



REPUBLIC OF NAURU

**NATIONAL
SUSTAINABLE DEVELOPMENT
STRATEGY 2019-2030: Revised 2019**

SAMPLE

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GLOSSARY

BOP	Balance of Payments
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Community Service Obligations
EHC	Eigigu Holding Corporation
FATF	Financial Action Taskforce
FFA	Forum Fisheries Agency
FIU	Financial Intelligence Unit
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GNI	Gross National Income
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
NAP	National Adaptation Plan
NCD	Non Communicable Diseases
NEAT	Nauru Education Assistance Trust
NGO	Non-government organisation
NIC	Nauru Insurance Corporation
NPRT	Nauru Phosphate Royalties Trust
NRC	Nauru Rehabilitation Corporation
NSDS	National Sustainable Development Strategy
NUC	Nauru Utilities Corporation
PAD	Planning and Aid Division, Ministry of Finance & Sustainable Development
PNA	Parties to Nauru Agreement
POHLN	Pacific Open Health Learning Network
POP	Persistent Organic Pollutants
PRAN	Pacific Regional Assistance to Nauru
REHAB	Republic of Nauru Rehabilitation Corporation
RONFIN	Republic of Nauru Finance Corporation
RONPHOS	Republic of Nauru Phosphate Corporation
RPC	Regional Processing Centre
SBOA	Small Business Owners Association
SDG	Sustainable Development Goals
SME	Small and Medium Enterprise
SOE	State Owned Enterprises also termed Instrumentalities
SPC	Pacific Community
STI	Sexually Transmitted Infections
TVET	Trade and Vocational Education and Training
TWG	Technical Working Group for the NSDS Review 2017
UNESCO	United Nations Educational Scientific & Cultural Organization
WSIS	World Summit on the Information Society

STATEMENT BY HIS EXCELLENCY THE PRESIDENT

2018 marks 50 years since Nauru gained independence in 1968. As a nation we have journeyed through times of trials as well as great fortunes. Immediately after independence, we began our journey as an independent nation with one of the highest levels of wealth per capita in the world. We have since experienced a rapid decline of our nation's economy and in our standard of living. Nauru's social, political, economic and geographical landscape has changed considerably from what it was 50 years ago.

The NSDS, launched in 2005 was born out of crisis and serves as a reminder for us all today of what we as a nation has committed to achieve in order to avoid the mistakes of the past and secure a sustainable future. A review and update of the NSDS was conducted in 2009 which highlighted positive steps in achieving key objectives that were outlined in 2005, but also exposed areas in need of improvement.

Since the NSDS revision in 2009, the country's economy has changed considerably. In 2005 the country was beginning to recover from the economic crisis which began in the 1990s. By 2009, there was an upturn in economic growth with the resumption of phosphate mining however that has since slowed down with primary phosphate nearing exhaustion. With the reopening of the Regional Processing Centre (RPC) in September 2012 the economy received an injection of resources which led to higher government revenues and increased employment. Buoyant receipts from fishing licences and from improved revenue collection streams boosted economic activity. Still, many challenges remain, including the need to improve the existing infrastructure as well as improving outcomes for education and health and promoting environmental sustainability.

Changes in the external environment with heightened risks caused by geopolitical tensions amongst the most powerful nations in the region, the level of debt in the world economy, the impact of climate change on our oceans and our land, coastal inundation from sea-level rise, as well as changes to our main sources of government revenues necessitates that the NSDS must be updated regularly to ensure greater internal consistency for better implementation outcomes, improved quality of planning, and linking the NSDS to international arrangements such as the 2030 Agenda and the SAMOA Pathway. This will also ensure that the Government of Nauru gains access to resources from regional and international development partners for financing the costs of implementing the NSDS.

This revised NSDS document focuses on the National Vision, National Development Priorities and National Development Goals and lays the foundation for the implementation of the NSDS through the design of the Medium Term Strategic Framework of 5-years duration

which will contain actual programmes and activities which are to be implemented. This provides flexibility of the NSDS to changing political, social and economic environments and allows the implementation framework to remain consistent. The activities shall be revised and updated every 5 years within the longer-term framework of the NSDS. The NSDS is more than just a wish list of projects. It lays out the roadmaps towards transformative change and is aligned to broader international goals such as the SAMOA Pathway, the Paris Agreement and the 2030 Agenda for Sustainable Development.

Climate change represents the single greatest threat to the livelihoods, security and wellbeing of our people, therefore it should be rightly highlighted as a pillar for Nauru's sustainable development undertaking. Climate variability and the slow yet adverse effects of climate change increases our vulnerability and undermines the sustainable development of Nauru. Under my government, we have made headways in climate change adaptation policies with the adoption of the RONADAPT as well as ambitious mitigation strategies laid out in our Nauru Energy Roadmap (NERM). We have begun the hard work of matching rhetoric and reality with the implementation of Nauru's first solar farm which will reduce our reliance on fossil fuels and begin construction of a climate resilient Port facility. There is more work to be done. Many of Nauru's key assets are vulnerable to coastal related hazards including sea level rise, coastal erosion, storms, water intrusion and flooding which are projected to intensify due to climate change. Therefore, a major long-term priority of my government is to relocate key infrastructure and dwellings in an orderly and managed retreat from the coastal fringes, to higher ground - hence the Higher Ground Project. This underscores a major undertaking that shall transcend generations and we will commit to this endeavour with vigor and achievable goals.

Though we have often been defined as 'small' and 'vulnerable', our past is a testament to our resilience and will as a nation. This NSDS is vital for our development and I urge all Nauruan citizens, those employed in the Public Service, SOE's or engaged in the private sector, whether you are a student pursuing your education or a mother raising your children; to take ownership and to know your roles and responsibilities within the ambit of the NSDS. We all have a part to play and we must remain diligent and never lose sight of what we as a Nation have set out to achieve. My government is committed to improving our quality of life and building a sustainable and climate-resilient future for our children and their children.

With God's Will First,

Baron Divavesi Waqa
President

PART I: THE NATIONAL VISION AND THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Nauru's long-term vision, central message, and goals are unchanged from the 2009 update of the NSDS and are linked to the United Nations 2030 Agenda for Sustainable Development.

National Vision

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

The key vision for the people of Nauru is:

Since independence in 1968, the government has been the main producer of goods and services in the economy. The mining of phosphate initially provided the main source of wealth for the people. As the supply of phosphate is gradually coming to an end, the people will have to adapt to a new era. Future social and economic progress will depend on close and enduring partnerships between the government, the business and community sectors, as well as with individuals. The vision focuses on achieving a sustainable quality of life for all the people of Nauru where the people can fulfil their capabilities. The central message of the NSDS is:

“Partnerships for Quality of Life”

In January 2016 the United Nations 2030 Agenda for Sustainable Development came into effect. It is made up of 17 Sustainable Development Goals (SDG). They provide an overarching framework within which the NSDS contributes towards achieving internationally agreed development goals of a just, rights-based, equitable and inclusive global society in which all stakeholders benefit from sustained and inclusive economic growth, social development and environmental protection.

National Development Priorities

The seven long-term goals for Nauru which will enable the fulfilment of the national vision are:

- **Stable, trustworthy, fiscally responsible government**
- **Access to quality education, formal and non-formal**
- **Improved health and well-being**
- **Provision of enhanced social, infrastructure and utilities services**
- **Development of an economy based on multiple sources of revenue**
- **Enhance resilience against the impacts of climate change that is inclusive of rehabilitating and restoring degraded lands**
- **Development of domestic food production for food security**

National Values and Principles

The National Development Goals are based on national key principles which reflect the values of the people of Nauru:

- **Effective leadership for managing issues and challenges**
We will focus on the national interest in seeking to achieve the NSDS Vision with impartiality and honesty while respecting Nauru's cultural heritage of respect for our elders and our families.
- **Inclusive collaboration and cooperation for effective and progressive development**
We will consult widely with all stakeholders in the public and private sectors on development issues.
- **Accountable and transparent processes**
We shall monitor the progress of the implementation of the NSDS and the results will be made available to all stakeholders so that the accountability and transparency of the processes are upheld and provide legitimacy to the NSDS process.
- **Commitment to bringing about measurable progress and change consistent with the National Development Priorities**
We shall ensure that the implementation of the NSDS bring about progress even when changing environmental and geopolitical conditions make the achievement of the NSDS vision challenging.

PART II: CONTEXT FOR THE NSDS

NSDS Review 2016

The NSDS is the path forward for the people of Nauru by setting the National Vision and the National Development Goals which will give effect to the aspirations of the people.

The NSDS first came into effect in 2005. It was updated in 2009 and the Department of Finance and Sustainable Development commissioned another review in 2016¹. The 2016 review indicated that only 25% of the NSDS milestone activities had been implemented. The leading sectors where milestone activities had been implemented were Education, Environment, Public Administration, Sports, Governance Institutions, and Fisheries. These sectors had received aid assistance from development partners and so were able to undertake their key milestone activities.

During the period 1990 – 2000 the economy had suffered from the decline of phosphate production and unsustainable policies. At the time of the update of the NSDS in 2009, the government faced many financial challenges as the overarching backdrop for the update. In 2012 the reopening of the Regional Processing Centre (RPC) had a significant impact on economic activity. The government's finances began to improve due to increased revenues from the RPC together with the resumption of phosphate mining and the increase in revenue from the issuance of fisheries licences. Nauru's annual GDP growth averaged more than 20 percent from 2011–2014. The RPC contributed to the increase of the total population by inflows of refugees and contract workers of between 10 to 20%. The share of RPC-related services reached an estimated 35% of GDP; employment by the RPC peaked at over 1,400 (with over 700 Nauruans) in 2016 or about 29% of the employed labour force, second only in

¹ Nauru Sustainable Development Strategy: 2016 Review Report

size to the government; and the RPC-related revenues were over \$40 million or over 35% of government's annual revenue (excluding grants). Growth is estimated to have slowed and hold at 2 percent for 2018-2019 due to the slowdown in phosphate exports and a gradual tapering off in RPC-related activity¹.

At the same time, many challenges persist. Nauru faces challenges associated with its small size, remote location, and narrow production base. The economy is affected by the high cost of goods and services, inadequate infrastructure and the impact of climate change. In 2012/13 about 24% of the population (16.8% of households) lived below the basic needs poverty line (BNPL). Income inequality is higher than average compared with other countries in the region.

Progress in implementing the NSDS milestone activities was affected by lack of funding; lack of staff capacity; weak coordination; unclear goals; slow processing of land required for new projects and weak governance in selected areas.

The outlook for the economy beyond 2018 is estimated for growth around 1.5%. The operations of the RPC are expected to decline as some of the refugees are resettled overseas. The projected reduction in government revenue will affect the maintenance of public service delivery as well as funding the wage bill and other basic public services. The timing and magnitude of the process of resettlement are yet to be confirmed other than that it would have an impact on GDP, employment levels, and the government's revenue unless alternatives are developed.

PART III: WHAT THE PEOPLE SAY

In September of 2017- an NSDS Public Consultation Report² was produced, as part of the review of the NSDS, the Minister for Finance and Sustainable Development appointed a Technical Working Group (TWG) to undertake consultations at community and sector levels. The consultations were to update stakeholders on the status of the current NSDS and to seek feedback on social, economic and environmental priority issues which were of concern to them. The consultations were well attended, and valuable insights were provided into the current inclusive process used for national policy dialogue. The community meetings provided an opportunity to hear the communities' views on potential growth and development areas, key challenges, and possible solutions. The following are the main issues which emerged:

Community Consultations:

- Both the sector and community consultations highlighted that individuals and communities displayed a high level of good will and readiness to collaborate with government agencies and departments and other communities to improve the standards of living throughout Nauru;
- The participants called for ongoing communication on the NSDS review process especially the draft outcome of the stakeholders' consultations;

² NSDS Consultations Report: 2018

- There was overwhelming support for the inclusive approach by the TWG to engage the stakeholders on the NSDS review and the discussions on development challenges and priorities;
- There was general support for a prioritization process, given the many pressing development challenges faced by the people of Nauru;
- The key priorities identified during the consultations were:
 - Economic Security and Opportunities
 - *Keeping the prices of goods and services within **affordable** boundaries*
 - *Providing greater access to finance for **small businesses** and for home owners*
 - *Providing new sources of **employment** by developing eco-tourism*
 - *Increasing domestic **food production**, such as fruit and vegetable farming, to improve nutritional standards*
 - Infrastructure
 - *Fast-tracking the Higher Ground Project so that landowners and the nation can develop these for a range of purposes such as economic and environmental considerations*
 - *Commencing **port development** to lower the cost and duration of transporting goods by sea and providing opportunities for fisheries development and investment*
 - *Improving the drainage system and **roads** to lower the economic costs of domestic transportation*
 - *Improving the supply and quality of **water and sanitation** to improve health outcomes and support economic diversification*
 - Educational opportunities
 - *Strengthening the capacity of Nauruans to identify opportunities for employment by improving non-formal education and **learning opportunities***
 - *Achieving greater potential in learning and development through the removal of institutional barriers*
 - *Building an adaptable and responsive **education system** consistent with Nauru's cultural and social context which are also consistent with regional standards*
 - Health management
 - *Improving the well-being and health outcomes by strengthening the Health Department's **technical and administrative capacities***
 - *Improving physical and **mental health** outcomes through more effectively funded and implemented programmes*
 - *Strengthening better health outcomes by developing more effective **health promotion***
 - Cross cutting

- Safeguarding **cultural heritage** and fostering creativity through better focussed social and community programmes
 - Strengthening **social inclusion** through greater participatory processes in policy design
 - Ensuring more effective **youth justice** through programmes which are structured to ensure voices of young people are heard
 - Recognising contribution of young people through **participatory processes**
 - Addressing the issues of **youth at work**
 - Developing **child** and youth friendly communities to support greater social cohesion
 - Providing greater recognition of the **role of women** in the community through better designed community programmes
 - Developing **sustainable communities** to achieve greater cohesion through the design of more effective social policies
- There was a higher proportion of females participating in the consultations and demonstrating interest in the development issues of their communities in both the responses to questionnaires and in district consultations;
 - Many communities were experiencing challenges with basic needs issues, and were seeking ways of accessing financial and advisory support; in many cases, the members of the community needed to build up the confidence to empower them to actively seek ways of accessing support; and
 - Some of the communities were finding access to social services in relation to teenage pregnancy and counselling issues very challenging.

Sector-based consultations:

- A strong consensus emerged during the consultations that policies and programs which had been put in place and were working effectively should be retained and not be compromised or disregarded in the design of the new NSDS;
- It was agreed that there was a need for improvement in knowledge and skills for development purposes; this should include areas such as tourism development, agricultural planting, marketing, and small business management;
- The capacity of the domestic workforce was a major challenge and discussions focused on why Nauruans were not trained in key skills, which were often supplied by expatriate workers; it was proposed that a multidisciplinary and collaborative model be explored to ensure skills transfer was sustainable;
- It was agreed that cultural identity was a major concern; discussions focused on how shared languages and values could be promoted more effectively;
- Discussion focused on the need to address social issues of petty crimes and socially unacceptable behavior which undermined social cohesion and well-being; there was a call for options such as stronger community leadership, community policing, Community Liaison Officers (CLO), and police constables to enforce the laws and to act as mentors, advocates, brokers and negotiators of services; and
- There was general agreement that for Nauru to make timely progress towards the 2030 Agenda for Sustainable Development goals, and achieve the goals of the

NSDS, there must be key guiding principles in place to guide the effective implementation of the NSDS. These are stated in the earlier section.

PART IV: KEY NATIONAL DEVELOPMENT PRIORITIES

The review of the NSDS undertaken by the TWG with the communities and sectoral consultations, in conjunction with situation analysis of the NSDS progress of implementation, identified the following key national priorities:

Economic Sector

- **Employment and sustainable income-generating activities** are amongst the key issues facing the people of Nauru. The RPC has made a significant impact on domestic economic activity since being reopened in 2012. The commencement of the resettlement of the refugees has raised concerns on the impact on economic growth, employment levels, and the government's revenue unless alternatives are developed. The projected loss of jobs and the reduction of government services associated with the reduction in revenue from RPC-activities will exacerbate a situation already under pressure. The consultations with the communities raised fears of loss of employment and incomes as the rental incomes associated with phosphate mining leases are not expected to continue due to the winding down of mining operations. The consultations demonstrated a heightened sense of urgency on the need to identify viable alternatives.
- **The business environment** is an essential element for the development of the private sector. It faces the challenges of remoteness from overseas markets, small size and dependence on a narrow range of activities. The public sector and the SOE dominate much of the economy. While there is now a commercial bank it does not yet provide access to loan finance, limiting access by the private sector and individuals. In addition, the current regulatory environment requires further strengthening to support investment. The private sector makes up a small share of GDP with most of the activities focused on retail stores, restaurants, security services and other small businesses. The CIE has initiated support for micro-finance through training workshops as well as promoting traditional arts and crafts for local businesses, which will ensure that traditional knowledge and skills are preserved. Long distances from overseas markets, diseconomies of scale and high dependence on imports are some of the constraints that the business environment faces. These challenges are more pressing given the uncertainty that Nauru faces with the likely changes of the RPC.
- The **tourism industry** is at an early stage of development. Nauru currently receives less than 1,000 bona fide tourists annually. Remoteness and cost of travel pose a hurdle for potential visitors. At the same time, the number of business travellers to Nauru is relatively higher. Business travellers are the primary source of visitor receipts in Nauru. The quality of infrastructure, as well as the limited availability of goods and services (including hospitals, activities, hotels, travel agencies, and internet cafes), limit the attraction of Nauru as a destination. Customary land rights also affect investment in the tourism sector. Similarly, there is a need to develop strategies to increase the receipts from business travellers given that visa requirements make the cost of travel to Nauru relatively high. Culture and tourism strategies are not readily linked due to limited development of the sector. On the other hand, unplanned tourism puts additional stress on the culture and the natural environment (such as waste generation, water use, energy use) highlighting the need for a careful strategy for culturally sustainable eco-tourism. A balanced approach is needed to promote sustainable tourism as an option for diversification at a time when

the future direction of the economy is uncertain. The national carrier, Nauru Airlines, is profitable and provides a base on which to build a revitalised tourism industry.

- **Diversification** of the economy is a key issue given the risks associated with dependence on a narrow range of products. With the expected changes to the operations of the RPC, Nauru is likely to become more dependent on foreign aid and the proceeds from fisheries licences. This increases Nauru's vulnerability to the changing international economic and geopolitical environment. Improving the environment for private sector development allows the economy to widen the range of goods and services which can be produced. Such diversification, where directed effectively, will enable the economy to be more resilient in the face of market and geopolitical instability. This requires the strengthening of public infrastructure, financial services, governance institutions and land management.

Social and Community Sector

- **Education** is a key concern for the people of Nauru. However, the results have been below expectations. Pass rates have been low together with low completion and retention rates. Absenteeism is a continuing challenge. Children and young adults are among the most vulnerable groups (particularly those without formal employment in the public or private sector) within Nauru's society. Few students pursue an education in the technical fields where Nauru is experiencing a capacity gap, particularly, science, technology, ICT, and healthcare. There is a growing group of young people who have not received adequate formal education and who are excluded from the formal economy resulting in possible marginalisation and disillusionment fuelling an increasing incidence of juvenile delinquency. The challenge for the education sector is that while education is free for all students with significant incentives offered by the government and development partners to promote better outcomes, the challenges persist. So new, more effective interventions are needed.
- **Health** is a key sector which must be strengthened if the vision of the NSDS is to be achieved. The current indicators show that the state of health is below regional standards. Life expectancy in Nauru is 57.8 years for men and 64.8 years for women, amongst the lowest in the region. Health standards remain poor although progress has been made in improving infant and maternal mortality rates. The increasing cost of health service provision (including prescriptions and overseas referrals) places pressure on the health sector budget. Current lifestyle habits, including excessive alcohol consumption, smoking, poor diet and lack of physical activity, continue to pose health risks for the national population and have resulted in the persistent occurrence of NCDs. The high incidence of NCDs adds an increasing cost to the healthcare sector while decreasing the size of the labour force when NCDs lead to disability. The economic costs are significant. Annual expenditure for diabetes is approximately 20% of the government's annual health care expenditure. The lack of agricultural production in Nauru, the prohibitive costs of importing fresh, healthy food and a lack of awareness of the importance of nutrition often contribute to the poor diet of the general population. There is a current lack of health literacy while information management and data collection of medical records require strengthening. Policy planning requires further strengthening to cope with the challenges of the health sector.
- Attaining the **Sustainable Quality of Life** for all Nauruans is the national vision in the NSDS. This will require appropriate strategies to support civil society initiatives,

climate change adaptation, improved communications, promoting cultural activities, protecting the natural environment, enhancing gender relations, a stronger judiciary, increased remittance opportunities, sports activities, transport, waste management and youth activities in addition to Health, Education, Water and Energy above.

Infrastructure Sector

- **Infrastructure** is a key sector which needs further strengthening. Infrastructure assets such as the port, airfield, roads, schools and other buildings are in a fragile condition after extended periods of relative neglect brought about by lack of funds and in-country management. The various government departments and SOE responsible for managing infrastructure services have struggled to meet their obligations and often respond only when near break downs of assets or services have occurred.
- The supply of **electricity** has improved with stable supply in recent years. At the same time, the way in which electricity is delivered is not sustainable for Nauru. There is a need to upgrade infrastructure, increase efficiency, secure the benefits of renewable energy, and develop and implement sustainable water management policies. Given that Nauru is dependent on fossil fuel, especially in the transport sector, there has been high-level political support for improving energy sustainability and the government had set a target of achieving 50% renewable energy by 2015. This was not achieved. Like many small island states in the Pacific, Nauru is vulnerable to global fuel price movements. An increasing population will increase future fuel demands, adding pressure to the energy sector. Extreme weather events and sea-level rise can threaten energy related infrastructure.
- Access to clean **water** is a key priority raised during the community consultations. There is a need to align the quality of current supplies with internationally recommended standards. Most ground water has been contaminated due to mining, ineffective sewerage systems and dumping of other commercial, burial sites, and household wastes. Frequent droughts and lack of proper rainwater storage facilities compound water scarcity issues. A solar powered reverse osmosis plant has improved the supply of water, through delivery and bottling, of potable water. Water storage facilities for houses have improved with most communities being made aware of the importance of using clean water and either treat or boil water for home use. There is limited human capacity to monitor and manage water resources and a lack of specialised capacity in modern technologies (such as the desalination plant). The communities often manage groundwater use, and they generally lack the capacity to ensure the safety of the water. There is a need to increase the capacity for water storage. There is also a need to improve delivery of water from storage facilities to household water tank storages especially during sustained drought periods when demand escalates. The reverse osmosis plant improves access to water, but the water delivered from the desalination plant does not meet WHO standards. Although the plant uses solar power, the high energy demands of the plant make it susceptible to external factors. Land ownership issues have created difficulty related to the use of ground water. There is no wastewater facility.
- **Waste** management is another key issue raised by communities during the consultations. It is constrained by the limited availability of suitable land for landfills. The approval of the Littering Act provides a policy framework for waste management in Nauru but there is a shortage of waste management facilities and infrastructure. Policies on waste need to be strengthened, including for waste dumping. The existing regulations are not strictly enforced, and the lack of an environmental levy promotes inexpensive products which lack biodegradable packaging. The Waste Management

Unit and the dumpsite operations lack sufficient human capacity for properly collecting and disposing of wastes. A sewage and water waste treatment facility is required to protect public health. Managing wastes appropriately within the small land mass will continue to be a problem for Nauru. The ability to properly dispose of liquid, chemical and hazardous wastes is limited by the excessive costs of waste treatment. Waste disposal threatens the natural environment and biodiversity by putting pressure on the natural coping capacity. It also decreases air and water quality. Increased flooding could potentially create waste run-off and spread the effect of wastes to a larger area.

Cross Cutting Sector

- The **governance institutions** of Nauru are amongst the key building blocks for progressing the NSDS. Although a great deal has been achieved in strengthening governance institutions, including the law and justice sector, more needs to be done to complete many of the reforms that have been started, such as in the areas of an independent media, freedom of information, and leadership code. Other issues to be addressed include out-dated legislation, the need for more qualified personnel, reduction of the court's backlog, and addressing issues of gender and child based violence. The governance institutions have been provided with considerable support by development partners, particularly for the strengthening and capacity development for the legislature based on a modernized Constitution. Such areas as the strengthening of the audit function require further support and the financial reports of many SOE are still outstanding. The Public Accounts Committee has not met due to the lack of audited financial accounts creating a gap in the framework of public accountability.
- **Public sector capacity** is a cross cutting priority issue. Strong administrative, institutional and technical capacities of the public sector are the key building blocks for progressing the NSDS. The improvement of the performance of the public service has been a key strategy of the NSDS. This was done through the identification of capacity gaps and design of appropriate strategies to build capacity at individual, organisational and institutional levels. There were also initiatives to improve basic numeracy and literacy skills, computer literacy and technical skills in specific areas. At the same time, the challenges for public administration include high staff turnover, loss of key staff due to agencies competing for the same pool of workers and the high dependence of the government ministries on a paper-based system. Attempts to develop participatory corporate (operational) plans for all Ministries and departments with clear links to annual budgets have met limited success although most budget discussion revolves around recurrent expenses. Initiatives to improve the efficiency and effectiveness of spending on government administration and services need further strengthening. Attempts to identify capacity gaps and design appropriate strategies to build capacity have been slow as they have been implemented in an ad hoc manner. Scholarship priorities are not identified due to limited training needs analysis and manpower planning. Although most staff members have job descriptions, some of the senior member's of the public service have not been included, making performance measurement difficult. Succession planning and travel policy also require further strengthening. Asset management has not been implemented effectively and requires additional resources.
- **Land** issues are amongst the key factors affecting the rate of implementation of the NSDS. Delays associated with capacity constraints and the complexities of the customary land tenure system often require sensitive handling which is time consuming. The Lands Act requires the consent of at least 75% of landowners to

gain access to land; land cannot be sold amongst Nauruans, and they can only pass on or transfer land to each other. There is a need to develop a more dynamic legal and regulatory framework which will contribute to mobilizing access to land. Nauru has very limited land (21 sq. kms.) with almost 80% subjected to degradation due to mining. This has resulted in a lack of land for agricultural production as well as development in the tourism and construction sectors. In 2011, only 13% of households maintained a kitchen garden or were involved in growing crops. Almost all the population and economic infrastructure are based along the coastal zone. There is a lack of capacity to manage land resources sustainably (for example, management that considers Environmental Impact Assessments). There has been slow progress in the rehabilitation of mined phosphate lands. There is a need to improve political support, policies and communication for integrated land-use planning and management. Issues related to land rights also discourage foreign investment. Landowners need support to negotiate with foreign companies to protect them from possible land alienation. The lack of a waste management system also puts additional pressure on the available land resources. These factors must be effectively addressed if the NSDS is to make progress towards the national vision.

- **Climate Change** represents the single greatest threat to the livelihoods, security and wellbeing of our people. Climate variability and slow onset effects of climate change increases our vulnerability and undermines the sustainable development of Nauru.
 - Nauru is susceptible to droughts which, in the past, have had significant impacts on health, food security and the economy as it can put a strain on the national budget. It has been projected that climate change effects such as increase in sea surface temperature, sea levels, ocean acidification and change to ocean currents will impact Nauru's fisheries resources. For a country that is heavily reliant on its ocean resources for food security and revenue source, the negative effects of climate change on the ocean resources can be disastrous.
 - Sea level rise is also another slow onset effect of climate change. The majority of Nauru's population and economic infrastructure are located in the low lying coastal strip. Many of Nauru's key assets are vulnerable to coastal related hazards including sea level rise, coastal erosion, storms, water intrusion and flooding which are projected to intensify due to climate change. One of Nauru's priorities is to **relocate key infrastructure** and resettle entire communities and households to higher ground which would involve the rehabilitation and restoration of degraded land.
 - The Government, state owned enterprises, the private sector, civil society organizations, communities, regional organizations and development partners all have unique roles to play in addressing these challenges to build a more resilient future for the people of Nauru.
 - It is critical that these key stakeholders work in partnership to build national capacity and resilience in all key developmental sectors such as health, education, economic, infrastructure, transport, environment, agriculture and fisheries for the sustainable development of Nauru.

PART V: THE NATIONAL DEVELOPMENT GOALS

Based on the identification of the key national priorities, the broad National Development Goals are designed to reflect the national vision to be achieved. Nauru's National Development Goals and the related key outcomes are outlined below:



Stable, trustworthy, fiscally responsible government
Access to Quality Education, both formal and non-formal
Improved Health and Well-Being
Provision of enhanced social, infrastructure and utilities services
Development of an economy based on multiple sources of revenue
Enhanced actions against Climate Change to plan and implement an orderly and managed retreat of key infrastructure and population from the lower coastal fringes to the higher ground
Development of domestic food production for food security

Most of the National Development Goals have been carried over from the NSDS Update 2009. At the same time, changing circumstances require that other goals be added accordingly. These are not new goals as many stakeholders during the consultations wanted to retain the same goals but with some further refinements to highlight the following;

- Firstly the importance of health and education required to be clear standalone development pillars, as priority areas under social sector.
- Secondly the current NSDS does not set apart a national development pillar for environment, therefore an enhanced actions against adverse effects climate change in association to restoration, rehabilitation of degraded and mined out lands, is highlighted as a key national development priority

PART VI: SEQUENCING TRANSFORMATIVE CHANGE

The NSDS aims to bring about transformative change to Nauru with its alignment with the 2030 Agenda for Sustainable Development. Transformative change encompasses three key areas: economic, environmental and social. It focuses on promoting viable employment-intensive growth patterns that ensure macroeconomic stability. Transformative change is expected to change production and consumption patterns to support the economic changes in an environmentally sustainable manner. At the same time, social structures are going to

be affected and norms and institutions will be re-aligned with supporting economic changes. These are challenging shifts which will require strong social and political leadership.

The 4 National Sectors for development planning and the 24 Key Outcomes present challenges for Nauru in terms of the need to strengthen key political, institutional, technical and administrative capacities as well identifying the necessary financing sources to enable the effective implementation of key activities.

One of the lessons learnt from the review of the present NSDS is that the prioritization and sequencing of the milestone activities must be designed more effectively. Some of the milestone activities in the current NSDS, while important, are not crucial to developing Nauru's growth potential. To overcome this problem, the revised NSDS ought to sequence the implementation of strategic activities to address the key issues which present the most difficult obstacles to growth before addressing other equally important but less urgent challenges.

The NSDS must create conditions which will promote economic growth to address the problems of unemployment, marginalization, and disillusionment which have emerged from the stakeholder consultations if Nauru is to achieve its national vision. To be effective, the NSDS must offer more than a list of projects. It must offer better ideas and a more attractive and compelling narrative which are aligned with transformative change. The NSDS must, therefore, focus on those key areas which are proving the most difficult to resolve but which can trigger transformative change with flow-on effects to other sectors.

Many social, legal and political constraints hinder economic growth. These often result in low returns to investment, poor retention of added value by the private sector, and the prohibitive cost of finance. These constraints are present in many Pacific countries with small size, remote locations and a narrow range of resources. Overcoming these constraints requires that priority should be focussed on:

- strengthening governance in all sectors;
- strengthening political administrative, technical and institutional capacities; and
- Mobilizing access to land.

All these issues are covered in the NSDS and addressing them will create the appropriate environment and contribute to transformative change which will progress the implementation of the NSDS. For example, there are large infrastructure projects under way in Nauru. These include Port Development Project; Submarine Cable Connection; and Sports Complex Construction.

These projects have the potential to create significant flow-on effects to the economy and will, over time, partially make up for the decline in revenues and employment caused by the changes to the operations of the RPC. However, there is a need to strengthen the underlying conditions of political, administrative, technical and institutional capacities to ensure that the gains from such large investments are sustainable over the medium to long term. Furthermore, there will be a need to adapt social and other norms during the process of strengthening institutional capacities, given the size of Nauru. Transactions will have to be carried out in a depersonalized manner which will be counter to the culture and social norms of Nauru. These issues are complex, but they need to be flagged as issues which the stakeholders will have to address if the transformative change is to be successfully delivered and contribute to the achievement of the national vision.

PART VII: LINKING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, THE SAMOA PATHWAY AND THE NSDS

In January 2016, the 2030 Agenda for Sustainable Development officially came into effect, having been adopted by the UN Member States, including Nauru, in September 2015. The 2030 Agenda commits the UN membership to achieving a world that, inter alia, is just, rights-based, equitable and inclusive in which all stakeholders, including women, children, youth and future generations benefit from sustained and inclusive economic growth, social development and environmental protection. The development of the 2030 Agenda reflects the SIDS Accelerated Modalities of Action (SAMOA) Pathway which was the outcome of the Third International Conference on Small Island Developing States (SIDS Conference) held in September 2014 in Apia, Samoa, and in which Nauru had been closely involved. The overarching theme of the conference, "The sustainable development of Small Island developing States through genuine and durable partnerships", is reflected in the design of the NSDS. Nauru is also one of the first countries to ratify the Paris Climate Agreement of 2016 committing itself to contribute to the lowering of international levels of carbon emissions. It has also joined other countries in supporting the Sendai Framework for Disaster Risk Reduction in 2015.

The NSDS has been designed to mainstream the SDG within its structure. The following table identifies the linkages of the NSDS Key Outcomes with the SDG and the SAMOA Pathway.

2030 Agenda for Sustainable Development (SDG)	SAMOA Declaration	NSDS Outcome	Key
Goal 1. End poverty in all its forms everywhere	Clause 6	1	
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Clause 59	2, 3	
Goal 3. Ensure healthy lives and promote well-being for all of all ages	Clause 60	2, 9, 10	
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Clause 34	8	
Goal 5. Achieve gender equality and empower all women and girls	Clause 27(h)	12	
Goal 6. Ensure availability and sustainable management of water and sanitation for all	Clauses 64 & 65	16, 17	
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	Clauses 47 to 50	15	
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Clauses 23 to 29	1, 4, 5, 7, 13, 14, 20	
Goal 9. Build resilient infrastructure, promote inclusive	Clause 27(b)	18, 19	

2030 Agenda for Sustainable Development (SDG)	SAMOA Declaration	Pathway	NSDS Outcome	Key
and sustainable industrialization and foster innovation				
Goal 10. Reduce inequality within and among countries	Clause 6 & 7		1, 13	
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Clause 30		4	
Goal 12. Ensure sustainable consumption and production patterns	Clauses 68 & 69		5, 6	
Goal 13. Take urgent action to combat climate change and its impacts	Clauses 31 to 46		24	
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Clauses 53 to 58		23	
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Clause 94		22, 23, 24	
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Clauses 83 to 86		11, 14, 21	
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Clauses 96 to 101		1	

PART VIII: IMPLEMENTATION OF THE NSDS THROUGH THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The implementation of the NSDS shall be undertaken through a Medium Term Strategic Framework (MTSF) which shall be of 5 years duration and which shall be revised and updated at the end of the fifth year cycle. The first MTSF shall be for the period 2019/20-2024/25. The MTSF will outline in detail the Policy Objectives for each of the 4 sectors which shall contribute to achieving the Key Outcomes outlined in the NSDS. These will be by the government agencies and shall be based on their sector plans over the medium term. The planned strategies are designed to achieve the Policy Objectives based on situation analysis reports at the sector level.

The attainment of the Key Outcomes will in turn contribute to the attainment of the National Development Goals and ultimately the National Vision. The structure of the MTSF is outlined in Annex 1. A proposed Nauru Indicator Monitoring Database (NIMD) will be a feature under the Nauru Strategies for Development of Statistics (Nauru-SDS) that will integrate closely

with the necessary monitoring of the national sustainable development strategies (NSDS); that will also have a duty to warrant Nauru's commitment to the regional and international development agendas. When NSDS and NIMD are integrated the effects can feed into the design of the M&E Framework.

SAMPLE

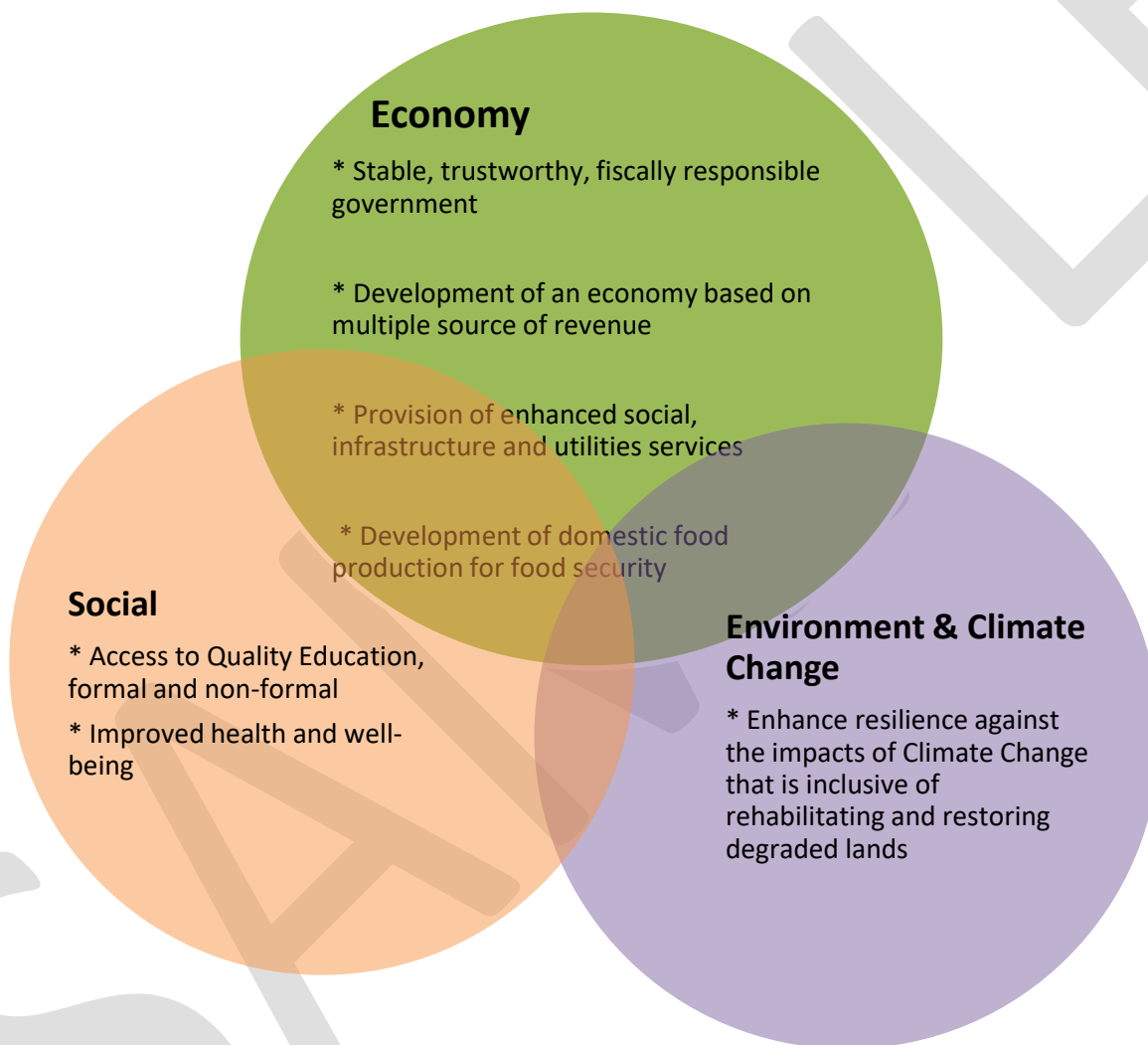
The structure of the NSDS

NATIONAL VISION

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

NAURU'S LONG-TERM SUSTAINABLE DEVELOPMENT PRIORITIES

The 2019 revised key national priorities have clearly created standalone goals which are central to the following sustainable development pillars; for Social and Environment sector respectively.



PRIORITY AREA 1: ECONOMIC SECTOR

Econ-Goal 1: A stable macroeconomic environment conducive to private **investment** established

Econ-Goal 2: Increased level of domestic **agricultural** production aimed at addressing food security and healthy livelihoods

Econ-Goal 3: Enhance development and sustainable management of **marine and fisheries** resources to provide sustainable economic returns

Econ-Goal 4: Efficient and effective use of **mining and quarrying** resources for economic and rehabilitation purpose

Econ-Goal 5: Promote development of small and micro **enterprises**, foreign investment and economic integration into the global economy

Econ-Goal 6: Promote development of small-scale sustainable **tourism**

Econ-Goal 6: An effective, competitive and stable financial system that will enhance **economic growth and development**

PRIORITY AREA 2: SOCIAL AND COMMUNITY SECTORS

Soc-Goal 1: Improve the quality and broaden the scope and reach of **education**

Soc-Goal 2: A **healthy** and productive population

Soc-Goal 3: Enhanced quality of life through **Sports** for All

Soc-Goal 4: A **cultural**, socio-inclusive, cohesive and self-reliant community with sustainable livelihoods

Soc-Goal 5: A just society that recognizes and respects the rights of **women and children**, that promotes equal opportunities

Soc-Goal 6: Investing in **Youth** – A sustained future for Nauru

Soc-Goal 7: A robust, vibrant and effective **civil society** for a just and peaceful Nauru

PRIORITY AREA 3: INFRASTRUCTURE SECTOR

Infra-Goal 1: Provide a reliable, affordable, secure and sustainable **energy** supply to meet socio-economic development needs

Infra-Goal 2: Provide a reliable, safe, affordable, secure and sustainable **water** supply to meet socio-economic development needs

Infra-Goal 3: Effective management of **waste** and pollution that minimizes negative impacts on public health and environment

Infra-Goal 4: Improve transport infrastructure and provide reliable and sustainable **transport** services

Infra-Goal 5: Provide universal and reliable access to internationally competitive **communication** services and an independent and commercially viable **media**

PRIORITY AREA 4: CROSS-CUTTING SECTORS

Cross-Goal 1: Strengthen and develop the institutional capacity of the Nauru **Public Service**

Cross-Goal 2: Strengthen Parliament, Audit, Justice, **Law**, Order and Border Control

Cross-Goal 3: A transparent and fair **land management system** that supports social, economic and private sector development

Cross-Goal 4: Sustainable use and management of the environment and **natural resources** for present and future generations

Cross-Goal 5: Build up resilience to combat the effects of **climate change and natural disasters**

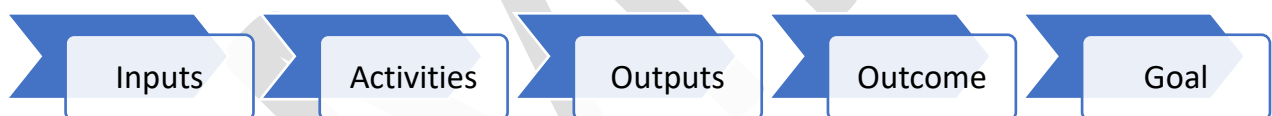
PART IX: MONITORING AND IMPLEMENTATION FRAMEWORK OF THE NSDS

The NSDS is intended to be a living document. This requires the design of a monitoring and evaluation (M&E) framework that will realise the NSDS vision. This section outlines the M&E framework which will allow all stakeholders to assess and measure progress and provide feedback to the government on the road towards the final vision.

The NSDS comprises 7 National Development Goals. The Medium Term Strategic Framework for the 5-year period from 2019-2020 to 2024-2025 shall outline the Priority Areas, Key Outcomes, and Policy Objectives. The progress of the achievement of the Policy Objectives shall be tracked by the selection of indicators, the setting of baseline benchmarks as well as quantifiable targets for the end of the medium-term period.

Government ministries and SOE shall be responsible for identifying the indicators, baseline benchmarks and target which will measure the progress of the implementation of the activities under the Policy Objectives as shown by monitoring frameworks (see Annex 2). This is because they are the key agents of implementation using resources allocated by the annual budget funded from domestic resources and from development partners. In consultation with the Ministry of Finance and Sustainable Development, they shall design problem/solution trees to determine the core problems for each key outcome under their responsibilities and use the results to design the M&E systems. The key objective is to evaluate the impact on the key outcomes of each priority area.

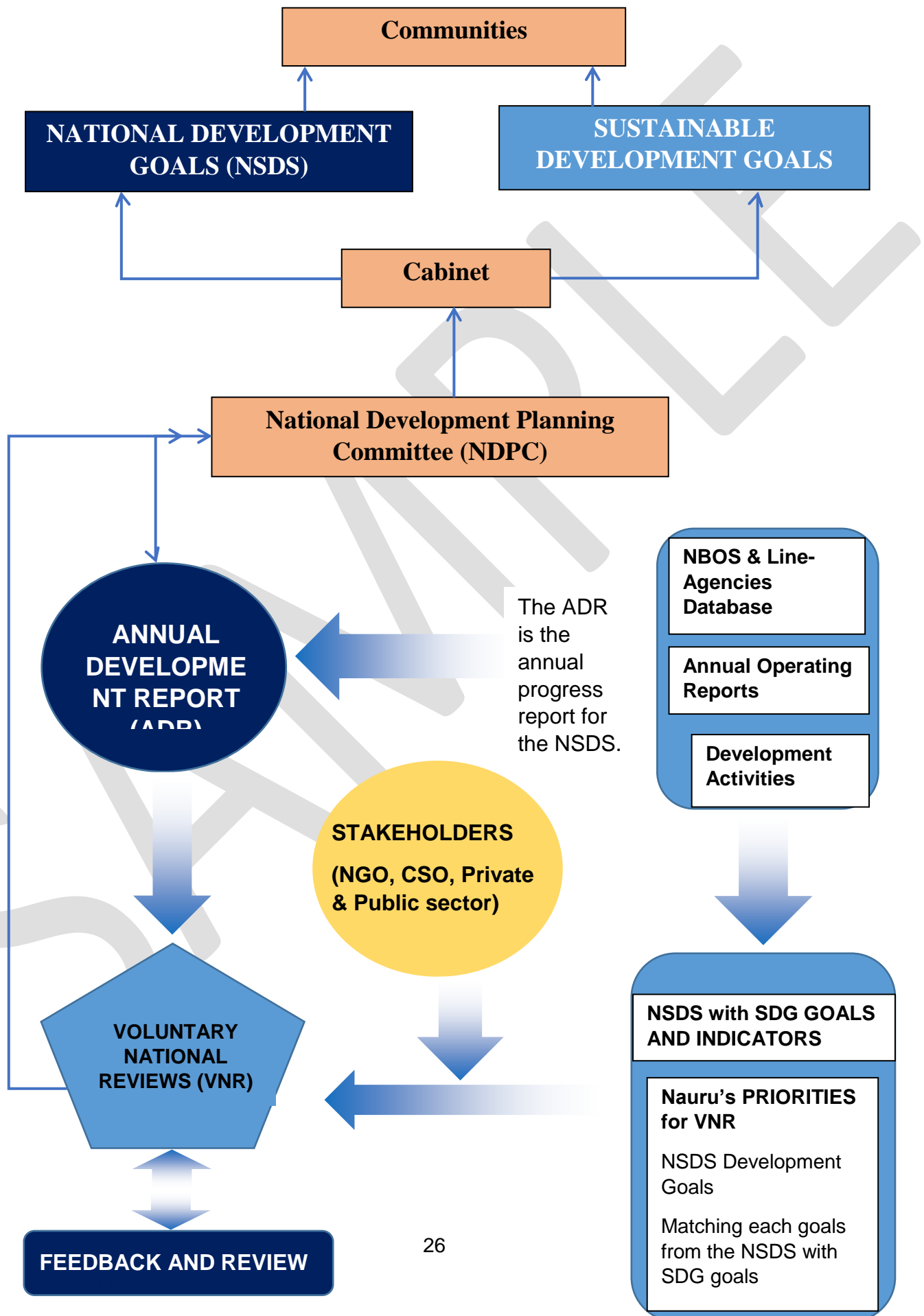
The design of the M&E systems for each priority area shall be based on the linkages between the variables and the chain of causation which leads to outcomes and final goals of the NSDS being achieved as outlined below:



The M&E framework of the NSDS shall be conducted at the sectoral and whole of government level by government ministries and SOEs, in consultation with the Department of Finance. The results of the M&E reports shall be used to determine budget priorities in the formulation the Medium Term Expenditure Framework and the Annual Budget. The results shall also inform the design of the next NSDS Medium Term Strategic Framework.

The reporting for NSDS as integrated with SDGs will be as follows:

NSDS and SDGs Monitoring Policy Implementation



Ministries and SOE are required to make annual reports on their activities focussing on progress made towards the 24 NSDS Development Goals or Key Outcomes. They shall identify challenges and propose remedial actions with associated costs.

The Planning and Aid Division of the Ministry of Finance and Sustainable Development shall prepare an annual summary of progress in implementing the NSDS. Inputs would come from Annual Reports of Government Ministries, SOE, and reports by constitutional bodies, such as the Auditor. The Annual Development Report would then be considered by the National Development and Planning Committee for tabling before Cabinet. The Report, together with any recommended changes, should be used in the preparation of the annual budget including aid donor projects. The Planning and Aid Division as the secretariat for the NDPC shall be responsible for all coordination activities.

PART X: NSDS FINANCING STRATEGY

The 2015 Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda) had affirmed seven action areas to address the various sources of finance for funding the SDG. These are: domestic public resources and combatting illicit, financial flows; domestic and international private business and finance; international development cooperation (including official development assistance, South-South cooperation and development bank lending as well as reviewing the graduation policies for LDC); international trade; debt sustainability; systemic issues; and science, technology, innovation and capacity building. The Addis Ababa Action Agenda provides the framework for funding of countries to attain the SDG. As the NSDS is aligned with the SDG, the framework also provides the government with the opportunity to utilize it.

Although Nauru is classified as an upper middle-income country by some publications, which limits Nauru's access to concessional funding from development partners. At the same time this does not truly reflect the severe vulnerability Nauru faces in its efforts to mobilize more domestic resources for development to combat adverse effects of climate change. Nauru is a *Small island developing states (SIDs), and islands supporting small communities are a special case both for environment and development. They are ecologically fragile and vulnerable. Their small size, limited resources, geographic dispersion and isolation from markets, place them at a disadvantage economically and prevent economies of scale. Because small island development options are limited, there are special challenges to planning for and implementing sustainable development. Small island developing states will be constrained in meeting these challenges without the cooperation and assistance of the international community.*

Nauru's financial position has recently returned to a less vulnerable position with the reopening of the RPC in 2012. As discussed earlier, the RPC, together with fisheries licences, have had a major influence on the financial position of the government and the domestic economy. The recent move to resettle some of the refugees overseas has raised the probability that the revenue flows the government receives from its operations will begin to decline.

The government, recognizing this likely outcome, established the Nauru Trust Fund (NTF) with the objective of building up a sufficient principal value that could provide a future stream of budget financing to support investments in education, health, environment, and public infrastructure. It is financed by annual contributions from both the government and its key bilateral donors, comprising the governments of Australia and Republic of China – Taiwan (RoC Taiwan). The NTF was capitalized in 2016 with an initial contribution totalling A\$30.7 million (equal to about 20% of GDP), with A\$20.4 million from the government and a total of A\$10.3 million from development partners (Australia; ROC-Taiwan; and ADB). The NTF has

a target principal value of A\$400 million. The NTF operates under an initial build-up phase, currently set at 20 years, during which no withdrawals from the fund are allowed. This limits the possible reliance on the NTF for funding the NSDS in the medium term.

Nauru will therefore depend heavily on external sources of finance including foreign aid and foreign direct investment (FDI). Dependence on the FDI is limited as it is heavily concentrated in selected countries and sectors, with the additional factor of limited domestic absorptive capacity.

Nauru has a relatively narrow donor base. In the recent years, the bi-lateral development partners included; Australia, ROC-Taiwan, New Zealand, Japan, the European Union, Korea, India, Russia, Canada, Italy and UAE. Its most important multilateral donors are the ADB, Global Environment Facility (GEF) and the UNDP. Nauru has benefitted from development partners which are committed and with long-term development programmes. Maintaining close relationships with these development partners will be important in progressing the implementation of the NSDS.

The government is also implementing measures which are aligned with the Addis Ababa Action Agenda. These include:

- committing to transparent budgeting and public procurement frameworks
- strengthening international cooperation in tax matters through the continued strengthening the Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) framework
- emphasizing the importance of policy coherence in designing trade and investment agreements
- expanding the focus and advancing the policy coherence agenda to include the economic, social and environmental dimensions of sustainable development

At the same time the government is seeking support from development partners to further strengthen these measures due to its own capacity constraints.

Nauru's debt condition has been an obstacle in the past to development. Public debt is estimated at about A\$48 million (34 percent of GDP), comprising mostly of loans from ROC-Taiwan, overdue fees and obligations to international organizations, and the Yen bonds that were defaulted in the 1990s. Public domestic debt is estimated at around A\$43 million (31 percent of GDP), mostly longstanding liabilities related to the Bank of Nauru liquidation in the mid-2000s. Most domestic debt is in the form of old debt or arrears. Nauru's access to credit markets remains limited and no substantial new borrowing is expected over the medium term. The most recent IMF Debt Sustainability Analysis indicates that Nauru's debt is sustainable. Through the implementation of the foregoing measures, the government seeks to lay the groundwork to support the financing of the NSDS.

At the same time, the government shall be seeking to utilize the facilities made available for accessing new and existing climate financing such as Adaptation Fund (including Direct Access), GCF, GEF, Least Developed Countries Fund (LDCF). Special Climate Change fund (SCCF), Climate Investment Funds (CIFs including the Pilot Partnership for Climate Resilience), MDBs (including IDA with its focus on small states), GFDRR, IDA's CRW, IMF Standard Window, IMF Poverty Reduction and Growth Trust Fund, IMF Catastrophe Containment and Relief Fund, insurance facilities such as Pacific Catastrophe Risk Assessment and Finance Initiative (PCRAFI) being converted into a Facility, Caribbean equivalent (CCRIF) and Africa Risk Capacity Insurance Facility).

The SDGs is in its early stages of implementation; new financing options are under discussion in addition to the traditional relationships such as Enhanced Approaches to Debt Management and Resolution; Debt for Nature/ Debt for Climate Swaps; Linking Loan Repayments to Economic Performance.

In 2017 the government successfully applied for grant co-financing from the GCF and the ADB for the Port Development Project, which is a positive sign of new opportunities becoming available for funding future NSDS activities.

Some of the options noted above are relevant to Nauru and would be worth closer examination. If successfully applied, they would enable the government to access more funding which could be used to support new development initiatives.

At the same time, the costs of seeking, processing, disbursing and accounting for funding imposes additional costs which are often not explicitly recognized in the previous NSDS. The Planning and Aid Division shall identify the costs of receiving development assistance funding from individual donors with a view to mainstreaming these as part of the budget process to be tabled before Cabinet. This is to ensure that all relevant information is included in the processing of development assistance.

Annex 1 – NSDS Medium Strategic Framework

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023			
Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 1: Economic			
Econ-Goal 1: Macroeconomic Management: A stable macroeconomic environment conducive to private investment established	<ol style="list-style-type: none"> 1. Maintain an appropriate fiscal position 2. Gradually lower operational government spending as a percentage of GDP to allow more capital spending 3. Gradually lower government debt as a percentage of GDP 4. Maintain debt service level as a percentage of exports of goods and services 5. Lower consumer price inflation below the average for the Pacific region 6. Lower the share of the population below national basic needs poverty line 	Over the medium-term period, the government is committed to maintaining fiscal stability by establishing a fiscal cash buffer to accommodate in-year cash flow requirements and adopting fiscal responsibility ratios to guide future year budgeting. It will continue to contribute to the recently established trust fund to provide long-term fiscal financing by lowering its annual expenditure levels. The government is also committed to implementing tax and public financial management reforms to control spending, improve revenue collection, strengthen public debt management and improve access to credit markets.	Key Outcome 1 supports SDG 1: End poverty in all its forms everywhere, SDG 8: Promote inclusive and sustainable economic growth, employment and decent work for all, SDG 10. Reduce inequality within and among countries, and SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
Key Outcome 2. Agriculture: Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods	<ol style="list-style-type: none"> 1. Value of agricultural and livestock food imports is reduced 2. Value of domestic agricultural and livestock production to increase 3. Proportion of land area covered by forest to increase 	The government will address the key factors which are delaying the development of the agriculture sector by allocating resources to enable the fast tracking of the land rehabilitation programme. The government will also provide access to planting material as well as training programmes to develop local food and agricultural production initiatives such as kitchen gardens, fruit tree planting, and root cropping. The government will promote the production of value added forestry and agro-forestry products for domestic consumption as well as commercially viable piggeries, duck and poultry (egg production) and agricultural businesses. The government shall set up a resource centre on agricultural and livestock production and provide access to financial resources to enable commercial farming to become viable alternatives. It will also support the sector so that it meets the compliance standards with climate, disaster and biosecurity policies.	Key Outcome 2 supports SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
Key Outcome 3. Fisheries: Enhance development and sustainable management of marine and fisheries resources to provide sustainable economic returns	<ol style="list-style-type: none"> 1. Increase contribution of fisheries to GDP 2. Increase the value of fishing licenses and access fees 3. Maintain the proportion of fish stocks within safe biological limits during medium term period 	During the medium-term period, the government shall continue to strengthen the institutional capacity of Nauru Fisheries and Marine Resources Authority (NFMRA) while seeking to maximize sustainable economic returns as well as to promote private-sector led development of commercial fisheries through the development of aquaculture production. Furthermore, the government plans to ensure the sustainable utilization of marine resources through sustainable practices safeguarding the marine biodiversity and ecosystems while eliminating illegal, unregulated and unreported (IUU) fishing	Key Outcome 3 supports SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 1: Economic			
Key Outcome 4. Mining and Quarrying: Efficient and effective use of mining and quarrying resources	<ol style="list-style-type: none"> 1. Value of phosphate exports to be maintained 2. Value of other mining and quarrying exports to be maintained 3. Hectares of land rehabilitated to increase 	<p>The government proposes to restructure mining infrastructure. It shall create a maintenance reserve fund while ensuring that transparent and accountable reports on all shipment of exports are prepared. The government shall also focus on the development of viable value-added opportunities for phosphate and by-products such as the development of dolomite as well as the use of limestone for landscaping and the building industry both locally and for export, together with the possibility of a joint venture in phosphate value added operation offshore. It shall appropriate additional resources for the rehabilitation of mined land.</p>	<p>Key Outcome 4 supports SDG 8: Promote inclusive and sustainable economic growth, employment and decent work for all, and SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable.</p>
Key Outcome 5. Commerce, Industry and Business Development: Promote development of small and micro enterprises, foreign investment, and economic integration into the global economy	<ol style="list-style-type: none"> 1. Private sector contribution to GDP to increase 2. Private sector employment growth to increase 3. Value of total remittances income to increase 	<p>The government shall work with all relevant stakeholders to improve the general business and investment environment by reviewing the legal, policy, regulatory requirements and procedures for general business investment. It shall also promote the development of small and micro enterprise (SME) businesses by introducing a SME development plan that includes the identification of commercially viable cottage mini-industries and develops associated business profiles. The government shall establish a Small Business Incubator to provide advisory services and assistance to SMEs and prospective enterprises while implementing the SME development plan and target establishing at least 2 new SMEs and operating profitably each year. The government shall strengthen Nauru Island Private Business Sector Organization while introducing measures to encourage foreign investment and enhance the economic integration of Nauru into the regional and multilateral trading system.</p>	<p>Key Outcome 5 supports SDG 8: Promote inclusive and sustainable economic growth, employment and decent work for all, and SDG 12: Ensure sustainable consumption and production patterns.</p>
Key Outcome 6. Tourism: Promote development of small-scale sustainable eco-tourism⁷	<ol style="list-style-type: none"> 1. Total number of annual visitor arrivals to increase 2. Total value of tourist expenditures in Nauru to increase 	<p>The government plans to focus its support towards developing a tourism master plan which will identify potential eco-tourism challenges and opportunities emphasizing niche eco-tourism, such as game fishing and heritage/historic sites. The government will support the establishment of small-scale niche eco-tourism business operations in line with its policies to develop the private sector. The government shall improve accessibility into Nauru for visitor arrivals with information packages to be developed and published that includes legal and administrative entry requirements. It will also design a website to promote Nauru as an alternative tourist destination which will advise visitors with updated information about Nauru. The national carrier, Nauru Airlines, is profitable and provides a base on which to build a revitalised tourism industry.</p>	<p>Key Outcome 6 supports SDG 12: Ensure sustainable consumption and production patterns.</p>
Key Outcome 7. Financial Services: An effective, competitive and stable financial system that will enhance economic growth and development	<ol style="list-style-type: none"> 1. Extension of full banking services including loans and funds transfers 	<p>The government shall review its regulations and build capacity to allow overseas banking regulators to be reassured that it does comply with international guidelines on banking as a first step to improving the nation's reputation as a financial centre. It will also</p>	<p>Key Outcome 7 supports SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent</p>

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023			
Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 1: Economic			
		fulfil the requirements of Taxation Information Exchange Agreements of the OECD and implement updated regulations for the financial services sector including training staff in order to improve Nauru's reputation as a financial centre.	work for all.

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023			
Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 2: Social and Community Sector			
Key Outcome 8. Education: Improve the quality and broaden the scope and reach of education	<ol style="list-style-type: none"> 1. Net enrolment ratio in primary education to increase 2. Proportion of pupils starting grade 1 who reach last grade of primary schooling to increase 3. Literacy rate of Year 12 students to increase 4. Student attendance rates to be raised 5. Proportion of special needs students attending Able Disable Centre to increase 6. Percentage of teachers with a diploma or degree to increase 7. Proportion of youth population undertaking either academic or TVET courses to increase 8. Pass rates for access to regional tertiary study opportunities to increase 9. Number of people with disabilities in employment to increase 	<p>The government shall put in place a dynamic policy approach to achieve the NSDS vision.</p> <p>The government will put policies in place to ensure that all students complete a full course of primary schooling or participate in an alternative, good quality primary education programmes. Schools will become venues for youth and adult continuing education and training programmes and provide students with a set of life skills. Learning will be promoted in an environment that is free from environmental dangers, physical abuse, bullying or lack of discipline and where students with physical disabilities can access mainstream education services while special needs student (including students with a mental disability) can access suitably targeted education services.</p> <p>The government will create an inclusive, barrier-free and just society for people with disabilities. It will also establish a learning community of teachers where skill capacity and teacher training are continuously improved. The Ministry of Education will strengthen its policy development and alignment with corporate plan and budget. TVET will be further enhanced to provide employment opportunities for youth and skilled people for private sector development. At the same time academic courses will be strengthened with qualified teachers and in conjunction with the Ministry of Health, promote sexual health education in schools.</p>	Key Outcome 8 supports SDG 4: Ensure inclusive and quality education for all and promote lifelong learning for all
	<ol style="list-style-type: none"> 1. Total health expenditure as a % of total government expenditure to increase 2. Under five mortalities (DHS – 44/1000), Infant mortality rate (DHS – 38/1000) to decline 3. Maternal mortality rate, Unmet need for family planning (DHS – 23.5%) to decline 4. Contraceptive Prevalence Rate to increase 5. Age Fertility Rate (15-19 yrs) (DHS – 15%) to decline 6. Deliveries by skilled birth attendant (DHS - 97.4%) to increase 7. Women who had high risk sex in the past 12 months (DHS 23.9%) to decline 8. Men who had high risk sex in the past 12 months (DHS 51.5%) to decline 9. Percentage of population suffering from diabetes to decline 10. Percentage of population at risk of developing NCDs to decline 	<p>The government is committed to accelerating these improvements during the medium-term period to achieve the NSDS vision.</p> <p>The government shall continue to strengthen the health systems capacity and sustainability through institutional and systems reform, organizational restructure, planning and quality delivery of health services. It shall strengthen the goals and strategies of the Health Operational Plan. It shall ensure that responses and interventions on preventative health, reproductive health, non-communicable diseases, pandemic and national disasters are properly funded and implemented.</p> <p>The Preventive Health Programmes, NCD Strategy, advocacy and awareness programmes shall be reviewed and strengthened and active preventative programmes targeting lifestyle risks, focusing on public education, screening and supported by registries and health data analysis are to be implemented. The government shall strengthen response and interventions on preventative health reproductive health, non-communicable diseases, pandemic and national disasters. Actions shall also be taken to strengthen Reproductive Health Commodity Security for effective and quality service delivery. There will also be activities to strengthen health systems and service delivery through human resource development, workforce planning, capacity development, and training.</p>	Key Outcome 9 supports SDG 3: Ensure healthy lives and promote well-being for all at all ages.

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 2: Social and Community Sector			
	11. Prevalence of NCDs to decline 12. Life expectancy to increase	Providing quality and effective service delivery through infrastructure development and upgrading will be given high priority. There shall be enhanced activities to improved quality of life through sports for all as well as strengthening awareness of people with disabilities.	
Key Outcome 10. Sports: Enhanced quality of life through Sports for All	1. No. of medals won in regional and international sports competitions to increase 2. No. of scholarships/training awards provided to elite sports people to increase 3. Per cent reduction in NCD cases reported per year 4. Per cent reduction in deaths caused by NCD per year	It will undertake partnerships and strengthen collaboration between the Ministry of Health and respective Government Departments to promote healthy living through sports for all and walk for life and healthy diets through home/kitchen gardening. The government shall undertake a review of people living with disabilities to prepare a policy framework. It shall also upgrade sports infrastructure and facilities as well as strengthen the governance and administration of all sporting bodies to encourage participation of all communities in active sports activities. It is co-financing the new Sports Complex at Yaren District with the Government of Australia to be commissioned in 2018. This will provide a state-of-the-art venue for developing the sportsmen and women of the future.	Key Outcome 10 supports SDG 3: Ensure healthy lives and promote well-being for all at all ages.
Key Outcome 11. Traditional Leadership and Culture: A healthy, socio-cultural, inclusive, cohesive and self-reliant community with sustainable livelihoods	1. Proportion of community leaders trained in community leadership programmes to increase 2. Proportion of community leaders in Boards and Committees to increase 3. No. of schools (primary/secondary) that have introduced the teaching of Nauru language to increase 4. Proportion of primary and secondary school students that can read Nauru language fluently to increase 5. Yearly turnover of community managed sustainable livelihood projects (SMEs/retail stores/microfinance) to increase 6. Number of people with disabilities in employment to increase	The government shall promote traditional community leadership through the development of community leadership programmes and training. It shall foster the conservation and preservation of Nauru culture, tradition and heritage sites through the recording and documenting of Nauru culture, tradition, heritage sites and biodiversity. At the same time, the government shall promote the conservation of traditional culture and knowledge through production and marketing of handicrafts by offering handicraft training in weaving, carving, painting training programmes. The government shall strengthen community participation and self-reliance through community projects such as the development of NGO/Civil Society Community training/capacity building programmes. The government shall strengthen community participation and empowerment by developing and delivering community training/capacity building programmes.	Key Outcome 11 supports SDG 16: Promote peaceful and inclusive institutions for sustainable development, provide access to justice and build effective, accountable and inclusive institutions at all levels
Key Outcome 12. Women & Children Development: A just society that recognizes and respects the rights of women and children and promotes equal opportunities	1. Proportion of CEDAW related programmes established and mainstreamed in all government plans, policies, strategies and programmes to increase 2. Proportion of women in Parliament to increase 3. Proportion of women in leadership positions in Government, Government Boards, and private sector to increase 4. Proportion of women in paid employment to increase 5. Per cent share of average household income contributed by women to increase 6. Proportion of community projects/programmes managed	The government has provided strong support for women with the ratification of CEDAW and the Convention on the Rights of the Child (CRC). The government supports the strengthening of the umbrella organization for women such as the National Council of Women. Furthermore, the government shall support mainstreaming of the needs of women in the national development policies, plans and budgets as well as reviewing legislative compliance with CEDAW; building awareness that violence against women and children is a human rights violation; establishing a safe house for victims of domestic violence; and educating communities understanding of the importance and role of women in leadership and political decision-making positions. For the child; prevention, positive parenting support, advisory and liaison strategies.	Key Outcome 12 supports SDG 5: Achieve gender equality and empower all women and girls. SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 2: Social and Community Sector			
	<p>and implemented by women's groups/NGOs/Civil Society to increase</p> <p>7. Number of child protection cases documented and closed through a case management process</p>		
<p>Key Outcome 13. Youth Development: Investing in Youth – A sustained future for Nauru</p>	<p>1. Number of out of school youth to decline</p> <p>2. Youth unemployment rate lowered</p> <p>3. Number of offenses committed by young men and women to decline</p> <p>4. Number of out of school youth to decline</p> <p>5. Youth unemployment rate reduced</p> <p>6. Number of offenses committed by young men and women reduced</p>	<p>During the medium-term period, the government shall address young people's skills development. It shall update the national youth policy and direct appropriate resources and technical assistance on training for employment, to build training capacity in educating youth in life skills. The government shall promote youth employment and income generation by providing technical assistance in employment generation for youth. It shall promote a healthy lifestyle and sports among youths (including sexual health, mental health, substance abuse, alcohol abuse). Law and order shall be strengthened through social workers, counsellors and community liaison officers working with teachers and parents to provide direct assistance with youth problems and train counterparts in advisory and liaison strategies. Community engagement shall be strengthened through the involvement of parents - both men and women - in secondary school activities as members of parents' associations and school advisory boards promoted and the National Youth Council shall be strengthened to provide channels for youth to speak out about their concerns.</p>	<p>Key Outcome 13 supports SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and SDG 10: Reduce inequality within and among countries</p>
<p>Key Outcome 14. Civil Society: A robust, vibrant and effective civil society for a just and peaceful Nauru</p>	<p>1. Proportion of CSO/NGOs that participate effectively in government processes to increase</p> <p>2. Proportion of CSO/NGOs that have the capacity to design, propose and implement programmes to increase</p> <p>3. Proportion of CSO/NGOs delivery services that are human rights based to increase</p> <p>4. Proportion of CSO/NGOs bodies under the NGO umbrella secretariat to increase</p>	<p>The success of the NSDS is based on a dynamic and effective civil society. The government shall strengthen 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 by providing appropriate support. Civil society organizations/NGOs shall receive training on how to effectively participate in policy development processes including a human rights-based approach and CSO/NGOs shall receive training to build the capacity to design, propose and implement programmes. It shall continue building government and civil society partnerships to promote increased civil society role in governance.</p>	<p>Key Outcome 14 supports SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and SDG 16: Promote peaceful and inclusive institutions for sustainable development, provide access to justice and build effective, accountable and inclusive institutions at all levels</p>

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 3: Infrastructure Sector			
<p>Key Outcome 15. Energy: Provide a reliable, affordable, secure and sustainable energy supply to meet socio-economic development needs</p>	<p>1. Proportion of renewable and alternative energy to total energy production to increase</p> <p>2. Cost of total fuel consumption to decline</p> <p>3. Number and duration of power supply disruptions to decline</p>	<p>During the medium term, the government shall: implement the National Energy Policy Strategic Action Plan Framework (NEPF) with implementation to be monitored by CIE. It shall review the status of the NUA. The government shall continue to investigate the best option for a cost effective, secure and sustainable supply of fuel. It shall also ensure the reliable and efficient energy supply and distribution system and that electricity power is supplied to all users at affordable costs. Efforts shall focus on reducing electricity power demand through increased consumption efficiency and conservation measures. The government shall also seek to implement the increased use of renewable energy and other alternative forms of energy by the promoting the use of renewable</p>	<p>Key Outcome 15 supports SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all.</p>

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 3: Infrastructure Sector			
Key Outcome 16. Water and Sanitation: Provide a reliable, safe, affordable, secure and sustainable water supply to meet socio-economic development needs	<ol style="list-style-type: none"> 1. Proportion of population accessing regular and safe drinking water and improved sanitation facility to increase 2. Proportion of rain and ground water harvesting to total water production to increase 3. Potable water available daily to each person on Nauru to increase 	<p>energy and solar photovoltaic appliances.</p> <p>During the medium term, the government shall develop a national water resource management policy to guide the sustainable use and management of water resources in Nauru as well as undertake an assessment of groundwater resources and of water demand during drought periods. Water storage capacity and water catchment infrastructure shall be revamped and maintained (e.g. installation of guttering and downpipes and renovation of existing water tanks). Water storage capacity shall also be enhanced and expanded. The government shall provide cost-effective measures for water supplied through reverse osmosis as well as enhance the efficiency of reverse osmosis production through improvements to desalination plant and equipment.</p>	Key Outcome 16 supports SDG 6: Ensure availability and sustainable management of water and sanitation for all.
Key Outcome 17. Waste & Sewerage: Effective management of waste and pollution that minimizes negative impacts on public health and environment	<ol style="list-style-type: none"> 1. Proportion of waste effectively and sustainably managed to increase 2. Number of national and sector policies, plans and programs in which waste and pollution issues have been integrated to increase 	The government shall strengthen the waste and sewerage sector by enhancing its capacity to manage solid and hazardous waste and sewerage through the finalization and implementation of the national solid waste management strategy as well as finalizing the hazardous waste management strategy (Waigani Convention). The government shall also develop marine pollution management strategies through finalizing the Marine Pollution Prevention legislation (MPPA), establish a National Marine Pollution Advisory Council to implement the MPPA as well as develop a National Marine Pollution Contingency Plan (NATPLAN).	Key Outcome 17 supports SDG 6: Ensure availability and sustainable management of water and sanitation for all.
Key Outcome 18. Transport: Improve transport infrastructure and provide reliable and affordable public transport service	<ol style="list-style-type: none"> 1. Public transport vehicles per capita to increase 2. Value of Public expenditure on roads to increase 3. Frequency of international air and sea links to increase 	During the medium-term period, the government shall continue to contract out road maintenance by strengthening the mechanism for awarding contracts, and monitoring performance with the objective of achieving a well-maintained road network throughout Nauru. The government shall also develop a framework for the private sector to provide regular, reliable, low cost public road transport. The government has successfully sourced financing from development partners in 2017 for the development of the port facilities. When completed in 2020, Nauru will benefit from fully operational port facilities which will contribute to improved sea transport infrastructure for vessel handling and result in regular sea freight services at lower cost. This will also contribute to other NSDS key outcomes	Key Outcome 18 supports SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Key Outcome 19. Communications and Media: Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media	<ol style="list-style-type: none"> 1. Cellular subscribers per 100 population to increase 2. Internet users per 100 population to increase 3. Proportion of local content on TV to increase 4. Copies of local newspapers sold in a week to increase 	<p>Nauru, together with FSM and Kiribati, will be granted funding under a Joint World Bank-ADB regional project to provide access to a submarine cable connection.</p> <p>This shall provide higher capacity and quality broadband internet at much lower cost enabling Nauru to improve access to ICT. This will support efforts to facilitate education and training and open new business opportunities. Internet costs should be lower and support regional trade and services such as tourism. It will ultimately contribute to higher GDP growth due to lower transaction costs and improved business opportunities. ICT development also presents opportunities for activities such as fishing monitoring, climate change projections, and tele-medicine. The use of national language in media could be strengthened. The government shall continue to map Nauru's ICT progress against ITU ICT Development Index (IDI) indicators, and WSIS targets. It shall develop a strategy for internet access for all households. The government shall investigate the benefits of creating a competitive market in the provision of telecommunication services. It shall ensure that postal and philatelic services provided to the public, business and government are cost effective. The government shall also seek to improve radio and TV and introduce a regular</p>	Key Outcome 19 supports SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK 2019-2023

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 3: Infrastructure Sector			
		newspaper while increasing the independence of the media and encouraging community owned media enterprises.	

SAMPLE

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 4: Cross Cutting Sector			
Key Outcome 20. Public Administration: Strengthen and develop the institutional capacity of the Nauru Public Service	<ol style="list-style-type: none"> 1. Civil Service absenteeism to be reduced 2. Number of expatriate staff to be replaced by qualified Nauruans without reduction in service quality 3. Number of vacancies to be reduced 4. Appeals against personnel decisions to be reduced 5. Operational plans aligned to NSDS and budget to be maintained during medium term strategic framework period 	<p>Initiatives to improve the efficiency and effectiveness of spending on government administration and services need further strengthening. The government shall establish the strategic outcomes as the benchmark and link these to the approved annual budget allocations. The government will also assess the feasibility of institutionalizing output-based budgeting linked to operational planning in all ministries and departments. Furthermore, the government shall assess the feasibility of improving the efficiency and effectiveness of spending on government administration and services by developing a strategy to improve value for money achieved for government spending (including the development of improved procurement and contracting capacity within government) and identifying non-core functions which could be outsourced to the private sector. The government shall improve the performance of the public service by reviewing accountability and reporting systems and performance and through the operations of the Performance Management System. The government shall identify capacity gaps and design appropriate strategies to build capacity at individual, organizational and institutional levels.</p>	<p>Key Outcome 20 supports SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>
Key Outcome 21. Governance Institutions: Strengthen Parliament, Audit, Justice, Law, Order and Border Control	<ol style="list-style-type: none"> 1. Number of key legislations affecting the welfare of the people of Nauru to be passed 2. Number of Leadership code cases to decline 3. Number of complaints to Ombudsman to decline 4. Backlog of unaudited accounts to decline 5. Number of offences committed by repeat offenders to decline 6. Number of Nauruan lawyers to increase 7. Number of convictions for gender and child based violence to decline 	<p>The promotion of community awareness of, and participation in, governance processes through improved media (Radio and TV) reporting shall continue and media outlets shall be encouraged to provide increased content on government and parliamentary processes and activities. The public understanding of legislation shall be promoted through media dissemination in the Nauruan language. At the same time, the government shall implement measures to ensure an efficient Audit Department providing professional audit service to the government and the public service, fulfilling its Constitutional responsibilities. The government shall strengthen effective law and order services with an adequate workforce and ensure that a responsive system is in place.</p>	<p>Key Outcome 21 supports SDG 16: Promote peaceful and inclusive institutions for sustainable development, provide access to justice and build effective, accountable and inclusive institutions at all levels</p>
Key Outcome 22. Land: A transparent and fair land management system that supports social, economic and private sector development	<ol style="list-style-type: none"> 1. Proportion of new lease titles to total titles per year to increase 2. Proportion of new land rental revenue to total land rental revenue per year to increase 	<p>The government shall review of the land tenure system and land legislation to be more investor friendly and market driven. The government shall also conduct land boundaries survey on phosphate land to determine the availability of unutilised land. The government shall implement the development of a land use plan and appropriate zoning schemes with relevant requirements such as Environmental Impact Assessment (EIA). The government shall also implement that National Action Plan (NAP) 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 shall be linked to the development of Nauru's Integrated Financing Strategy (IFS). This represents the mainstreaming of the National Action Plan in Sustainable Land Management by enhancing the capacity to address land degradation by strengthening enabling legislations, mainstreaming sustainable land management and complementing effective land rehabilitation.</p>	<p>Key Outcome 22 supports SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>
Key Outcome 23. Environment: Sustainable use and management of the environment and natural resources for present and future generations	<ol style="list-style-type: none"> 1. Proportion of terrestrial and marine areas protected to increase 2. Proportion of species threatened with extinction to decline 3. Number of national and sector policies, plans and 	<p>The government shall implement steps to establish a regulatory framework for the sustainable use and management of the environment and natural resources. The government shall also ensure that environmental issues are integrated into national and sector policies, with plans and programmes incorporating the principles of sustainable development. National environment</p>	<p>Key Outcome 23 supports SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development and SDG15: Protect, restore and promote</p>

SECTION 2: NSDS MEDIUM STRATEGIC FRAMEWORK

Key Outcomes	Policy Objectives	Planned Strategies	Link to SDG
Priority Area 4: Cross Cutting Sector			
	<p>programs in which environmental issues have been integrated to increase</p>	<p>monitoring shall be strengthened including reporting against national, regional and international commitments and conventions.</p>	<p>sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>
<p>Key Outcome 24. Climate Change: Build up resilience to combat the effects of climate change and natural disasters</p>	<ol style="list-style-type: none"> 1. Water sector resilience to drought to increase 2. Capacity building in climate change adaptation to forestall health related issues to increase 3. Production of drought tolerant fruit trees to increase 4. Baseline studies and assessments of climate change impacts on coral reefs, fisheries and marine resources to be completed and implemented 5. Integrated coastal zone management and coastal protection plan to be completed and implemented 6. Disaster management system to be implemented 7. Early warning system through a national centre for drought monitoring, meteorological and hydrological services to be implemented 8. National adaptation fund to be created 9. Climate change to be mainstreamed into national development policies and plans. 	<p>The government shall strengthen the resilience of the water sector to drought through improvements to rainwater harvesting infrastructure to strengthen water security. It shall also strengthen capacity building in climate change adaptation to forestall health related issues from increasing. In the agriculture sector, the production of drought-tolerant fruit trees shall be enhanced while baseline studies and assessments of climate change impacts on coral reefs, fisheries, and marine resources will be developed. The government shall develop integrated coastal zone management and coastal protection plan and establish disaster management system and an early warning system through a national centre for drought monitoring, meteorological and hydrological services. The establishment of a national adaptation fund will be assessed while environmental safeguards shall be mainstreamed into national development policies and plans.</p>	<p>Key Outcome 24 supports: SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; and Goal 13. Take urgent action to combat climate change and its impacts</p>

SAMPLE

Annex 2 – Monitoring Frameworks

National and Sector M&Es NSDS M&E FRAMEWORK, 2019 TO 2030

	Development Impact and Outcomes	SDGs, Proxy or Other Indicators, Baseline, Targets and Source
NATIONAL 10 to 20-year Vision (long-term)		
	A sustainable quality of life for all in Nauru through fiscal responsibility, better infrastructure, a more diversified economy, land rehabilitation and domestic food production. Set against an analysis of status and trends - demographic, social, economic, environmental, and governance.	SDGs 1, 8 and 10 From 24% of population below Basic Needs Poverty Line in 2012/13, to 10% below in 2037. Reduced inequality (Gini coefficient of 0.52 in 2012/13 to less than 0.40 in 2037 (Hardship and Poverty Report) and a doubling of per capita GDP, from A\$9,631 in FY2015 to A\$19,262 in 2037 (IMF Article (IV).
SECTOR 3 to 5-Year Priority Sectors (short-term) Reconciliation of community priorities and national strategic analysis		
1. Education	Every student completes school as a confident citizen with the knowledge, skills, attitudes, and values to participate in, and contribute to the national and international society and economy.	SDG 4.1 Census and HIES records of maintained full employment including other income earning activities
2. Health	A healthier and more productive population.	SDG 3 as recorded in increased life expectancy from 57 years for men and 64.5 for women in 2013-2015 to 67 years for men and 73 years for women in 2037. Nauru Bureau of Statistics
3. Water	Achieve universal and equitable access to safe and affordable drinking water for all.	SDG 6.1 achieved by 2022 and as reported by NBSO and PAD
4. Energy	Improved livelihoods, business and government through the supply of sustainable electricity.	SDG 7 and 8.1 as measured by increasing economic activity with GDP statistics provided by NBOS
5. Small and Medium Enterprises	Increased investment, commerce, trade, incomes, jobs and public revenues created by SMEs	SDG 8. Census and HIES reports on employment and income activities. Government tax records (% employed Population Census and insurance and tax records.
6. Diversify the economy by improving the environment for private sector development; that is by maintaining economic stability, gradually enhancing public infrastructure and improving financial services, rationalizing SOEs, undertaking an assessment of and improving the private sector environment, and initiating long-term land tenure consultations. This covers the agriculture, commerce, financial services, fisheries, quarrying, and tourism sectors in addition to SMEs above.		
7. Further improve the quality of life for all in Nauru, supporting civil society initiatives, climate change adaptation, improved communications, promoting cultural activities, protecting the natural environment, enhancing gender relations, a stronger judiciary, increased remittance opportunities, sports activities, transport, waste management and youth activities in addition to Health, Education, Water and Energy above.		
INPUTS - Common, Crosscutting		
a) Improve public administration, coordination and public services ' delivery through managing for performance and as measured by attendance register. (SDG Indicator 16.6.2)		
b) Strengthen executive public policy analysis and recommendations as measured by the number of Policy Issues and Options papers submitted to Cabinet (Also see SDGs 17.13, 17.18 and 17.19)		
c) Further enhance public finance management as measured by PEFA		
d) Further strengthen governance as measured by World Bank Worldwide Governance Indicators		

EDUCATION, 2019-2023

	Performance Targets and Indicators (SDG 4)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	Every student completes school as a confident citizen with the knowledge, skills, attitudes, and values to participate in, and contribute to, the national and international society and economy.	Census and HIES records.	
Outcome	Inclusive and quality education and training services provided for all students; lifelong learning promoted; literacy and numeracy achievements increased by 50% on 2017 benchmarks by 2021, and high community support for and satisfaction with education services.	DoET annual report EMIS AOP	Enhanced societal valuation of education
Outputs	<ul style="list-style-type: none"> • Number of Year 12 students graduating increased from 15 in 2016 to 85 by 2021 • Policies developed and enforced in seven prioritized areas by 2021. • Student attendance increased from 40% in 2017 to 60% by 2021 • 50 new teachers recruited by 2021 to increase number of teachers from 65 in 2017; Number of teachers with Bachelor degree increased from 20% in 2017 to 100% in 2021. • Acquired resources, equipment and materials; completed IT connectivity and buildings by 2021 • Links with parents and community strengthened through expanded role of the Board by 2018, Education website established by 2018, Annual Education Retreat Forums organized from 2017 – 2021, School grants, adult education services. • Regular Monitoring, Evaluation and Quality control are operational through timely and relevant system data and analytical reports and recommendations. 	<p>DoET Annual reports, Exit certificates, AOP</p> <p>EMIS, AOP, Teacher Attraction and Retention Committee</p> <p>Education Website, Statistical Digest, Annual report, Assessment reports, M&E reports</p>	<p>External economic shocks reduce revenues available for education.</p> <p>Effective communication between DoET and students and parents.</p>
Inputs and Activities	<ul style="list-style-type: none"> • Consolidate GON and donor funding for Strategic Plan (SP) and AOP • Implementation and monitoring of SP • Teacher training and recruitment of new teachers. • Responsibilities for Learning program, Student support program and M&E devolved to DoET (including TVET) directorates and schools. • Conduct Nauruan social study of education services and expectations. • Improve Internet connectivity. • Integrate cross cutting issues in SP and implementation • Coordination with other sectors and NGOs 	<p>SP and AOP; Budget and Funding agreements; M&E reports; SDG4.1 reporting;</p> <p>Study reports</p> <p>Monthly reports NSDS process and reporting</p>	<p>Sustained GON and development partner funding and technical support.</p> <p>Early solutions to national cross cutting issues can be secured.</p> <p>Teaching service terms and conditions attract and retain qualified and motivated staff.</p>

AOP – Annual Operation Plan ; DOET – Department of Education and Training ;EMIS – Education Management and Information System; GON – Government of Nauru ; HIES – Household Income and Expenditure Survey; M&E – Monitoring and Evaluation; NSDS – National Sustainable Development Strategy; SP – Strategic Plan ; SDG – Sustainable Development Goal; TVET – Technical and Vocational Education and Training

HEALTH, 2019-2023

	Performance Targets and Indicators (SDG 3)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	A healthier and more productive population as recorded in increased life expectancy from 57 years for men and 64.5 for women in 2013-2015 to ... years for men and ... years for women in 2037.	Nauru Bureau of Statistics	
Outcome	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all (SDG 3.8)	Household diet and activity surveys. (DHS 2007) DoH Policy research unit reports.	Potable water, solid waste management, traffic accident and other health issues are successfully addressed.
Outputs	<ul style="list-style-type: none"> Increased and improved availability and delivery of all health services. Increase in Nauruans fully trained in nursing and other health services with localization of health professional positions increasing from ... in 2017 to 85% in 2022. Community health programmes leading to an increase in infant immunization from ... % in 2017 to 90% in 2022. Reduce the number of amputees, blindness, renal failure and heart disease secondary to hypertension and/or diabetes by 80% by 2037. Reduce number of STIs from ... in 2017 to ... in 2022. Fully operational Policy Research Unit by Feb. 2018 	DoH AOP. DoH Policy research unit reports. DHS (2007 and ?)	Good coordination with other departments and community. Traditional, civil society, church and government leadership lead by example on adopting improved lifestyles. Fresh food prices are competitive with imported processed food.
Inputs and Activities	<ul style="list-style-type: none"> Annual DoH recurrent budget maintained at around \$9m per year. Special Human Resources Development Initiative. Community Health programmes. NCD programmes. Special reproductive health programmes. Health Policy Research Unit established. Continuing infrastructure development. 	DoH AOP annual report.	<ul style="list-style-type: none"> Early solutions to improved public sector administration, financial management and support for strengthened executive policy analysis can be secured. Good coordination with other departments and community. Development partner funding and technical support is sustained. External economic shocks reduce revenues available for health services.

AOP: Annual Operational Plan; DHS: Demographic and Health Survey; DoH: Department of Health; NCD: Non-Communicable Diseases; SDG: Sustainable Development Goals; WHO: World Health Organisation.

WATER 2019-2023

	Performance Targets and Indicators (SDG 6, 15?)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	By 2022, achieve universal and equitable access to safe and affordable drinking water for all (SDG 6.1)	SDG reporting by NBSO and PAD	
Outcome	Consistent supply of potable water to households, businesses and government throughout the island by 2022. (re. SDG 6.1 to 6.3)	NUC annual operating reports.	Climate change induced increased incidence of periods of drought impact rainwater.
Outputs	<ul style="list-style-type: none"> • Reticulated water supplies to cover the entire island by 2022. • Increased number of water tanks from ... tanks in 2017 to ... tanks in 2022 and increased average tank storage capacity. • Maintenance of water quality as measured by NUC. • Elimination of water losses by 2018 as measured by NUC • Increased water conservation as measured by DCIE. (How measure?) 	NUC annual operating reports. DCIE AOP	<ul style="list-style-type: none"> • The community maintains rainwater schemes until replaced by reticulated scheme. • Possible issue of consumer acceptance of increased water tariffs. • Possible excessive use of water by some communities. • Concern over overuse of groundwater sources leading to saltwater intrusion and increased salinity eliminated by reticulation
Inputs and Activities	<ul style="list-style-type: none"> • Sufficient annual budget to supply varying requirement for potable water from desalination \$ 000. (<i>average?</i>) • Commence introduction of piped water systems in Aiwo and Meneng, leading to country-wide reticulation over NSDS period at total cost of \$27.42 m³ • DFAT programme to supply rainwater tanks, \$ 1 m • Establish NUC water office, laboratory and monitor the quality of water supplied, \$ 500,000 • Implement NUC training plan. \$ 000 (Can this be estimated?) • Campaigns for efficient use of water. \$ 000 (Can this be estimated?) 	Audited NUC annual budget reports for desalinated water. DCIE AOP for rainwater projects. Occasional special reports as required by development partners.	<ul style="list-style-type: none"> • Continued development partner funding and technical support where required. With sufficient funds a reticulation system can be constructed for the entire island within the next 5 years. • International diesel prices remain stable until solar energy supplies established. • Good coordination between NUC, government and community.

AOP: Annual Operating Plan; DCIE: Department of Commerce, Industry and Environment; DHS: Demographic and Health Survey; DoE: Department of Education; NBSO: Nauru Bureau of Statistics; NUC: Nauru Utilities Corporation; PAD: Planning and Aid Division; SDG: Sustainable Development Goals.

³ See Government of the Republic of Nauru (undated) Nauru Water and Sanitation Master Plan.

ENERGY, 2019-2023

	Performance Targets and Indicators (SDG 7)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	Improved livelihoods, business and government through the supply of sustainable electricity as measured by increasing economic activity	GDP statistics from NBOS	
Outcome	Reliable, affordable, efficient and sustained power supply and SAIDI and SAIFI meet PPA Benchmark by 2020 (SDG 7.1)	Audited NUC annual reports to government.	Avoidance of economic shocks.
Outputs	<ul style="list-style-type: none"> • Increase efficiency of electricity usage, by reducing energy usage per connection from 8,434 kw hours per connection in 2017 to ... per connection in 2022. • Reduce system/ line losses in distribution system to target areas from 26% in 2017 to below 5% in 2022 • NUC income sufficient to meet all costs including operational and capital costs by 2021. • % share of renewable to total energy increased from 3.49% in 2017 to 50% in 2020. (SDG 7.2) • Introduction of electric vehicles (can we estimate what % of all cars might be electric by 2022?) 	Audited NUC annual operating reports. DoT AOP DCIE AOP	Private energy generation does not increase at expense of central grid.
Inputs and Activities	<ul style="list-style-type: none"> • Annual recurrent budget to generate and distribute electricity, \$ 16.6 m. • NUC and Development Partner Capital budget: \$13.7 million. • Capital investments in solar energy (New Zealand, EU, Green Climate Fund) Total \$ 51.37m⁴ • Demand side energy efficiency programme \$705,000 (footnote 1) • Transport energy efficiency and alternates, \$ 330,000 (footnote 1) • Institutional Strengthening and Capacity Building \$ 820,000 (footnote 1). 	Audited NUC annual reports. Occasional special reports required by development partners.	<ul style="list-style-type: none"> • Major public sector consumers pay their bills. • Good coordination with other departments and community. • Consumers maintain an understanding of the need to pay for electricity. • Oil and diesel international prices remain stable. • Continued development partner capital funding and technical support where required.

DCIE: Department of Commerce, Industry and Environment; DoT: Department of Transport; EU: European Union; NBOS: Nauru Bureau of Statistics; NUC: Nauru Utilities Corporation; PPA: Pacific Power Authority; SAIDI: System Average Interruption Duration Index; SAIFI: System Average Interruption Frequency Index; SDG: Sustainable Development Goals.

⁴ Government of Nauru (2014) Nauru Energy Road Map 2014-2020.

WASTE 2019-2023

	Performance Targets and Indicators	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management as measured by % solid waste collected (SDG 11.6.1)	SDG reporting by PAD	
Outcome	Efficient and effective management of solid waste by the private sector that minimizes negative impacts on public health and environment as measured by 30% reduction in solid waste disposal by 2020 over 2017 volume and 75% reduction in bulky waste stockpiles by 2020 over 2017 levels	SPREP report? Schools' survey of bulk waste.	Good coordination between government and private sector operator.
Outputs	<ul style="list-style-type: none"> • 2018 appointment of private sector operator of solid waste disposal and collection. • Waste management legislation enacted by 2019 and enforced from 2020 • Populations' increasing awareness of importance of good solid waste management. (How measure?) • Solid waste integrated into school curriculum by 2017. • Full application of polluter pays principle by ... (what year?) • More than 15% of waste management budget self generated by 2020 and 30% by 2023. (Which budget is this?) 	DCIE AOP	<ul style="list-style-type: none"> • Consumer acceptance of solid waste collection and disposal charges. • Full cooperation of other relevant departments of government. • Government gradually reduces subsidy for solid waste management.
Inputs and Activities	<ul style="list-style-type: none"> • Continued appropriation for government oversight of solid waste of \$ 170,000 per year • Competitive tender for private sector management of solid waste collection and disposal • Draft solid waste management legislation. • Public and schools consultation and participation to raise awareness and support for improved ownership and management. • Extend and increase waste charges to all generators of waste. • Staff training. • Examine feasibility of recycling (cans and bulk waste) taxing and banning selected imports such as plastic bags. • Develop special programme for hazardous waste management. • Government-wide waste management programme. 	DCIE. AOP Government procurement report Occasional special reports as required by development partners.	<ul style="list-style-type: none"> • Sufficient private sector interest in managing solid waste collection and disposal including management of the dumpsite. • Good coordination with MOE, other departments and communities. • Government-wide support. • Continued development partner funding and technical support where required.

AOP: Annual Operating Plan; DCIE: Department of Commerce, Industry and Environment; DHS: Demographic and Health Survey; MOE: Ministry of Education; SDG: Sustainable Development Goals; SPREP: South Pacific Regional Environment Programme.

SMALL AND MEDIUM ENTERPRISES, 2019-2023

	Performance Targets and Indicators (SDGs 8,9)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	Increased investment, commerce, trade, incomes, jobs and public revenues created by SMEs.	National accounts Census and HIES reports on employment and income activities Government tax records	
Outcome	Improved environment for SME business as recorded in annual ADB and World Bank policy assessments and annual World Bank cost of doing business.	ADB Annual CPA World Bank Cost of Doing Business.	Business environment reforms sufficient to attract both domestic and foreign investment.
Outputs	<ul style="list-style-type: none"> • Chamber of Commerce office established • Participatory prioritization and address of constraints to business • Improved financial services, including introduction of commercial lending • Strengthening of contract enforcement • Reviewed and revised investment incentives and price controls • Rationalisation of SOEs • Sustained land tenure consultations • Strengthened public-private dialogue • Reviewed and revised rules and regulations as relevant • Secure transactions framework established • Enhanced business skills • Further assessment of the private sector environment 	<ul style="list-style-type: none"> • IMF Article IV Missions • Nauru Infrastructure Investment Plan • Contract legislation • DCIE AOP annual reports • PSA progress reports • Chamber of Commerce minutes • Bendigo Bank annual reports • TVET reports 	<ul style="list-style-type: none"> • New sources of government revenue depress acceptance of need for private sector investment and job creation and therefore reform of environment. • Continued support of Cabinet • Maintained economic stability • Enhanced public infrastructure • Support from financial industry, judiciary and other relevant departments of government.
Inputs and Activities	<ul style="list-style-type: none"> • DCIE SME annual recurrent expenditure of \$ 765,000⁵ • Chamber of Commerce office and membership fees provided by government/ development partner. • Continued small business extension and training programmes. • Regular public-private sector dialogue. • Private sector assessment (PSA) and recommendations (possibly by PSDI) • Review of taxation system and its impact on private sector development • Establish SME database • Public discussions of role of private sector. 	DCIE AOP annual report Private sector assessment report	<p>Cabinet support to improve environment for business growth and development.</p> <p>Development partner funding and technical support.</p> <p>Good coordination with other departments and community.</p>

ADB: Asian Development Bank; AOP: Annual Operational Plans; CPA: Country Policy Assessment; DCIE: Department of Commerce, Industry and Environment; HIES: Household Income and Expenditure Survey; PSA: Private Sector Assessment; PSDI: Private Sector Development Initiative; SME: Small and Medium Enterprises; TVET: Technical and Vocational Educational Training.

⁵ Add government's contribution to agriculture, fisheries, tourism and trade.

DIVERSIFY THE ECONOMY, 2019-2023

	Performance Targets and Indicators (SDGs 8,9)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	Increased investment, incomes, jobs and public revenues created by the private sector.	National accounts Census and HIES reports on employment and income activities Government tax records	
Outcome	Improved business regulatory environment as recorded in annual ADB policy assessment, increasing from 2.0 as assessed in 2016 to 3.0 in 2022.	ADB Annual CPA World Bank Cost of Doing Business.	Business environment reforms sufficient to attract both domestic and foreign investment.
Outputs	<ul style="list-style-type: none"> • Chamber of Commerce office established • Participatory prioritization and address of constraints to business • Improved financial services, including introduction of commercial lending • Strengthening of contract enforcement • Reviewed and revised investment incentives and price controls • Rationalisation of SOEs • Sustained land tenure consultations • Strengthened public-private dialogue • Reviewed and revised rules and regulations as relevant • Secure transactions framework established • Enhanced business skills • Further assessment of the private sector environment 	<ul style="list-style-type: none"> • IMF Article IV Missions • Nauru Infrastructure Investment Plan • Contract legislation • DCIE AOP annual reports • PSA progress reports • Chamber of Commerce minutes • Bendigo Bank annual reports • TVET reports 	<ul style="list-style-type: none"> • New sources of government revenue depress acceptance of need for private sector investment and job creation and therefore reform of environment. • Continued support of Cabinet • Maintained economic stability • Enhanced public infrastructure • Support from financial industry, judiciary and other relevant departments of government.
Inputs and Activities	<ul style="list-style-type: none"> • Continued annual recurrent expenditures of Commerce and Business (\$86,000); Agriculture (\$255,000); Coastal Fisheries (\$421,000); and Tourism (\$13,000). • Chamber of Commerce office and membership fees provided by government/development partner. • Continued small business extension and training programmes. • Regular public-private sector dialogue. • Private sector assessment (PSA) and recommendations (possibly by PSDI) • Review of taxation system and its impact on private sector development • Establish SME database • Public discussions of role of private sector. 	AOP annual reports Private sector assessment report	<ul style="list-style-type: none"> • Cabinet support to improve environment for business growth and development. • Development partner funding and technical support. • Good coordination with other departments and community.

ADB: Asian Development Bank; AOP: Annual Operational Plans; CPA: Country Policy Assessment; DCIE: Department of Commerce, Industry and Environment; HIES: Household Income and Expenditure Survey; PSA: Private Sector Assessment; PSDI: Private Sector Development Initiative, Pacific Liaison and Coordination Office, Sydney; SME: Small and Medium Enterprises; TVET: Technical and Vocational Educational Training.

IMPROVE QUALITY OF LIFE, 2019-2023

	Performance Targets and Indicators (SDGs 8,9)	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact	Improved quality of life for all in Nauru	Human Development Report SDG reporting.	
Outcome	Social and environmental sectors including associated social infrastructure contribute to a sustained improved quality of life for all in Nauru as measured by increased CPA rating for policies for social inclusion and equity from a score of 3.0 in 2016 to 4.0 in 2022. ⁶	ADB annual CPA	Better economic infrastructure. Maintained macroeconomic stability Structural adjustment of the economy
Outputs	<ul style="list-style-type: none"> • Climate proofing of seaport secures the country's strategic supplies • Mobile communications network extended to entire population. • National budget contribution to cultural activities increased by 10% by 2022. • Additional 40 hectares of topside land rehabilitated by 2027. • Female employment increases from 41% of total employment in 2002 to 50% in 2027. • Sustain existing judiciary positions. • Increase in remittances (Bendigo Bank credit cards and Western Union) • Introduce new self-sustaining waste management system • Increased sports and youth activities 	<ul style="list-style-type: none"> • NIANGO reports • ADB port project PCR • Digicel records • Annual budget records • NRC AOP • HIES • DOJ AOP • MOS AOP • RPC report • Youth Council reports 	Health and Education sectors also successfully contributing to improved quality of life.
Inputs and Activities	<ul style="list-style-type: none"> • Support civil society initiatives, \$000 • Climate change adaptation in form of new seaport, agriculture projects and RO-based water reticulation. • Improved communications with annual ICT budget of \$1.65 m and \$21 m Undersea Cable Project • Promote cultural activities, recurrent budget of \$13,000 • Protect the natural environment through land rehabilitation programme. • Enhance gender relations with annual budget of \$185,000 per annum. • Promote a stronger judiciary with annual budget of \$1.5m • Increase remittance opportunities through overseas workers program. • Annual sports budget, \$225,000 • Construction of Yaren sports complex, \$50m • Improve solid waste management, \$200,000⁷ • Strengthen youth activities with annual budget of \$173,000 • Improve Child Protection Services with annual budget of \$100,000 	<p>AOPs</p> <p>NIANGO reports on environment, waste management, sports and youth activities</p> <p>Child Protection Working Group Report</p>	<ul style="list-style-type: none"> • Good coordination with other departments and community. • Civil society remains securely funded. • No external economic shocks negatively impacting government revenues. • Private sector led growth contributes government revenues to help pay for social expenditures. • Development partner programmes continue to support social and environmental activities.

ADB: Asian Development Bank; AOP: Annual Operational Plans; CPA: Country Policy Assessment; DOJ: Department of Judiciary; HIES: Household Income and Expenditure Survey; MOS: Ministry of Sports; NIANGO: Nauru Islands Association of Non Government Organizations NRC: Nauru Rehabilitation Corporation; PCR: Project Completion Report; SDG: Sustainable Development Goal

⁶ See: ADB (2016) Mapping Fragile and Conflict-Affected Situations in Asia and the Pacific. The ADB Experience. Manila page 22 on.

⁷ Republic of Nauru (undated). Tentative Action Plan to Implement the Nauru National Solid Waste Management Strategy 2017-2026