

## CROSS CUTTING SECTORS

### Public Administration

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

Key Performance Indicators: Absenteeism  
 Number of expatriate staff  
 Number of vacancies  
 Appeals against personnel decisions  
 Operational plans aligned to NSDS and budget

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

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

**Governance Institutions****Goal: Strengthen Parliament, Audit, Justice, Law, Order and Border Control**

Key Performance Indicators:

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

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

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

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

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

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

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

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

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