Nauru National Sustainable Development Strategy 2019-2030

Key Performance Indicators

FY 22-23

Acknowledgements

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- CENPAC
- Department of the Chief Secretary
- Department of Commerce, Industry and Environment
- Department of Climate Change and National Resilience
- Department of Education
- Department of Finance - Customs, Treasury, NRO, Social Welfare, Statistics divisions
- Department of Fisheries
- Department of Health
- Department of Infrastructure
- Department of ICT
- Department of Internal Affairs
- Department of Judiciary
- Department of Justice
- Department of Lands and Survey
- Department of People Living with Disabilities
- Department of Sports
- Department of Transport
- Department of Women's and Social Development Affairs
- Eigigu
- Lands Committee
- Nauru Maritime Port Authority
- Nauru Police Force
- National Audit Office
- Nauru Chamber of Commerce
- Nauru Electoral Commission
- Nauru Emergency Services
- Nauru Fibre Cable Company
- Nauru Rehabilitation Corporation
- Nauru Tourism Corporation

- Nauru Utilities Corporation
- Registry of Births, Deaths and Marriages
- RONPHOS
- Telecom

The Planning and Aid Division thanks all involved in the development of this document.

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Executive Summary

The Government of Nauru released the National Sustainable Development Strategy 2019-2030 (NSDS) in 2020, following a comprehensive review of the National Sustainable Development Strategy 2005-2025. This document outlines the targets established by the Government of Nauru to monitor progress towards NSDS goals, providing agencies with clear milestones to guide their planning and activities in the near future and over the longer term.

There are 133 Key Performance Indicators (KPIs) across the 24 NSDS goals. Each indicator includes a baseline, targets for the current financial year, and a long term 2030 target. The targets will be monitored through an annual review process led by the Planning and Aid Division in the Department of Finance, and an annual NSDS report compiled at the end of each financial year.

Agencies are required to align their planning and budgets to support these targets.

The KPIs were developed between March and September 2021, through extensive consultation with implementing agencies. They represent a substantial investment by participants in ensuring the Republic of Nauru remains on track towards the NSDS goals, and the betterment of the people of Nauru.

Roles and Responsibilities

Planning and Aid Division, Department of Finance	- Ongoing KPI management - Follow up 'off track' and 'at risk' KPIs with departments/SOEs - Annual NSDS reporting
Departments/SOEs	- Align plans to NSDS and KPIs - Seek funding to meet KPI targets - Review annual KPI targets - Collect data on KPIs for annual NSDS report - Undertake activities to meet KPI targets - Monitor progress towards KPI targets and take corrective action where necessary
Donors	Consider supporting Government agencies to meet KPI targets
Cabinet	- Consider recommendations in the NSDS report - Assess funding requests by departments/SOEs for activities related to reaching KPI targets

Glossary

At Risk   Between 74% and 51% KPI targets in a goal are met

Baseline   Data used as a basis for comparison

BDM   Registry of Births, Deaths and Marriages

CENPAC   Cenpac Corporation

CIE   Department of Commerce, Industry and Environment

DCCNR   Department of Climate Change and National Resilience

FMIS   Financial Management Information System

ICT   Department of ICT

KPI   Key Performance Indicator

NAO   Nauru Audit Office

NEC   Nauru Electoral Commission

NES   Nauru National Emergency Service

NFCC   Nauru Fibre Cable Company

NFMRA   Nauru Fisheries and Marine Resources Authority

NMPA   Nauru Maritime and Port Authority

NRC   Nauru Rehabilitation Corporation

NRO   Nauru Revenue Office

NSDS   National Sustainable Development Strategy 2019-2030

NUC   Nauru Utilities Corporation

Off-Track   Less than 50% KPI targets in a goal are met

On-Track   Over 75% KPI targets in a goal are met

SOE   State-Owned Entity

USP   University of the South Pacific

WASDA   Department of Women's and Social Development Affairs

National Sustainable Development Strategy 2019-2030

The National Sustainable Development Strategy 2019-2030 (NSDS) outlines Nauru's vision, mission and national development priorities.

The Strategy encompasses 24 goals across 4 sectors:

- Economic Sector
- Social and Community Sectors
- Infrastructure Sector, and
- Cross-Cutting Sectors.

This document outlines the Key Performance Indicators (KPIs) used to measure progress towards the goals established in the NSDS.

There are 133 Key Performance Indicators (KPIs) across the 24 NSDS goals.

Economic Sector	Social and Community Sectors	Infrastructure Sector	Cross-Cutting Sectors
Econ-Goal 1: A stable macroeconomic environment conducive to private investment established	**Soc-Goal 1:** Improve the quality and broaden the scope and reach of education	**Infra-Goal 1:** Provide a reliable affordable, secure and sustainable energy supply to meet socio-economic development needs	**Cross-Goal 1:** Strengthen and develop the institutional capacity of the Nauru Public Service
Econ-Goal 2: Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods	**Soc-Goal 2:** A healthy and productive population	**Infra-Goal 2:** Provide a reliable, safe, affordable, secure and sustainable water supply to meet socio-economic development needs	**Cross-Goal 2:** Strengthen Parliament, Audit, Justice, Law, Order and Border Control
Econ-Goal 3: Enhance development and sustainable management of marine and fisheries resources to provide sustainable economic returns	**Soc-Goal 3:** Enhanced quality of life through Sports for All	**Infra-Goal 3:** Effective management of waste and pollution that minimises negative impacts on public health and environment	**Cross-Goal 3:** A transparent and fair land management system that supports social, economic and private sector development
Econ-Goal 4: Efficient and effective use of mining and quarrying resources for economic and rehabilitation purpose economy	**Soc-Goal 4:** A cultural, socio-inclusive, cohesive and self reliant community with sustainable livelihoods	**Infra-Goal 4**: Improve transport infrastructure and provide reliable and sustainable transport services	**Cross-Goal 4:** Sustainable use and management of the environment and natural resources for present and future generations
Econ-Goal 5: Promote development of small and micro enterprises, foreign investment and economic integration into the global economy	**Soc-Goal 5:** A just society that recognizes and respects the rights of women and children, that promotes equal opportunities	**Infra-Goal 5:** Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media	**Cross-Goal 5:** Build up resilience to combat the effects of climate change and natural disasters
Econ-Goal 6: Promote Development of small-scale sustainable tourism	**Socal-Goal 6:** Investing in Youth - A sustained future for Nauru		
Econ-Goal 7: An effective, competitive and stable financial system that will enhance economic growth and development	**Soc-Goal 7:** A robust, vibrant and effective civil society for a just and peaceful Nauru		

Planning and Funding

While the KPIs will not address every aspect of an organisation's activities, Departments and SOEs must ensure their plans and programs align to the KPIs.

Departments and SOEs are responsible for determining the activities required to meet the KPI targets, and securing funding from the Government of Nauru or a donor.

Nauru- funded activities are managed through the normal Government of Nauru budgeting process. Donor funded projects must be approved by the Government of Nauru and the relevant donor. Funding for donor-funded activities is managed through the Development Fund by the Planning and Aid Division.
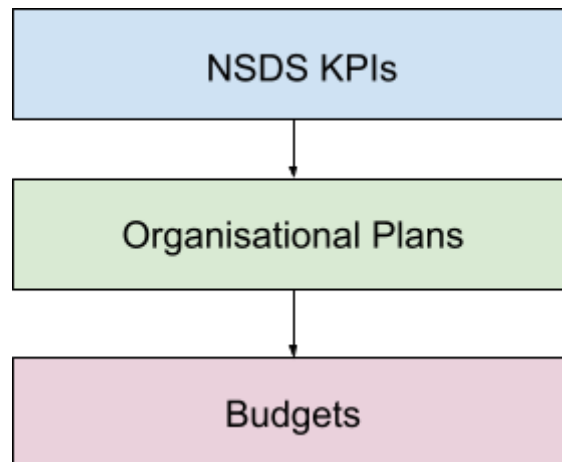
Diagram 1: NSDS KPI implementation

Reporting

An Annual NSDS Report is developed in September of each year, measuring progress against KPIs for the financial year just completed.

The report is provided to Cabinet, and includes recommendations for addressing At-Risk or Off-Track measures. The Planning and Aid Division works with Departments and SOEs to follow up on At-Risk or Off-Track targets.

A streamlined report, detailing progress against KPIs only, is produced for external stakeholders, including donors.
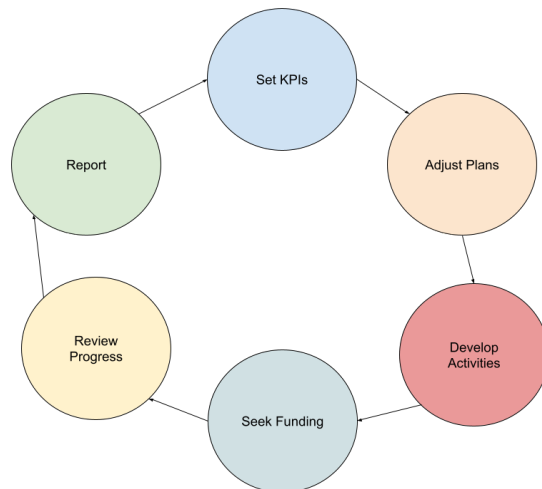
Diagram 2: The KPI cycle

Key Performance Indicators

Terminology

The terminology used in relation to this document is highlighted in red, below:

ID	Economic Sector (NSDS Sector)					
1	**(Goal) Econ Goal 1: A Stable macroeconomic environment conducive to private investment established**					
		Baseline **As at 1 July 2021**	**Targets**			**Responsible Organisation**
			FY 21-22 (by 30 June 22)	FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
1a	**Growth**					
1a(i) (KPI identifier)	GDP (KPI)	1.6% in April 2021 (Baseline)	Maintain GDP at 2% minimum (Annual target)		GDP is 3% (2030 Target)	Dept of Finance - Treasury (KPI lead)

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
ID	Economic Sector				
1	Econ Goal 1: A Stable macroeconomic environment conducive to private investment established				
1a	Growth				
1a(i)	GDP	1.6% in April 2021	Target 2.6% GDP Growth rate	GDP is 3%	Dept of Finance - Treasury
1b	Debt				
1b(i)	Debt as a % of GDP	Debt is below 10% of GDP	Reduce Debt/GDP ratio below 30%	Maintain debt below 5% of GDP	Dept of Finance - Treasury
1c	Revenue`				
1c(i)	All SOEs can meet 5% ROE (Return on Equity) and 3% ROA (Return on Assets)	Capacity building underway to develop systems and skills to gather data to report on ROE and ROA	All SOEs report 5% ROE and 3% ROA	All SOEs report 5 % ROE and 3% ROA by 30 June 2030	Dept of Finance - Treasury

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
1c(ii)	Improvement in accurate assessments and collection of GON revenue[1]	70% of assessed revenue is collected[2]	100% of ESADs assessed within two (2) working days.	100% of assessed revenue is collected	Dept of Finance - NRO, Customs
1c(iii)	Nauru Intergenerational Trust Fund (NITF)	Nauru's contribution to the NITF is 10% of adjusted revenue	Maintain baseline	NITF is at 80% of its target	Dept of Finance - Treasury
1d	**Government's business cost and tax settings foster a flourishing private sector**				
1d(i)	Enabling environment supports private sector development and growth	No private sector development roadmap[3] No differentiation between registration fee for small/large business, or new/ established business Visa costs for expatriate workers can inhibit hiring of skilled workers	Develop two different terms of conditions for large vs small businesses. Particularly for registration fees and renewing license fees Procure Technical Assistance to support the Division in its endeavor to classify businesses based on type and size	All activities listed in the Private Sector development roadmap have been completed	CIE- Commerce

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[1] E.g ESADs

[2] Note that assessment of revenue and collection may be done by two different departments. Tax, driver license and gaming revenues collected by NRO. Business licenses are issued by the Department of Justice.

[3] This will consider the outcomes of the Chamber of Commerce survey conducted with the support of the Australian Business Volunteers in 2021.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
2	**Econ-Goal 2: Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods**				
2a	**Livestock (Pigs and Poultry)**				
2a(i)	Number of households or farms producing livestock	21 (1 farm, 20 households)	57 (1 farm, 56 households) 9 households to be provided with a male and female 2 month old piglet, along with feed until the piglets are 8 months old. 9 households to be provided with 50 * 1 week old male chicks and feed until the chicks are 21 weeks old.	60 (2 farms, 59 households)	CIE - Agriculture
2b	**Crops**				
2b(i)	Number of households or farms producing domestic crops	Approx 75	89. Support 14 households by providing seedlings and technical assistance on a monthly basis.	200	CIE -Agriculture

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
3	**Econ-Goal 3: Enhance development and sustainable management of marine and fisheries resources to provide sustainable economic returns**				
3a	Tons of aquaculture/fish products produced annually (household/commercial)[4]	No locally produced milkfish available	500kg-1 tonnes locally produced milkfish available	70[5] tonnes locally produced milkfish available	NFMRA
3b	% of coastal reef area under management or declared a community marine managed area[6]	0%	100%	100%	NFMRA
3c	% of coastal reef area that is protected from any fishing activity	0%	10%	10%	NFMRA

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[4] This is looking at milkfish farming only and which is currently limited by availability of milkfish fries.

[5] This is set at the current level of milkfish imports, with the aim of replacing the volume of imported milkfish. Will require the milkfish hatchery to be established and operational from 2028.

[6] This does not stop fishing in all coastal fisheries areas, but means that all coastal areas will be managed. The Coastal Fisheries and Aquaculture Act 2020 and the Coastal Fisheries Regulation sets management measures that will apply for all coastal fisheries areas, such as size limits and gillnet mesh size limits.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
4	**Econ-Goal 4: Efficient and effective use of mining and quarrying resources for economic and rehabilitation purpose economy**				
4a	**Efficiency and Effectiveness**				
4a(i)	Total cost per metric tonne decreases - from Ronphos budget paper	$156.19 per metric tonne (budgeted)	$119.91 per metric tonne (budgeted)	Maximum of $119.91 per metric tonne	Ronphos
4b	**Rehabilitation**				
4b(i)	Mined area rehabilitated in a year (ha)	6 ha of mined land rehabilitated [7] Approximately 160 ha to be rehabilitated in total	8ha	More than 45ha of mined land will be reclaimed and developed for the Land Use Plan[8] at topside, for housing, agricultural and road development. Cemetery is the priority.	NRC

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[7] 4ha of mined land was reclaimed and developed within a year for the NUC Solar farm project.
[8] From 1994 study completed by Australia and Nauru.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
5	Econ-Goal 5: Promote development of small and micro enterprises, foreign investment and economic integration into the global economy				
5a	Private sector, including foreign investment				
5a(i)	Range of businesses on island adapts to diversify Nauru's income	No list of service gaps	Identified which businesses Nauru needs (as part of the private sector development roadmap under 1d(i)	All business gap related activities in the roadmap have been complete	CIE - Commerce
5a(ii)	Fair and transparent system exists on Nauru for regulating foreign investment disputes	Foreign investment disputes are managed according to the legal arrangements in place between the parties	Target will be determined when the Government has reviewed the bill. This is part of the Government's policy of desperate imagination.	Established legislative framework for promoting foreign investmen	Department of Justice
5b	Integration				
5b(i)	Nauru is 'fully compliant' with OECD standards (at a minimum)	100%	100%	100%	NRO

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
5b(ii)	Postal services support business development, investment and economic integration into the global economy	Frigate services $10 kg delivered via Pakfresh Handling, Brisbane No mail delivered to homes No address system	Plans will be developed to: * establish, in conjunction with other arms of government, an addressing system for Nauru; and * address how best to provide business and home deliveries of mail and small freight across the island.	Nauru Post manages mail directly (no freight handler) Businesses and Individuals can register for mail to be delivered to home/business	Nauru Post
6	Econ-Goal 6: Promote development of small-scale sustainable tourism				
6a	A plan for sustainable and manageable tourism is developed[9]	No plan is in place	Acquire strategic partners Implementation of strategic plan	Plan fully implemented	Nauru Tourism Corporation

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[9] Must have a limited number of tourists so the capacity of the island can sustain it. Also want to minimise risk of social problems. Niche, targeted tourism - e.g eco tourism, war history, relatives of expat workers. Should include accomodation required, transport, art and craft stalls etc. Also need to have a system of officially registering tour operators for a consistent and safe experience.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
6b	Number of tour operators has increased[10]	No review mechanism for tour operators. No list of tour operators publicly available	Revisit the aim of the KPI and explore implementation strategies to increase tour operators.	A tour operator registration and review system is in place. A list of registered tour operators is publicly available.	Nauru Tourism Corporation
6c	Quality of accommodation is improved[11]	Limited accommodation available	Expand available accomodation options for incoming tourists and improve website and/or engage TripAdvisor assistance.	At least one 3 star rated accommodation option is available on Nauru increases[12].	Nauru Tourism Corporation
6d	Tourism visa revenue increases[13]	No separate coding in FMIS for tourist visa revenue	Separate coding for tourist visa revenue in FMIS	Tourism revenue accounts for an increased % of Nauru's annual revenue.	Nauru Tourism Corporation

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[10] May also want to capture later the number of tourist gift shops, registered tour operators, tour packages, and the number of developed tour sites.
[11] Aim to expand available options to allow billeting with local families, AirBNB
[12] Rated by Star ratings Australia or similar
[13] Long term, aim to measure full amount of revenue including hotel spend, restaurant visits, tour operator revenue.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
7	**Econ-Goal 7: An effective, competitive and stable financial system that will enhance economic growth and development**				
7a	**Effective financial system**				
7a(i)	Financial services that support economic growth are in place	No commercial financial products available for Nauruan businesses[14] No current independent assessment of necessary financial services or enabling environment required to support economic growth and development[15]	A plan is developed for an independent assessment of the demand for financial products (formal or informal)[16] A plan is developed to assess the enabling environment[17] necessary for the above[18]	Enabling environment[19] is in place Financial products identified by the independent assessment are in place	CIE - Commerce/ Treasury[20]

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[14] Commercial products currently offered on island by Bendigo Bank Agency
[15] Treasury/CIE
[16] Treasury responsibility. Note that an ADB project is currently underway regarding financial services
[17] Education, policy, legal, financial, training
[18] CIE/Treasury
[19] Education, policy, legal, financial
[20] Note Bendigo responsible for any commercial financial products, if required

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
7a(ii)	Insurance available on island	No insurer willing to offer services to Nauru Enabling environment to support insurance requires development	Gaps to offering insurance in Nauru have been identified and a roadmap to resolve them developed	All actions identified in the roadmap have been completed	CIE - Commerce

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
ID	**Social and Community Sectors**				
8	**Soc-Goal 1: Improve the quality and broaden the scope and reach of education**				
8a	**Scope and Reach[21]**				
8a(i)	Disability - number of students transitioning from able/disable centre to TVET education/USP	0 - at the moment no transition but plans proposed to have this implemented 2022	Specify eligibility for disabled individuals who can transit to TVET/USP	Reorder- 0-3, ELC, upt to parent training 10 students transition to TVET/USP by 2030	Dept of Education
8a(ii)	TVET - Number of TVET graduates increases (incl Yr 11 & 12) (by sex)	146 graduates	155 graduates (NSS & community)	200 graduates	Dept of Education
8a(iii)	Number of students successfully completing their programs at USP Nauru Campus increases[22]	184 (semester intake: 126, flex cohorts 58)	15% increase (145 semester intake, 67 flex cohorts)	15% increase on the 1st July 2022 figures (167 semester intake, 77 flex cohorts)	USP
8a(iv)	Parenting - Number of parents participating in Zero to Three training/other parenting programs increases	25	250	100% of Parents complete all stages of the Zero to Three program	WASDA

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[21] What is available for people to access education?
[22] From semester programs and flexi programs between semesters.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
8a(v)	Number of students graduating from Preliminary and Foundation Education (English component) and CCE Reading Recovery Program at USP	Prelim and Foundation (English)- 24 CCE - 20	15% increase (28 prelim and foundation, 23 CCE)	15% increase on the 1st July 2022 figures (32 prelim and foundation, 27 CCE)	USP
8a(vi)	Early learning participation - Participation rate in organized learning (one year before the official primary entry age), by sex	NER[23] 62%	NER 65%	NER 90%	Dept of Education
8b	**Quality**				
8b(i)	Teacher training - % of teachers with a diploma or a degree is increasing	55% (70/126)	65%	85%	Dept of Education
8b(ii)	Literacy rate of TVET students increases	60%	60% (Target for FY21-22 was not achieved)	90%	Dept of Education

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[23] Net enrolment rate.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
8b(iii)	Child literacy - Student benchmark results in Yrs 3, 6 & 9 in literacy and numeracy improve	<u>Yr3</u> Literacy overall average at level 2 (Level 0-5) Numeracy 60% overall average <u>Yr6</u> Literacy overall average at level 2 (Level 0-5) Numeracy 45% overall average <u>Yr9</u> Literacy overall average 45% Numeracy overall average 45%	<u>Yr3</u> Literacy overall average at level 3 Numeracy 62% <u>Yr6</u> Literacy overall average at level 3 Numeracy 50% <u>Yr9</u> Literacy overall average at 50% Numeracy overall average 50%	<u>Yr3</u> Literacy overall average at 4 Numeracy 80% <u>Yr6</u> Literacy overall average at level 4 Numeracy 80% <u>Yr9</u> Literacy overall average at 80% Numeracy overall average 80%	Dept of Education
8b(iv)	Attendance - Student attendance of 60%[24]	2020 - overall average attendance rate 49%	70% (Attendance increased to 65% in FY 21-22)	80%	Dept of Education

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[24] Interested in the impact of bullying on attendance.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
8b(v)	Senior school graduates - % of senior school graduates increases	42% (88/207)	50%	85%	Dept of Education
8b(vi)	Number of graduates in employment within a year of graduating from high-school	54% of high school graduates 15 and over not in employment[25].	52%	50% unemployment rate	Dept of Finance - Statistics
8b(vii)	Screening for disabilities that impact learning e.g. vision, dyslexia, ADHD, autism	% of teachers trained in Inclusive Education to identify disability 2% in 2020 (3/126)	10%	80%	Dept of Education
8b(viii)	Reduction of reported bullying/antisocial behaviour incidents in schools	80 out of 195 41%	50 out of 195	30 out of 195 25% reduction	Dept of Education
8b(ix)	Ratio of students to school computers as a learning device with internet access	Student per computer 30:1, however no internet access	Student per computer 10:1 with internet access	Student per computer 10:1 with internet access	Dept of Education/ ICT

[25] Source: 2019 Mini Census - Total Population Aged 15 Years and Above by Educational Attainment in Employment-2,742 out of 5,069 completed high school and not in employment.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
9	**Soc-Goal 2: A healthy and productive population**				
9a	**Healthy**				
9a(i)	NCDs- Reduction in Mortality and Morbidity rate attributed to NCDs	Mortality: 5.1 per 1000 population Morbidity: 1137 per 100 000 population	NCD Mortalities - 4.1 per 100 population NCD Morbidities - 915/10,000 population	5% reduction in mortality and morbidity rates due to NCDs	Dept of Health
9a(ii)	CDs - reduction in the prevalence rate of Communicable Diseases	.9085 per 1000 population (TB)	2% reduction in prevalence rate	5% reduction in prevalence rate	Dept of Health
9a(iii)	Under five mortality - under five mortality rate reduces	17.7 deaths per 1,000 live births	1% reduction	5% reduction	Dept of Health
9a(iv)	Maternal deaths - reduction in number of maternal deaths	0 per 1000 population	0 per 1000 population	0 per 1000 population	Dept of Health
9a(v)	Health worker density and distribution - health workers per 100 people increases	1 doctor and 9.8 nurses per 1000 population	Maintain baseline rate	Increase 2%	Dept of Health

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
9b	**Productive**				
9b(i)	Unemployment rate - by sex, age and persons with disabilities[26] decreases	Unemployment rate = 18 percent Male Unempl = 18 % Female Unempl = 19% Disability Unempl = 0.9% [27]	2.5% decrease in unemployment rate	5% decrease in unemployment rate	Dept of Finance - Statistics/Social Welfare
10	**Soc-Goal 3: Enhanced quality of life through Sports-for-All**				
10a	**Socio- inclusive**				
10a(i)	Increased programs or activities using sport as a rehabilitation tool e.g inmates, vulnerable youth	No whole-of-gov plan in place	Implementation of strategic plan Increase sustainability of programs and activities	Whole-of-gov plan implemented	Dept of Sport

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[26] Focus is that able people are working and making a contribution to society and being healthy enough to work.
[27] Data from 2019 Mini Census.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
10a(ii)	Increase in number of persons participating in sport - by age, sex, disability	3700 participating in sport 6-18 (1500) (65/35 male/female) 19-35 (1500) (90/10 male/female) 36+ (700) (50/50 male/female) 30 disabled participants	4500 participating in sports (no breakdown provided)	6500, or at least half the population, participating in sport Equal representation between male and female Increase total disabled participants to at least half of all disabled population	Dept of Sport
10a(iii)	Increase in number of sports programs available	*5 Active Federations *2 Active District Community	*6 Active Federations *3 Active District Community	*15 Active Federations *14 Active District Community	Dept of Sport

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
11	**Soc-Goal 4: A cultural, socio-inclusive, cohesive and self-reliant community with sustainable livelihoods**				
11a	**Culture**				
11a(i)	Increase in the number of secondary students who can read and write Nauruan fluently	No Nauruan dictionary No Nauruan studies element of the Nauruan school curriculum	Plan to develop student fluency is drafted, with a focus on primary students from FY 22-23 to FY 25-26. Develop a Nauruan dictionary Develop a Nauruan Study program for early years 5-7	Nauruan study program developed and implemented for preschool to Year 10 students[28]	Dept of Internal Affairs- Language division
11a(ii)	Progress on the identification, preservation, protection and conservation of all cultural and natural heritage	Moquwa identified and protected as a natural heritage	Identify new cultural and natural heritage	All cultural and natural heritage sites identified, preserved, protected and conserved.	Dept of Internal Affairs

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[28] Including Nauruan grammar

	Baseline As at 1 July 2021	Targets		Responsible Organisation
		FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
11a(iii) Number of programs teaching, celebrating, commemorating or preserving[29] Nauru culture and traditions [30]	7[31]	9 (to include canoe building and Nauru Cultural Booklet) Key aspects of Nauruan culture and traditions are identified and programmed	At least 50% of all key aspects of Nauru culture and traditions are being taught, celebrated, commemorated or preserved	Dept of Internal Affairs
11b **Self-reliant, sustainable livelihoods**				
11b(i) Increased number of annual programs training individuals in horticulture and livestock husbandry	0 programs - livestock 0 - horticulture	4 - Livestock 4 - Horticulture	1 - livestock 3 - horticulture Held in FY 29-30	CIE - Agriculture

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[29] Eg preserved in writing.
[30] Eg. Aroweni Day, canoe building workshops.
[31] Current workshops include weaving, traditional medicines or herbal remedies and Youth Life SKills Program; celebrations include Aroweni Day, Angam, Independence and Youth Day.

	Baseline As at 1 July 2021	Targets		Responsible Organisation
		FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
11c	**Socio- inclusive**			
11c(i)	Vulnerable Nauruans are comprehensively supported	Siloed approach to supporting vulnerable Nauruans.	Legislation on disability bill of rights adopted in Parliament. The infrastructure building code to includes disability accessibility and inclusivity	A whole-of-government system is in place to support vulnerable Nauruans.	Dept of Finance-Social Welfare /Dept of Disability/ Dept of Internal Affairs[32]
12	**Soc-Goal 5: A just society that recognizes and respects the rights of women and children, that promotes equal opportunity**			
12a	**Just society & Equal Opportunity**			
12a(i)	Less than 5% difference between proportion of men and women (18-60) in full-time employment	59 percent male and 41 percent female[33] (18% difference)	15% difference	5% difference	Dept of Finance - Statistics

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[32] Note - Department of Multicultural Affairs will also be consulted regarding any refugees whose claims for asylum have been refused.
[33] 2019 Mini Census.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
12b	**Women**				
12b(i)	All recommendations from gender mainstreaming stocktake of 2014 are reviewed and implemented by 2030	No stocktake review conducted since 2014 9/18 of the 2014 recommendations implemented	KPI completed in FY 21-22	All gender mainstreaming stocktake recommendations are up to date and fully implemented	WASDA
12b(ii)	Family and Domestic Violence cases are resolved within a reasonable time	Offenses processed and heard usually within 6-12 months of charges being laid/information filed	All offenses are processed and prepared for prosecution within 6-12 months of receiving report (due to mandatory remand and increase in penalties)	All offenses are processed and prepared for prosecution within 6 months of receiving report (due to mandatory remand and increase in penalties)	WASDA/Justice

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
12c	**Children**				
12c(i)	Number of incidents of child abuse (including neglect) reported to the Nauru Police Force[34]	No holistic child-abuse system in place	Reach out to other ethnic groups in Nauru to spread awareness	A whole-of-government child abuse reporting system is in place[35]	Nauru Police Force
12c(ii)	Timely prosecution of child abuse cases	Offenses processed and heard usually within 6-12 months of charges being laid/information filed	All offenses are processed and prepared for prosecution within 6-12 months of receiving report (due to mandatory remand and increase in penalties)	All offenses are processed and prepared for prosecution within 6 months of receiving report (due to mandatory remand and increase in penalties)	Dept of Justice/ WASDA

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[34] Reported by the public and WASDA. Measuring increased use of the reporting system and increased willingness of community members to make a report. Once reported, WASDA can take appropriate action to assist.
[35] Reporting could be similar to the Child Protection Australia 19-20 report
https://www.aihw.gov.au/reports/child-protection/child-protection-australia-2019-20/data

	Baseline As at 1 July 2021	Targets		Responsible Organisation
		FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
13	**Soc-Goal 6: Investing in Youth – a sustained future for Nauru[36]**			
13a	**Wellness**			
13a(i)	Progress towards reducing substance abuse among youth and children under 18	No comprehensive youth substance abuse program is in place	Develop and propose a juvenile justice system	A juvenile system is in place for prosecution and rehabilitation	WASDA
13b	**Employment**			
13b(i)	Number of graduates of youth development programs[37] in full or part time employment, having their own business or have entered into further studies or vocational training, within 6 months of finishing the program	8/15 5 Employed 3 Entrepreneur	15/15	30/30	Dept of Internal Affairs
13b(ii)	Decrease in youth (under 35) unemployment rate	2011 Major Census = 30.6% 2019 Mini Census = 33.4%	1% reduction in unemployment rate	5% reduction in unemployment rate	Dept of Finance - Statistics/Social Welfare

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[36] Focussing here on those who fell outside the school system- education -related goals cover others
[37] I.e the Internal Affairs Life Skills Program

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
14	**Soc-Goal 7: A robust, vibrant and effective civil society for a just and peaceful Nauru**				
14a	**Registration - births and new citizens**				
14a(i)	Establish network between justice, stats, immigration and health to ensure all new citizens and babies are captured in CRVS	Network yet to be Established. At present, All departments conducting own registration Systems. Working with ESCAP to establish a CRVS system.	Work towards establishing an effective network that provides information-access between relevant/authorised government departments, by 2025	Proposal reviewed by Cabinet and recommended actions completed and implemented	BDM
14b	**Citizenship application and registration**				
14b(i)	Strengthen and streamline the process for registering and applying for Nauruan citizenship[38]	Forms only available in hard copy	Develop a plan to place all citizenship forms online Regular gazetting of all new citizenships	One-stop shop for citizenship applications	Dept of Justice

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[38] Between the Passport Act, BDM Act and NEC Act - ensure there is only one way of creating an identity- through BDM.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
14c	**Elections**				
14c(i)	Enabling environment supports free and fair elections	Legislative amendments provided to Cabinet post 2019 election, to strengthen electoral processes.	To conduct a successful election that with zero complaints or court disputes	Legislation has been reviewed post 2022 elections and legislative amendments proposed to Cabinet 2022 election process has been reviewed and recommended actions have been completed	NEC

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
ID	**Infrastructure Sector**				
15	**Infra-Goal 1: Provide a reliable, affordable, secure and sustainable energy supply to meet socio-economic development needs**				
15a	**Reliable**				
15a(i)	System Average Interruption Duration Index (SAIDI) (Customer minutes for the period)	Less than 2000	Less than 1800	Less than 1500	NUC
15a(ii)	System Average Interruption Frequency Index (SAIFI) (interruption frequency for the period)	Less than 30	Less than 18	Less than 5	NUC
15b	**Affordable**				
15b(i)	Surveyed customers happy to pay current or higher prices if reliability (in 15a) is achieved	65%	More than 75%	More than 90%	NUC
15c	**Secure**				
15c(i)	Electricity losses (Technical Losses) (%)	25%	Less than 20%	Less than 15%	NUC

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
15d	**Sustainable**				
15d(i)	Renewable energy as a percentage of total generation (in kWh) (%)	10%	Up to 50% generation through renewable energy resources	100%	NUC
15d(ii)	Generator Availability (%)	More than 85%	95%	95%	NUC
15d(iii)	Implementation of Nauru Energy Roadmap 2018-2020	90% of activities included in funded projects; 45% implementation	65% implementation Progress in initiating electric mobility in Nauru Identifying donor for OTEC Feasibility Study Identifying donor for Sustainable Land Transport Project	100% implementation	DCCNR
16	**Infra-Goal 2: Provide a reliable, safe, affordable, secure and sustainable water supply to meet socio-economic development needs**				
16a	**Reliable**				
16a(i)	RO plant availability	80%	92%	More than 95%	NUC

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
16a(ii)	Water tanker availability	More than 80%	90%	More than 95%	NUC
16a(iii)	Building Code set which considers accessibility for water tanks	Planning with Donor (SREP and PRIF)	Identify and contact all stakeholders Whole of stakeholders meeting to establish implementation of strategic planning	Code established	Dept of Infrastructure - Housing Division
16b	**Affordable**				
16b(i)	Surveyed customers happy to pay current or higher prices if reliability (in 16a(i) and (ii)) is achieved	More than 60%	More than 75%	More than 90%	NUC
16b(ii)	Increasing consumer awareness of smart water usage	1 since 1 July 2020	3 awareness programs held	Minimum of 3 annually	DCCNR
16c	**Secure**				
16c(i)	Water loss (%)	15%	Less than 10%	Less than 10%	NUC

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
16c(ii)	Water quality meets or exceeds the Australian water standard[39]	More than 80%	100%	100%	NUC
16c(iii)	Testing (of home water tanks) to national water standard[40]	0 DCCNR staff trained	4 staff trained	50% of tanks tested a year, per district	DCCNR
16d	**Sustainable**				
16d(i)	RO Water production capacity meets/exceeds the Maximum RO Water Demand	90%	More than 90%	100%	NUC
16d(ii)	Number of houses with a water tank which is connected to downpipes	60% of dwellings have downpipes connected to a water tank[41]	20% from baseline	70%	DCCNR
16d(iii)	Increase national water storage capacity to ensure drought-resilience for 6 months	Storage capacity for 3 months' water supply	Increase water storage above FY 21-22 levels (10k-20k litres)	Storage capacity for 1 year's water supply	DCCNR

[39] Testing at production point and before dispatch.
[40] National water standard being developed through water policy.
[41] 2011 census

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
17	**Infra-Goal 3: Effective management of waste and pollution that minimizes negative impacts on public health and environment**				
17a	**Water and health**				
17a(i)	Water borne illness incidence recorded at hospital/ year	26 reported waterborne illness in 2020	21 cases of reported waterborne illness	13 cases of reported waterborne illness (50% reduction against baseline)	Dept of Health
17b	**Recycling**				
17b(i)	Volume of materials being recycled at the landfill facility is increasing	0% materials being recycled

Only separate green waste and cardboard - processed for mulch[42].

Recycling facility is incomplete[43]. | Sourcing of NRC requests including development of plans for recycling and implementation of pilot sites | All recyclable materials are recycled processed and repurposed | CIE - Environment & NRC |

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[42] All other items, including asbestos and building waste - go to landfill - not stored. Asbestos is disposed of in one area of the landfill site.
[43] Some recycling equipment (Bailer for cans and bottle crusher) is available but cannot manage volume. Bailer was to be used for aluminium cans but is too small. Cardboard shredder had to be purchased by NRC to manage cardboard. Also no plan for after items are crushed.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
17c	Sewerage management				
17c(i)	Sewerage services meet demand, on time	Service usually done on the same business day as payment, for private customers. Commercial customers are scheduled.	Set up system to capture data for scheduling service Maintain operational trucks to continue service	All service targets are met	Eigigu
17c(ii)	Sewerage waste is managed effectively and appropriately	No waste treatment plant management expertise on island	Holistic feasibility analysis of the current system Make recommendation to Government on institutional arrangement from feasibility analysis Make recommendations to the Government on suitable standard household septic tanks	Government has waste treatment plant management expertise	CIE - Environment

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
17c(ii) (cont'd)	Sewerage waste is managed effectively and appropriately	Quote obtained - $15m to replace current plant	Continue developing plans to delegate resources as required	New waste plant is in place, at an appropriate site	Eigigu
		Sewerage is chlorinated before it exits into ground No set sewerage treatment standard	Holistic feasibility analysis of the current system Make recommendation to Government on institutional arrangement from feasibility analysis Make recommendations to the Government on suitable standard household septic tanks	All sewage is treated to Nauru's standards 100% of households have a septic system that meets Government of Nauru standards	CIE - Environment
17d	**General Waste Management**				
17d(i)	Waste is managed effectively and appropriately	General waste management strategy exists[44]	Continuation of collection of 39 rubbish stands	Systems in place to dispose of all waste appropriately- either on island or by sending overseas for processing	Dept of Chief Secretary (district rubbish collection)/ CIE-Environment/ NRC

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[44] No plan exists for medical waste or electronic waste management.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
17d(i) (cont'd)	Waste is managed effectively and appropriately	Hazardous waste plan exists (POPs and Asbestos). No facilities to dispose of hazardous waste properly[45]. 50% progress on a plan for recyclable materials	Implement PacWaste project to remove asbestos stockpiles off island Explore processing of green waste		
18	**Infra-Goal 4: Improve transport infrastructure and provide reliable and sustainable transport services**				
	Transport Infrastructure				
18a	**- Roads & footpaths**				
18a(i)	Roads maintenance needs are met	Ad hoc notification of road maintenance needs Some resources for basic road maintenance is available on island	Road maintenance approach is agreed by the Department	Established system for securing road maintenance equipment and supplies, as required	Dept of Infrastructure

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[45] No suitable disposal facility exists for electronic waste. Medical waste incinerator donated but not in situ.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
18b	- **Drains**				
18b(i)	Drains are serviced bi annually, at least[46]	Drains serviced twice a year - beginning and end of financial year No data collected on number of days drains are flooded	Flexible drain servicing plan has been drafted, which can be scaled up or down as required	System established for monitoring number of days the drains are flooded Reduction in number of days drain are flooded	Dept of Infrastructure
18c	- **Air and Land Transport**				
18c(i)	Bus stop infrastructure supports use of public transport	Infrastructure is in place, but needs development to meet current needs	Feasibility study draft 100% completed (only 30% completed in 21-22) Develop a complete concept paper on the customer usage tracking system and advertise idea to development partners Complete the Bus Depot upgrade	Improvements completed Regular maintenance schedule adhered to Customer usage targets are met	Dept of Transport & Department of Infrastructure

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[46] PAD can see payments to private contractors for drain works.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
18d	- **Sea**				
18d(i)	Nauru Port	Nauru Port undergoing redevelopment to expand capabilities	Milestones 1 and 2 completed. Port has increased functional capacity - fuel can be bunkered at the Port and vessels can berth at the new Port.	Nauru Port is a regional shipping hub	NMPA
18e	- **Planning**				
18e(i)	Nauru Integrated Infrastructure Strategic Plan (NIISP)	NIISP exists	Engage TA - update priority list	NIISP reviewed and reissued at least once	Dept of Infrastructure
	Reliable Transport				
18f	- **Land**				
18f(i)	Land Transport Authority manages all aspects of land transport effectively, to meet Nauru's needs	Separate implementing authority required to meet all Nauru's land transport needs [47.] Legislation out-of-date.	Establish a Land Transport Authority and complete pending legislative reviews.	Land Transport Authority established and fully operational	Dept of Transport

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[47] Registration, insurance, disposal.

		Baseline As at 1 July 2021	Targets		Responsible Organization
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
18g	- **Air**				
18g(i)	Number of aircraft landings/week	7 regular flights per fortnight	Maintain status quo for flight frequency (10 flights operating to-date)	12 to 15	Dept of Transport[48]
18g(ii)	Nauru's air infrastructure consistently meets international standards	Aerodrome audit has been completed by PASO[49] and actions identified	Aerodrome recertification inspection by PASO has been completed	Nauru has an airport that consistently meets international standards	Dept of Transport
18h	- **Sea**				
18h(i)	Ship turn-around time (days) for a 300 TEUs vessel (weather permitting)	5-10 days	3 days	1 day	NMPA
18h(ii)	Number of containers discharged/back-loaded/year (TEUs)	1500	3000	6000	NMPA

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[48] Will include data from Nauru Airlines Corporation as part of this data set.
[49] Pacific Aviation Safety Office.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
18i	**Sustainable Transport**				
18i(i)	Non-bus public transport	Bus based transport is the only public transport option	Finalise feasibility study and submit recommendations to the government Attain government approval on the recommendations for a user-paid sustainable public transport system (public transport is currently fully-subsidised by government.	An alternative to bus-based public transport has been implemented	Dept of Transport
18i(ii)	Vehicles and components are disposed of ethically and in an environmentally-friendly manner	No on-island recycling of vehicle parts	Commission the vehicle shredder and commence operations	Recycling facility is fully operational	Dept of Transport
18i(iii)	Vehicle import standards are set[50]	Standards exist but require updating	Finalise all standards	All vehicle imports meet the standards	Dept of Transport

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[50] Standards for import of vehicle and fuel types to ensure environmental & safety standards are met, fuel can be supplied on island and maintenance services are available for the type of car on island.

	Baseline As at 1 July 2021	Targets		Responsible Organisation
		FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
18i(iv)	Sustainable land transport vehicles and methods	Sustainable transport report complete	Procure hybrid bus to add to the operations bus fleet Engage in services of technicians to conduct training on operating and maintaining the hybrid vehicle Implement usage of the hybrid bus and report back to the SMARTEN project	20% electronic/hybrid vehicles on Nauru[51]	DCCNR & Dept Transport
18i(v)	Nauru can raise, train and sustain air and land transport personnel to manage all aspects of land and air transport	No local training options for air security and air traffic controllers Air transport regulator and operator are the same	PASO technical experts to visit Nauru and complete consultations Develop and implement vehicle registration and monitoring plan using the newly recruited Road Traffic Officer	Local training options for air security and air traffic controllers Nauru can certify air security and air traffic controllers for Nauru Airlines and have established criteria for certification	Dept of Transport

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[51] Target from Nauru National Compact, UN High Level Dialogue on Energy, Sept 2021

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
18i(v) (cont'd)	Nauru can raise, train and sustain air and land transport personnel to manage all aspects of land and air transport	3 staff in the Vehicle Registration and Insurance Division Lack of mechanics skilled in maintaining electronic/newer vehicles	Develop and implement a Sustainable Vehicle Fleet plan	Air transport regulator and operator are separate bodies with supporting legislation	
19	**Infra-Goal 5: Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media**				
19a	**Communication**				
19a(i)	Progress of fibre cable project (submarine cable to Nauru)	Alternative proposal is yet to be approved by all parties	Construction contractor to be appointed and submarine cable construction to be commenced Terrestrial work in Nauru is to commence as well to build a landing station	A fully operational fibre cable internet system is in place. NFCC is an ISP which offers data to public and private customers. Additional revenue streams/expanded access to health expertise created through access to fast, reliable internet. Education and training options have expanded through access to faster, reliable internet.	NFCC (rep by Sec Justice)

.		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
19a(ii)	Phone and data costs reduced	Digicel provides phone and data to the public. CENPAC provides bandwidth to Digicel, government and SOEs, and can offer phone and data to the public, if funding is provided. No regulations in place for CENPAC.	CENPAC - a telecommunication mobile service is launched	At least two providers of phone and data on the island, to the public CENPAC offers a subscription TV service to the public e.g. fox channels - additional offering to media	Telecom[52]/ CENPAC
19a(iii)	Fast and reliable TV and radio	Analog wave One TV channel Studios built but not fully functional Media does not have its own communication tower Technical capacity of media staff requires development	Provide multiple digital channels and increasing content for tv, radio and online	Digital wave is available Multiple TV and radio channels are available Media has its own communication tower Nauru has an on-island training course for media technical staff	Dept of Media

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[52] Telecom, as the regulator, will provide data regarding all telecommunications companies providing services to Nauru.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
19b	**Independent and commercially viable Media**				
19b(i)	Media's reporting scope is clear and defined in legislation. Future status as an SOE.	No legislation in place regarding media's reporting independence	Legislation to protect media's reporting independence is drafted	Nauru Media earns 50% of revenue from non-government sources[53] Legislation in place that defines scope of media's reporting	Dept of Media
19b(ii)	Increase in non-government revenue	Makes Non-government revenue constitutes 5% of total revenue No News Director	Non-government revenue makes up 7.5% of total revenue News Director is in place An additional music recording studio is built	Non-government revenue makes up 50% of total annual revenue	Dept of Media

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[53] Sufficient revenue required to become an SOE- this indicator shows that the process is on track.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
ID	**Cross-Cutting Sectors**				
20	**Cross-Goal 1: Strengthen and develop the institutional capacity of the Nauru Public Service**				
20a	**Public Service Infrastructure**				
20a(i)	Government department documents are stored electronically to ensure data security and accessibility	No government-wide electronic storage policy Haphazard electronic storage by departments Difficulty accessing cloud storage due to internet's unreliability Insufficient storage space on government drives to store all documents	Print and dissemination of compiled policies to departments- HR All government documents are stored electronically	All government documents are stored electronically	Dept of Chief Secretary/ICT

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
20a(ii)	Government department processes are electronic[54], where appropriate	95% of government processes are completed manually	Produce an e-Government policy and implementation plan. Fully implemented electronic operated Recruitment System under the HRMIS Module – E-recruitment	100% online/digital processes by 2030	Dept of Chief Secretary/ICT
20a(iii)	Government departments and SOEs have publicly accessible, up to date information[55] available through 'nauru.gov.' website.	Nauru.gov website not consistently accessible 3 departments have a website 6 out of 9 SOEs have a website	All government departments/SOEs have a webpage on the official nauru.gov website, or a link from that page	All government departments have a webpage on the official nauru.gov website All SOEs publish their financial statements on the internet or in parliament	Dept of Chief Secretary/Treasury/ICT

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[54] Including tendering for govt projects. Could apply to registration of births, deaths and marriages, Payment vouchers, public service HR management. Could be through apps, improvements to existing systems to allow electronic forms. Aim is to drive efficiency in business practice and improve security.
[55] Envisage ICT creating the webpages and training staff in departments to update their own sites on an ongoing basis.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
20a(iv)	Secure and reliable internet, email and data storage to conduct government business[56]	100% security software installed on all GON working terminals Nauru.gov site inconsistently accessible Nauru.gov email addresses inconsistently accessible Insufficient data storage on ICT-controlled systems for departmental needs	Nauru.gov site and emails consistently accessible Departments have sufficient data storage on ICT controlled systems for departmental needs	100% public servants are using official government emails services Nauru.gov site and emails consistently accessible Departments have sufficient data storage on ICT controlled systems for departmental needs	ICT
20a(v)	Departments have systems in place to minimise loss of essential corporate knowledge[57]	No policy or processes regarding succession planning or business mapping across government	A meeting is held to discuss mapping of key business processes and succession planning, and a plan of action agreed	All departments have mapped key business processes and practice succession planning	Dept of Chief Secretary/ICT

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[56] Connect all govt and schools to one fibre optic network.
[57] Through business processes.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
20a(vi)	A simple security classification system for government information is in place and can be supported by government email and online systems[58]	No overarching system is in place. Ad hoc approaches across departments	Development of a security classification system is underway	Oath taking includes agreement to abide by security requirements Security classification system is in place Email system supports classification system	Dept of Chief Secretary/ICT
20b	**Public Service Personnel**				
20b(i)	A consistent and effective Performance Management System is in place	No consistent performance management system across government	The Biometric Clock monitoring all attendance implemented on a Live Basis and is reflected directly in Payroll and Salaries My Leave for Nauru fully operating	A public sector performance management system is in place	Dept of Chief Secretary-HR

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[58] Also flows onto who has access to what system and whether they have full or partial access only.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
20b(ii)	Reduction in vacant government positions[59]	100 out of 1300 vacancy rate	Re-introduce and assign job classification for all Nauru Public Service positions Establish minimum qualification level for each job classification Workshop consultation Student Internship Program: Increase the program and design a monitoring or tracing program	5% vacancy rate by 2030	Dept of Chief Secretary-HR
20b(iii)	Naruan Government positions occupied by expatriates are reduced	200 out of 1300 are occupied by expatriates Many technical positions filled by expatriates e.g. teachers, doctors	50% drop in expatriate filled positions from baseline	50% drop in expatriate filled positions from baseline	Dept of Chief Secretary-HR

[59]Including through temporary positions, while a vacancy is under recruitment.

20b(iii) (cont'd)	Naruan Government positions occupied by expatriates are reduced		**Capacity Building of NPS Employees** Develop and Conduct TNA for Public Service Collate all gaps and design and implement relevant workshops by Department **Standardisation of Expatriate and Local Employment Contract** Implement and apply the new contract to all expats **GON and Donor Funded scholarship recipients** Implementation of a tracing system to monitor and follow their progress		

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
21	**Cross-Goal 2: Strengthen Parliament, Audit, Justice, Law, Order and Border Control**				
21a	**Parliament**				
21a(i)	Standing Orders are up-to-date	Have not been updated since 1968	Review Standing Orders	Standing Orders are updated	Parliament
21a(ii)	Active and independent oversight of government	All committees inactive with the exception of the House Committee and Privilege Committee Other Parliamentary committees: Constitutional Review, Public Accounts, Standing Orders, Library, Subsidiary	Establish a meeting schedule for all Parliamentary Committees A plan to update all Laws and Constitutions is developed	Establish the Office of the Ombudsman All Parliamentary Committees meet according to the meeting schedules Parliamentary Accounts Committee reviews all department and SOE financial statements and ensures all recommendations are implemented All Laws and Constitutions are updated	Parliament

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
21b	**Audit**				
21b(i)	All government and SOE accounts undergo annual financial audit (either by NAO or external auditor)	Qualified Principal Auditors yet to be recruited/ appointed Average of 2 staff members lost per year	NAO recruits 2 principal auditors who are appropriately qualified and experienced Reduce NAO staff turnover to build NAO's audit capacity of Nauru	All government accounts and SOEs have up-to-date audited financial statements	Treasury, NAO
21c	**Justice**				
21c(i)	Sufficient Legal Practitioners on island to meet demand	8 qualified lawyers 35 qualified pleaders	25 Pleaders graduate and practice law	15 qualified lawyers, 60 qualified pleaders	Dept of Justice

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
21d	**Law[60]**				
21d(i)	The NPF has the technical capacity to investigate crimes and gather evidence for prosecution	No Forensic lab Investigation only through specific testing kits, which are not legally admissible in Courts	NPF undergoes evidence training (to help collect evidence which can be used in court) Legislate test kits to be admissible in Court (Amendment to Drug Control Act)	NPF can test drugs locally NPF can produce fingerprint evidence and it is admissible in court	Nauru Police Force
21e	**Order[61]**				
21e(i)	Statistics of criminal convictions (grouped and de-identified) are published	Statistics published in annual report	Quarterly reporting	Monthly reporting	Dept of Judiciary
21e(ii)	Number of open cases completed[62]	Completion rate less than 90%	90% completion rate	90% annual completion rate	Nauru Police Force

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[60] Capacity of police to investigate.
[61] How effective policing is in the community.
[62] "Completed Cases" does not include "Withdrawn" and "Insufficient Evidence" - Cases Closed.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
21f	**Border Control**				
21f(i)	No. of physical inspections of cargo and baggage against actual imports	Current inspection process is through "manual profiling"	70% physical inspections	ASYCUDA - Automatic System for Customs Data has reduced the need for physical inspections from FY 21-22 goal PCA - Post Clearance Audit established	Dept of Finance-Customs
22	**Cross-Goal 3: A transparent and fair land management system that supports social, economic and private sector development**				
22a	Claims for undetermined lands completed	Rate of undetermined land to be clarified	Reduction in amount of undetermined land	All land ownership has been determined	Lands Committee
22b	Nauru has a contemporary land regulatory system that meets Nauru's needs	Land management plan requires updating Legislation requires updating	A legislative system for valuation transfer, purchase, leasing of land and managing disputes is under development	Complete legislative system in place for valuation, transfer, purchase, leasing of land and managing disputes[63]	Dept of Lands Management

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[63] Ownership of assets built on leased land is clarified.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
22b (cont'd)	Nauru has a contemporary land regulatory system that meets Nauru's needs		Land management plan is updated, as last agreed in 1994	Lease terms are sufficient to attract significant investment Building codes exist Town planning system exists	
22c	% of land used for public purposes increases[64]	Review of digital plot boundaries underway (digital map)	All districts have digital boundaries established for each parcel of land (digital map)	Additional land has been allocated for public purposes Government infrastructure has been plotted on the digital map	Dept of Lands Management
23	Cross-Goal 4: Sustainable use and management of the environment and natural resources for present and future generations				
23a	Land degradation neutrality measure set by UNCCD - ratio of rehabilitated land to degraded land improves	Approx. 80% (1680 hectares) of land in Nauru is degraded	50% of Nauru Land Degradation Neutrality target setting exercise completed	Rehabilitate at least 20% (approx 336 hectares)	CIE - Environment

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[64] E.g. for cemetery.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
23b	Areas[65] allocated to be managed	None Policy for locally managed marine areas developed and endorsed	Commencement of GEF 7 biodiversity and land degradation project Analysis of areas to be managed	At least 3 areas identified and managed	CIE- Environment
23c	A robust regulatory system protects land and natural resources	Environment Act passed- one regulation in place (single use plastic ban) Weak institutional capacity to enforce Environment and regulations	At least 1 environmental regulations to be developed Institutional capacity strengthened on regulations developed	Robust regulatory system Enforcement of regulations carried out smoothly	CIE- Environment
24	**Cross-Goal 5: Build up resilience to combat the effects of climate change and natural disasters**				
24a	**Resilience**				
24a(i)	Implementation of the Climate Change Policy	Policy endorsed	20% implementation of policy	70% implementation of policy	DCCNR

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[65] Including managed areas for Noddy birds and other food sources not captured elsewhere, rare flora and fauna, cultural and heritage sites, locally managed marine areas.

		Baseline As at 1 July 2021	Targets		Responsible Organisation
			FY 22-23 (by 30 June 2023)	2030 (by 30 June 2030)	
24a(ii)	Progress towards identifying critical infrastructure that requires climate proofing and what climate proofing is needed[66]	Project commencement	5% of identified infrastructure has been climate proofed	35% of identified infrastructure has been climate proofed	DCCNR
24b	**Emergency Response**				
24b(i)	An effective and robust emergency system and infrastructure is in place	Whole-of-island emergency drills are irregular No emergency bulletin No Nauru meteorology website No emergency sirens	Quarterly emergency drills (fire, tsunami and air crash) are held for the entire community Nauruan language emergency bulletin to help prepare for likely hazards - should be rolled out in 2021 Launch of nauru meteorology website Four emergency sirens ($20k each) are installed.	An up to date NDRM plan Management Plan developed for Shipwrecks, oil spill, in the coastal area A pandemic plan is in place An effective early warning system in place Fit for purpose NES Infrastructure and assets[67] Fully stocked emergency shelters	NES

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[66] Includes seawalls.
[67] Boat ramp for year-round use, new HQ, fire station.