



NSDS ANNUAL REPORT FY 21-22

Table of Contents

Opening Statement	2
Glossary	3
Nauru’s National Sustainable Development Strategy	6
Overview	7
Nauru’s National Development Goals	8
Measuring Progress	9
KPI Progress Summary	10
Progress Highlights	14
Donor Investment Priorities	17
Economic Sector	18
Social and Community Sectors	31
Infrastructure Sector	52
Cross-Cutting Sectors	72
Stakeholders	86

Opening Statement

“What gets measured gets done” - Arthur Blair.

When the Nauru Sustainable Development Strategy 2019-2030 was published, it lacked one thing - a set of performance indicators. And as a result, it was difficult to determine Nauru's progress towards the strategic goals outlined in the strategy - goals set with the help of the Nauruan people.

As Arthur Blair recognised, measurement contributes to progress. By focussing attention on a desired goal versus the current state, it becomes clear how much work is needed for success. Only when this gap is known can clear plans be made to narrow the difference.

That is the purpose of this report - to understand the gap between Nauru's current state and the desired 2030 goals, and provide a tangible framework for closing it. We owe it to the Nauruan people to ensure that the Government holds true to the strategic objectives we set together, and this report is an important step in that direction.

The recommendations outlined in this report are designed to help the Government of Nauru, private sector and community stakeholders and donor partners with practical assistance to guide budgeting, planning, and donor investment.

It provides a unique lens through which to assess Nauru's progress, and I encourage all Departments, State Owned Entities and Donors to incorporate the findings of this report into their planning cycles.

I am pleased to present this first NSDS Annual Report to you.

The Honourable Martin M Hunt
Minister for Finance

Glossary

At Risk	Between 41% and 60% of the KPI targets for the goal/sector are met
Baseline	Data used as a basis for comparison
BDM	Registry of Births, Deaths and Marriages
CENPAC	Cenpac Corporation
DEMA	Department of Environmental Management and Agriculture
DEMA	Department of Commerce, Industry and Environment
DCCNR	Department of Climate Change and National Resilience
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
NTC	Nauru Tourism Corporation
NUC	Nauru Utilities Corporation

Off-Track	0 - 40% of the KPI targets for the goal/sector are met
On-Track	61 - 100% of the KPI targets for the goal/sector are met
SOE	State-Owned Entity
USP	University of the South Pacific
WASDA	Department of Women's and Social Development Affairs

Nauru's National Sustainable Development Strategy

The National Strategic Development Strategy outlines 24 integrated and interrelated goals to support Nauru's developing economy, infrastructure, and improved health and well-being by 2030.




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. In 2021, a set of Key Performance Indicators were developed to monitor progress towards the 24 NSDS goals listed across four sectors - Economic, Social and Community, Infrastructure and Cross-Cutting.

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 minimizes 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	Soc-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		

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.

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

The 24 goals in the NSDS are assessed and rated in this report, according to the achievement of targets set for the goal’s KPIs. The ratings are outlined in the table below.

% of KPI targets achieved in the Goal/Sector	Rating	Rating Definition
61-100%		On track to achieving 2030 targets
41-60%		At risk of not achieving 2030 targets
Below 41%		Off-track from achieving 2030 targets

Overview

In terms of progress towards Nauru's National Development goals, the statistics presented in this report provide a sobering picture at first glance.

Only one goal, Improved Health and Well-Being, is on track. 3 out of 7 of the National Development Goals are on track to meet 2030 targets, while 3 out of 7 are off track and unlikely to meet 2030 targets.

The Social and Community sector is the star performer in financial year 2021 - 22, with 68% of targets met. Next is the Economic sector, with 43% of targets met. The Infrastructure sector met 41% of the set targets for financial year 2021 - 22, and the Cross-Cutting Sector has met 23% of the KPI targets for the year.

However, there is good news.

While not all targets were met, progress is being made - some key highlights are included in the Progress Highlights section below. The Government of Nauru extends its thanks to all staff, departments, donors and other stakeholders involved in progressing activities thus far.

There are steps the Government, donors, and private stakeholders can take to help Nauru meet the strategic goals set in the NSDS report. 2030 is seven years away - and if action is taken now, Nauru can achieve the 2030 KPI targets.

The top four steps for donors are outlined in this report, along with a series of recommendations for targets which are not met. A series of recommendations have been made separately to the Government of Nauru, to be incorporated into activity planning and budgeting cycles.





The NSDS Committee will monitor progress towards NSDS KPI targets, and against the recommendations outlined in this report, helping to ensure that activities are aligned with NSDS objectives.

Nauru's National Development Goals

How much closer is Nauru to reaching the NSDS 2019 - 2030 National Development Goals?

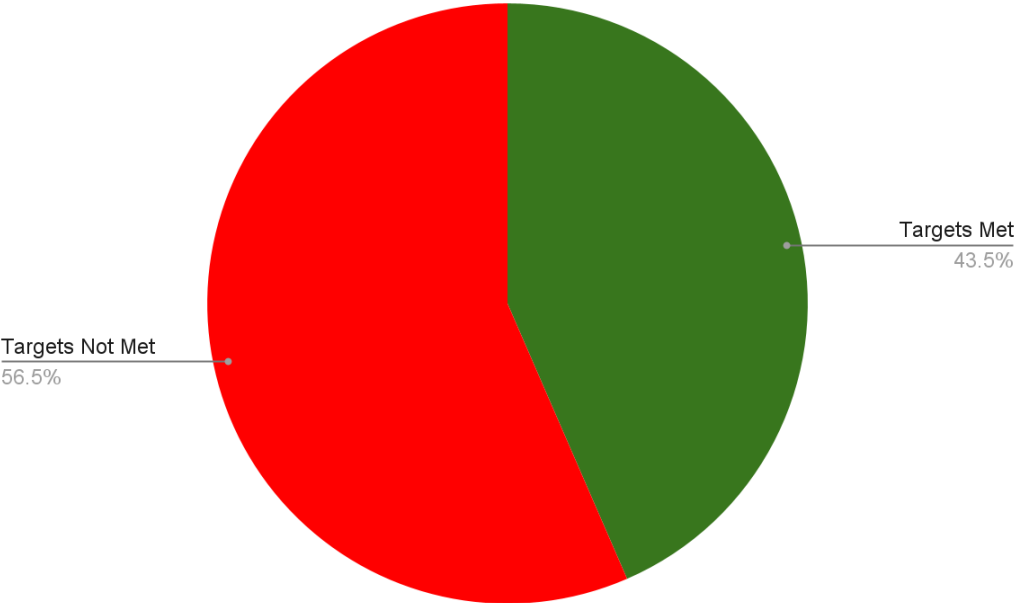


Measuring Progress

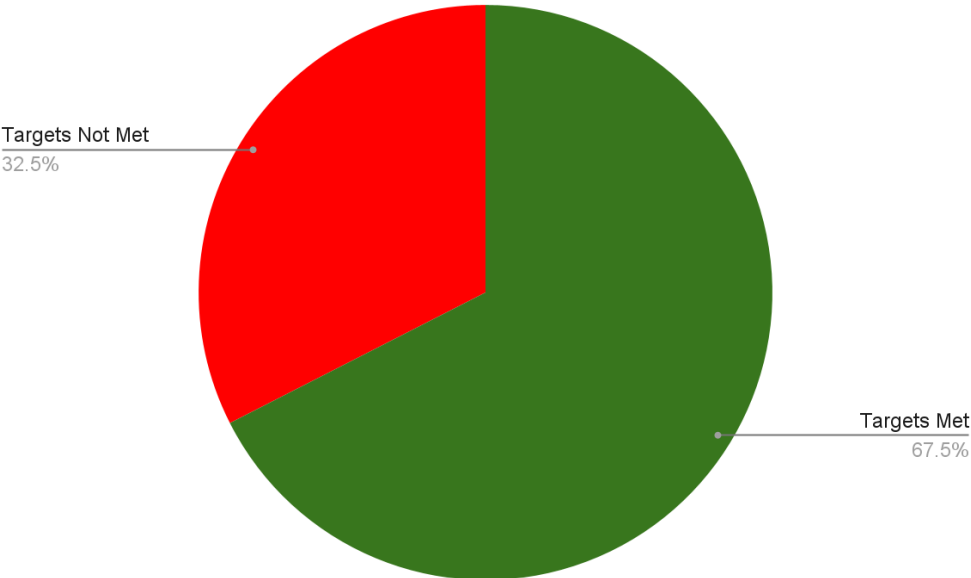
Sector	Status	Summary
Economic		Fisheries and Tourism targets are off track. State Owned Enterprise ROE and ROA reporting KPI also off track.
Social and Community		Health and education projects are at risk of not meeting 2030 targets. Youth, inclusiveness, equal opportunity, sport and civil society projects are on track to meet 2030 targets.
Infrastructure		Assistance is required to progress Transport, sewage management, recycling, urban development, media, CENPAC and environmental projects.
Cross-Cutting		Emergency response, climate resilience, land management, public service ICT infrastructure, HR reform, strengthening parliament, audit, justice and law and order activities require support.

KPI Progress Summary

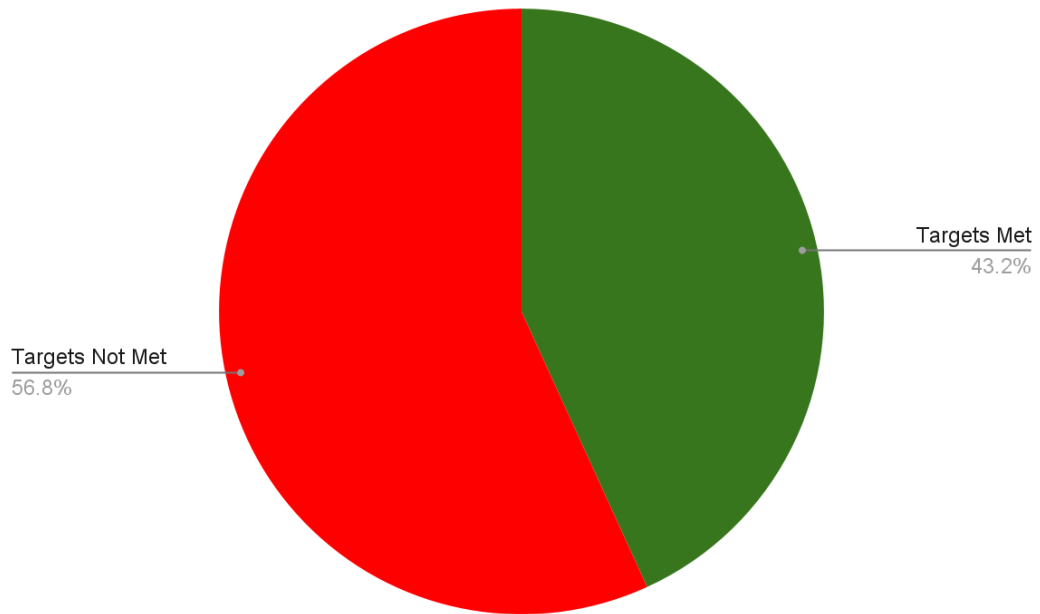
Economic Sector



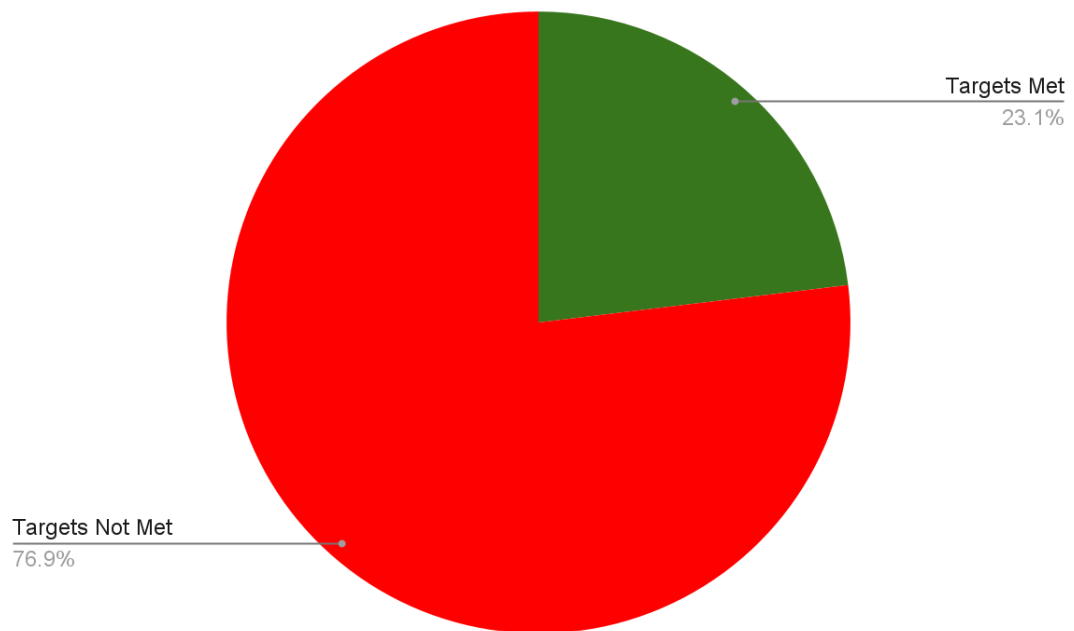
Social & Community Sectors



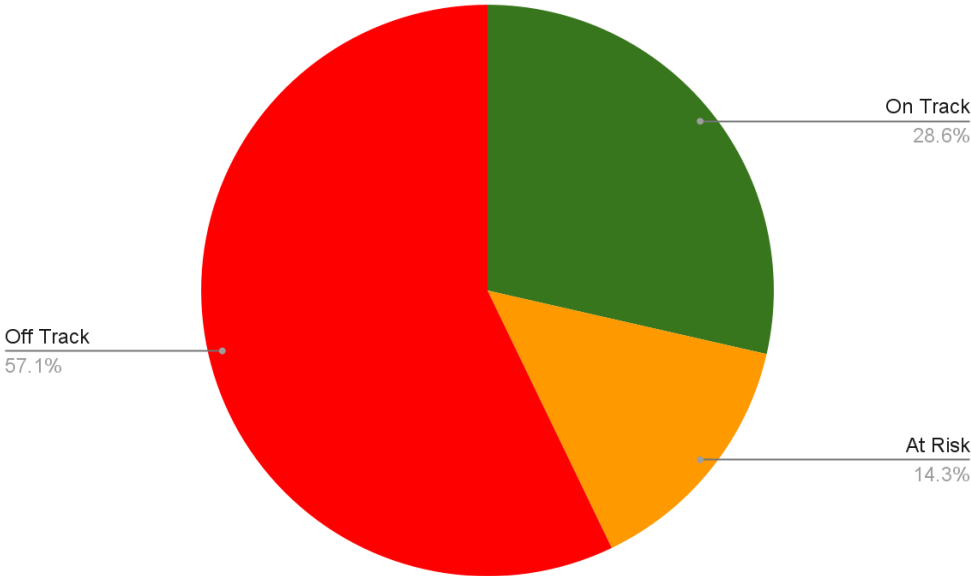
Infrastructure Sector



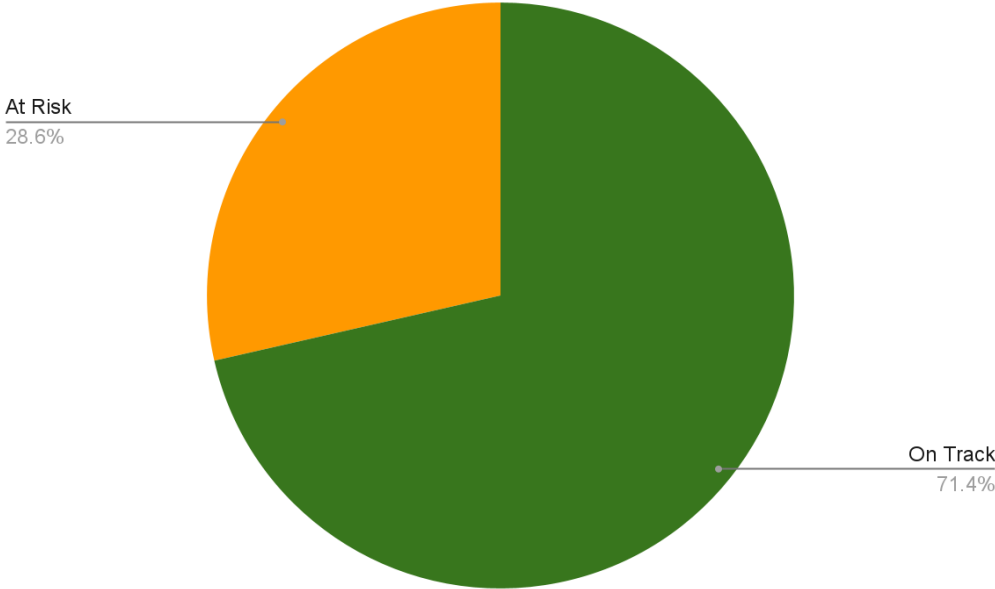
Cross-Cutting Sectors



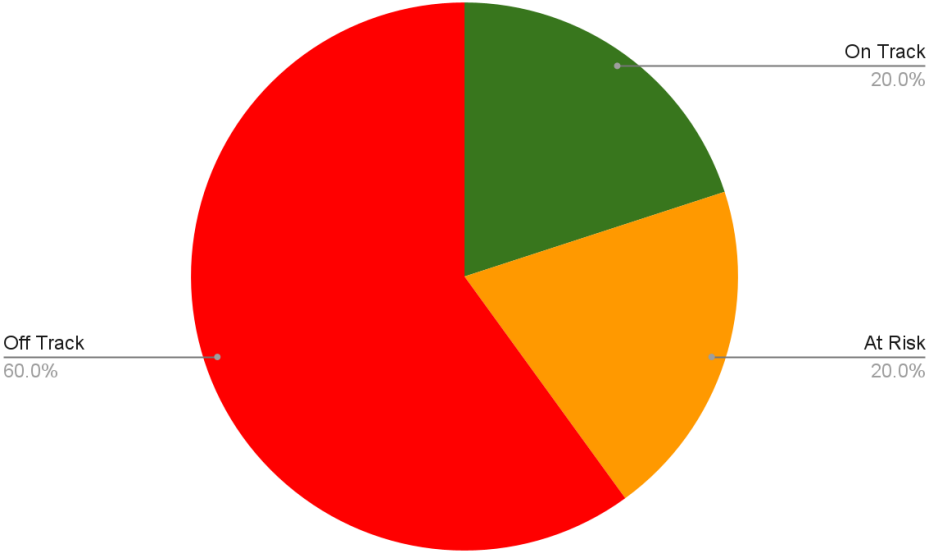
Economic Sector - Goal Ratings



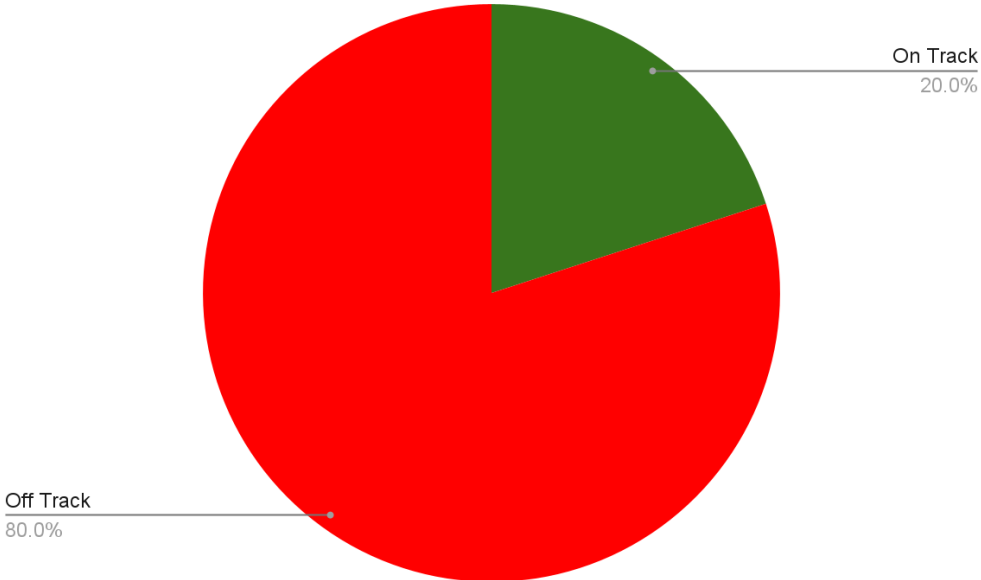
Social & Community Sectors - Goal Ratings



Infrastructure Sector - Goal Ratings



Cross-Cutting Sectors - Goal Ratings



Progress Highlights

Economic Sector

- Treasury, with the help of ADB, has established a dedicated unit to enforce the Public Enterprise Act, ensure SOEs are compliant in their financial reporting, and engage in financial best practice. Since the Unit began operations, six out of the 11 SOEs operating in Nauru have completed the code of conduct requirements mandated under Public Enterprise Act. The governance documents they have completed include Board charters, Statements of corporate intent and Quarterly performance reports. A summary of these reports is uploaded to the Finance website, improving financial transparency.
- The Nauru Trust Fund value as at 30 June 2022 was AUD \$240 million, with a three-year average return on investment of 10.1%. The fund is achieving its investment objectives and well on the way to the goal of \$400 million by 2033. With the help of co-contributors Australia, the Republic of China (Taiwan), New Zealand, and with initial funding support from ADB, Nauru is working towards a financially secure future for every Nauruan.

Social and Community Sectors

- Over 4000 Nauruans are now participating in sport. The Department of Sport, National Sporting Federations and District communities have collaborated to improve sporting facilities, options and access to facilities such as multipurpose sporting courts and community gyms.
- 65% increase in student attendance through the back-to-school scheme, collaboration with Sports -No school, no play scheme, Nauru Police Force and the Department of Transport.
- A process of monitoring reports from schools has been established resulting in a reduction of reported bullying/antisocial behavior incidents in schools. The 'adopt-a-cop' programme has also been reinforced.
- The Nauru Police Force and WASDA have now established a joint office at the main NPF office, which works to deliver awareness regarding gender and domestic violence issues. 12 outreach programmes were delivered to workplaces, communities and schools this year. The office also monitors

progress of case-related targets and prepares reports to relevant parties.

- The Statistics Division completed the ten-year census this year, which will provide the government and donor partners with up-to-date statistics to help match spending with Nauru's current socio-economic requirements.

Infrastructure Sector

- The Department of Transport and Infrastructure secured funding to purchase a vehicle shredder in financial year 2022-23. This funding will help support a whole-of-life cycle approach to vehicle management and support metal recycling on Nauru.
- Both NUC's System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI) targets were achieved.
- The implementation of Nauru's Energy Roadmap 2018 - 2020 has achieved its 60% implementation target. Activities are spread between 3 different projects: SMARTEN, NEEDS and ADB - Energy Act Technical Assistance.

Cross-Cutting Sectors

- The Department of Chief Secretary has implemented face scanning technology to ensure payroll records accurately reflect staff attendance.
- An Internal Audit function was recently introduced into Treasury. This provides an in-house auditing function conducting regular checks of payments against legislation, contracts and policies and procedures. It is still in its infancy, but Treasury is working towards expanding internal audits for all government departments. The government has also finalised audited annual financial statements for financial years 2016 - 2017, 2017 - 2018 and 2018 - 2019. These are now publicly available on the finance website. The statement for financial year 2019 - 2020 is now being audited, bringing Nauru much closer to full compliance.

- Ongoing quarterly emergency drills were performed by the NES team. Fire and tsunami drills were carried out to all schools during financial year 2021 - 2022 and NES aims to carry out a similar awareness program for all government departments and corporations.

Donor Investment Priorities

Based on KPI progress, Nauru seeks donor assistance in the following key areas in FY 22-23. A full list of investment needs for each sector is provided on the following pages.

1

Infrastructure Sector

- Assistance to Eigigu to upgrade current sewerage systems to cope with demand.
- Technical assistance to the Department of Transport, Department of Infrastructure (roads) and NRC (recycling site)
- Legislative drafting assistance - Transport Department and Media

2

Social and Community Sectors

- Education support in literacy and numeracy, identifying disabilities and supporting students with disabilities.
- TVET online learning support
- BDM systems
- Health - Communicable disease assistance

3

Cross-Cutting Sectors


- Lands Management - system for managing land records
- Emergency response early warning systems.
- 800m of seawall in Anibare and Meneng
- Technical assistance to progress HR, ICT and environmental targets.

4

Economic Sector

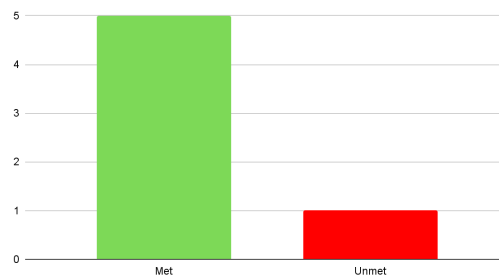
- Technical Assistance to Nauru Tourism Corporation, Nauru Rehabilitation Corporation and Department of Finance-Commerce
- Support to the Nauru Intergenerational Trust Fund.

Economic Sector

Sector Rating		
Targets Met: 10	Targets Unmet: 13	% Targets Met: 43%
 At risk of not achieving 2030 targets		

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

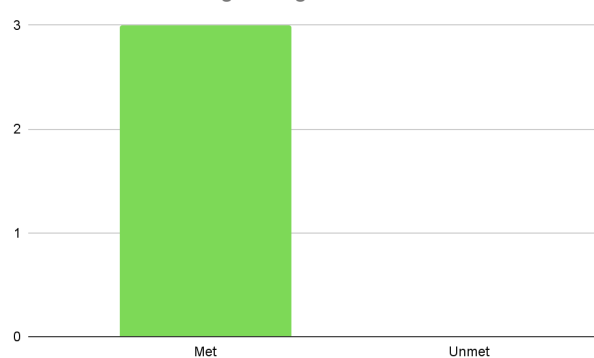
Econ Goal 1 - KPI Target Progress - FY 21-22



On track to achieving 2030 targets

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

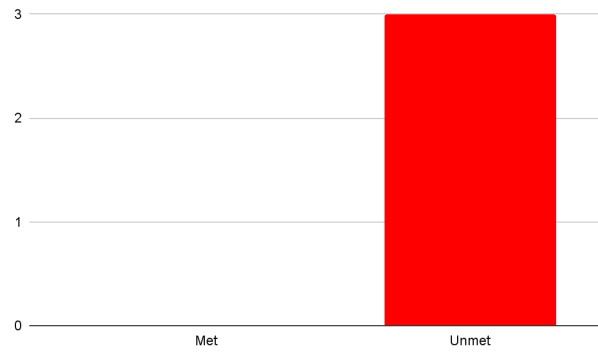
Econ Goal 2 - KPI Target Progress - FY 21-22



On track to achieving 2030 targets

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

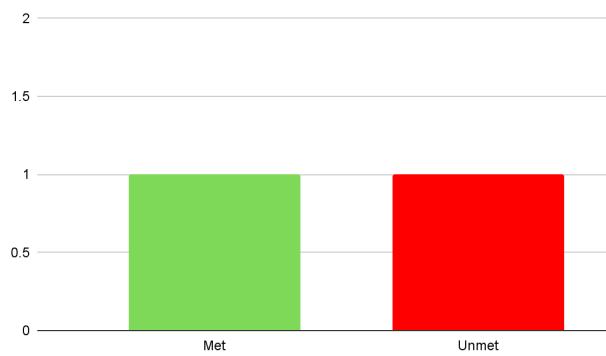
Econ Goal 3 - KPI Target Progress - FY 21-22



Off-track
from achieving 2030 targets

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

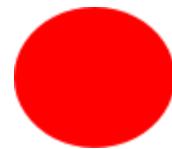
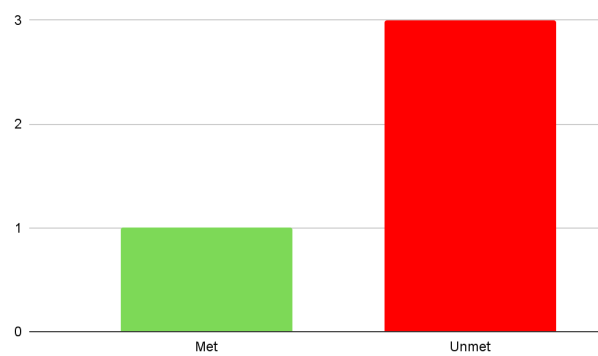
Econ Goal 4 - KPI Target Progress - FY 21-22



At risk
of not achieving 2030 targets

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

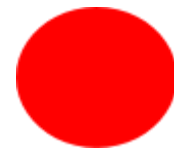
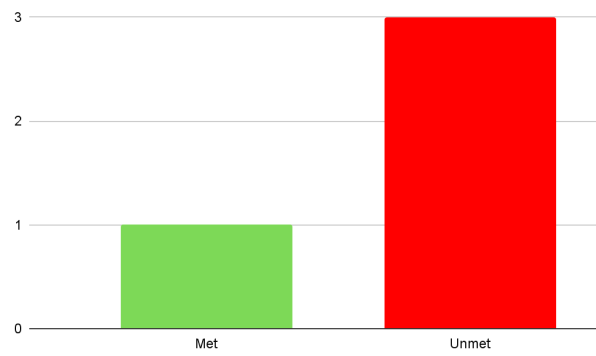
Econ Goal 5 - KPI Target Progress - FY 21-22



Off-track
from achieving 2030 targets

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

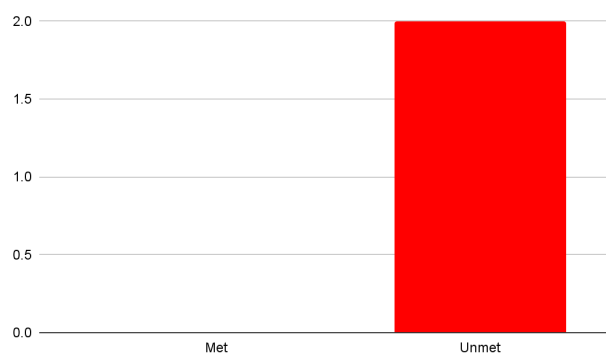
Econ Goal 6 - KPI Target Progress - FY 21 - 22



Off-track
from
achieving
2030
targets

**Econ-Goal 7:
An effective,
competitive
and stable
financial
system that
will enhance
economic
growth and
development**

Econ Goal 7 - KPI Target Progress - FY 21-22



Off-track
from
achieving
2030
targets

	Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	Maintain GDP at 2% minimum		Dept of Finance - Treasury
1b	Debt				
1b(i)	Debt as a % of GDP	Debt is below 10% of GDP	Reduce 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	SOEs have established the necessary financial systems to achieve and report on 5% ROE and 3% ROA		Ongoing support is being provided to the Public Enterprise Management Unit, Treasury by ADB. Dept of Finance - Treasury

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
1c(ii)	Improvement in accurate assessments and collection of GON revenue ¹	70% of assessed revenue is collected ²	80% 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			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	A private sector development roadmap is being drafted, and considers the baseline issues inhibiting private sector development			Department of Finance - Commerce

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	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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)	25 (1 farm, 24 households)		DEMA - Agriculture
2b Crops					
2b(i)	Number of households or farms producing domestic crops	Approx 75	100		DEMA - Agriculture
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	<p>The milkfish farming project was put on hold as NFMRA was unable to import milkfish fries.</p> <p>Investment Needs:</p> <p>Support for a long-term solution - to build and set-up a milkfish hatchery on the island. This will take at least 6-7 years before it can produce milkfish fries. If support is provided now, NFMRA will be able to achieve their 2030 target.</p>	NFMRA

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

		Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
3b	% of coastal reef area under management or declared a community marine managed area ⁵	0%	100%		<p>The draft Coastal Fisheries Regulations have been drafted and are waiting for final vetting by the Justice Department. Once the legislation is in force, NFMRA will assist the communities in preparing their community fisheries management area plans, which will be submitted for Government's approval along with requests for the designation of community fisheries management areas. Surveys of the area will need to be completed to develop these plans - however, this has been delayed due to lack of equipment, especially diving gear.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> - Financial support for the purchase of diving gear or supply of suitable equipment to survey coastal areas and determine those in need of protection - Funding and technical support to complete field work to identify areas in need of protection - Technical Assistance to develop a public awareness campaign regarding the upcoming new regulations and enforcement of the regulations, in conjunction with the Nauru Police Force and the Community Fisheries Subcommittees. - Technical Assistance and funding to establish and implement community fisheries management area plans. This includes educating communities to get their fisheries management areas declared, helping communities mark out their fisheries 	NFMRA

⁵ 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	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
3b (cont'd)	% of coastal reef area under management or declared a community marine managed area ⁶				management areas, training their community fisheries wardens on the control, monitoring and surveillance of the fisheries management areas and holding regular workshops with communities.	
3c	% of coastal reef area that is protected from any fishing activity	0%	10 % ⁷		As for 3b	NFMRA
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)			Ronphos

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.

⁷ Some coastal areas at Anibare/ljuw which may be a spawning ground for several reef fish speDEMs which may be declared as a marine reserve and protected from any fishing activities to support sustainability of coastal fisheries resources. The target will be reviewed to determine its effectiveness in improving the status of the coastal fisheries resources.

		Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
4	Econ-Goal 4: Efficient and effective use of mining and quarrying resources for economic and rehabilitation purpose economy					
4b(i)	Mined area rehabilitated in a year (ha)	6 ha of mined land rehabilitated ⁸ Approximately 160 ha to be rehabilitated in total	8ha of mined land rehabilitated		Progress under this target will be addressed under the Higher Ground Initiative.	NRC
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))		Nauru's Chamber of Commerce, with funding assistance from the Australian and British High Commission, engaged the services of Australian Business Volunteers to develop and complete Nauru's Private Sector Development Roadmap. New Zealand is funding phase 2 of the Roadmap's implementation. Investment Needs: -Technical Assistance to guide and assist Commerce Division develop a plan to support the implementation of the Private Sector Development Roadmap.	Department of Finance - Commerce

⁸ 4ha of mined land was reclaimed and developed within a year for the NUC Solar farm project.

		Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	Legislative framework for foreign investment established, to provide for investment incentives			Department of Justice
5b	Integration					
5b(i)	Nauru is 'fully compliant' with OECD standards (at a minimum)	100%	100%		Australia provides Technical Assistance to NRO, which supports NRO in achieving this target.	Department of Finance - NRO
5b(ii)	Postal services support business development, investment and economic integration into the global economy	Frigate services \$10 kg delivered via Pak Fresh Handling, Brisbane No mail delivered to homes No address system	A plan to investigate options for establishing direct mail to Nauru (without a freight handler) and addressing is established		Technical assistance to develop a mail addressing system and delivery system.	Nauru Post

	Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	Plan developed		Nauru Tourism Corporation
6b	Number of tour operators has increased ¹⁰	No review mechanism for tour operators No list of tour operators publicly available	A list of tour operators is publicly available, with a disclaimer that they have not been vetted by Tourism	<p>NTC has implemented some campaigns designed to encourage tourism activities. However, support is required to develop and implement NTC's Mid-Long term Master Plan.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> -Technical Assistance to assist NTC develop and implement a Mid-Long Term Master Plan. - Staff development and capacity building in the area of Tourism & Hospitality 	Nauru Tourism Corporation
6c	Quality of accommodation is improved ¹¹	Limited accommodation available	Survey of accommodation needs completed	Technical Assistance to assist NTC develop and implement a Mid-Long Term Master Plan.	Nauru Tourism Corporation

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 accommodation required, transport, art and craft stalls etc. Also need to have a system of officially registering tour operators for a consistent and safe experience.

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

		Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
6d	Tourism visa revenue increases ¹²	No separate coding in FMIS for tourist visa revenue	Separate coding for tourist visa revenue in FMIS		Technical Assistance to assist NTC develop and implement a Mid-Long Term Master Plan, which will increase tourist revenue.	Nauru Tourism Corporation
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 ¹³ No current independent assessment of necessary financial services or enabling environment required to support economic growth and development ¹⁴	A plan is developed for an independent assessment of the demand for financial products (formal or informal) ¹⁵ A plan is developed to assess the enabling environment ¹⁶ necessary for the above ¹⁷		Lack of access to financial services, including insurance, has been identified as one of the biggest challenges to business and private sector growth on Nauru, according to a number of surveys conducted by Australian Business Volunteers and an ADB funded project. Investment Needs: -Technical Assistance to scope the necessary policy, regulatory and economic settings to improve financial services access on Nauru.	Department of Finance- Commerce/ Treasury ¹⁸

¹² Long term, aim to measure full amount of revenue including hotel spend, restaurant visits, tour operator revenue.

¹³ Commercial products currently offered on island by Bendigo Bank Agency

¹⁴ Treasury/DEMA

¹⁵ Treasury responsibility. Note that an ADB project is currently underway regarding financial services


¹⁶ Education, policy, legal, financial, training

¹⁷ DEMA/Treasury

¹⁸ Note Bendigo responsible for any commercial financial products, if required

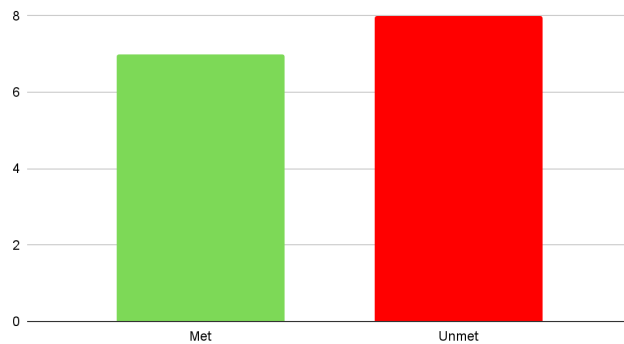
		Baseline As at 1 July 2021	FY 21-22 Target (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
7a(ii)	Insurance available on island	No insurer willing to offer services to Nauru Enabling environment to support insurance requires development	Gaps to offering insurance in Nauru have been identified and a roadmap to resolve them developed		Nauru's small population has made it difficult to secure a willing insurer. Investment Needs: -Assistance to secure insurance for businesses on Nauru	Department of Finance - Commerce

Social and Community Sectors

Sector Rating		
Targets Met: 27	Targets Unmet: 13	Targets Met: 68%
 On track to achieving 2030 targets		

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

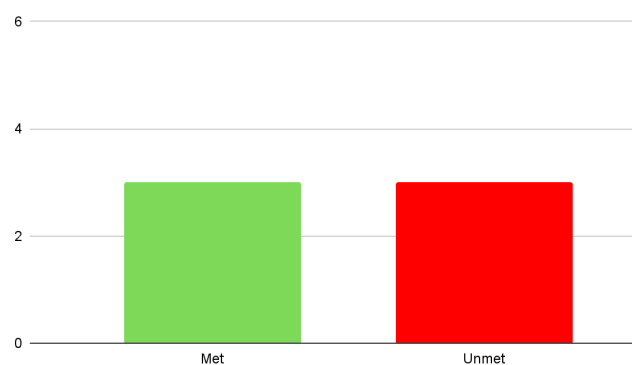
Social Goal 1 - KPI Target Progress - FY 21-22




 At risk of not achieving 2030 targets

Soc-Goal 2: A healthy and productive population

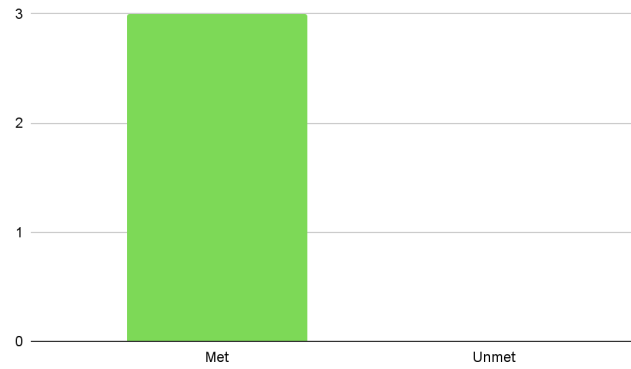
Social Goal 2 - KPI Target Progress - FY 21-22




 At risk of not achieving 2030 targets

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

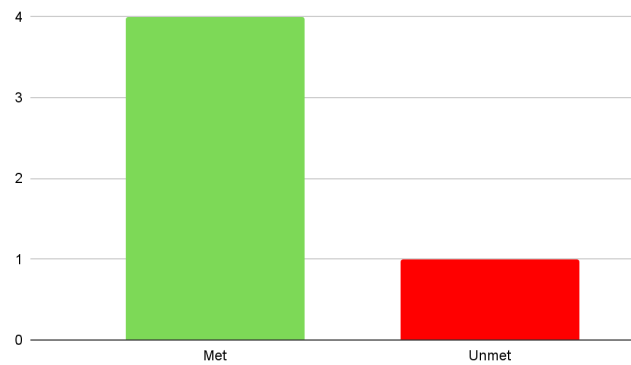
Social Goal 3 - KPI Target Progress - FY 21-22



On track
to
achieving
2030
targets

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

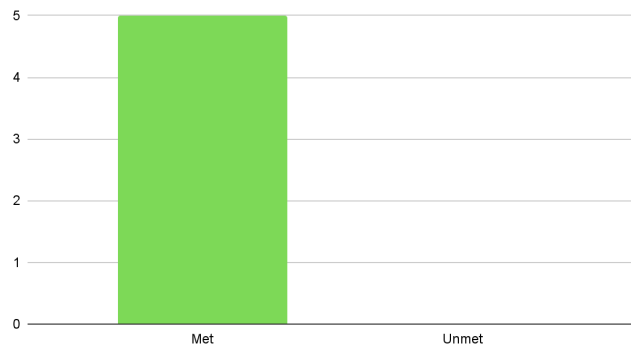
Social Goal 4 - KPI Target Progress - FY 21-22



On track
to
achievin
g 2030
targets

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

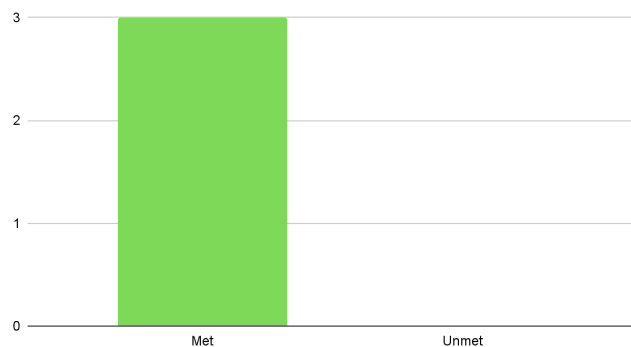
Social Goal 5- KPI Target Progress - FY 21-22



On track
to
achieving
2030
targets

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

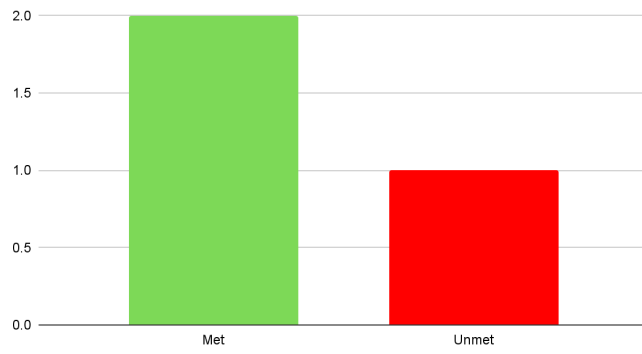
Social Goal 6 - KPI Target Progress - FY 21-22



On track
to
achieving
2030

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

Social Goal 7 - KPI Target Progress - FY 21-22



targets



On track
to
achieving
2030
targets

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
ID	Social and Community Sectors				
8	Soc-Goal 1: Improve the quality and broaden the scope and reach of education				
8a	Scope and Reach¹⁹				
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	2 - at least two students transit to TVET/USP	<p>There has been little progress with this target. A transition from the Able/Disable Centre to TVET is the normal procedure, however, there was zero transition rate. There are no systems in place to transition students, TVET facilities are not suitable for students with special needs and teachers also need training to support such students.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> -Funding and technical support for upgrading TVET facilities to suit all abilities. -Training for TVET and USP teachers in supporting students with special needs. 	Dept of Education

¹⁹ What is available for people to access education?

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
8a(ii)	TVET - Number of TVET graduates increases (incl Yr 11 & 12) (by sex)	146 graduates	150 graduates		<p>The target was not achieved. Lecturers from abroad were unable to teach in person due to COVID-19, therefore courses were based entirely on online platforms (virtual learning). Students are not comfortable with online learning which resulted in a poor passing rate. Attendance has declined and poor coordination between NSS and TVET has been an issue. Training on virtual learning, use of google drive, creating and using of emails (majority of high school graduates in Nauru do not use emails), use of moodle etc would assist. Assisting NSS and TVET to expose students to online learning in an engaging and positive way would help.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> -Funding for or provision of 30 desktop computers - Development of an introductory class to introduce students to online learning - Technical assistance to build teacher capacity to engage students positively in online learning and to use online platforms confidently as teachers 	Dept of Education
8a(iii)	Number of students successfully completing their programs at USP Nauru Campus increases ²⁰	184 (semester intake: 126, flex cohorts 58)	15% increase (145 semester intake, 67 flex cohorts)			USP

²⁰ From semester programs and flexi programs between semesters.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
8a(iv)	Parenting - Number of parents participating in Zero to Three training/other parenting programs increases	25	250			WASDA
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)		The graduation target was not achieved due to the pandemic-related cancellation of flexi schools in Semester 1. However, 53 students registered in the Preliminary and Foundation in Semester 1/2022, and 60 students enrolled in the CCE Basic English classes running from February to date. The main challenge to this target is the slow internet connectivity hindering research and online course completion. Investment Needs: Support for increased internet capability.	USP
8a(vi)	Early learning participation - Participation rate in organized learning (one year before the official primary entry age), by sex	NER ²¹ 62%	NER 65%			Dept of Education

²¹ Net enrolment rate.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
8b	Quality				
8b(i)	Teacher training - % of teachers with a diploma or a degree is increasing	55% (70/126)	62%		Dept of Education
8b(ii)	Literacy rate of TVET students increases	60%	65%	Education lacks trainers to deliver the literacy course although the course has been obtained and readily-available. Investment Needs: Recruit a literacy trainer to deliver the course.	Dept of Education
8b(iii)	Child literacy - Student benchmark results in Yrs 3, 6 & 9 in literacy and numeracy improve	<u>Yr 3</u> Literacy overall average at level 2 (Level 0-5) Numeracy 60% overall average <u>Yr 6</u> Literacy overall average at level 2 (Level 0-5) Numeracy 45% overall average	<u>Yr 3</u> Literacy overall average at level 3 Numeracy 62% <u>Yr 6</u> Literacy overall average at level 3 Numeracy 50% <u>Yr 9</u> Literacy overall average at 50%	-Recruiting a trainer to train teachers to deliver the 4S program effectively, to improve students' reading and writing skills. -Software to improve students' numeracy skills -Library books (Reading Text) for each class.	Dept of Education

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
8b(iii) (cont'd)	Child literacy - Student benchmark results in Yrs 3, 6 & 9 in literacy and numeracy improve	<u>Yr 9</u> Literacy overall average 45% Numeracy overall average 45%	Numeracy overall average 50%			
8b(iv)	Attendance - Student attendance of 60% ²²	2020 - overall average attendance rate 49%	52%			Dept of Education
8b(v)	Senior school graduates - % of senior school graduates increases	42% (88/207)	47%			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 ²³ .	52% unemployment rate		Advisory support to reduce reliance on international organisations and build Nauru's statistical capacity: -Develop capacity of Statistics Division staff to prepare growth projections and economic indicators as required by the IMF Articles of agreement (Art VIII, Section 5). -Ensure Nauru aligns with the Enhanced General Data Dissemination system (e-GDDS) and Special Data Dissemination Standard (SDDS), and - Develop a strategic plan and implementation plan for the Statistics Division to ensure Nauru meets NSDS goals and IMF requirements.	Dept of Finance - Statistics

²² Interested in the impact of bullying on attendance.

²³ 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	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
8b(vii)	Screening for disabilities that impact learning e.g. vision, dyslexia, ADHD, autism 2% in 2020 (3/126)	10%		Screening of disabilities by the Education Department is still a work in progress. The main activity aimed at achieving this target is the preparation of a checklist for schools to use to identify students 'at risk' or who have special needs. A technical consultant was expected to train and educate the staff but was held back due to the pandemic. Investment Needs: -Training and capacity building of teachers and health staff in how to identify students with disabilities or those 'at risk' -Education for parents to help them understand the importance of the checklist.	Dept of Education
8b(viii)	Reduction of reported bullying/antisocial behaviour incidents in schools	80 out of 195 41%	70 out of 195 - 5% 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 20:1 with internet access		Dept of Education/ ICT

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	Maintain		Dept of Health
9a(ii)	CDs - reduction in the prevalence rate of Communicable Diseases	.9085 per 1000 population (TB)	2% reduction in prevalence rate	<p>CD's prevalence has increased because more cases are being picked up, hence will be treated (1.1/1000 prevalence rate, a slight increase above the baseline). The main challenge for this target is competing priorities for health resources.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> - Focus of adviser efforts on forward planning of resources and community engagement and awareness regarding CDs. -Technical assistance in managing CD's. 	Dept of Health
9a(iii)	Under five mortality - under five mortality rate reduces	17.7 deaths per 1,000 live births	1% reduction		Dept of Health

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
9a(iv)	Maternal deaths - reduction in number of maternal deaths	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		<p>Health worker density and distribution target was partially achieved.</p> <p>Target for Doctors was achieved: Target of 1 doctor per 1,000 and 1.7 achieved</p> <p>Target for Nurses was not achieved: Target of 9.8 per 1,000 and 6.4 achieved. The main challenge was the regional and global shortage of nursing staff. COVID-19 also restricted the movement of nursing staff.</p> <p>Investment Needs:</p> <p>-Sustain and increase the number of Nauruans taking up health care as a career through ongoing and new scholarship and training opportunities.</p>	Dept of Health

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation	
9b	Productive					
9b(i)	Unemployment rate - by sex, age and persons with disabilities ²⁴ decreases	Unemployment rate = 18 percent Male Unempl = 18 % Female Unempl = 19% Disability Unempl = 0.9% ²⁵	2% decrease in unemployment rate		ADB is providing a labour market specialist, however, another donor-funded economic specialist in Treasury to assess Nauru's economic and policy settings to maximise employment in the private sector would also be welcome.	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	Whole-of-gov plan drafted			Dept of Sport

²⁴ Focus is that able people are working and making a contribution to society and being healthy enough to work.

²⁵ Data from 2019 Mini Census.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation	
10a(ii)	Increase in number of persons participating in sport - by age, sex, disability	<u>3700 participating in sport</u> 6-18 (1500) (65/35 male/female) 19-35 (1500) (90/10 male/female) 36+ (700) (50/50 male/female) <u>30 disabled participants</u>	<u>4000 participating in sport</u> 6-18 (150) 19-35 (100) 36+ (50) 50/50 representation of male/female <u>50 disabled participants</u>		Support to enable more People Living with Disabilities to participate in sport would be welcome, e.g rehabilitation specialists and equipment to improve rehabilitation methods	Dept of Sport
10a(iii)	Increase in number of sports programs available	*5 Active Federations *2 Active District Community			Dept of Sport	
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			Dept of Internal Affairs- Language division

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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		A number of sites have been identified. Investments Needs: -Assistance to develop and implement a plan to preserve cultural sites, particularly World War Two sites	Dept of Internal Affairs
11a(iii)	Number of programs teaching, celebrating, commemorating or preserving ²⁶ Nauruan -culture and traditions ²⁷	7 ²⁸	9 (to include canoe building and Nauru Cultural Booklet) Key aspects of Nauruan culture and traditions are identified and programmed		Technical assistance to document traditional skills for future generations and teach traditional practices to Nauruan youth	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	2- livestock 2 - horticulture Held in FY 21 - 22			DEMA - Agriculture

²⁶ Eg preserved in writing.

²⁷ Eg. Aroeni Day, canoe building workshops.

²⁸ Current workshops include weaving, traditional medicines or herbal remedies and Youth Life Skills Program; celebrations include Aroeni Day, Angam, Independence and Youth Day.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
11c	Socio- inclusive				
11c(i)	Vulnerable Nauruans are comprehensively supported	Siloed approach to supporting vulnerable Nauruans.	Investigate options to develop a whole-of-government approach to supporting vulnerable Nauruans.	<p>This target was not achieved, mainly due to the complexity of numerous departments bearing responsibility for different aspects of support. Moreover, applicants are usually processed through BDM but information is not routinely shared with other departments or may be incomplete.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> - Assist BDM to enhance their electronic systems and train BDM staff to secure all relevant information -Technical assistance to help streamline social welfare units and departments into one organisation - Technical assistance to collate information on all available types of support into one list -Technical assistance to gather social welfare applications electronically - Technical assistance to help develop a comprehensive system across health, WASDA and Department of Justice to manage inmates under 18 and inmates with mental health issues. 	Dept of Finance-Social Welfare /Dept of Disability/ Dept of Internal Affairs ²⁹

²⁹ Note - Department of Multicultural Affairs will also be consulted regarding any refugees whose claims for asylum have been reviewed and declined.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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 ³⁰ (18% difference)	15% difference		Dept of Finance - Statistics/ Social Welfare
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	Conduct gender mainstreaming stocktake 2022 to revise and renew recommendations 18/18 of the 2014 recommendations implemented		WASDA

³⁰ 2019 Mini Census.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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)			WASDA/ Justice
12c	Children					
12c(i)	Number of incidents of child abuse (including neglect) reported to the Nauru Police Force ³¹	No holistic child-abuse system in place	Plan developed to improve community awareness and understanding of child abuse reporting processes			Nauru Police Force

³¹ 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.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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)			Dept of Justice/ WASDA
13	Soc-Goal 6: Investing in Youth – a sustained future for Nauru³²					
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			WASDA

³² Focussing here on those who fell outside the school system- education -related goals cover others

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
13b	Employment				
13b(i)	Number of graduates of youth development programs ³³ 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		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		Dept of Finance - Statistics/ Social Welfare


³³ I.e the Internal Affairs Life Skills Program

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation	
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 (Civil Registration and Vital Statistics System)	Network yet to be established. At present, all departments conducting own registration Systems. Working with UN ESCAP to establish a CRVS System.	A working group established. A plan and proposal for the creation of a CRVS system submitted to Cabinet for review and approval.		-Assistance to obtain a CRVS program. -Technical assistance (CRVS Program/Database specialist), to help with program implementation, staff training to use the new program to help establish a network between relevant stakeholders.	BDM
14b Citizenship application and registration						
14b(i)	Strengthen and streamline the process for registering and applying for Nauruan citizenship ³⁴	Forms only available in hard copy	Develop a plan to place all citizenship forms online			Dept of Justice

³⁴ Between the Passport Act, BDM Act and NEC Act - ensure there is only one way of creating an identity- through BDM.

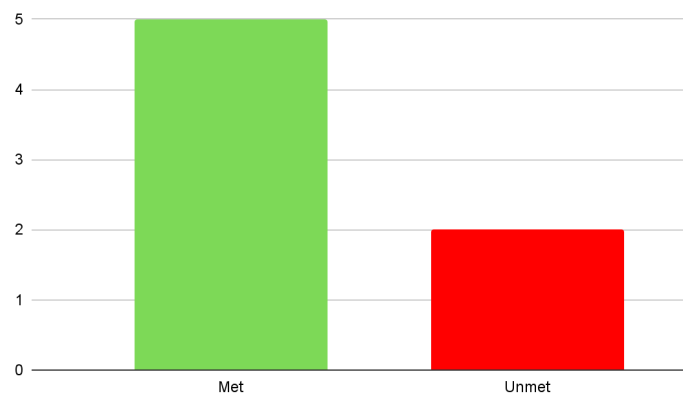
	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
14c	Elections				
14c(i)	Enabling environment supports free and fair elections	Legislative amendments provided to Cabinet post 2019 election, to strengthen electoral processes.	Legislation is amended		NEC

Infrastructure Sector

Sector Rating		
<p>Targets Met: 18</p>	<p>Targets Unmet: 26</p>	<p>% Targets Met: 41%</p>
 <p>At risk of not achieving 2030 targets</p>		

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

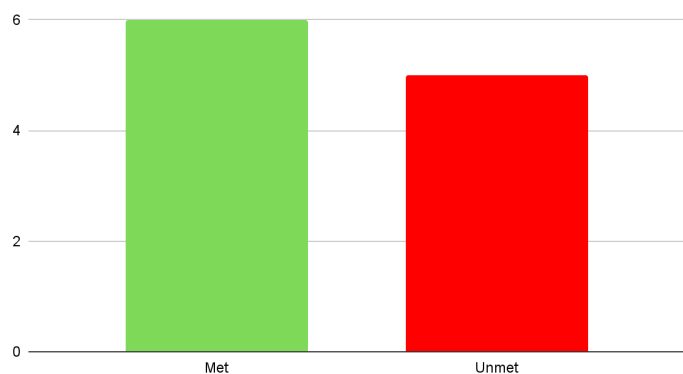
Infra Goal 1- KPI Target Progress - FY 21-22



On track to achieving 2030 targets

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

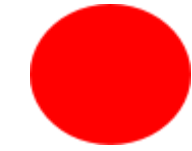
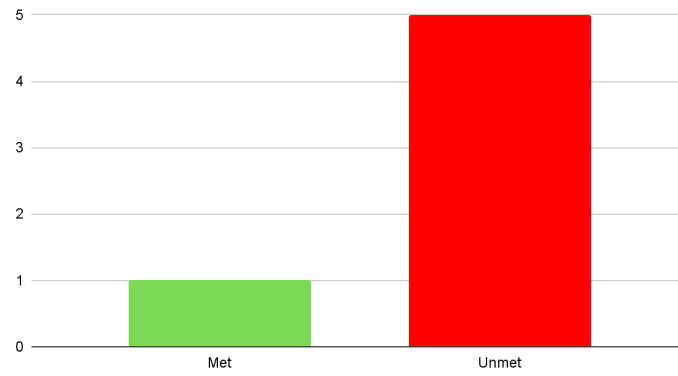
Infra Goal 2 - KPI Target Progress - FY 21-22



At risk of not achieving 2030 targets

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

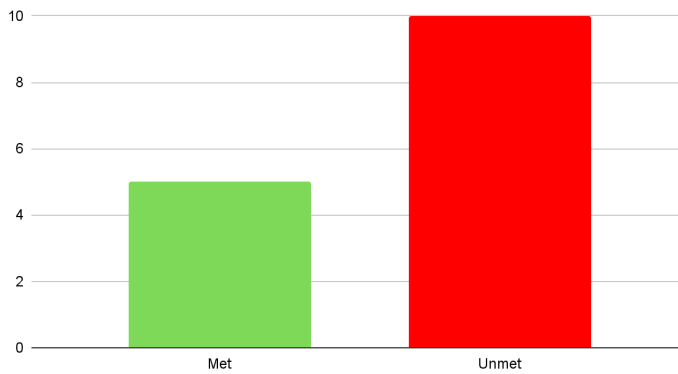
Infra Goal 3 - KPI Target Progress - FY 21-22



Off-track
from
achieving
2030
targets

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

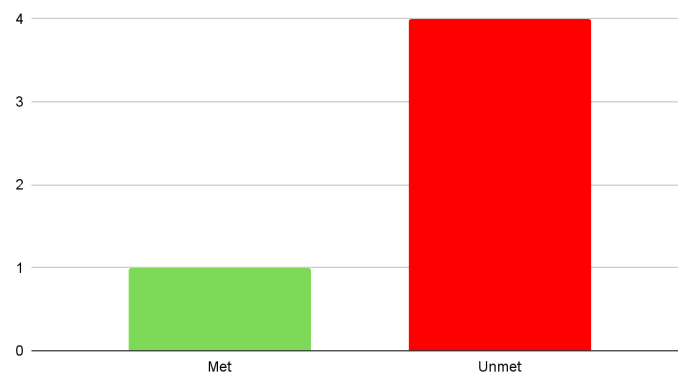
Infra Goal 4 - KPI Target Progress - FY 21-22



Off-track
from
achieving
2030
targets

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

Infra Goal 5 - KPI Target Progress - FY 21-22



Off-track
from
achieving
2030
targets

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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 2000		NUC
15a(ii)	System Average Interruption Frequency Index (SAIFI) (interruption frequency for the period)	Less than 30	Less than 20		NUC
15b	Affordable				
15b(i)	Surveyed customers happy to pay current or higher prices if reliability (if 15a) is achieved	65%	More than 75%	<p>NUC is currently rolling out the Customer Satisfaction Survey and developing a customer management system.</p> <p>Investment Needs: Technical assistance to help the survey team gather surveys and develop reports.</p>	NUC

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
15c	Secure				
15c(i)	Electricity losses (Technical Losses) (%)	25%	Less than 25%		NUC
15d	Sustainable				
15d(i)	Renewable energy as a percentage of total generation (in kWh) (%)	10%	50%		NUC
15d(ii)	Generator Availability (%)	More than 85%	More than 85%		NUC
15d(iii)	Implementation of Nauru Energy Roadmap 2018-2020	90% of activities included in funded projects; 45% implementation	60% 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%	More than 85%		NUC

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
16a(ii)	Water tanker availability	More than 80%	More than 80%			NUC
16a(iii)	Building Code set which considers accessibility for water tanks	Planning with Donor (SREP and PRIF)	Code drafted			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%		See 15b(i)	NUC
16b(ii)	Increasing consumer awareness of smart water usage	1 since 1 July 2020	3 awareness programs held		DCCNR water division has focussed on consumer awareness of smart water usage, testing of home water to national water standard and completing house-to-house surveys to determine the number of houses with water tanks connected to downpipes. Issues faced during the year included a lack of sufficient records and reports of the state of Nauru's water systems, and lack of DCCNR staff capacity to manage records. DCCNR also lacks staff to conduct surveys, however, tablets would help reduce the workload by reducing the need to manually input data into the system at the end of each day. While the ADB funded Nauru Sustainable Urban Development project works towards long-term solutions for Nauru's water management, interim and complementary solutions are needed.	DCCNR

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
16b(ii) (cont'd)	Increasing consumer awareness of smart water usage				Investment Needs: - Capacity building to record data and report on the nation's water supply infrastructure, including survey design - Supply of tablets to collect data which can be automatically collated and updated into one system. - Identify donor partners to support an increase in national domestic water storage capacity (currently DCCNR is providing 10k-20k liters of water tanks)	
16c(i)	Water loss (%)	15%	12%			NUC
16c(ii)	Water quality meets or exceeds the Australian water standard ³⁵	More than 80%	More than 90%			NUC
16c(iii)	Testing (of home water tanks) to national water standard ³⁶	0 DCCNR staff trained	4 staff trained		This will be addressed as part of the ADB funded Nauru Sustainable Urban Development project.	DCCNR
16d	Sustainable					
16d(i)	RO Water production capacity meets/exceeds the Maximum RO Water Demand	90%	More than 90%			NUC

³⁵ Testing at production point and before dispatch.

³⁶ National water standard being developed through water policy.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
16d(ii)	Number of houses with a water tank which is connected to downpipes	60% of dwellings have downpipes connected to a water tank ³⁷	20% from baseline		Improving house connections to tank water will be considered under the ADB funded Nauru Sustainable Urban Development Program. Additional donor support may be required to fund tank purchases, add guttering to houses or help connect gutters to house tanks.	DCCNR
16d(iii)	Increase national water storage capacity to ensure drought-resilience for 6 months	Storage capacity for 3 months' water supply	Donor partner identified to support increase in national water storage capacity		Support to increase supply of environmentally friendly water tanks with storage capacity for 1 year's water supply (2030 target).	DCCNR
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 (20% reduction against baseline)			Dept of Health

³⁷ 2011 census

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation	
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 ³⁸ . Recycling facility is incomplete ³⁹ .	NRC has presented government with requests for all facilities and equipment needed for 2030 ideal facility		Technical expert to assist NRC with identifying alternate sites and developing and implementing a plan for a new recycling facility. This should consider the longer-term waste management solutions being considered under the Nauru Sustainable Urban Development Project.	DEMA - Environment & NRC
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.	Collection timeframes and standards are set Data collection systems are established		Sewerage services demand is very high and Eigigu is unable to cope with its limited operational trucks. Also, identifying an alternative plant site for Eigigu and Department of Environment and Agriculture's sewerage waste plants to meet Nauru's needs is still in development. Constraints on the initial setup, particularly on the securing of land. While there is an ADB funded project looking into sewerage management long-term, Nauru cannot wait for this project to upgrade current sewerage systems to meet current demand, and a current solution is required.	Eigigu

³⁸ All other items, including asbestos and building waste - go to landfill - not stored. Asbestos is disposed of in one area of the landfill site.

³⁹ 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	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
17c(i) (cont'd)	Sewerage services meet demand, on time				Investment Needs: - Support to procure additional sludge trucks - Assistance to establish relationships with reliable suppliers of spare parts for sludge trucks - Support for additional sewerage management capacity e.g. refurbishing an existing plant that requires repair, sewerage pond. - Engagement of a Technical expert to support the development of additional sewerage management capacity.	
17c(ii)	Sewage waste is managed effectively and appropriately	No waste treatment plant management expertise on island	Waste treatment management expertise is developed and responsibility is clarified by government		see 17c(i) above	DEMA - Environment
		Quote obtained - \$15m to replace current plant	Identify alternative plant site that meets Nauru's current needs, and submit to government		see 17c(i) above	Eigigu

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
17c(ii) (cont'd)	Sewerage waste is managed effectively and appropriately	Sewerage is chlorinated before it exits into ground No set sewerage treatment standard	Sewerage treatment meets Dept of Health requirements Increased number of households have a septic system that meets Government of Nauru standards		-Continuation of existing support to the Department of Infrastructure to develop building code, which includes septic system requirements. This will also be covered by the Nauru Sustainable Urban Development Project. - Assistance to procure and install approximately 80 twin chamber septic tanks at the household level to minimise the contamination of brackish water	DEMA - Environment
17d	General Waste Management					
17d(i)	Waste is managed effectively and appropriately	General waste management strategy exists ⁴⁰ Hazardous waste plan exists (POPs and Asbestos). No facilities to dispose of hazardous waste properly ⁴¹ . 50% progress on a plan for recyclable materials	Each district/ business/ government site has a weekly rubbish collection Waste management strategy in place for all waste streams ⁴²		Technical Assistance is being provided to Nauru to develop waste management systems under the ADB funded Nauru Sustainable Urban Development project.	Dept of Chief Secretary (district rubbish collection) DEMA- Environment/NRC

⁴⁰ No plan exists for medical waste or electronic waste management.

⁴¹ No suitable disposal facility exists for electronic waste. Medical waste incinerator donated but not in situ.

⁴² Which includes plans for sending recycling off island or processing on island

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation	
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		The Department of Infrastructure still runs an ad-hoc management system dealing with drainage systems and road maintenance. Investment Needs: Technical assistance is requested to help develop a master plan to standardize and maintain the roads. This adviser should have experience in road development.	Dept of Infrastructure
18b	- Drains					
18b(i)	Drains are serviced bi annually, at least ⁴³	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		The Department of Infrastructure still runs an ad-hoc management system dealing with drainage systems and road maintenance. Investment Needs: Technical assistance is requested to help develop a master plan to standardise and maintain the roads. This adviser should have experience in road development.	Dept of Infrastructure

⁴³ PAD can see payments to private contractors for drain works.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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 regarding how to improve such infrastructure is completed Developing customer usage tracking system	<p>Transport Department has drafted a feasibility study (only 30% completed), which involved evaluating data to determine if non-bus public transportation could be supported. This data will be used as a basis to develop recommendations regarding the best public transport system for Nauru. The data collection was challenging as the data was manually collected.</p> <p>A second round of consultation with the Infrastructure Department is scheduled to occur in FY 22-23 to finalise bus stop bays, bus schedule notice signs and street lighting in specific areas (in collaboration with NUC). One bus stop bay was introduced by the Infrastructure Department - the assessment will determine if additional bays can be introduced.</p> <p>Part of the target is to develop a customer usage tracking system. An annual baseline has been created collecting 12 months' worth of raw data. The next step is to consult with professional technicians abroad and select which system is best suitable to meet Nauru's needs.</p> <p>Investment Needs: A technical expert to assist with this work and build staff capacity.</p>	Dept of Transport & Department of Infrastructure

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
18d	- Sea				
18d(i)	Nauru Port undergoing redevelopment to expand capabilities	Port upgrade completed and fully operational		Ongoing support is being provided by ADB and Australia to progress this project.	NMPA
18e	- Planning				
18e(i)	Nauru Integrated Infrastructure Strategic Plan (NIISP)	NIISP exists	Priority list updated, at a minimum	Advisory support is being provided by Australia to assist with this work.	Dept of Infrastructure
Reliable Transport					
18f	- Land				
18f(i)	Land Transport Authority (LTA) manages all aspects of land transport effectively, to meet Nauru's needs	Separate implementing authority required to meet all Nauru's land transport needs ⁴⁴ Legislation requires updating	Feasibility study completed	12 months' worth of data has been collected and analysed over the past years to form the baseline required to develop an LTA Feasibility study. The legislative review is a lengthy process and subject to availability of legislative drafters. Lengthy process for recruitment and lack of interested applicants limits options to choose the most suitable candidate. Investment Needs: Progress is slow due to staffing limitations. Technical support would help progress this work. An option is to consider one advisor for the bus stop/route work as well as this work. Technical assistance to develop legislation is also required.	Dept of Transport

⁴⁴ Registration, insurance, disposal.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
18g	- Air				
18g(i)	Number of aircraft landings/week	7 regular flights per fortnight	9-10 regular flights per fortnight		Dept of Transport ⁴⁵
18g(ii)	Nauru's air infrastructure consistently meets international standards	Aerodrome audit has been completed by PASO ⁴⁶ and actions identified	Aerodrome recertification inspection by PASO has been completed	<p>The Transport Department needs a dedicated staff member for the role of documentation and compliance or/and develop and implement a comprehensive capacity building program (with emphasis on institutional strengthening rather than general academic learning).</p> <p>Investment Needs:</p> <p>Technical Assistance to build Nauru's capacity to meet PASO requirements.</p>	Dept of Transport
18h	- Sea				
18h(i)	Ship turn-around time (days) for a 300 TEUs vessel (weather permitting)	5-10 days	3 days		NMPA
18h(ii)	Number of containers discharged/back-loaded/year (TEUs)	1500	3000		NMPA

⁴⁵ Will include data from Nauru Airlines Corporation as part of this data set.

⁴⁶ Pacific Aviation Safety Office.

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation	
18i	Sustainable Transport					
18i(i)	Non-bus public transport	Bus based transport is the only public transport option	Feasibility study has been completed	Not Met	As outlined in 18f(i).	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	Secured funding for vehicle recycling	Met		Dept of Transport
18i(iii)	Vehicle import standards are set ⁴⁷	Standards exist but require updating	Draft standards are presented to Government	Met		Dept of Transport
18i(iv)	Sustainable land transport vehicles and methods	Sustainable transport report complete	Less than 5% Electronic/hybrid vehicles on Nauru	Not Met	The SMARTEN project team is working closely with the Transport Department to move Nauru towards using electronic/hybrid vehicles, which is still in progress. The aim is to secure support for the purchasing of a hybrid bus. The challenges include: Firstly, a lack of hybrid bus suppliers in the Oceania region. Secondly, prices for a hybrid bus are at least double the USD\$200k budget. Thirdly, instead of achieving 20%	DCCNR & Dept Transport

⁴⁷ 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	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
18i(iv) (cont'd)	Sustainable land transport vehicles and methods				<p>electric vehicles in Nauru by 2030, a new Energy Compact was announced at the High-Level Dialogue on Energy (HLDE), to have 30% electric vehicles penetration in Nauru by 2030.</p> <p>Investment Needs:</p> <p>-Assistance with sourcing procurement options for a hybrid bus in the Asia Pacific region, and possibly further.</p> <p>-Advice on the most economical and suitable vehicle to purchase for Nauru's climate and resources. Funding assistance to meet the gap between available funds and actual cost of the hybrid bus.</p>	
18i(v)	Nauru can raise, train and sustain air and land transport personnel to manage all aspects of land and air transport	<p>No local training options for air security and air traffic controllers</p> <p>Air transport regulator and operator are the same</p>	<p>Expertise secured via PASO to develop local training and compliance measures (air security, air traffic controllers.)</p> <p>Development of legislation for separate Air Transport regulator</p>		<p>PASO- Technical assistance as outlined in 18g(ii).</p> <p>LTA - As outlined in 18f(i)</p>	Dept of Transport

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	LTA ⁴⁸ feasibility study identifies the necessary institutional arrangements /staffing requirements for land transport, including mechanics.			
19a	Communication					
19a(i)	Progress of fibre cable project (submarine cable to Nauru Pohnpei)	Alternative proposal is yet to be approved by all parties	Alternative proposal approved by donors and Government of Nauru ⁴⁹			NFCC (rep by Sec Justice)

⁴⁸ Land Transport Authority.

⁴⁹ Intend to have cable on island by the end 2023.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
19a(ii)	Phone and data costs reduced	<p>Digicel provides phone and data to the public.</p> <p>CENPAC provides bandwidth to Digicel, government and SOEs, and can offer phone and data to the public, if funding is provided.</p> <p>No regulations in place for CENPAC</p>	<p>CENPAC connection to the RPC is active.</p> <p>Government has approved of CENPAC offering phone and data services to the public.</p> <p>\$2m funding is secured.</p> <p>Draft CENPAC regulations developed</p>		<p>CENPAC have all the resources and infrastructure in place to provide internet to the RPC. The ESC Governance Manager and IT Manager identified redundancy as an issue preventing the connection from being established. Another challenge addressed by the Chairlady is the company's responses to skill gaps.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> -Recruit a Technical Adviser to assist CENPAC to expand its reach and provide more communication options to the people of Nauru, as well as to develop CENPAC regulations. - Capacity building of CENPAC staff. -Technical assistance to draft regulations 	Telecom ⁵⁰ / CENPAC

⁵⁰ Telecom, as the regulator, will provide data regarding all telecommunications companies providing services to Nauru.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
19a(iii)	Fast and reliable TV and radio	<p>Analog wave</p> <p>One TV channel</p> <p>Studios built but not fully functional</p> <p>Media does not have its own communication tower</p> <p>Technical capacity of media staff requires development</p>	<p>Move from analog to digital wave is 95% complete</p> <p>New studios are fully functional</p> <p>Technical staff have completed training with specialists</p>		Partially met - technical support delayed due to COVID-19. Funding support provided by Australia to address this target.	Dept of Media
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		<p>The main challenge is time and availability for research and consultancy with the Justice's legal team, also other priorities of the Media Department have overshadowed the target.</p> <p>Investment Needs: -Technical assistance to draft the necessary legislation.</p>	Dept of Media

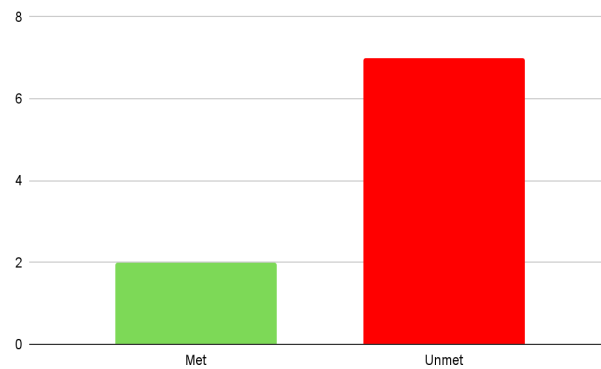
		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
19b(ii)	Increase in non-government revenue	Non- government revenue constitutes 5% of total revenue No News Director	Non- government revenue makes up 7.5% of total revenue News Director is in place		<p>A new section was created for the sole purpose of generating revenue for the department. The team's role is to promote Nauru Media's goods and services to all potential customers locally and abroad via TV, radio and online. However, the target is partially achieved due to lack of staff experienced in marketing and promotion.</p> <p>Investment Needs:</p> <ul style="list-style-type: none"> -Technical Assistance to help Nauru Media expand its revenue base, and to recruit and train a News Director. -Training and resources to build skills of current Nauru Media staff to attract new revenue and manage income and help recruit and train local staff to do such work. 	Dept of Media

Cross-Cutting Sectors

Sector Rating		
<p>Targets Met: 6</p>	<p>Targets Unmet: 20</p>	<p>% Targets Met: 23%</p>
<p style="text-align: center;">Off-track from achieving 2030 targets</p>		

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

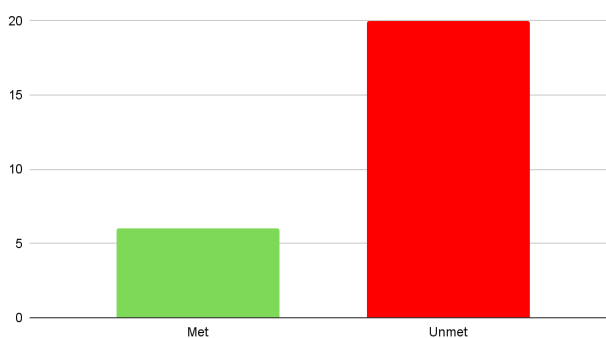
Cross Goal 1 - KPI Target Progress - FY 21-22



Off-track from achieving 2030 targets

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

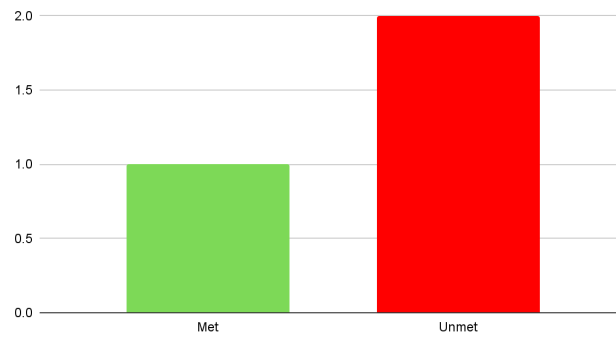
Cross Goal 2- KPI Target Progress - FY 21-22



Off-track from achieving 2030 targets

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

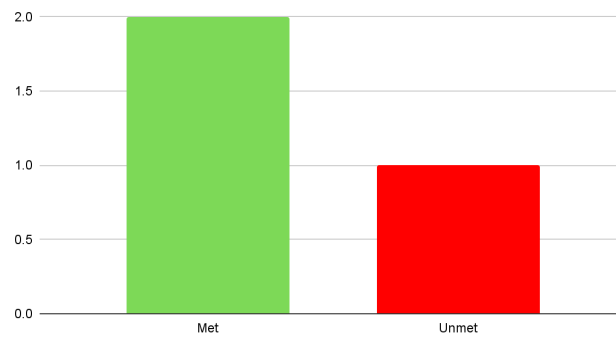
Cross Goal 3 - KPI Target Progress - FY 21-22



Off-track
from
achieving
2030 targets

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

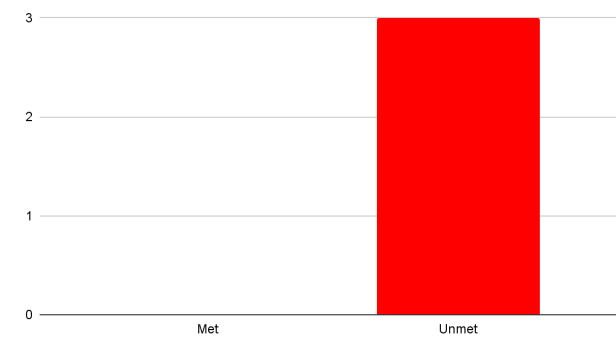
Cross Goal 4 - KPI Target Progress - FY 21-22



On track
to achieving
2030 targets

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

Cross Goal 5 - KPI Target Progress - FY 21-22



Off-track
from
achieving
2030 targets

	Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	<p>No government -wide electronic storage policy</p> <p>Haphazard electronic storage by depts</p> <p>Difficulty accessing cloud storage due to internet's unreliability</p> <p>Insufficient storage space on government drives to store all documents</p>	<p>Government-wide policy for electronic storage included in a an e-Government policy</p> <p>Gap analysis and implementation plan under development.</p>	<p>ICT Department are recruiting staff into e-governance and cyber-security roles, which will help progress this work. Once the roles are filled, donor support needs can be clarified.</p>	Dept of Chief Secretary/ICT

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
20a(ii)	Government department processes are electronic ⁵¹ , where appropriate	95% of government processes are completed manually	Produce an e-Government policy and implementation plan E-recruitment is used for government recruitment processes		As for 20a(i)	Dept of Chief Secretary/ICT
20a(iii)	Government departments and SOEs have publicly accessible, up to date information ⁵² available through 'nauru.gov.' website.	Nauru.gov website not consistently accessible 3 departments have a website 6 out of 9 SOEs have a website	ICT have identified necessary infrastructure and support to have nauru.gov consistently accessible Gap analysis and implementation plan under development.			Dept of Chief Secretary/Treasury/ICT

⁵¹ 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.

⁵² 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	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
20a(iv)	Secure and reliable internet, email and data storage to conduct government business ⁵³	<p>100% security software installed on all GON working terminals</p> <p>Nauru.gov site inconsistently accessible</p> <p>Nauru.gov email addresses inconsistently accessible</p> <p>Insufficient data storage on ICT-controlled systems for departmental needs</p>	IT has determined what support and infrastructure is required to support KPIs 20a(i)-(iii).			ICT

⁵³ Connect all govt and schools to one fibre optic network.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
20a(v)	Departments have systems in place to minimise loss of essential corporate knowledge ⁵⁴	No policy or processes regarding succession planning or business mapping across government	A policy has been developed for managing corporate knowledge through succession planning and business mapping		Technical assistance to develop systems and policies to support succession planning and business mapping.	Dept of Chief Secretary/ICT
20a(vi)	A simple security classification system for government information is in place and can be supported by government email and online systems ⁵⁵	No overarching system is in place. Ad hoc approaches across departments.	A working group has been established by Chief Secretary's Department			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	Workshop held to determine way forward		To date, biometric software to link attendance records to payroll has been implemented. Electronic leave records will also be implemented. A policy review is yet to be undertaken. Investment Needs: -Assistance to review, revise, publish and train personnel on HR policies	Dept of Chief Secretary-HR

⁵⁴ Through business processes.

⁵⁵ Also flows onto who has access to what system and whether they have full or partial access only.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
20b(ii)	Reduction in vacant government positions ⁵⁶	100 out of 1300 vacancy rate	80% of temporary positions are permanently filled 80% of permanent vacancies are filled		HR Division is working with Technology One to implement an e-recruitment module, to help reduce recruitment backlogs. Investment Needs: -Funding to support implementation of e-recruitment module to existing software used by HR -Technical assistance to complete a gap analysis and training needs analysis to address identified gaps, including a trainee system	Dept of Chief Secretary-HR
20b(iii)	Nauruan Government positions occupied by expatriates are reduced	200 out of 1300 are occupied by expatriates Many technical positions filled by expatriates e.g. doctors	Technical skill gaps identified across government Investigate a trainee system to build technical skills e.g school leavers working as a teacher's aide		-Technical assistance to complete a gap analysis and training needs analysis to address identified gaps, including a trainee system	Dept of Chief Secretary-HR
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	Plan for reviewing Standing Orders to be developed			Parliament

⁵⁶Including through temporary positions, while a vacancy is under recruitment.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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 to be developed.		The UNDP is supporting the Parliament of Nauru to strengthen institutional capacity through the Nauru Accountable and Inclusive Governance Project. However, assistance to update Laws and Constitutions and establishing a meeting schedule for Parliamentary committees would complement this work. Investment Needs: -Technical Assistance to update Laws and Constitutions and establishing a meeting schedule for Parliamentary committees would complement this work.	Parliament
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		An Auditor, Senior Auditor and Principal Auditor will start in FY 22-23, helping the Nauru Audit Office achieve this target.	Department of Finance - Treasury, NAO

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
21c	Justice					
21c(i)	Sufficient Legal Practitioners on island to meet demand	8 qualified lawyers 35 qualified pleaders.	25 Pleadors graduate and practice law		Continued scholarship support to assist graduates of the pleaders program to continue their studies and complete a tertiary legal qualification.	Dept of Justice
21d	Law⁵⁷					
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)		Australia provides ongoing support to the Nauru Police Force via the Australian Federal Police.	Nauru Police Force

⁵⁷ Capacity of police to investigate.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
21e	Order⁵⁸					
21e(i)	Statistics of criminal convictions (grouped and de-identified) are published	Statistics published in annual report	Quarterly reporting		Technical assistance to prepare and publish monthly statistics.	Dept of Judiciary
21e(ii)	Number of open cases completed ⁵⁹	Completion rate less than 90%	90% completion rate		Australia provides ongoing support to the Nauru Police Force via the Australian Federal Police.	Nauru Police Force
21f	Border Control					
21f(i)	No. of physical inspections of cargo and baggage against actual imports	Current inspection process is through “manual profiling”	80% physical inspection of all cargo and baggage Implementation of ASYCUDA (Automated System for Customs Data)		The majority of the funding for the Project is provided by the governments of Australia and New Zealand and takes the form of technical assistance provided by UNCTAD ⁶⁰ through its team of experts. Funds under the PACER Plus readiness package pays for all expenses involved in the remuneration of members of the Nauru team. Thanks to the support of these donors, the first module of ASYCUDA will be rolled out in 2022, helping to achieve this KPI target.	Dept of Finance-Customs

⁵⁸ How effective policing is in the community.

⁵⁹ “Completed Cases” does not include “Withdrawn” and “Insufficient Evidence” - Cases Closed.

⁶⁰ United Nations Conference on Trade and Development

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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		Assistance is required to access historical data relating to land ownership during the years that Nauru was under Australia's administration.	Lands Committee
22b	Nauru has a contemporary land regulatory system that meets Nauru's needs	Land management plan requires updating Legislation requires updating	A clear and fair system of land dispute negotiation is established Land management plan is updated, as last agreed in 1994 Standards for urban planning (what can be built where, what standard it should be built to)		Software system for data records and training for staff to use the system.	Dept of Lands Management
22c	% of land used for public purposes increases ⁶¹	Review of digital plot boundaries underway (digital map)	All districts have digital boundaries established for each parcel of land (digital map)		As for 22b.	Dept of Lands Management

⁶¹ E.g. for cemetery.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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	Rehabilitate at least 5% (approx 85 hectares)			DEMA - Environment
23b	Areas ⁶² allocated to be managed	No Policy for locally managed marine areas developed and endorsed	At least 1 area identified and managed Implement locally managed marine areas			DEMA- 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	More environmental regulations to be developed Institutional capacity strengthened		Technical assistance to help develop environmental regulations and protection systems.	DEMA- Environment

⁶² 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	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
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		DCCNR
24a(ii)	Progress towards identifying critical infrastructure that requires climate proofing and what climate proofing is needed ⁶³	Project commencement	5% of identified infrastructure has been climate proofed	Assistance to erect 800m of seawall in 3 locations in Meneng and Anibare.	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	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	Quarterly emergency drills are ongoing. School fire and tsunami drills were conducted this year and more drills are planned for departments and corporations Nauruan language emergency bulletins have been rolled out and shared with Nauru Media for broadcast to the general public. A meteorology website is in progress, and scheduled to be finalised by the end of 2022, thanks to the help of SPREP. However, emergency sirens have not yet been procured.	NES

⁶³ Includes seawalls.

		Baseline As at 1 July 2021	FY 21-22 (by 30 June 22)	Met/ Not Met	Donor Investment Needs	Responsible Organisation
24b(i) (cont'd)	An effective and robust emergency system and infrastructure is in place	No emergency sirens	Launch of nauru meteorology website Four emergency sirens (\$20k each) are installed.		Investment Needs: Four emergency sirens.	

Stakeholders

This report was developed by the Planning and Aid Division, Department of Finance, with input from the following stakeholders

- CENPAC
- Department of the Chief Secretary
- Department of Climate Change and National Resilience
- Department of Education
- Department of Environmental Management and Agriculture
- Department of Finance - Customs, Treasury, NRO, Social Welfare, and 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
- National Audit Office
- Nauru Chamber of Commerce
- Nauru Electoral Commission
- Nauru Emergency Services
- Nauru Fibre Cable Company
- Nauru Maritime Port Authority
- Nauru Police Force
- Nauru Rehabilitation Corporation
- Nauru Tourism Corporation
- Nauru Utilities Corporation

- Registry of Births, Deaths and Marriages
- RONPHOS
- Telecom

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