NSDS goal of integrating health and nutrition into the schooling process. A CHIPS (Child Health in Primary School) program is being developed to address the issue. There is a vast pool of youth who have need of basic education.

From 2000 to 2008, the number of students to gain a Year 12 certificate that qualified them for University was less than 50 out of a cohort of 1,700 potential students. The new Nauru Secondary Facility will provide an opportunity to provide basic education and trade skills to this group who have “slipped through the cracks”. Able Disable also still requires considerable support.

As Footpath II recognises, achieving the ultimate goal of having a primary, secondary and vocational curriculum of international standards is a long term endeavour. It will be 2014 before most of Nauru’s teachers are fully qualified. It will be 2015 before students now entering lower Secondary School (Year 7) will reach Year 12 and receive the full benefits of the improved curriculum and facilities. It will be some time before the schooling is fully valued, as evidenced by full attendance at school.

Education and Training continues to be free while the quality and scope of education and training is improving. The low attendance rates of less than 70 per cent indicate that the Department of Education may consider a program to promote the value of its products.



## **Health**

Nauru has made substantial progress in the priorities of health which are identified in the NSDS. Notwithstanding the difficulties confronted due to lack of resources; appropriate infrastructures and skilled staff, this progress will be ongoing.

For 2008-09 and 2009-10 operational plans for health have been developed. The Organisational Reform Report has been implemented. The Director of Medical Services has initiated routine clinical meetings, a mortality review committee, and an overseas referral committee. A Review of Nursing Service has been completed and the Department of Health is now implementing those recommendations with the objective of improving nursing service delivery by developing protocols, introducing succession planning and identifying future leaders.

There has been some progress in curative health services to respond effectively to the health needs of the people of Nauru by providing the appropriate range and level of high quality health services and being accountable for the outcome of these services. Nursing Clinical Guidelines and Procedures have been completed, ready for sign-off and implementation late in September 2009. To strengthen the pharmaceutical sector capacity the Essential Drugs List has been reviewed and updated and Nauru now participates in the EC/ACP/WHO collaborative partnership program which assists Pacific Island Countries to improve accessibility, quality and use of essential medicines. Some 80 per cent of Nauru’s medications now come from this source, known as IDA and this has reduced pharmaceutical costs considerably.



Appropriate contracts are in place for a maintenance program for all biomedical equipment including radiology, laboratory and dental equipment, for specialist medical equipment, and for oxygen plant, R/O Unit and Genset. One new ambulance has been obtained and another repaired, and both are in operation. While there has been some effort to repair existing medical facilities, they still remain in poor order and need to be replaced. The initial preparations for Terms of Reference for the Master Plan for the Redevelopment of Republic of Nauru Multipurpose Health Facility have been undertaken. Nauru’s public health services are designed

to implement and sustain a range of policies and programs that enhance the quality of life for the people of Nauru by targeting the reduction of risk factors and promoting a healthy island lifestyle. The Non-communicable Disease (NCD) Strategy emphasizes increased physical activity; reduced alcohol consumption; discourages tobacco uptake and an improved diet for Nauruans. All Communicable Diseases programs are operating; including STIs, Leprosy, RHD, Filaria and Trachoma.

Environmental health, sanitation and food safety programs have been strengthened. Health service delivery points in the community and schools are being promoted, along with primary health care services clinics. Steps are also being taken to formalise the establishment of mental health services in Nauru.



Maternal and Child Health Services, Antenatal, Post-natal and Baby Care clinics are now operational. Women are encouraged to have healthy women checks to reduce the incidence of cervical cancer. 100 per cent EPI immunization coverage has been achieved. The Health education (community outreach) and School Health programs are operational in co-operation with the Department of Education and volunteers. The Pandemic Plan has been strengthened further and demonstrates preparedness for emerging pandemic situations.

Training of Nauruan nationals as health care professionals continues to be a priority of the Department of Health. Scholarships at the Fiji School of Nursing and Fiji School Medicine involve trainees in pharmacy, nursing, medicine, radiology, environmental health and physiotherapy. Three graduate nurses returned in 2009 and the Department is expecting a further seven graduate nurses to return and commence employment in January 2010. The bilateral program between the Government of Nauru and Cuba has resulted in the offer of 10 medical scholarships annually. There are seventeen students studying medicine at present. The establishment of the Pacific Open Health Learning Network will be instrumental in advancing staff training. The Health Trainee Scholarship Program has seen three nurses graduate from the Fiji School of Nursing in 2008 and eight nurses will graduate in 2009; four from Kiribati School of Nursing; three from Fiji School of Nursing and one from nurse training in Thailand.



There is also an expatriate staff establishment of 36 positions, 16 medical and dental, 10 allied health services and 10 nursing staff of which only 3 are vacant across all cadres. Immediate workforce gaps are filled by a combination of expatriate and local employees. There are only five unfilled direct care positions out of a total staff of 152 representing a 3 per cent vacancy level.

## **Sports**

Closely related to preventative health initiatives, are programs designed to encourage fitness through participation in sports. Since 2005 Nauru has implemented a number of coordinated sports programs and with the assistance of donors has refurbished several sports facilities (including tennis courts, basketball courts and sports fields). Issues with landowners and contractors have been the major constraints to further achievements in this area.

## **Community development**

Reform in Nauru has been all encompassing, yet community groups could be more effective in contributing to this process. The production of handicrafts has increased in recent times and a number of women's groups have been created.

## **INFRASTRUCTURE SECTORS**

### **Electricity**

Since 2005 there have been significant achievements in terms of electricity generation and the goals set out in the NSDS. One of the key achievements is the availability of electricity supply on a 24 hour basis for the first time in ten years following limited access of 16 hours maximum to electricity. The power station also is now no longer dependent on leased generation units; in fact it is currently operating on its own generation sets for the first time in many years.

A prepaid billing system structured on a tiered tariff system, where a subsidised life-line block is available to households, is now operational which allows consumers to effectively manage their energy consumption and at the same time strengthens Utilities' financial performance. Early reports indicate that the introduction of these meters has resulted in significant reductions in electricity consumption (in the vicinity of 20 per cent) with resultant savings in fuel usage and reductions in greenhouse gas emissions. While there are economic benefits from the introduction of charging for electricity, this has come at a cost to individual consumers whose disposable incomes have dropped.

Some developments on renewable energy supply have progressed with a limited solar grid being connected plus stand alone solar home systems now in operation on the island at capacity of 40kW. A wind energy resource assessment has also commenced.



While there have been significant achievements in the area of electricity generation, a major challenge to the ongoing delivery of reliable electricity to Nauruan households is the transmission network which is currently antiquated and in need of urgent repair/replacement.

Fuel demand has been sustained since 2005 and improved stock management and purchasing arrangements has reduced fuel losses, strengthened safety measures, and capability. Despite these improvements, poorly maintained infrastructure (particularly at the fuel tank farm and pipeline) means that significant risks to Nauru's fuel supply remain. In terms of corporate governance, some structures and systems have been introduced in Utilities to assist financial planning and reporting in addition to developing local management capacity and capability.

### **Water**

Significant improvement in access to potable water supplies has been achieved. Currently three R/O Units are operational and have the capacity to produce 360kl of water per day. Improved delivery capacity to an estimated maximum of 288kl daily has also relieved pressure on access to water supply. This supply capacity has been supplemented by rainwater harvesting. For instance, 260 new rainwater tanks have been installed in Nauruan households. Despite these improvements for Nauru to deal with drought its capacity to produce, harvest and deliver water needs to be further expanded.



## **Public works**

The treatment of sewage in Nauru has improved since 2005 with the delivery of a new sewage (sludge or suction) truck in 2007. Households now enjoy a cost-effective sewage removal service. Maintaining such new equipment needs to be a priority going forward so as to ensure this service is sustained into the future. Sewage waste is still being disposed of into the ocean and Nauru is currently conducting a feasibility study on various sewage treatment systems so as to protect the environment.

There have been some improvements in public buildings with a regular maintenance plan instituted for Government offices and there have been some improvements in school buildings and health facilities. While some trial work has been undertaken in repairing some roads, footpaths and drains, there are several areas where further work is still required.

## **Transport**

Since the 2005 NSDS, Nauru has made marginal progress in transport reform. The main reason for relatively slow progress has been the large fiscal cost of carrying out various projects to improve Nauru's transport system which were identified in the NSDS.



With the assistance of Taiwan the mooring relay system has been repaired and this has resulted in a significant increase in the number of ships visiting Nauru. However, further action is required at the ports to guarantee regular shipping services to Nauru. This includes an upgrade to the existing port and associated buildings, rafts, barges and cranes.

In terms of aviation, the Government purchased an aircraft and re-launched air services to Nauru in 2006 under the new brand name "Our Airline". The finance for the aircraft purchase is being paid off by annual grant funding from Taiwan. In addition to this Nauru acquired a second aircraft through a loan from an external partner which is now chartered by Norfolk Air. Both aircraft are managed efficiently so as to generate revenue and profit (albeit, in the current economic environment trading conditions are difficult and margins are being squeezed). Apart from flying the Nauru-Brisbane sector both aircraft are contracted for charter and leasing to generate further revenue.

There have also been a number of improvements in facilities at the Nauru International Airport including two new fire trucks, baggage screening machines and GPS charts. However, there remain many areas where urgent capital repairs are required including resurfacing the runway and erecting a new security fence.

In terms of land transport, public transport services are provided to individuals who are charged a fee of \$0.60 for a trip around the Island. Services to school children have also been improved with the commissioning of a number of new buses.



## **Information and Communication Technologies**

The infrastructure sector, and specifically the area of Information and Communication Technologies, has witnessed a number of improvements since the inception of the NSDS in 2005.

The most significant achievement has been the launching of a joint venture between the Government and Digicel for the provision of telecommunication services. This is a unique model within the Pacific, and while there is no objective data to measure the success of this yet, early indications are that this will bring many benefits to Nauru across a number of sectors and a high proportion of the population.



There were also attempts to improve the level of access to Internet services, with the development and installation of a wireless network that utilised Wi-Fi and WiMAX technologies. This was intended to provide more connectivity to a much larger proportion of the population. While the Wi-Fi segment of the network has been decommissioned, there is potential to make effective use of the WiMAX infrastructure to allow connectivity to Internet services at much higher speeds than previously available.

The level of access to broadband Internet services has continued to be problematic. While there was a project implemented to address this issue, it met with limited success. There was also no significant increase in the available bandwidth via the Internet gateway in order to meet subscriber demand. The Government recently decided that the fixed line system for telecommunication services is to be decommissioned. This comes as a response to the situation where the system was not maintained sufficiently, and is now too expensive to upgrade or replace. Like many projects, the major constraints preventing the successful achievement of the stated goals in the NSDS were the lack of funding and technical capacity.

In respect of Nauru's media since 2005 there have been significant developments particularly in the areas of radio and TV. Both radio and TV are more professionally delivered with coverage over the entire island and paid commercials have recently been introduced. In addition, there is more local content in the media with weekly news programs as well as presentations for special events of local interest. While the print media has not developed to the same extent, there are plans to establish a local newspaper in 2009-10.

## **E. DONOR ASSISTANCE**

The amount of donor assistance to Nauru has increased considerably since the NSDS was developed in 2005. In particular, donor grant assistance, which result in money being paid into the Treasury fund which is reflected in the budget, has increased from \$11.8 million in 2006-07 to an estimated \$30.7 million in 2009-10. These figures exclude assistance provided “in kind” by donors through direct support or the provision of technical assistant. This assistance has been spread in all areas of the Nauruan economy and below is a survey of the main donors in Nauru and the main sectors in which they operate.



### **BILATERAL**

#### ***Australia***

Australia remains Nauru's largest donor. Australia's development assistance is provided in support of Nauru's own reform programs in the areas of finance and governance, education and training, health, utilities, fisheries and law and order (including policing and financial intelligence). Australia's support is provided in a number of ways, including funding for additional technical advisory capacity and support in key government departments for both planning and implementation of government development policy (this includes support for long term capacity development through the tertiary scholarship program); building and maintaining key service delivery infrastructure (e.g. redevelopment of the Nauru Secondary School; refurbishment of the power station and water production assets; building and repair work at the hospital); and supporting essential recurrent costs such as fuel and pharmaceuticals.

Australia has also actively supported Nauru's efforts to re-establish its regional and international credentials through a diverse range of assistance including aviation safety and security (through funding for Aviation Fire Fighting and Rescue vehicles); winding up of the Bank of Nauru; and debt management (Australia's paying out of Nauru's ADB loan arrears led to the welcome re-engagement of the ADB in Nauru).

Nauru also benefits from a range of regional programs that are funded by Australia. The majority of these programs are delivered through regional organisations such as the Pacific Islands Forum, the Forum Fisheries Association, SPC, and many others.

#### ***Cuba***

Cuba assistance is focused entirely in the area of health. Bilateral assistance includes the deployment of specialist doctors for periods of twelve months and training of human resources in the field of medicine. To date there are 17 students studying to complete their medical degrees in Cuba.

#### ***European Union (EU)***

As prioritized by Nauru, assistance from the EU is focussed in the energy sector including renewable energy. Under the 9th EDF, the EU funding has been utilized towards the installation of pre-paid electricity meters to all households in Nauru, installation of solar cells at the Nauru College and energy efficiency awareness through the appointment of officers. In addition, the

EU provides funding to the regional program Disaster Risk Reduction focusing on national water security.

At the regional level, the EU has also provided assistance in the areas of agriculture through the Development of Sustainable Agricultural Program (DSAP), strategic planning in education (PRIDE) and PICTA., with a focus on broader trade issues as well.

### ***Greece***

Greece has provided assistance to Nauru in the form of general budget support for humanitarian purposes.

### ***India***

The Government of India provides assistance to Nauru both nationally and regionally. Bilateral assistance includes technical assistance through the deployment of qualified personnel and the provision of funding for school buses. In particular, India has deployed officials to the Parliament (Parliamentary Counsel) and Audit (Director of Audit). India has also provided funding to develop apartments at the Menen Hotel so as to accommodate expatriate employees. At the regional level, the Government of India provides development funding to Pacific Island Countries managed by the Pacific Island Forum Secretariat. This funding is available on an annual basis and is aimed to provide immediate assistance to priorities of island governments.

### ***Israel***

Israel has provided assistance in the areas of health including supplying medical supplies for the Nauru diabetes clinic and short term deployment of specialist doctors, as well as utilities (electricity and water).

### ***Italy***

Under a multilateral agreement premised on addressing climate change issues, Italy's assistance has focused on renewable energy and the water sector in Nauru (such as the installation of water tanks). Additional assistance is also provided bilaterally to the health sector as well as agriculture.

### ***Japan***

Through its grass roots projects, Japan is providing assistance to the communities of Nauru addressing the water sector in particular, water security and accessibility through the provision of water tanks and water delivery vehicles. In addition, under the Non Project Grant Aid (NPGA) Japan also provides assistance through the purchase of diesel to the utilities sector for the generation of electricity.

The Government of Japan also provides capacity building through training courses offered annually.

### ***Korea***

Korea has provided assistance to Nauru in the form of school supplies and school buses. Like Japan, Korea also provides on an annual basis training programs aimed to build capacity.

### ***New Zealand***

While currently not a bilateral partner of Nauru, New Zealand's assistance to Nauru is channelled through the Pacific Regional Assistance to Nauru (PRAN) program managed by PIFS and aimed specifically at the education and justice sectors.

Assistance to the education sector is in the form of budget support, curriculum development and implementation, teacher training, ICT support, a literacy program, benchmarking, assessment and modernisation.

Support to the Justice sector is in the form of technical assistance through the deployment of officers to the Justice Department.

### ***Singapore***

Singapore provides Nauruans with access to the Singapore Corporation Program, which focuses on human resource development training through technical assistance in the form of training courses and study visits conducted in Singapore.

### ***Taiwan***

Focal sectors supported by the Government of Taiwan includes assistance to the development and growth of the private sector, the energy sector (solar cells), budget support and the payment of pending salaries (including of Kiribati and Tuvaluan workers stranded in Nauru). Australia and the Pacific Islands Forum Secretariat also assisted in the repatriation of these workers.

Taiwan has also provided assistance in the areas of agriculture including establishing milkfish farming, establishing nurseries/livestock husbandry as well as the provision of in-kind assistance such as the provision of rice.

Taiwan also supports the health sector through the provision of on-island full time medical and nursing staff, regular Mobile Medical Missions and the provision of medical supplies and equipment.



Taiwan has also undertaken capacity building activities (including the training of welders) and provided ICT equipment throughout the government sector.

### ***Turkey***

Turkey has provided assistance to Nauru in the energy sector, most notably in the form of assistance to purchase generators.

## **MULTILATERAL**

### ***Asian Development Bank***

Since the 2005 NSDS the ADB has provided assistance to Nauru mainly in the form of Technical Assistance in a range of areas. These include the development of the NSDS in 2005, the reform to the electricity sector, the planning for the redevelopment of the Nauru port, the Nauru Intergenerational Fund and HIV/AIDS activities.

***Pacific Islands Forum Secretariat (PIFSec)***

PIFSec has provided assistance to Nauru in a number of areas. These include providing assistance with the repatriation of stranded workers from Kiribati and Tuvalu, the establishment of Aid Management Unit and development of the NSDS in 2005. PIFSec was also instrumental in the development of the Pacific Regional Assistance for Nauru (PRAN) in collaboration with other Council of Regional Organisations in the Pacific (CROP) agencies and donors.

***Secretariat of the Pacific Community (SPC)***

SPC has assisted Nauru improve its statistical service, in particular providing technical assistance to develop and publish the 2007 Demographic and Health Survey.

SPC has developed a Joint Country Strategy with Nauru that describes its support across a wide range of sectors.

***Secretariat of the Pacific Regional Environment Programme (SPREP)***

SPREP's focus of assistance in Nauru has been in three areas: climate change, biodiversity & conservation and waste management & pollution prevention primarily through the provision of technical and policy advice.

***United Nations Food and Agriculture Organization (FAO)***

The UN FAO have been active in Nauru in a number of areas (including providing technical assistance and training) dealing with food security. These include the production of local crops (including disease free banana species), livestock, water resources, aquaculture and pest control (such as the coconut hispid beetle).

***United Nations Development Program (UNDP)***

The UNDP provides assistance in three strategic outcome areas: poverty reduction and MDGs (including support to aid effectiveness); good governance and human rights (including Parliamentary strengthening and the review of the Constitution); and sustainable management (including Pacific adaptation to climate change).

***United Nations Development Program (UNDP) – Global Environment Facility (GEF)***

The GEF has provided assistance to Nauru primarily in the area of water security through better management practices and greater water use efficiency through the reduction of ground water pollution and use of grey water. GEF has also assisted Nauru in the Sustainable Land Management (SLM) Project.

***World Health Organisation (WHO)***

The WHO has provided considerable assistance to Nauru's health sector. It has focused on strengthening capacity of national environmental health and food safety, assisting in the effective delivery of health services through a well trained and managed workforce, supporting the adoption of standardized NCD surveillance activities and development, implementation and monitoring of Nauru's NCD Strategy.