



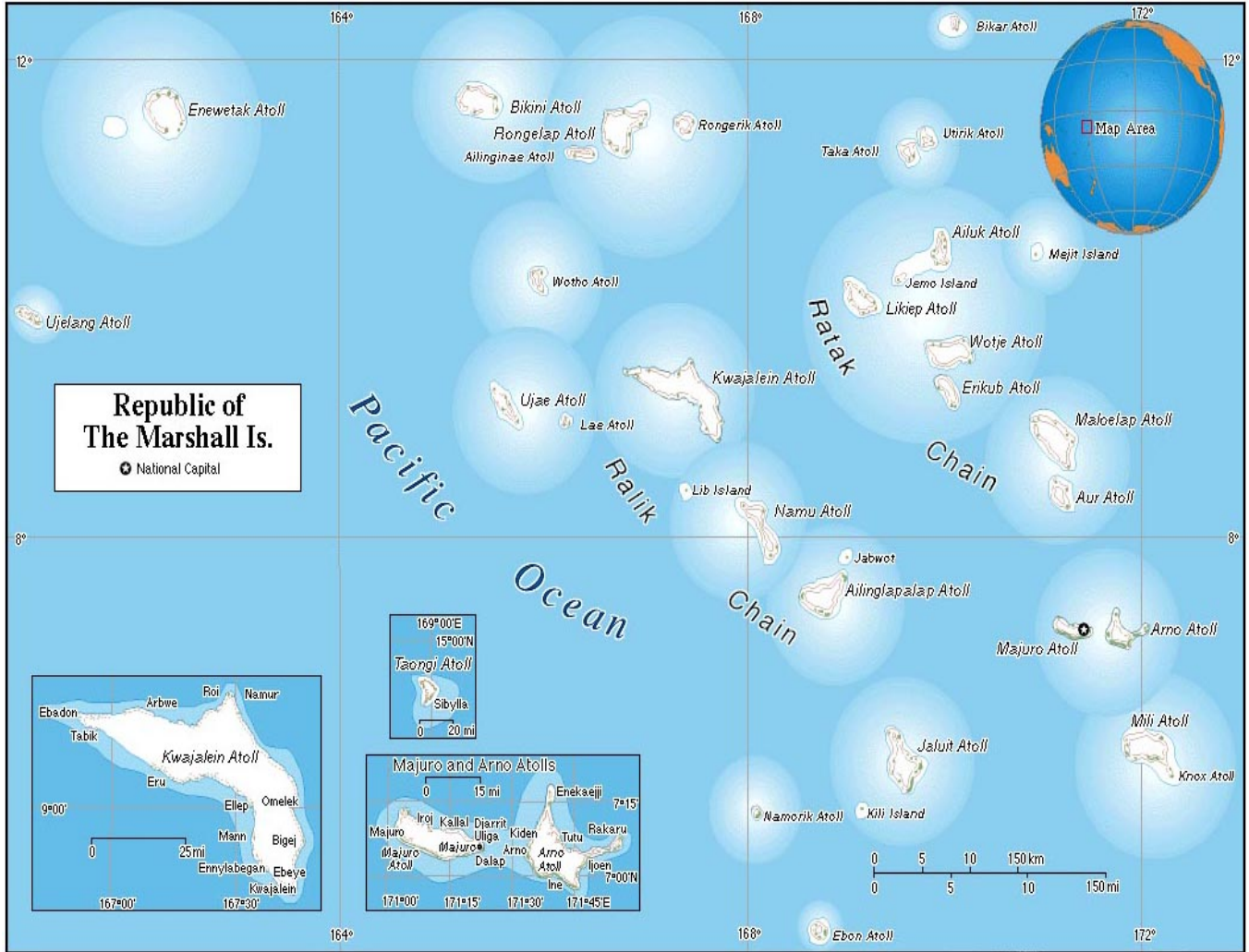
Republic of the Marshall Islands
NATIONAL STRATEGIC PLAN
2015–2017

June 2014

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Map of the Republic of the Marshall Islands



MESSAGE FROM THE PRESIDENT



His Excellency President Loeak

It gives me great pleasure and privilege to present to all stakeholders, the RMI **National Strategic Plan, (NSP)**. This Instrument provides for the RMI development strategies for the next three year period, (2015–2017).

As our young nation faces difficult challenges in its daily activities and planning, we tend to look to the past for guidance for the present and future, to ensure that we steady the course towards progress and self-sufficiency. The NSP is such the instrument steadying the course and navigating us toward this goal.

The development of this National Strategic Plan was accomplished through joint collaborative efforts of governmental ministries, agencies, businesses, as well as private sector entrepreneurs, non-governmental organizations, and numerous others in civil society, who shared in one goal and objective aiming to ensure that the course and future of RMI is steered toward self-sustainability and efficiency.

As President, I strongly encourage stakeholders to allocate sufficient resources to support the implementation of the development goals and objectives identified in the National Strategic Plan, for the continued development of good governance and a vibrant Marshallese society.

I extend to the RMI development partners, especially the United Nations Development Fund and the Asian Development Bank, the warm gratitude and appreciation of the Government, and the people of the Republic of the Marshall Islands, for their full on-going support and assistance, towards the implementation and progress of the National Strategic Plan.

I encourage stakeholders to come together in the spirit of joint collaboration and efforts, as enshrined in the words of our forefathers, “Jepelpelin Ke Eju Kaan”, to achieve successful results and progress of RMI national priorities, in order to ensure a greater and brighter future for our young nation. Please accept the assurances of my highest gratitude.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Loeak', written in a cursive style.

Christopher J. Loeak
President

ACKNOWLEDGEMENTS

The Government of the Republic of the Marshall Islands wishes to thank the National Strategic Plan Steering Committee for their guidance and oversight in designing and developing this document. The Steering Committee was led by the Chief Secretary. Other members of the Committee include the Secretary of Finance, the Secretary of Foreign Affairs, the Director of Economic Policy Planning and Statistics Office, the Director of the Office of Compact Implementation, the President of the Marshall Islands Mayors Association, and representatives from the Office of Attorney General, the Private Sector and the Non-Governmental Organization Community.

Special appreciation is given to the Marshall Island Government's line Ministries, Agencies and State Owned Enterprises, and most importantly, all of Marshallese society for their valuable input and contributions to the development of this National Strategic Plan.

RMI government would also like to acknowledge the United Nations Development Program (UNDP) Fiji for sponsoring the Technical Assistance Team, comprised of Chris M. Yanckello, for their assistance in preparing this document. The Government also wishes to acknowledge the Asian Development Bank (ADB) for their assistance in printing this document and providing technical assistance for the initial implementation of the National Strategic Plan, including the development of the National Strategic Plan Electronic Platform found at www.eppso.org.

Acknowledgement is also extended to the staff of the College of the Marshall Islands and EPPSO for their efforts in reviewing and preparing this publication.

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ABBREVIATIONS AND ACRONYMS

<u>ACRONYM</u>	<u>DEFINITION</u>
ADB	Asian Development Bank
AG	Attorney General
ALRO	Alab Lebje Relatives Organization
AMI	Air Marshall Islands
ANZ	Australian and New Zealand
APSC	Australian Public Service Commission
ATT	Arms Trade Treaty
BOMI	Bank of the Marshall Islands
BPOA	Barbados Plan of Actions
CAP	Comprehensive Adjustment Program
CBGS	Community Based Governance System
CCA	Climate Change Adaptation
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CFC	Chlorofluorocarbons
CMAC	Coastal Management Advisory Council
CMI	College of the Marshall Islands
CNMI	Commonwealth of the Northern Mariana Islands
CPI	Consumer Price Index
CRC	Convention on the Rights of the Child
CROP	Council of Regional Organizations of the Pacific
CRPD	Convention on the Rights of Person with Disability
CTBT	Comprehensive Nuclear-Test-Ban Treaty
DAC	Development Assistance Committee
DHS	Demographic Health Survey
DOT	Direct Observation Therapy
DRM	Disaster Risk Management
DUD	Darrit-Uliga-Delap
ECM	Enhanced Consultative Mechanism
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
ELA	English Language Arts
EPA	Environmental Protection Authority
EPPSO	Economic Policy, Planning and Statistics Office
EU	European Union
FEMA	Federal Emergency Management Agency
FFE	Food for Education
FIC	Forum Island Countries
FMM	Financial Management Model
FSM	Federated States of Micronesia
FY	Fiscal Year
GAO	Government Accountability Office
GDI	Gender Development Index
GDP	Gross Domestic Product
GHG	Greenhouse Gases

<u>ACRONYM</u>	<u>DEFINITION</u>
GNI	Gross National Income
HDI	Human Development Index
HIPC	Heavily Indebted Poor Countries
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HPI	Human Poverty Index
HRD	Human Resource Development
HRH	Human Resource for Health
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
ICT	Information and Communications Technology
ILO	International Labor Organization
IWRM	Integrated Water Resource Management
JNAP	Joint National Action Plan
KAJUR	Kwajalein Atoll Joint Utility Resources
M&E	Monitoring and Evaluation
MAWC	Majuro Atoll Waste Company
MBC	Marshalls Broadcasting Company
MCG	Forum Ministerial Contact Group on Fiji (MCG)
MDGs	Millennium Development Goals
MDRI	Multilateral Debt Relief Initiative
MEC CRP	Marshalls Energy Company Comprehensive Recovery Plan
MEC	Marshalls Energy Company
MICNGOS	Marshall Islands Council of Non-Governmental Organizations
MICS	Marshall Islands Conservation Society
MIDB	Marshall Islands Development Bank
MIJ	Marshall Islands Journal
MIMA	Marshall Islands Mayors' Association
MIMRA	Marshall Islands Marine Resources Authority
MIR	Marshall Islands Resort
MISAT	Marshall Islands Standard Achievement Test
MISC	Marshall Islands Shipping Corporation
MISGLB	Marshall Islands Scholarship, Grant and Loan Board
MISSA	Marshall Islands Social Security Administration
MIVA	Marshall Islands Visitors Authority
MMR	Measles, Mumps, Rubella (triple cocktail vaccination)
MOE	Ministry of Education
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOIA	Ministry of Internal Affairs
MOJ	Ministry of Justice
MPW	Ministry of Public Works
MSI	Mauritius Strategy of Implementation
MTBIF	Medium Term Budget and Investment Framework
MWSC	Majuro Water and Sewer Company
NCCPF	National Climate Change Policy Framework
NCDs	Non Communicable Diseases

<u>ACRONYM</u>	<u>DEFINITION</u>
NESS	National Economic and Social Summit
NGOs	Non-Government Organizations
NSDS	National Sustainable Development strategy
NSP	National Strategic Plan
NTA	National Telecommunication Authority
NTC	National Training Council
NTFC	National Trade Facilitation Committee
ODA	Overseas Development Assistance
OECD	Organization for Economic Cooperation and Development
OEPPC	Office of Environmental Planning, Policy and Coordination
OLPC	One Laptop Per Child
PALM 6	Sixth Pacific Leaders Meeting (PALM 6)
PBB	Performance Based Budgeting
PBS	Portfolio Budget Statement
PDMC	Pacific Developing Member Countries
PEDF	Pacific Education Development Framework
PFRM	Public Financial Roadmap
PIC	Pacific Island Countries
PICT	Pacific Island Countries and Territories
PICTA	Pacific Island Countries Trade Agreement
PIDP	Pacific Islands Development Program
PIFFA	Pacific Islands Forum Fisheries Agency
PIFS	Pacific Islands Forum Secretariat
PNA	Parties to the Nauru Agreement
PPA	Pacific Power Association
PPP	Purchasing Power Parity
PSC	Public Service Commission
PWD	People With Disabilities
RAMSI	Regional Assistance Mission to Solomon Islands
R&D	Ministry of Resources and Development
RH	Reproductive Health
RMI	Republic of the Marshall Islands
ROC	Republic of China
RWH	Rainwater Harvesting
SBA	Small Business Administration
SBDA	Small Business Development Agency
SBDC	Small Business Development Center
SC	Steering Committee
SDG	Sustainable Development Goals
SE4All	Sustainable Energy for All
SGBV	Sexual and Gender Based Violence
SIDS	Small Island Developing States
SOE	State Owned Enterprise
SOPAC	Pacific Islands Applied Geo-science Commission
SPC	Secretariat of the Pacific Community
SPC-EU	Secretariat of the Pacific Community – European Union
SPREP	Secretariat of the Pacific Regional Environment Program

<u>ACRONYM</u>	<u>DEFINITION</u>
SPTO	South Pacific Tourism Organization
STI	Sexually Transmitted Infection
T&C	Ministry of Transportation and Communication
TA	Technical Assistance
TB	Tuberculosis
TVET	Technical/Vocational Education and Training
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNCBD	United Nations Convention on Biological Diversity
UNDP	United Nations Development Program
UN/ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
US	United States
USDA	United States Department of Agriculture
USP	University of the South Pacific
UXO	Unexploded Ordnance
WAM	Waan Aelon in Majol
WB	World Bank
WCO	World Customs Organization
WCPFC	Western and Central Pacific Fisheries Commission
WHO	World Health Organization
WIB	Women In Business
WUTMI	Women United Together Marshall Islands

EXECUTIVE SUMMARY

A. INTRODUCTION

The National Strategic Plan (NSP) of the Republic of the Marshall Islands (RMI) has been developed using a collaborative process among government ministries and agencies, non-governmental organizations (NGOs) and the private sector.

The NSP is designed as a framework to coordinate the articulated medium term development goals and objectives of the RMI government at the national level. The NSP will be used by government leaders **as the roadmap for development and progress** in the medium term (2015–2017) and will be continually updated for use in meeting longer term objectives as the RMI moves towards the scheduled completion of The Compact of Free Association, as Amended funding in 2023.

The NSP will enable RMI government leaders to articulate the direction of priorities over the coming three year period, in anticipation of 2023. RMI government, through the NSP, can now clearly outline the chronological pathway for implementation of national priorities.

Electronic Platform

The NSP is designed as a dynamic document. Going forward, the NSP will be housed on an electronic platform. The NSP document is to be web-based and located on an internet website at the Economic Policy Planning and Statistics Office (EPPSO). EPPSO will serve as the gatekeeper for revisions and updating links in the NSP. Ministries and agencies will provide EPPSO with updates so that the NSP continually reflects “real time” policies, activities and accomplishments. The NSP will be accessible on line to all stakeholders for review and for information.

The web-based NSP includes hyper-links to ministry and agency strategic plans, national policy documents and monitoring matrixes that can be used to monitor progress. The hyper-links also provide donors and other interested stakeholders with information to make decisions regarding NSP planning, implementation and progress.

The NSP hyper-links also provide links to the NSP implementation matrixes. These implementation matrixes will be used by EPPSO to monitor and evaluate progress regarding NSP implementation. EPPSO will also use these matrixes to prepare an annual progress report.

NSP Timeframe

The initial NSP outlook is three years (FY15–17).The NSP has been developed in coordination with the RMI planning and budgeting cycle. As such, the NSP is designed as a three-year rolling plan.

Three-year rolling plans are updated annually during the annual budget process. The NSP will be updated annually during the same time so that it reflects current and ongoing goals and priorities. This includes adding an additional year forward to the plan during each budget cycle in keeping with the rolling format.

Although the NSP is developed with an initial three year timeframe, it must also be forward looking to the year 2023. At that time, grant funding from The Compact of Free Association, as Amended is scheduled to end.

B. ORGANIZATION OF THE NSP

The National Strategic Planning Steering Committee (SC), appointed by the Cabinet, played a significant role in the development, design and organization of the NSP. The SC presented the idea that the National Plan be built around the design concept of 1-5-3. The SC maintained that the design concept of 1-5-3 provides for a plan that is straightforward, with a user friendly format. The 1-5-3 design follows this pattern:

(1) Clear concise objective

(5) Sectors with development objectives, aligned with ten National Development Themes

(3) Year rolling plan framework resulting in a dynamic plant that can be updated in accordance with the annual budgeting process

NSP Sectors

The NSP includes five sectors with each sector broken down into several related strategic areas. The strategic areas are intended to coordinate with national policies and ongoing and/or planned strategic plans in the RMI government ministries, agencies and SOEs. ***The Sector Diagram*** that follows provides an overview of the five sectors and related strategic areas.

(1) Social Development

- Health (1A)
- Education (1B)
- Gender (1C)
- Children, Youth and Vulnerable Groups (1D)
- Community Development (1E)

(2) Environment, Climate Change and Resiliency

- Vulnerability Assessment and Disaster Risk Reduction (2A)
- Disaster Management and Response (2B)
- Conservation Resource Management (2C)

(3) Infrastructure Development

- Transportation (3A)
- Energy (3B)
- Water and Sanitation (3C)
- Solid and Hazardous Waste Management (3D)
- Information Communications Technology (3E)

(4) Sustainable Economic Development

- Agriculture and Agriculture Production (4A)
- Marine Resources (Fisheries, Fisheries Infrastructure, Deep Sea Mining) (4B)
- Trade and Local Manufacturing (4C)
- Tourism (4D)
- Financial Services, Private Sector, Private Sector Investment and Employment (4E)
- Government Investment (Trust Funds)(4F)

(5) Good Governance

- Public Administration (5A)
- Public Financial Management and Reform (5B)
- Law, Justice and Public Safety (5C)
- Legal and Regulatory (5D)
- SOE Management and Reform (5E)
- Macroeconomic Planning (5F)

C. THE NATIONAL STRATEGIC PLAN VISION

The NSP Vision considers both the RMI Constitution and Vision 2018. The development of the NSP Vision focuses on continuing to build a resilient, productive and self-supportive RMI. As such, it is founded on the attributes of self-reliance, mutual respect, tolerance and integrity in line with constitutional obligations and international promises.

The RMI NSP Vision Statement:

IN OUR OWN HANDS IS OUR FUTURE

The NSP Vision encompasses all the priorities, targets and policies that make up the ongoing efforts at development in the RMI and is consistent with the forward looking approach the government is taking with the development and implementation of this NSP.

D. THE NATIONAL STRATEGIC PLAN OBJECTIVE

The RMI Planning Guide, drafted by EPPSO in 2009, defines objectives as:

***Objective** – The term objective refers to a planned outcome or end result that is to be achieved at some future time as a result of social or economic development.*

The objective of the NSP is successful national development that reflects success in all aspects of Marshallese society including economic, political, social and cultural areas. The objective addresses the needs, views and concerns of all Marshallese so that as progress occurs, each individual has a shared and common stake in national development.

In this way, the people and the culture of the Marshall Islands are the source of inspiration for the priorities of the NSP. Through successful implementation, the NSP moves Marshallese society so that all citizens can achieve their potential through opportunities provided by strategic and organized sustainable development at both national and local levels. The NSP Objective:

***Sustainable, Equitable and Measurable Development Reflecting the
Priorities and Culture of the Marshallese People***

This objective empowers each citizen with both responsibility and opportunity. Through the successful implementation of the NSP, every citizen can expect to enjoy improved quality of life in all areas including (but not limited to), health, education, energy, food security, law and order, gender equality, employment opportunities and disaster mitigation. Furthermore, this empowerment is more deeply broadened by the embracing of culture as a unifying force for sustainable development of the Marshall Islands.

E. NSP NATIONAL CONTEXT AND NATIONAL DEVELOPMENT THEMES

Developing the NSP National Context

Vision 2018 is crucial to the development of the NSP national context. Other national planning documents and reports as well as international information including The Pacific Plan Annual Progress Report, 2012 were also critical to the development of the national context. Stakeholder consultations and inputs were also essential to the development of the NSP national context. A list of documents referenced is located in **Annex 3**. A directory of stakeholders consulted is in **Annex 10**.

Vision 2018 and NSP National Context

Vision 2018 provides the RMI with a long range view of national context and perspective. This national context continues to provide relevant national priorities.

A review and analysis of the goals of Vision 2018 is located in **Annex 4**. The analysis resulted in the development of ten *National Development Themes* and corresponding *National Goals and National Targets*. The following table provides a visualization of the alignment of the ten *National Development Themes* with the corresponding *National Goals and Targets*.

Furthermore, an individual matrix has been designed for each respective sector providing the correlation of the *Over-Arching Development Objectives* in each sector with the ten *National Development Themes*.

NSP National Development Themes

The NSP was developed with the understanding of the importance of the enabling conditions outlined in Vision 2018 to national development. Through analysis of Vision 2018 and with stakeholder inputs, a series of ten broad *National Development Themes* have been developed providing the NSP with a national perspective. The ten *National Development Themes* are:

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national governments.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic, environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.

6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.
8. Building a sound infrastructure that provides energy, environmental, infrastructure and transportation security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life.

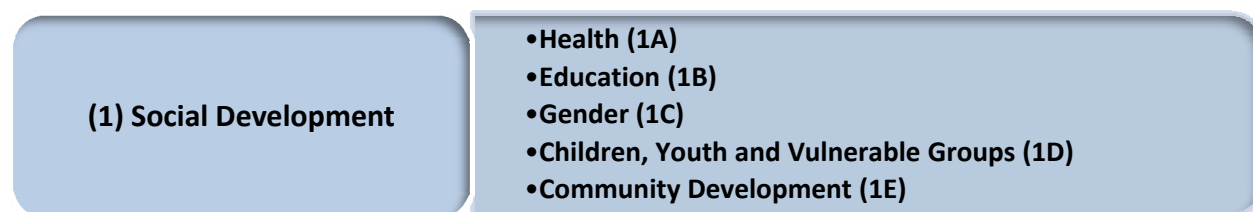
The *National Development Themes* will be used as macro-indicators regarding NSP progress. By aligning *Over-Arching Development Objectives* for each sector with *the National Development Themes* the RMI will be able to monitor NSP implementation and progress in a national context.

ALIGNMENT OF NATIONAL THEMES GOALS AND TARGETS		
National Development Themes	National Goals	National Targets
1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government	▪ Effective decision making dialogue	✓ Communication across and among government leaders ✓ Cultural identity and traditional practice as an integral part of all decision making
	▪ E-Government is the way work is processed	✓ Paperless offices ✓ More timely decision-making and information dissemination ✓ Improve access and dissemination of all relevant information ✓ Government electronic filing system
	▪ Impartial legal system	✓ Speedy and impartial law enforcement ✓ Accountable and transparent judiciary
	▪ Regulatory compliance coordinated with sustainable development	✓ Fisheries and marine resources used efficiently ✓ Water and resources used efficiently ✓ Deep sea mining addressed
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic, environment governance and infrastructure	▪ Economic and financial security	✓ Decrease dependence on foreign economic and technical assistance
	▪ Private sector growth and participation in economic development	✓ Rules and regulations encouraging expansion of private sector and job creation ✓ Access to job opportunities on all atolls
	▪ Favorable investment climate	✓ Rules and regulations encouraging foreign investment
	▪ Equitable access to services and opportunities	✓ Vulnerable groups mainstreamed for access to all necessary areas of society ✓ Small business opportunities for all atolls ✓ Agriculture extension in outer islands (coconut replanting and other programs)
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments	▪ Maintain traditional family and spiritual values	✓ Building patriotism and national identity ✓ Respecting religion and maintain peace and harmony in society
	▪ Cultural security	✓ All society active in promoting and preserving Marshallese culture
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility	▪ Traditional and cultural responsibility	✓ Traditional Leaders continue to oversee traditional law ✓ Traditional Courts continue resolve land issues
	▪ Traditional and constitutional freedoms protected	✓ Active Council of Iroij ✓ Active Traditional Leaders
5. Promoting an innovative people by improving health and education access and opportunities	▪ High quality education available	✓ Student enrollments and attendance ✓ Student results addressed ✓ Teacher quality addressed ✓ Community partnerships
	▪ Competitive and skilled workforce	✓ Technical education programs providing workforce development
	▪ Secure high quality health care	✓ Focus on NCDs ✓ Preventive health care addressed ✓ Hospital services addressed ✓ Outer island health care addressed

ALIGNMENT OF NATIONAL THEMES GOALS AND TARGETS		
National Development Themes	National Goals	National Targets
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies	▪ Sustainable international dialogue	✓ Sustainable development with international partners (economic, political, environmental technological)
	▪ Growth of trade as integral to economic development	✓ Trade policy integrated into all macro-economic planning and international development dialogue
7. Ensuring broad-based growth and food security through a cross-cutting approach	▪ Food security	✓ Focus on local food security issues and reducing imports
8. Building a sound infrastructure that provides energy environmental, infrastructure, and transportation security for all atolls	▪ Infrastructure security and maintenance (access to all relevant infrastructure)	✓ Transportation infrastructure reliable ✓ Water, energy and Information Communications Technology security (reliable services) ✓ Water, energy and Information Communications Technology policies focus on national issues
	▪ Energy security	✓ Oil and conventional energy resources used efficiently ✓ Alternative energy resources developed
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration	▪ Environmental security	✓ Coastal security ✓ Land security ✓ Marine security
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life	▪ Economic, food, energy and environmental security	✓ Stable outer islands population ✓ Access to all necessary and relevant services in a timely and cost effective manner
	▪ Infrastructure security (access to all relevant infrastructure)	

F. SOCIAL DEVELOPMENT SECTOR

The Social Development Sector is comprised of five strategic areas:



Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the Ministry of Health Strategic Plan and the National Gender Policy.

NSP National Priorities and Social Development Sector Development Objectives

The table below provides the synthesis of NSP *National Development Themes* with the *Social Development Sector Over-Arching Development Objectives* identified for each strategic area (1A-1E). This table illustrates the association of each *Over-Arching Development Objective* with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

SOCIAL DEVELOPMENT SECTOR:										
NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Strengthen the Commitment to Healthy Islands Concept in Implementing Health Promotion and Priorities, and to Build the Capacity of the Ministry of Health	√	√	√	√	√				√	√
2. Address Ministry of Health HR Priority Issues		√			√					
3. Enhance the School Improvement Process Through Provision of High Quality Education		√	√	√	√					√
4. Enhance Technical Training (TVET) and Workforce Development		√	√	√	√				√	√
5. Mainstream Gender Issues and Enhance the Capacity Women to Meet their Full Potential	√	√	√	√	√	√			√	√
6. Enhance the Capacity of Youth and Vulnerable Groups to Meet their Full Potential	√	√	√	√	√	√			√	√
7. Enhance Awareness and Strengthen Advocacy on Social and Health Issues with Regard to Determining Local Resource Requirements Regarding both National and International Policies in Local Communities	√	√	√	√	√	√	√	√	√	√
8. Continue Establishment of Community Based Fisheries and Resource Management (Reimaanlok)	√	√	√	√		√	√	√	√	√

G. ENVIRONMENT, CLIMATE CHANGE AND RESILIENCY SECTOR

The Environment, Climate Change and Resiliency Sector is comprised of three strategic areas:

(2) Environment, Climate Change and Resiliency

- Vulnerability Assessment and Disaster Risk Reduction (2A)
- Disaster Management and Response (2B)
- Conservation Resource Management (2C)

Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the Climate Change Policy or the Environmental Protection Authority Strategic Plan.

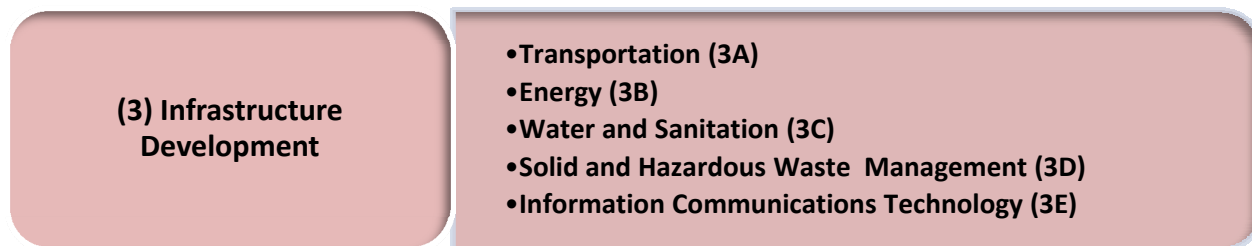
NSP National Priorities and the Environment, Climate Change and Resiliency Sector Development Objectives

The following table provides the synthesis of NSP *National Development Themes* with the *Environment, Climate Change and Resiliency Sector Development Objectives* identified for each strategic area (2A-2C). This table illustrates the association of each *Over-Arching Development Objective* with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

ENVIRONMENT CLIMATE CHANGE AND RESILIENCY SECTOR: NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Continued Implementation and Awareness of the Principles of the Majuro Declaration	√	√	√	√	√	√	√	√	√	√
2. Mainstream Risk Reduction Measures into Ongoing Conservation and Resource Management	√	√	√			√		√	√	√
3. Establish a Coordinated System of International Emergency Response and Humanitarian Aid	√	√	√			√		√	√	√
4. Ensure and Maintain the Quality of Marine Waters as Appropriate for their Planned and Actual Use Including Recreational, Conservation, Fishing, and Industrial Practices	√	√	√	√	√	√		√	√	√

H. INFRASTRUCTURE DEVELOPMENT SECTOR

The Infrastructure Development Sector is comprised of five strategic areas:



Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the National Energy Policy or the Ministry of Transportation and Communication Strategic Plan.

NSP National Priorities and Infrastructure Development Sector Development Priorities

The following table provides the synthesis of NSP *National Development Themes* with *The Infrastructure Development Sector Development Objectives* identified for each strategic area (3A-3E). This table illustrates the association of each *Over-Archiving Development Objective* aligns with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

INFRASTRUCTURE DEVELOPMENT SECTOR: NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Provide for and Ensure Compliance to all Applicable Marine Safety Standards for Watercraft	√	√		√		√		√	√	√
2. Implement Over the next 3 years an Organizational Review and Staffing Plan (Civil Aviation)	√					√		√	√	√
3. Provide Improved Access to Water Transport (MISC Operations Plan)	√	√	√		√	√	√	√		√
4. Provide Improved Access to Air Transport (Implement AMI Business Plan)	√	√	√		√	√	√	√		√
5. Continue to Implement the MEC Petroleum Program	√	√	√			√	√	√	√	√
6. Continue to Implement the MEC Comprehensive Recovery Program	√	√	√			√	√	√	√	√
7. Through the Focus on Five Key Energy Sectors (RMI Energy Policy) Provide Clean, Reliable, Affordable, Accessible, Environmentally Appropriate and Sustainable Energy Services	√	√	√	√		√	√	√	√	√
8. Through the Implementation of the National Water and Sanitation Policy Ensure Access to Safe Water	√	√	√	√		√	√	√	√	√
9. Improve Water Service Delivery through MWSC Reforms	√	√	√	√		√	√	√	√	√
10. To Reduce the Solid Waste Generation and Effectively Manage Solid Waste in Order to Protect the Public Health and Environment of the RMI (MWSC)	√	√	√	√	√	√	√	√	√	√
11. Minimize the Impact of Persistent Organic Pollutants (POPS), Pesticides, Ozone Depleting Substances (ODS), and Hazardous Waste on the Environment and the Health of the RMI People (EPA)		√				√			√	√
12. Coordinated Sector Planning and Improved Service Delivery	√	√			√	√		√	√	√

I. SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR

The Sustainable Economic Sector is comprised of six strategic areas:

(4) Sustainable Economic Development

- Agriculture and Agriculture Production (4A)
- Marine Resources (Fisheries, Fisheries Infrastructure, Deep Sea Mining) (4B)
- Trade and Local Manufacturing (4C)
- Tourism (4D)
- Financial Services, Private Sector, Private Sector Investment and Employment (4E)
- Government Investment (Trust Funds)(4F)

Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the RMI National Trade Policy or the Ministry of Resources and Development Strategic Plan.

NSP National Priorities and Sustainable Economic Sector Development Objectives

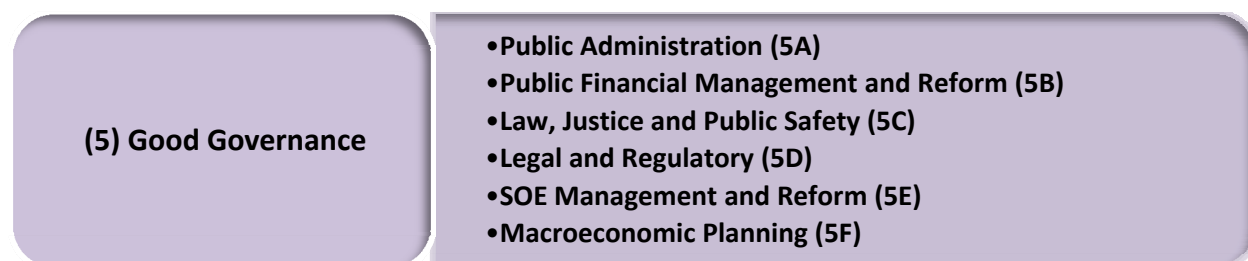
The following table provides the synthesis of NSP *National Development Themes* with *The Sustainable Economic Development Sector Development Objectives* identified for each strategic area (4A-4F). This table illustrates the association of each *Over-Arching Development Objective* aligns with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Implement the RMI Food Security Policy Agriculture Strategies Linked to Targeted Policy Goals	√	√	√	√	√	√	√	√	√	√
2. Coconut Replanting and other Agriculture Projects and Programs Continuing to Develop Outer Island Agriculture Production and Economies		√	√	√			√	√	√	√
3. Effective and Efficient Planning and Use of Marine Resources	√	√	√	√		√	√	√	√	√
4. Development of Fisheries Infrastructure to Support the Development of Private Sector Led Export Fisheries	√	√				√	√	√	√	√
5. Explore the Positive Impact of Developing Deep Sea Mining Policy and Legislation	√					√		√	√	√
6. RMI to Adopt the 2007 Harmonized System That is Fully Compatible with the World Customs Organization (WCO) Rules and Gather the Latest Trade Data, Disaggregated by Tariff Line and Trading Partner, Quantity, and Import Duty, for the Recent Three Years (2010–13)	√					√	√		√	
7. Implement a National Trade Policy that Creates an Environment Conducive for Trade and Investment	√	√	√			√	√	√		√
8. Implement Trade Policy Framework	√	√	√			√	√	√		√
9. Tourism Development in the RMI to be Private Sector Driven	√	√	√		√			√	√	√
10. Cultural and Environmental Sustainability. Tourism must not Infringe on the Marshallese Culture, but Should Support and Promote the Culture	√	√	√	√				√	√	√

SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
11. Provision of Cost Effective Micro-Finance Services (SBDA)		√	√		√		√	√	√	√
12. Active Investment Information and Facilitation Services (Trade Policy)	√	√	√			√	√	√		√
13. Work to increase Private Sector Participation in Economy with the Primary Focus on Job Creation	√	√	√			√	√	√		√
14. An Active Chamber of Commerce Promoting Investment and Employment in Coordination with RMI National and Local Governments	√	√	√	√	√	√	√	√	√	√
15. Continued Monitoring of Investment Portfolio to Ensure Growth and Future Sustainability	√					√	√	√	√	√

J. GOOD GOVERNANCE SECTOR

The Good Governance Sector is comprised of six strategic areas:



Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the Public Safety Strategic Plan or the draft *Tax Reform Legislation*.

NSP National Priorities and Good Governance Sector Development Objectives

The following table provides the synthesis of NSP *National Development Themes* with *The Good Governance Sector Development Objectives* identified for each strategic area (5A-5F). This table illustrates the association of each *Over-Arching Development Objective* aligns with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

TABLE 30: GOOD GOVERNANCE SECTOR:										
NSP DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Adding Value to the RMI Public Service	√		√	√		√			√	√
2. Adding Value to the Role of the Public Service Commission	√		√	√		√			√	√
3. Adding Value to the Public Service Commission Programs and Processes	√		√	√		√			√	√
4. Finalize the Public Financial Management Road Map to Make Certain Changing Revenue Scenarios are Considered in Budget Development	√	√			√	√	√		√	√
5. Ensure RMI Government Financial Compliance through Annual Audit Process	√					√			√	√
6. Custom and Tax Reform Legislation Considered to Provide the most Positive Economic, Cultural and Social Impacts	√	√	√			√			√	√
7. Stabilize MISSA for the Future		√	√			√			√	√
8. Maintain Quality Law and Order Enforcement and Provision of Security Services	√		√	√				√		√
9. Maintain an Impartial, Fair and Equitable System of Courts (Traditional/Western)	√		√	√				√		√
10. Address Efficiency and Capacity Regarding Enforcement Prosecution of Cases	√	√	√	√				√		√
11. Maintain Fair and Equitable Regulatory Systems and Processes	√	√	√	√		√		√	√	√
12. Continue to Focus on the Implementation of SOE Reforms	√	√	√	√		√	√	√	√	√
13. Fully Coordinate MTBIF and FMM with Ministry/Agency Planning and the NSP	√	√	√			√			√	√
14. Resource Allocation Among Ministries Based on Performance and Priorities as per the NSP	√	√	√	√	√	√	√	√	√	√
15. Review and Implement Relevant CAP Reforms to Improve Economy (CAP Reform Areas)	√	√	√			√			√	√

K. HUMAN RESOURCE CAPACITY DEVELOPMENT

Human resource capacity development is identified throughout the RMI government as a cross cutting issue for all ministries and agencies. For this reason this issue is detailed in a standalone section.

The Public Service Commission (PSC) and the National Training Council (NTC) are currently working on several facets of Human Resource Development (HRD) for the RMI public service and for the general population of the RMI. PSC is focusing on the following:

- Public Service Commission Workforce Plan
- RMI Public Service Strategic Development Plan
- Human Resource Information Management System (HRMIS)
- Human Resource Management (HRM) System Framework Development
- Human Resource Development (HRD) System Framework Development
- Remuneration and Classification System Reform
- Expansion of PSC roles and functions in championing Good Governance Principles
- Strategically redesigning/re-structuring of PSC

The NSP is designed to coordinate with the ongoing PSC HR reform initiatives. The NSP electronic platform will include hyper-links that will link stakeholders to all ongoing work in HRD for both the PSC and NTC.

L. NSP IMPLEMENTATION AND MONITORING

NSP Implementation and Monitoring and Evaluation Framework (M&E)

EPPSO is responsible for monitoring the implementation of the NSP. The NSP is designed to be web-based and housed at EPPSO. The web-based NSP provides for a dynamic document that can be updated on a regular basis. Real time monitoring will be conducted using the NSP electronic platform.

EPPSO serves as the gatekeeper for updating progress of the NSP and updating links to all relevant information. Ministries and agencies will provide EPPSO with updates so that the NSP electronic platform reflects “real time” information. This NSP electronic platform is to be accessible to all stakeholders for review and for information. In addition to providing the necessary platform to conduct M&E in real time, the electronic platform also:

- Provides, for the first time, a “one-stop shop” for all RMI and international stakeholders to find real time information regarding government planning, budgeting, legislation, and international commitments
- Provides access, in real time, for Ministers and other government officials to review ongoing progress with regard to implementing the NSP and related plans, budgets and policies.
- Underscores that it is imperative that all government plans and policies are updated so that the most up to date information is available.
- Emphasizes the critical role of EPPSO pertaining to planning and with regard to monitoring NSP implementation and progress.

The NSP electronic platform includes hyper-links to ministry/agency strategic plans, national policy documents, RMI international and regional agreements and other relevant information such as the [2011 RMI Census](#). This platform also includes links to an additional range of information including links to other RMI websites. With this menu the NSP electronic platform provides government, donors and other interested parties with information, in real time, not only of NSP progress, but also of ongoing progress in other areas of government.

The electronic platform also provides links to the NSP implementation matrixes. These implementation matrixes will be used by EPPSO, and government leaders, to monitor and evaluate progress regarding NSP implementation. EPPSO will also use these matrixes to prepare an annual progress report. An example of the NSP implementation matrixes is located in **Annex 1**.

The implementation matrixes are coordinated with ministry/agency strategic plans and budgets. This provides for a two-tiered M&E framework. The NSP implementation matrixes provide the initial level of monitoring (National/Tier 1). The matrixes include the following information regarding the *Over-Archiving Development Objectives*:

- NSP over-arching development objective
- NSP ministerial objectives
- Issues to address (development challenges)
- Medium term strategies
- Medium term outcomes
- Medium term indicators and targets (developed by implementing agencies and EPPSO)
- Budget information
- Links to relevant planning and policy documents

Additionally, hyper-links to individual strategic plans in each RMI ministry/agency provide the secondary level of M&E (Ministerial/Tier 2), providing a further drill down of details regarding implementation and progress of the *Ministerial Development Objectives* including:

- Implementing activities (specific activities linked to medium term strategies)
- Short term outcomes/milestones (specifically lined to medium term outcomes)
- Short term indicators (where possible to monitor changes in shorter terms)
- Responsible divisions (and positions)
- Coordination responsibilities (external and internal of ministry/agency, other stakeholders)
- Specific funding amounts and sources of funding
- Timeframes

This two tiered M&E framework provides the RMI government and all stakeholders the opportunity to see both a broad view (medium term) of progress, and also a more targeted view (short term/annual). EPPSO will prepare an annual NSP progress report. This report will provide a status update for each sector and also will include an update regarding the NSP status vis-à-vis selected core indicators located in **Annex 8**. Reporting on specific data in the areas of health, education and environment is currently provided by relevant ministries on a quarterly basis, this is expected to continue.



REPUBLIC OF THE MARSHALL ISLANDS
NATIONAL STRATEGIC PLAN 2015–2017

SNAPSHOT OF THE REPUBLIC OF THE MARSHALL ISLANDS

1. SNAPSHOT OF THE RMI

Independence	:	21 October 1986
UN/ESCAP Membership	:	31 July 1991
Capital	:	Majuro
Geographical Location	:	North Pacific
Constitution	:	Mixed Parliamentary and Presidential System
Parliament	:	Bicameral
Official Language	:	Marshallese and English
Land area	:	180 square kilometers (70 square miles)
Exclusive Economic Zone	:	2.1 million square kilometers (1.3 million square miles)
Population	:	53,158 (74% urban) ^(2011 RMI Census)
GDP (PPP)		
GDP Growth	:	0.8% (FY11)
GDP composition	:	Fisheries, Agriculture, Industry, Services
Constant GDP per capita	:	\$2,700 (FY2000 \$)
Labor Force	:	12,647 ^(2011 RMI Census)
Labor Force by Occupation	:	Craft and Related Workers (23%), Service Workers, Shop and Market Sales Workers' (17%), Elementary Occupations (14%), Professionals (13%) Technicians and Associate Professionals (9%) ^(2011 RMI Census)
Human Development Index	:	0.738 ⁽²⁰⁰⁸⁾

2. INTRODUCTION

The National Strategic Plan (NSP) of the Republic of the Marshall Islands (RMI) has been developed using a collaborative process among government ministries and agencies, non-governmental organizations (NGOs) and the private sector.

The NSP is designed as a framework to coordinate the articulated medium term development goals and objectives of the RMI government at the national level. The NSP will be used by government leaders **as the roadmap for development and progress** in the medium term (2015–2017) and will be continually updated for use in meeting longer term objectives as the RMI moves towards the scheduled completion of The Compact of Free Association, as Amended funding in 2023.

The NSP will enable RMI government leaders to articulate the direction of priorities over the coming three year period, in anticipation of 2023. RMI government, through the NSP, can now clearly outline the chronological pathway for implementation of national priorities.

NSP Overview

The NSP was Developed in Coordination with Current and Ongoing Ministry and Agency Plans

In addition to reviewing relevant planning and policy documents information was also gathered through a series of stakeholder consultations (large forums, smaller strategic group forums and individual meetings with stakeholders). The NSP brings together this input with ongoing planning, strategies and policies into a coordinated national framework for development. Using the identified priorities in RMI ministry and agency plans and national policies, the NSP provides clear identification of RMI priorities.

The Initial NSP Outlook is Three Years (FY15–17)

The NSP is developed in coordination with ongoing planning in the RMI. Planning in the RMI is primarily completed through a three-year rolling plan framework. The NSP is designed as a three-year rolling plan to coordinate with the rolling plans in RMI ministries and agencies.

Three-year rolling plans are designed to be updated on an annual basis, concurrent with the annual budgeting cycle. As a rolling plan, the NSP will be updated prior to the beginning of each fiscal year (as part of the budget process). By following this annual cycle, the NSP will reflect current and ongoing goals and priorities.

The NSP is Forward Looking

Even though the NSP is developed with an initial three year outlook, it is also forward looking to the year 2023. At that time funding from The Compact of Free Association, as Amended is scheduled to end.

At the end of every three year period (2015–2017), (2018–2020) and (2021–2023), a national “stock-take” will be completed in order to determine progress and to make necessary adjustments and revisions for the medium term (three years) based on progress and accomplishments.

The NSP National Context is Based on the Development Objectives as Detailed in Vision 2018 and Relevant Information from Selected National/International Documents, Plans and Reports

The Vision 2018 Master-plan (Vision 2018), completed in 2001, defined where the RMI planned to be by the year 2018 in terms of sustainable development. Vision 2018 presented long term goals, objectives and strategies, which were developed through an extensive consultative process. In addition to Vision 2018, other documents were used to develop the NSP national context including, but not limited to, the RMI Peer Review, The Barbados Plan of Action, The RMI Millennium Development Goals Progress Report 2009 and The RMI National Report for Small Island Development States (SIDS).

The NSP is a Dynamic Document

The NSP is designed as a dynamic document rather than a static document. Going forward, the NSP will be housed on an electronic platform. The NSP document is to be web-based and located on an internet website at the Economic Policy Planning and Statistics Office (EPPSO). EPPSO will serve as the gatekeeper for revisions and updating links in the NSP. Ministries and agencies will provide EPPSO with updates so that the NSP continually reflects “real time” policies, activities and accomplishments. The NSP will be accessible on line to all stakeholders for review and for information.

The web-based NSP includes hyper-links to ministry and agency strategic plans, national policy documents and monitoring matrixes that can be used to monitor progress. The hyper-links also provide donors and other interested stakeholders with information to make decisions regarding NSP planning, implementation and progress.

The NSP is Monitored through Implementation Matrixes

The NSP hyper-links also provide links to the NSP implementation matrixes. These implementation matrixes will be used by EPPSO to monitor and evaluate progress regarding NSP implementation. EPPSO will also use these matrixes to prepare an annual progress report. An example of a NSP implementation matrix is located in **Annex 1**.

The Electronic NSP Platform Provides National Linkages to the Status of all Ongoing Ministry and Agency Plans

The NSP electronic platform addresses several national issues including:

- Providing, for the first time, a “one-stop shop” for all RMI and international stakeholders to find real time information regarding government planning, budgeting, legislation, and international commitments.

- Providing access, in real time, for Ministers and other government officials to review ongoing progress with regard to implementing the NSP and related plans, budgets and policies.
- Underscoring that it is imperative that all government plans and policies are updated so that the most up to date information is available.
- Emphasizing the critical role of EPPSO pertaining to planning and with regard to monitoring NSP implementation and progress.

3. NSP COMPONENTS AND NSP TIMELINE

NSP Components

The components of the NSP provide information regarding the coordination of priorities, objectives and milestones at the national level. The body of the NSP includes:

RMI Background Information: Information to provide RMI perspective

- Overview of RMI government, economy, geography and people
- Overview of planning and national planning in the RMI (since 1991)

Organization of the NSP: Organization and introduction to the NSP sectors and strategic areas

Links to Ongoing Planning and Budgeting: The NSP is linked to the Medium Term Budget and Investment Framework (MTBIF), ongoing government strategic plans and annual budgets

NSP National Context: Overview of the design of the national development themes that provide the over-arching national perspective and priorities of the NSP

NSP Vision Statement: Broad vision based on the RMI Constitution and Vision 2018

NSP Objective: The objective for successful National Development

NSP Sectors and Strategic Areas: Information in each sector includes: 1) listing of relevant documents, 2) sector development challenges, 3) sector development objectives, and 4) sector indicators. There is also a brief overview of each strategic area.

Additionally, in the electronic NSP document, hyper-links will provide access to the implementation matrixes. The implementation matrixes include the following:

- NSP over-arching development objective
- NSP objectives
- Issues to address (development challenges)
- Medium term strategies
- Medium term indicators and targets (developed by implementing agencies and EPPSO)
- Budget information
- Links to relevant planning and policy documents

Human Resource Development (HRD): HRD capacity issues crosscut every NSP sector. Currently, the Public Service Commission (PSC) is developing information and plans regarding human resource management to be used at the national level in coordination with the NSP.

Monitoring and Evaluation (M&E): The M&E framework is performance based, incorporating Millennium Development Goals (MDGs), locally focused indicators, and a set of international core indicators. The M&E framework is designed to meet the monitoring needs regarding evaluation of NSP implementation. Baseline data from various national and international sources will be used for M&E purposes. Indicators are designed to be results based. EPPSO and the government agencies will be responsible for identifying relevant indicators for M&E purposes. All data used for M&E is projected to be collected consistently and on a regular basis.

NSP Timeline

The initial NSP outlook is three years (FY15–17). The NSP has been developed in coordination with the RMI planning and budgeting cycle. As such, the NSP is designed as a three-year rolling plan.

Three-year rolling plans are updated annually during the annual budget process. The NSP will be updated annually during the same time so that it reflects current and ongoing goals and priorities. This includes adding an additional year forward to the plan during each budget cycle in keeping with the rolling format.

Although the NSP is developed with an initial three-year timeframe, it must also be forward looking to the year 2023. At that time, grant funding from The Compact of Free Association, as Amended is scheduled to end.

In order to continue to “look forward”, a national stock-take will be completed at the end of every three-year period (2015–2017), (2018–2020) and (2021–2023). This stock take will be conducted to review progress and accomplishments during the previous three years. The stock-take will also consider the proposed development objectives for the next three years. At that time, any major revisions that are necessary based on changes to national priorities, funding realities, progress and accomplishments will be added to the NSP.

4. RMI BACKGROUND OVERVIEW

Government

Citizens of RMI live under a democratic political setup combined with a hierarchical traditional culture. In July 1977, the Marshall Islands voted in favor of separation from the Trust Territories of the Pacific Islands and in May 1979, it declared self-government under its own constitution. In March 1982, the Marshall Islands declared itself a Republic and in September 1991, the Republic of the Marshall Islands (RMI) became a member of the United Nations.

The government is modeled after the British Westminster parliamentary system with a bi-cameral legislature composed of two houses; the Council of Iroij (Chiefs) and the Nitijela (Parliament) with the Council of Iroij sitting as the upper house and the Nitijela sitting as the lower house. The Council of Iroij, comprised of 12 traditional leaders, does not have legislative or executive power, but can make comments on bills in reference to customary law and other traditional practices. Legislative power rests in the Nitijela, consisting of the 33 senators elected by universal suffrage of citizens above the age of 18.

The President is elected from within the Nitijela. Executive power is exercised by the President and the Cabinet. Members of the Cabinet are selected by the President and must be members of the Nitijela. At the municipal level, each atoll has a local government comprised of an elected Mayor and Council.

Economy

The remoteness of the RMI from major markets historically has had a negative impact on the economy. Furthermore, the economy is small in relative terms, with a narrow export base and limited production capacities. As such, it is vulnerable to external shocks. The economy remains dependent on donor funding, with funding from The Compact of Free Association, as Amended providing approximately 50% of the FY14 budget. (FY14 Ministry of Finance)

Employment data shows that the economy has generated a number of additional jobs amounting to 0.6% per annum during the period of The Compact of Free Association, as Amended. Both the private and public sectors have grown, despite declines at the Kwajalein military base. However, the generation of additional jobs has been insufficient to provide gainful employment opportunities for those seeking work, and outward migration remains substantial, averaging 1.7% annually since 2004. (USDA Graduate School 2012)

The RMI public sector continues to dominate the economy in terms of contribution to GDP and overall employment. The primary commercial industries include:

- Wholesale/retail trade
- General business services
- Commercial fisheries
- Construction
- Tourism
- Light manufacturing

Table 1 provides employment data from the 2011 RMI Census:

Table 1: Employment Data 2011 RMI Census	
Labor Market Activities (People Employed)	
Males	8,258
Females	4,389
Total	12,647
Employment/Population Ratio	
Males	51%
Females	28%
Total	39.6 %
Paid versus Unpaid Work	
Paid	11,932
Unpaid	715

Annual export values continue to increase primarily due to continued exports of tuna by locally based fishing operations. However, the RMI continues to rely heavily on imports and continues to run a negative balance of payments. The primary export products include:

- Frozen fish (tuna)
- Topical fish
- Ornamental clams and corals
- Coconut oil and copra cake
- Crafts

Geography

The RMI is located in the northern Pacific Ocean. The RMI is comprised of 29 coral atolls and 5 coral islands with a total land mass of approximately 180 sq. km (70 square miles). The land rises over 6,000 meters from the ocean floor to no more than two meters above the surface. Due to this geography the RMI is always vulnerable to tidal surges and large waves.

The archipelagic islands are spread over an ocean area of 750,000 square miles in two roughly parallel chains: the “Ratak” (Sunrise) and the “Ralik” (Sunset). **Table 2** provides basic RMI land characteristics.

Table 2: Key Land Characteristics	Value
Agricultural land (sq. km) in Marshall Islands	130.0
Agricultural land (% of land area) in Marshall Islands	72.2
Arable land (hectares) in Marshall Islands	2000.0
Arable land (% of land area) in Marshall Islands	11.1
Permanent cropland (% of land area) in Marshall Islands	44.4
Land area (sq. km) in Marshall Islands	180.0 (70 sq. miles)

Source: World Bank 2012

The RMI is isolated with a distance of approximately 2,300 miles from Honolulu, 1,900 miles from Guam and 2,800 miles from Tokyo. Geographically, the nearest neighbors are the nations of Kiribati and the

Federated States of Micronesia. As the land is not very nutrient rich, the agricultural base is rather limited. However, the marine resources base is large.

The RMI Exclusive Economic Zone (EEZ) encompasses approximately 2.1 million sq. Km (1.3 million sq. miles). Approximately 50% of the EEZ borders international waters with the remaining 50% bordering the FSM, Nauru, Kiribati and Enen Kio (Wake Island). (Secretariat of the Pacific Community, 2004)

People

The RMI is a sovereign nation in “Compact of Free Association” with the United States. The first Compact of Free Association was signed in 1983 and continued in force through 2003. The Compact of Free Association, as Amended entered into force on May 1, 2004, and is in effect through 2023.

The 2011 RMI Census recorded a total population of 53,158. The two urban atolls: Majuro and Kwajalein (Ebeye Island) are home to approximately 74% of the population in 2011. The remainder is scattered over the other atolls and islands. **Table 3** below provides details.

Atoll/Island	Census Population			Average Annual Growth rate (%)	
	1988	1999	2011	1988–1999	1999–2011
Marshall Islands	43,380	50,840	53,158	1.5	0.4
Ailinglaplap	1,715	1,959	1,729	1.3	-1.1
Ailuk	488	513	339	0.5	-3.5
Arno	1,656	2,069	1,794	2.1	-1.2
Aur	438	537	499	1.9	-0.6
Bikini	10	13	9	2.5	-3.1
Ebon	741	902	706	1.9	-2.1
Enewetak	715	853	664	1.7	-2.1
Jabat	112	95	84	1.6	-1.0
Jaluit	1,709	1,669	1,788	-0.2	0.6
Kili	602	774	548	2.4	-2.9
Kwajalein	9,311	10,902	11,408	1.5	0.4
Lae	319	322	347	0.1	0.6
Lib	115	147	155	2.3	0.5
Likiep	482	527	401	0.8	-2.3
Majuro	19,664	23,676	27,797	1.8	1.4
Maloelap	796	856	682	0.7	-1.9
Mejit	445	416	348	-0.6	-1.5
Mili	854	1,032	738	1.8	-2.9
Namdrik	814	772	508	-0.5	-3.6

Atoll/Island	Census Population			Average Annual Growth rate (%)	
	1988	1999	2011	1988–1999	1999–2011
Namu	801	903	780	1.1	-1.2
Rongelap*	–	19	79	-	12.1
Ujae	448	440	364	-0.2	-1.6
Ujelang	–	–	–	–	–
Utrik	409	433	435	0.5	0.0
Wotho	90	145	97	4.5	-3.4
Wotje	646	866	859	2.8	-0.1

* According to the 2011 RMI Census, 352 Rongelapese were relocated to Mejjatto island on Kwajalein Atoll.

The population increases rapidly due a fertility rate at around 4.1%. The RMI continues to rank high in the Pacific with regard to population density with an average household size of 6.8 persons per household. ^(2011 RMI Census) Principal population indicators are provided in **Table 4**.

Population	
Males	27,243
Females	25,915
Ratio	105:1
Population Increase since 1999	
Number/ (%)	2,318 (4.8%)
Average Annual Growth rate (%)	
1988–1999	1.5
1999–2011	0.4
Median Age of Population (years)	
Males	20.3
Females	20.9
Total	20.6
Population Density (Persons/Square Mile)	
Urban	3,889
Rural	233
Majuro	7,413
Kwajalein	1802
▪ Ebeye	▪ 68,671
RMI	759
Urban/Rural Population	
Urban	39,205 (73.8%)
Rural	13,953 (26.2%)
Population Age Breakdown (%)	
Under 5 years	14.5% (subset of under15 years)
Under 15 years	40%
15–64 years	58%
65 years and older	2%

Table 4: Population Indicators 2011 Census	
Internal Migration During Past 5 Years	
Total Inter-Atoll Migrants	3,546
In-Migrants (Majuro)	1,772
Out-Migrants (Majuro)	1,174
In-Migrants (Kwajalein)	386
Out-Migrants (Kwajalein)	484
Households	
Number Majuro	4,092
Number Kwajalein	1,371
Total	7,738
Average Household Size (Persons/Household)	
Majuro	6.7
Kwajalein	8.3
RMI	6.8

The fact that 40% of the population is 15 years of age or younger leads to critical negative impacts on health, education, youth and employment policies. Furthermore, migration of Marshallese to the United States and other countries, taking with them their skills and talents, impacts the direction and implementation of employment and other policies and also influences cultural and traditional practices and values.

5. NATIONAL PLANNING HISTORY IN THE RMI

History

The RMI has a history of development planning. RMI development planning first started in 1986 with a focus on the beginning of the first Compact of Free Association with the U.S. Commencing with this initial planning effort, the RMI has continued to be committed to sustainable development through the design and implementation of national and sector planning strategies.

The first RMI Five Year Plan was developed for the period 1986–1991.

The Second Five Year Plan followed immediately after that on through 1996. This second five year plan was considered the second phase of the fifteen year development plan under the first Compact of Free Association.

The Third National Development Plan was for the period 1996–2001 and included the Public Sector Investment Program which was a follow up to the 1995–97 Policy Reform Program (RMI Concept Paper, UNDP 2010).

Further background information on RMI planning history is located in **Annex 2**.

6. ORGANIZATION OF THE NSP

NSP Steering Committee Oversight

The National Strategic Planning Steering Committee (SC), appointed by the Cabinet, played a significant role in the development, design and organization of the NSP. The SC presented the idea that the National Plan be built around the design concept of 1-5-3. The SC maintained that the design concept of 1-5-3 provides for a plan that is straightforward, with a user friendly format. The 1-5-3 design follows this pattern:

(1) Clear concise objective

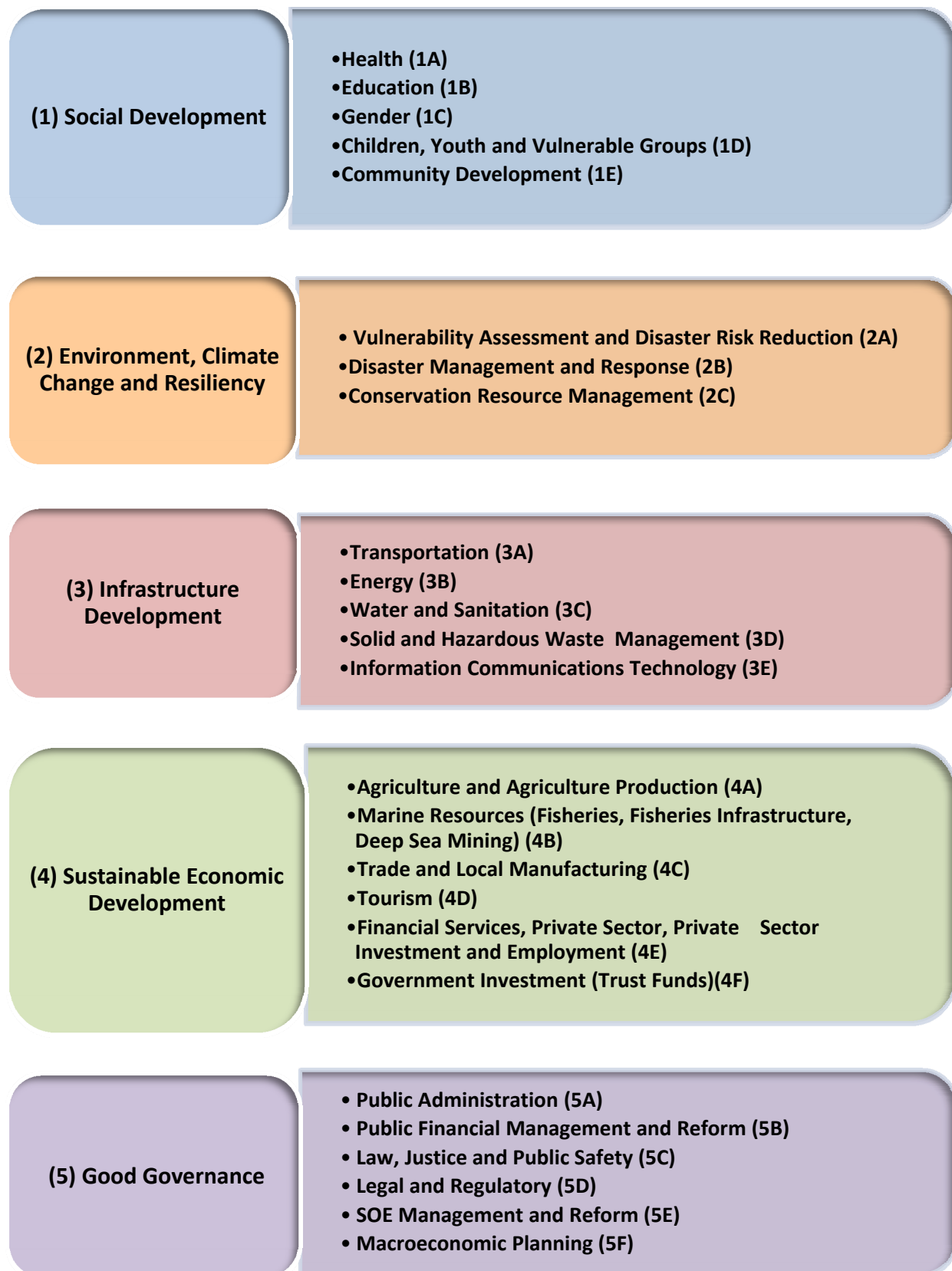
(5) Sectors with development objectives, aligned with ten National Development Themes

(3) Year rolling plan framework resulting in a dynamic plant that can be updated in accordance with the annual budgeting process

NSP Sectors

The NSP includes five sectors with each sector broken down into several related strategic areas. The strategic areas are intended to coordinate with national policies and ongoing and/or planned strategic plans in the RMI government ministries, agencies and SOEs. **Diagram 1** provides an overview of the five sectors and related strategic areas.

DIAGRAM 1: NSP SECTORS AND STRATEGIC AREAS



7. COORDINATION OF THE NSP WITH ONGOING PLANNING AND BUDGETING

Performance Based Budgeting

The RMI government has been implementing Performance Based Budgeting (PBB) in selected ministries since 2003. Ministries receiving grants from The Compact as Amended were the first ministries to implement PBB. PBB is a performance management tool that improves accountability by emphasizing performance. PBB promotes government transparency by providing clear and direct linkages among funding (budgets), results and impacts. The Portfolio Budget Statements (PBS) provides information necessary for government managers to map expenditure to performance. This allows for ongoing monitoring of performance with regard to funding.

Strategic Planning

In coordination with the implementation of PBB, selected ministries create, implement and annually update three-year rolling strategic plans. Rolling plans are designed to:

- Allow for annual updates and revisions
- Provide effective platforms to address changing priorities and issues
- Include timelines
- Address medium term funding priorities

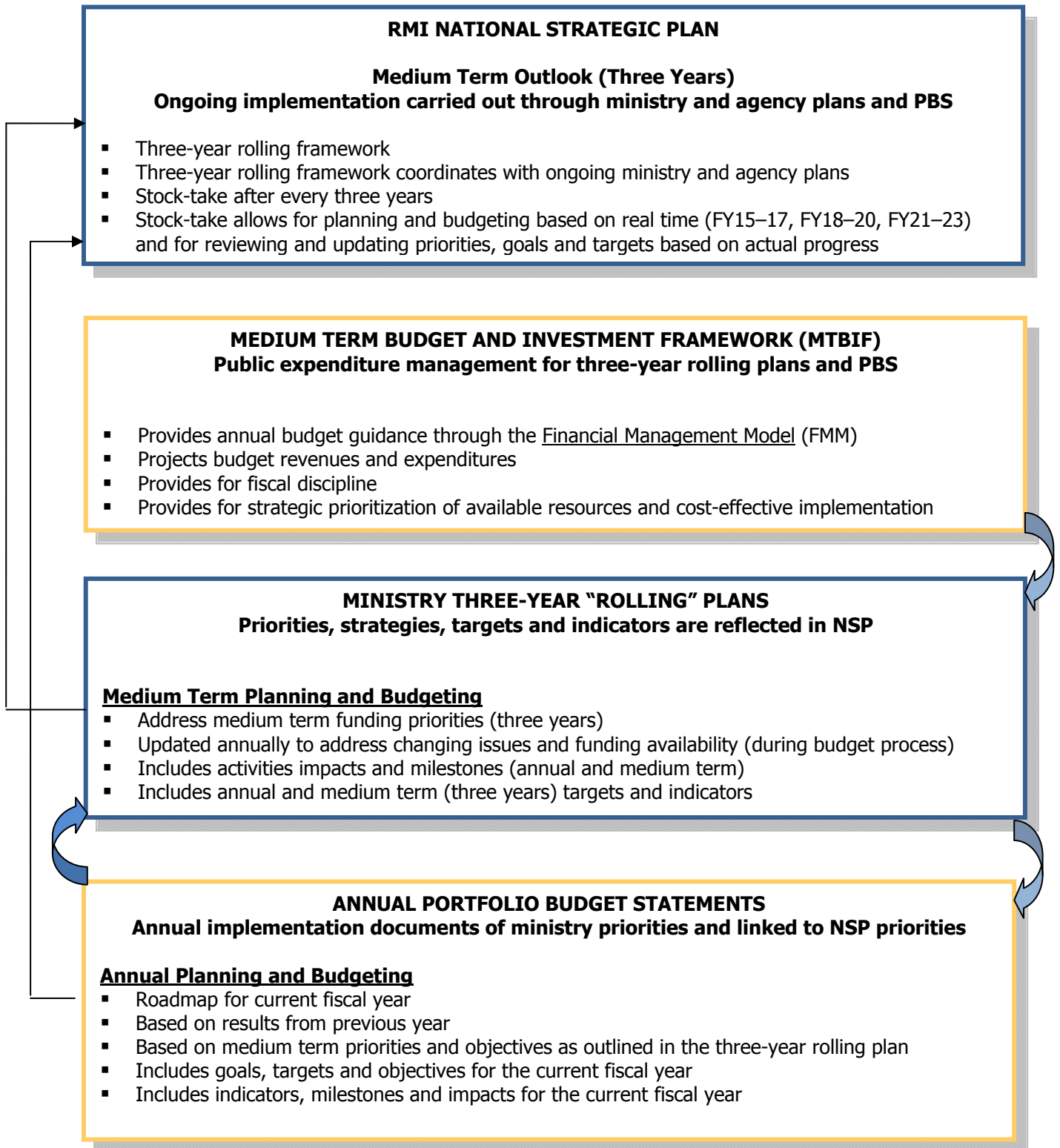
The three-year rolling strategic plans are a crucial starting point for the development of the NSP and will be the key to successful implementation. Furthermore, the use of the MTBIF as a guide to future funding availability is critical to the success of the NSP.

The three-year rolling strategic plans, in coordination with the annual PBS, present a solid outlook of government funding priorities. ***These plans are linked to, and coordinated with, this NSP and provide a critical foundation of priorities, strategies, targets and indicators.*** The NSP is designed to reflect the goals, objectives and priorities of the ministries with the aim of improving information flow among all stakeholders. This will help to ensure coordination and effective use of planning and budgeting tools, and the coordination and implementation of priorities at the all levels of government.

NSP Informed by MTBIF, Ministry Plans and Annual Budgets

Diagram 2 provides an illustration of the coordinated flow of information among the NSP, the MTBIF, the ongoing three-year rolling strategic plans and the annual PBS.

DIAGRAM 2: PLANNING AND BUDGETING FLOW CHART



8. NSP NATIONAL CONTEXT AND NATIONAL DEVELOPMENT THEMES

Developing the NSP National Context

Vision 2018 is crucial to the development of the NSP national context. Other national planning documents and reports as well as international information including The Pacific Plan Annual Progress Report, 2012 were also critical to the development of the national context. Stakeholder consultations and inputs were also essential to the development of the NSP national context. A list of documents referenced is located in **Annex 3**. A directory of stakeholders consulted is in **Annex 10**.

Vision 2018 and Enabling Conditions for Development

As Vision 2018 stated there are ten enabling conditions necessary to reach the RMI development objectives. The enabling conditions, as in 2001, are still relevant to development in the RMI. The ten enabling conditions are:

- Sound system of governance with political stability and a competent, honest public service.
- High investment in education and research.
- Fostering a culture of high savings, investment and productivity.
- The ability to take advantage of emerging global trends.
- Effective and responsible economic and financial institutions.
- Facilitation of equitable development in the outer islands.
- Strengthening the spirituality of the Marshallese people.
- More harmonized development in the context of healthy lifestyles, the prevailing culture and sustainable environment.
- Fostering fundamental change in the attitudes and behavior of all citizens, governments, businesses, public corporations, and Non-Government Organizations (NGOs).
- Effective partnership and coordination among national government, local governments, NGOs, the private sector and civil society and the citizens^(Vision 2018)

RMI National Development Challenges

Progress with regard to Vision 2018 enabling conditions continues, however this progress persists in being impacted by ongoing development challenges facing the RMI. These development challenges were outlined in the December 2010 Concept Paper on the RMI National Development Plan and Strategies 2011–2015:

- Limited national resource base
- Remoteness of atolls/islands
- Increasing urbanization and urban unemployment
- Limited access to international Markets
- Limited land development
- Limited social development progress

- Limited human, financial and technical resources
- Limited social security base
- High cost of living
- Narrow economic base
- High cost of doing business
- External debt challenges (affecting traditional macro-economic structure)
- Climate change threats and challenges

Vision 2018 and NSP National Context

Vision 2018 provides the RMI with a long range view of national context and perspective. This national context continues to provide relevant national priorities.

A review and analysis of the goals of Vision 2018 is located in **Annex 4**. The analysis resulted in the development of ten *National Development Themes* and corresponding *National Goals and National Targets*. **Table 5** provides a visualization of the alignment of the ten *National Development Themes* with the corresponding *National Goals and Targets*.

Furthermore, an individual matrix has been designed for each respective sector providing the correlation of the *Over-Arching Development Objectives* in each sector with the ten *National Development Themes*.

NSP National Development Themes

The NSP was developed with the understanding of the importance of the enabling conditions outlined in Vision 2018 to national development. Through analysis of Vision 2018 and with stakeholder inputs, a series of ten broad *National Development Themes* have been developed providing the NSP with a national perspective. The ten *National Development Themes* are:

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national governments.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic, environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.

8. Building a sound infrastructure that provides energy, environmental, infrastructure and transportation security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life.

The *National Development Themes* will be used as macro-indicators regarding NSP progress. By aligning *Over-Arching Development Objectives* for each sector with *the National Development Themes* the RMI will be able to monitor NSP implementation and progress in a national context. **Table 5** illustrates the flow of the ten *National Development Themes* with the *National Goals and Targets*. This flow moves left and right, for example, as *National Targets* are met, the corresponding *National Goals* are attained, leading to the realization of the *National Development Themes*. On the other hand, the *National Development Themes* provide guidance with regard to the *National Goals and Targets*.

TABLE 5: ALIGNMENT OF NATIONAL THEMES GOALS AND TARGETS		
National Development Themes	National Goals	National Targets
1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government	▪ Effective decision making dialogue	✓ Communication across and among government leaders ✓ Cultural identity and traditional practice as an integral part of all decision making
	▪ E-Government is the way work is processed	✓ Paperless offices ✓ More timely decision-making and information dissemination ✓ Improve access and dissemination of all relevant information ✓ Government electronic filing system
	▪ Impartial legal system	✓ Speedy and impartial law enforcement ✓ Accountable and transparent judiciary
	▪ Regulatory compliance coordinated with sustainable development	✓ Fisheries and marine resources used efficiently ✓ Water and resources used efficiently ✓ Deep sea mining addressed
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic, environment governance and infrastructure	▪ Economic and financial security	✓ Decrease dependence on foreign economic and technical assistance
	▪ Private sector growth and participation in economic development	✓ Rules and regulations encouraging expansion of private sector and job creation ✓ Access to job opportunities on all atolls
	▪ Favorable investment climate	✓ Rules and regulations encouraging foreign investment
	▪ Equitable access to services and opportunities	✓ Vulnerable groups mainstreamed for access to all necessary areas of society ✓ Small business opportunities for all atolls ✓ Agriculture extension in outer islands (coconut replanting and other programs)
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments	▪ Maintain traditional family and spiritual values	✓ Building patriotism and national identity ✓ Respecting religion and maintain peace and harmony in society
	▪ Cultural security	✓ All society active in promoting and preserving Marshallese culture
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility	▪ Traditional and cultural responsibility	✓ Traditional Leaders continue to oversee traditional law ✓ Traditional Courts continue resolve land issues
	▪ Traditional and constitutional freedoms protected	✓ Active Council of Iroij ✓ Active Traditional Leaders
5. Promoting an innovative people by improving health and education access and opportunities	▪ High quality education available	✓ Student enrollments and attendance ✓ Student results addressed ✓ Teacher quality addressed ✓ Community partnerships
	▪ Competitive and skilled workforce	✓ Technical education programs providing workforce development
	▪ Secure high quality health care	✓ Focus on NCDs ✓ Preventive health care addressed ✓ Hospital services addressed ✓ Outer island health care addressed

TABLE 5: ALIGNMENT OF NATIONAL THEMES GOALS AND TARGETS		
National Development Themes	National Goals	National Targets
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies	▪ Sustainable international dialogue	✓ Sustainable development with international partners (economic, political, environmental technological)
	▪ Growth of trade as integral to economic development	✓ Trade policy integrated into all macro-economic planning and international development dialogue
7. Ensuring broad-based growth and food security through a cross-cutting approach	▪ Food security	✓ Focus on local food security issues and reducing imports
8. Building a sound infrastructure that provides energy environmental, infrastructure, and transportation security for all atolls	▪ Infrastructure security and maintenance (access to all relevant infrastructure)	✓ Transportation infrastructure reliable ✓ Water, energy and Information Communications Technology security (reliable services) ✓ Water, energy and Information Communications Technology policies focus on national issues
	▪ Energy security	✓ Oil and conventional energy resources used efficiently ✓ Alternative energy resources developed
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration	▪ Environmental security	✓ Coastal security ✓ Land security ✓ Marine security
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life	▪ Economic, food, energy and environmental security	✓ Stable outer islands population ✓ Access to all necessary and relevant services in a timely and cost effective manner
	▪ Infrastructure security (access to all relevant infrastructure)	

9. THE NATIONAL STRATEGIC PLAN VISION

The NSP Vision is founded on the Constitution of the Marshall Islands and the Vision 2018 “Declaration to the Marshallese.”

Preamble of the RMI Constitution

WE, THE PEOPLE OF THE REPUBLIC OF THE MARSHALL ISLANDS, trusting in God, the Giver of our life, liberty, identity and our inherent rights, do hereby exercise these rights and establish for ourselves and generations to come this Constitution, setting forth the legitimate legal framework for the governance of the Republic.

We have reason to be proud of our forefathers who boldly ventured across the unknown waters of the vast Pacific Ocean many centuries ago, ably responding to the constant challenges of maintaining a bare existence on these tiny islands, in their noble quest to build their own distinctive society.

This society has survived, and has withstood the test of time, the impact of other cultures, the devastation of war, and the high price paid for the purposes of international peace and security.

All we have and are today as a people, we have received as a sacred heritage which we pledge ourselves to safeguard and maintain, valuing nothing more dearly than our rightful home on the islands within the traditional boundaries of this archipelago.

With this Constitution, we affirm our desire and right to live in peace and harmony, subscribing to the principles of democracy, sharing the aspirations of all other peoples for a free and peaceful world, and striving to do all we can to assist in achieving this goal.

We extend to other peoples what we profoundly seek from them: peace, friendship mutual understanding, and respect for our individual idealism and our common humanity.

Declaration to the Marshallese

“To become a country in an inter-dependent world, with an enhanced socio-economic reliance (and) an educated, healthy, productive, law-abiding and God-loving people in which individual freedom and fundamental human rights are protected and culture and traditions are respected, and development and environmental sustainability are in harmony.”

Vision Statement

The NSP Vision considers both the RMI Constitution and Vision 2018. The development of the NSP Vision focuses on continuing to build a resilient, productive and self-supportive RMI. As such, it is founded on the attributes of self-reliance, mutual respect, tolerance and integrity in line with constitutional obligations and international promises.

The RMI NSP Vision Statement:

IN OUR OWN HANDS IS OUR FUTURE

The NSP Vision encompasses all the priorities, targets and policies that make up the ongoing efforts at development in the RMI and is consistent with the forward looking approach the government is taking with the development and implementation of this NSP.

10. THE NATIONAL STRATEGIC PLAN OBJECTIVE

The RMI Planning Guide, drafted by EPPSO in 2009, defines objectives as:

Objective – *The term objective refers to a planned outcome or end result that is to be achieved at some future time as a result of social or economic development.*

The objective of the NSP is successful national development that reflects success in all aspects of Marshallese society including economic, political, social and cultural areas. The objective addresses the needs, views and concerns of all Marshallese so that as progress occurs, each individual has a shared and common stake in national development.

In this way, the people and the culture of the Marshall Islands are the source of inspiration for the priorities of the NSP. Through successful implementation, the NSP moves Marshallese society so that all citizens can achieve their potential through opportunities provided by strategic and organized sustainable development at both national and local levels.

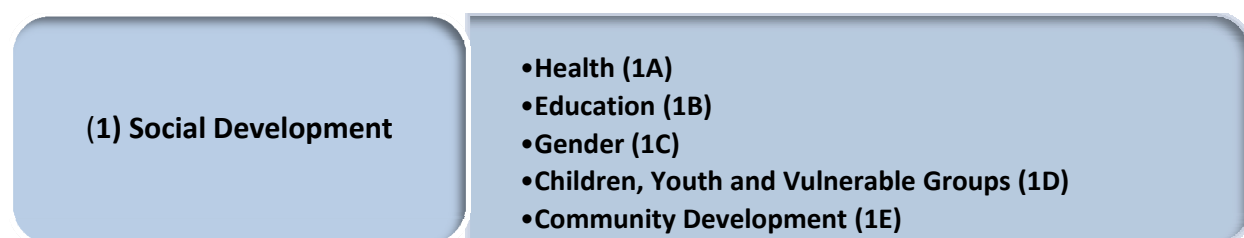
NSP Objective

Sustainable, Equitable and Measurable Development Reflecting the Priorities and Culture of the Marshallese People

This objective empowers each citizen with both responsibility and opportunity. Through the successful implementation of the NSP, every citizen can expect to enjoy improved quality of life in all areas including (but not limited to), health, education, energy, food security, law and order, gender equality, employment opportunities and disaster mitigation. Furthermore, this empowerment is more deeply broadened by the embracing of culture as a unifying force for sustainable development of the Marshall Islands.

11. SOCIAL DEVELOPMENT SECTOR

The Social Development Sector is comprised of five strategic areas:



Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the [Ministry of Health Strategic Plan](#) and the [National Gender Policy](#).

SECTOR DOCUMENTS AND PLANS

Strategic plans, national policies and other relevant documents related to the *Social Development Sector* are listed in **Table 6**. These plans and policies are also available through hyper-links in the NSP electronic platform.

TABLE 6: SOCIAL DEVELOPMENT SECTOR: RELEVANT DOCUMENTS
HEALTH
<ul style="list-style-type: none"> ▪ MOH Draft Decrement and Medium Term Strategy (2011–14) ▪ MOH HRH Cabinet Report Strategy for Action (2011–23) ▪ MOH Annual Report (2012)
EDUCATION
<ul style="list-style-type: none"> ▪ Children First: An Agenda for Change (MOE Strategic Plan 2013–16) ▪ National Training Council Strategic Plan (2013–15) ▪ RMI National Technical Vocational Education and Training Strategic Plan (2012–14) ▪ Skilling The Pacific (ADB 2007) ▪ College of the Marshall Islands Strategic Plan (2012–17) ▪ University of South Pacific Strategic Plan (2013–18)
GENDER
<ul style="list-style-type: none"> ▪ MOIA Strategic Plan (2010–12) ▪ RMI National Gender Policy (Draft 2013) ▪ RMI Gender Policy Strategic Plan of Action (2014–17) (Draft 2013)
YOUTH, CHILDREN AND VULNERABLE GROUPS
<ul style="list-style-type: none"> ▪ MOIA Strategic Plan (2010–12) ▪ RMI National Youth Policy Implementation Matrix (2013–14) ▪ RMI National Youth Policy (2009–2014) ▪ RMI National Policy on Disability Inclusive Development (2014–18) ▪ RMI National Policy on Disability Inclusive Development Action Plan (2014–18) ▪ RMI National TVET Strategic Plan (2012–14) ▪ RMI Report on Human Rights (UN General Assembly 2010)
COMMUNITY DEVELOPMENT
<ul style="list-style-type: none"> ▪ MOIA Strategic Plan (2010–12) (Community Development) ▪ RMI National Food Security Policy (Draft July 2013) ▪ MOH Draft Decrement and Medium Term Strategy (2011–2014)

SECTOR OVERVIEW

Since the start of the Compact as Amended in 2004, the RMI has focused a large proportion of this funding in the areas of education and health.

Health

The health care system in the RMI mainly consists of two hospitals, one in Majuro and one in Ebeye, and fifty eight (58) health care centers in the outer atolls and islands. The hospitals are equipped to provide mainly primary and secondary care, and are limited in the ability to offer tertiary care. Patients needing additional care are usually referred to Honolulu or the Philippines. These referrals consume a large portion of the health sector budget.

The Ministry of Health (MOH) continues to focus on reaching the MDGs and have seen improvements in some health indicators focusing on maternal and child mortality. However, the total fertility rate (4.1, 2009–2011) remains high, and the adolescent birth rate (85 per 1000 women aged 15–19, 2009–2011) also remains high.

As per The RMI Millennium Development Goals Progress Report 2009, the RMI is on target to meet MDG targets 4A, 5A and 5B. However, the report concludes that the RMI is not on track to meet MDG Targets 6A, 6B and 6C and at that time, the report concluded that the RMI would not meet these targets by 2015.

Diabetes-related diseases continue to be the leading cause of death in the RMI. Urbanization and over-crowding in some urban areas also have brought about the rise of specific communicable diseases, including tuberculosis and leprosy. Additional health information from the 2011 RMI Census is located in **Annex 5**.

Education



The Ministry of Education (MOE) supervises the implementation and delivery of public education (K-12). There are a number of private schools operating in the Marshall Islands however the public education system accommodates a large majority of students. The MOE is focused on meeting the MDG target for providing universal primary education by 2015.

The 2011 RMI Census provides information on the status of education in the RMI. Included in the census findings regarding education are the following:

- 71.4% of people aged 25 or older had started and completed high school
- 80% of children ages 5–9 are attending school (year prior to census)
- 92% of children ages 10–14 are attending school (year prior to census)
- 38% of youth 15–24 are attending school (year prior to census)

This illustrates that while access to education is available, school attendance and access to education do not always go hand in hand. Additional education information from the 2011 RMI Census is located in **Annex 5**.

Gender

The RMI National Gender Policy is designed to advance gender equality and ensure women in the RMI have an enabling environment to enjoy their human rights. This will be done through the development of laws, policies, procedures and practices to ensure mainstreaming of gender issues into all spheres of government programs and services. The policy maintains that this is the business of the whole of government (including the parliament and local government entities).

Youth

The first attempt at formulating a National Youth Policy was in 1995. Due to lack of funding and other issues, implementation was inconsistent. The process for reviewing the policy started again in 2005 and in 2010, the RMI National Youth Policy was finalized. It was endorsed by the Cabinet and further adopted by the Nitijela in March 2011.



The policy, though designed to cover the period 2009 to 2014, has only been partially implemented and is without an approved implementation plan. In April 2012, the RMI government requested support from the UNDP to design an implementation plan and costing framework to set the stage for effective implementation of the RMI National Youth Policy. A national workshop of stakeholders was held in Majuro in August 2012 to design the plan inclusive of a costing framework for implementation. The resulting implementation plan and costing framework covered the period January 2013 to December 2014. It is anticipated that leading up to its expiry date, the RMI National Youth Policy will be revised and a 2015 to 2020 RMI National Youth Policy will replace the current policy.

Children

RMI ratified the Convention on the Rights of the Child (CRC) in 1993. By agreeing to undertake the obligations of the Convention, the RMI has committed to protecting and ensuring children's rights, and also have agreed to hold themselves accountable for this commitment before the international community.

Disabled Individuals

The RMI Constitution (Section 12) provides for equal protection and freedom from discrimination but it does not refer directly to disability or *People with Disability* (PWD). Section 15 of the Constitution recognizes the right of people to health care, education and legal services.

The RMI National Policy on Disability Inclusiveness Development was drafted in 2013 and includes an action plan and matrix. The stated goal of the policy is:

The RMI becomes a barrier-free society that respects the rights of all persons with disabilities by empowering, including and providing them with the means of achieving their rights.

Community Development

Community development, like many strategic areas is cross-cutting. The Ministry of Internal Affairs (MOIA) has a Division of Community Development that includes a “Mobile Team” that has the purpose of working in the RMI communities. This unit works with other ministries including MOH and the Ministry of Resources and Development (R&D) to provide community development in all atolls in the areas of health, agriculture, environment and aquaculture issues.

SECTOR DEVELOPMENT CHALLENGES

Table 7 provides an overview of the development challenges for each strategic area in the *Social Development Sector*. The identification of these challenges is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the RMI *Social Sector Development Challenges*.

The development challenges provide the initial “roadmap” regarding **WHY** the RMI government has prioritized specific *Over-Arching Development Objectives* in this sector.

Those development challenges in bold are in essence considered to be the *Over-Arching Development Challenges* for each strategic area. In many cases the *Over-Arching Development Challenge* is given further detail through *Ministerial Development Challenges* that directly relate to specific ministries and agencies.

TABLE 7: SOCIAL DEVELOPMENT SECTOR: NSP DEVELOPMENT CHALLENGES	
HEALTH	
<ul style="list-style-type: none"> The Need to Strengthen the Commitment to Healthy Islands Concept in Implementing Health Promotion to Protect and Promote Healthy Lifestyles <ul style="list-style-type: none"> ✓ <i>The need to address Non Communicable Diseases (NCD)</i> ✓ <i>The need to address maternal health</i> ✓ <i>The need to address fertility rates and adolescent birth rates</i> ✓ <i>The need to address child mortality</i> ✓ <i>The need to address social health and substance abuse</i> ✓ <i>A critical shortage of local health care workers and an outdated MOH salary, incentive and benefits system</i> ✓ <i>Increasing cost of referrals</i> ✓ <i>Science education at all levels is weak, particularly the curriculum for middle and high school science leading to low number of students seeking and succeeding in allied health fields</i> 	
EDUCATION	
<ul style="list-style-type: none"> The Need to Address the Education Critical Issues as Stated in MOE Strategic Plan <ul style="list-style-type: none"> ✓ <i>Low enrollment rates and high dropout rates</i> ✓ <i>Low student achievement and testing performance</i> ✓ <i>School performance at schools with low enrollment profiles</i> ✓ <i>Principal and teacher qualifications lacking college degrees</i> ✓ <i>Insufficient capacity at secondary education level</i> ✓ <i>Lack of MOE autonomy</i> ✓ <i>Lack of clear data on gender inequality in public schools</i> ✓ <i>Fragmented school improvement process</i> ✓ <i>Ineffectual community based governance system for schools</i> ✓ <i>Lack of linkage between national curriculum and classroom instruction</i> ✓ <i>Lack of access to internet resources in schools</i> 	

TABLE 7: SOCIAL DEVELOPMENT SECTOR: NSP DEVELOPMENT CHALLENGES

<ul style="list-style-type: none"> ✓ <i>Need to revitalize vocational education</i> ✓ <i>Lack of life skills training in schools</i> ▪ The Need to Address the Technical Vocational Education and Training (TVET) System and Workforce Development Issues through National Training Council (NTC) <ul style="list-style-type: none"> ✓ <i>There is no system for issuing nationally recognized credentials to TVET trainees that attest to the skills they have mastered and the degree of proficiency attained.</i> ✓ <i>The absence of an easily accessible one-stop center where employers can post position vacancies and job seekers can receive assistance including screening, referral, intake assessment and training</i>
GENDER
<ul style="list-style-type: none"> ▪ The Need to Focus on Gender Responsiveness in Areas Identified in National Gender Policy <ul style="list-style-type: none"> ✓ <i>Address the issue of women’s participation in government leadership</i> ✓ <i>Address the issue of equality in participation in education and training</i> ✓ <i>Address women’s health issues, economic empowerment,</i> ✓ <i>Address implementation issues regarding gender responsive programs and policies</i> ✓ <i>Increase focus on women in development advocacy and strengthening programs</i>
CHILDREN, YOUTH AND VULNERABLE GROUPS
<ul style="list-style-type: none"> ▪ Focus on the need to Increase Youth Participation in Local and National Development in the RMI (MOIA Youth Services) <ul style="list-style-type: none"> ✓ <i>Strengthen Youth Service Bureau advocacy role</i> ▪ Address the Issues Outlined in the National Youth Policy <ul style="list-style-type: none"> ✓ <i>Lack of focus on issues of young people families and communities</i> ✓ <i>Lack of access to education and training, career development and livelihoods</i> ✓ <i>Lack of access to health services</i> ✓ <i>Lack of access to services promoting Marshallese culture</i> ✓ <i>Lack of access to sports, recreational activities and leadership programs</i> ▪ Address Barriers Regarding the Rights of all Persons with Disabilities <ul style="list-style-type: none"> ✓ <i>Lack of interagency coordination regarding disability inclusive development</i> ✓ <i>Need to address legislation regarding disability inclusive development</i> ✓ <i>Convention on the Rights of Person with Disability (CRPD) not ratified by RMI</i> ✓ <i>Need to address access to all levels of education with regard to students with disabilities</i> ✓ <i>Need to address access to employment, sustainable livelihoods and health services</i> ▪ Need to Address Awareness of Childs Rights and CRC <ul style="list-style-type: none"> ✓ <i>Lack of CRC Action Plan</i> ✓ <i>Lack of CRC awareness and training programs</i>
COMMUNITY DEVELOPMENT
<ul style="list-style-type: none"> ▪ Need to Address Advocacy and Awareness on Social and Health Issues with Regard to Determining Local Resource Requirements Regarding both National and International Policies in Local Communities <ul style="list-style-type: none"> ✓ <i>Lack of sufficient awareness on teenage pregnancy, HIV/AIDS and health issues</i> ✓ <i>Lack of sufficient awareness on home gardening and local food production</i> ✓ <i>Lack of awareness of impacts of national and international policies</i> ✓ <i>Lack of awareness regarding the prevention of environmental degradation</i>

SECTOR DEVELOPMENT OBJECTIVES

Table 8 provides an overview of the development objectives for each strategic area in the *Social Development Sector*. The identification of these development objectives is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the RMI *Social Sector Development Objectives*.

The development objectives provide the initial “roadmap” regarding **WHAT** issues the RMI government has prioritized in this sector.

Those development objectives in bold are considered to be the *Over-Arching Development Objectives* for each strategic area and are numbered in sequence for the entire sector. In many cases the *Over-Arching Development Objective* is given further detail through *Ministerial Development Objectives* that directly relate to specific ministries and agency plans.

TABLE 8: SOCIAL DEVELOPMENT SECTOR: NSP DEVELOPMENT OBJECTIVES	
HEALTH	
1. Address MOH Human Resource Priority Issues	<ul style="list-style-type: none"> ✓ <i>Ensure there are sufficient local staff with right skills in the right location</i> ✓ <i>Coordinate with post-secondary institutions to improve science and math education</i> ✓ <i>Modernize incentive system and link salaries to completed professional development opportunities</i> ✓ <i>Prioritize Human Resources for Health (HRH) planning and development by building capacity of staff and adequately resourcing the unit</i>
2. Strengthen the Commitment to Healthy Islands Concept in Implementing Health Promotion and Priorities, and to Build the Capacity of the Ministry of Health	<ul style="list-style-type: none"> ✓ <i>Reduce the incidence of NCDs</i> ✓ <i>Reduce the rates of HIV (MDG)</i> ✓ <i>Reduce the rates of Leprosy</i> ✓ <i>Reduce the rates of Tuberculosis</i> ✓ <i>Reduce adolescent birth rates</i> ✓ <i>Improve maternal health (MDG)</i> ✓ <i>Improve child mortality rate (MDG)</i> ✓ <i>Improve and increase access to behavioral health services (Substance Abuse and Mental Health)</i> ✓ <i>Develop and maintain a Health Information and Surveillance System (HISS)</i> ✓ <i>Develop a Quality Assurance (QA) and Quality Improvement (QI) system by using “client feedback”</i> ✓ <i>Development of a full Substance Use Disorder (SUD) continuum of care</i> ✓ <i>Development of a RMI Health Provider Certification, Testing and Licensing System that would also include continued education and training for health workers</i> ✓ <i>Develop outer island behavioral health prevention, treatment and training development services</i> ✓ <i>Strengthen pharmacology services to increase access to needed medication and continued education throughout the RMI</i> ✓ <i>Improve and increase access to telecommunication systems for patient care and continued education especially for outer island community health centers</i> ✓ <i>Establish a health regulatory unit to develop, maintain and monitor regulations mandated by law</i> ✓ <i>Improve diagnostic and laboratory services</i> ✓ <i>Improve child welfare and social services</i>
EDUCATION	
3. Enhance the School Improvement Process Through Provision of High Quality Education	<ul style="list-style-type: none"> ✓ <i>Improve grade 1 enrollment rate and gross enrollment rates overall</i> ✓ <i>Reduce dropout rates at both Elementary and Secondary levels</i> ✓ <i>Improve student performance (Language Skills in K-3, MISAT, ELA)</i> ✓ <i>Reduce the number of low enrollment Elementary schools and improve student performance</i> ✓ <i>Upgrade qualifications of RMI teachers and principals (AA, BA Master Degree)</i> ✓ <i>Provide increased Secondary school capacity</i> ✓ <i>Establish autonomous Board of Education</i> ✓ <i>Improve gender equality (Test Scores)</i> ✓ <i>Enhance the School Improvement Process (SIP)</i> ✓ <i>Link school improvement to Community Based School Governance (CBSG)</i> ✓ <i>Improve linkages between national curriculum and classroom practice</i> ✓ <i>Provide increased internet access</i> ✓ <i>Revitalize TVET in Secondary schools</i> ✓ <i>Improve Life Skills instruction</i>
4. Enhance Technical Training (TVET) and Workforce Development	<ul style="list-style-type: none"> ✓ <i>Establish national TVET credentialing system</i> ✓ <i>Establish “one-stop” employment center (TVET)</i> ✓ <i>Establish a Labor Market Information System (LMIS)</i> ✓ <i>Establish industry-validated standards</i> ✓ <i>Establish an apprenticeship system</i> ✓ <i>Establish an Employment Service (Labor Exchange)</i>

TABLE 8: SOCIAL DEVELOPMENT SECTOR: NSP DEVELOPMENT OBJECTIVES	
✓	<i>Design and establish a Trades Testing and Certification System</i>
✓	<i>Establish a feedback loop to evaluate the effectiveness of programs and services.</i>
✓	<i>Clarify the role of MOE, NVTI, and proposed National Skills Development Facility in the provision of TVET</i>
✓	<i>Redesign Career Pathways</i>
✓	<i>Develop a data-driven national TVET system</i>
✓	<i>Develop and enhance the capacity of Non-Formal Sector training providers</i>
GENDER	
5.	Mainstream Gender Issues and Enhance the Capacity Women to Meet their Full Potential
✓	<i>Increased women's participation in leadership at all levels of government including political participation and at local government level</i>
✓	<i>Equal participation of girls and boys, men and women at all levels of education and training</i>
✓	<i>Improved understanding and capacity of women of address health issues</i>
✓	<i>Gender specific adaptation and mitigation strategies developed to address the threat of climate change and disaster risk reduction, while continuing to improve opportunities for sustainable livelihoods</i>
✓	<i>Increased economic empowerment of men and women</i>
✓	<i>Reduced incidence of sexual and gender based violence through improved legislative environment and support mechanisms and services for victims of violence and their children</i>
✓	<i>Improved capacity of government to develop, implement, monitor and be accountable for gender responsive government policies and programs</i>
✓	<i>Improved participation by Resource Development Committee members in the Convention for the Elimination of Discrimination Against Women (CEDAW) reporting and implementation process</i>
YOUTH, CHILDREN AND VULNERABLE GROUPS	
6.	Enhance the Capacity of Youth and Vulnerable Groups to Meet their Full Potential
▪	Through Implementation of National Youth Policy Matrix Address Targeted Development Challenges
✓	<i>Improve access to education and training, career development and livelihoods</i>
✓	<i>Improve access to health services</i>
✓	<i>Improve access to services promoting Marshallese culture</i>
✓	<i>Improve access to sports, recreational activities and leadership programs</i>
▪	Through Implementation of the National Disability Inclusiveness Development Plan Address Targeted Development Challenges
✓	<i>Increase interagency coordination regarding disability inclusive development</i>
✓	<i>Develop legislation regarding disability inclusive development</i>
✓	<i>Ratify the CRPD</i>
✓	<i>Improve access to all levels of education with regard to students with disabilities</i>
✓	<i>Improve access to employment, sustainable livelihoods and health services</i>
▪	Child Rights Office to Enhance Awareness of Child Rights Issues
✓	<i>Complete and implement a specific CRC Action Plan</i>
✓	<i>Develop and implement CRC awareness and training programs</i>
✓	<i>Fulfill CRC reporting obligations in a timely manner and work with The Resource Development Committee on improved monitoring of implementation</i>
COMMUNITY DEVELOPMENT	
7.	Enhance Awareness and Strengthen Advocacy on Social and Health Issues with Regard to Determining Local Resource Requirements Regarding both National and International Policies in Local Communities
✓	<i>Improve awareness on teenage pregnancy, HIV/AIDS and health issues</i>
✓	<i>Improve awareness on home gardening and local food production</i>
✓	<i>Improve awareness of impacts of national and international policies</i>
✓	<i>Improve awareness regarding the prevention of environmental degradation (see environment sector)</i>
8.	Continue Establishment of Community Based Fisheries and Resource Management (Reimaanlok)
✓	<i>Coastal Management Advisory Council (CMAC) and relevant government agencies (national and local) to continue to work with selected atolls</i>

SECTOR INDICATORS

Table 9 provides a “snapshot” of the types of indicators to be used for monitoring NSP implementation. In order for this NSP document to remain dynamic, the actual *indicator targets* are provided in the NSP implementation matrixes (and the strategic plans of the RMI ministries and agencies). This allows each responsible implementing agency to update information in coordination with EPPSO. This also allows

EPPSO to work with real time indicators and targets during implementation of the NSP. The indicator snapshot provides insight regarding **HOW** the RMI plans to monitor NSP implementation and progress. The actual indicators in ministry and agency strategic plans, databases and implementation matrixes are also available through hyper-links in the NSP electronic platform so that real time information will be available.

TABLE 9: SOCIAL DEVELOPMENT SECTOR: NSP INDICATOR SNAPSHOT
HEALTH
<ul style="list-style-type: none"> ▪ The incidence of NCDS ▪ Child mortality (MDG) ▪ Maternal health (MDG) ▪ Adolescent birth rate ▪ Prevalence of HIV/AIDS, Malaria and other diseases (MDG) ▪ Incidence of chronic diseases ▪ Substance abuse and mental health national outcomes measures (employment, education, arrests, homelessness, medication, consumption, consequences) ▪ Health professional registry in place
EDUCATION
<ul style="list-style-type: none"> ▪ Universal primary education (MDG) ▪ Dropout rates reduced for elementary and secondary students through 2020 ▪ Enrollment rate for grade one (100% target) ▪ Improve student performance on MISAT and ELA tests ▪ Reduced number of primary schools with low enrollments ▪ Improve teacher quality (number of teachers with advanced degrees) ▪ Secondary school capacity (number of seats available) ▪ Gender equality (test scores) ▪ Number of students with internet access
GENDER
<ul style="list-style-type: none"> ▪ Women participation in Government (all levels) ▪ Equal participation of boys and girls in education and training (all levels) ▪ Incidence of sexual and domestic violence
YOUTH, CHILDREN AND VULNERABLE GROUPS
<ul style="list-style-type: none"> ▪ Incidence of child abuse and violence against children ▪ Youth delinquency rates ▪ Youth employment rates ▪ Youth enrolled in education and skills development programs ▪ Ratification of the CRPD ▪ Equal access and participation of disabled to education and employment opportunities
COMMUNITY DEVELOPMENT
<ul style="list-style-type: none"> ▪ Community knowledge and training regarding health education, local product production, environmental awareness (MOIA Mobile Team)

NSP NATIONAL PRIORITIES AND SOCIAL DEVELOPMENT SECTOR DEVELOPMENT OBJECTIVES

Table 10 provides the synthesis of NSP *National Development Themes* with the *Social Development Sector Over-Arching Development Objectives* identified for each strategic area (1A-1E). This table illustrates the association of each *Over-Arching Development Objective* with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

National Development Themes

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.
8. Building a sound infrastructure that provides energy, environmental, infrastructure, and transportation security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life.

TABLE 10: SOCIAL DEVELOPMENT SECTOR:										
NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Strengthen the Commitment to Healthy Islands Concept in Implementing Health Promotion and Priorities, and to Build the Capacity of the Ministry of Health	√	√	√	√	√				√	√
2. Address Ministry of Health HR Priority Issues		√			√					
3. Enhance the School Improvement Process Through Provision of High Quality Education		√	√	√	√					√
4. Enhance Technical Training (TVET) and Workforce Development		√	√	√	√				√	√
5. Mainstream Gender Issues and Enhance the Capacity Women to Meet their Full Potential	√	√	√	√	√	√			√	√
6. Enhance the Capacity of Youth and Vulnerable Groups to Meet their Full Potential	√	√	√	√	√	√			√	√
7. Enhance Awareness and Strengthen Advocacy on Social and Health Issues with Regard to Determining Local Resource Requirements Regarding both National and International Policies in Local Communities	√	√	√	√	√	√	√	√	√	√
8. Continue Establishment of Community Based Fisheries and Resource Management (Reimaanlok)	√	√	√	√		√	√	√	√	√

12. ENVIRONMENT, CLIMATE CHANGE AND RESILIENCY SECTOR

The Environment, Climate Change and Resiliency Sector is comprised of three strategic areas:

(2) Environment, Climate Change and Resiliency

- Vulnerability Assessment and Disaster Risk Reduction (2A)
- Disaster Management and Response (2B)
- Conservation Resource Management (2C)

Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the [Climate Change Policy](#) or the [Environmental Protection Authority Strategic Plan](#).

SECTOR DOCUMENTS AND PLANS

Strategic plans, national policies and other relevant documents related to the *Environment, Climate Change and Resiliency Sector* are listed in **Table 11**. These plans and policies are also available through hyper-links in the NSP electronic platform.

TABLE 11: ENVIRONMENT, CLIMATE CHANGE AND RESILIENCY SECTOR: RELEVANT DOCUMENTS
VULNERABILITY ASSESSMENT AND DISASTER RISK REDUCTION
<ul style="list-style-type: none"> ▪ RMI National Climate Change Policy Framework (2011) ▪ RMI Climate Change Roadmap (2010) ▪ RMI National Energy Policy and Energy Action Plan (2012)
DISASTER MANAGEMENT AND RESPONSE
<ul style="list-style-type: none"> ▪ RMI Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management (JNAP) (2013–18) ▪ RMI National Emergency Response Plan (2010) ▪ RMI Ports Authority: Airport Emergency Plan (2012) ▪ FEMA/USAID Strategy for Disaster Mitigation and Reconstruction (2008–2023) ▪ RMI Drought Contingency Plan (2010)
CONSERVATION RESOURCE MANAGEMENT
<ul style="list-style-type: none"> ▪ RMI Climate Change Roadmap (2010) ▪ EPA: Strategic Plan (2012–14) ▪ R&D Strategy and Action Plan (2005–10) ▪ R&D Performance Report (2013) ▪ MOIA Strategic Plan (2010–12) ▪ Reimaanlok National Conservation Plan (2008) ▪ Reimaanlok Field Guide (2012) ▪ RMI Protected Areas Management (PAM) ▪ RMI Biodiversity Strategy and Action Plan (2000)

SECTOR OVERVIEW

Climate change and resiliency are two of the most important issues facing the RMI and other low lying atoll countries. At the 2013 Pacific Islands Forum, held in Majuro, the [Majuro Declaration](#) was agreed to by all delegations. As stated in the *Forum Final Communiqué*:

The Declaration is intended to highlight the Leaders' strong political commitment to be the region of Climate Leaders, and is an effort to spark a new wave of climate leadership that accelerates the reduction and phasing down of greenhouse gas pollution worldwide.

The Forum Communiqué and the Majuro Declaration are located in **Annex 6**.

Environment (General)



Since the start of The Compact as Amended, the RMI Environmental Protection Authority (EPA) has received a small portion of these funds as part of the annual budget. The EPA directs a portion of annual budget to sanitation and water quality.

Overall the RMI EPA is responsible for providing the following services:

- Environmental health and water quality
- Land and coastal management
- Conservation planning
- Waste and pollution oversight
- Information management
- Planning and human resource management
- Education awareness and information

Risk Reduction, Climate Change and Environment

The low-lying atolls of the RMI are extremely vulnerable to the impacts of climate change. As such, environmental sustainability is a vital forward looking issue for the Marshall Islands. At a special meeting of the UN Security Council in February 2013, the RMI Minister in Assistance delivered the following statement:

Climate change threatens lives, livelihoods, sovereign territory and, in some cases, the existence of states.” As a security issue, climate change is at the forefront of any discussion of long-term livelihood and sustainability for the islands. (SIDS Report 2013)

The National Climate Change Policy Framework (NCCPF) was adopted by the RMI government in 2011. This policy framework is designed to put forth the commitments of the RMI with regard to addressing climate change. As such, environment and climate change are priority issues for the RMI. The RMI continues to progress in this area with regard to the MDGs.

National Climate Change Framework

The institutional framework for the RMI focus on climate change is detailed in the RMI Climate Change Roadmap. The framework to support the development and implementation of the RMI National Climate Change Policy is built on the substantial existing configuration of sector approaches, while at the same time enhancing the coherence, coordination and effectiveness of national efforts. The overriding aim must be to “climate-proof” all development activities, including those under The Compact as Amended.

The RMI government considered a preliminary report prepared by the Office of the Chief Secretary, in January 2010, on the current capacity of the RMI to access and manages large-scale climate change

funds for climate adaptation and energy purposes. In approving the report, the RMI decided to establish a *National Committee on Climate Change*. The climate change policy of the RMI can be categorized broadly into four implementation clusters:

- Energy security and low-carbon future
- Adaptation for a climate-resilient future
- Disaster preparedness, risk reduction and response capacity
- Education, awareness, community mobilization, culture and gender

These four implementation clusters form the foundation for RMI climate change activities through the initial implementation period of this NSP.

Disaster Management and Response



The RMI has several documents focused on disaster management as noted in **Table 11** however; the Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management (JNAP) is the plan with the broadest outlook.

The JNAP, endorsed by Cabinet in March 2014, has seven goals that include outcomes, activities, outputs and indicators. The JNAP combines a focus on disaster management, an integrated approach to planning including mitigation of climate change issues, community resilience, energy security, emergency preparedness and education. The JNAP, added to the other climate change and disaster management documents detailed in **Table 11**, provides the RMI with a strong set of guidelines and plans to be called upon regarding disaster management.

Conservation Resource Management

Reimaanlok Looking to the Future: National Conservation Area Plan for the Marshall Islands 2007–2012 (Reimaanlok) was developed to fill the need for a conservation area planning framework. It is designed to "*develop principles, process and guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on their needs, values and cultural heritage.*"

This initiative has already been proven successful. The Namdrik Atoll Local Resources Committee, a non-governmental organization, received global recognition for its outstanding efforts in sustainable development at the Rio +20 United Nation's Conference in Rio de Janeiro, Brazil in 2012. As stated in the Reimaanlok facilitator guide:

Trends have strengthened the commitment within the Marshall Islands government and island communities to establish and manage community-based conservation areas of land and sea, while building upon other resource conservation strategies. The aim is to revive the physical and spiritual connection of people to their environment, to ensure the sustainable use of resources and food security, and to conserve the remarkable biodiversity of the Marshall Islands.

SECTOR DEVELOPMENT CHALLENGES

Table 12 provides an overview of the development challenges for each strategic area in the *Environment, Climate Change and Resiliency Sector*. The identification of these challenges is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the RMI *Environment, Climate Change and Resiliency Development Challenges*.

The development challenges provide the initial “roadmap” regarding **WHY** the RMI government has prioritized specific *Over-Arching Development Objectives* in this sector.

Those development challenges in bold are considered to be the *Over-Arching Development Challenges* for each strategic area. In many cases the *Over-Arching Development Challenge* is given further detail through *Ministerial Development Challenges* that directly relate to specific ministries and agencies.

Table 12: ENVIRONMENT, CLIMATE CHANGE AND RESILIENCY SECTOR: NSP DEVELOPMENT CHALLENGES	
VULNERABILITY ASSESSMENT AND DISASTER RISK REDUCTION	
<ul style="list-style-type: none"> Lack of Clear Pathway in Order to Undertake Vulnerability Assessment and Disaster Risk Reduction <ul style="list-style-type: none"> ✓ <i>Prioritization of vulnerability assessments in terms of risk over the short and long term. Difficult questions need to be addressed about which areas deserve the limited adaptation funding available, and which areas will be left in their ‘natural’ state. A national policy with respect to aggregate sources to be used for risk reduction should be addressed.</i> ✓ <i>Lack of technical capacity to implement reduction measures. Much vulnerability have been identified but few of the projects implemented demonstrate that risk has been effectively reduced for drought, erosion, wave inundation, flood, and wind hazards in particular. Major gaps exist with respect to wave inundation mapping and local evacuation planning in population centers. Even simple ridge-building is not being implemented to any significant degree</i> ✓ <i>Mainstreaming of risk reduction measures into ongoing conservation and resource management. Agency managers need to identify how their initiatives address and mitigate hazards related to climate change. This needs to be linked to the agreed-upon priority areas for development and coastal infrastructure protection, and funding for low priority areas diverted elsewhere</i> ✓ <i>Effective implementation of the Reimaanlok approach in risk reduction. Communities perceive Reimaanlok as only being for conservation purposes, and opportunities for broader participation in assessing risks and identifying appropriate local reduction measures are being missed</i> ✓ <i>Continued focus on vulnerability to drought so that risk reduction measures can be implemented where they will be most effective. Long-term forecasting capacity needs to improve</i> ✓ <i>Development of effective community college-level training in disaster risk reduction with links to capacity-building at the Govt. Emergency Operations Center</i> ✓ <i>Climate change awareness at the national level needs to translate into more effective communication with landowners and communities, where an undereducated populace currently exhibits apathy and a ‘business as usual’ mentality to protecting their lives and property</i> ✓ <i>Expansion of collection of biophysical data useful for the effective development of early warning systems.</i> ✓ <i>Focus on renewable energy as the primary strategy for demonstrating national commitment to reducing global greenhouse gas emissions. International aid for disaster risk reduction will not reach anywhere near desired levels unless this can be demonstrated</i> 	
DISASTER MANAGEMENT AND RESPONSE	
<ul style="list-style-type: none"> Lack of Coordinated System of International Emergency Response and Humanitarian Aid <ul style="list-style-type: none"> ✓ <i>Effective communication of emergency protocols to the public once wave inundation mapping and local evacuation planning is established</i> ✓ <i>Establishment of disaster shelters and a center for distributing relief supplies</i> ✓ <i>Community awareness of ways to prepare households and property for natural disasters</i> ✓ <i>Effective development and communication of an early warning system that includes outer island communities</i> ✓ <i>Establishment of a coordinated system of international emergency response and humanitarian aid.</i> ✓ <i>Effective implementation of the Reimaanlok approach in the emergency preparedness and recovery part of disaster management. Communities perceive Reimaanlok as only being for conservation purposes, and opportunities for broader participation in preparing for, and recovering after disasters are being missed</i> ✓ <i>Continuity of the Government Emergency Operations Center and effective protocol training of operations staff</i> 	

Table 12: ENVIRONMENT, CLIMATE CHANGE AND RESILIENCY SECTOR: NSP DEVELOPMENT CHALLENGES	
CONSERVATION RESOURCE MANAGEMENT	
<ul style="list-style-type: none"> ■ The Lack of Coordination Regarding Maintaining the Quality of Marine Waters as Appropriate for their Planned and Actual Use Including Recreational, Conservation, Fishing, and Industrial Practices <ul style="list-style-type: none"> ✓ <i>Understanding that everything that has to do with land, water, and air resources in the RMI is embodied in this strategic focus area. Impacts related to climate change and the urgent need to establish resiliency however, necessitate additional efforts at disaster risk reduction. With the exception of deeper marine areas of the EEZ, the limited terrestrial land area of atolls means that there is no effective difference between coastal management and resource management in the RMI. The coastal zone is the RMI</i> ✓ <i>More effective sustainable coastal planning and management, with an emphasis on Reimaanlok</i> ✓ <i>Criteria for conservation that is linked to prioritization strategies for biodiversity and disaster risk reduction</i> ✓ <i>Strengthening of land use and settlement planning processes and systems (including lease arrangements) at national and local levels</i> ✓ <i>Assessment of RMI policy with respect to sourcing of aggregate for construction and coastal protection. There needs to be clear direction on issues and options related to lagoon sediment mining via suction dredging versus shoreline excavation, live versus dead coral mining, in-country reef flat mining versus outsourcing of rip-rap aggregate, and how these options conflict or adhere to the current coastal management policy framework</i> ✓ <i>Formalizing a preliminary environmental assessment process within the requirements for environmental impact assessment. There is a major lack of capacity to carry out Environmental Impact Assessment (EIA) for both minor and major projects in the RMI. The scoping mechanism in the EIA and sustainable development regulations can be adapted to allow for PEAs as the first step in this process</i> 	

SECTOR DEVELOPMENT OBJECTIVES

Table 13 provides an overview of the development objectives for each strategic area in the *Environment, Climate Change and Resiliency Sector*. The identification of these development objectives is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the *Environment, Climate Change and Resiliency Sector Development Objectives*.

The development objectives provide the initial “roadmap” regarding **WHAT** issues the RMI government has prioritized in this sector.

Those development objectives in bold are considered to be the *Over-Arching Development Objectives* for each strategic area and are numbered in sequence for the entire sector. In many cases the *Over-Arching Development Objective* is given further detail through *Ministerial Development Objectives* that directly relate to specific ministries and agency plans.

TABLE 13: ENVIRONMENT CLIMATE CHANGE AND RESILIENCY SECTOR: NSP DEVELOPMENT OBJECTIVES	
VULNERABILITY ASSESSMENT AND DISASTER RISK REDUCTION	
<ol style="list-style-type: none"> 1. Continued Implementation and Awareness of the Principles of the Majuro Declaration 2. Mainstream Risk Reduction Measures into Ongoing Conservation and Resource Management <ul style="list-style-type: none"> ✓ <i>Prioritize vulnerability assessments in terms of risk over the short and long term</i> ✓ <i>Improve technical capacity to implement reduction measures</i> ✓ <i>Implement the Reimaanlok approach in risk reduction</i> ✓ <i>Focus on vulnerability to drought so that risk reduction measures can be implemented where they will be most effective</i> ✓ <i>Develop community college-level training in disaster risk reduction with links to capacity-building at the Government Emergency Operations Center</i> ✓ <i>Communicate climate change awareness at the national level into more effective communication with landowners and communities</i> ✓ <i>Expand the collection of biophysical data useful for the effective development of early warning systems</i> ✓ <i>Focus on renewable energy as the primary strategy for demonstrating national commitment to reducing global greenhouse gas emissions</i> 	

TABLE 13: ENVIRONMENT CLIMATE CHANGE AND RESILIENCY SECTOR: NSP DEVELOPMENT OBJECTIVES	
DISASTER MANAGEMENT AND RESPONSE	
3. Establish a Coordinated System of International Emergency Response and Humanitarian Aid	<ul style="list-style-type: none"> ✓ <i>Communicate emergency protocols to the public once wave inundation mapping and local evacuation planning is established</i> ✓ <i>Establishment of disaster shelters and a center for distributing relief supplies</i> ✓ <i>Improve community awareness on ways to prepare households and property for natural disasters</i> ✓ <i>Develop and communicate an early warning system that includes outer island communities</i> ✓ <i>Implement the Reimaanlok approach in the emergency preparedness and recovery part of disaster management</i> ✓ <i>Ensure continuity of the Government Emergency Operations Center and effective protocol training of operations staff</i> ✓ <i>Plan for energy security and a low carbon future (Implementation of the 2009 National Energy Policy)</i>
CONSERVATION RESOURCE MANAGEMENT	
4. Ensure and Maintain the Quality of Marine Waters as Appropriate for their Planned and Actual Use Including Recreational, Conservation, Fishing, and Industrial Practices	<ul style="list-style-type: none"> ✓ <i>Implement more effective sustainable coastal planning and management</i> ✓ <i>Establish criteria for conservation that is linked to prioritization strategies for biodiversity and disaster risk reduction</i> ✓ <i>Strengthen land use and settlement planning processes and systems (including lease arrangements) at national and local levels</i> ✓ <i>Assessment of RMI policy with respect to sourcing of aggregate for construction and coastal protection</i> ✓ <i>Formalize a preliminary environmental assessment process within the requirements for environmental impact assessment</i> ✓ <i>Ensure compliance with the EIA process for major developments in the RMI</i> ✓ <i>Manage development in accordance with the Coastal Management Planning Framework</i> ✓ <i>Promote effective development of agriculture that links food security with coastal protection</i>

SECTOR INDICATORS

Table 14 provides a “snapshot” of the types of indicators to be used for monitoring NSP implementation. In order for this NSP document to remain dynamic, the actual *indicator targets* are provided in the NSP implementation matrixes (and the strategic plans of the RMI ministries and agencies). This allows each responsible implementing agency to update information in coordination with EPPSO. This also allows EPPSO to work with real time indicators and targets during implementation of the NSP. The indicator snapshot provides insight regarding **HOW** the RMI plans to monitor NSP implementation and progress.

The actual indicators in ministry and agency strategic plans, databases and implementation matrixes are also available through hyper-links in the NSP electronic platform so that real time information will be available.

TABLE 14: ENVIRONMENT CLIMATE CHANGE AND RESILIENCY SECTOR: NSP INDICATORS SNAPSHOT	
VULNERABILITY ASSESSMENT AND DISASTER RISK REDUCTION	
<ul style="list-style-type: none"> ▪ Saltwater intrusion to wells and crops ▪ Drinking water quality ▪ Storm intensity, erosion, flooding ▪ Coral bleaching ▪ Rain patterns ▪ Air and sea temperatures 	
DISASTER MANAGEMENT AND RESPONSE	
<ul style="list-style-type: none"> ▪ Percentage of JNAP actions mainstreamed into key organizations mandates at national and local levels ▪ Level of integration of appropriate traditional knowledge identified in Disaster Risk Management/Climate Change Adaptation programs by local community groups ▪ NGOs and national and local government responsible agencies ▪ Disaster assessments (preparedness reports, emergency drills and post-disaster reports) indicate a timely and effective response by the public ▪ Number of reported cases of water shortages, contamination and related sickness decreased 	

TABLE 14: ENVIRONMENT CLIMATE CHANGE AND RESILIENCY SECTOR: NSP INDICATORS SNAPSHOT
<ul style="list-style-type: none"> ▪ Government reintroduction land-use planning and building codes policies during the first three years of JNAP implementation
CONSERVATION RESOURCE MANAGEMENT
<ul style="list-style-type: none"> ▪ Maps and datasheets of natural resource and conservation targets and uses ▪ Draft management plan, with goals, actions, timelines, and budget ▪ Draft management plan ordinances ▪ Resource management assessment completed

NSP NATIONAL PRIORITIES AND ENVIRONMENT, CLIMATE CHANGE AN RESILIENCY SECTOR DEVELOPMENT OBJECTIVES

Table 15 provides the synthesis of NSP *National Development Themes* with the *Environment, Climate Change and Resiliency Sector Development Objectives* identified for each strategic area (2A-2C). This table illustrates the association of each *Over-Arching Development Objective* with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

National Development Themes

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.
8. Building a sound infrastructure that provides energy, environmental, infrastructure, and transportation security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life.

TABLE 15: ENVIRONMENT CLIMATE CHANGE AND RESILIENCY SECTOR:										
NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Continued Implementation and Awareness of the Principles of the Majuro Declaration	√	√	√	√	√	√	√	√	√	√
2. Mainstream Risk Reduction Measures into Ongoing Conservation and Resource Management	√	√	√			√		√	√	√
3. Establish a Coordinated System of International Emergency Response and Humanitarian Aid	√	√	√			√		√	√	√
4. Ensure and Maintain the Quality of Marine Waters as Appropriate for their Planned and Actual Use Including Recreational, Conservation, Fishing, and Industrial Practices	√	√	√	√	√	√		√	√	√

13. INFRASTRUCTURE DEVELOPMENT SECTOR

The Infrastructure Development Sector is comprised of five strategic areas:

(3) Infrastructure Development

- Transportation (3A)
- Energy (3B)
- Water and Sanitation (3C)
- Solid and Hazardous Waste Management (3D)
- Information Communications Technology (3E)

Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the National Energy Policy or the Ministry of Transportation and Communication Strategic Plan.

SECTOR DOCUMENTS AND PLANS

Strategic plans, national policies and other relevant documents related to the *Infrastructure Development Sector* are listed in **Table 16**. These plans and policies are also available through hyper-links in the NSP electronic platform.

TABLE 16: INFRASTRUCTURE DEVELOPMENT SECTOR: RELEVANT DOCUMENTS
TRANSPORTATION
<ul style="list-style-type: none"> ▪ Ministry of Transport and Communication Strategic Plan (T&C) (2010–12/revised 2010) ▪ Air Marshall Islands (AMI) Business Plan Executive Summary (2013) ▪ Marshall Islands Shipping Corporation (MISC) Strategic Plan (2011–15) ▪ RMI Port of Majuro Master plan (In Development)
ENERGY
<ul style="list-style-type: none"> ▪ RMI National Energy Policy and Energy Action Plan (Revised 2012) ▪ Marshalls Energy Company (MEC) Comprehensive Recovery Plan (2012) ▪ MEC General Guide to Petroleum Sector Reform Strategic Action Plan (2012–17) ▪ Kwajalein Atoll Joint Utility Resources (KAJUR) Comprehensive Reform Strategy (2011–15) ▪ Ministry of Resource and Development Strategy and Action Plan (Energy) (2005–2010) ▪ Ministry of Resources and Development 2013 Progress Report
WATER AND SANITATION
<ul style="list-style-type: none"> ▪ EPA: Strategic Plan (2012–14) ▪ Majuro Water and Sewer Company Comprehensive Reform Strategy (Draft 2011) ▪ RMI National Water and Sanitation Policy (Draft 2013) ▪ RMI National Waste Management Strategy and Action Plan (2012–16) ▪ MPW Strategic Plan (FY07) ▪ MOH Draft Decrement and Medium Term Strategy (2011–14)
SOLID AND HAZARDOUS WASTE MANAGEMENT
<ul style="list-style-type: none"> ▪ RMI National Solid Waste Strategy and Action Plan (2012–16) ▪ MPW Strategic Plan (FY07) ▪ EPA Strategic Plan (2012–14)
INFORMATION COMMUNICATIONS TECHNOLOGY (ICT)
<ul style="list-style-type: none"> ▪ Ministry of Transport and Communication Strategic Plan (2010–12/revised 2010) ▪ ICT Policy (2012) ▪ MOIA Strategic Plan (2010–12) ▪ MBC Business Plan (Draft)

SECTOR OVERVIEW

Transport (Air)



Domestic air transportation is provided by Air Marshall Islands (AMI). Over the past several years, AMI has continued operations only with continued subsidies from the RMI government. AMI is in the initial phase of redesigning their approach to business operations. Air service to the outer islands is critical for residents of those atolls with regards to the entire range of social, economic and other issues. Reliable air transportation is also vital to the development of tourism in the RMI. AMI no longer plans to rely on government subsidies. The business plan (draft) states:

We will operate the airline commercially and finance our entire operation from internally generated resources and loans based on our capacity to borrow. We are determined to maximize revenue and at the same time keep a tight rein on expenses. We will generate sufficient cash reserves to cover maintenance expenses when due.

The RMI government acknowledges that viable domestic air transportation, including outer island runway repair and maintenance, is crucial to tourism and economic growth.

The RMI people are also impacted by the fact that the RMI is regularly serviced by only one international airline. This is a concern regarding prices and schedules. International airline access influences tourism, costs of goods and services and social development issues including off island health referrals. Recently an arrangement for a second international airline to service Majuro (from the Southern Hemisphere) was concluded. The early impacts of this service are viewed as positive.



Transport (Water)

Reliable water transportation is critical to the RMI due to the great distances among the atolls. The Marshall Island Shipping Corporation (MISC) provides the majority of shipping service among the atolls, especially those at greater distances from the urban centers. The MISC detailed these priorities in the MISC Strategic Plan:

- Vessel fleet availability and planning
- Outer islands shipping services: structure and frequency
- Onshore infrastructure requirements
- Tariff schedule and review frequency
- Community service obligation: approach and level
- New markets: tourists, charter
- Asset management: focus on maintenance sustainability
- Organization structure
- Human resource management and staff capacity development
- Financial management and viability: performance, policies, practice and compliance

The critical nature of reliable inter-island water transportation continues to be an issue that the RMI will address throughout the implementation of the NSP. Building and repair of wharfs and docks in the outer islands is crucial to the economic growth of the RMI and to the socio-economic well being of the RMI citizens living in the outer islands.

Energy

RMI Energy reform and planning is guided by four primary documents:

- RMI National Energy Policy
- General Guide to Petroleum Sector Reform
- Marshalls Energy Company (MEC) Comprehensive Recovery Plan
- Kwajalein Atoll Joint Utility Resources (KAJUR) Comprehensive Reform Strategy

The RMI National Energy Policy was revised in June 2012. This policy focuses on improvements in energy efficiency and a gradual shift from reliance on oil to practical and affordable renewable energy sources. This effort is also part of the RMI strategy to build resilience to climate change.

The Petroleum Sector Reform Guide provides direction regarding key processes for raising the petroleum business standards, currently being used in the RMI, to those accepted globally and within the region.

Both the MEC Comprehensive Recovery Plan and the KAJUR Comprehensive Reform Strategy focus on improving and streamlining operations. Both documents also outline strategies on how to best move forward to provide both effective and efficient utility services to customers.

Water and Sanitation

The RMI National Water and Sanitation Policy states the following as the policy scope:

- The National Water and Sanitation Policy shall provide broad guidelines and support the state organ, including its central and local governments, in the formulation of water and sanitation laws, guidelines, strategies, investment plans, programs and projects
- Provide guidance and define rules and responsibilities for water and sanitation investment and activities for all sector stakeholders
- Provide a framework for the management of freshwater resources, water supply, safe disposal of excreta and wastewater; and the promotion of hygienic behaviors
- Cover all people, organizations and areas throughout RMI.

The Majuro Water and Sewer Company (MWSC) has identified a series of priority areas which represent targets for attention and, in some cases, urgent response regarding water and sanitation. While efforts continue to focus on understanding the nature of future climate variability, it is clear that the RMI faces major impacts on human health and water security with regard to community livelihoods and infrastructure security as a result of sea-level rise.

Solid and Hazardous Waste Management

The RMI's National Waste Management Strategy (NWMS) was developed by a wide range of stakeholders to help provide vision, guidance and a coordinated, "living" process for solid waste management improvements in the RMI. The Majuro Atoll Waste Company (MAWC) oversees the NWMS. The overall goal of the NWMS is to develop, implement, and maintain a system of solid waste management in the RMI which is appropriate to conditions, and minimizes the negative impacts of poor waste management on both the health of people and the environment. On small atolls this is sometimes easier said than done.

The NWMS focuses on all types of solid waste including: residential, commercial, institutional and industrial sources and medical waste from the hospitals and dispensaries. It also covers scrap metal, used oil, used lead acid batteries, and e-waste.

With regard to hazardous waste, EPA is mandated to administer and enforce the *Ozone Layer Protection Regulations (2004)* and the *Pesticides and Persistent Organic Pollutants (POPs) Regulations (2004)*. EPA is also responsible for monitoring and enforcing regulations regarding sewage and sewer facilities.

Information Communication Technology

The Ministry of Transportation and Communication (T&C) provides regulatory oversight and harmonization of telecommunications services in the RMI. The ministry is also responsible for implementing the National Information Communication Technology (ICT) Policy. This oversight includes spectrum management and enforcement of standards and licensing. The five guiding principles underpinning the policy objectives are:

1. Open and competitive markets
2. Modern, independent and proportionate regulation
3. Non-discrimination and technology neutrality
4. Universal service for remote areas of the RMI
5. Optimal use of scarce resources

Furthermore, the medium term goals of policy for 2013–14 are:

- Establish the Office of the Regulator
- Strengthen and reform NTA in order to prepare the company to operate efficiently in a competitive market (which may include sale of all or part of the government's shareholding)
- Promote new entry in the RMI market, particularly mobile and ISP services, and issue licenses to all operators including NTA
- Promote ICT access for schools, reducing the digital divide
- Design and implement mechanisms to significantly improve ICT services for outer islands

The National Telecommunications Authority (NTA) is the provider of telephone and internet services throughout the RMI. The NTA also provides a subscription television service. The NTA is currently working with the RMI government on revisions to a telecommunications bill regarding the liberalizing of telecommunications services. The NTA has the stated purpose to "*provide connectivity to all Marshallese people at all times at the most cost efficient rate.*" Through 2010 NTA paid dividends to shareholders. Since that time NTA has been unable to pay

dividends as the organization struggles to balance accounts receivable with costs due to several factors including loan repayments.

NTA is currently in the process of developing a Corporate Plan, and is also actively working with the government on the issue of market liberalization.

SECTOR DEVELOPMENT CHALLENGES

Table 17 provides an overview of the development challenges for each strategic area in the *Infrastructure Development Sector*. The identification of these challenges is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the RMI *Infrastructure Development Sector Challenges*.

The development challenges provide the initial “roadmap” regarding **WHY** the RMI government has prioritized specific *Over-Arching Development Objectives* in this sector.

Those development challenges in bold are considered to be the *Over-Arching Development Challenges* for each strategic area. In many cases the *Over-Arching Development Challenge* is given further detail through *Ministerial Development Challenges* that directly relate to specific ministries and agencies.

Table 17: INFRASTRUCTURE DEVELOPMENT SECTOR: NSP DEVELOPMENT CHALLENGES	
TRANSPORT	
<ul style="list-style-type: none"> ▪ General Shipping Challenges <ul style="list-style-type: none"> ✓ <i>Employee qualifications</i> ✓ <i>Ship safety (Shipping)</i> ✓ <i>Crew and manpower qualifications (Shipping)</i> ▪ MISC Challenges <ul style="list-style-type: none"> ✓ <i>Copra unloading delays at Tobolar mill/international wharf</i> ✓ <i>Cost/delays handling cargo/passengers at island destinations without berthing facilities</i> ✓ <i>Effective maintenance of vessels to minimize vessel downtime</i> ✓ <i>Provision of sufficient and timely services to all islands</i> ✓ <i>Improving voyage turn-round times to maximize vessel voyages</i> ✓ <i>Impact of limited working capital base</i> ✓ <i>External influences on MISC management regarding voyage scheduling and insistence on ad-hoc voyage deviations</i> ✓ <i>International vessel priority and use of berth used for MISC operations</i> ▪ Civil Aviation Challenges <ul style="list-style-type: none"> ✓ <i>Civil Aviation Operating Act needs review and possible update</i> ✓ <i>Organization and staffing requirements needs review and possible (Civil Aviation)</i> ✓ <i>Airport and aircraft safety (including outer islands)</i> ✓ <i>International obligations and standards not maintained</i> ✓ <i>AMI strategic plan in development not yet endorsed</i> 	
ENERGY	
<ul style="list-style-type: none"> ▪ Energy Policy (MEC Petroleum Sector Reform Issues) <ul style="list-style-type: none"> ✓ <i>Establishing fuel pricing template (Pricing template does not provide for fullest recovery)</i> ✓ <i>Fuel pricing against tariff</i> ✓ <i>Supply procurement (volume traded temperature)</i> ✓ <i>Fuel burning efficiency (cost effective delivery of energy)</i> ✓ <i>Bio-fuel as energy source</i> ✓ <i>No specific authorization embedded within the Energy Office; results in energy sector being fragmented at national level</i> ✓ <i>Waste disposal of outdated equipments, oil spills, safety issues</i> 	

Table 17: INFRASTRUCTURE DEVELOPMENT SECTOR: NSP DEVELOPMENT CHALLENGES
<ul style="list-style-type: none"> ✓ <i>Unregulated fuel market and unregulated fuel grade</i> ▪ Cost Recovery Issues <ul style="list-style-type: none"> ✓ <i>85% oil fueled energy in RMI</i> ▪ MEC Comprehensive Recovery Issues <ul style="list-style-type: none"> ✓ <i>Continue to seek outside funding equipment upgrade and maintenance</i> ✓ <i>Power network distribution losses</i> ✓ <i>Necessary rehabilitation of Majuro Power Plant</i> ✓ <i>Integrity of Tank Farm</i> ✓ <i>Collections of accounts receivables</i> ▪ Need for Revised National Energy Plan <ul style="list-style-type: none"> ✓ <i>The struggle to provide clean, reliable, affordable, accessible, environmentally appropriate and sustainable energy services throughout the RMI</i>
WATER AND SANITATION
<ul style="list-style-type: none"> ▪ Water Supply is Often Lacking in Urban Areas Due to Lack of Rain, Outdated Infrastructure and Low Tariffs <ul style="list-style-type: none"> ▪ <i>No change in tariffs for almost 30 years.</i> ▪ <i>Degrading equipment and pipes (Majuro/Ebeye)</i> <ul style="list-style-type: none"> ✓ <i>Maintaining safe and accessible water in urban areas</i> ✓ <i>Public understanding of water supply management</i> ✓ <i>Loss of 50% to non-revenue water</i> ▪ <i>Water and Sanitation Policy just recently endorsed</i> ▪ <i>Outstanding water and sewage bills from customer base</i>
SOLID AND HAZARDOUS WASTE MANAGEMENT
<ul style="list-style-type: none"> ▪ Solid Waste Management Continues to be a Critical Issue <ul style="list-style-type: none"> ✓ <i>Lack of appropriate education and communication information</i> ✓ <i>Lack of enforcement of laws regulations and ordinances</i> ✓ <i>MAWC is not economically sustainable without assistance from government and donors</i> ✓ <i>Lack of capacity building and development (throughout communities and urban centers)</i> ✓ <i>Limited recycling program, and lack of waste minimization legislation</i> ✓ <i>RMI needs to relook at solid waste in general/dump sites specifically</i> ✓ <i>Lack of disposal management for national agencies and ministries that handle chemical and hazardous waste</i> ✓ <i>Medical waste management is an issue on all atolls</i>
INFORMATION COMMUNICATION TECHNOLOGY (ICT)
<ul style="list-style-type: none"> ▪ Future Planning of ICT Sector is a Critical Issue <ul style="list-style-type: none"> ✓ <i>NTA in process of identifying a consultant to develop a Corporate plan</i> ✓ <i>NTA and government must coordinate future of sector including liberalization plans</i> ✓ <i>Ensuring implementation of medium term and longer term ICT policy goals</i>

SECTOR DEVELOPMENT OBJECTIVES

Table 18 provides an overview of the development objectives for each strategic area in the *Infrastructure Development Sector*. The identification of these development objectives is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the *Infrastructure Development Sector Development Objectives*.

The development objectives provide the initial “roadmap” regarding **WHAT** issues the RMI government has prioritized in this sector.

Those development objectives in bold are considered to be the *Over-Arching Development Objectives* for each strategic area and are numbered in sequence for the entire sector. In many cases the *Over-Arching*

Development Objective is given further detail through Ministerial Development Objectives that directly relate to specific ministries and agency plans.

TABLE 18: INFRASTRUCTURE DEVELOPMENT SECTOR: NSP DEVELOPMENT OBJECTIVES	
TRANSPORT	
<p>1. Provide for and Ensure Compliance to all Applicable Marine Safety Standards for Watercraft</p> <ul style="list-style-type: none"> ✓ Provide for crew licensing and manpower certifications (MISC Shipping) ✓ Amend legislation (T&C Civil Aviation) 	
<p>2. Implement Over the Next 3 years an Organizational Review and Staffing Plan (Civil Aviation)</p> <ul style="list-style-type: none"> ✓ Ensure safe operations by monitoring ongoing airport and air carrier operations (T&C) ✓ T&C to work with AMI regarding implementation of the AMI Business Plan 	
<p>3. Provide Improved Access to Water Transport (MISC Operations Plan)</p> <ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ✓ Approval from RMI government to increase MISC freight and passenger rate structure on regular basis through index linked to fuel costs ✓ Ongoing receipt of RMI government subsidy for performance Community Service Operations ▪ Operational <ul style="list-style-type: none"> ✓ Funding reliability for Repair and Maintenance Account/Program ✓ Minimize operational expenses ✓ Improved routing and scheduling ✓ Fleet size 4 operational vessels suitable for trade with adequate cargo capacity, including bulk fuel tanks ✓ Build and repair docks in the Outer Islands ▪ Asset Management <ul style="list-style-type: none"> ✓ Vessel ownership transfer to MISC 	
<p>4. Provide Improved Access to Air Transport (Implement AMI Business Plan)</p> <ul style="list-style-type: none"> ✓ Rebuilding AMI financial base ✓ Reverse AMI loss pattern ✓ Restore domestic air service reliability ✓ Modernize and renew operations ✓ Restrict reliance on subsidies ✓ Build and repair outer island airstrips 	
ENERGY	
<p>5. Continue to Implement the MEC Petroleum Program</p> <ul style="list-style-type: none"> ✓ To develop and assure high quality fuel products, their storage and their transportation within the RMI ✓ To develop effective mechanisms for fair import prices of petroleum fuels and equitable pricing of fuel products throughout the RMI ✓ To develop high safety, environment and emergency response standards through upgraded facilities and skilled and competent people 	
<p>6. Continue to Implement the MEC Comprehensive Recovery Program</p> <ul style="list-style-type: none"> ✓ Reduce the use of outside funding for equipment upgrade and maintenance ✓ Minimize power network distribution losses ✓ Continue the ongoing rehabilitation of Majuro Power Plant ✓ Continue the ongoing rehabilitation of the Tank Farm ✓ Continue to focus on improved collections on accounts receivables 	
<p>7. Through the Focus on Five Key Energy Sectors (RMI Energy Policy) Provide Clean, Reliable, Affordable, Accessible, Environmentally Appropriate and Sustainable Energy Services</p> <ul style="list-style-type: none"> ✓ Petroleum and liquid fuels ✓ Electric power ✓ Transport and energy use ✓ Energy efficiency ✓ Renewable energy sources 	
WATER AND SANITATION	
<p>8. Ensure Access to Safe Water Through the Implementation of the National Water and Sanitation Policy</p> <ul style="list-style-type: none"> ✓ Reduce the occurrence of waterborne illness through water quality and sanitation improvements and monitoring and social marketing ✓ Protect groundwater and ensure water resource sustainability through collective and effective management ✓ Ensure water and sanitation utilities are financially solvent through implementation of fair and transparent tariffs 	

TABLE 18: INFRASTRUCTURE DEVELOPMENT SECTOR: NSP DEVELOPMENT OBJECTIVES	
✓	<i>Prioritize service improvements to those areas where service is unavailable or of low quality</i>
✓	<i>Ensure water and sanitation provision through proactive risk reduction and comprehensive monitoring</i>
9.	Improve Water Service Delivery through MWSC Reforms
✓	<i>Improve performance and provision of services</i>
✓	<i>Improve asset efficiency and minimize system losses</i>
✓	<i>Overall MWSC organizational performance improved through capacity development and institutional improvement</i>
SOLID WASTE AND HAZARDOUS WASTE MANAGEMENT	
10.	To Reduce the Solid Waste Generation and Effectively Manage Solid Waste in Order to Protect the Public Health and Environment of the RMI (MWSC)
✓	<i>To minimize the unnecessary, untimely, and uncontrolled generation of waste</i>
✓	<i>To progressively ensure the sustainable financing and operation of waste management facilities</i>
✓	<i>To ensure compliance with national and international conventions and legal requirements</i>
✓	<i>To maximize coordination of waste management activities</i>
✓	<i>To build capacity of stakeholders to promote effective waste management</i>
11.	Minimize the Impact of Persistent Organic Pollutants (POPS), Pesticides, Ozone Depleting Substances (ODS), and Hazardous Waste on the Environment and the Health of the RMI People (EPA)
✓	<i>Carry out research and develop criteria for the protection and improvement of the environment as it pertains to POPs, Pesticides, ODS and other hazardous wastes and to provide recommendations and regulations for efficient and effective disposal of POPs, Pesticides, ODS and hazardous waste</i>
INFORMATION COMMUNICATIONS TECHNOLOGY (ICT)	
12.	Coordinated Sector Planning and Improved Service Delivery
✓	<i>Coordinated and economically viable approach to liberalizing ICT services</i>
✓	<i>Promote and maintain an orderly and effective communications sector</i>
✓	<i>Review broadband needs throughout the RMI</i>
✓	<i>Improve outer island communications facilities and services</i>
✓	<i>Coordinated implementation of medium term and longer term ICT policy goals</i>

SECTOR INDICATORS

Table 19 provides a “snapshot” of the types of indicators to be used for monitoring NSP implementation. In order for this NSP document to remain dynamic, the actual *indicator targets* are provided in the NSP implementation matrixes (and the strategic plans of the RMI ministries and agencies). This allows each responsible implementing agency to update information in coordination with EPPSO. This also allows EPPSO to work with real time indicators and targets during implementation of the NSP. The indicator snapshot provides insight regarding **HOW** the RMI plans to monitor NSP implementation and progress.

The actual indicators in ministry and agency strategic plans, databases and implementation matrixes are also available through hyper-links in the NSP electronic platform so that real time information will be available.

TABLE 19: INFRASTRUCTURE DEVELOPMENT SECTOR: NSP INDICATORS SNAPSHOT	
TRANSPORT	
▪	MISC
✓	<i>Visit all islands in RMI at least three times annually</i>
✓	<i>Limit vessel downtime due to failure to complete regular repair and maintenance activity</i>
✓	<i>Reduce vessel turn-round between voyages to two weeks</i>
✓	<i>Achieve annual revenue projections as per MISC plan</i>
▪	AMI
✓	<i>Debt reduction</i>
✓	<i>Outer island service routes reliability</i>
✓	<i>Outer island runway repairs and maintenance</i>
✓	<i>Number of passengers (domestic/international)</i>
ENERGY	
▪	MEC Petroleum

TABLE 19: INFRASTRUCTURE DEVELOPMENT SECTOR: NSP INDICATORS SNAPSHOT
<ul style="list-style-type: none"> ✓ <i>Re-vitalized asset base (specifications and standards met)</i> ✓ <i>Quality of fuel</i> ✓ <i>Affordability of fuel</i> ✓ <i>Reduced fuel imports levels</i> ✓ <i>Reduction in GHG emissions (levels)</i> ▪ MEC CRP <ul style="list-style-type: none"> ✓ <i>Billing efficiency</i> ✓ <i>Collection efficiency</i> ✓ <i>Generation efficiency</i> ✓ <i>Operational efficiency</i> ✓ <i>Debt service costs</i> ✓ <i>Profitability of bulk fuel sales</i>
WATER AND SANITATION
<ul style="list-style-type: none"> ▪ Reduce incidence of gastroenteritis by 50% ▪ Integrated water resource plan for all relevant agencies ▪ Financial solvency for all relevant agencies ▪ 20% of disadvantages households have access to water ▪ Reduction of high vulnerability risks (as per National Water and Sanitation Plan)
SOLID AND HAZARDOUS WASTE
<ul style="list-style-type: none"> ▪ Amount of waste generated per capita ▪ Amount of total waste land filled ▪ Percentage of total waste diverted from landfill ▪ Percentage of population receiving at least once per week collection service ▪ Number of unauthorized dumpsites ▪ Number of pollution incidents and license breaches at authorized waste handling, storage, treatment and disposal facilities.
INFORMATION COMMUNICATIONS TECHNOLOGY (ICT)
<ul style="list-style-type: none"> ▪ Cost Effective ICT Sector <ul style="list-style-type: none"> ✓ <i>Number of cell users (and revenues)</i> ✓ <i>Number of internet consumers (and revenues)</i> ✓ <i>Number of television subscriptions</i> ✓ <i>Office of the Regulator established</i> ✓ <i>Outer island communications improvements</i>

NSP NATIONAL PRIORITIES AND INFRASTRUCTURE DEVELOPMENT SECTOR DEVELOPMENT OBJECTIVES

Table 20 provides the synthesis of NSP *National Development Themes* with *The Infrastructure Development Sector Development Objectives* identified for each strategic area (3A-3E). This table illustrates the association of each *Over-Arching Development Objective* aligns with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

National Development Themes

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.
8. Building a sound infrastructure that provides energy, environmental, infrastructure, and transportation security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life.

TABLE 20: INFRASTRUCTURE DEVELOPMENT SECTOR:										
NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Provide for and Ensure Compliance to all Applicable Marine Safety Standards for Watercraft	√	√		√		√		√	√	√
2. Implement Over the next 3 years an Organizational Review and Staffing Plan (Civil Aviation)	√					√		√	√	√
3. Provide Improved Access to Water Transport (MISC Operations Plan)	√	√	√		√	√	√	√		√
4. Provide Improved Access to Air Transport (Implement AMI Business Plan)	√	√	√		√	√	√	√		√
5. Continue to Implement the MEC Petroleum Program	√	√	√			√	√	√	√	√
6. Continue to Implement the MEC Comprehensive Recovery Program	√	√	√			√	√	√	√	√
7. Through the Focus on Five Key Energy Sectors (RMI Energy Policy) Provide Clean, Reliable, Affordable, Accessible, Environmentally Appropriate and Sustainable Energy Services	√	√	√	√		√	√	√	√	√
8. Through the Implementation of the National Water and Sanitation Policy Ensure Access to Safe Water	√	√	√	√		√	√	√	√	√
9. Improve Water Service Delivery through MWSC Reforms	√	√	√	√		√	√	√	√	√
10. To Reduce the Solid Waste Generation and Effectively Manage Solid Waste in Order to Protect the Public Health and Environment of the RMI (MWSC)	√	√	√	√	√	√	√	√	√	√
11. Minimize the Impact of Persistent Organic Pollutants (POPS), Pesticides, Ozone Depleting Substances (ODS), and Hazardous Waste on the Environment and the Health of the RMI People (EPA)		√				√			√	√
12. Coordinated Sector Planning and Improved Service Delivery	√	√			√	√		√	√	√

14. SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR

The Sustainable Economic Sector is comprised of six strategic areas:

(4) Sustainable Economic Development

- Agriculture and Agriculture Production (4A)
- Marine Resources (Fisheries, Fisheries Infrastructure, Deep Sea Mining) (4B)
- Trade and Local Manufacturing (4C)
- Tourism (4D)
- Financial Services, Private Sector, Private Sector Investment and Employment (4E)
- Government Investment (Trust Funds)(4F)

Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the RMI National Trade Policy or the Ministry of Resources and Development Strategic Plan.

SECTOR DOCUMENTS AND PLANS

Strategic plans, national policies and other relevant documents related to the *Sustainable Economic Development Sector* are listed in **Table 21**. These plans and policies are also available through hyper-links in the NSP electronic platform.

TABLE 21: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: RELEVANT DOCUMENTS
AGRICULTURE AND AGRICULTURE PRODUCTION, (FOOD SECURITY)
<ul style="list-style-type: none"> ▪ Ministry of Resource and Development Strategy and Action Plan (Ag) (2005–2010) ▪ Ministry of Resources and Development 2013 Progress Report ▪ RMI Food Security Policy (Draft 2013) ▪ Pacific Multi-Country CPF Document (2013–17) (FAO 2013)
MARINE RESOURCES (FISHERIES, FISHERIES INFRASTRUCTURE AND DEEP SEA MINING)
<ul style="list-style-type: none"> ▪ Ministry of Resource and Development Strategy and Action Plan (2005–2010) ▪ Ministry of Resources and Development 2013 Progress Report ▪ Marshall Islands Marine Resources Authority (MIMRA) Mission Statement ▪ RMI Fisheries Policy (MIMIRA) ▪ RMI Fisheries National Development Plan (1997) ▪ Deep Sea Mineral Progress Report (SPC-EU) (June 2012)
TRADE AND LOCAL MANUFACTURING
<ul style="list-style-type: none"> ▪ Ministry of Resource and Development Strategy (R&D) and Action Plan (Trade) (2005–2010) ▪ Ministry of Resources and Development 2013 Progress Report ▪ RMI National Trade Policy (2012) (R&D) ▪ RMI Trade Policy Statement (2012) (R&D) ▪ National Trade Policy Implementation Framework (R&D)
TOURISM
<ul style="list-style-type: none"> ▪ RMI National Tourism Development Plan (2008–11) ▪ Air Marshall Islands (AMI) Business Plan Executive Summary (2013)
FINANCIAL SERVICES, PRIVATE SECTOR, PRIVATE SECTOR INVESTMENT, EMPLOYMENT
<ul style="list-style-type: none"> ▪ Ministry of Resource and Development Strategy and Action Plan (SBDC) (2005–2010) ▪ Small Business Development Center (SBDC) Planning Timetable (2013–15) ▪ Marshall Islands Chamber of Commerce Private Sector Development Plan (2014–19) (Draft 2013)

TABLE 21: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: RELEVANT DOCUMENTS

- A Holistic Approach to Reforming the Tax and Revenue System (2010)
- Reforming the Tax System (2009 Aid Memoire/PFTAC)
- RMI Bills 11-16 (Tax Reform Bills 2012)
- Income Tax Act (2013)
- Income Tax Amendment Act (2013)

GOVERNMENT INVESTMENT

- RMI Trust Fund Documents

SECTOR OVERVIEW**Agriculture and Agriculture Production**

Moving forward agriculture and agriculture production in the RMI will be closely linked to the National Food Security Policy (Draft October 2013). The draft policy provides the four “dimensions” of food security for the RMI:

1. **Availability:** Sufficient quantities of appropriate quality food, through domestic production or imports
2. **Access:** Of individuals to adequate resources for acquiring appropriate food for a healthy diet
3. **Use:** Through adequate diet, clean water, sanitation and health care to reach a state of national well being.
4. **Stability:** The ability to maintain the above three factors during sudden shocks or cyclical events

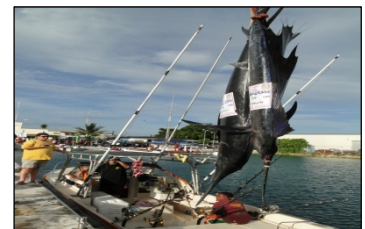
Food security is an issue that cuts across several NSP strategic areas including marine resources/fisheries, transportation and trade. Agriculture and agriculture production, however, continue to be a foundation of food security in the RMI. As the draft policy states:

A thriving coconut industry remains vital for rural livelihoods, the economy and food security in RMI, particularly in the outer-islands where few other economic opportunities avail.

Marine Resources (Fisheries)

The draft policy also provides analysis regarding marine resources in the RMI and the importance to food security. The following is a statement from the draft policy:

Marine resources have significant economic importance, partly through income derived from fishing licenses, and partly through the employment and income generation from the tuna processing operations, from fishing activities and from servicing fishing vessels. Over the last decade the RMI has witnessed significant increases in fisheries contribution to GDP and in fisheries exports...



The Marshall Islands Marine Resources Authority (MIMRA) is the principal entity supporting fisheries and marine resources management. As per the MIMRA mission statement:

MIMRA will support legitimate, responsible private sector enterprise as the primary vehicle for commercial fisheries development through sound policies and legislation. MIMRA will facilitate

and play an advisory role for the overall development of the nation's fisheries with a view towards initiating and maintaining responsible, sustainable fisheries development.

One challenge facing the RMI and MIMRA is the development of a fisheries infrastructure that will further promote private sector (including local level) fisheries and trade opportunities.

Marine Resources (Deep Sea Mining)

Currently the RMI does not have a Deep Sea Mining (DSM) policy however the government realizes the potential opportunity in this sector and has taken steps towards developing a framework for moving forward.

The RMI is a participant in the regional *SPC-EU EDF10 Deep Sea Minerals Project* which is being implemented in the fifteen Pacific ACP States. As per the June 2012 (six month) progress report, the RMI was expected to focus on four activities:

1. Formalize the establishment of the Coastal Management Advisory Council (CMAC) as an operating arm of government to be responsible for specific coastal and marine issues including DSM activities *(in progress as of 2013)*
2. Develop an RMI DSM policy
3. Review the MIMRA Act to cover DSM activities
4. Build in-country capacity in relevant aspects of DSM to enable RMI to fully participate in this new industry.

The Ministry of R&D is currently the lead agency with regard to DSM issues and activities.

Trade and Local Manufacturing



The RMI National Trade Policy is managed by the Trade and Investment Division of the Ministry of R&D. This policy focuses on trade and development of local manufacturing. The primary objective of the National Trade Policy:

...To promote export-led sustainable economic growth and self-reliance with the ultimate objective of creating employment, alleviating hardship and raising the living standards of RMI citizens.

The RMI National Trade Policy also seeks to assist with identifying production constraints in several economic sectors including agriculture, fisheries, tourism, manufacturing and handicrafts. The long-term focus of the policy is *“value addition, diversification of the export basket, addressing product standards, consolidation of the existing markets, finding new markets and assisting exporters to access these markets.”*

This policy is designed to identify trade priorities and focus attention on addressing the supply-side constraints that inhibit the production of goods and services that have export potential.

Tourism

The Marshall Islands Visitors Authority (MIVA) is the central organization with regard to tourism and tourism development. The MIVA National Tourism Plan provides this objective:

To develop our economic base through tourism and to enable all Marshallese to benefit from controlled tourism development, insisting that this development will complement the Marshallese people, their natural environment and cultural heritage.

Tourism in the RMI is impeded by limited international air transportation and unreliable domestic air transportation. With this in mind the MIVA tourism plan noted that it is important in the medium and longer term for the RMI to focus on:

The development of quality, general interest, beach oriented tourism while at the same time maintaining a high profile within the specialist interest niche markets. An overarching longer term focus is to encourage and emphasize the development of high yield quality tourism rather than high volume tourism.

This is supported by two broad development objectives

- Tourism development in the RMI will be private sector driven
- Cultural and environmental sustainability. Tourism must not infringe on the Marshallese culture, but should support and promote the culture

MIVA coordinates with the government ministries/agencies, private sector businesses, RMI Chamber of Commerce and NGO groups to promote and further develop tourism in the RMI.

Financial Services, Private Sector Investment, Employment

The RMI Small Business Development Center (RMI SBDC) is a member of the University of Guam's Pacific Islands Development Center Network (PISBDCN). The PISBDCN's mission is to support the growth and economic development of the U.S. affiliated islands in the Western Pacific region by providing high quality training and one-on-one confidential counseling to existing small businesses and to small business start-ups. The RMI SBDC will continue this work through the implementation of RMI SBDC Strategic Plan. This plan is currently operational through 2015.

The Chamber of Commerce Strategic Plan, drafted in 2013, recognizes that the primary function of the Marshall Islands Chamber of Commerce (CoC) is to be the voice of business, whether at the local, regional national level, or sector level. The CoC also plays an important service role, providing member companies with advice, information and knowledge with regards to the business environment.

The CoC Executive Board expressed a high level of desire during stakeholder consultations (and has in the past in other venues) to work and coordinate with the government regarding private sector development, and more specifically job creation, as a top priority of both government and the private sector.

Government Investment

The RMI Trust Fund is the vehicle that the RMI uses for investment as per The Compact as Amended. The Trust Fund is designed to replace compact grant funding contributions to the annual RMI budget at the end of the grant funding in 2023. The government works with independent financial advisors regarding investment strategies.

SECTOR DEVELOPMENT CHALLENGES

Table 22 provides an overview of the development challenges for each strategic area in the *Sustainable Economic Development Sector*. The identification of these challenges is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the RMI *Sustainable Economic Development Sector Challenges*.

The development challenges provide the initial “roadmap” regarding **WHY** the RMI government has prioritized specific *Over-Arching Development Objectives* in this sector.

Those development challenges in bold are considered to be the *Over-Arching Development Challenges* for each strategic area. In many cases the *Over-Arching Development Challenge* is given further detail through *Ministerial Development Challenges* that directly relate to specific ministries and agencies.

TABLE 22: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP DEVELOPMENT CHALLENGES
AGRICULTURE AND AGRICULTURE PRODUCTION (FOOD SECURITY)
<ul style="list-style-type: none"> ▪ National Food Security Policy Regarding Agriculture and Agriculture Production Needs to be Implemented <ul style="list-style-type: none"> ✓ <i>Lack of sustainable local food production and better linking producers to consumers</i> ✓ <i>Need for strengthening access to safe and nutritious food for vulnerable households and individuals</i> ✓ <i>Insufficient public education about food security and nutrition and encouraging home gardening</i> ✓ <i>Lack of efficient national food distribution channel</i>
MARINE RESOURCES (FISHERIES, FISHERIES INFRASTRUCTURE AND DEEP SEA MINING)
<ul style="list-style-type: none"> ▪ Ensuring Economic Benefits within Sustainable Limits <ul style="list-style-type: none"> ✓ <i>Determine how to improve private sector led fisheries development</i> ✓ <i>Need to address institutional management capacity for fisheries</i> ✓ <i>Lack of fisheries infrastructure for processing and international trade (targeting local level)</i> ▪ Deep Sea Mining National Policy is Still in Development in Coordination with SPC-EU Project <ul style="list-style-type: none"> ✓ <i>Lack of RMI legislation for Deep Sea Mining</i>
TRADE AND LOCAL MANUFACTURING
<ul style="list-style-type: none"> ▪ RMI Lacks Export Requirements and Export Development Strategy. Export of Products, Particularly Food Stuffs and Products for Consumption, will only be Possible if the RMI Meets Requirements in Terms of Food Safety, Quality Assurance and Labeling Requirements <ul style="list-style-type: none"> ✓ <i>Need to ensure the realization of economic gains out of fisheries due to fishing being subject to the Parties to the Nauru Agreement</i> ✓ <i>Implementing Trade Policy (fisheries) is hindered by current legislation (needs revision)</i> ✓ <i>No “competent authority” for fisheries (or other exports)</i> ✓ <i>For other local products (agriculture) inter-island shipping is not adequate</i> ✓ <i>Production of crops is a problem due to inadequate shipping/transportation within RMI, for example pandanus juice, if there was faster vessels, RMI could realize better profits from crops</i> ✓ <i>Not enough planting of breadfruit and pandanus, need to consider allocation of areas for nurseries</i> ✓ <i>Difficult to keep up with demand (international) for products like nin due to transportation issues</i> ▪ Need to Review Trade Agreements to Ensure RMI Benefits at all Levels, Including the Impact of The Compact as Amended on RMI Participation in PACER Plus

TABLE 22: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP DEVELOPMENT CHALLENGES

<ul style="list-style-type: none"> ▪ RMI Lacks Harmonized Coding System (Trade Facilitation)/Software Based System <ul style="list-style-type: none"> ✓ <i>HR capacity in trade, need capacity development</i> ✓ <i>Trade in services is impacted by low vocational-technical and skills development</i> ▪ Private Sector: Government Competes with Private Sector Impacting Products for Export
TOURISM
<ul style="list-style-type: none"> ▪ Need to Determine the Sustainable Level for Tourist Inflow Without Impacting Culture, Tradition and the Environment <ul style="list-style-type: none"> ✓ <i>Tourism impacted by transportation (international and domestic) access to airlines and reliable inter-island service</i> ✓ <i>Need more coordinated support of government, NGOs and private sector to boost hospitality sector and facilities</i> ✓ <i>Need to address the issue of capacity and infrastructure vs. marketing and promoting tourism</i> ✓ <i>Need to focus on coordination issues between R&D and MIVA on business and trade investment opportunities</i>
FINANCIAL SERVICES, PRIVATE SECTOR, PRIVATE SECTOR INVESTMENT, EMPLOYMENT
<ul style="list-style-type: none"> ▪ Small Business Development <ul style="list-style-type: none"> ✓ <i>The main constraint for the RMI SBDC is access to micro-finance facility for clients, and access to the outer islands and their communities</i> ✓ <i>An obstacle to the development of income-generating opportunities and small-scale businesses particularly on the outer islands is a lack of access to credit</i> ✓ <i>Lack of access to capital remains an issue for a number of businesses in the RMI (CoC)</i> ▪ Private Sector Development (General) <ul style="list-style-type: none"> ✓ <i>Land tenure is a compounding issue to the development of business in the RMI The challenge is to find ways to integrate the communal/traditional land tenure system into the economy in ways that are compatible with both tradition and modern (liberal) economic practices (CoC)</i> ✓ <i>The commercial laws underlying private sector transactions in RMI are outdated and unsuited to modern business practices. Furthermore, local government regulations and fees governing business registrations are inconsistent between each island council (CoC)</i> ✓ <i>Questions and concerns of how upcoming tax legislation changes could impact private sector (CoC)</i> ✓ <i>Need to address the inconsistencies in the enforcement of regulations on businesses (CoC)</i> ✓ <i>The small size of the economy has led to a concentration of economic power in the services and distribution sectors, which has decreased competition and increased costs (CoC)</i> ✓ <i>Limited business/government consultation (CoC)</i>
GOVERNMENT INVESTMENT
<ul style="list-style-type: none"> ▪ Market Variations Impacting the Trust Fund Investment Portfolio <ul style="list-style-type: none"> ✓ <i>RMI investment in portfolio may need to be increased to reach 2023 goals</i>

SECTOR DEVELOPMENT OBJECTIVES

Table 23 provides an overview of the development objectives for each strategic area in the *Sustainable Economic Development Sector*. The identification of these development objectives is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the *Sustainable Economic Development Sector Development Objectives*.

The development objectives provide the initial “roadmap” regarding **WHAT** issues the RMI government has prioritized in this sector.

Those development objectives in bold are considered to be the *Over-Arching Development Objectives* for each strategic area and are numbered in sequence for the entire sector. In many cases the *Over-Arching Development Objective* is given further detail through *Ministerial Development Objectives* that directly relate to specific ministries and agency plans.

TABLE 23: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP DEVELOPMENT OBJECTIVES	
AGRICULTURE AND AGRICULTURE PRODUCTION (BIO-SECURITY AND FOOD SECURITY)	
1. Implement the RMI Food Security Policy Agriculture Strategies Linked to Targeted Policy Goals	<ul style="list-style-type: none"> ✓ <i>Stimulating sustainable local food production and better linking producers to consumers</i> ✓ <i>Strengthening access to safe and nutritious food for vulnerable households and individuals</i> ✓ <i>Educating the public about food security and nutrition and encouraging home gardening</i> ✓ <i>Facilitating efficient national food distribution channel</i> ✓ <i>Building safety, quality and resilience into food supply and production systems</i> ✓ <i>Ensure effective agriculture production</i> ✓ <i>Ensure effective plant and animal protection (Bio-Security)</i> ✓ <i>Ensure effective agriculture policy and planning and sustainable land management</i>
2. Coconut Replanting and other Agriculture Projects and Programs Continuing to Develop Outer Island Agriculture Production and Economies	<ul style="list-style-type: none"> ✓ <i>Provide economic opportunities and increased income for people in the outer islands</i> ✓ <i>Increased local food production in the outer islands</i> ✓ <i>Extend cash for work programs to other atolls</i> ✓ <i>Social safety net created on outer islands as required</i>
MARINE RESOURCES (FISHERIES, FISHERIES INFRASTRUCTURE AND DEEP SEA MINING)	
3. Effective and Efficient Planning and Use of Marine Resources	<ul style="list-style-type: none"> ✓ <i>Improve economic benefits from the fishing sector within sustainable limits</i> ✓ <i>Promote responsible private sector led fisheries development</i> ✓ <i>Strengthen institutional capacity to facilitate the responsible development and management of the RMI fisheries</i>
4. Development of Fisheries Infrastructure to Support the Development of Private Sector Led Export Fisheries	<ul style="list-style-type: none"> ✓ <i>With private sector, design the necessary aquaculture and fisheries infrastructure for trade and economic development purposes</i>
5. Explore the Positive Impact of Developing Deep Sea Mining Policy and Legislation	<ul style="list-style-type: none"> ✓ <i>Continue to participate in the regional development of legislative and regulatory framework(s) (SPC/EU)</i> ✓ <i>Formalize the coordination with R&D, EPA and other relevant organization (such as CMAC) to be responsible for specific coastal and marine issues including DSM activities</i> ✓ <i>Develop an RMI DSM policy</i> ✓ <i>Review and revise the MIMRA Act to cover DSM activities</i> ✓ <i>Develop and build in-country capacity in relevant aspects of DSM to enable RMI to fully participate in this new industry</i>
TRADE AND LOCAL MANUFACTURING	
6. RMI to Adopt the 2007 Harmonized System That is Fully Compatible with the World Customs Organization (WCO) Rules and Gather the Latest Trade Data, Disaggregated by Tariff Line and Trading Partner, Quantity, and Import Duty, for the Recent Three Years (2010–13)	
7. Implement a National Trade Policy that Creates an Environment Conducive for Trade and Investment	<ul style="list-style-type: none"> ✓ <i>Promotion of trade in agriculture (coconut products) and other agriculture products</i> ✓ <i>Promotion of trade in fisheries and marine resource products</i> ✓ <i>Actively work with MIVA and others to promote tourism (cultural and other resources)</i> ✓ <i>Promotion of participation in merchandise trade</i> ✓ <i>Promotion of investment in the RMI</i> ✓ <i>Participation of RMI in Trade in Services</i> ✓ <i>Participation in PICTA and PACER Agreements</i> ✓ <i>Effectively participate in bi-lateral, regional and international (multi-lateral) trade agreements</i>
8. Implement Trade Policy Framework	<ul style="list-style-type: none"> ✓ <i>Secure technical and financial assistance to address supply-side constraints and facilitate investment and private sector development</i> ✓ <i>Exploit existing market access opportunities (utilize preferences to the US, EU, ANZ)</i> ✓ <i>Trade policy institution building and improving capacity in R&D, establishing the National Trade Facilitation Committee</i> ✓ <i>Support export oriented and import-substitution industries, where feasible</i> ✓ <i>Improve market access and entry for key potential products and services through regional and multilateral negotiations</i> ✓ <i>Capacity building program for trade policy formulation, negotiations and implementation and exploiting market access opportunities</i>
TOURISM	
9. Tourism Development in the RMI to be Private Sector Driven	
10. Cultural and Environmental Sustainability. Tourism must not Infringe on the Marshallese Culture, but Should Support and Promote the Culture	<ul style="list-style-type: none"> ✓ <i>Raise national awareness of and support for tourism</i>

TABLE 23: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP DEVELOPMENT OBJECTIVES	
✓	<i>Improve the cleanliness and general appearance of Majuro</i>
✓	<i>Strengthen environmental management and conservation</i>
✓	<i>Maximize local ownership of and benefit from tourism development</i>
✓	<i>Make Majuro safer</i>
✓	<i>Develop and diversify activities, attractions and products</i>
✓	<i>Improve visitor information</i>
✓	<i>Focus on improvements in both international and domestic transportation</i>
✓	<i>Innovate marketing strategies</i>
✓	<i>Foster private sector tourism development</i>
✓	<i>Raise industry standards</i>
✓	<i>Facilitate tourism development in Kwajalein</i>
✓	<i>Re-establish and sustain tourism training programs and consider new approaches</i>
✓	<i>Catalyze sea based tourism</i>
FINANCIAL SERVICES, PRIVATE SECTOR, PRIVATE SECTOR INVESTMENT, EMPLOYMENT	
11. Provision of Cost Effective Micro-Finance Services (SBDA)	
✓	<i>Expand the national SBDC services by establishing new sub-offices in the 3-sub centers identified in the plan</i>
✓	<i>Gain access to capital for private sector businesses throughout the RMI by partnering with lenders, and creating loan funds, and facilitating venture capital</i>
✓	<i>Increase SBDC funding through grant applications</i>
✓	<i>Leverage/Partner SBDC resources to benefit clients by leveraging of personnel through various programs</i>
✓	<i>Increase exposure of the SBDC through aggressive marketing in print, radio and internet website.</i>
✓	<i>New market development</i>
✓	<i>Business monitoring assistance services to ensure clients are sustainable once loans have been acquired</i>
✓	<i>Establish a Quality Assurance Program that is consistent and systematic to getting feedback from clients for program evaluation purposes.</i>
12. Active Investment Information and Facilitation Services (Trade Policy)	
✓	<i>Private sector and government work together to increase private sector investment in economy</i>
13. Work to increase Private Sector Participation in Economy with the Primary Focus on Job Creation	
✓	<i>Re-establish the Cabinet level dialogue with private sector (Monthly/Quarterly)</i>
✓	<i>Reduce government competition with the private sector in targeted development areas</i>
✓	<i>Encourage outside assistance (donors and others) to make major equipment and supply purchases locally whenever possible</i>
✓	<i>Review the effect of current and proposed tax laws and legislation on private sector</i>
✓	<i>Increased focus on customs operations to fair market entry of goods into RMI</i>
✓	<i>Focus on increased cooperation between government and private sector in order to create investment opportunities and create jobs</i>
✓	<i>Review the role of Marshall Islands Development Bank regarding commercial private sector investment and loan opportunities</i>
14. An Active Chamber of Commerce Promoting Investment and Employment in Coordination with RMI National and Local Governments	
✓	<i>Work with CoC Secretariat to address private sector development issues</i>
✓	<i>Work with CoC to enhance advocacy and dialogue with government and relevant stakeholders</i>
✓	<i>Work with CoC to promote and facilitate greater cooperation among members and government and to improve information sharing</i>
✓	<i>Work with CoC to promote private business development and growth</i>
GOVERNMENT INVESTMENT	
15. Continued Monitoring of Investment Portfolio to Ensure Growth and Future Sustainability	
✓	<i>Work with donors to actively pursue increased investment opportunities</i>
✓	<i>Ensure investment targets are set and meet with advisors to ensure the targets are being met</i>

SECTOR INDICATORS

Table 24 provides a “snapshot” of the types of indicators to be used for monitoring NSP implementation. In order for this NSP document to remain dynamic, the actual *indicator targets* are provided in the NSP implementation matrixes (and the strategic plans of the RMI ministries and agencies). This allows each responsible implementing agency to update information in coordination with EPPSO. This also allows EPPSO to

work with real time indicators and targets during implementation of the NSP. The indicator snapshot provides insight regarding **HOW** the RMI plans to monitor NSP implementation and progress.

The actual indicators in ministry and agency strategic plans, databases and implementation matrixes are also available through hyper-links in the NSP electronic platform so that real time information will be available.

TABLE 24: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP INDICATORS SNAPSHOT
AGRICULTURE AND AGRICULTURE PRODUCTION (FOOD SECURITY)
<ul style="list-style-type: none"> ▪ Total amount and types of food imported ▪ Ratio of food imports to total imports decreased from 30% to 15% by 2018 ▪ Food security and nutrition included in school curriculum at all levels ▪ Increased number of households practicing home gardening in both urban and rural areas ▪ Domestic market volumes of locally produced food increased and prices maintained below inflation levels ▪ Prevalence of food related diseases/food contamination reduced ▪ Reduction in disaster-related damages and losses in food and agriculture sectors ▪ Incidence of foreign pest, disease and invasive species incursions reduced
MARINE RESOURCES (FISHERIES, FISHERIES INFRASTRUCTURE AND DEEP SEA MINING)
<ul style="list-style-type: none"> ▪ Improved revenues and benefits from the fishing sector (public and private) ▪ Increased private sector fisheries exports ▪ Fisheries infrastructure including “competent authority” in place ▪ Private sector fisheries exports ▪ Deep Sea Mining legislation developed
TRADE AND LOCAL MANUFACTURING
<ul style="list-style-type: none"> ▪ Harmonized system adopted ▪ Increased revenues from trade in agriculture (coconut products) and other agriculture products ▪ Increased revenues from trade in fisheries and marine resource products ▪ Increased RMI participation in merchandise trade ▪ Increased private sector investment in the RMI
TOURISM
<ul style="list-style-type: none"> ▪ Increase in number of tourist visitors ▪ Increase in revenues of hotels, tourist operators and AMI
FINANCIAL SERVICES, PRIVATE SECTOR, PRIVATE SECTOR INVESTMENT, EMPLOYMENT
<ul style="list-style-type: none"> ▪ New SBDC sub-offices established ▪ Additional capital for businesses in the RMI ▪ Grant money received for Women In Business Program ▪ Grant money received for special projects ▪ Improved overall image and recognition of the SBDC Network and its centers Establish Business Plan Competition Program, funded by Bank of Marshall Islands and other Lenders/Banks ▪ CoC to identify areas for promotion of business development and employment growth ▪ Increased private sector employment
GOVERNMENT INVESTMENT
<ul style="list-style-type: none"> ▪ Investment targets met or exceeded annually

NSP NATIONAL PRIORITIES AND SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR DEVELOPMENT OBJECTIVES

Table 25 provides the synthesis of NSP *National Development Themes* with *The Sustainable Economic Development Sector Development Objectives* identified for each strategic area (4A-4F). This table illustrates the association of each *Over-Arching Development Objective* aligns with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

National Development Themes

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and values through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.
8. Building a sound infrastructure that provides energy, environmental, infrastructure, and transportation security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches and specifically the implementation of the Majuro Declaration.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy a high quality of life.

TABLE 25: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR:										
NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
1. Implement the RMI Food Security Policy Agriculture Strategies Linked to Targeted Policy Goals	√	√	√	√	√	√	√	√	√	√
2. Coconut Replanting and other Agriculture Projects and Programs Continuing to Develop Outer Island Agriculture Production and Economies		√	√	√			√	√	√	√
3. Effective and Efficient Planning and Use of Marine Resources	√	√	√	√		√	√	√	√	√
4. Development of Fisheries Infrastructure to Support the Development of Private Sector Led Export Fisheries	√	√				√	√	√	√	√
5. Explore the Positive Impact of Developing Deep Sea Mining Policy and Legislation	√					√		√	√	√
6. RMI to Adopt the 2007 Harmonized System That is Fully Compatible with the World Customs Organization (WCO) Rules and Gather the Latest Trade Data, Disaggregated by Tariff Line and Trading Partner, Quantity, and Import Duty, for the Recent Three Years (2010-13)	√					√	√		√	
7. Implement a National Trade Policy that Creates an Environment Conducive for Trade and Investment	√	√	√			√	√	√		√
8. Implement Trade Policy Framework	√	√	√			√	√	√		√
9. Tourism Development in the RMI to be Private Sector Driven	√	√	√		√			√	√	√
10. Cultural and Environmental Sustainability. Tourism must not Infringe on the Marshallese Culture, but Should Support and Promote the Culture	√	√	√	√				√	√	√
11. Provision of Cost Effective Micro-Finance Services (SBDA)		√	√		√		√	√	√	√

TABLE 25: SUSTAINABLE ECONOMIC DEVELOPMENT SECTOR: NSP OVER-ARCHING DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
12. Active Investment Information and Facilitation Services (Trade Policy)	√	√	√			√	√	√		√
13. Work to increase Private Sector Participation in Economy with the Primary Focus on Job Creation	√	√	√			√	√	√		√
14. An Active Chamber of Commerce Promoting Investment and Employment in Coordination with RMI National and Local Governments	√	√	√	√	√	√	√	√	√	√
15. Continued Monitoring of Investment Portfolio to Ensure Growth and Future Sustainability	√					√	√	√	√	√

15. GOOD GOVERNANCE SECTOR

The Good Governance Sector is comprised of six strategic areas:

(5) Good Governance

- Public Administration (5A)
- Public Financial Management and Reform (5B)
- Law, Justice and Public Safety (5C)
- Legal and Regulatory (5D)
- SOE Management and Reform (5E)
- Macroeconomic Planning (5F)

Each strategic area is coordinated with rolling strategic plans at the ministry/agency level and/or a national policy such as the Public Safety Strategic Plan or the draft *Tax Reform Legislation*.

SECTOR DOCUMENTS AND PLANS

Strategic plans, national policies and other relevant documents related to the *Good Governance Sector* are listed in **Table 26**. These plans and policies are also available through hyper-links in the NSP electronic platform.

TABLE 26: GOOD GOVERNANCE SECTOR: RELEVANT DOCUMENTS
PUBLIC ADMINISTRATION
<ul style="list-style-type: none"> ▪ Public Service Commission Strategic Plan (2014–16) (Draft 2013) ▪ Public Service Commission Annual Report to Cabinet (2012) ▪ National HRD Plan Outline (July 2013) ▪ RMI PSC Promotion of Excellence (Mid-Year Review from 2012 Conference) (July 2013) ▪ Technical Vocational Education and Training Strategic Plan (2012–14) ▪ Demand Driven Human Resource Development for the Pacific (2011) ▪ National Training Council Strategic Plan (2013–15) ▪ MOH Human Resources for Health Cabinet Report Strategy for Action (2011–23) ▪ Corporate Plan of the RMI Nitijela (2010) ▪ Report of Achievements and Progress of RMI Nitijela, Six Month Progress Report (July 2012) ▪ MOE Teacher Quality Plan (MOE Portfolio)
PUBLIC FINANCIAL MANAGEMENT AND PUBLIC FINANCIAL REFORM
<ul style="list-style-type: none"> ▪ Ministry of Finance Financial Management Model (FMM) ▪ Medium Term Budget and Investment Framework (MTBIF) ▪ A Holistic Approach to Reforming the Tax and Revenue System (2010) ▪ Reforming the Tax System (2009 Aid Memoire/PFTAC) ▪ RMI Bills 11-16 (Tax Reform Bills 2012) ▪ Income Tax Act (2013) ▪ Income Tax Amendment Act (2013) ▪ Comprehensive Adjustment Program Advisory Group Final Report (2009) ▪ Marshall Islands Social Security Act
LAW JUSTICE AND PUBLIC SAFETY
<ul style="list-style-type: none"> ▪ Department of Public Safety Strategic Plan (2010–13) ▪ RMI National Courts Strategic Plan (MOJ Portfolio Budget FY06)
LEGAL AND REGULATORY
<ul style="list-style-type: none"> ▪ Attorney General Strategic Plan (From MOJ Portfolio Budget FY08)
SOE MANAGEMENT AND REFORM
<ul style="list-style-type: none"> ▪ RMI SOE Bill: Responses to Questions Raised during Consultations (November 2012)

TABLE 26: GOOD GOVERNANCE SECTOR: RELEVANT DOCUMENTS

<ul style="list-style-type: none"> ▪ Marshall Islands SOE Bill - Powers of the Responsible Minister (2012) ▪ Minutes on Executive Meeting of SOE Bill (November 2012) ▪ RMI SOE Bill (Final) (2012)
MACROECONOMIC PLANNING
<ul style="list-style-type: none"> ▪ Comprehensive Adjustment Program Advisory Group Final Report (2009) ▪ Ministry of Finance Financial Management Model (FMM) ▪ Medium Term Budget and Investment Framework (MTBIF) ▪ Kwajalein Impact Fund Portfolio (FY12) ▪ Improvement Needs for Kwajalein Atolls Residents and Environment (IN-KARE) (2011)

SECTOR OVERVIEW

Public Administration

In the 2012 Annual Report to Cabinet, the Public Service Commission (PSC) outlined the priority of promoting the principles and practices of good governance. This report further noted the challenges facing the PSC in maintaining and promoting Public Service efficiency and effectiveness. The PSC is in the process of developing a strategic plan to address the challenges facing the organization. This plan is organized around three planning themes (and corresponding strategic issues):

Planning Theme 1: Adding value to the RMI PSC

- Strategic Issue: How will the PSC develop the RMI Strategic Public Service Workforce Plan?
- Strategic Issue: How should the PSC conduct a review of the public service job classifications and remuneration to ensure fair and equal pay for equal work?
- Strategic Issue: What national initiatives does the PSC need to strategically link to and what role should the PSC play?

Planning Theme 2: Adding Value to the Public Service Commission

- Strategic Issue: How does the PSC need to change to be able to assist government ministries and agencies in all areas of human resource management and development?
- Strategic Issue: How can the PSC establish a Human Resource Management Information System (HRMIS) that will improve Human Resource Management (HRM) decision making and administration?

Planning Theme 3: Adding Value to the Public Service Commission Programs and Processes

- Strategic Issue: How can the PSC improve current personnel administration processes to provide consistently efficient, effective and accurate services to all public servants?
- Strategic Issue: Can the regulations that govern the public service be improved? How can understanding and commitment to public service rules and regulations be increased?
- Strategic Issue: How can government assistance to SOEs and other public sector agencies in personnel administration and HRM be improved?

For each strategic issue PSC has developed a methodology, approach and identified outputs. This information is located in the PSC Strategic Plan.

Public Financial Management

Balanced Budget

In order to address the issue of balancing priorities within the budget in the face of declining funding from The Compact, as Amended, the Ministry of Finance (MOF) is using the Financial Management Model (FMM). The FMM, in coordination with the Medium Term Budget and Investment Framework (MTBIF) is a financial tool designed to assist the RMI in calculating annual budgets and projecting revenues and budgets over the medium term. This model was introduced to the MOF by the Asian Development Bank (ADB).

Tax Reform

Regarding changes to tax legislation, the RMI has introduced the following tax bills in the Nitijela:

- Bill 2012/11: Consumption Tax Act
- Bill 2012/12: Import Duty Amendment Act
- Bill 2012/13: Revenue Administration Act
- Bill 2012/14: Revenue Authority Act
- Bill 2102/15: Excise Tax Act
- Bill 2012/16: Net Profit Tax Act
- Income Tax (Wages and Salaries) Amendment Act, 2014

Specific recommendations included in this legislation:

- Wages and salaries tax rate changes
- Dividend and interest withholding tax changes
- Business income tax changes
- Replace import duties and local sales taxes with consumption tax and excise tax
- New tax authority
- New Revenue Administration Act



Over the past two years, there have been public hearings on three of the proposed tax bills, with public hearings planned for the remaining bills in the August 2014 session of the Nitijela. To date, there has been no concrete position on the enactment of the proposed changes to the RMI tax regime although the authorities continue to engage the public in education and promotion of the tax bills.

Law Justice and Public Safety

Public Safety

The RMI National Police Force is organized under the Ministry of Justice. The Department of Public Safety (DPS), in the most recent strategic plan, outlines what the DPS believes is necessary to provide high quality law and order, security services and socio-economic development of the RMI including:



- Work as a team within and across the police force
- Work in close consultation with the community and its representatives of women, youth, church and business groups
- Work in partnership with stakeholders such as customs, health, education and immigration to detect crime, in enforcing the nation’s laws, and to deter and prevent such unlawful activity by identifying and addressing the underlying causes

Furthermore the DPS further outlines how it will continue to work in partnership with regional and other international police forces to ensure security of the nation by:

- Improving specialist policing skills and related capability
- Identifying and implementing “best practice” to apply continuous improvement in the quality delivery of professional law, order and security services
- Sharing intelligence to detect and deter trans-national crime

Courts

The RMI maintains both a traditional court system and a Western court system. The Courts are responsible for overseeing cases at all levels (criminal, civil, probate traditional rights, High Court and Supreme Court). A summary of the responsibilities of each court is as follows:

Supreme Court

- Appeals heard from High Court (Supreme Court)

High Court and Probate Court

- Determine disputes and arrive at appropriate damage awards (civil)
- Resolve deceased estates and appoint administrators (probate)
- Appeals heard from District Court (High Court)
- Determine petitions for adoption, child support and guardianship

District Court (3 courts)

- Appropriate judgment of guilt/innocence, fitting sentence (criminal, juvenile, traffic)
- Determine disputes and arrive at appropriate damage awards (civil/small claims)
- Appeals heard from Community Courts

Community Court (30 courts)

- Appropriate judgment of guilt/innocence, fitting sentence (criminal) in Outer Islands
- Determine disputes and arrive at appropriate damage awards (civil/small claims) in Outer Islands
- Judgments and decisions rendered in matters of customary law and traditional practice

Traditional Rights Court (3 courts)

- Determine matters of customary law and traditional practice as referred by the High Court
- Conduct hearings at the request of the High Court
- Provide opinions to the High Court

Also at the High Court and District Court level marriages are performed under the “*Birth Death and Marriage Act*”, and decisions are rendered on marriage, divorce, child support, legal and customary adoption and guardianship.

There is also an Office of the Public Defender to provide legal services for those who cannot afford such services.

Legal and Regulatory

The RMI legal and regulatory framework currently in place can be strengthened through the establishment and implementation of institutional capacity development programs at core agencies across all sectors. Capacity building at the infrastructure sector can target implementation of national policies for water, sewer, energy, and solid and hazardous waste. Economic development capacity building in the strategic areas of food security and trade are critical. Most importantly, institutional capacity building in the environment sector with a focus on climate change, disaster management and conservation efforts (national and local) are at the forefront of the challenge of institutional and capacity building regarding this framework.

SOE Management and Reform

The RMI continues to address State Owned Enterprise (SOE) Reform. Proposed legislation states that each SOE has the following objectives (*Section 10 of SOE Legislation*)

- To be a successful business, and to this end, to be at least as profitable and efficient as comparable businesses
- To maximize the net worth of the public investment in the State Owned Enterprise

The SOE legislation seeks to address the requirement for the commercial focus of SOE board management to be balanced with the provision for the government to have appropriate influence as shareholders. Additionally, the issue of developing performance measures and objectives against which the board will be held accountable is to be addressed.

Fiscal and Macroeconomic Planning

In order to ensure that the FMM and the MTBIF are effective, it is crucial that the RMI government continues to implement a three-year rolling strategic planning process aligned with annual PBB process and the NSP. This ensures ministries and agencies are aware of how to align financial ceilings with ongoing and annual priorities that are included in ministry/agency strategic plans and the NSP.

PBB is a performance management tool that improves accountability of managers and personnel by emphasizing performance. PBB promotes transparency by providing clear and direct linkages between priorities, available funding, implementation and results. PBB provides information necessary for government managers and leaders to map expenditure to performance. The information will allow for the monitoring of performance against funding for each ministry/agency.

The goal of PBB is to improve fiscal and macro planning. PBB asks managers to estimate costs (inputs/spending) associated with each task prior to receiving the universal budget. By calculating proposed costs prior to receiving the budget call, the government has the ability to budget more effectively, freeing up funding for priority areas. PBB also emphasizes that ministries/agencies must prioritize activities and outputs in alignment with their individual plans and also with the NSP.

PBB aligned with strategic planning recognizes that each ministry/agency must be accountable for the efficient use of funds. The PBB efforts are central to increasing the accountability of fiscal and macro-economic planning in the RMI as well as addressing the critical function of measuring performance against expenditure with regard to NSP development objectives.

SECTOR DEVELOPMENT CHALLENGES

Table 27 provides an overview of the development challenges for each strategic area in the *Good Governance Sector*. The identification of these challenges is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the RMI *Good Governance Sector Challenges*.

The development challenges provide the initial “roadmap” regarding **WHY** the RMI government has prioritized specific *Over-Archiving Development Objectives* in this sector.

Those development challenges in bold are considered to be the *Over-Archiving Development Challenges* for each strategic area. In many cases the *Over-Archiving Development Challenge* is given further detail through *Ministerial Development Challenges* that directly relate to specific ministries and agencies.

Table 27: GOOD GOVERNANCE SECTOR: NSP DEVELOPMENT CHALLENGES
PUBLIC ADMINISTRATION
<ul style="list-style-type: none"> • Lack of Coordinated National HRD Plan (currently in draft process) <ul style="list-style-type: none"> ✓ <i>Continuing chronic skills shortages across different occupational groupings</i> ✓ <i>Weaknesses in ministry and agency capability and operational performance</i> ✓ <i>Not having the right people in the right place when needed</i> ✓ <i>Not having the right skills, knowledge and abilities to meet new initiatives or needs when required</i> ✓ <i>Losing skills and knowledge as staff retire or leave organizations</i>
PUBLIC FINANCIAL MANAGEMENT AND PUBLIC FINANCIAL REFORM
<ul style="list-style-type: none"> ▪ Decreasing Compact Funding Affecting Revenue Base Over the Next Ten Years ▪ MISSA Law Needs Review and Revision Regarding Viability. MISSA is Dipping into Trust Fund. MISSA Proposals: <ul style="list-style-type: none"> ✓ <i>Increase retirement age</i> ✓ <i>Lump sum option</i> ▪ Need to Address Issue of Control and Involvement in Prosecution of Fraudulent Findings ▪ Addressing the General Accounting Office Impacts <ul style="list-style-type: none"> ✓ <i>Losing out on funding opportunities</i> ✓ <i>Non-standard to the rest of the world</i>
LAW, JUSTICE AND PUBLIC SAFETY
<ul style="list-style-type: none"> ▪ Weak Enforcement of Immigration <ul style="list-style-type: none"> ✓ <i>No electronic immigration database/capacity</i> ✓ <i>Human resource and equipment capacity is limited</i> ✓ <i>Citizenship process is time-consuming</i> ✓ <i>No limit on naturalization process</i>

Table 27: GOOD GOVERNANCE SECTOR: NSP DEVELOPMENT CHALLENGES
<ul style="list-style-type: none"> ✓ <i>Backlogged cases</i> ✓ <i>Need for coordination between PSC and Attorney General on legality of hiring process</i> ▪ Need Improvements in Prisoner Housing ▪ Police Human Resource Capacity Should be Addressed ▪ Local and National Police Harmonization Should be Addressed ▪ Need to Address Lack of Capacity in the Existing Workforce (Replacement of Judges) ▪ Limited Number in the Law Field (Lawyers and Judges)
LEGAL AND REGULATORY
<ul style="list-style-type: none"> ▪ Lack of Focus on Enforcement of Current Framework ▪ There is a Need to Ensure Legal and Regulatory Framework Addresses Local Capacity Requirements ▪ There is a Need to Ensure Legal and Regulatory Framework is Compatible with Regional and International Standards
SOE REFORM
<ul style="list-style-type: none"> ▪ SOE Management Currently not able to Ensure “Best Practices” <ul style="list-style-type: none"> ✓ <i>SOE subsidies are a drain on the economy, there is a need to balance the public need with economic realities</i> ✓ <i>Need to address balance of the role of SOE Boards and SOE Management</i>
FISCAL AND MACROECONOMIC PLANNING
<ul style="list-style-type: none"> ▪ Lack of Full Implementation of the MTBIF/FMM ▪ CAP Report not Fully Implemented ▪ Need to Assess Allocation of Monetary and Other Resources Across Government

SECTOR DEVELOPMENT OBJECTIVES

Table 28 provides an overview of the development objectives for each strategic area in the *Good Governance Sector*. The identification of these development objectives is the result of a review of current national policies, ministry plans, policy documents, legislation and other relevant documents. Input from stakeholders was also critical in identifying the *Good Governance Sector Development Objectives*.

The development objectives provide the initial “roadmap” regarding **WHAT** issues the RMI government has prioritized in this sector.

Those development objectives in bold are considered to be the *Over-Arching Development Objectives* for each strategic area and are numbered in sequence for the entire sector. In many cases the *Over-Arching Development Objective* is given further detail through *Ministerial Development Objectives* that directly relate to specific ministries and agency plans.

TABLE 28: GOOD GOVERNANCE SECTOR: NSP DEVELOPMENT OBJECTIVES
PUBLIC ADMINISTRATION
<ol style="list-style-type: none"> 1. Adding Value to the RMI Public Service <ul style="list-style-type: none"> ✓ <i>Develop the RMI Strategic Public Service Workforce Plan</i> ✓ <i>Review of the public service job classifications and remuneration to ensure fair and equal pay for equal work</i> 2. Adding Value to the Role of the Public Service Commission <ul style="list-style-type: none"> ✓ <i>Assist ministries and agencies in all areas of human resource management and development</i> ✓ <i>Establish a Human Resource Management Information System (HRMIS)</i> 3. Adding Value to the Public Service Commission Programs and Processes <ul style="list-style-type: none"> ✓ <i>Improve current personnel administration processes to provide efficient, effective and accurate services</i> ✓ <i>Increase understanding and commitment to public service rules and regulations</i> ✓ <i>Assist SOEs and other public sector agencies in personnel administration and human resource management</i>
PUBLIC FINANCIAL MANAGEMENT AND PUBLIC FINANCIAL REFORM
<ol style="list-style-type: none"> 4. Finalize the Public Financial Management Road Map to Make Certain Changing Revenue Scenarios are Considered in Budget Development

TABLE 28: GOOD GOVERNANCE SECTOR: NSP DEVELOPMENT OBJECTIVES	
✓	<i>Address the issue of decreasing Compact Funding</i>
✓	<i>Address the issue of the RMI balanced budget</i>
✓	<i>Ensure budget priorities are annually aligned with performance</i>
5.	Ensure RMI Government Financial Compliance through Annual Audit Process
6.	Custom and Tax Reform Legislation Considered to Provide the most Positive Economic, Cultural and Social Impacts
✓	<i>Wages and salaries tax rate changes</i>
✓	<i>Dividend and interest withholding tax</i>
✓	<i>Business income tax changes</i>
✓	<i>Replacement of import duties and local sales taxes with consumption tax and excise tax</i>
✓	<i>New tax authority</i>
✓	<i>New Revenue Administration Act</i>
7.	Stabilize MISSA for the Future
LAW, JUSTICE AND PUBLIC SAFETY	
8.	Maintain Quality Law and Order Enforcement and Provision of Security Services
✓	<i>Ethical, accountable and professional Police Force</i>
✓	<i>Improved community safety, confidence and support</i>
✓	<i>Improved security for the community and support for Police Operations</i>
9.	Maintain an Impartial, Fair and Equitable System of Courts (Traditional/Western)
✓	<i>Review current Court system with regards to Constitutional requirements</i>
10.	Address Efficiency and Capacity Regarding Enforcement and Prosecution of Cases
LEGAL AND REGULATORY	
11.	Maintain Fair and Equitable Regulatory Systems and Processes
✓	<i>Review of current system for system and process inconsistencies</i>
✓	<i>Develop capacity building programs</i>
✓	<i>Review current system to ensure regional and international coordination</i>
SOE MANAGEMENT AND REFORM	
12.	Continue to Focus on the Implementation of SOE Reforms
✓	<i>SOE legislation to be followed to ensure best practices and financial stability</i>
FISCAL AND MACROECONOMIC PLANNING	
13.	Fully Coordinate MTBIF and FMM with Ministry/Agency Planning and the NSP
✓	<i>Ensure all ministries/agencies are aware of MTBIF and FMM and how to use these tools when developing strategic plans and planning annual operating budgets (performance based budgets)</i>
✓	<i>Align Performance Based Budgeting (PBB) with ministry strategic plans to ensure effective use of public funds</i>
14.	Resource Allocation Among Ministries Based on Performance and Priorities as per the NSP
✓	<i>Annual reporting and meeting short and medium term goals to provide information to government regarding use of funds for each funded entity</i>
15.	Review and Implement Relevant CAP Reforms to Improve Economy (CAP Reform Areas)
✓	<i>Civil Service</i>
✓	<i>Nitijela salaries and allowances</i>
✓	<i>Housing allowances</i>
✓	<i>Electricity allowances</i>
✓	<i>Leased and rental housing</i>
✓	<i>Government utility and communications</i>
✓	<i>Vehicles and fuel</i>
✓	<i>Travel and Per Diem</i>
✓	<i>Professional services</i>
✓	<i>Grants and subsidies</i>
✓	<i>Organization and facilities coordination</i>

SECTOR INDICATORS

Table 29 provides a “snapshot” of the types of indicators to be used for monitoring NSP implementation. In order for this NSP document to remain dynamic, the actual *indicator targets* are provided in the NSP implementation matrixes (and the strategic plans of the RMI ministries and agencies). This allows each responsible implementing agency to update information in coordination with EPPSO. This also allows EPPSO to

work with real time indicators and targets during implementation of the NSP. The indicator snapshot provides insight regarding **HOW** the RMI plans to monitor NSP implementation and progress.

The actual indicators in ministry and agency strategic plans, databases and implementation matrixes are also available through hyper-links in the NSP electronic platform so that real time information will be available.

TABLE 29: GOOD GOVERNANCE SECTOR: NSP INDICATORS SNAPSHOT
PUBLIC ADMINISTRATION
<ul style="list-style-type: none"> ▪ A HR plan that provides an incremental process for the development and maintenance of a pool of national talent capable of performing all the jobs in the private and public sector that are essential to the attainment of national strategic goals <ul style="list-style-type: none"> ✓ <i>Plan to address skills gaps, unemployment, youth unemployment public sector dominance, low wages/low skills, foreign workers</i>
PUBLIC FINANCIAL MANAGEMENT AND PUBLIC FINANCIAL REFORM
<ul style="list-style-type: none"> ▪ Public Financial Management Road Map implemented ▪ RMI Audit findings negligible ▪ Tax reform considered for the following areas <ul style="list-style-type: none"> ✓ <i>Wages and salaries tax rate changes</i> ✓ <i>Dividend and interest withholding tax changes</i> ✓ <i>Business income tax changes</i> ✓ <i>Replace import duties and local sales taxes with consumption tax and excise tax</i> ✓ <i>New tax authority</i> ✓ <i>New Revenue Administration Act</i> ▪ MISSA reforms implemented ▪ MISSA operations funded at necessary levels
LAW, JUSTICE AND PUBLIC SAFETY
<ul style="list-style-type: none"> ▪ Streamlined prosecution of cases ▪ Regarding Law and Order (Police) <ul style="list-style-type: none"> ✓ <i>Improved safety of the community day and night.</i> ✓ <i>Reduction (significant) in illegal sale of alcohol</i> ✓ <i>Reduction in the incidence of crime and public disturbances</i> ✓ <i>Consistent and fair application of the law to all members of the community.</i> ✓ <i>Reduced external interference and / or influence in enforcement of laws set by the nation's Parliament.</i> ✓ <i>Increase in the number of successful prosecutions</i> ✓ <i>Improved community confidence and trust in police professionalism.</i> <i>Both Traditional and Western Court systems continue to operate in a fair and impartial manner</i> ▪ Regarding Sea Patrol <ul style="list-style-type: none"> ✓ <i>Sea Patrol provides a very real deterrent to potential illegal fishing and other unlawful activity within the nation's EEZ</i> ✓ <i>Sea Patrol skills and departure capability to perform timely and quality sea rescue tasks</i> ✓ <i>Officers skilled in use of force available for prompt deployment to violent incident scenes.</i>
LEGAL AND REGULATORY
<ul style="list-style-type: none"> ▪ Maintain fair and equitable regulatory systems and processes <ul style="list-style-type: none"> ✓ <i>Review of current system for system and process inconsistencies</i> ✓ <i>Types of capacity building programs in place</i>
SOE MANAGEMENT AND REFORM
<ul style="list-style-type: none"> ▪ Implement SOE Reform <ul style="list-style-type: none"> ✓ <i>SOE legislation and recommendations acted on</i>
FISCAL AND MACROECONOMIC PLANNING
<ul style="list-style-type: none"> ▪ Fully implement the MTBIF and FMM annually ▪ PBB expanded to include all government ministries and agencies ▪ Resource allocation among ministries based on performance and priorities as per the NSP ▪ Review and implement CAP reforms to improve economy

NSP NATIONAL PRIORITIES AND GOOD GOVERNANCE SECTOR DEVELOPMENT OBJECTIVES



Table 30 provides the synthesis of NSP *National Development Themes* with *The Good Governance Sector Development Objectives* identified for each strategic area (5A-5F). This table illustrates the association of each *Over-Arching Development Objective* aligns with the ten *National Development Themes*. This correlation serves as a macro-indicator regarding NSP alignment with RMI national priorities.

National Priority Themes

1. Ensuring and applying the practice of good governance principles to achieve effective governance through community planning and developing effective linkages between local and national government.
2. Empowering people and communities to reduce the incidence of “access related” poverty through improvements in all areas including social, economic environment, governance and infrastructure.
3. Strengthening ability to mobilize local and traditional knowledge to address emerging challenges facing people, communities and governments.
4. Building up a caring society embodied by traditional culture and value through continued focus on cultural awareness and cultural responsibility.
5. Promoting an innovative people by improving health and education access and opportunities.
6. Addressing globalization and regional cooperation challenges through focused legislations, international agreements and implementation of regional and national policies.
7. Ensuring broad-based growth and food security through a cross-cutting approach.
8. Building a sound infrastructure that provides energy and environmental security for all atolls.
9. Mitigating the impacts of climate change and creating awareness of the importance of environmental assets through community, national, regional and international approaches.
10. Ensuring outer islands populations receive access to all necessary services allowing all RMI citizens to enjoy high quality of life.

TABLE 30: GOOD GOVERNANCE SECTOR: NSP DEVELOPMENT OBJECTIVES ALIGNMENT WITH NSP NATIONAL DEVELOPMENT THEMES	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10
16. Adding Value to the RMI Public Service	√		√	√		√			√	√
17. Adding Value to the Role of the Public Service Commission	√		√	√		√			√	√
18. Adding Value to the Public Service Commission Programs and Processes	√		√	√		√			√	√
19. Finalize the Public Financial Management Road Map to Make Certain Changing Revenue Scenarios are Considered in Budget Development	√	√			√	√	√		√	√
20. Ensure RMI Government Financial Compliance through Annual Audit Process	√					√			√	√
21. Custom and Tax Reform Legislation Considered to Provide the most Positive Economic, Cultural and Social Impacts	√	√	√			√			√	√
22. Stabilize MISSA for the Future		√	√			√			√	√
23. Maintain Quality Law and Order Enforcement and Provision of Security Services	√		√	√				√		√
24. Maintain an Impartial, Fair and Equitable System of Courts (Traditional/Western)	√		√	√				√		√
25. Address Efficiency and Capacity Regarding Enforcement Prosecution of Cases	√	√	√	√				√		√
26. Maintain Fair and Equitable Regulatory Systems and Processes	√	√	√	√		√		√	√	√
27. Continue to Focus on the Implementation of SOE Reforms	√	√	√	√		√	√	√	√	√
28. Fully Coordinate MTBIF and FMM with Ministry/Agency Planning and the NSP	√	√	√			√			√	√
29. Resource Allocation Among Ministries Based on Performance and Priorities as per the NSP	√	√	√	√	√	√	√	√	√	√
30. Review and Implement Relevant CAP Reforms to Improve Economy (CAP Reform Areas)	√	√	√			√			√	√

16. HUMAN RESOURCE CAPACITY DEVELOPMENT

Human resource capacity development is identified throughout the RMI government as a cross cutting issue for all ministries and agencies. For this reason this issue is detailed in a standalone section.

The Public Service Commission (PSC) and the National Training Council (NTC) are currently working on several facets of Human Resource Development (HRD) for the RMI public service and for the general population of the RMI. PSC is focusing on the following:

- Public Service Commission Workforce Plan
- RMI Public Service Strategic Development Plan
- Human Resource Information Management System (HRMIS)
- Human Resource Management (HRM) System Framework Development
- Human Resource Development (HRD) System Framework Development
- Remuneration and Classification System Reform
- Expansion of PSC roles and functions in championing Good Governance Principles
- Strategically redesigning/re-structuring of PSC

NTC is continuing work on the National HRD Plan. Ongoing stakeholder workshops are being conducted in order to continue the validation of the National HRD Plan. There is also a National Steering Committee in place to guide the development of this National HRD plan.

The NSP is designed to coordinate with the ongoing PSC HR reform initiatives. The NSP electronic platform will include hyper-links that will link stakeholders to all ongoing work in HRD for both the PSC and NTC.

17. NSP IMPLEMENTATION AND MONITORING

NSP Implementation and Monitoring and Evaluation Framework (M&E) Overview

EPPSO is responsible for monitoring the implementation of the NSP. The NSP is designed to be web-based and housed at EPPSO. The web-based NSP provides for a dynamic document that can be updated on a regular basis. Real time monitoring will be conducted using the NSP electronic platform.

EPPSO serves as the gatekeeper for updating progress of the NSP and updating links to all relevant information. Ministries and agencies will provide EPPSO with updates so that the NSP electronic platform reflects “real time” information. This NSP electronic platform is to be accessible to all stakeholders for review and for information. In addition to providing the necessary platform to conduct M&E in real time, the electronic platform also:

- Provides, for the first time, a “one-stop shop” for all RMI and international stakeholders to find real time information regarding government planning, budgeting, legislation, and international commitments
- Provides access, in real time, for Ministers and other government officials to review ongoing progress with regard to implementing the NSP and related plans, budgets and policies.
- Underscores that it is imperative that all government plans and policies are updated so that the most up to date information is available.
- Emphasizes the critical role of EPPSO pertaining to planning and with regard to monitoring NSP implementation and progress.

The NSP electronic platform includes hyper-links to ministry/agency strategic plans, national policy documents, RMI international and regional agreements and other relevant information such as the [2011 RMI Census](#). This platform also includes links to an additional range of information including links to other RMI websites. With this menu the NSP electronic platform provides government, donors and other interested parties with information, in real time, not only of NSP progress, but also of ongoing progress in other areas of government.

The electronic platform also provides links to the NSP implementation matrixes. These implementation matrixes will be used by EPPSO, and government leaders, to monitor and evaluate progress regarding NSP implementation. EPPSO will also use these matrixes to prepare an annual progress report. An example of the NSP implementation matrixes is located in ***Annex 1***.

The implementation matrixes are coordinated with ministry/agency strategic plans and budgets. This provides for a two-tiered M&E framework. The NSP implementation matrixes provide the initial level of monitoring (National/Tier 1). The matrixes include the following information regarding the *Over-Arching Development Objectives*:

- NSP over-arching development objective
- NSP ministerial objectives
- Issues to address (development challenges)
- Medium term strategies
- Medium term outcomes

- Medium term indicators and targets (developed by implementing agencies and EPPSO)
- Budget information
- Links to relevant planning and policy documents

Additionally, hyper-links to individual strategic plans in each RMI ministry/agency provide the secondary level of M&E (Ministerial/Tier 2), providing a further drill down of details regarding implementation and progress of the *Ministerial Development Objectives* including:

- Implementing activities (specific activities linked to medium term strategies)
- Short term outcomes/milestones (specifically lined to medium term outcomes)
- Short term indicators (where possible to monitor changes in shorter terms)
- Responsible divisions (and positions)
- Coordination responsibilities (external and internal of ministry/agency, other stakeholders)
- Specific funding amounts and sources of funding
- Timeframes

This two tiered M&E framework provides the RMI government and all stakeholders the opportunity to see both a broad view (medium term) of progress, and also a more targeted view (short term/annual).

EPPSO will prepare an annual NSP progress report. This report will provide a status update for each sector and also will include an update regarding the NSP status vis-à-vis selected core indicators located in **Annex 8**. Reporting on specific data in the areas of health, education and environment is currently provided by relevant ministries on a quarterly basis, this is expected to continue.

Monitoring Methodology

With the NSP designed as a dynamic document, the M&E methodology is fundamentally formative in nature. A formative methodology allows for assessment of ongoing actions including how strategies are implemented (process), objectives are achieved (outcomes), and results (impacts) are delivered. Formative M&E has the goal of providing information illustrating progress and updates on an annual basis (at a minimum). This approach can provide for more frequent reporting when requested by the government.

This M&E approach also provides for the assessment of ongoing processes allowing the government to suggest improvements to ongoing implementation plans with the aim of continuous improvement. This is the opposite of the summative monitoring approach that evaluates **AFTER** strategies have been implemented. The formative approach looks to identify and review ongoing processes with the aim of ensuring delivery of outcomes and expected results.

Levels of Monitoring

The formative M&E approach provides three levels of analysis:

- Process level
- Outcome level
- Impact level

Process Monitoring

Monitoring for continuous improvement is important to the realization of the positive implementation of the NSP. Process monitoring focusing on improvement will supply the following type of information:

- Are the implementation processes affecting expected results? How? Why?
- Are/were the right people involved? If not who is/was missing?
- Are there modifications needed? How do the modifications affect the process?
- How do the modifications affect the expected outcomes/results? Are timelines being met?

Outcome Monitoring

Outcome monitoring focuses on whether or not NSP development objectives are being met. NSP outcome monitoring will review the following type of information:

- Are NSP development objectives (outcomes) being met?
- Are there specific development objectives that are more efficient in realizing outcomes?
- Are development objectives aligned for results in both the short and medium term?

Impact Monitoring

Impact monitoring evaluates the impact of the NSP. Impact monitoring provides the following information:

- What has been the impact of the NSP in both the short and medium terms?
- How has the NSP impacted ongoing RMI government planning and budgeting?
- How have the stakeholders been affected? What are the pluses and minuses of impacts on stakeholders, especially vulnerable groups?

In order to ensure successful implementation of the NSP, EPPSO will provide the following:

- Continued capacity development regarding planning and information collection at ministries/agencies
- M&E capacity development at Ministries and EPPSO
- Implementation of an NSP media plan for public awareness. This will be disseminated on the NSP electronic platform as well as print and radio media
- Semi-annual NSP stakeholder consultations

Summary of NSP Monitoring and Evaluation Framework

In summary, the M&E framework is focused on providing consistent and reliable updates and reporting as well as providing “real time” information. The principal areas of the monitoring framework are:

- EPPSO serves as NSP gatekeeper (electronic platform), provides planning and M&E capacity development
- Two-tiered monitoring
 - ✓ *Over-Arching Development Objectives*
 - ✓ *Ministerial Development Objectives*
- Formative M&E framework
- NSP annual report to government
- NSP media plan
- Stakeholder consultations

ANNEX 1

IMPLEMENTATION MATRIX (EXAMPLE)

SOCIAL SECTOR/STRATEGIC AREA : EDUCATION IMPLEMENTATION MATRIX (MOE)

NSP OVER-ARCHING OBJECTIVE: Enhance the School Improvement Process Through Provision of High Quality Education (MOE)						
NSP MINISTERIAL OBJECTIVES	ISSUES TO ADDRESS	MEDIUM TERM STRATEGIES	MEDIUM TERM OUTCOMES	MEDIUM TERM INDICATORS	FY14 BUDGET	RELEVANT PLANS
<ul style="list-style-type: none"> ▪ Improve grade 1 enrollment rate and gross enrollment rates overall ▪ Reduce dropout rates at both Elementary and Secondary Levels 	<ul style="list-style-type: none"> ▪ Too many students drop out of school. ▪ Some children are never enrolled in school. 	<ul style="list-style-type: none"> ▪ Use 2011 RMI Census data to determine the base school-age population for grade 1 and compare with enrollment figures for SY 2011–12. ▪ Implement a high-level National Awareness Campaign to combat the dropout problem. ▪ Implement pilot programs, such as Food for Education (FFE), to determine what is effective in reducing the dropout problem. 	<ul style="list-style-type: none"> ▪ Achieve a 100% gross enrollment rate for grade 1 students. ▪ Reduce the grades 1–8 dropout rate from 32% in SY 2011–12 to 10% by 2020. ▪ Reduce the grades 9–12 dropout rate from 51% to 25% in 2020. 	<ul style="list-style-type: none"> ▪ Enrollment rates ▪ Dropout rates 		MOE Strategic Plan
<ul style="list-style-type: none"> ▪ Improve student performance (Language Skills in K-3, MISAT, ELA) 	<ul style="list-style-type: none"> ▪ Student achievement, as measured by the MISAT series, is unacceptably low. ▪ Students perform particularly poorly on the ELA test, the problem already appears at grade 3. 	<ul style="list-style-type: none"> ▪ Identify highly qualified teachers and assign them to grades 1–2 ELA classes. ▪ Provide performance-based bonuses for grades 1–2 ELA teachers. ▪ Develop other methods of reallocating funds and resources to grades 1 and 2. 	<ul style="list-style-type: none"> ▪ Improve performance on the grade 3 English MISAT from 20% proficient in SY 2011–12 to 40% by 2020. ▪ Improve performance on all other MISAT tests to at least 50% proficiency by 2020 	<ul style="list-style-type: none"> ▪ MISAT Scores ▪ Language Testing 		MOE Strategic Plan
<ul style="list-style-type: none"> ▪ Improve student performance through consolidation of schools 	<ul style="list-style-type: none"> ▪ Nearly one-third of all public primary schools in the RMI have enrollments of fewer than 50 students. ▪ Students at these micro-schools perform less well than students at medium or large schools 	<ul style="list-style-type: none"> ▪ Convert primary schools with fewer than 50 students to grades 1–6 schools. ▪ Enact a Charter School statute ▪ Solicit Charter School applications 	<ul style="list-style-type: none"> ▪ Reduce the number of schools offering middle school instruction. ▪ Reduce the number of public primary schools with less than 50 students. 	<ul style="list-style-type: none"> ▪ Student Scores ▪ Number of Schools offering middle school instruction 		MOE Strategic Plan

SOCIAL SECTOR/STRATEGIC AREA : EDUCATION IMPLEMENTATION MATRIX (MOE)

NSP OVER-ARCHING OBJECTIVE: Enhance the School Improvement Process Through Provision of High Quality Education (MOE)

NSP MINISTERIAL OBJECTIVES	ISSUES TO ADDRESS	MEDIUM TERM STRATEGIES	MEDIUM TERM OUTCOMES	MEDIUM TERM INDICATORS	FY14 BUDGET	RELEVANT PLANS
<ul style="list-style-type: none"> ▪ Improve the qualifications of RMI teachers and principals ▪ Attract most qualified personnel 	<ul style="list-style-type: none"> ▪ Nearly one-third of all RMI teachers still possess only a high school diploma ▪ Teacher salaries and the overall professional image of teaching are too low to attract the best and brightest candidates 	<ul style="list-style-type: none"> ▪ Implement the new teacher salary scale over the next three years ▪ Implement certification standards for principals 	<ul style="list-style-type: none"> ▪ At least double the number of teachers annually receiving AA degrees ▪ Increase teacher salaries ▪ Upgrade the professional standing of K-12 teaching 	<ul style="list-style-type: none"> ▪ Number (%) of teachers with at least AA degree (FY 14, 15, 16) ▪ Median teacher salaries 		MOE Strategic Plan
<ul style="list-style-type: none"> ▪ Ensure sufficient secondary school capacity 	<ul style="list-style-type: none"> ▪ Secondary education is compulsory, but there is insufficient capacity for all grade 8 graduates. ▪ The RMI government is in non-compliance with its own law 	<ul style="list-style-type: none"> ▪ Identify appropriate secondary-level learning paths for all students ▪ Determine construction and operational costs of providing universal access to secondary education 	<ul style="list-style-type: none"> ▪ Provide sufficient secondary-level capacity for all grade 8 graduates 	<ul style="list-style-type: none"> ▪ Number of secondary seats SY14, 15, 16 		MOE Strategic Plan
<ul style="list-style-type: none"> ▪ Address the issue of MOE autonomy with regard to timely support for schools and personnel 	<ul style="list-style-type: none"> ▪ MOE lacks the independence and autonomy needed to provide personnel, financial, and administrative support to schools in a timely manner 	<ul style="list-style-type: none"> ▪ Repeal the current Education Act and enact a new Public School Systems Act to create an autonomous MOE governed by a National Board of Education 	<ul style="list-style-type: none"> ▪ Draft and submit the required Bill for consideration by the Nitijela ▪ NEB Established 	<ul style="list-style-type: none"> ▪ NEB established for SY14/15 ▪ MOE tracks support provided (determine with MOE) 		MOE Strategic Plan NEB Documents
<ul style="list-style-type: none"> ▪ Gender equality in testing and school environment 	<ul style="list-style-type: none"> ▪ Insufficient research has been conducted on gender equality in RMI schools ▪ Girls are underrepresented in certain non-traditional courses 	<ul style="list-style-type: none"> ▪ Analyze and compare the scores of boys and girls on the MISAT tests ▪ Introduce guidance programs in primary schools to combat sexual stereotyping 	<ul style="list-style-type: none"> ▪ Achieve gender equality in RMI schools by 2015 	<ul style="list-style-type: none"> ▪ Gender disaggregated data MISAT 		MOE Strategic Plan Gender Policy (MOIA)

SOCIAL SECTOR/STRATEGIC AREA : EDUCATION IMPLEMENTATION MATRIX (MOE)

NSP OVER-ARCHING OBJECTIVE: Enhance the School Improvement Process Through Provision of High Quality Education (MOE)						
NSP MINISTERIAL OBJECTIVES	ISSUES TO ADDRESS	MEDIUM TERM STRATEGIES	MEDIUM TERM OUTCOMES	MEDIUM TERM INDICATORS	FY14 BUDGET	RELEVANT PLANS
<ul style="list-style-type: none"> Enhance the School Improvement Process (SIP) 	<ul style="list-style-type: none"> The school improvement process in the RMI has been fragmented and uncoordinated. 	<ul style="list-style-type: none"> Implement the new Accreditation Program Upgrade the pass standards for Stage One of the accreditation process Strengthen procedures for facilitating and supporting school improvement Clearly link school improvement with the revitalized Community Based Governance System 	<ul style="list-style-type: none"> (MDG): Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling Establish, document, and disseminate a research-based school improvement process 	<ul style="list-style-type: none"> Percentage of school age population completing 6th grade 		MOE Strategic Plan
<ul style="list-style-type: none"> Revitalize the CBGS (CBGS Link) 	<ul style="list-style-type: none"> The Community-Based Governance System (CBGS) has been ineffectual 	<ul style="list-style-type: none"> Revise the current CBGS organizational structure Establish new roles and responsibilities based on the revised structure Amend the Education Act as appropriate. 	<ul style="list-style-type: none"> CBGS in for each School working with NEB (amended Act) 	<ul style="list-style-type: none"> CBGS responsibilities outlined and implemented 		MOE Strategic Plan NEB Documents
<ul style="list-style-type: none"> Address the national curriculum issues 	<ul style="list-style-type: none"> The national curriculum consists largely of an abstract statement of standards and benchmarks. Teachers need more support in understanding how to implement it 	<ul style="list-style-type: none"> Prepare a scope and sequence chart for all subjects at all grade levels. Develop curriculum frameworks for all subjects. Implement scripted lesson plans on a trial basis in Majuro primary schools 	<ul style="list-style-type: none"> Improved linkages between the national standards and classroom practice 	<ul style="list-style-type: none"> Test scores (MISAT scores) Graduation rates College entry readiness 		MOE Strategic Plan

SOCIAL SECTOR/STRATEGIC AREA : EDUCATION IMPLEMENTATION MATRIX (MOE)

NSP OVER-ARCHING OBJECTIVE: Enhance the School Improvement Process Through Provision of High Quality Education (MOE)						
NSP MINISTERIAL OBJECTIVES	ISSUES TO ADDRESS	MEDIUM TERM STRATEGIES	MEDIUM TERM OUTCOMES	MEDIUM TERM INDICATORS	FY14 BUDGET	RELEVANT PLANS
<ul style="list-style-type: none"> ▪ Increase access to computers and to internet based learning resources 	<ul style="list-style-type: none"> ▪ Many schools and students lack access to computers and internet-based learning resources 	<ul style="list-style-type: none"> ▪ Monitor and evaluate the OLPC pilot project ▪ Monitor and evaluate the solar laptop pilot project ▪ Provide technical assistance to schools, teachers, and students in the instructional use of technology 	<ul style="list-style-type: none"> ▪ Provide internet access or computer based learning resources to all schools by 2020 	<ul style="list-style-type: none"> ▪ Schedule for SY internet and computer access for SY14, SY15, SY16 		MOE Strategic Plan
<ul style="list-style-type: none"> ▪ Revitalize TVET in secondary schools 	<ul style="list-style-type: none"> ▪ Many students lack basic job skills when they leave school ▪ Foreign workers are being hired in increasing numbers, even for semiskilled jobs 	<ul style="list-style-type: none"> ▪ Develop a policy statement on the role of TVET in secondary schools. ▪ Develop course outlines for all vocational courses ▪ Provide career guidance in all high schools ▪ Revise the grades 9–12 social studies curriculum 	<ul style="list-style-type: none"> ▪ TVET courses offered in high school curriculum ▪ TVET curriculum included in career guidance information ▪ Cooperation with NTC regarding TVET curriculum 	<ul style="list-style-type: none"> ▪ Number of students enrolled in TVET courses ▪ Number of TVET graduates placed in jobs 		MOE Strategic Plan TVET Strategy NTC Strategic Plan
<ul style="list-style-type: none"> ▪ Improve and expand Life Skills curriculum and instruction 	<ul style="list-style-type: none"> ▪ Many students lack basic life skills when they leave school ▪ Life skills are a critical need for all students, but particularly those who will not enter the formal economy 	<ul style="list-style-type: none"> ▪ Identify the components of a Life Skills program appropriate to the Marshall Islands context ▪ Establish standards and benchmarks for Life Skills instruction ▪ Continue to implement the Life Skills Academy and evaluate progress at the end of SY 2012–13. ▪ Identify opportunities for Life Skills expansion through non-formal providers 	<ul style="list-style-type: none"> ▪ Establish Life Skills instruction as a rigorous content area in the school curriculum 	<ul style="list-style-type: none"> ▪ Number of students in Life Skills Academy ▪ Non Formal education providers opportunities in Life Skills instruction 		MOE Strategic Plan TVET Strategy NTC Strategic Plan

ANNEX 2

RMI NATIONAL PLANNING HISTORY

RMI NATIONAL PLANNING HISTORY TIMELINE

The timeline of major planning efforts in the history of the RMI since 1991 (Second 5 Year-Plan):

Second Five-Year (1991–96): Focus on increasing real incomes, employment opportunities, equitable development and promoting national identity and unity.

The National Sustainable Development Strategy (NSDS): Developed in 2000 to integrate the Barbados Plan of Action into the national development process. The NSDS offered a range of recommendations regarding government planning and sustainable development at the national level. The NSDS also made specific recommendations, including recommendations in the area of climate change and sea level rise (See The Barbados Plan of Action 14 Priority Areas).

UN Millennium Development Declaration (2000): In 2000, the RMI became a party to the United Nations Millennium Declaration. By ratifying the declaration, the RMI government pledged to its citizens (and the world) to pursue a number of development goals and targets. The MDGs include 8 goals and 21 targets together with 48 performance assessment indicators. In January 2009, the RMI MDG Working Group was established to follow up on RMI progress.

METO2000 (ADB 2001): A strategic planning document that included national goals, strategies, planning schedules and budget.

RMI Vision 2018 Master-plan (2001): The Vision 2018 document is a strategic planning framework which provides the RMI with a 15 year planning perspective (2003–2018). The *Vision 2018 Declaration* to the Marshallese was considered when developing the NSP Vision. Vision 2018 was the result of extensive consultations during the second National Economic and Social Summit (NESS).

Introduction of Performance Based Budgeting (PBB) (2003): PBB was initially designed for implementation in ministries receiving funds from The Compact as Amended. It has expanded to additional government ministries and SOE's since that time. The PBB is used to manage the day to day operations of a ministry. It improves short and medium term planning so that necessary outcomes and activities can be implemented. PBB improves monitoring and evaluation of performance, resulting in increased ministry and government wide accountability. PBB also informs and explains requests for funds through the Budget Appropriation Bill(s). PBB provides information, explanation and justification to enable the Nitijela to understand the purpose of each activity in that a ministry is undertaking.

Introduction of Rolling Strategic Planning (2004): Capacity building efforts, in conjunction with the implementation of PBB, focused on assisting all ministries and agencies implementing PBB to develop and maintain three-year rolling strategic plans. The plans are updated on an annual basis, concurrent with updating the annual budget. This allows the ministry to take into consideration not just the progress made during the past year, but future goals and objectives when developing the annual budget and updating the strategic plans.

The Mauritius Declaration (2005): The Mauritius Strategies for Sustainable Development focused on 19 areas that are important to Small Island Developing States (SIDS).

ADB Pacific Studies Series (2005): Analysis and presentation of the way forward in six broad-based socio-economic areas:

- Social and Economic Update
- Role of the Public Sector and Reform
- Population
- Environment
- Basic Services-Education and Health
- Private Sector Development

The report evaluated the progress and achievements in reference to Meto2000, which identified six major goals and underpinned 24 strategies. The summary findings and/or observations revealed that 10 of the 24 strategies had no progress, 12 had some progress, and 2 had made strong progress.

RMI MDG Progress Report (2009): This report reviewed RMI progress in reaching the MDG's by 2015 target date. It provided an overview and analysis for each goal and target from the RMI perspective, while providing thoughts as to whether or not the RMI would meet the goals. With the exception of Goal 6, it was reported that the RMI was making mixed progress or would likely meet each of the goals.

RMI National SIDS Report (2013): This report was developed in preparation for the 2014 SIDS Conference. The report describes progress to date regarding the implementation of Vision 2018, The Barbados Plan of Action, and Mauritius Strategy of Implementation (MSI), as grouped under the four pillars of the post-2015 discussions on sustainable development. The report also included analysis on renewed political commitment, new and emerging challenges and priorities for sustainable development.

ANNEX 3

DOCUMENTS REVIEWED

RELEVANT DOCUMENTS REVIEWED
1979-08 Scientific American Corals and Coral Reefs (Goreau)
1984 RMI Environmental Protection Act
1988 RMI Coastal Conservation Act
1990 Sea Level Rise in the South Pacific: Assessing Coastal Area Vulnerability, and Determining Priority Areas and Actions
1991-04 RMI NOAA Correspondence Interest in Vulnerability Assess
1991-06 RMI Project Document for Sea-Level Rise Case Study
1992 RMI Environmental Protection Authority (EPA) Marine Water Quality Regulations
1992-06 RMI Vulnerability Assessment to Accelerated Sea Level Rise Case Study Majuro Atoll
1994 RMI Stormy Years and El Nino (Spennemann)
1996 Nontraditional Settlement Patterns and Typhoon Hazard on Contemporary Majuro Atoll , RMI
1996 RMI Hydro geological Report on Technical Evaluation of Fresh Water Lens - 3 atolls (Arno, Bikej, and Likiep)
1997 JCR Beach Loss Along Armored Shorelines on Oahu, Hawaiian Islands
1997 RMI Convention on Biological Diversity 1997 Preliminary National Report to the Conference of the Parties
1997 RMI MIMRA Act
1998-09 Hydrodynamic Simulations with MIKE21 For Majuro Atoll, Marshall Islands
2000 RMI Biodiversity Strategy and Action Plan
2001 RMI Ailuk Archaeological and Anthropological Survey
2001 RMI Laura Water Resources Assessment
2001-10 RMI Ebeye SOPAC Water Report
2002-03 Majuro, Kwajalein, Jaluit GPS Geodetic Control Survey
2002-12 Jesuit Atoll Background Report: Environmental Resource Management Plan (December 2002)
2003 RMI Household and Community Services on the Coral Reef
2003 RMI Majuro Benchmark Locality Record Map
2003 RMI SPC Aquaculture Activities in the Marshall Islands, FSM and Palau
2003 RMI SPC PICS Profiles of High Interest Aquaculture Commodities for Pacific Island Countries
2003 RMI Vision 2018: Strategic Development Plan Framework, 2003–2018
2003-01 RMI Mejatto MPAs sketch
2003-01 RMI Mejatto Reef Survey Journal
2003-03 RMI Mejatto Reef Assessment- Preliminary Findings and Recommendations
2003-05 RMI Likiep Atoll Marine Resources Assessments May 21–31, 2003 Journal
2003-05 RMI Likiep MPAs and Reef Survey
2003-05 RMI Likiep Reef Survey and MPAs
2003-08 MIVA Biodiversity Report
2003-08 MIVA Tour Guide Training- Marine Biodiversity Portion (Draft)
2003-09 RMI Wavelength Kayaking Diving Article
2003-11 Shoreline Protection on a Coral Atoll: Mitigating Hazards and Planning for an Uncertain Future
2004 -04 RMI Arno Manta Tow Progress Report to MIMRA/OFCF
2004 RMI Coral Feeding and Competition
2004 RMI Coral Growth Forms/Coral Reef Ecosystem
2004 RMI Environmental Science: Social Science Concepts
2004 RMI Harmonization of Mari-culture Development Process with Future and Broader Resource Management Process
2004 RMI SC 145 Integrated Coastal Management 1st Quarter Exam (Sept. 24, 2003)
2004 RMI SPC Giant Clam Farming in the Pacific
2004 RMI Threats to Coral Reefs: El Nini and Reef Bleaching
2004-02 RMI IFAFS Project Pres, The Issue Profile Process

RELEVANT DOCUMENTS REVIEWED
2004-02 RMI Workshop on Mari-culture Issues and Priorities
2004-03 RMI Materials for Conducting a Workshop on Mari-culture Development Issues
2004-06 RMI Managing Overfishing and Destructive Fisheries on Coral Reefs, Central Pacific
2004-08 RMI Likiep Atoll Local Government Fisheries Management Plan
2004-09 Capacity-Building Needs Assessment for Biodiversity Conservation in the Marshall Islands
2004-11 Policies and Priority Actions for Sustainable Mari-culture Development in the RMI
2004-11 RMI International Marine Life Alliances (IMA) Phase 1 Final Report Oct. 2002–March 2004: Live Fish Trade Report
2004-11 RMI Potential for Natural Resource Management Peace Corps Program in the RMI
2004-11 RMI Tentative Fish Families and Species for MEIC Reef Surveys
2004 RMI Coastal Management Certification Course Content
2004 RMI Coral Feeding and Competition Report
2004 RMI Coral Growth Forms/ Coral Reef Ecosystem Report
2004 RMI Environmental Science: Social Science Concepts
2004 RMI Harmonization of Mari-culture Development Process with Future and Broader Resource Management Process
2004 RMI SC 145 Integrated Coastal Management 1st Quarter Exam (Sept. 24, 2003)
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2004-11 RMI Potential for Natural Resource Management Peace Corps Program in the RMI
2004-11 RMI Tentative Fish Families and Species for MEIC Reef Surveys
2005 Surviving Climate Change in Small Islands: A Guidebook
2005-09 RMI Arno Marine Protected Areas (MPA) Site Descriptions
2005-2010 RMI Ministry of Resources and Development Strategy and Action Plan
2005-2015 Hyogo Disaster Risk Reduction (DRR) Framework
2006 RMI Ailuk Fisheries Management Plan (FMP)
2006 RMI Coastal Management Advisory Council (CMAC) Strategic Plan and Team Charter
2006-02 RMI Climate Change, Water Resources, and Sustainability in the Pacific Basin
2006-10 RMI Economic Assessment of the True Costs of Aggregate Mining in Majuro Atoll
2007 RMI Capacity Building for Sustainable Land Management in the Marshall Islands
2007 RMI Integrated Water Resources Management (IWRM) Project: Water and Waste Water Resources
2007-11 National Integrated Water Resource Management Diagnostic Report (IWRM)
2008 [RMI] Climate Change and Food Security in the Pacific Island Countries
2008 RMI State of Coral Reef Ecosystems
2008-01 RMI Coastal Management Framework [updated 2009-07]
2008-04 An Atoll Freshwater Lens Algebraic Model for Groundwater Management in the Caroline Islands
2008-04 Groundwater Resources of the Atoll Islands: Observing, Modeling, and Management
2008-06 Hawaii Maui Beach Management Plan

RELEVANT DOCUMENTS REVIEWED
2008-07 RMI CMI Alternative Energy Project Development Plan Report
2008-2018 RMI National Action Plan(NAP) for Disaster Risk Management
2009 PNAS Global Sea Level Linked to Temperature Rise
2009 RMI Country Risk Profile
2009 RMI Reducing the Risk of Disasters and Climate Variability in the Pacific Islands
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MIVA: Strategic Plan/Business Plan (draft)
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MOE Teacher Quality Plan
MOF Customs and Tax Legislation
MOH Decrement Strategy MT Strategy 3 11 11 Revised 3 14 11
MOH HRH Cabinet Report Strategy for Action 2011–2023
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ANNEX 4

REVIEW AND ANALYSIS OF VISION 2018

VISION 2018 REVIEW AND ANALYSIS OF GOALS

The Strategic Development Plan Framework 2003–2018, Vision 2018, is the most comprehensive national planning document in the RMI. Vision 2018 provides the foundation for moving forward with national goals and objectives in this current NSP. An assessment of the progress made with regard to the Vision 2018 goals sets the stage for moving forward with current national goals and objectives. The Vision 2018 set forth ten goals.

Through a review and analysis of the Vision 2018 goals, the NSP way forward and national priorities were developed. A review of each Vision 2018 goal includes analysis of the current situation, with regard to the goal, and the consideration of national priorities moving forward. The Vision 2018 analysis follows:

Vision 2018 Goal 1- Operating in an interdependent world:

- (i) *Foreign Policy: Having the ability to design and implement our national sustainable development policies and programs in order to maximize national benefits and to foster our International relations, recognizing explicitly the current and future limits imposed and opportunities provided by our political and economic ties with the rest of the world, globalization, and technological advances.*
- (ii) *Climate Change: Having adequately strengthened the institutional and procedural mechanism aimed at securing the maximum possible advantage of international and regional co-operation to minimize the adverse impact of Global Warming and Climate Change.*

Analysis (i): RMI foreign policy continues to be successful in working with bi-lateral and multi-lateral donors. Continued focus on improving and expanding sustainable development policies through cooperation with donor partners and international and regional organizations is a continued priority.

Analysis (ii): RMI has created the Office of Environmental Planning and Policy Coordination (OEPPC) and this office continues to be active on a global scale. In the past three years, the RMI has developed a Climate Change Policy Framework, a Climate Change Road Map and a Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management (JNAP). Continued focus on the environment and more specifically climate change is a continued priority.

National Priorities Moving Forward: With the progress made with regard to Vision 2018, Objective one, continued focus on improving sustainable development through increased international dialogue is a priority. Furthermore, mitigating the impacts of climate change and climate related disasters is a priority moving forward, especially with current climate change mitigation and adaptation issues being brought to the forefront. As a result of this short analysis, current priorities are summarized as follows:

- ***Sustainable International Dialogue***
 - ✓ Sustainable development (economic, political technological)
- ***Environmental Security***
 - ✓ Coastal security
 - ✓ Land security
 - ✓ Marine security

Vision 2018 Goal 2- Enhanced Socio-Economic Self Reliance:

- (i) *Macroeconomic Framework: Having achieved a level of quality development in our economy and society such that our dependence on foreign financial and technical assistance and skills as well as dependence of our private sector and household on government expenditures are reduced by helping ourselves first before we seek others help.*
- (ii) *Partnership and Coordination: Achieving a state of productive and effective partnership among all important decision makers at all levels of the Marshall Islands Society.*
- (iii) *Food Security: To attain food security for all people at all times and to substitute imports to the best extent possible and develop exports.*
- (iv) *Infrastructure: Having developed a level of infrastructure services that is operated smoothly and maintained regularly, that adequately services the needs of sustainable development and enhancement of self-reliance with minimum adverse impact on the environment.*

Analysis (i): The RMI continues to be dependent on foreign financial and technical assistance. Recently, the RMI has worked to develop financial policies (MTBIF) and legislation (tax) to improve the local economic base. The RMI Trust Fund is one vehicle that focuses on decreasing foreign financial dependence. The RMI is also implementing new policies focusing on improving the skills of the local workforce.

Analysis (ii): The RMI continues to work to forge productive relationships among and across the various levels of government. Continued focus of the national government (MOIA, MOH, MOE and others) on outer island improvements and community development continue to provide a way for leaders to partner decision-making at all government levels. Tradition and culture continue to play a critical role in all decision-making. Continued emphasis on cultural responsibilities and identity has a significant impact on the effective partnership of decision makers across RMI society.

Analysis (iii): RMI has recently drafted a Food Security Policy with the assistance of the Food and Agriculture Organization; it is expected to be presented to Nitijela in 2014

Analysis (iv): Infrastructure and maintenance issues continue to dominate a large portion of the national dialogue. Improvements in transportation throughout the RMI and other infrastructure issues on Majuro and Ebeye are issues that demand national attention.

National Priorities Moving Forward: With a focus on the issues as stated in Vision 2018, Objective two, a continued focus on economic security is of highest importance. As The Compact as Amended decrements are being applied, this issue is at the forefront of everyday discussion. Effective dialogue among all leaders throughout society is an issue that is continually addressed. Infrastructure, impacted by the need for available funding (economic security), is a priority as the RMI focuses on several crosscutting issues, including food security.

As a result of this short analysis, current priorities are summarized as follows:

- **Economic and Financial Security**
 - ✓ Decrease dependence on foreign economic and technical assistance
- **Private Sector Growth and Participation in Economic Development**
 - ✓ Rules and regulations encouraging expansion of private sector

- **Favorable Investment Climate**
 - ✓ Rules and regulations encouraging foreign investment
- **Growth of Trade as Integral to Economic Development**
 - ✓ Trade policy integrated into macro-economic dialogue
- **Effective Decision Making Dialogue**
 - ✓ Communication across and among government leaders
 - ✓ Cultural identity and traditional practice as an integral part of all decision making
- **Food Security**
 - ✓ Focus on local food security issues and reducing imports
- **Infrastructure Security and Maintenance**
 - ✓ Transportation infrastructure reliable
 - ✓ Water, energy and ICT security (reliable services)
 - ✓ Water, energy and ICT policies focus on national issues

Vision 2018 Goal 3- An Educated People:

(i) *Establishing a knowledge-based economy by equipping Marshallese citizens with internationally competitive skills, qualifications and positive attitudes to work and society.*

Analysis (i): The RMI continues to place a great deal of emphasis on education, with \$16 million in The Compact as Amended funding being awarded to the MOE annually since 2003. The current MOE strategic plan places emphasis on improving student results, enrollment rates for all students, reducing dropout rates and developing the skills and standards of teachers and principals. The NTC continues to focus and expand programs for students in technical education areas and is now focusing on employment issues for those qualified technical-education students.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective three, a continued focus on high quality education is a national priority. The focus is not only on students, but on teachers and communities as well. As a result of this short analysis, current priorities are summarized as follows:

- **High Quality Education Available**
 - ✓ Student results
 - ✓ Teacher quality
 - ✓ Community partnerships
- **Competitive and Skilled Workforce**
 - ✓ Technical education programs providing workforce needs

Vision 2018 Goal 4- A Healthy People

(i) *Build capacity of each community, family, and individual to care for their own health through quality primary health care program and to provide high quality, effective, affordable and efficient health services to Marshallese.*

Analysis (i): The RMI continues to place a great deal of emphasis on health, with \$6 million in The Compact as Amended funding being awarded to the MOH annually since 2003. The current MOH strategic plan places emphasis on several areas including addressing the issues surrounding lifestyle diseases and Non-Communicable Diseases (NCDs). Health care in the outer islands continues to be an area that MOH also focuses on. Improvements in hospital staffing and equipment are other areas of importance.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective four, a continued focus on quality health care services is a national priority. Recently, the Nitijela passed a *Declaration* regarding the need to address NCDs. Looking to the future, the RMI hopes to emphasize preventive rather than curative health care. In the medium term, this could be a difficult balance for available funds. As a result of this short analysis, current priorities are summarized as follows:

- **Secure High Quality Health Care**
 - ✓ Focus on NCDs
 - ✓ Preventive health care
 - ✓ Hospital services
 - ✓ Outer island health care

Vision 2018 Goal 5- A Productive People

(i) *Enabling Marshallese within their capacity and capability to develop a sense of purpose, take initiative, participate and contribute in the sustainable development of our nation.*

Analysis (i): The RMI has continued to support community development programs over the past twelve years. Awareness campaigns regarding health, education, governance, energy and culture issues as well as other national priority issues have consistently been funded in ministry budgets, and by NGOs. Small business development and agriculture extension services are also provided by the RMI government. Opportunities to participate in traditional and cultural activities continue to increase. Policies on gender, children, youth and the disabled are either being developed or have been developed, offering all segments of Marshallese society, who might otherwise be left behind, the opportunities to contribute in a positive manner to the nation.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective five, emphasis on ensuring all Marshallese have the opportunity to participate to the positive development of the country continues to expand. Increased business and education opportunities, and focused policies and legislation, provide a larger segment of society the necessary tools to improve their own livelihoods and develop their own sense of purpose. As a result of this short analysis, current priorities can be summarized as follows:

- **Sustainable Livelihoods for all Marshallese Society**
 - ✓ Vulnerable groups mainstreamed into society (women, children, youth, disabled)
 - ✓ Small business opportunities for all atolls
 - ✓ Agriculture extension in outer islands (coconut replanting)

Vision 2018 Goal 6- A Law Abiding People

(i) *Establishing a just society in which the people are knowledgeable of traditional, national and international laws and uphold and respect the principles of good governance.*

Analysis (i): The RMI has continued to rely on a comprehensive legal framework that supports both traditional and customary laws as well as Western law. Police are in place in the major urban centers (both national and local). Land issues are primarily resolved in the Traditional Court.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective six, emphasis on ensuring that all Marshallese are guaranteed legal rights in both the traditional and non-traditional courts continues to be a priority. Traditional courts will continue to be looked upon to resolve land issues and maintain the traditional and cultural fabric of society. As a result of this short analysis, current priorities are summarized as follows:

- ***Impartial Legal System***
 - ✓ Speedy and impartial law enforcement
 - ✓ Accountable and transparent Judiciary
- ***Traditional and Cultural Responsibility***
 - ✓ Traditional leaders continue to oversee traditional law
 - ✓ Traditional courts continue resolve land issues

Vision 2018 Goal 7- A God Loving People

(i) *Acknowledge spirituality of people and nurtures moral and ethical growth at all levels of society and at the same time respects the diversity of in the religious beliefs in every single citizen of the Marshall Islands.*

Analysis (i): Religion and family values have always played a major role in Marshallese society. These values are reflected in the strong attachment the Marshallese have to the country, the land and all of the people. This has contributed to “nation building” and the strong national identity of the Marshallese.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective seven, emphasis on family spirituality values continues to be an integral part of everyday society. As such, this strong spiritual connection to the land and the people continues to play a critical role in development. As a result of this short analysis, current priorities are summarized as follows:

- ***Maintain Traditional Family and Spiritual Values***
 - ✓ Build patriotism and national identity
 - ✓ Respect religion and maintain peace and harmony in society

Vision 2018 Goal 8 – Respecting Individual Freedom and Fundamental Human Rights

(i) *While safeguarding the rights and freedoms guaranteed under the Constitution, the Marshall Islands wishes to strike a balance by integrating those freedoms with those provided under the traditions of culture.*

Analysis (i): The need to strike a balance of freedoms guaranteed by the RMI Constitution, with those rights granted through tradition and culture, continues to be part of the fabric of Marshallese government and society. The Council of Iroij and other traditional leaders continue to play an important role in this area.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective eight, emphasis on the balance of political and traditional rights and freedoms continues. As a result of this short analysis, current priorities are summarized as follows:

- ***Traditional and Constitutional Freedoms Protected***

- ✓ Active Council of Iroij

Vision 2018 Goal 9 – Respecting Culture and Traditions

(i) *Preserve, strengthen and promote our language, traditional skills, knowledge values and customs to maintain the cultural identity of the Marshallese people.*

Analysis (i): Globalization continues to make it more difficult for people around the world to maintain and pass on traditions and cultures. As the Marshall Islands, like much of the world, becomes more of a melting pot, cultural preservation of language, knowledge, values and customs will become increasingly more difficult. To date, the Marshallese have done a good job at passing on cultural values to younger generations.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective nine, emphasis on cultural preservation, in the RMI and throughout the world, is acknowledged as very valuable. As a result of this short analysis, current priorities are summarized as follows:

- ***Cultural Security***

- ✓ All society active in promoting and preserving Marshallese culture

Vision 2018 Goal 10 – Environmental Sustainability

(i) *Developing a regulatory system that can be enforced with a high degree of compliance at all levels in order to achieve the sustainable development of our natural resources while protecting the environment from any adverse impacts.*

(ii) *Strengthening the relevant institutions and improve procedural mechanisms, so as to be able to secure the optimum support from both international and regional efforts, in minimizing the adverse impact of climate change.*

Analysis (i): The regulatory environment in the Marshall Islands continues to be developed. Regulations regarding environment and resource development are still in the growing stages. Lack of capacity and working resources hinder the expansion of the regulatory environment, however this is an area of continued focus in the Marshall Islands

Analysis (ii): The Marshall Islands has continued to work with regional and international partners with regard to regulations and climate change issues. The RMI efforts in this regard were highlighted in the 2013 Pacific Islands Forum.

National Priorities Moving Forward: With a focus on the issue as stated in Vision 2018, Objective ten, there has been continued focus on a regulatory system that protects the environment while enhancing sustainable development. This, and the continued focus on the impacts of climate change, continues to be important to the RMI. As a result of this short analysis, current priorities are summarized as follows:

- ***Regulatory Compliance Coordinated with Sustainable Development***
 - ✓ Fisheries and marine resources
 - ✓ Water and land resources
 - ✓ Deep Sea Mining
- ***Environmental Security***
 - ✓ Coastal security
 - ✓ Land security
 - ✓ Marine security
- ***Energy Security***
 - ✓ Oil and conventional energy resources
 - ✓ Alternative energy resources

ANNEX 5

HEALTH AND EDUCATION INFORMATION

(RMI 2011 CENSUS)

Health Information from the 2011 RMI Census:

Health Indicators 2011 RMI Census	
Total Fertility Rate (births per women 15–49 years)	
Urban	3.9
Rural	4.6
Total	4.1
Crude Birth rates (per 1000 population)	
Urban	32.9
Rural	30.0
Total	32.1
Mortality (Life Expectancy at Birth)	
Males	71.3
Females	72.5
Infant Mortality (per 1000 Live Births)	
Males	24.0
Females	20.0
Crude Death Rate (per 1000 Population)	
Males	4.0
Females	3.3
Total	3.7

Education Information from the 2011 RMI Census:

Education Indicators 2011 RMI Census	
Education of Population 25 years and Over/(%) of Population 25 years and Over With	
No Education	1.3 %
Grade 1–7	7.9%
Grade 12	24.8%
Some College or Higher	18.1 (%)
School Age Population Attending School	
Ages 6–13	90.5%
Ages 14–18	73.1 %

ANNEX 6

PACIFIC ISLANDS FORUM COMMUNIQUE AND MAJURO DECLARATION

**FORTY-FOURTH PACIFIC ISLANDS FORUM MAJURO, REPUBLIC OF THE
MARSHALL ISLANDS
3–5 SEPTEMBER 2013**

FORUM COMMUNIQUÉ



PACIFIC ISLANDS FORUM SECRETARIAT

FORTY-FOURTH PACIFIC ISLANDS FORUM
Majuro, Republic of the Marshall Islands
3 – 5 September 2013

FORUM COMMUNIQUÉ

The Forty-Fourth Pacific Islands Forum was held in Majuro, Republic of the Marshall Islands, from 3 – 5 September 2013 and was attended by Heads of State and Government of the Cook Islands, Federated States of Micronesia, the Republic of Kiribati, the Republic of Nauru, New Zealand, Niue, Palau, Papua New Guinea, Republic of the Marshall Islands, Samoa, Solomon Islands, Tonga and Tuvalu. The Republic of Vanuatu and Australia were represented by their Deputy Prime Minister and Deputy Leader of the Government in the Senate respectively. New Caledonia and French Polynesia attended the formal session as Associate Members. Timor-Leste, the African, Caribbean and Pacific Group, Asian Development Bank, the United Nations (UN), the Western and Central Pacific Fisheries Commission (WCPFC) and the World Bank attended as Observers. The Council of Regional Organisations of the Pacific (CROP): the Pacific Islands Forum Fisheries Agency (PIFFA); the Pacific Islands Development Program (PIDP); the Pacific Power Association (PPA); the Secretariat of the Pacific Community (SPC); the South Pacific Tourism Organisation (SPTO); the Secretariat of the Pacific Regional Environment Programme (SPREP); and the University of the South Pacific (USP) were represented by their respective Heads of Organisations and senior officials. The Forum Leaders' Retreat was held on Eneko Island on 5 September 2013.

2. Leaders expressed their deep gratitude to the President, the Government and people of the Republic of the Marshall Islands for the excellent arrangements made in hosting the 2013 Leaders' meeting, and for the kind hospitality extended to them during their stay in Majuro.

REVIEW OF THE PACIFIC PLAN

3. Leaders welcomed the briefing provided by Sir Mekere Morauta, the Eminent Person who led the review of the Pacific Plan, on the preliminary findings and recommendations from the review. They thanked Sir Mekere Morauta and his Review Team for their extensive consultation and advisory work over the past year and the in-depth analysis that went into their preliminary findings and recommendations. Leaders looked forward to the Final Review Report of the Review Team to be submitted to the Secretariat by the end of October 2013, for onward transmission to the Leaders.

4. Leaders tasked the Forum Officials Committee to review and consider the Final Review Report once finalised and to report to Leaders on proposed next steps for their consideration at the Special Leaders' Retreat within six months after receipt of the Final Review Report.

PACIFIC PLAN

5. Leaders recognised the key achievements outlined in the 2013 Pacific Plan Annual Progress Report. They endorsed the relevant recommendations of the Forum Disability Ministers Meeting held in Papua New Guinea in October 2012, namely:

- i.) recognising the importance of high-level Pacific representation at the UN High Level Meeting on Disability to be held in New York in September 2013;
- ii.) promoting and ratifying the Convention on the Rights of Persons with Disabilities and developing and implementing national policies and legislation consistent with the Convention; and
- iii.) recognising that a long-term approach is required to support the rights of persons with disability in the Pacific and acknowledging the good work that has been implemented under the Pacific Regional Strategy for Disability.

IMPLEMENTATION OF THE FORUM COMPACT

6. Leaders reviewed and endorsed the findings of the 2013 Pacific Regional MDGs Tracking Report and the 2013 Tracking the Effectiveness of Development Efforts Report and agreed to reinvigorate their commitment to accelerating the achievement of the MDGs and to send out a call to action to their respective key Ministries to double up efforts on areas where MDGs achievement is feasible. Leaders agreed to maintain strong political leadership and commitment, in close collaboration with Ministers of Finance and National Planning, if improvements to planning, budgeting, public financial management and aid management are to be realised and sustained.

THE POST-2015 DEVELOPMENT AGENDA, DEVELOPMENT OF SUSTAINABLE DEVELOPMENT GOALS (SDGs), AND THE THIRD INTERNATIONAL CONFERENCE ON SMALL ISLAND DEVELOPING STATES (SIDS)

7. Leaders reiterated the importance of the discussions on the post-2015 development agenda/SDG and the opportunity for the Pacific to contribute, as well as to shape, the new development paradigm. Leaders renewed their calls for coherence of the parallel processes, ensuring important priorities that are specific to the Pacific, including disaster risk management, culture, and mental health, are included as goals and targets with indicators that are appropriate for Pacific Island Countries and Territories (PICTs).

8. Leaders noted the vital role of CROP agencies in supporting Pacific Island Countries (PICs) to prepare for the SIDS 2014 Conference, and the need for their greater inclusion in the Conference and its preparatory processes. They also emphasised the importance of an open, transparent and inclusive discussion on the post-2015 development agenda/SDGs, and directed that the Pacific position advocated in the global arena must account for all relevant Pacific regional and national meetings/consultations, including directions provided by Forum Ministers.

REGIONAL INFRASTRUCTURE

9. Leaders noted the generous support of Tonga, and of New Zealand and the European Union, in respectively hosting the Pacific Leaders Energy Summit in Tonga and the Pacific Energy Summit in New Zealand, and welcomed the outcomes of these meetings, including commitments made by development partners.

10. Leaders supported the initiative by Tonga to establish a Pacific Regional Data Repository for Sustainable Energy for All (SE4All). Leaders noted that Tonga will launch the SE4All Declaration establishing the Repository in the margins of the 68th Session of the United Nations General Assembly.

11. Leaders also welcomed the proposal by SPC and partner agencies to organise a Pacific Energy and Transport Ministers meeting in 2014. The meeting will assess progress in the implementation of: the commitments made at the two Pacific Leaders' Energy Summits in achieving the United Nation's SE4All objectives; the Leaders' declarations on energy and transport; and the Waiheke Declaration. The meeting will also reaffirm the importance of energy security, energy efficiency, and the promotion of clean and affordable energy.

12. Leaders reaffirmed the importance of infrastructure to the sustainable development of the Pacific, and the need for this to be recognised in the shaping of the post-2015 development agenda/SDGs. They urged development partners to provide ongoing support for the development of integrated Infrastructure and Investment Plans at the national and regional levels and for their utilisation as the basis for priority infrastructure maintenance, development and technical assistance.

13. Leaders requested the Forum Secretariat, in coordination with relevant CROP agencies and development partners, to work with officials to explore various funding models (such as blended finance and public-private partnerships) that will support and improve the ability of the private sector to develop, evaluate, execute and monitor infrastructure projects. They also noted the need to develop and expand Information and Communications Technology (ICT) services in the Pacific, and called for development partners' support for identified priority funding areas, and for regular updates on progress in implementing the regional ICT plan.

REGIONAL FISHERIES

14. Leaders noted progress made in the implementation of their decisions in the fisheries sector. They considered the challenges faced in following Leaders' directives, including slow progress in trade negotiations, limited clarity of CROP agencies' role in SIDS preparations, difficulties in meeting export regulations with limited resources, limited information on coastal activities, limited commitment to sea cucumber stock rebuilding in some countries, and difficulties in working with cyclical funding.

15. Leaders noted the collaboration between PIFFA and the SPC in implementing key initiatives to better support members in pursuing strengthened fisheries governance and economic development, and recognised the resources required to provide ongoing support to these agencies' work and to reduce dependency on donor funding.

16. Leaders urged Forum Island Countries (FICs) to continue to support the work of both organisations in delivering services to FICs in the fisheries sector.

CLIMATE CHANGE

17. Leaders endorsed the *Majuro Declaration for Climate Leadership* which is attached as Annex 1. The Declaration is intended to highlight the Leaders' strong political commitment to be the region of Climate Leaders, and is an effort to spark a new wave of climate leadership that accelerates the reduction and phasing down of greenhouse gas pollution worldwide.

18. Climate change was discussed extensively during the meetings of the Leaders including the Smaller Island States Leaders meeting. Leaders recognised the need for strengthened national systems to plan for, access, deliver, absorb and monitor climate change financing. They called on donors and development partners to report on their climate change financing and how they differentiate or integrate such financing with their ODA allocations, noting New Zealand and Australia’s existing efforts in this regard.

19. Leaders urged donors to continue to simplify and harmonise their assessment, implementation and reporting processes for funding and assistance to reduce the complexity of current arrangements, and reiterated member countries’ preference for using national systems and modalities for channeling climate change finance guided by relevant country owned policies and plans for adaptation, mitigation and risk reduction.

OCEANSCAPE INITIATIVE

20. Leaders noted progress in implementing the Oceanscape initiative, notably the development of a draft implementation plan. Leaders endorsed the concept notes prepared to support the implementation plan, noting that these are subject to further refinement. Leaders also endorsed their use by the Marine Sector Working Group in targeting funding opportunities.

BIODIVERSITY

21. Leaders recalled their decision from their meeting in Rarotonga in 2012 of the importance of effectively dealing with invasive species at both national and regional levels. They agreed that integrated action through effective partnerships was required to actively address the escalating threat of invasive species on Pacific economies and environments, including efforts to enhance climate change adaptation, ecosystem resilience, food security, biological diversity and the development of sustainable economies.

22. Leaders encouraged SPREP and SPC, in collaboration with the Advisory Group of PICTs to further national and regional efforts to eradicate and limit the spread of invasive species.

REGIONAL TRADE

23. Leaders urged FICs that have yet to fully implement the *Pacific Islands Countries Trade Agreement* (PICTA) and to ratify the PICTA Trade In Services Protocol to do so with urgency. They directed trade officials to actively build on the substantial progress made in the PACER Plus negotiations as directed by Forum Trade Ministers. Leaders further directed trade officials to continue to work with the European Union in concluding the negotiations on the Economic Partnership Agreement with the European Union. Leaders also noted the “Regional Culture Strategy – Investing in Pacific Cultures 2010–2020”.

REGIONAL EDUCATION

24. Leaders acknowledged with gratitude funding from the Governments of Australia and New Zealand for the Pacific Education Development Framework (PEDF). The Framework provides an overarching strategy to guide investments and initiatives in education across the region and at the country level. Leaders encouraged development partners to increase funding for the PEDF to deliver more effective educational outcomes at the national and regional level.

REGIONAL HEALTH INITIATIVES

25. Leaders noted progress made by PICTs in addressing the Non-Communicable Disease (NCD) crisis and endorsed further actions recommended through the Apia Communiqué by the 10th Pacific Ministers of Health Meeting and the 2013 Forum Economic Ministers Meeting Action Plan. Leaders also acknowledged the significant changes proposed for the governance of regional health developments, including:

- i.) the development of a framework to guide health development in the Pacific and its sustainable financing, which will include major interventions outside the health sector;
- ii.) the establishment of an annual consultative process involving the Heads of health ministries or departments, which will provide overall governance for the regional health sector and consider the strategic priorities and related policy issues, and advise Health Ministers accordingly;
- iii.) the closer alignment of the health development process to Forum processes; and
- iv.) the involvement of the Forum Secretariat, together with the SPC and the World Health Organisation, in supporting the health development process.

26. Leaders noted that regional investments in responses to NCDs have helped countries establish policy and programme settings and urged increased country-level investment and accountability. Leaders also recognised the importance of sports in addressing NCDs and noted the 3rd Pacific Islands Sports Ministers Meeting Communiqué adopted at Wallis and Futuna.

REGIONAL GENDER INITIATIVES

27. Leaders recognised progress made in implementing the Pacific Leaders' Gender Equality Declaration over the past year. Progress included the enactment of national enabling legislation of the *Convention on Elimination of All Forms of Discrimination Against Women* in some FICs, introduction of specific measures to increase women's representation in parliament and local government, enactment of domestic violence legislation, and improvement in access to education for girls and women. All these were captured in the Pacific Regional MDG Tracking Report, which was focused on gender.

28. Leaders called for accelerated efforts to fulfill the Pacific Leaders' Gender Equality Declaration priorities, with specific focus on: addressing gender inequalities; supporting women with disabilities; adopting temporary special measures to improve women's access to employment and economic opportunities; and improving sexual reproductive health services. Leaders agreed to continue to support the integration of gender equality and women's empowerment into sustainable development policies and decisions.

REGIONAL ASSISTANCE MISSION TO SOLOMON ISLANDS (RAMSI)

29. Leaders commended the joint achievements made by the Solomon Islands Government and RAMSI to date. They also noted the progression of RAMSI to a regional policing mission with the withdrawal of its military component, and the shift of RAMSI's civilian development initiatives to bilateral and other donor programmes from 1 July 2013.

30. Leaders noted and supported the recommendations of the 7th Meeting of the Forum Ministerial Standing Committee on RAMSI relating to the future oversight of RAMSI activities, and agreed that the Forum Ministerial Standing Committee on RAMSI will not be required to meet again. They also agreed that the Enhanced Consultative Mechanism (ECM) on RAMSI meet in 2014 to review developments over the year and

make recommendations on future arrangements, and that the report of the 2014 ECM on RAMSI be conveyed to the Forum Leaders through the Forum Regional Security Committee and the Forum Officials Committee.

31. Leaders acknowledged with appreciation ongoing financial assistance provided by the New Zealand Government, and the generous and substantial financial commitment by the Government of Australia of AUD499.8 million as continued funding for RAMSI and its successor programmes from 2013 to 2017.

32. Leaders commended with gratitude the assistance provided by all Forum contributing countries towards RAMSI and the Solomon Islands over the last ten years. They noted the experience gained by contributing police personnel and expressed the hope to build on this by countries contributing to future regional and international operations.

33. Leaders also noted the independent review of RAMSI commissioned by the Solomon Islands Government and its intention to present the findings to Forum members in the future.

FIJI

34. Leaders noted the Forum's ongoing work to encourage and support Fiji's return to parliamentary democracy in accordance with the Biketawa Declaration and reiterated the Forum's intention to remain engaged with Fiji. They also noted progress made towards democratic elections to be held no later than September 2014 in line with the Forum's principles, and the reiteration of assurances by the Government to the Forum Ministerial Contact Group on Fiji (MCG) that there would be no media restrictions in relation to the constitutional consultation process, and that elections would be free and fair.

35. Leaders noted the expectations of the people of Fiji and the international community for free and fair elections achieved through: a constitution that credibly reflects public views; an independent elections oversight mechanism and election monitoring; free and fair participation by political parties in the electoral process with fair and timely registration; independent election monitoring; freedom of expression, media and assembly in election preparations; and a general acceptance of the election outcome by the people of Fiji.

36. Leaders reaffirmed their longstanding offer to support Fiji's early return to parliamentary democracy, including through the provision of appropriate assistance, consistent with the Forum's underlying principles and values for respect for democracy, good governance and the rule of law. Leaders welcomed the successful visit of the Forum Ministerial Contact Group on Fiji on 12 April 2013 and considered the Group's report to Forum Leaders, including the MCG Chair's additional report on the situation in Fiji since the Group's visit in April 2013.

37. Leaders welcomed the report by the MCG that Fiji has continued to make progress towards holding national elections by September 2014.

38. Leaders welcomed the release of Fiji's new constitution on 22 August 2013, and its imminent approval by the President of Fiji. They noted that this was an important step towards free and fair elections.

39. Leaders expressed a commitment to revisit Fiji's suspension from the Forum after free and fair elections in accordance with guidance from the Special Leaders' Retreat in 2009 and the expectations set by the MCG during their visit in April 2013, and looked forward to inviting Fiji back to the Leaders' Meetings.

TRANSNATIONAL AND BROADER SECURITY ISSUES

40. Leaders noted the ongoing threats to the region including from transnational organized crime groups.

They emphasised the importance of interagency cooperation and information sharing at national, regional and international levels to prevent and mitigate these threats, and acknowledged the work by regional law enforcement agencies.

41. Leaders also noted the ongoing threats posed by Unexploded Ordnance (UXO) and the activities undertaken to implement the Regional Unexploded Ordnance Strategy. Leaders encouraged Members, the Forum Secretariat, development partners, international bodies and clearance service providers to continue coordinating efforts to assist affected communities.

42. Leaders welcomed the *Agreement on Strengthening Implementation of the Niue Treaty on Cooperation in Fisheries Surveillance and Law Enforcement in the South Pacific*. They encouraged Members to sign and ratify the Agreement to allow its entry into force, enhancing fisheries and wider law enforcement activities, and facilitate sharing of fisheries data and intelligence.

43. Leaders commended the constructive role played by Forum Member States of the United Nations in the UN negotiations for an *Arms Trade Treaty* (ATT), consistent with the call by Forum Leaders in 2011 for Members to „ensure a strong and proactive voice in ATT negotiations’. They recalled the strong common position taken on the ATT by the Forum and the Treaty’s recent adoption and opening for signature in New York. Leaders welcomed the number of Forum members who had already signed the ATT and noted New Zealand’s intention to draft model implementing legislation and to invite Forum members to attend a regional workshop to discuss this later this year. Leaders encouraged all Forum and United Nations members to consider signing the ATT as soon as practicable.

44. Leaders encouraged all States to sign and ratify the *Comprehensive Nuclear-Test-Ban Treaty* (CTBT) as a practical step towards nuclear disarmament, and noted the practical value and potential of the CTBT verification system, including for earthquake and tsunami warning networks in the Pacific.

45. Leaders also welcomed the outcomes of the inaugural South Pacific Defence Ministers Meeting in Nuku’alofa, Tonga, including the importance of integrating the dialogue into the wider regional architecture.

46. Leaders were informed of the region’s progress in addressing corruption through increased engagement with the *United Nations Convention Against Corruption* (UNCAC), and committed to increasing efforts to address corruption, including through ratification and implementation of UNCAC.

47. Leaders noted the establishment of a Pacific Islands Forum Reference Group on Women, Peace and Security to monitor and oversee the implementation of the Regional Action Plan on Women, Peace and Security, which seeks to increase the participation of women in preventing, managing, and resolving conflicts. They also acknowledged the work of the Pacific Islands Forum Reference Group to Address Sexual and Gender Based Violence (SGBV) and reinforced that all forms of SGBV should not be tolerated, and that police and community agencies have an important role in addressing SGBV.

48. Leaders noted the range of work being undertaken at the regional level to mainstream youth issues, increase youth training and employment and support youth participation in conflict prevention.

RADIOACTIVE CONTAMINANTS IN THE REPUBLIC OF THE MARSHALL ISLANDS

49. Leaders recalled that the Republic of the Marshall Islands was placed by the international community under the trusteeship of the United Nations administered by the United States of America, both of which

therefore have ongoing obligations to encourage a final and just resolution for the Marshallese people. They welcomed the recommendations in the Special Rapporteur's report submitted to the UN Human Rights Council in September 2012 following the Special Rapporteur's missions to the Republic of the Marshall Islands and the United States of America in March and April 2012.

50. Leaders supported bilateral and multilateral action to assist the Republic of the Marshall Islands in its efforts to engage the United States towards a justified resolution to the U.S. Nuclear Testing Programme and considered submitting letters to the U.S. Government urging the United States to take action to meaningfully address the ongoing impacts resulting from the U.S. Nuclear Testing Programme, and to the United Nations Secretary-General to address the ongoing impacts of nuclear testing in the Pacific.

51. Leaders also agreed to stand in solidarity with the people of the Republic of the Marshall Islands as they face the challenges of overcoming the nuclear legacy.

POST-FORUM DIALOGUE PARTNERS

52. Leaders agreed to admit Cuba as the fifteenth Post-Forum Dialogue Partner, and noted that they will attend the 2014 Post-Forum Dialogue Plenary.

53. Leaders agreed to defer consideration of Spain's application for Post-Forum Dialogue membership to their next meeting.

NEW CALEDONIA

54. Leaders welcomed the successful visit of the Forum Ministerial Committee to New Caledonia on 17–19 July 2013, and endorsed the Forum Chair's report on the visit.

SIXTH PACIFIC LEADERS MEETING (PALM 6)

55. Leaders welcomed Japan's support for the Pacific Islands Forum and its intention to promote coordination between the Pacific Islands Forum and the PALM processes to further enhance cooperation with the Pacific region. Leaders welcomed Japan's initiative to hold the second Ministerial Interim Meeting in 2013 in order to monitor and evaluate the implementation of the key PALM 6 outcomes.

COUNTRY INITIATIVES

56. Leaders noted the Prime Minister of the Cook Islands' briefing on, and agreed to monitor, the Nansen Initiative and Ocean 21 initiative.

CANDIDACIES

57. Leaders reaffirmed support for New Zealand's candidature for the United Nations Security Council to maintain a Pacific voice in the world's primary body to address international peace and security. Australia thanked Forum members for their support in its successful bid for United Nations Security Council membership.

OUTCOMES OF THE SIS LEADERS MEETING

58. Leaders endorsed the outcomes of the SIS Leaders Meeting held in Majuro on 3 September 2013.

OTHER MATTERS

59. Leaders noted with concern the situation in Syria. They expressed their abhorrence at the use of chemical weapons by the Syrian Government. They called on all members of the United Nations Security Council, individually and collectively, to provide leadership in resolving this significant threat to international peace and security and to holding the Syrian Government to account for its actions.

APPRECIATION

60. Leaders commended the outgoing Chair, Honourable Henry Puna, Prime Minister of Cook Islands, and his Government for their leadership of the Forum over the past year.

VENUE FOR NEXT MEETING

61. Leaders welcomed the offer of the Republic of Palau to host the 2014 Forum.

Pacific Islands Forum Secretariat
Eneko Island, Republic of the Marshall Islands
5 September 2013.

MAJURO DECLARATION FOR CLIMATE LEADERSHIP

1. Climate change has arrived. It is the greatest threat to the livelihoods, security and well-being of the peoples of the Pacific and one of the greatest challenges for the entire world.
2. There is an overwhelming scientific consensus that escalating greenhouse gas emissions continue to cause the sharp rise in average global temperatures over the past century, the alarming acidification of our oceans, the rapid loss of polar sea ice, sea-level rise, and the striking incidence of more frequent and extreme weather events all over the world.
3. On 9 May 2013, atmospheric concentrations of carbon dioxide measured near the summit of Mauna Loa in Hawai'i exceeded 400 parts per million for the first time since measurements began. In crossing this historic threshold, the world entered a new danger zone. Unless we quickly change course, global average temperatures are projected to rise by 4°C or more above pre-industrial levels by the end of the Century, resulting in unprecedented human and environmental impacts.
4. We, the Leaders of the Pacific Islands Forum, underline the need for urgent action at all levels to reduce greenhouse gas emissions commensurate with the science and to respond urgently and sufficiently to the social, economic and security impacts of climate change to ensure the survival and viability of all Pacific small island developing States, in particular low-lying atoll States, and other vulnerable countries and regions worldwide.
5. At the same time, we recognize that the necessary energy revolution and economic transformation to low-carbon development is an unprecedented opportunity to enhance our security, protect and ensure the sustainability of our natural resources and environment, and to improve our people's health.

Our Responsibility to Act

6. We confirm the responsibility of all to act to urgently reduce and phase down greenhouse gas pollution in order to avert a climate crisis for present and future generations.
7. The responsibility of all to act falls to every government, every company, every organization and every person with the capacity to do so, both individually and collectively.

Our Commitment to be Climate Leaders

8. We commit to be Climate Leaders.
9. To lead is to act. In supporting this Declaration, a government, economic entity, company, civil society organization or individual commits to **demonstrate climate leadership** through action that contributes to the urgent reduction and phase down of greenhouse gas pollution.
10. Recognizing our unique vulnerability to climate change, the predicted catastrophic impacts on the security and livelihoods of our people, and the significant benefits that come with our transition to renewable, clean and sustainable energy sources, we, the Leaders of the Pacific Islands Forum, confirm our climate leadership in the form of the commitments listed at the end of this Declaration. We also want to do more.
11. We call on our partners to enhance, accelerate and ensure the effective delivery of their support for the design and implementation of the commitments of the Pacific small island developing States.

12. We also call on others, in particular our Post-Forum Dialogue Partners, to contribute to the urgent reduction and phase down of greenhouse gas pollution. Those who support this Declaration will list specific commitments that contribute more than previous efforts to the urgent reduction and phase down of greenhouse gas pollution, and will submit them to the Chair of the Pacific Islands Forum for listing with this Declaration.

13. This Declaration is a platform for an upward spiral of action to urgently reduce and phase down greenhouse gas pollution. Those who support this Declaration are strongly encouraged to continue to scale-up their efforts by submitting for listing further specific commitments that contribute more than previous efforts to the urgent reduction and phase down of GHG pollution.

14. In addition, we commit to accelerate and intensify our efforts to prepare for and adapt to the intensifying impacts of climate change, and to further develop and implement policies, strategies and legislative frameworks, with support where necessary, to climate-proof our essential physical infrastructure, adapt our key economic sectors and ensure climate-resilient sustainable development for present and future generations.

15. This Declaration will be presented by the Chair of the Pacific Islands Forum to the Secretary-General of the United Nations as a contribution to his efforts to catalyze ambitious climate action and mobilize political will for a universal, ambitious and legally-binding climate change agreement by 2015.

16. This Declaration and the actions under it are intended to complement, strengthen and augment processes under way and commitments already made, including those under the United Nations Framework Convention on Climate Change and its Kyoto Protocol.

17. We agree to review the status and implementation of this Declaration at the 45th Pacific Island Forum Leaders' meeting.

Adopted in Majuro, the Republic of the Marshall Islands, on this, the 5th day of September, 2013

Country	Subject of Commitment	Target or action	Where reflected	Year
Australia	Emissions reductions	<p>Australia will unconditionally reduce its emissions by 5% below 2000 levels by 2020, and by up to 15% by 2020 if there is a global agreement which falls short of securing atmospheric stabilization at 450 ppm carbon dioxide equivalent (CO2-eq) under which major developing economies commit to substantially restrain emissions and advanced economies take on commitments comparable to Australia's. Australia will reduce its greenhouse gas emissions by 25% on 2000 levels by 2020 if the world agrees to an ambitious global deal capable of stabilising levels of greenhouse gases in the atmosphere at 450 ppm CO2-eq or lower</p>	<p>Letter of 27 January 2010 from Australia's Minister for Climate Change and Water to UNFCCC Executive Secretary: http://climatechange.gov.au/sites/climatechange/files/files/UNFCCC_C-letter-Jan-2010.pdf</p>	2010
Cook Islands	Renewable Energy	<p>20% of electricity generation from renewables by 2020.</p> <p>50% of inhabited islands electricity needs to be provided by renewable energy in 2015, and 100% by 2020, through implementing the Cook Islands Renewables Energy Chart with key strategies that:</p> <ol style="list-style-type: none"> 1. Ensure the use of proven renewable electricity technology options 2. Ensure the policy and regulatory environment is aligned with the 50% by 2015 and 100% by 2020 renewable energy goal 3. Ensure ongoing education, awareness and advocacy for renewable energy and energy efficiency 4. Strengthen the required capacity to implement the Cook Islands renewable energy targets 	<p>Australian Government, Department of Industry, Innovation, Climate Change, Science, Research, and Tertiary Education website, at http://www.climatechange.gov.au/reducing-carbon/renewableenergy/renewable-energy-target</p>	2013

Federated States of Micronesia	Emissions reduction Renewable Energy	<ul style="list-style-type: none"> • Decrease the import and use of imported petroleum fuels by 50% by 2020. • 10% of electricity in urban centres and 50% in rural areas will be generated using renewable energy sources by 2020. • FSM will have a net gain of area covered by forests between now and 2020. • FSM will have a net gain of area and health status of coral reefs between now and 2020 • FSM will remain a net importer of GHG through 2020. 	FSM Strategic Development Plan (2004-2013), pp. 301-305, available at http://www.mra.fm/pdfs/news_StrategicPlan.pdf	2004
Kiribati	Renewable Energy	<p>Fuel reduction target for electricity generation in Kiribati by 2025:</p> <ol style="list-style-type: none"> 1. South Tarawa: 45% 2. Kiritimati: 60% 3. Rural public infrastructure: 60% 4. Rural public and private institutions: 100% 	IRENA profile on Kiribati, available at http://www.irena.org/REmaps/countryprofiles/kiribati.pdf	
Nauru	Renewable Energy	50% of electricity generation to be provided by renewable energy by 2020. Long-term milestone -Viable power generating capacity including alternative renewable energy sources by 2025.	Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Change/BarbadosDeclaration-2012.pdf	2012

New Zealand	Emissions reduction	Reduce emissions by 5 per cent below 1990 levels by 2020	<p>http://www.beehive.govt.nz/release/new-zealand-commits-2020-climate-change-target</p>	2012
	Emissions reduction	<p>New Zealand is prepared to take on a GHG emissions reductions target of between 10 per cent and 20 per cent below 1990 levels by 2020, if there is a comprehensive global agreement. This means that:</p> <ol style="list-style-type: none"> 1. The global agreement sets the world on a pathway to limiting temperature rise to no more than 2° C; 2. Developed countries make comparable efforts to those of New Zealand; 3. Advanced and major emitting developing countries take action fully commensurate with their respective capabilities; 4. There is an effective set of rules for land use, land-use change and forestry (LULUCF); and 5. There is full recourse to a broad and efficient international carbon market. 	<p>UN document FCCC/SB/2011/Inf.1/Rev.1, p. 6, available at http://unfccc.int/resource/docs/2011/sb/eng/inf01r01.pdf</p>	2010
	Emissions reduction	<p>The Emissions Trading Scheme is New Zealand's primary tool to help reduce New Zealand's emissions and help New Zealand meet its international obligations under the United Nations Framework Convention on Climate Change (UNFCCC). The NZ ETS has ensured New Zealand will meet its binding emissions reduction commitment under the first commitment period of the Kyoto Protocol. It will be a key tool to help NZ meet its 2020 target and any future targets, and will continue to develop through a series of independent reviews.</p>	<p>http://www.climatechange.govt.nz/emissions-trading-scheme/</p>	2008
	Renewable energy	<p>New Zealand quantitative renewable energy targets are:</p> <ol style="list-style-type: none"> 1. 90% of electricity generation from renewable sources by 2025 (in an average hydrological year), providing this does not affect security of supply. 2. By 2025, utilise up to 9.5 PJ per year of energy from woody biomass or direct use geothermal additional to that used in 2005. 	<p>New Zealand Energy Strategy 2011–2021 and New Zealand Energy Efficiency and Conservation Strategy 2011–2016 http://www.med.govt.nz/sectorsindustries/energy/strategies</p>	2011

Niue	Renewable Energy	100 % of electricity generation from renewable by 2020	IRENA country profile for Niue, available at http://www.irena.org/REmaps/countryprofiles/pacific/niue.pdf	2011
Palau	Energy Access Renewable Energy Energy Efficiency	<p>Deliver clean, secure and affordable energy for all citizens of Palau while treating the environment responsibly. Respond to the risk of climate change by adaptation to changes and by mitigation through reducing greenhouse gases caused by the production and use of energy.</p> <p>A vision for a reliable and resilient energy sector delivering sustainable low emission energy services by:</p> <ol style="list-style-type: none"> 1. Providing clear policy direction on the future of Palau's energy sector 2. Appropriate regulations to secure energy services at competitive prices 3. Maximizing cost efficient energy efficiency and renewable energy resources and conservation of energy while safeguarding the environment 4. Promoting environmentally sustainable energy technologies with the aim to substitute fossil fuels 5. Supporting consumers through the transition towards renewable energy <p>20% contribution of renewable energy to the energy mix by 2020. 30% reduction in energy consumption through energy efficiency and conservation</p>	<p>IRENA country profile for Niue, available at http://www.irena.org/REmaps/countryprofiles/pacific/niue.pdf</p> <p>Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Change/BarbadosDeclaration-2012.pdf</p> <p>Palau Strategic Action Plan Energy Sector, p. 9, available at http://www.rep5.eu/files/pages/file/Palau/ESSAP%20Final%20Draft.pdf</p>	2012 2009
Papua New Guinea	Emissions Reduction	Decrease GHG emissions at least 50% before 2030 while becoming carbon neutral before 2050.	UN Document FCCC/AWG/LCA/2011/INF.1, pp. 38–40, available at http://unfccc.int/resource/docs/2011/awg/lca14/eng/inf01.pdf	2011

<p>Republic of the Marshall Islands</p>	<p>Emissions Reduction Renewable Energy Energy Efficiency Energy Access</p>	<p>Pursuant to the Republic of Marshall Islands 2009 National Energy Policy and Energy Action Plan, the 2011 National Climate Change Policy Framework and Joint National Action Plan (for climate change adaptation, energy security and disaster risk reduction), and the Green Energy Micronesia initiative:</p> <ol style="list-style-type: none"> 1. A 40% reduction in CO2 emissions below 2009 levels by 2020; 2. Electrification of 100% of urban households and 95% of rural outer atoll households by 2015; 3. The provision of 20% of energy through indigenous renewable resources by 2020; 4. Improved efficiency of energy use in 50% of households and businesses, and 75% of government buildings by 2020; 5. A 20% efficiency improvement in transportation sector fuel use by 2020; 6. Feasibility studies and internationally supported financing plans for innovative 'game-changing' renewable energy and sustainable development opportunities including Majuro atoll waste-to-energy and Kwajalein/Ebeye atoll OTEC plants undertaken by 2015 	<p>Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Change/BarbadosDeclaration-2012.pdf</p>	<p>2012</p>
<p>Emissions Reduction</p>	<p>Emissions Reduction</p>	<p>40% reduction of CO2 emissions below 2009 levels by 2020, pursuant to the 2009 National Energy Policy and Energy Action Plan, and with subject to the provision of adequate international support.</p>	<p>UN Document FCCC/AWG/LCA/2011/INF.1, p. 30, available at http://unfccc.int/resource/docs/2011/awglca14/eng/inf01.pdf</p>	<p>2010</p>

2012	<p>Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climat%20Change/BarbadosDeclaration-2012.pdf</p> <p>http://www.mof.gov.ws/Portals/195/Energy/Samoa%20Energy%20Sector%20Plan-Final%20Version-Master.pdf</p>	
<p>1. To reduce the growth rate in the volume of imported fossil fuels by 10% by 2016. The high level indicators for this overarching goal/objective are:</p> <ol style="list-style-type: none"> Energy Sector Plan launched and implemented with at least 75% of targets achieved by 2016; Increase in the contribution of RE to total energy consumption by 10% by 2016; Increase in the supply of RE for energy services by 10% by 2016; <p>2. Increase Public and Private investment on Renewable Energy in transport fuels and electricity generation.</p> <p>3. Energy regulatory function established.</p>	<p>Renewable Energy</p> <p>Energy Efficiency</p>	<p>Samoa</p>
<p>Rio+20 website, indicating voluntary commitment by Solomon Islands under the Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at: http://www.uncsd2012.org/index.php?page=view&type=1006&menu=153&nr=250</p> <p>IRENA country profile for Solomon Islands, available at http://www.irena.org/REmaps/countryprofiles/pacific/SolomonIslands.pdf</p>	<p>1. Replace current use of imported fossil fuel for electricity generation by 100% by Year 2030</p> <p>2. Increase access to reliable, affordable and stable electricity grid by 50% from the current 12% by Year 2030</p> <p>3. Reduce the price of electricity by half the present tariff by 201</p> <p>4. Increase access to Solar-Home-Systems by remote rural dwellers located far from electricity grid from current 8.7% to 30% by Year 2020.</p> <p>50% of electricity generation from renewable by 2015</p>	<p>Energy Access</p> <p>Renewable Energy</p> <p>Energy Efficiency</p> <p>Renewable Energy</p>

Tonga	Renewable Energy Energy Efficiency Energy Access	<ol style="list-style-type: none"> 1. To reduce Tonga’s greenhouse gas emissions and improve energy security through 50% renewable energy mix in the Energy Transformation sector by the end of the Tonga Energy Roadmap 2010–2020 [TERM] implementation period. 2. To improve efficiency of electricity supply and demand sides by 18% by the end of the TERM implementation period. 3. All Tongans shall access to clean, reliable and affordable energy services by the end of TERM implementation period. Establish phased, comprehensive set of action plans to put in place a long-term institutional arrangement, which provides strong leadership and coordination of energy sector activities. 	Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Change/BarbadosDeclaration-2012.pdf	2012
Tuvalu	Renewable Energy Energy Efficiency	<ol style="list-style-type: none"> 1. Power Generation - 100% renewable energy between 2013 and 2020 2. Implementation Principles -Solar PV 60 - 95% of demand -Wind 0 - 40% of demand (if feasible) -Biodiesel 5% of demand (import) Energy Efficiency - improvements of 30% of current annual demand of Funafuti. 	Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS), available at http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/Climate%20Change/BarbadosDeclaration-2012.pdf	2012
Vanuatu	Renewable Energy	<p>100% of energy from renewables. 40% of power generation through renewable by 2015 65% power generation through renewable by 2020</p>	IRENA country profile for Vanuatu, available at http://www.irena.org/REmaps/countryprofiles/pacific/vanuatu.pdf	

ANNEX 7

ADB TECHNICAL ASSISTANCE

ADB TECHNICAL ASSISTANCE

The Asian Development Bank (ADB) is providing a three year Capacity Building Technical Assistance (TA) to be used in the NSP monitoring and implementation phase, following the approval of the NSP. The TA includes capacity building for EPPSO and for RMI government ministries/agencies.

The central focus of the TA is capacity development. As per EPPSO recommendations, the advisor will be working under the guidance of EPPSO, and also working closely with EPPSO staff and relevant government ministries/agencies to support the development of processes and systems necessary to implement and monitor the NSP. Specifically, the advisor will focus on the following tasks and activities:

- (i) Work directly with EPPSO staff in order to build the capacity of EPPSO staff (specifically, the Performance Monitoring, Evaluation and Aid Coordination Division Head) with regard to M&E, reporting and strategic development planning by providing mentoring and skills transfer through on-the-job training and other capacity building methods.
- (ii) With EPPSO staff, build the capacity of relevant government ministry/agency staff in strategic development planning, M&E, data collection and reporting by providing mentoring and skills transfer through on-the-job training and other capacity building methods.
- (iii) Support the formulation or revisions of ministries/agencies three-year rolling strategic plans that are being used to implement ministry objectives and track progress against the NSP; and further support data collection in the ministries that track progress with regard to national planning objectives.
- (iv) Strengthen the capacity of EPPSO and other ministry/agency staff with regard to M&E of the NSP plan by:
 - (a) Developing a system to track progress using the indicators related to the objectives of the NSP.
 - (b) Producing an annual progress report on NSP implementation and progress.

ANNEX 8

CORE INDICATORS

EPPSO will use a mix of core indicators during the monitoring of the NSP. The core indicators will continue to be reviewed for relevance to the development objectives of the RMI NSP.

	Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator		Comments/ Notes
						Status	Reporting Year	
1	Poverty Reduction							
1.1	Proportion of the population living under the Basic Needs Poverty Line	Governance	Poverty Reduction					
1.2	Poverty Gap Ratio	Governance	Poverty Reduction	MDG report 2009	No			
1.3	Poverty Gap Ratio Squared	Governance	Poverty Reduction					
1.4	Gini coefficient	Governance	Poverty Reduction					
1.5	Share of the poorest quintile in national consumption	Governance	Poverty Reduction					
1.6	Number of theft related crimes	Governance	Law and Justice	MOJ	Yes		Process of Compiling	
1.7	Proportion of the population living in informal settlements or insecure land tenure	Governance	Poverty Reduction	N/A			N/A	
1.11	Prevalence of underweight children under five years of age	Social	Health	MOH	Yes		Process of Compiling	
1.12	Proportion of the population living under the food poverty line	Governance	Poverty Reduction					
1.13	Food poverty gap ratio	Governance	Poverty Reduction					

Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator		Comments/ Notes
					Status	Reporting Year	
2							
<i>Achieve full and productive employment</i>							
2.1	Economic	Poverty Reduction	Census/EPPSO	Yes	40%	2011 CPH	Employment to working population ratio
2.2	Governance	Poverty Reduction			N/A		
2.3	Economic	Financial/ Employment	Census/EPPSO	Yes	28%	2011 CPH	
2.4	Economic	Financial/ Employment		Yes	60%	2011 CPH	
2.5	Economic	Financial/ Employment			94%	2011 CPH	Assuming all paid work pay income taxes
2.6	Economic	Financial/ Employment	MISSA	Yes	Compiling		Social Security
2.7	Economic	Financial/ Employment	MISSA	Yes	Compiling		
2.8	Economic	Financial/ Employment	SBDC	Yes	Compiling		
2.9	Economic	Financial/ Employment	EPPSO	No	Compiling		
2.10	Economic	Financial/ Employment	NTC	No	N/A		Is there a RMI National Employment Centre?
2.11	Economic	Financial/ Employment	NTC	No	N/A		Is there a RMI National Employment Centre?
2.12	Economic	Financial/ Employment	NTC	No	N/A		Is there a RMI National Volunteer Scheme?
2.13	Economic	Financial/ Employment	NTC<	No	N/A		Is there a RMI National Volunteer Scheme?

	Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator	Reporting Year	Comments/ Notes
3	Economic growth					Status		
3.1	GDP and GNI by industry	Economic	Financial Services	EPPSO	Yes		GDP: 144.4m; GNI: 172.5m (FY2010), GDP: 145.6m; GNI: 175.3m (FY2011)	At constant prices
	Inflation rate	Economic	Financial Services	EPPSO		5.8%	2011	
3.2	Growth rate of GDP and GNI per capita	Economic	Financial Services	EPPSO	Yes	GDP: 0.8%; GNI: 16%	2011	
3.3	Balance of trade – Imports as a proportion of exports	Economic	Trade	EPPSO	Yes	-10.6	-10.6	
3.31	Principle imports	Economic	Trade	EPPSO	Yes	Process of Compiling		
3.32	Principle exports	Economic	Trade	EPPSO	Yes	Process of Compiling		
3.33	Main destination of imports	Economic	Trade	R&D	Yes	Process of Compiling		
3.34	Main destination of exports	Economic	Trade	R&D				
3.35	Total value of exports	Economic	Trade	EPPSO	Yes	50.1 mil	2011	
3.36	Total value of imports	Economic	Trade	EPPSO	Yes	118.7 mil	2011	
3.37	Number and value of FDB loans for small business development	Economic	Financial Services	EPPSO	No	N/A		
3.38	Revenue generated from VAT, income tax and corporate tax, duty and tariffs	Economic	Financial Services	EPPSO	Yes	28,243	FY2010	
3.4	Fuel bill by energy source	Infrastructure	Energy	EPPSO				
3.5	Energy consumption by fuel source and by industry	Infrastructure	Energy	EPPSO				
3.6	Proportion of energy consumption that is produced locally by fuel source	Economic	Energy	EPPSO				
3.7	Revenue from fisheries as a proportion of the sale value of the catch	Economic	Marine Resources/Fisheries/Deep Sea Mining	EPPSO				
3.8	Number of visitor arrivals	Economic	Tourism	MIVA	Yes	4,559	2010	
3.9	Average number of days tourists stay in country	Economic	Tourism	MIVA	Yes	6	2006	
3.10	Hotel occupancy rate	Economic	Tourism	MIVA				
3.11	Total copra production	Economic	Copra/Agriculture/Food Security	RMI Statistical Yearbook	Yes	4,646 Tons	2006	Copra instead of sugar production
3.12	Total value of copra production	Economic	Copra/Agriculture/Food Security	RMI Statistical Yearbook	Yes	\$1,115	2006	Copra instead of sugar production
3.14	Total export of copra production by trading partner	Economic	Trade	N/A	No	N/A		Copra instead of sugar production

Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator		Comments/ Notes
					Status	Reporting Year	
3							
<i>Economic growth</i>							
3.14	<i>Economic</i>	<i>Financial Services</i>					
3.15	<i>Economic</i>	<i>Financial Services</i>					
3.16	<i>Economic</i>	<i>Financial Services</i>	MOF/ EPPSO				
3.17	<i>Economic</i>	<i>Financial Services</i>	MOF/ EPPSO				
3.18	<i>Economic</i>	<i>Financial Services</i>	MOF/ EPPSO				
3.19	<i>Economic</i>	<i>Financial Services</i>	MOF/ EPPSO				

	Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator	Reporting Year	Comments/ Notes
4	Education					Status		
4.1	Gross enrolment ratio in primary and secondary education	Social	Education	MOE	Yes	83.4%	SY2005/06	Calculations based on '99 census
4.2	Net enrolment ratio in primary and secondary education	Social	Education	MOE	Yes	Primary: 90.5%; Secondary 73.1%	2011 CPH	
4.3	Survival rates (by grade and sex)	Social	Education		Yes		29%	
4.4	Repetition rates (by grade and sex)	Social	Education	MOE	Yes			
4.5	Drop-out rates (by grade and sex)	Social	Education	MOE	Yes	Primary to High School: 58%	Between SY1997–SY2008	
4.6	Truancy rates in primary and secondary	Social	Education	MOE	Yes	Process of compiling		
4.7	Secondary entrance pass rates	Social	Education	MOE	Yes	55%	SY2008	
4.8	Proportion of pupils starting grade 1 who reach last grade of primary	Social	Education	MOE	Yes	75%	Between SY2001–SY2008	
4.9	Student-to-teacher ratio	Social	Education	MOE	Yes	Primary: 14; Secondary: 14	SY05/06	
4.10	Literacy rate of 10+ years old	Social	Education	MOE	Yes	98%	2011 CPH	
4.11	Proportion of schools with formal accreditation	Social	Education	MOE		In Development		
4.12	Proportion of schools with formal accreditation in teaching	Social	Education	MOE		In Development		
4.13	Number of TVET programs	Social	Education	MOE/CMI/NTC	Yes	Process of compiling		
4.14	Number of students enrolled in TVET programs (by trade category)	Social	Education	MOE/CMI/NTC	Yes	Process of compiling		
4.15	Public expenditure on education as a percentage of GNI and GDP and as a percentage of total government expenditure	Social	Education	MOE/CMI	Yes	Process of compiling		
4.16	Number of registered early child learning centers, primary schools, secondary schools, primary and secondary schools	Social	Education	SY/EPPSO/MOE	Yes	Process of compiling		
4.17	Number of preschool, primary school and secondary school aged children	Social	Education	MOE/EPPSO	Yes	18,241		

	Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator	Reporting Year	Comments/ Notes
5	Child Health					Status		
5.1	Under five mortality rate	Social	Health	MOH	Yes	25	2012	
5.2	Number of under-five deaths	Social	Health	MOH	Yes	33	2012	
5.3	Infant mortality rate	Social	Health	MOH	Yes	20	2012	
5.4	Number of infant mortality deaths	Social	Health	MOH	Yes	26	2012	
5.5	Proportion of 1 year-old children immunized against measles and other major preventable diseases	Social	Health	MOH	Yes	Process of compiling		
5.6	Proportion of 1 year-old children that are fully immunized	Social	Health	MOH	Yes	54%	2007	
5.7	Major causes of infant mortality	Social	Health	MOH	Yes			
5.8	Major causes of under-five mortality	Social	Health	MOH		Process of compiling		

	Core Indicator	Sector	Strategic Area	Source/Ministry	Availability	Indicator	Reporting Year	Comments/ Notes
6	Gender					Status		
6.1	Gender Parity in Education	Social	Gender	MOE	Yes		0.98	For Primary (males slightly outnumbering females)
6.2	Share of women in wage employment in the non-agriculture and formal sector	Social	Gender	Census/EPPSO	Yes			
6.3	Proportion of seats held by women in parliament	Social	Gender	SY/EPPSO/IA	Yes	3%	2011	
6.4	Proportion of women running for a seat in parliament	Social	Gender	SY/EPPSO/IA	Yes	10%	2011	
6.5	Proportion of seats held by women in local government	Social	Gender	SY/EPPSO/IA	Yes	16%	2011	
6.6	Proportion of women running for a seat in local government	Social	Gender	SY/EPPSO/IA	Yes	15%	2011	
6.7	Proportion of seats held by women on national boards	Social	Gender		Yes	Process of compiling		
6.8	Proportion of women in high levels positions in the private sector and in government agencies (i.e. CEOs and Director Level upwards)	Social	Gender	Census/EPPSO	Yes	Process of compiling		PSC, relevant PS and government agencies
6.9	Gender parity in the PSC	Social	Gender	PSC		Process of compiling		

Core Indicator	Sector	Strategic Area	Source/Ministry	Availability	Indicator		Comments/ Notes
					Status	Reporting Year	
7 <i>Maternal and Reproductive Health</i>							
7.1 <i>Maternal mortality rate</i>	Social	Health	MOH	Yes	13	2011	
7.2 <i>Number of maternal deaths</i>	Social	Health	MOH	Yes	2	2011	
7.3 <i>Proportion of births attended by skilled health personnel</i>	Social	Health	MOH/EPPSO DHS	Yes	94%		
7.4 <i>Contraceptive prevalence rate</i>	Social	Health	MOH	Yes	45%	2007	30.6 in 1995
7.5 <i>Adolescent birth rate</i>	Social	Health	2007 DHS / Census/MOH	Compiling			
7.6 <i>Antenatal care coverage (at least one visit and at least four visits)</i>	Social	Health	2007 DHS/MOH	Compiling			
7.7 <i>Unmet need for family planning</i>	Social	Health	2007 DHS/MOH	Compiling			

Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator		Comments/ Notes
					Status	Reporting Year	
8							
8.1	Social	Health	MOH	Yes	Process of compiling	Diabetes Mellitus -	
8.2	Social	Health	MOH	Yes	2	2012	
8.3	Social	Health	MOH	Yes	8	2012	
8.4	Social	Health	MOH		Process of compiling		
8.5	Social	Health	MOH/EPPSO DHS		Process of compiling	N/A	
8.6	Social	Health	MOH/EPPSO DHS		Process of compiling	N/A	
8.7	Social	Health	MOH			N/A	Malaria Non-existent
8.8	Social	Health	MOH			N/A	Malaria Non-existence
8.9	Social	Health	MOH		19	2012	Prevalence per 10,000
8.10	Social	Health	MOH		101	FY2012	
8.11	Social	Health	MOH		11	2012	
8.12	Social	Health	MOH	Yes	Process of compiling		
8.13	Social	Health	MOH	Yes	Process of compiling		
8.14	Social	Health	MOH	Yes	Process of compiling		
8.15	Social	Health	MOH	Yes	46	2012	
8.16	Social	Health	MOH	Yes	44	2012	
8.17	Social	Health	MOH	Yes	33	2012	
8.18	Social	Health	MOH	Yes	2	2012	
8.19	Social	Health	MOH	Yes	53	2012	
8.20	Social	Health	MOH	Yes	Process of compiling		
8.21	Social	Health	MOH	Yes	9	2012	
8.22	Social	Health	MOH	Yes	11	2012	10 family practitioners, 1 General practitioner
8.24	Social	Health	MOH	Yes	147	2012	143 graduates nurses, 4 nurse anesthetist
8.24	Social	Health	MOH	Yes	24	2012	
8.25	Social	Health	MOH	Yes	69	2012	

Core Indicator	Sector	Strategic Area	Source/Ministry	Availability	Indicator		Comments/Notes
					Status	Reporting Year	
8							
8.26	Social	Health	MOH				
8.27	Social	Health	MOH	No			

Core Indicator	Sector	Strategic Area	Source/Ministry	Availability	Indicator		Comments/Notes
					Status	Reporting Year	
9							
9.1	Environment	Sustainable Land Management	R&D		NA		Need a definition of forest
9.2	Environment	Sustainable Land Management	R&D		N/A		Need a definition of forest?
9.3	Environment	Climate Change	EPA		0.0092 Million tons	2007	Check data source for status
9.4	Environment	Climate Change	EPA		4.99 Million tons	2007	Check data source for status
9.5	Environment	Coastal and Marine Management	MIMRA/EPA				
9.6	Environment	Coastal and Marine Management	EPA/MWSC/EP A				
9.7	Environment	Coastal and Marine Management	R&D/OEPPC				
9.8	Environment	Coastal and Marine Management	R&D/OEPPC				
9.9	Environment	Coastal and Marine Management	R&D				

Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator		Comments/ Notes
					Status	Reporting Year	
10							
10.1	Infrastructure	Water & Sanitation	Census/EPPSO	Yes	87.4%	2011	
10.2	Infrastructure	Water & Sanitation	Census/EPPSO	Yes	87.4%	2011	
10.3	Infrastructure	Water & Sanitation	MWSC	Yes	3,308	2012	
10.4	Infrastructure	Water & Sanitation	MWSC/EPPSO				
10.5	Infrastructure	Water & Sanitation	MWSC/EPPSO	Yes	90.0%	2011	

Core Indicator	Sector	Strategic Area	Source/ Ministry	Availability	Indicator		Comments/ Notes
					Status	Reporting Year	
11							
11.1	Infrastructure	Communications	NTA	Yes	7	2012	This was calculated by the total population of Kwajalein and Majuro
11.2	Infrastructure	Communications	NTA	Yes	37	2012	
11.3	Infrastructure	Communications	NTA	Yes	2.6	2012	

ANNEX 9

MILLENNIUM DEVELOPMENT GOALS

The Millennium Development Goals

1. Eradicate extreme poverty and hunger
 - Halve the proportion of people living in extreme poverty by 2015.
 - Halve the proportion of people who suffer from hunger by 2015.
2. Achieve universal primary education
 - Ensure that by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary school education.
3. Promote gender equality and empower women
 - Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015.
4. Reduce child mortality.
 - Reduce by two-thirds the under-5 mortality rate by 2015 (health).
5. Improve maternal health
 - Reduce by three-quarters the maternal mortality ratio by 2015 (health).
6. Combat HIV/AIDS, malaria and other diseases
 - By 2015 halt and begin to reverse the spread of HIV/AIDS.
 - By 2015 halt and begin to reverse the incidence of malaria and other major diseases.
7. Ensure environmental sustainability
 - Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources.
 - Halve by 2015 the proportion of people without sustainable access to safe e drinking water and basic sanitation.
 - By 2015 achieve a significant improvement in the lives of at least 100 million slum dwellers.
8. Create a global partnership for development with targets for aid, trade and debt relief
 - Develop further an open, rule-based, predictable non discriminatory trading and financial system.
 - Address the special needs both of the least developed countries and of landlocked and small island developing countries.
 - Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable.
 - In cooperation with developing countries, develop and implement strategies for decent and productive work for youth
 - In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.
 - In cooperation with the private sector, make available the benefits of new technologies, especially information and communications.

ANNEX 10

STAKEHOLDER CONSULTATIONS MEMOS AND ATTENDANCE



REPUBLIC OF THE MARSHALL ISLANDS
OFFICE OF THE CHIEF SECRETARY
P.O. BOX 15, MAJURO, MARSHALL ISLANDS 96960

June 12, 2013

To: Heads of Ministry, Agency & State Owned Enterprises
(See Distribution List)

Cc: H.E. President Christopher J. Loeak
Chairman & Iroij Kotak Loeak
Speaker Donald F. Capelle
Chief Justice Carl Ingram
Members of the Cabinet

Subject: **Meeting of the Heads of Ministry, Agency & State Owned Enterprises**

Iakwe. This letter serves to notify you that a meeting of the Heads of Ministry, Agency and State Owned Enterprises is set for 9:30 am Friday, 14th of June 2013, at the International Conference Center, Room B. With invited partners from business and non-government sectors, we shall discuss the initial process and plan in developing the RMI's National Strategic Plan (NSP). Afterward, the National Disaster Committee will convene for update and discussion on the drought issues.

If time permits, we may discuss other issues to be raised by Ministries, Agencies and State Owned Enterprises that are relevant to the audience. Attached is tentative agenda for your kind reference.

Should there be questions or comments, please do not hesitate to contact this Office at 625-5150/3234. Kommoltata.

Sincerely,


Casten Nemra
Chief Secretary

FIRST STAKEHOLDER FORUM ATTENDANCE (14 JUNE 2013)

Name	Organization/Ministry
Karen Moses	Pacific Island Centre Public Administration
Kate Walcott	Australian Public Service Commission
Ken Anitok	Public Service Commission
Daisy Alik Momotaro	Ministry of Internal Affairs
Brenda Alik Maddison	Marshall Islands Visitors Authority
Diane Myazoe deBrum	College of the Marshall Islands
Marie Maddison	Public Service Commission
Bill Joseph	Marshall Island Social Security Administration
Gary Ueno	Ministry of Education
Yolanda Mckay	University of the South Pacific
Irene Taafaki	University of the South Pacific
Tamara Greenstone	University of the South Pacific
Junior Patrick	Auditor General Office
Allison J. Nashion	National Training Council
Jorelik Tibon	Majuro Atoll Waste Company
Helkena Anni	Land Registration Authority
Alfred Alfred, Jr.	Ministry of Finance
George Lanwi	Marshall Island Police Department
Chris deBrum	President Office/Cabinet
Russell Edwards	Ministry of Health
Phil Philippo	Ministry of Transport and Communication
Warwick Harris	Office of Environmental Planning, Policy and Coordination
Rosalie A. Konou	Attorney General Office
Ingrid K. Kabua	Judiciary
Keyoka P. Kabua	Ministry of Foreign Affairs
David Paul	Marshalls Energy Company
Hon. Fred Muller	RMI Embassy, Suva Fiji
Francis Horiuchi	Council of Iroij
Ellen Milne-Paul	Asian Development Bank
Lowell Alik	Environmental Protection Authority
Heran Bellu	Marshall Islands Postal Service Authority
Julian Alik	Environmental Protection Authority
Abraham Hicking	Environmental Protection Authority
Kino S. Kabua	Ministry of Foreign Affairs
Tommy Kijiner	National Telecommunications Authority



Republic of the Marshall Islands
Office of the Chief Secretary

P.O. Box 15
Majuro, Marshall Islands 96960
Tel (692)625-3234/5150/5236, Fax (692) 625-7393

TO: Please see Distribution List
FROM: Chief Secretary Casten Nemra _____
RE: National Strategic Plan (NSP) Initial Sector Consultations
DATE: June 12, 2013

This memo is to request your attendance and participation in the preliminary National Strategic Plan (NSP) sector consultations. The initial consultations are scheduled for the week of June 17, 2013.

The primary purpose of the consultations will be to introduce the National Strategic Plan (NSP) process, including Sectors and Strategic Priority Areas as agreed to by the NSP Steering Committee. A breakdown of each sector, including Strategic Priority Areas is attached. The consultations will be held in the Nitijila conference room. The schedule for the Preliminary NSP Sectors consultation is as follows:

- Social Monday, June 17, 1:30 -4:30
- Governance Tuesday, June 18, 9:00 -12:00
- Infrastructure Wednesday, June 19, 9:00 -12:00
- Environment Wednesday June 19, 1:30-4:30
- Economic Thursday June 20, 9:00-12:00

During the consultations the focus will be on the following:

- Sector assessment
- Development objectives
- Sector policy targets, corresponding policies and Strategies
- Responsible Ministry/Agency outputs, activities and budget (by funding source)
- Opportunities, issues and constraints
- Mitigation actions in terms of necessary Policies and Strategies

As per the attached table listing of Ministries, agencies, and other organizations, it is requested that each organization be represented by 2 individuals who are knowledgeable and involved in planning and budgeting. If your Ministry, agency or organization has any programs or activities related to other sector areas but not listed in the table, you are, by all means, more than welcome to join in the relevant sector consultations. The NSP is a 3 year rolling plan and as such, it is imperative that those in attendance have the necessary organizational knowledge to provide the correct input into this process.

This is a very important task for all of the Marshall Islands and your continued cooperation over the coming months is very much appreciated.

SECTORAL CONSULTATION ATTENDANCE (18–20 J UNE 2013)

Governance Sector Consultation	
Name	Organization
Rosalie Konou	Attorney General Office
Junior Patrick	Auditor General Office
Ingrid Kabua	Judiciary
Walter K. Elbon	Judiciary
Peter Bouliej Kabua	Marshall Island Police Department
Jim Philippo	Marshall Island Police Department
Alfred Alfred, Jr.	Ministry of Finance
Kayo Y. Kotton	Ministry of Finance
Daisy Alik-Momotaro	Ministry of Internal Affairs
Tommy Kijiner	National Telecommunications Authority
Yoshi Kaneko	National Telecommunications Authority
Ken Anitok	Public Service Commission
Raynard Gideon	Public Service Commission

Social Sector Consultation	
Name	Organization
Rosalie Konou	Attorney General Office
Stevenson Kotton	College of the Marshall Islands
Francis Horiuchi	Council of Iroij
Bill Joseph	Marshall Island Social Security Administration
Kayo Kotton	Ministry of Finance
Maybelline Bing	Ministry of Health
Amram Mejbon	Public Service Commission
Annaruth Reiher	Public Service Commission
Richard A. Bruce	Public Service Commission
Yolanda McKay	University of the South Pacific

Infrastructure Sector Consultation	
Name	Organization
Rosalie A. Konou	Attorney General Office
Jefferson Barton	Air Marshall Islands
Wallace Peter	Ministry of Internal Affairs
Antari Elbon	Ministry of Internal Affairs/V7AB Radio
Jorelik Tibon	Majuro Atoll Waste Company
David Paul	Marshalls Energy Company
Kayo Kotton	Ministry of Finance
Abacca Anjain-Maddison	Ministry of Internal Affairs
George M. George	Ministry of Public Works
Angeline C. Heine	Ministry of Resources and Development
Halston deBrum	Majuro Water and Sewer Company
Yoshi Kaneko	National Telecommunications Authority

Infrastructure Sector Consultation	
Name	Organization
Almo Momotaro	Public Service Commission
Cynthia deBrum Menke	Public Service Commission
Linda Petersen	Secretariat of the Pacific Community/Observer
Aliti Vunisea	Secretariat of the Pacific Community/Observer
Phil Philippo	Ministry of Transport and Communication

Environment Sector Consultation	
Name	Organization
Barry Rilang	RMI Environmental Protection Authority
Steve S. Ittu	RMI Environmental Protection Authority
Kate McDermott	Internal Office of Migration
Kayo Kotton	Ministry of Finance
Steve Why	Office of Environmental Planning, Policy and Coordination
Warwick Harris	Office of Environmental Planning, Policy and Coordination
Marie Maddison	Public Service Commission
Henry Capelle	Ministry of Resources and Development
Rebecca Lorennij	Ministry of Resources and Development
Laban Konelios	Ministry of Resources and Development
Charles Abraham, Jr.	Trust Company of the Marshall Islands
Edward Bigler	Trust Company of the Marshall Islands
Tamara Greenstone	University of the South Pacific

Economic Sector Consultation	
Name	Organization
Kayo Kotton	Ministry of Finance
Brenda Alik-Maddison	Marshall Islands Visitor Authority/Chamber of Commerce
Laban Konelios	Ministry of Resources and Development
Tamara Greenstone	University of the South Pacific
James Myazoe	Trust Company of the Marshall Islands
Carlos Domnick	ANIL Dev. Inc.
Steve Why	Office of Environmental Planning, Policy and Coordination
Abacca Anjain-Maddison	Ministry of Internal Affairs
Linda Petersen	Secretariat of the Pacific Community/Observer
Aliti Vunisea	Secretariat of the Pacific Community/Observer
Rosalie A. Konou	Attorney General Office
Francis Horiuchi	Council of Iroij



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 Tel (692)625-3234/5150/5236, Fax (692) 625-7393

TO: Please see Distribution List

FROM: Chief Secretary Casten Nemra _____

RE: National Strategic Plan (NSP) Initial Sector Consultations

DATE: July 29, 2013 (Date of Original Memo and E-mail of NSP)

This memo is to request your review and comment on the first “discussion” draft of the National Strategic Plan (NSP). **Please note changes to this memo on page 2 regarding timing of written comments submission and timing of sector consultations.**

The draft has been presented to the NSP Steering Committee and now is being distributed to all stakeholders who were invited to the initial NSP overview briefing and the initial sector consultations held last month. You are requested to review the entire plan, but with a focus on the information in the sector matrixes. Information in the matrixes will form the foundation of the plan. It is important that information is accurate and up to date.

The NSP “discussion” draft has several areas that are not complete or still lack information. If you have information regarding areas where information is incomplete please provide the information or provide direction as to where the information can be obtained. The draft is a working document and as such it includes highlights and internal comments as part of the ongoing process of developing the NSP.

Comments and feedback on the entire plan can include, but are not limited to:

- Comments on NSP Vision and Objective
- Comments on the overall structure of the plan
- Comments on what information is missing or inaccurate
- Comments on Development Challenges facing the RMI in the medium and long term

Your input regarding the matrixes should focus on aligning current ministry/agency or other plans with information contained in the NSP matrixes including:

- Reviewing the relevant objectives and commenting on whether or not the objective is a national priority or if revisions are needed
- Reviewing the medium term strategies and aligning them with ongoing plans
- Reviewing the expected medium term outcomes and aligning them with ongoing plans
- Providing relevant targets and indicators currently in use or planned
- Providing the current status of planning in the organization
- Identifying direction of planning for 2023 (long term targets)

SECOND STAKEHOLDER CONSULTATION ATTENDANCE (9 AUGUST 2013)

Name	Organization/Ministry
Ellen Milne Paul	Asian Development Bank
Gary Ueno	Ministry of Education
Jefferson Bobo	Ministry of Public Works
Diane Myazoe deBrum	College of the Marshall Islands
Ken Anitok	Public Service Commission
Marie Maddison	Public Service Commission
Tina Stege	Small Island Developing States Consultant
Abraham Hicking	RMI Environmental Protection Authority
Allison J. Nasion	National Training Council
Francis Silk	Ministry of Health



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TO: Please see Distribution List

FROM: Chief Secretary Casten Nemra _____

CC: The Honorable Tony DeBrum, Minister in Assistance to the President
Mr. Frederick Debrum, Director EPPSO

RE: National Strategic Plan (NSP) Sector Consultations

DATE: November 1, 2013

EPPSO will conduct additional stakeholder consultations to continue to gather input regarding the NSP. There will be one half full day scheduled. **These consultations will be held in the ICC conference room (1st floor) and will be conducted:**

- **Tuesday November 5th (1:30-5:00)**

The purpose of the consultations will be to incorporate further stakeholder input into the NSP including comments on national priorities, development objectives and development challenges.

This is a very important task for all of the Marshall Islands and your continued cooperation over the coming weeks is very much appreciated. It is important for your ministry/agency to send a representative to this meeting if you have a conflict in schedule.

Your input will focus on aligning current ministry/agency or other plans with information contained in the NSP including:

- Reviewing National Priorities
- Reviewing Development Objectives and Development Challenges
- Reviewing NSP Indicators
- Linking National Priorities and Development Objectives (Matrix Style/See Attached)

THIRD STAKEHOLDER CONSULTATION ATTENDANCE (5 NOVEMBER 2013)

Name	Organization
Justina R. Langidrik	Chief Secretary Office
Marie L. Maddison	Public Service Commission
James Myazoe	Trust Company Marshall Islands
Ave Gimao, Jr.	Marshall Island Social Security Administration
Bryan Edejer	Marshall Island Social Security Administration
Tamara Greenstone	University of the South Pacific
Amram Mejbon	Public Service Commission
Ken Anitok	Public Service Commission
Bill Joseph	Marshall Island Social Security Agency
Maria Lanwi Nathan	Banking Commission
Henry Capelle	Ministry of Resources and Development
Janet Nemra	Kumit Bobrae Coordination
Julia M. Alfred	Single State Agency
Russell Edwards	Ministry of Health
Allison J Nashion	National Training Council
Francis Horiuchi	Council of Iroij
Jien Lekka	Marshall Islands Development Bank
Ylissa Kendall	Ministry of Foreign Affairs
Albon Ishoda	Ministry of Foreign Affairs
Isabela Silk	Ministry of Foreign Affairs
Kino S. Kabua	Ministry of Foreign Affairs
Travis Joe	High Court
Junior Patrick	Auditor General Office
George M. George	Ministry of Public Works
Ben Kiluwe	Office of the President/ Cabinet
Terry Keju	UN Joint Presence

NSP PRESENTATION TO MAYORS CONFERENCE (21 NOVEMBER 2013)

Atoll/Island	Name
Mili	Tommy K. Leban
Utrik	John T. Kaiko
Wotje	Ninwoj Lakjohn
Jabat	Heinkey Lomwe
Jaluit	Billa Jacklick
Likiep	Acting Mayor Anthony John
Ailuk	Rufina Jack
Mejit	Charles Abraham
Ebon	Ione Lutip deBrum
KBE	Nishima Jamodre
Arno	Bernard Chong Gum
Kwajalein	Johnny D. Lemari
Lib	Riten Jatios
Lae	Anderson Kattil
Ujae	Summer Elkinwor
Enewetak	Jackson Ading
Wotho	Tatios Anjolak
Majuro	Mudge Samuel
Namdrik	Clarence Luther
Rongelap	James Matayoshi
Aur	Risen Hensen
Namu	Paul Kabua
Ailinglaplap	Juaer Loeak
Maloelap	Hemley M. Benjamin

NSP PRESENTATION TO CHAMBER OF COMMERCE EXECUTIVE BOARD AND PRIVATE SECTOR
(4 DECEMBER 2013)

Name	Organization
Charles Stinnet	Majuro Stevedores
Jerry Kramer	Pacific Industries International
Carlos Domnick	DAR (ANIL Construction)
Brenda Alik	Chamber of Commerce
Jim McLean	Bank of Marshall Islands
Salome Andrike	United Airlines
Don Hess	College of the Marshall Islands



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TO: Please see Distribution List

FROM: Chief Secretary Casten Nemra _____

CC: The Honorable Tony DeBrum, Minister in Assistance to the President
Mr. Frederick Debrum, Director EPPSO

RE: National Strategic Plan (NSP) Sector Consultations

DATE: December 5, 2013

EPPSO will conduct additional stakeholder consultations to continue to gather input regarding the NSP. There will be one half full day scheduled. **These consultations will be held in the International Conference Center (ICC) First Floor, and will be conducted:**

- **Wednesday December 11th (1:30-5:00)**

The purpose of the consultations will be to incorporate further stakeholder input into the NSP including comments on national priorities, development objectives and development challenges. This will be the final NSP stakeholder consultations prior to finalizing the NSP Document

This is a very important task for all of the Marshall Islands and your continued cooperation over the coming weeks is very much appreciated. It is important for your ministry/agency to send a representative to this meeting if you have a conflict in schedule.

Your input will focus on aligning current ministry/agency or other plans with information contained in the NSP including:

- Reviewing National Priorities
- Reviewing Development Objectives and Development Challenges
- Reviewing NSP Indicators
- Linking National Priorities and Development Objectives

RMI NATIONAL STRATEGIC PLAN FINAL CONSULTATION (11 DECEMBER 2013)

Name	Organization
Bruce Bilimon	Ministry of Finance
Kalemen Jinuna	Customary Law
Jack Jorbon	Office of Attorney General
Marie Maddison	Public Service Commission
Russell Edwards	Ministry of Health
Atmita Jonathan	Auditor General Office
Lawrence Muller	Mayor's Association
Bruce Kijiner	Office of Environmental Planning, Policy and Coordination
Rebecca Lorennij	Ministry of Resources and Development
Casten Nemra	Chief Secretary Office
Don Hess	College of the Marshall Islands
Danny Wase	Marshall Island Service Corporation
Francis Horiuchi	Council of Iroij
Lee Z. Jacklick	Weather Station
Janet Nemra	Kumit Bobrae
Yoshiharu Sato	Office of Environmental Planning, Policy and Coordination
Yuri Maddison	Air Marshall Islands
Rosalie Konou	Attorney General
Mabel Peter	Ministry of Internal Affairs
Helkena Anni	Land Registration Authority
Steve Why	Office of Environmental Planning, Policy and Coordination
Allison J. Nashion	National Training Council
Molly Helkena	Ministry of Internal Affairs
Sultan Korean	Bank of Marshall Islands
Thomas Maddison	Majuro Airport
Melvin Majmeto	Majuro Local Government