

Department of Finance



NSDS ANNUAL REPORT FY 25-26

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Opening Statement

The National Sustainable Development Strategy (NSDS) Annual Report is in its fifth year of publication—a juncture which also marks the halfway point to our NSDS 2030 goals.

The NSDS reporting and monitoring system is now well embedded into government processes, providing decision-makers and external stakeholders with valuable indications of Naoero's progress and highlighting where further support is required. The NSDS is not a distant, static plan; it is actively pursued and tracked, not only through this report but through annual budgeting and budget reviews. This harmonized data collection system is supported by committed KPI holders and ably stewarded by the Planning and Aid Division and the NSDS Committee.

The true strength of this report lies in its ability to consolidate data from across the nation, providing an honest snapshot of Naoero's journey toward the future. It takes courage to state progress publicly and transparently, but that openness is exactly what is necessary to harness the resources required to reach our goals.

I would like to conclude by expressing my sincere thanks to everyone involved in the development of this comprehensive report, and I encourage all those tracking NSDS KPI progress to continue their excellent work. By working together, we will achieve far more than we ever could alone.

His Excellency the Honourable David W.R. Adeang, M.P
President and 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
CSO	Community Service Obligation
DEMA	Department of Environmental Management and Agriculture
DCCNR	Department of Climate Change and National Resilience
DVTPD	Department of Vocational Training and Professional Development
GCCA+	Global Climate Change Alliance+
GMSS	Global Mission Support Services
ICT	Department of Information and Communication Technology
KPI	Key Performance Indicator
NAO	Nauru Audit Office
NC	Nauru College
NEC	Nauru Electoral Commission
NES	National Emergency Services
NFCC	Nauru Fibre Cable Company
NFMRA	Nauru Fisheries and Marine Resources Authority
NLC	Nauru Lands Committee
NMPA	Nauru Maritime and Port Authority

NPP	New Project Proposal
NRC	Nauru Rehabilitation Corporation
NRO	Nauru Revenue Office
NSDS	National Sustainable Development Strategy 2019 - 2030
NSS	Nauru Secondary School
NSUDP	Nauru Sustainable Urban Development Project
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
RON	Republic of Naoero
SHC	Sacred Heart College
SOE	State-Owned Entity
SPC	The Pacific Community
USP	University of the South Pacific
WASDA	Department of Women's and Social Development Affairs
WHO	World Health Organisation
YPS	Yaren Primary School

Naoero's National Sustainable Development Strategy

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

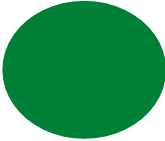
The Government of Naoero released the National Sustainable Development Strategy 2019- 2030 (NSDS) in 2020, following a comprehensive review of the National Sustainable Development Strategy 2005-2025. In 2021, a set of Key Performance Indicators were developed to monitor progress towards the 24 NSDS goals 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 minimises negative impacts on public health and environment	Cross-Goal 3: A transparent and fair land management system that supports social, economic and private sector development
Econ-Goal 4: Efficient and effective use of mining and quarrying resources for economic and rehabilitation purpose economy	Soc-Goal 4: A cultural, socio-inclusive, cohesive and self reliant community with sustainable livelihoods	Infra-Goal 4: Improve transport infrastructure and provide reliable and sustainable transport services	Cross-Goal 4: Sustainable use and management of the environment and natural resources for present and future generations
Econ-Goal 5: Promote development of small and micro enterprises, foreign investment and economic integration into the global economy	Soc-Goal 5: A just society that recognizes and respects the rights of women and children, that promotes equal opportunities	Infra-Goal 5: Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media	Cross-Goal 5: Build up resilience to combat the effects of climate change and natural disasters
Econ-Goal 6: Promote Development of small-scale sustainable tourism	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 132 Key Performance Indicators (KPIs) across the 24 NSDS goals. Each indicator includes a baseline, targets for the current financial year, and a long 2030 target.

Departments and SOEs are required to align their planning and budgets to support the 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

Where no information was provided on a KPI's progress, it was marked as being off track, and a note added that 'No data provided'.

Overview

This fifth Annual NSDS Report for the financial year 25-26 highlights the continued efforts of the Naoero government and its partners in advancing towards the ambitious 2030 National Goals. The report is a crucial tool in a nation with limited resources, underscoring the value of a robust monitoring and evaluation system. It assesses progress against 132 Key Performance Indicators (KPIs) across 24 goals and four key sectors: Economic, Social and Community, Infrastructure, and Cross-Cutting.

The Economic Sector has shown significant improvement, achieving 70% of its targets and standing out as the most successful sector in this reporting period. The other 3 sectors are at risk to achieving their 2030 goals. Infrastructure Sector met 65% of its targets, while the Cross-cutting Sector met 54%. The Social and Community Sector experienced a downturn, meeting only 45% of its targets, making it the sector with the fewest targets met.

A significant challenge noted in the report is the lack of data, as some Departments did not update their KPIs. This absence of information may provide an inaccurate picture of overall progress and highlights the critical need for all stakeholders to contribute to the annual reporting process.

The Department of Finance remains committed to monitoring progress and ensuring that all activities are aligned with the strategic objectives outlined in this report.

Naoero's National Development Goals

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

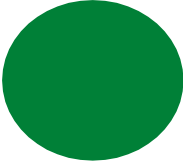
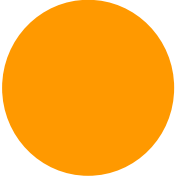
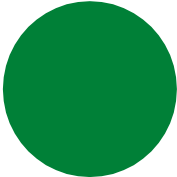
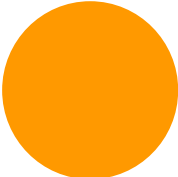


* Denoted on goals where KPI updates were not provided.

Progress towards Naoero's National Development Goals - Comparison

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Change FY 25-26 vs FY 24-25
% KPI targets met	% KPI targets met	% KPI targets met	% KPI targets met	% KPI targets met	
Stable, Trustworthy, Fiscally Responsible Government	24%	37%	6.25%	52%	↑
Access to Quality Education, both formal and non-formal	13%	17%	33%	33%	↔
Improved Health and Well Being	57%	56%	37.14%	52%	↑
Provision of enhanced social, infrastructure and utilities services	39%	40%	60.95%	61.22%	↑
Development of an economy based on multiple sources of revenue	25%	29%	37.50%	62.5%	↑
Enhance resilience against the impact of climate change	0%	43%	41.67%	100%	↑
Development of domestic food production for food security	25%	0%	50%	60%	↑

Measuring Progress

Sector	Status	Summary
Economic		The Economic Sector has shown significant improvement in its KPI targets, leading to an overall positive trend. Specifically, the Econ-goals 2, 4 and 5 stood out with 100% ratings.
Social and Community		KPIs in health are on track, mostly relating to NCDs and mortality rate. Also, the KPIs relating to women and children's rights are on track. However, this sector overall rate has declined due to Departments that did not update their KPIs resulting to Social-Goal 3 not achieving a single target.
Infrastructure		This sector has also shown significant improvement in its KPI targets as well. NUC met all its Infra-goal 1 targets relating to sustainable energy. Overall, it scored the second highest after the Economic sector.
Cross-Cutting		The Cross-cutting sector demonstrated significant progress this financial year, successfully meeting 14 of its 26 targets. This represents a substantial turnaround from last year, when no targets were achieved and it was the lowest-performing sector. Although its overall status has improved from 'off-track' to 'at risk,' the sector is anticipated to reach an 'on-track' status next financial year.

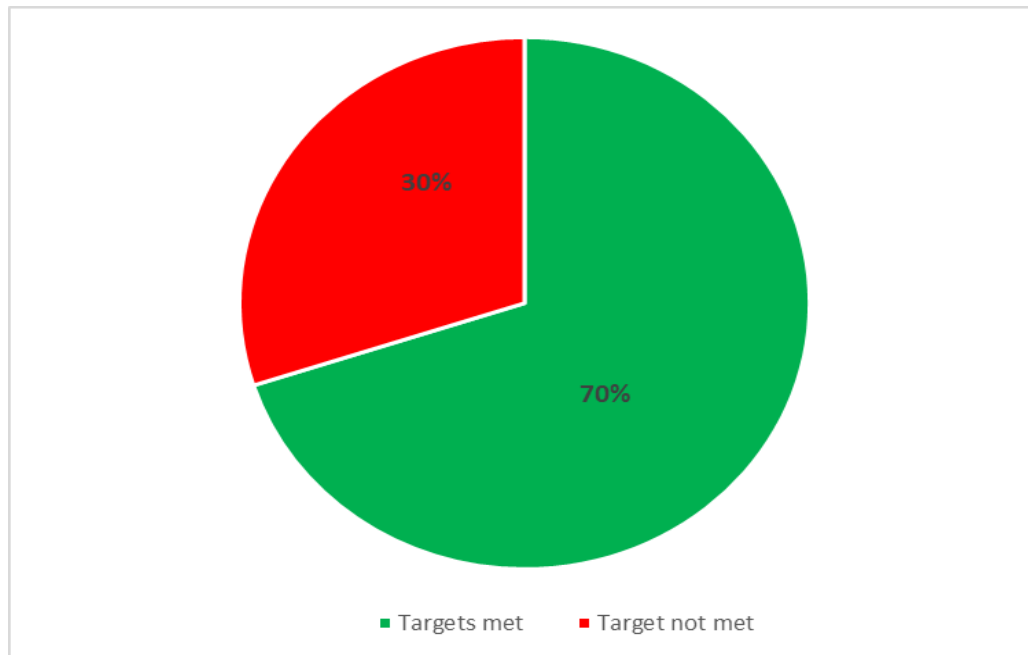
KPI Progress Summary – Comparison Table

Sector	FY 22-23		FY 23-24		FY 24-25		FY 25-26		Change FY 25-26 v FY 24-25
	% met	Rating	% met	Rating	% met	Rating	% met	Rating	
Economic	21.74%	Off track	32%	Off track	26%	Off track	70%	On track	↑
Social	45%	At risk	30%	Off track	38%	Off track	45%	At risk	↔
Infrastructure	30.23%	Off track	36%	Off track	72%	On track	65%	On track	↑
Cross-Cutting	26.92%	Off track	52%	At risk	19%	Off track	54%	At risk	↔

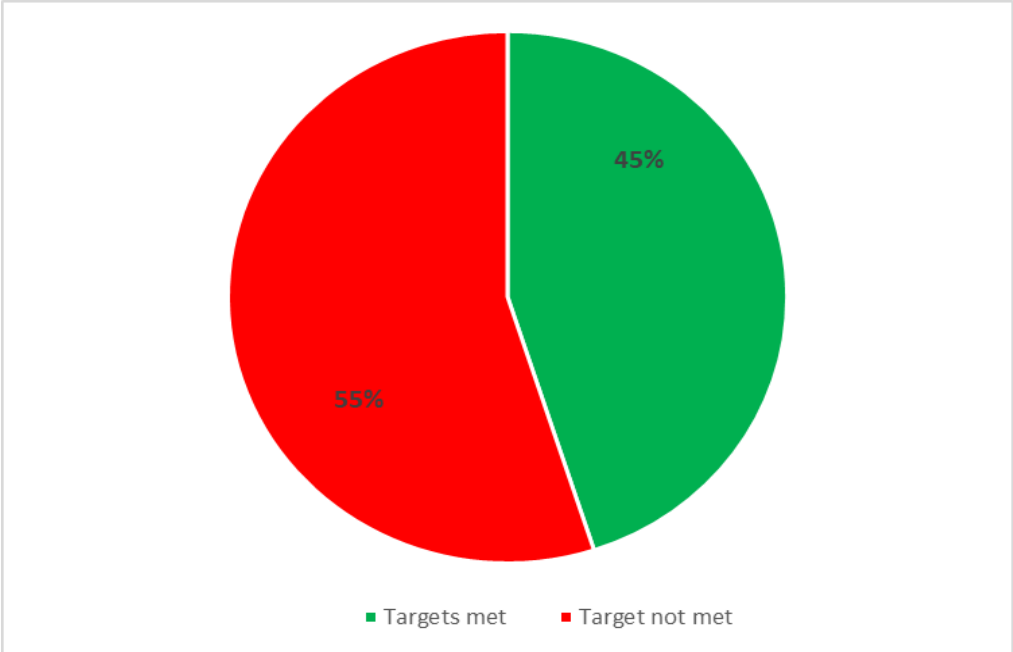
KPI Progress Summary

	Sector	% Targets Met
Sector with <i>most</i> targets met	Economic Sector	70%
Sector with <i>least</i> targets met	Social and Community Sector	45%

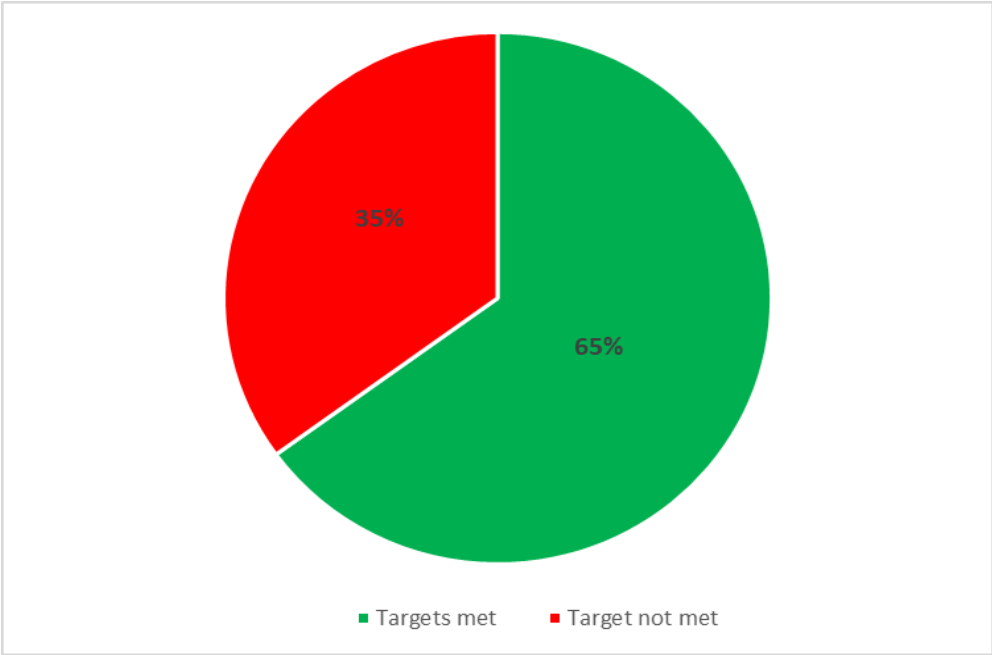
Economic Sector



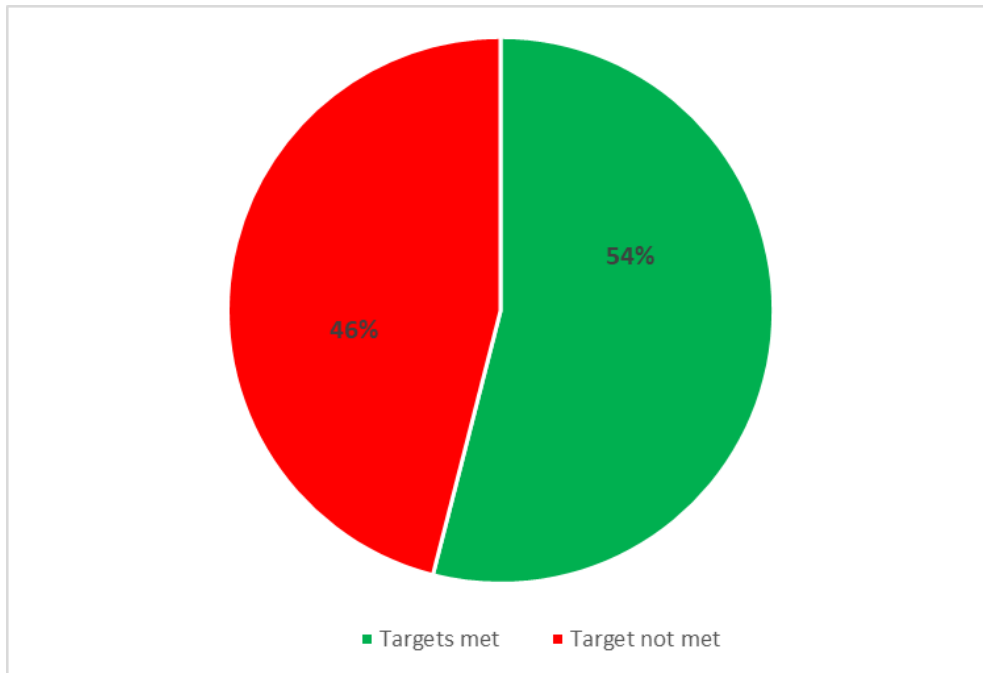
Social & Community Sector



Infrastructure Sector



Cross-Cutting Sector

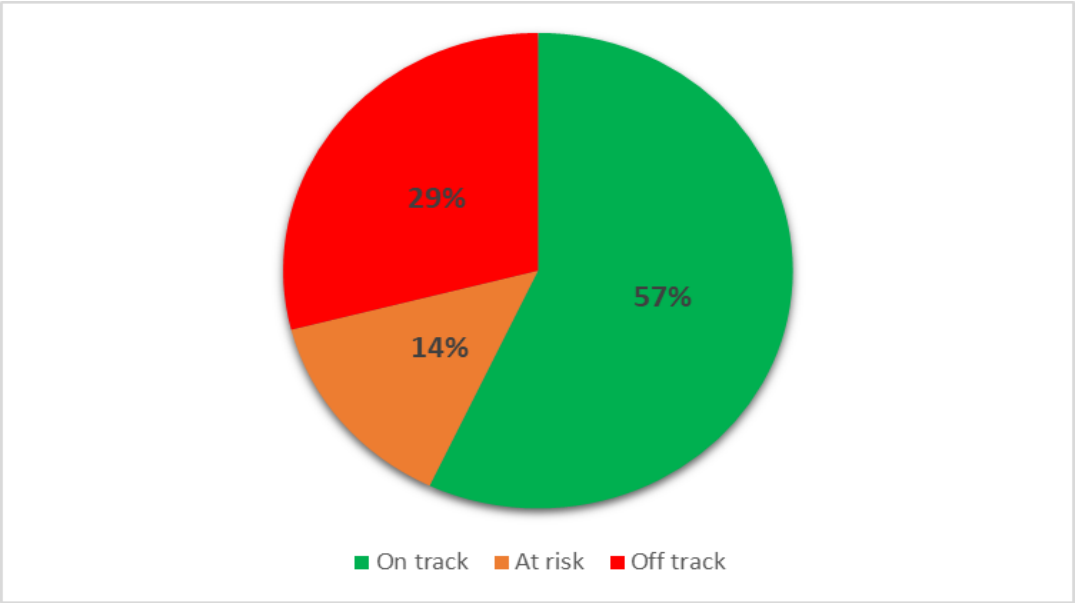


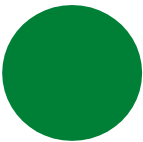
Sector Goal Ratings

	FY 23-24			FY 24-25			FY 25-26		
	Rating	% Targets in Category	Overall Rating	Rating	% Targets in Category	Overall Rating	Rating	% Targets in Category	Overall Rating
Economic	On track	14%		On track	29%		On track	57%	
	At risk	14%		At risk	14%		At risk	14%	
	Off track	72%		Off track	57%		Off track	29%	
Social	On track	29%		On track	37.5%		On track	43%	
	At risk	14%		At risk	0%		At risk	0%	
	Off track	57%		Off track	62.5%		Off track	57%	

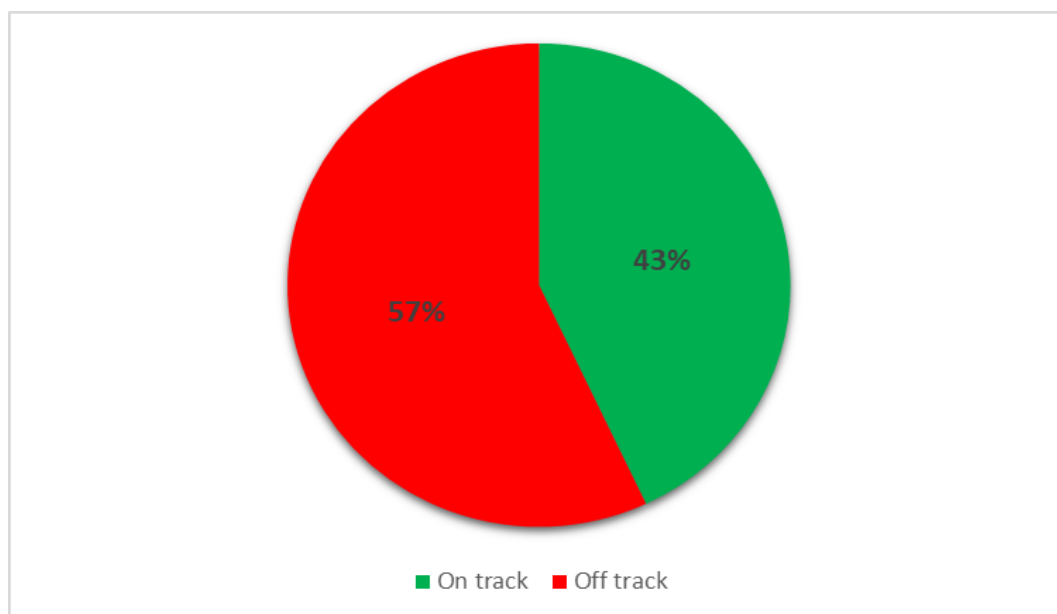
Infrastructure	On track	20%		On track	60%		On track	40%	
	At risk	0%		At risk	20%		At risk	40%	
	Off track	80%		Off track	20%		Off track	20%	
Cross-Cutting	On track	60%		On track	19%		On track	80%	
	At risk	0%		At risk	0%		At risk	0%	
	Off track	40%		Off track	81%		Off track	20%	

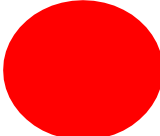
Economic Sector - Goal Ratings



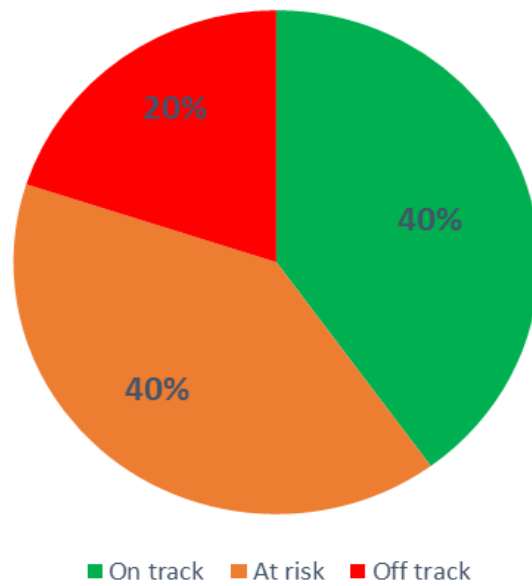
Rating	 On track			
Goal	Met	Unmet	% Met	Rating
Econ Goal 1	5	1	83%	On track
Econ Goal 2	2	0	100%	On track
Econ Goal 3	1	2	33%	Off track
Econ Goal 4	2	0	100%	On track
Econ Goal 5	4	0	100%	On track
Econ Goal 6	1	3	25%	Off track
Econ Goal 7	1	1	50%	At risk

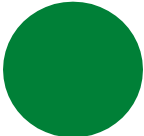
Social & Community Sectors - Goal Ratings



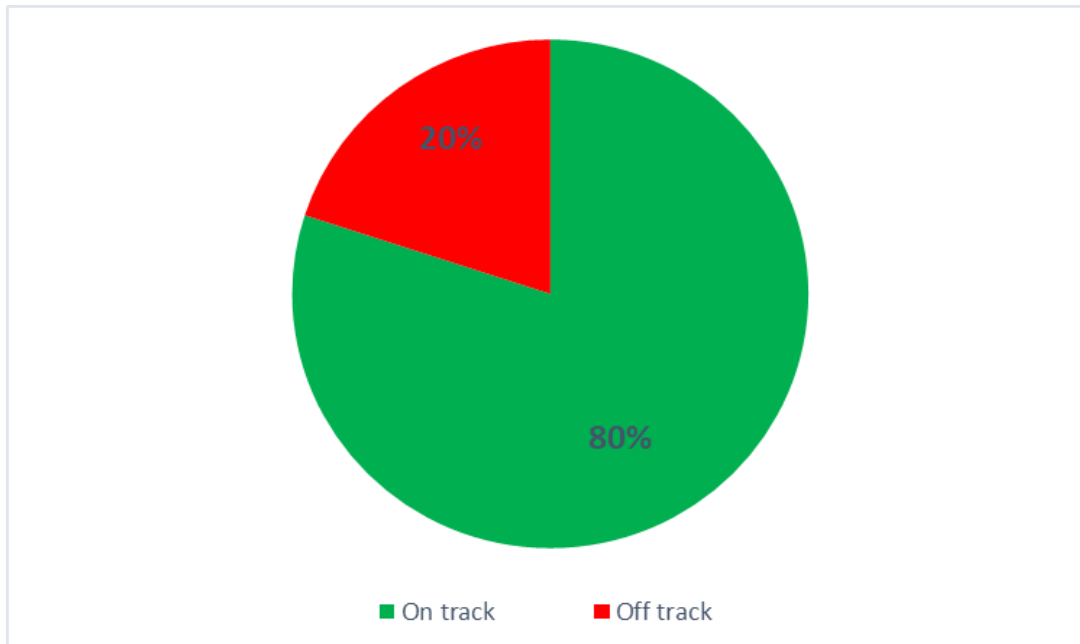
Rating	 Off track			
Goal	Met	Unmet	% Met	Rating
Social Goal 1	5	10	33%	Off track
Social Goal 2	5	1	83%	On track
Social Goal 3	0	3	0%	Off track
Social Goal 4	1	4	20%	Off track
Social Goal 5	4	1	80%	On track
Social Goal 6	1	2	33%	Off track
Social Goal 7	2	1	67%	On track

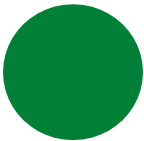
Infrastructure Sector - Goal Ratings



Rating	 On track			
Goal	Met	Unmet	% Met	Rating
Infra Goal 1	7	0	100%	On track
Infra Goal 2	9	2	82%	On track
Infra Goal 3	1	4	20%	Off track
Infra Goal 4	8	7	53%	At risk
Infra Goal 5	3	2	60%	At risk

Cross-Cutting Sectors - Goal Ratings



Rating	 On track			
Goal	Met	Unmet	% Met	Rating
Cross Goal 1	2	7	22%	Off track
Cross Goal 2	5	3	62%	On track
Cross Goal 3	2	1	67%	On track
Cross Goal 4	2	1	67%	On track
Cross Goal 5	3	0	100%	On track

Progress Highlights

Economic Sector

- Coastal Fisheries and Aquaculture Regulations were endorsed in January 2026
- Tourist arrivals increased to 563 for Aug 2025- April 2026.
- 100% of Tourism Sustainable Working Group Year 2 action Plan delivered.
- 15 tour guides trained with local historians and NES on Nauru's history, culture and first aid.
- In August 2025, the Global Environment Facility approved a \$5.9 million grant alongside \$43.6 million in co-financing to transform Nauru's food systems with weather-proof greenhouse models and sustainable farming infrastructure.
- Despite severe drought and feed delays, the Department of Environmental Management and Agriculture sustained three local farms, distributing livestock and seedlings while boosting egg production to a peak of 8,000 eggs per week.
- The Coastal Fisheries and Aquaculture Regulations were endorsed in January 2026, achieving a 100% coverage target across all coastal reef areas
- Following the passage of the Nauru Small Business Enterprises Act 2025, the government enacted strict structural regulations and utilized an early-2026 supplementary budget to officially operationalize the Small Business Enterprise Fund.

Social and Community Sector

- Early learning participation target achieved.
- 5 out of 11 schools exceeded the 50% school attendance target.
- Senior school graduation target met. At the end of 2025, 134 out of 200 students graduated (104 from NSS and 30 from Brisbane), compared to 122/195 at the end of 2024. Of the 134 graduates, 104 students achieved QCE, an increase of 60 students from the previous year.
- An additional 38 computers were donated by the Government of China (28) to NPS and Eigigu Corporation (10) to Nauru College.
- The Nauru National Youth Policy 2026 - 2030 first draft is under review and will be finalised before August.
- The Department of Education integrated climate change content into primary curricula and launched the 2026 RON Tertiary Scholarships to support 60 graduates pursuing higher education.
- The Department of Sports modernized its sector by enacting the Sports Act 2026 and engaged over 350 male and female participants across 8 active districts through its Community Development Unit.
- The Department of National Heritage completed restoration works at the burial site of Late Chief Detudamo and upgraded the Naoero Museum with 20 new display cases to showcase Nauruan history.

Infrastructure Sector

- Partnering with Japan, the Nauru Rehabilitation Corporation (NRC) received AUD\$2.5 million in heavy machinery to continuously process organic waste.

- The SMARTEN project successfully completed pilot initiatives in March 2026, delivering 6 electric cars, 10 electric motorbikes and 6 dedicated charging stations to transition the government fleet toward green transport.
- The 6-MW solar plant was partially commissioned to provide renewable energy to the national grid, supporting Nauru Utilities Corporation's (NUC) target of a 100% renewable energy contribution by 2028.
- The Civil Aviation department expanded its certified personnel to 22 staff members by March 2026, while the runway resurfacing project moved forward with an estimated completion date of December 2026.
- The Department of Infrastructure and Development has established the Building Control Office and Promulgate Building Code. Enhancing the functional capacity of the Asset Management and refine the inventory of resources.

Cross-Cutting Sectors

- Leadership training was conducted back in March 2025 facilitated by the Australia Public Service Commission (over 40x participants)
- Nauru Emergency Services (NES) successfully managed a State of Disaster to safely dispose of a WWII-era bomb in July 2025, and is on track to complete a National Drought Management Plan by June 2026.
- The Environment Department successfully developed an Asbestos Management Regulation and Code of Practice, trained local contractors, and safely disposed of five containers of asbestos offshore.
- The Department of Land Management enacted the Survey Act 2025, added 3 LISCAD software licenses to improve record accuracy, and completed a critical coastal survey for the Meneng District.
- In September 2025, the Department of Climate Change and National Resilience (DCCNR) launched the updated *RON Adapt 2025* framework and submitted Nauru's updated Nationally Determined Contributions (NDC 2025–2035) to the UNFCCC.
- The Department of Infrastructure and Development bolstered and expanded the organizational capacities within the Nauru Public Service by incorporating maintenance, repair, and building data into centralized management systems and electronic documentations.

Investment Priorities

Based on KPI progress against National Development Goals, Naoero's most pressing needs lie in the following areas. A full list of investment needs for each sector is provided on the following pages.

Stable, Trustworthy, Fiscally Responsible Government

- Continued donor support to the Nauru Intergenerational Trust Fund
- Technical Assistance required to support the Department of Commerce and Foreign Investment in promoting the Republic as an attractive investment destination.
- Funding support for recruitment of qualified international audit professionals.
- Capacity-building programs and technical assistance (PASAI-IDI support)
- Support for training, audit tools, and systems to improve audit quality and efficiency.
- Support for development of a Public Service workforce plan
- Technical assistance to design and operationalise a standardized Performance Management Framework
- Capacity building programs for HR practitioners and departmental leaders (training-of-trainers approach)
- Development of GON? tools and templates (Corporate Plans, appraisal forms, KPI tracking tools)

Access to Quality Education, both formal and non- formal

- Funding to scale up the Zero to Three program (additional trainers, rural outreach sessions, participant transport and childcare support)
- Development of digital monitoring & evaluation tools; follow-up family support packages (WASDA); and
- Independent impact evaluation to demonstrate results to donors and Cabinet (WASDA).
- Support for digital platforms and teacher training to enable access to selected online programs and resources. Continuation and training of Amen Karoe to support literacy and numeracy initiatives in Years 9 and 10.
- Continuation of QCE program, relevant secondary pathways, digital support and recruitment subject specialists.
- Additional Student Internship Programs offer Year 10, Year 11 & Year 12 students during school holidays as Career Pathway incentives.
- Targeted support for young women and early school leavers.
- Anti-bullying/anti-social behaviour policy development and Training
- Recruitment of Amen Karoe officers
- Procurement of computers/desktop for schools.

Improved Health and Well-Being

WASDA

- Technical assistance and international consultancy support to conduct the updated gender stocktake
- Capacity-building workshops for all government agencies on gender mainstreaming
- Specialised training packages, technical assistance for policy reviews and gender mainstreaming
- Development of a digital monitoring dashboard, and gender-responsive budgeting training.
- Integrated digital case-management system linking Police, ODPP and Courts
- Targeted training on inter-agency coordination and fast-track protocols for DV cases
- Technical assistance to improve ODPP data recording/tagging of domestic violence files, and
- Resources to clear procedural bottlenecks (additional prosecutors/support staff)
- Robust monitoring & evaluation frameworks to demonstrate results to donors and Cabinet
- Specialised training for child-abuse prosecutors and investigators
- Technical support to strengthen ODPP data-tagging for child-abuse cases
- Program scaling for parenting and juvenile justice
- Improved inter-agency digital case-management systems
- Resources for mandatory remand fast-track procedures and victim-support services during prosecution.
- Funding for nationwide rollout of the juvenile justice system
- Specialised training for magistrates, probation officers and social workers
- Development of youth-friendly substance-abuse prevention curricula and community outreach programs. Establishment of rehabilitation and reintegration services, and independent external evaluation to track reduction in substance abuse rates.

BDM

- Continued UNDP support is needed to complete the CRVS project.

NEC

- Key areas for investment include supporting youth-driven initiatives, media literacy, capacity building for facilitators and the development of sustainable, innovative and culturally relevant educational frameworks.
- Targeted sectors for investment.
- Investing in the capacity of local NGOs and community groups to deliver tailored civic education particularly through Sport
- Investing in online spaces to reach youth, including using social media as a platform for leadership and education.
- Linking civic education with contemporary global challenges like climate change and polarization.

Provision of enhanced social, infrastructure and utilities services

- Ongoing support is needed to support building manual development.
- Support to consolidate asbestos waste
- Professional Media Consultants, to provide 6-month training and development for Media staff in preparation for the 2028 Micronesia Games
- Assistance to further develop and draft media legislation.

Development of an economy based on multiple sources of revenue

- Need donor investors to fund future grants to entrepreneurs to further develop economic growth (Department of Commerce).

Tourism

- Technical assistance for 3-year Sustainable Tourism Strategy 2026-2029.
- Support for delivery of 3 national public awareness events under the Sustainable Tourism Action Plan.
- Training and facilitation support for the Sustainable Tourism Working Group.
- IT and design support for public awareness materials and outreach.
- Technical assistance for tour guide and tour operator training delivery.
- Support for developing and publishing an updated tour operator list.
- Funding for materials and facilitation for local tourism training workshops with historians and NES on Nauru's history, culture and first aid.
- Technical assistance for developing minimum quality standards for accommodation providers.
- Funding for facilitation and delivery of consultation workshops with accommodation operators.
- Support for baseline assessments and follow-up training to improve service quality and compliance with standards.
- IT support for FMIS coding.
- Technical assistance for visa process review.

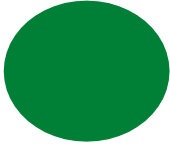
**Enhance
resilience
against the
impacts of
climate change
that is
inclusive of
rehabilitating
and restoring
degraded lands**

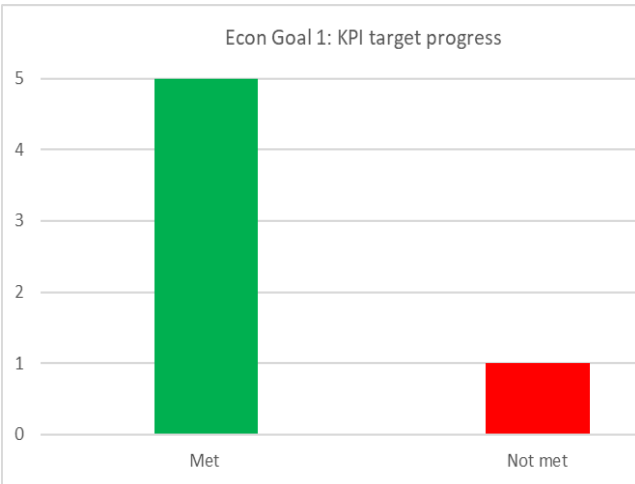
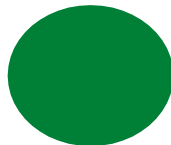
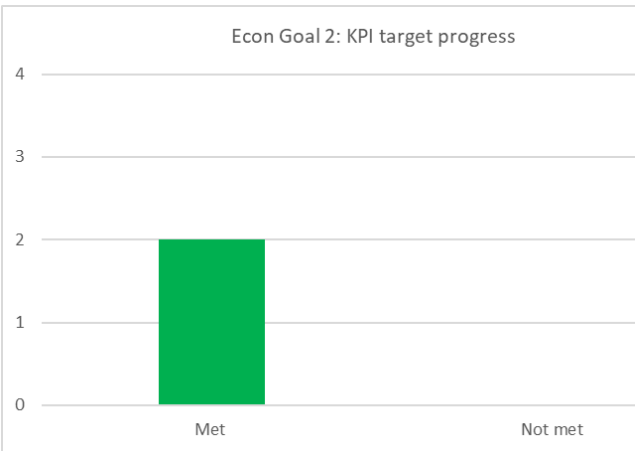
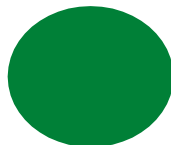
- Establishment of new NES Headquarters building
- Support for seawalls and HGI project
- Assistance rehabilitating mined-out lands

**Development
of domestic
food
production for
food security**

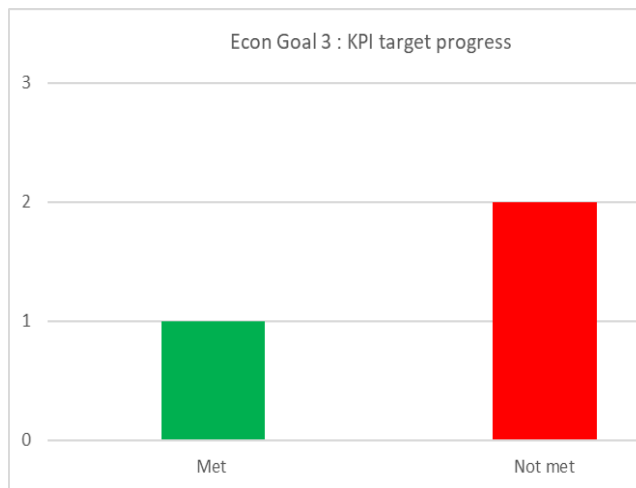
- Continued support to fisheries and additional support for DEMA - technical assistance and equipment to promote domestic hydroponics

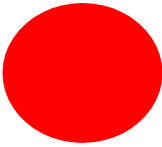
Economic Sector

Sector Rating			 On track to achieving 2030 targets
Targets Met: 16	Targets Unmet: 7	% Targets Met: 70%	

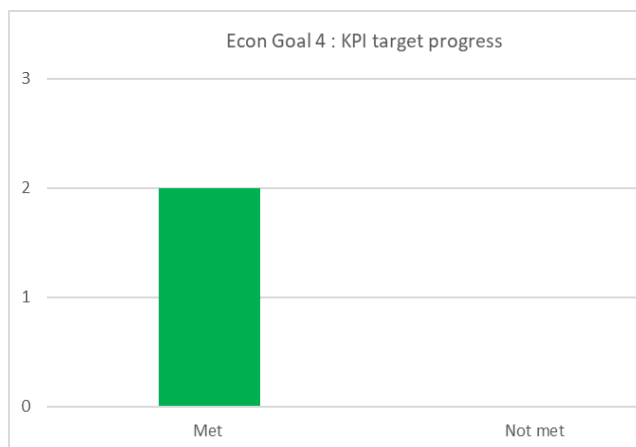
Econ-Goal 1: A stable macroeconomic environment conducive to private investment established	Econ Goal 1: KPI target progress  <table><tr><th>Category</th><th>Value</th></tr><tr><td>Met</td><td>5</td></tr><tr><td>Not met</td><td>1</td></tr></table>	Category	Value	Met	5	Not met	1	 On track to achieving 2030 targets
Category	Value							
Met	5							
Not met	1							
Econ-Goal 2: Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods	Econ Goal 2: KPI target progress  <table><tr><th>Category</th><th>Value</th></tr><tr><td>Met</td><td>2</td></tr><tr><td>Not met</td><td>0</td></tr></table>	Category	Value	Met	2	Not met	0	 On track to achieving 2030 targets
Category	Value							
Met	2							
Not met	0							

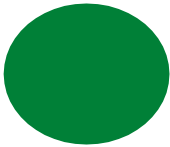
Econ-Goal 3: Enhance development and sustainable management of marine and fisheries resources to provide sustainable economic returns



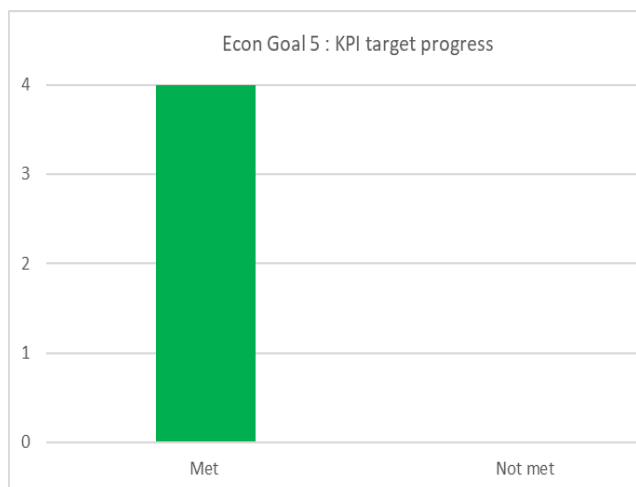

**Off-track
from achieving
2030 targets**

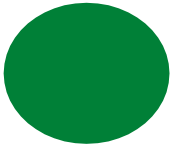
Econ-Goal 4: Efficient and effective use of mining and quarrying resources for economic and rehabilitation purpose economy



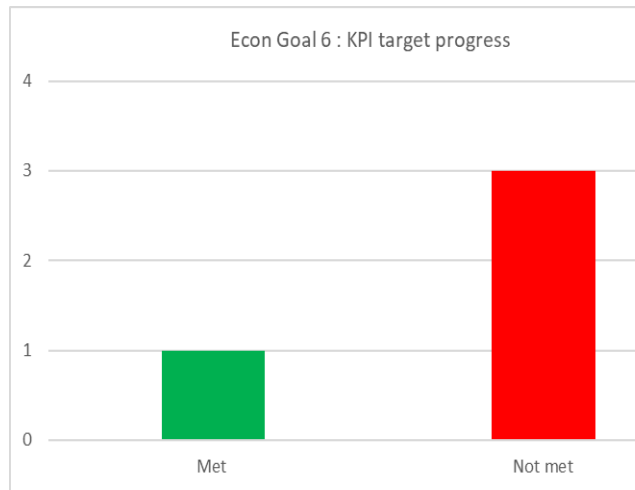

**On track
to achieving 2030
targets**

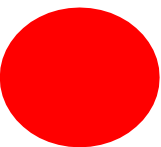
Econ-Goal 5: Promote development of small and micro enterprises, foreign investment and economic integration into the global economy



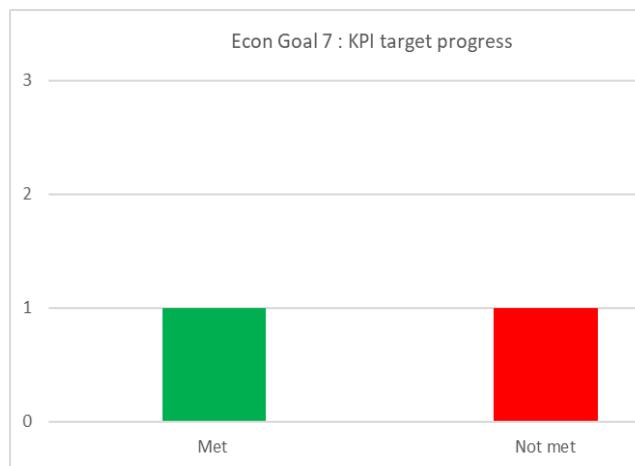

**On track
to achieving 2030
targets**

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




**Off-track
from achieving
2030 targets**

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




**At risk
to achieving
2030 targets**

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	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	1.5%			Dept of Finance - Treasury
	Update	The rate of growth is currently at 1.9%. The actuals will be published in April 2027.				
1b	Debt					
1b(i)	Debt as a % of GDP	Debt is below 10% of GDP	Debt to GDP ratio of less than 20%.			Dept of Finance - Treasury
	Update	As of FY 2025-26, the GDP to debt ratio is 2.3% Target for FY2026-27 is to maintain the same level at 2.3%, not exceeding 5%				
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	3 SOEs with Return on Equity (ROE) and Return on Assets (ROA) >5%			Dept of Finance - Treasury

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
		ROA.				
	Update	This is beyond PEMU's control as it depends entirely on the SOEs. To-date, only one SOE has a positive ROA of 1.9% and that is the Cenpac Corporation. The PEMU can only assist SOEs through their structures and profitability etc.				
1c(ii)	Improvement in accurate assessments and collection of GON revenue ¹	70% of assessed revenue is collected ²	70% of assessed revenue is collected ²		The NRO and Customs Division receive technical assistance under the Australian DFAT funded Australia-Pacific Partnerships platform. Continued support will be required to assist NRO and Customs meet their KPIs. Funding is needed to connect ASYCUDA to FMIS so revenue data can flow automatically into the government revenue accounts. UNCTAD is the only entity that can work on this Patch with Treasury FMIS due to IPR issues with UNCTAD Asycuda. Funding needs to be provided to UNCTAD to do this work. Customs require funding from UNCTAD to provide specialist IT services and upgrading of customs membership level of UNCTAD to "advanced", this also requires the support of funding.	Dept of Finance - NRO, Customs

¹ E.g ESADs

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

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		100% - NRO. Historically all taxes assessed have been collected. However, with increased compliance activity, substantial assessments are routinely being issued which the taxpayer cannot pay immediately and it is necessary to enter into instalment arrangements or undertake collection activities. The 2026/27 target has been adjusted to reflect the changed environment. The ASYCUDA script needs to be written, tested and implemented by UNCTAD for an interface whereby customs revenues paid to Customs are transmitted in real time to NRO via the ASYREPORT function. This will require funding to UNCTAD to provide specialist IT services. New additional - Customs membership level of UNCTAD is currently at “Basic - \$10,000” where Customs receive remote hosting and system data disaster recovery services. The membership needs to be upgraded to “Advanced” (\$55,000 set, plus specific project work” - suggest additional \$150,000) to undertake advanced capability program work and undertake in-country various specialist training sessions.				
1c(iii)	Nauru Intergenerational Trust Fund (NITF)	Nauru’s contribution to the NITF is 10% of adjusted revenue	Nauru’s contribution to the NITF is 10.1% of adjusted revenue			Dept of Finance - Treasury
Update		This will continue to progress. The 2030 end target of 80% will be achieved even before 2030. Treasury suggests the end date to be amended to 100% instead. This KPI progress looks very promising.				
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	The Roadmap for Foreign Investment is complete. Foreign Investment Bill is endorsed by the		Technical Assistance required to support the Department in promoting the Republic as an attractive investment destination.	Department of Commerce and Foreign Investment

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 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
	fee for small/large business, or new/established business Visa costs for expatriate workers can inhibit hiring of skilled workers	Cabinet and introduced to Parliament. Sustainable Tourism Working Group Year 2 Action Plan developed (by June 2024) and delivered (by June 2025)⁴ 100 additional small businesses (MSMEs) completing training run by the Chamber of Commerce, including 30 youth-led start-ups and 60 women-led MSMEs (cumulative total = 220 MSMEs) The Chamber of Commerce works with stakeholders to develop different			

⁴ Chamber of Commerce

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
			registration fees for start-up, small/large scale businesses. Chamber of Commerce supports the reinvigoration of Fishers Association (umbrella organisation supporting full range small-scale business activities including fishing, aquaculture, etc.) Chamber of Commerce completes a feasibility assessment of identified small-scale, private sector business opportunities in the fisheries sector.			
2	Econ-Goal 2: Increased level of domestic agricultural production aimed at addressing food security and healthy livelihoods					
2a	Livestock (Pigs and Poultry)					

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
2a(i)	Number of households or farms producing livestock	21 (1 farm, 20 households)	21 (1 farm, 20 households)⁵ 15 households and farmers for pig production 15 households' farmers for egg and poultry production 33,000 egg production 968 (trays of 10) for sales 4 livestock practical trainings At least one training program for Livestock development			DEMA - Agriculture
Update		All targets are met with the following activities: DEMA managed to distribute 20 piglets to farmers. The 20 farmers were given 5 males each/2 farmers 10 layers each. In terms of egg production and sales: 1,220 (trays of 10) during the FY Livestock practical trainings: 5 livestock, 20 paravet				

⁵ 1 farm, 20 households - pig farming. 0 households for poultry farming.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
		Two training programs for livestock developments.				
2b	Crops					
2b(i)	Number of households or farms producing domestic crops	Approx 75	15 households and farmers for crop production 100 fruit and native trees grown at Meneng farm, households and coastal 33,000 seedlings 550 compost bags for distribution 9 horticultural practical training at farms.4 in Buada & 5 in Meneng 15 varieties of crops grown at Buada farm 1 training program for			DEMA - Agriculture

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
			Horticultural development			
Update	The first target is partially met, at present there are 9 farmers. 100 compost bags were distributed to farmers. The Dept managed to carry out 10 horticultural practical training at farms (Buada & Meneng). There are 16 varieties of crops grown at Buada farm and one training program (to-date) for horticultural development.					
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) ⁶	No locally produced milkfish available	At least 1 ton		Funding for this is secured and available through the ongoing Adaptation Fund Project and the Kiwa MiCoast Project.	NFMRA
Update	No milkfish production was formally reported as it was not possible to fully repair the Aquaculture Holding Facility (AHF) damaged saltwater inlet pipes and get the saltwater supply working. Because of this, it was not possible to import any milkfish fries for restocking of local ponds. Various attempts were made to fix the problem with 2 options that have been taken up and which we are working on. The first option is to drill a well next to the facility and use this well as the water supply source for the facility. The option requires the use of a drilling rig. Several drilling rigs are available on-island but with most of them currently out of order or waiting for spare parts. There is a privately-owned drilling rig which might be our only option but this will only be able to drill a well a little bit smaller than what we want. The CHEC company working on building the new sports stadium seems to have drilling bits and have been contacted. Getting a response from them has not been easy and we can also sense some feelings of reluctance. The second option is to reinstall the old inlet pipe but to find a way of securing the inlet pipe. A local construction company (G&T Construction) with staff who were involved in the initial setting up of the aquaculture facility and so are very familiar with the inlet saltwater supply system have been approached to look into fixing this problem. They have proposed setting up a protective casing that will be secured by bolts to the basement rock to stop it from being thrashed around by the waves and currents. In addition, they will do an upgrade of the whole facility to get it back to full operations again. The quotation for doing all these works is being finalised. This will be covered by our Resilient Coastal Fisheries and Aquaculture Project (RCFAP) for Nauru with the hope that once the work starts it will take about 5 weeks to complete which hopefully will see our Aquaculture facility back in operation before the end of 2026.					

⁶ This is looking at milkfish farming only and which is currently limited by availability of milkfish fries.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
3b	% of coastal reef area under management or declared a community marine managed area ⁷	0%	100% - whole coastal reef is covered by management regulations		Funding for rolling out the Coastal Fisheries Regulations is covered under our KIWA MiCoast Project	NFMRA
Update		The Coastal Fisheries and Aquaculture Regulations were endorsed in January 2026 which means that some regulations have been endorsed that apply in all the coastal reef areas and therefore achieving our 100% coverage target.				
3c	% of coastal reef area that is protected from any fishing activity	0%	10 % ⁸		Funding for all this work has been secured from the Kiwa MiCoast Project which has started and the 1st tranche received by the Development Fund Budget under project code 47001.	NFMRA
Update		Work towards establishing community fisheries management areas is progressing with a total of 13 potential reef area sites (just a little bit over 10% of the reef area) to be proposed for protection from fishing activities and under the management of communities. Progress on this work is going very well with the expectation of the first formal declaration of some community fisheries management areas coming up in September or October 2026.				
4	Econ-Goal 4: Efficient and effective use of mining and quarrying resources for economic and rehabilitation purpose economy					
4a	Efficiency and Effectiveness					

⁷ 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.

⁸ Some coastal areas at Anibare/Ijuw which may be a spawning ground for several reef fish species 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 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
4a(i)	Total cost per metric tonne decreases - from RonPhos budget paper	\$156.19 per metric tonne (budgeted)	\$212.69 ⁹ per metric tonne (budgeted)			RonPhos
Update		The current Cost per Tonne (CPT) is \$180.70 (phosphate price is assumed at AUD \$203.13)				
4b	Rehabilitation					
4b(i)	Mined area rehabilitated in a year (ha)	6 ha of mined land rehabilitated Approximately 160 ha to be rehabilitated in total	6 hectares			NRC/HGI
Update		The 6ha was part of the FY2024-25 at the Stadium Project which has been achieved. During FY2025-26, NRC was tasked to rehabilitate 3.6ha at portion 387 in Meneng (NRC & RONPHOS Collaboration). This was not achieved as RonPhos ended the collaboration. The new target set for FY2026-27, we will be to rehabilitate another 2.7ha at Buada Portion 45 (Rock Harvesting) These rocks are going to be used for various aggregate supply on the island.				
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					

⁹ Correction to FY23-24 KPI Indicator: \$209.08 per mt.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
5a(i)	Range of businesses on island adapts to diversify Nauru's income	No list of service gaps	PIFS SPIRIT Project contracted Ernst & Young Australia to produce report on Nauru Foreign Investment Scheme Finalise analysis of the business needs on the island as identified by the PIFS TA		Need donor investors to fund future Government grants to further develop economic growth.	Department of Commerce and Foreign Investment
Update		30 individuals have been selected for Government SME Grant				
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	Put in place implementation framework for foreign investment through drafting necessary Regulations			Department of Justice

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
		parties				
5b	Integration					
5b(i)	Nauru is 'fully compliant' with OECD standards (at a minimum)	100%	100%			Department of Finance - NRO
Update		Nauru has consistently maintained its largely compliant status. An OECD review in 2025 found that as Nauru had not hosted any Reporting Financial Institutions for 8 consecutive years it would be exempted from any future Automatic Exchange of Information (AEOI) reviews (until such time as an RFI is established in Nauru. The exemption does not affect Nauru's obligations under the Exchange of Information Reporting (EOIR) framework and a peer review of Nauru's compliance with that framework is currently in progress. The results of that review will be discussed at the Peer Review Monitoring Group meeting in June 2026. Our largely -compliant status remains as at today's date.				
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	Nauru Post now manages mail directly, without freight handler - 2030 target complete in FY 24-25 Businesses can get mail delivered to businesses via RMB - 2030 target partially complete.		To successfully progress toward full individual home delivery, investment needs to focus on collaborative customs clearance infrastructure at the Frigate service. Funding is also required to explore and deploy alternative delivery solutions, specifically centralized or residential parcel boxes to handle package storage securely.	Nauru Post

	Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
		Individuals - 2030 target met for letters. Letters have been delivered for Bendigo bank to the house. Individuals - Parcels must be inspected by customs at Frigate service. This FY the focus will be on identifying options for inspecting parcels or other methods to set the foundation for home delivery or other method of delivery (e.g.: parcel boxes) of parcels.			
Update	Direct Mail Management: Met — This component of the target was completed ahead of schedule during FY 24-25, removing the middleman freight handler entirely. Business Mail (RMB): Met — The system is actively rolling out and is already partially complete toward its long-term 2030 target. Individual Delivery (Letters vs. Parcels): Met — Letter delivery is operational (e.g., Bendigo Bank deliveries to homes).				

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
		However, parcel home delivery is currently restricted by mandatory customs clearance workflows.				
6	Econ-Goal 6: Promote development of small-scale sustainable tourism					
6a	A plan for sustainable and manageable tourism is developed ¹⁰	No plan is in place	100% of a Sustainable Tourism Working Group Year 2 Action Plan developed and delivered		Technical assistance for 3-year Sustainable Tourism Strategy 2026-2029. Support for delivery of 3 national public awareness events under the Sustainable Tourism Action Plan. Training and facilitation support for the Sustainable Tourism Working Group. IT and design support for public awareness materials and outreach.	Dept of National Heritage (Tourism)
Update		Partially met. 100% of Sustainable Working Group Year 2 action Plan delivered. 3 national events were delivered - International Tourism day, National youth Day, World Tuna Day. SPTE Fiji May 2025: Engaged - 30 buyers/tour operators.				
6b	Number of tour operators has increased ¹¹	No review mechanism for tour operators No list of tour operators publicly available	At least 1 new training session held for local residents to enhance our tourism offerings and boost industry engagement.		Technical assistance for tour guide and tour operator training delivery. Support for developing and publishing an updated tour operator list. Funding for materials and facilitation for local tourism training workshops with historians and NES on Nauruan history culture and first aid.	Dept of National Heritage (Tourism)

¹⁰ Must have a limited number of tourists so the capacity of the island can sustain it. Also want to minimize the 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.

¹¹ May also want to capture later the number of tourist gift shops, registered tour operators, tour packages, and the number of developed tour sites.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		15 tour guides trained with local historians and NES on Nauruan history, culture, and first aid. The draft tour operator list is compiled.				
6c	Quality of accommodation is improved ¹²	Limited accommodation available	At least 1 community engagement session held to foster community engagement for providing quality standards for local accommodation and transport services.		Technical assistance for developing minimum quality standards for accommodation providers. Funding for facilitation and delivery of consultation workshops with accommodation operators. Support for baseline assessments and follow-up training to improve service quality and compliance with standards.	Dept of National Heritage (Tourism)
Update		In progress. Community consultation conducted with accommodation providers on quality standards and visitor expectations. Feedback collected on service gaps.				
6d	Tourism visa revenue increases ¹³	No separate coding in FMIS for tourist visa revenue	Consultation with immigration division to simplify visitors' visa application form and its requirements.		IT support for FMIS coding. Technical assistance for visa process review.	Dept of National Heritage (Tourism)
Update		Consultation with Immigration completed. Visa application process simplified. FMIS coding for tourist visa revenue under review. Tourist arrivals increased to 563 for Aug 2025- April 2026.				
7	Econ-Goal 7: An effective, competitive and stable financial system that will enhance economic growth and development					

¹² Aim to expand available options to allow billeting with local families, Airbnb

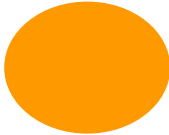
¹³ Long term, aim to measure full amount of revenue including hotel spend, restaurant visits, tour operator revenue.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
7a	Effective financial system					
7a(i)	Financial services that support economic growth are in place	No commercial financial products available for Nauruan businesses¹⁴ No current independent assessment of necessary financial services or enabling environment required to support economic growth and development	The final report from PIFS TA has been reviewed and further actions agreed by Cabinet.			Department of Commerce and Foreign Investment
Update	Financial Services that support economic growth are in place. Sorted through the Government Small Business Grant Initiative, 20 SMEs received \$25,000 each					
7a(ii)	Insurance available on island	No insurer willing to offer services to Nauru	The final report from PIFS TA has been reviewed and further actions agreed		Technical assistance to provide the DCFI with guidance on establishing the three points mentioned in the update section.	Department of Commerce and Foreign Investment

¹⁴ Commercial products currently offered on island by Commonwealth Bank

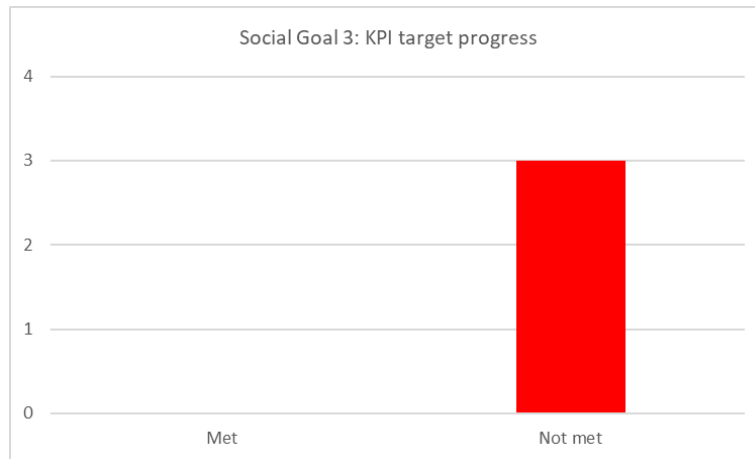
	Baseline As at 1 July 2021	FY 25-26 (by 30 June 2026)	Met/ Not Met	Investment Needs	Responsible Organisation
	Enabling environment to support insurance requires development	by Cabinet.			
Update	Establishing an insurance entity on Nauru requires a modernized structure involving: 1. Statutory Risk Capital 2. Regulatory fees 3. Local Operational Infrastructure				

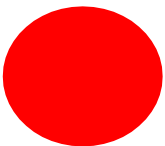
Social & Community Sectors

Sector Rating			 At risk to achieving 2030 targets
Targets Met: 18	Targets Unmet: 22	Targets Met: 45%	

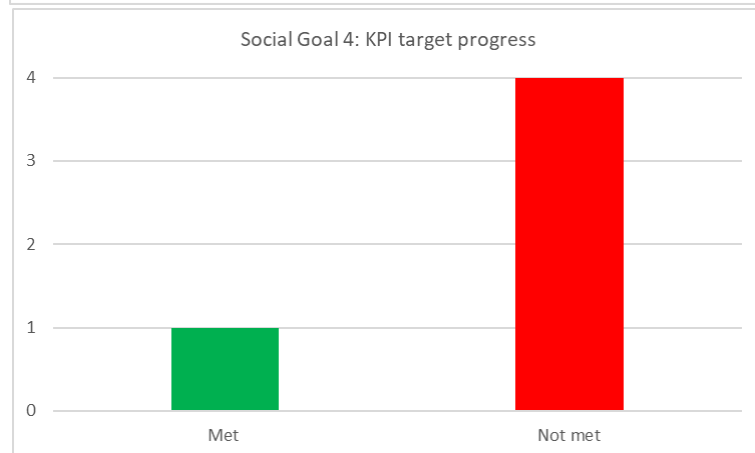


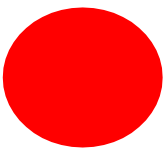
Soc-Goal 3:
Enhanced
quality of life
through Sports
for All



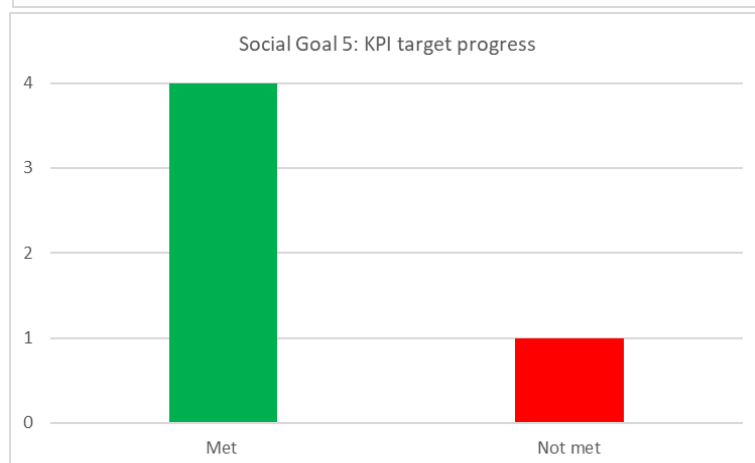

**Off track
to achieving
2030 targets**

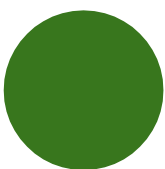
Soc-Goal 4: A
cultural, socio-
inclusive,
cohesive and
self-reliant
community
with
sustainable
livelihoods



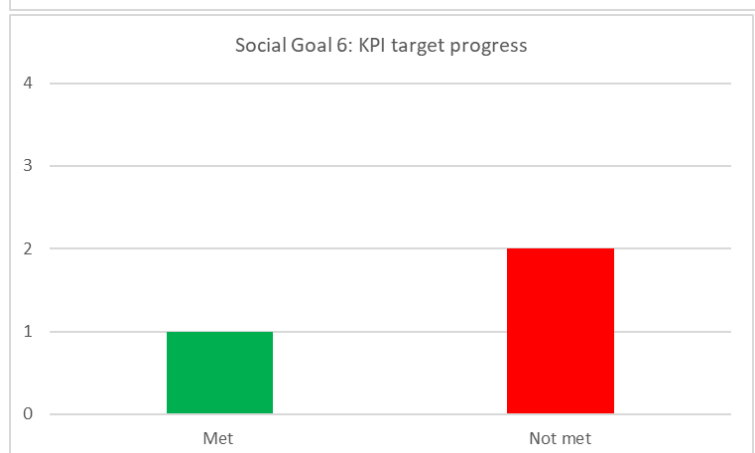

**Off Track
from achieving
2030 targets**

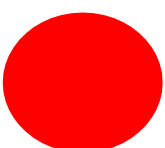
Soc-Goal 5: A
just society that
recognizes and
respects the
rights of
women and
children, that
promotes equal
opportunities



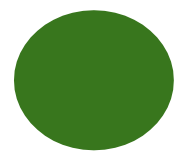
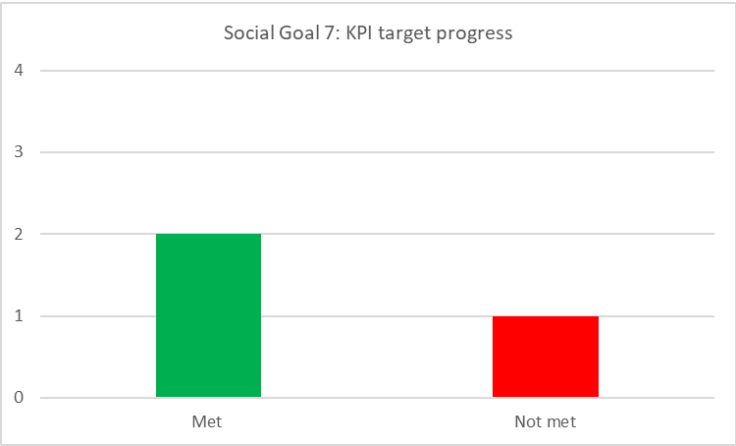

**On track
of achieving
2030 targets**

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




**Off Track
from achieving
2030 targets**

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



On track
to achieving
2030 targets

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	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 Reach ¹⁵					
8a(i)	Disability - number of students transitioning from able/disable centre to DVTPD education/USP	0 - at the moment no transition but plans proposed to have this implemented 2022	DVTPD - construction of multi-purpose workshop to implement non-formal/life skills programs Education - assess ADC attendance rate and confirm new FY target		Support for building/renovation of DVTPD infrastructure, to make it disability and energy friendly.	Dept of Education
Update		This target was partially met, because: 1)The student had been identified to join TVET in 2026, but the student was unable to join in Term 1 due to health reasons. 2) Work to identify potential students to join TVET from ADC is ongoing, however the target for 2026/2027 is 0 because there is no suitably aged student at ADC to prepare for transition to TVET in the current year.				

¹⁵ What is available for people to access education?

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
8a(ii)	DVTPD - Number of DVTPD graduates increases (incl Yr. 11 & 12) (by sex)	146 graduates	Education: Year 11 & 12 VTPD graduates = 100 DTVPD= Establish new learning pathway option for Yr. 11 and 12 NSS VTPD students, as full time VTPD students			Dept of DVTPD
Update		No update provided.				
8a(iii)	Number of students successfully completing their programs at USP Nauru Campus increases ¹⁶	184 (semester intake: 126, flex cohorts 58)	Semester intake 319, flex cohort 268			USP
Update		No update provided.				

¹⁶ From semester programs and flexi programs between semesters.

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
8a(iv)	Parenting - Number of parents participating in Zero to Three training/other parenting programs increases	25	100% of Parents complete all stages of the Zero to Three program		- Funding to scale up the Zero to Three program (additional trainers, rural outreach sessions, participant transport and childcare support) - Development of digital monitoring & evaluation tools; follow-up family support packages; and - Independent impact evaluation to demonstrate results to donors and Cabinet.	WASDA
Update		No specific participation/completion numbers provided in current reporting as the budget was not approved for this program.				
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	68 prelim and 13 foundation CCE			USP
Update		No update provided.				
8a(vi)	Early learning participation - Participation rate in organized learning (one year before the official primary	NER ¹⁷ 62%	NER 90%			Dept of Education

¹⁷ Net enrolment rate.

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	entry age), by sex					
Update	The NER target for 2025 is 90%, which was fully achieved. ECE has been focused on establishing key frameworks and guidelines for ECE, strengthening teacher training and classroom resources, and conducting community awareness to emphasise the importance of ECE in preparing students for lifelong learning and to encourage enrolment and school attendance.					
8b	Quality					
8b(i)	Teacher training - % of teachers with a diploma or a degree is increasing	55% of infants school teachers have a diploma or degree (70/126) ¹⁸	70%			Dept of Education
Update	Currently, 68% (104/153) of school teachers have a diploma/degree. The total number of teachers increased by 21 from 132 in 2024/25 to 153 in the current FY. So, while the absolute number of Diploma/ Degree holders increased by 15 teachers, the proportion increased only by 1%, from 67% to 68%. *Teachers not meeting the targets mainly include teachers in specialised areas - Special Education, ECE and Extra - curricular subjects for which the most prevalent qualification is a Certificate. * Recruitments into DoET management roles are largely sourced internally - from teachers with diploma and degree qualifications, hence the difficulty of maintaining or increasing this KPI among teachers within 1-3 years. *A cohort of 25 trainees are undertaking the USP Certificate in Primary Teaching program expected for completion in July 2026. CPT qualifications will increase the number of primary teachers and also position the graduates for direct entry into a Degree in Teaching program (with CPT courses cross-credited).					
8b(ii)	Literacy rate of	60%	Literacy rate of			DVTPD

¹⁸ All current **Primary** and **Secondary** teachers have either a Diploma or Degree teacher education qualification. It is only at the Infants school level that teachers have a certificate or less.

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	TVET students increases		VTPD students (including Yr. 11 and 12 students taking VTPD courses) to increase to 70%			
Update		No update provided.				
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. 9</u> Literacy overall average 45% Numeracy overall	Y3 Literacy - 55% pass rate Y3 Numeracy - 60% pass rate Y6 Literacy - 40% pass rate Y6 Numeracy - 40% pass rate Y9 Literacy -30% pass rate Y9 Numeracy - 20% pass rate		Support for digital platforms and teacher training to enable access to selected online programs and resources. Continuation and training of Amen Karoe to support literacy and numeracy initiatives in Years 9 and 10.	Dept of Education

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
		average 45%				
	Update	Initiatives to improve literacy and numeracy outcomes continued in the last FY, including: (i) the setup of the Bloom Intervention Centre at NPS; (ii) the commissioning of the Learning by Doing (LTD) Numeracy Program, which provides a holistic package including teacher training, online support and resources for Years 1 - 10; (iii) the Re-engagement Program for disengaged students; (iv) the support by EQAP and NEP with diagnostic assessments, professional development, curriculum/teaching/assessment alignment and classroom activities. The Department is also developing curriculum and assessment frameworks to guide curriculum and assessment practices and to improve data collection and validity. Performance at Year 9 in the recent years may have been negatively impacted by the increase in RONSS scholarships from 10 to 30, inadvertently reducing competitiveness in Year 9. The removal of RONTSS in 2026 theoretically progresses the entire 2025 Year 8 cohort into Year 9 at NSS. A comparison of 2025/2026 Year 9 literacy and numeracy results.				
8b(iv)	Attendance - Student attendance of 60% ¹⁹	2020 - overall average attendance rate 49%	50%			Dept of Education
	Update	Achieved - 42% attendance rate which decreased by 7% from the previous FY as well as failed to meet the 50% target. 5 out of 11 schools exceeded the 50% target, 4 schools achieved between 40 and 49%, while the remaining schools achieved 31% and 24% respectively, pulling the overall attendance below 50%. The Amen Karoe program piloted at NC in 2024 continued gaining further traction resulting in improved attendance in 2025. While the program was expanded to include other schools, particularly at NPS and NSS, expected gains in attendance have yet to be realised. The Early Warning System, initiated to trigger alerts and communications with parents whose children are at risk of truancy in early 2026, is being implemented across all schools in Nauru. This is expected to improve attendance, but is too early to see results just yet.				
8b(v)	Senior school graduates - % of senior school graduates increases	42% (88/207)	65%		Continuation of QCE program, relevant secondary pathways, digital support and recruitment subject specialists.	Dept of Education

¹⁹ Interested in the impact of bullying on attendance.

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		The target for 2025-2026 was met. At the end of 2025, 134 out of 200 students graduated (104 from NSS and 30 from Brisbane), compared to 122/195 at the end of 2024. Of the 134 graduates, 104 students achieved QCE, an increase of 60 students from the previous year. The remaining 18 students attained their School Leaver's certificates. 60 of the 104 students were offered 2026 RONTSS tertiary scholarships in Fiji.				
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 ²⁰	50% unemployment rate		Additional Student Internship Programs offer Year 10, Year 11 & Year 12 students during school holidays as Career Pathway incentives. Targeted support for young women and early school leavers.	Dept of Finance - Statistics/Education ²¹
Update		- Half of our youth are currently disengaged from both work and education. This is a structural risk to Nauru's future workforce. - Reducing NEET is essential for economic diversification and long-term fiscal stability. - We need coordinated action across Education, Labour, Finance, and Community Services to re-engage youth. 134 graduates at the end of 2025 (104 from NSS and 30 from Brisbane). 55 SIPS in 2025-26 in Phase 1. 60 students on tertiary scholarships at USP and FNU. Additional opportunities available for high school graduates include other scholarships - NZ MFAT, Japan, etc.				
8b(vii)	Screening for disabilities that impact learning e.g. vision, dyslexia, ADHD, autism	2% of teachers trained to identify disability - 3/126	20%			Dept of Education

²⁰ 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.

²¹ Education added here in FY 22-23

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		6 of 8 classroom teachers at ADC (75%) are certified in Special Education and able to identify disability from classroom observations using the Disability toolkit. 4 of the ADC teachers are sign language teachers as well. - A unit on Disability is part of the courses offered to the current cohort of CPT trainees (25) studying through USP. Training on identifying learning disabilities previously provided for other teachers needs continuity. Data on this KPI for mainstream teachers needs to be actively collected for future reporting.				
8b(viii)	Reduction of reported bullying/antisocial behaviour incidents in schools	80 out of 195 41%	Keep the proportion of bullying cases to 15% or less.		- Policy development and Training - Recruitment of Amen Karoe officers	Dept of Education
Update		Similar to 2024/25 data, the total number of disciplinary cases increased from the previous year, but the proportion of bullying incidents in these cases decreased by 9%. Semester 2/ 2025 – 21/337 (6%) reported cases of bullying incidents from NSS, SHC, NC, NPS and YPS. Term 1/2026 – 22/463 (5%) reported cases of bullying incidents from NSS, SHC, NC, NPS and YPS While the portion of bullying cases is decreasing, there is concern about the increased number of antisocial behaviours. Initiatives such as the Amen Karoe, Early Warning System, Re-engagement program, rollout of innovative and engaging literacy and numeracy approaches and pedagogy, including online resources, teacher training and other support will be helpful in keeping students meaningfully engaged and less occupied with inappropriate behaviour in school.				
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 25:1 with internet access		Donors to support procurement of computers/desktop for schools.	Dept of Education/ ICT
Update		An additional 38 computers were donated by the Government of China (28) to NPS and Eigigu Corporation (10) to Nauru College. The computer ratio was revised to 25:1 for the 2025/26 period. The 38 computers received boosted the number of computers from 67 to 105, bringing the ratio to 40:1. The total number of computers needed for all schools for a 25:1 ratio is 175.				

	Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	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 the 2% reduction from baseline in mortality and morbidity rates due to NCDs		Dept of Health
Update		Infant (<1yr) 1 death on record from June to Dec, total live birth for same period 230 <5yr (>1-4yrs) - 1 death for the same period.			
9a(ii)	CDs - reduction in the prevalence rate of Communicable Diseases	.9085 per 1000 population (TB)	2% reduction from baseline in prevalence rate		Dept of Public Health
Update		No update provided.			

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
9a(iii)	Under five mortality - under five mortality rate reduces	17.7 deaths per 1,000 live births	1% reduction from baseline			Dept of Health
	Maternal deaths - reduction in number of maternal deaths	0 per 1000 population	0 per 1000 population			Dept of Health
Update		Hospital now managed by a private company.				
9a(v)	Health worker density and distribution - health workers per 100 people increases	1 doctor and 9.8 nurses per 1000 population	2.25 doctors & 8.5 nurses per 1000 population			Dept of Health/ Dept of Public Health
	Update					Hospital workers now provided by a private company, GMSS - provides 37 doctors and 68 nurses.
9b Productive						
9b(i)	Unemployment rate - by sex, age and persons with	Unemployment rate = 18 percent Male Unempl	5% decrease in the unemployment rate from baseline			Dept of Finance - Statistics/ Social Welfare

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	disabilities ²² decreases	= 18 % Female Unempl = 19% Disability Unempl = 0.9% ²³				
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	100% of plan for sporting activities developed with Corrections 100% draft of rehabilitation programs for vulnerable youths and juveniles developed with Nauru Police Force and Department of Community and Youth			Dept of Sport

²² Focus is that able people are working and making a contribution to society and being healthy enough to work.

²³ Data from 2019 Mini Census.

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		No update provided.				
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>	6500 and half the population participating in sport and maintaining the interest in sports through community engagement One mini game for people living with disability at sport complex on International Day of Persons with Disabilities held on 3/12/2025 One event held for girls and women for international Women's Day (8/3/2026)			Dept of Sport
Update		No update provided.				

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
10a(iii)	Increase in number of sports programs available	5 Active Federations 2 Active District Community	Increase certified S&C trainers by: Level 1 Men = 50 Women =40			Dept of Sport
Update		No update provided.				
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	The Nauru language curriculum is introduced and taught in Year 1 and 2		NZ MFAT Language, Culture & Identity program implementation	Dept of Education

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		There is a lack of trained teachers to teach the Nauru language program in schools. Currently however, the Nauruan Language Committee has been training ECE teachers in the Nauru Language. The research and collection of Nauruan words is also continuing. The work on the Nauruan dictionary has been discontinued by DoET as it comes under the National Heritage. The NZ MFAT program on Language, Culture and Identity is expected to begin implementation in July 2026. The program will include the development of language/culture curriculum and resources from Years 1-10 and teacher training. The comprehensive program should increase the number of teachers to teach the Language and culture studies and students reading and writing in the Nauru language.				
11a(ii)	Progress on the identification, preservation, protection and conservation of all cultural and natural heritage	Moquwa identified and protected as a natural heritage	Moquwa heritage site works 80% complete Preservation works at burial site of Late Chief Detudamo 100% complete Identify and preserve at least 5 other heritage sites in Nauru At least one training session held for 3D digitisation of Museum artefacts At least one	Not Met Met Met Not Met Not Met		Dept of National Heritage - Museum

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
			training session held with Museum of Fiji			
			Island wide survey on the preference of the Official Nauru language is 100% complete			
			Review of the National Heritage Act, 2017 to include intangible cultural heritage (ICH), is 100% complete.			
			Plan for development of a Culture Centre is 100% complete			
Update		The unmet KPI for 2025–2026 within the Division is primarily due to budget constraints and administrative changes among external partners, which delayed arrangements beyond the timeline set in the Annual Operational Plan. Additional contributing factors include fluctuations in item costs compared to initial budget estimates, limited availability of technical assistance and qualified trainers, and prolonged procedural processes involving key partners and stakeholders. While proactive planning is essential for successful implementation, unforeseen challenges can still arise and significantly impact the completion of projects and activities.				
11a(iii)	Number of programs teaching, celebrating, commemorating or	7(35)	Engage at least 1 expert of Local Nauru Consultant of: net weaving, carving, local medicine			Dept of National Heritage - Culture

	Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
preserving ²⁴ Nauruan -culture and traditions ²⁵		handicraft, local sports and games, legends and myths . Hold at least 6 annual community awareness special celebrations and competitions: Ibumin Aroeni Day, Miss Aroeni pageant, Miss Nauru Pageant, International Mother Language Day, Cultural Diversity, Indigenous Peoples' Day (culture day). At least one-story telling time held in a school At least one community program held with children for preserving of cultural stories and weaving sessions Have at least 80% of materials needed for making traditional item (purchased through			

²⁴ Eg preserved in writing.

²⁵ Eg. Aroeni Day, canoe building workshops.

	Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
		collaboration with the community) Have planted at least one type of native tree, such as pandanus, through collaborating with DEMA, for production of traditional baskets and items. Weaving section prepares at least five types of traditional novelty gifts within the year Publishing traditional medicine book (at least 50 copies) Publish at least 1 print run of one of the following: Nauruan Dictionary, promise cards (in Nauruan and English), books for children that focus on numbers, days of the week, Lord's prayer, colours and alphabet, in Nauruan language			
11b	Self-reliant, sustainable livelihoods				

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
11b(i)	Increased number of annual programs training individuals in horticulture and livestock husbandry	0 programs - livestock 0 - horticulture	Propagation of coastal plants Annual training program developed and implemented			DEMA - Agriculture
11c	Socio- inclusive					
11c(i)	Vulnerable Dei-Naoero are comprehensively supported	Siloed approach to supporting vulnerable Dei-Naoero.	Community housing to modify 30 homes for PWD		Continued support for the development of the building code and technical assistance to develop inclusive legislation. Purchase of several assistive devices for PWDs	Dept of Finance- Social Welfare /Dept of Disability/ Dept of Internal Affairs ²⁶
Update	This target was not met. Only 20 homes were completed, due to the high cost of materials. <i>Building Control Act 2025 - Certified by Speaker of Parliament April 2025</i> The review of the Disability Allowance is undertaken as part of the Partnerships for Social Protection Program (P4SP) technical assistance framework funded by the Australian Government through the Department of Foreign Affairs and Trade - <i>Ongoing</i> Purchase of assistive devices for PWDs - Latter Day Saints church-Project ongoing- 112 wheelchairs, 1 commode, 58 walkers - (orders has been placed with the manufacturer and the scheduled completion date for manufacture is 30 April 2025) - <i>20th October 2025 official Handover of the products to Minister Charmaine Scotty, for DPWD by the church of Jesus Christ of Latter Day Saints</i>					

²⁶ 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 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	<i>representatives.</i>				
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 ²⁷ (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	KPI completed in FY 21-22	• Technical assistance and international consultancy support to conduct the updated gender stocktake • Capacity-building workshops for all government agencies on gender mainstreaming • Specialised training packages, technical assistance for policy reviews and gender mainstreaming • Development of a digital monitoring dashboard, and gender-responsive budgeting training.	WASDA

²⁷ 2019 Mini Census.

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
12b(ii)	Family and Domestic Violence cases are resolved within a reasonable time	Offences processed and heard usually within 6-12 months of charges being laid/ information filed	100% of offences are processed and prepared for prosecution within 6-12 months of receiving report (due to mandatory remand and increase in penalties)		● Integrated digital case-management system linking Police, ODPP and Courts ● Targeted training on inter-agency coordination and fast-track protocols for DV cases ● Technical assistance to improve ODPP data recording/tagging of domestic violence files, and ● Resources to clear procedural bottlenecks (additional prosecutors/support staff) ● Robust monitoring & evaluation frameworks to demonstrate results to donors and Cabinet.	WASDA/ Justice
Update		This target was partially met. During the reporting period, there were 9 cases falling within the category of family/domestic violence received by the Office of the Director of Public Prosecutions for prosecution. From these nine cases, four were resolved within 12 months, that is, decisions by the court were made. Three cases were resolved after 12 months. Two cases are still pending confirmation of trial dates. The 12 months’ threshold has not lapsed so it is likely that these two cases will be resolved within the baseline target.				
12c	Children					
12c(i)	Number of incidents of child abuse (including neglect) reported to the	No holistic child-abuse system in place	At least 1 awareness programs have been offered in every district At least 1 awareness		AFP, PCLEC	Nauru Police Force

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	Nauru Police Force ²⁸		program offered to workplaces			
Update		This KPI is being met, as child-abuse awareness is now consistently delivered through the Nauru Police Force's Domestic Violence outreach program, with child-safety messages included in every community session. Awareness and reporting have improved since the last reporting period. Strong legal protection is provided through the <i>Child Protection and Welfare Act 2016</i> , the <i>Domestic Violence and Family Protection Act 2017</i> , and the <i>Guardianship of Children Act 1975</i> . NPF's Domestic Team continues to work closely with the Child Protection Unit, Women and Social Affairs, Justice, and other partners to respond to cases, and reporting continues to increase as community awareness grows				
12c(ii)	Timely prosecution of child abuse cases	Offences processed and heard usually within 6-12 months of charges being laid/informa tion filed	100% of offences are processed and prepared for prosecution within 6 months of receiving report (due to mandatory remand and increase in penalties)		• Same integrated case-management system as 12b(ii) • Specialised training for child-abuse prosecutors and investigators • Technical support to strengthen ODPP data-tagging for child-abuse cases • Program scaling for parenting and juvenile justice • Improved inter-agency digital case-management systems • Resources for mandatory remand fast-track procedures and victim-support services during prosecution.	Dept of Justice/ WASDA

²⁸ 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 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update	Same update and issues as for 12c(i) - WASDA.					
13	Soc-Goal 6: Investing in Youth – a sustained future for Nauru ²⁹					
13a	Wellness					
13a(i)	Progress towards reducing substance abuse among youth and children under 18	No comprehensive youth substance abuse program is in place	Implementation of a juvenile justice system is 100% complete		• Funding for nationwide rollout of the juvenile justice system • Specialised training for magistrates, probation officers and social workers • Development of youth-friendly substance-abuse prevention curricula and community outreach programs Establishment of rehabilitation and reintegration services, and	WASDA

²⁹ Focussing here on those who fell outside the school system- education -related goals cover others

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
					Independent external evaluation to track reduction in substance abuse rates.	
Update		No specific participation/completion numbers provided in current reporting as budget was not approved for this program				
13b	Employment					
13b(i)	Number of graduates of youth development programs ³⁰ 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 graduates from the Life Skills Program			Dept of Community and Youth
Update		10 still unemployed and the Department is assisting these youths in finding other upskilling and job opportunities. 10 youth participants have graduated from the program. 5 have received permanent employment with NEC, NFMRA, Education Department and 2 are working in the private sector. The Department of Community and Youth will be supporting the remaining Youths from the program to find employment or other upskilling opportunities. The Nauru National Youth Policy 2026 - 2030 first draft is under review and will be finalised before August.				

³⁰ I.e the Internal Affairs Life Skills Program

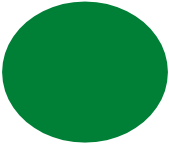
		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
13b(ii)	Decrease in youth (under 35) unemployment rate	2011 Major Census = 30.6% 2019 Mini Census = 33.4%	1% reduction in the unemployment rate			Dept of Finance - Statistics/ Social Welfare
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.	Transition from manual registration to CRVS is 100% complete.		Continued UNDP support is needed to complete the CRVS project.	BDM
Update	This KPI is close to being met. The TIDE civil registration platform is ready for production deployment, with governance decisions formalised, data reviewed, and BDM and ICT staff trained to manage backend systems. Pilot launch is confirmed for August 2026. Intensive preparation was completed through February–March 2026, including remote discovery sprints and a ten day in-person training and sprint programme in Port Vila (2–13 March) for five Nauru staff. The system is ready for production deployment — a critical milestone in Nauru's digital governance agenda and a direct contribution to SDG 16.9 (universal legal identity by 2030).					

		Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
14b	Citizenship application and registration					
14b(i)	Strengthen and streamline the process for registering and applying for Nauruan citizenship ³¹	Forms only available in hard copy	KPI completed in FY 23-24			Dept of Justice
Update	One-stop shop for citizenship application and registration (and other forms of registration like business licence etc) now available on the Justice website. Processes have been strengthened and streamlined.					
14c	Elections					
14c(i)	Enabling environment supports free and fair elections	Legislative amendments provided to Cabinet post 2019 election, to strengthen electoral processes.	98% voter turnout in General elections Complete 5 nationwide Voter education campaigns, with a focus on new voters, and people living with disability Ensure 100% of districts have mobile voting to enhance	Met Not met Met	Key areas for investment include supporting youth-driven initiatives, media literacy, capacity building for facilitators and the development of sustainable, innovative and culturally relevant educational frameworks. Targeted Sectors for Investment Investing in the capacity of local NGOs and community groups to deliver tailored civic education particularly through Sport. Investing in online spaces to reach youth, including using social media	NEC

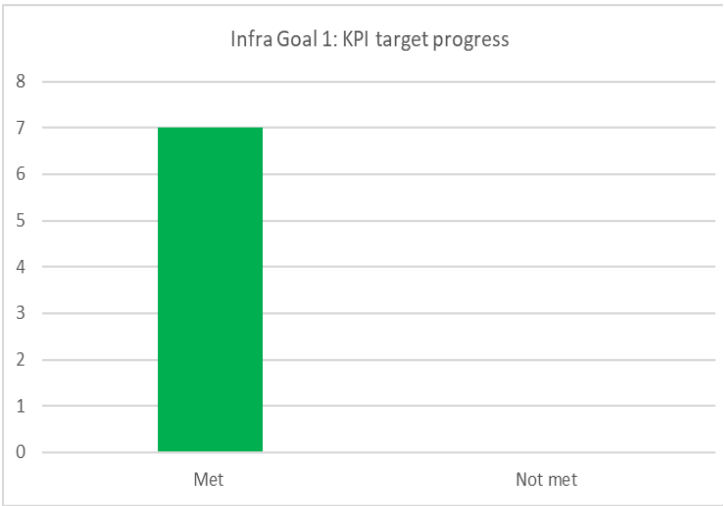
³¹ Between the Passport Act, BDM Act and NEC Act - ensure there is only one way of creating an identity- through BDM.

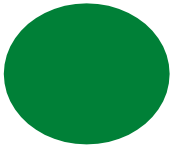
	Baseline As at 1 July 2021	FY 25-26 Target (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
		absentee voting Publish all election results within 48 hours, with real time updates Transition to 75% eco-friendly election materials	Met Not met	as a platform for leadership and education. Linking civic education with contemporary global challenges like climate change and social polarization.	
Update	The 2025 General Elections was a challenge for the Commission. To mitigate the challenges, we identified our priorities with the compressed time line and budget constraint we had to eliminate some activities. This includes the voter awareness window. Post-Election, the Commission's mission is to invest in capacity building and voter education programs particularly targeting the youth and the marginalised group. This is to mention the use of social media as a means to inform and update the public. Our strength lies in our experience as we have conducted several elections since we were established in 2016. Following our lesson learnt workshop we have identified that our weakness is the absence of a legal person assigned for the Commission as in-house legal advisor. Areas we need to strengthen and implement agencies identified. - Proposed priorities for legal and policy and framework - Submitting a recommendation for the cabinet to address legal contradictions and gaps. - Continuous Engagement, Year-round education shift from how to vote to civic education regarding democratic governance also staff capacity building- providing continuous professional development for permanent staff during off season.				

Infrastructure Sector

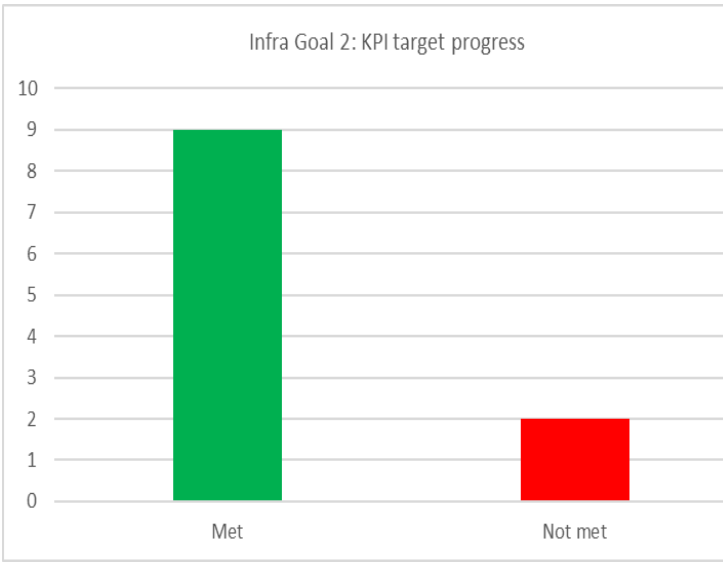
Sector Rating			 On track to achieving 2030 targets
Targets Met: 28	Targets Unmet: 15	% Targets Met: 65%	

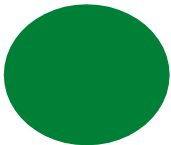
Infra- Goal 1: Provide a reliable, affordable, secure and sustainable energy supply to meet socio-economic development needs



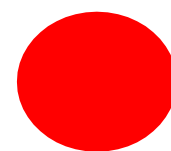
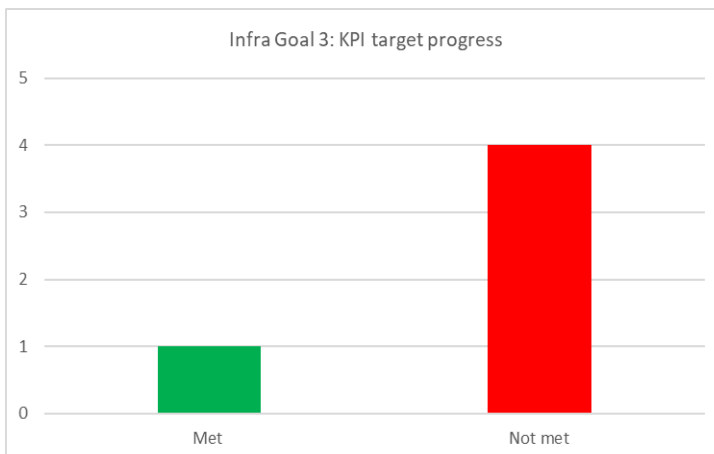

On track
to achieving 2030
targets

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



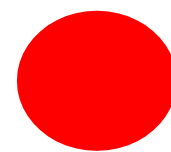
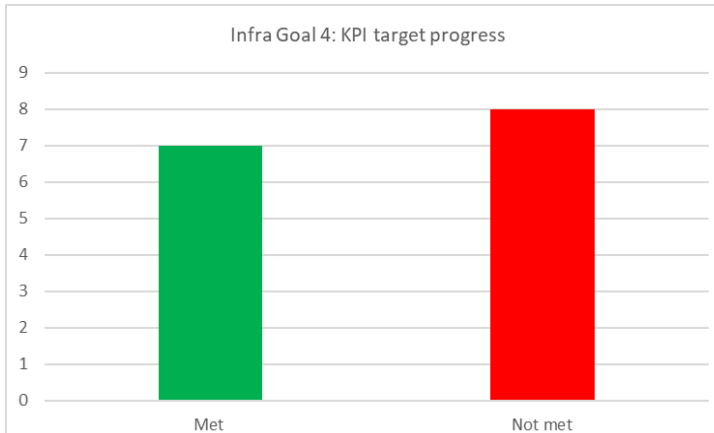

On track
to achieving 2030
targets

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



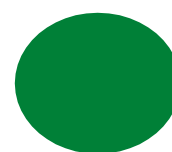
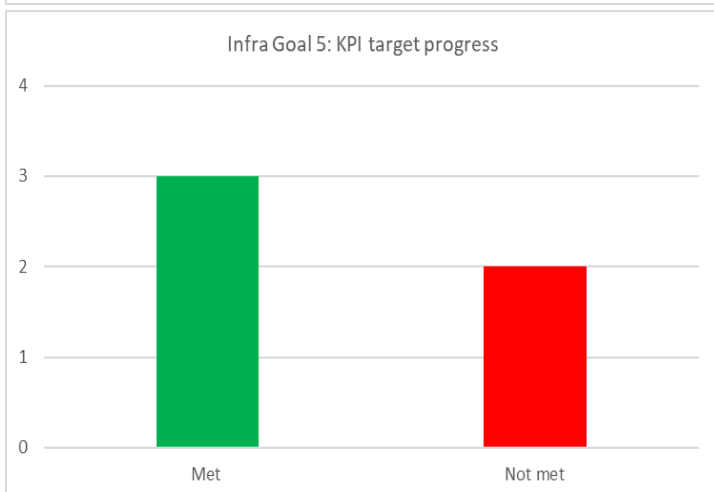
**Off Track
from achieving
2030 targets**

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



**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**



**On track
to achieving 2030
targets**

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	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 1800			NUC
Update		NUC has gone overboard reducing power outage frequency and duration to less than 1500. The target for 2030 is SAIDI < 1500 which NUC has achieved this year.				
15a(ii)	System Average Interruption Frequency Index (SAIFI) (interruption frequency for the period)	Less than 30	Less than 15			NUC
Update		The target of SAIFI < 15 is met and planned to be maintained for next year.				
15b	Affordable					
15b(i)	Surveyed customers happy to pay current or higher prices if reliability (if 15a) is achieved	65%	More than 90%			NUC

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
15c	Secure					
15c(i)	Electricity losses (Technical Losses) (%)	25%	Less than 10%			NUC
15d	Sustainable					
15d(i)	Renewable energy as a percentage of total generation (in kWh) (%)	10%	More than 50% generation through renewable energy resources			NUC
15d(ii)	Generator Availability (%)	More than 85%	More than 90%			NUC
15d(iii)	Implementation of Nauru Energy Roadmap 2018-2020	90% of activities included in funded projects; 45% implementation	95% implementation of Nauru Energy Roadmap 2018-2020 (the rest 5% will be taken up by NERM 2024-2030) 10% implementation of the Nauru Energy Roadmap 2024 2030 Approx. 50% generation through renewable energy			DCCNR
16	Infra-Goal 2: Provide a reliable, safe, affordable, secure and sustainable water supply to meet socio-economic development needs					
16a	Reliable					

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
16a(i)	RO plant availability	80%	More than 85%			NUC
Update	NUC has gone overboard and set their internal target of ROA > 90%. This target will remain and be maintained for next year.					
16a(ii)	Water tanker availability	More than 80%	More than 85%			NUC
16a(iii)	Building Code set which considers accessibility for water tanks	Planning with Donor (SREP and PRIF)	National Building Code enforced		Ongoing support is needed to support building manual development.	Dept of Infrastructure - Housing Division
Update	The Nauru Building Code was submitted to Parliament in June 2025. Gazetted and funded in July 2025. At the moment, the draft Building Code manual is in progress whilst the Recruitment of personnel under the Building Control Unit is completed. DOID aims to publish the Building Manual and enforce the NBC in FY 26-27.					
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 85%			NUC
16b(ii)	Increasing consumer awareness of smart water usage	1 since 1 July 2020	3 - 4 awareness programs		Continued support is still required for awareness activities to cover the whole island (Communities, Schools and other groups)	DCCNR

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
16c	Secure					
16c(i)	Water loss (%)	15%	Less than 12%			NUC
16c(ii)	Water quality meets or exceeds the Australian water standard ³²	More than 80%	100%			NUC
16c(iii)	Testing (of home water tanks) to national water standard ³³	0 DCCNR staff trained	2 more DCCNR water staff to be trained including community leader 50% of water quality in tanks tested one district per year		Ongoing SPC support is needed to meet this KPI	DCCNR
16d	Sustainable					
16d(i)	RO Water production capacity meets/exceeds the Maximum RO Water Demand	90%	100%			NUC
16d(ii)	Number of houses with a water tank which is connected to downpipes	60% of dwellings have downpipes connected to a water tank ³⁴	64% household connected to downpipes		Ongoing SPC support is required to meet this KPI	DCCNR

³² Testing at production point and before dispatch.

³³ National water standard being developed through water policy.

³⁴ 2011 census

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
16d(iii)	Increase national water storage capacity to ensure drought-resilience for 6 months	Storage capacity for 3 months' water supply	Identify donor partner			DCCNR
Update	ADB as the main donor has been identified. Awaiting initiation of the Nauru Sustainable Urban Development Project. NSUDP will help achieve this KPI.					
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	15 cases of reported waterborne illness			Dept of Health
Update	No update provided.					
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	Commencement of the Segregation Program ADB Training in place for NRC Staffs New Computer Server installed by ADB in NRC Landfill Regulation approved and			DEMA - Environment & NRC

	Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation	
Update	mulch ³⁵ . Recycling facility is incomplete ³⁶ .	implemented Solid Waste Management Strategy developed, approved and implemented - NSUDP Feasibility study and development of supporting policy and legal documents to be developed by NSUDP for the AFRD system. Design completed and tender awarded for a recyclables storage facility under the NSUDP Implementation of the national compost system				
	No update provided.					
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.	Targets are partially met at 80%		Additional sludge trucks needed in this area	NUC (previously Eigigu)

³⁵ All other items, including asbestos and building waste - go to landfill - not stored. Asbestos is disposed of in one area of the landfill site.

³⁶ 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 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
17c(ii)	Sewage waste is managed effectively and appropriately	No waste treatment plant management expertise on island Sewerage is chlorinated before it exits into ground No set sewerage treatment standard	Commencement of Urban development project Implementation of the master plan developed under the NSUDP		The ADB funded Nauru Sustainable Urban Development Project will assist with identifying capacity development in this area	DEMA - Environment
Update	Target not met as studies by ADB under the Nauru Sustainable Urban Development Project are still being finalised, however this KPI is guaranteed to be achieved once the project commences.					
17d	General Waste Management					
17d(i)	Waste is managed effectively and appropriately	General waste management strategy exists ³⁷ Hazardous waste plan exists (POPs and Asbestos). No facilities to dispose of hazardous waste properly ³⁸ . 50% progress on a plan for recyclable materials	Continuing efforts in consolidating asbestos material from communities to a designated temporary storage area. Pilot asbestos disposal at sea and explore disposal of asbestos as backfill on land			NRC (district rubbish collection) DEMA-Environment/ NRC (strategy)

³⁷ No plan exists for medical waste or electronic waste management.

³⁸ No suitable disposal facility exists for electronic waste. Medical waste incinerator donated but not in situ.

	Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update	No update provided.				
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	Construction of new public roads and drainage system with Japan assistance Promulgation of Regulations under Roads Act. Road Maintenance crew operating independently to meet road maintenance obligations. Secure external support for planning		Continued assistance from Japan Dept of Infrastructure
Update	The Project for the Improvement of the Ring Road passed the review by the Development Project Accountability Committee in Japan. JICA will commence the process of procuring consultants and begin the next phase of the study named "Preparatory survey" from around September 2026. For next year's target, the DOID aims to complete the Preparatory work and commence the project, also promulgate the regulations under the Roads Act. Ensure the Road Maintenance crew operate independently to meet road maintenance obligations.				
18b	- Drains				

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
18b(i)	Drains are serviced bi annually, at least ³⁹	Drains serviced twice a year - beginning and end of financial year No data collected on number of days drains are flooded	Construction of new public roads and drainage system with Japan assistance		Continuation of drain servicing arrangement with external contractors.	Dept of Infrastructure
Update	JICA will commence the process of procuring consultants and begin the next phase of the study named “Preparatory survey” from around September 2026. The Bi-annual drain cleaning is completed.					
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	Upgrade bus stops and implement programs			Dept of Transport
Update	The infrastructure of the Denigomodu Bus HQ base will continue to improve and expand as the expected public transportation fleet increases. Some of the main focus of FY 2025-26 will be on improving safety policies by introducing radio communicators, bus trackers, and possibly CCTV installations (subject to resources available). A new training program for the maintenance of the buses needs to be developed. In collaboration with the Department of CCNR, electric buses have been introduced to the Public Transport bus fleet. This is a new concept which will require much attention in FY2025-26 as the lessons learned will determine the pace of Nauru’s transition to electric vehicles in the future.					

³⁹ PAD can see payments to private contractors for drain works.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
18d	- Sea					
18d(i)	Nauru Port	Nauru Port undergoing redevelopment to expand capabilities	Northern container yard to be complete and operational. Dredging completed to -11m Fully operational Port Facilities	Met Unmet	Ongoing support is being provided by ADB and Australia to progress this project	NMPA
Update	The project is at 94% completion, with the berth in use. Dredging to contractually agreed depth remains ongoing.					
18e	- Planning					
18e(i)	Nauru Integrated Infrastructure Strategic Plan (NIISP)	NIISP exists	NIISP is updated		Continued PRIF support is required to meet this KPI	Dept of Infrastructure
Update	The NIISP was published in May 2024. Need support for the next updating of the document. Target for FY 26-27 is to engage PRIF for NIISP review and submit the revised NIISP for Cabinet's approval.					
	Reliable Transport					
18f	- Land					

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
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 ⁴⁰ Legislation requires updating	Finalise and conclude legislative review to enable the creation of the Land Transport Authority. Korea Grant aid is provided and utilised to procure and equip the proposed LTA.		Korea Grant aid has been somewhat stalled. Follow up action needs to be lifted in the new fiscal year.	Dept of Transport
18g	- Air					
18g(i)	Number of aircraft landings/week	7 regular flights per fortnight	Maintain status of an average of 11 flights per week			Dept of Transport ⁴¹
Update	There are now more than 15 flights a week to and from Nauru, including the new Suva route and the island hopper.					
18g(ii)	Nauru's air infrastructure consistently meets international standards	Aerodrome audit has been completed by PASO ⁴² and actions identified	Inspections undertaken and ongoing throughout 2025-26.			Dept of Transport

⁴⁰ Registration, insurance, disposal.

⁴¹ Will include data from Nauru Airlines Corporation as part of this data set.

⁴² Pacific Aviation Safety Office.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update	Inspections for Nauru's air infrastructure have been undertaken and ongoing throughout 2025-26 and will carry over the new FY. The Runway Resurfacing Project will be a major development target for Civil Aviation's infrastructure. The project will help Transport achieve this target.					
18h	- Sea					
18h(i)	Ship turn-around time (days) for a 300 TEUs vessel (weather permitting)	5-10 days	Continue to streamline operations			NMPA
18h(ii)	Number of containers discharged/back-loaded/year (TEUs)	1500	Increase in containers due to transhipment			NMPA
18i	Sustainable Transport					
18i(i)	Non-bus public transport	Bus based transport is the only public transport option	Finalise feasibility study and submit recommendations to the government Attain government approval on the recommendations for a user-paid sustainable public transport system (public transport is currently fully-subsidised by the government.			Dept of Transport

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
18i(ii)	Vehicles and components are disposed of ethically and in an environmentally-friendly manner	No on-island recycling of vehicle parts	Initial planning for this concept has been changed. The project concept needs to be revisited and reconsidered			Dept of Transport
Update	Initial planning for this concept has been changed. This Project concept needs to be revisited and reconsidered.					
18i(iii)	Vehicle import standards are set ⁴³	Standards exist but require updating	Policies are adopted and legislated			Dept of Transport
18i(iv)	Sustainable land transport vehicles and methods	Sustainable transport report completes	Achieve donor\government funding to implement the Electric Mobility Roadmap		Ongoing support is required from the UNDP funded SMARTEN project and GEF to meet this KPI	DCCNR & Dept Transport
18i(v)	Nauru can raise, train and sustain air and land transport personnel to manage all aspects of land and air transport	No local training options for air security and air traffic controllers Air transport regulator and operator are the same 3 staff in the Vehicle Registration and Insurance Division	Target of more than 20 certified personnel		Ongoing financial support and potential scholarships	Dept of Transport

⁴³ 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 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
		Lack of mechanics skilled in maintaining electronic/newer vehicles				
Update	A gradual increase in its number of qualified workers within the organization since its certified personnel review was conducted in 2019. The organization has made improvements from a mere <15 certified personnel within the organization to a significant increase of >15 certified personnel in 2025.					
19	Infra-Goal 5: Provide universal and reliable access to internationally competitive communication services and an independent and commercially viable media					
19a	Communication					
19a(i)	Progress of fibre cable project (submarine cable to Nauru Pohnpei)	Alternative proposal is yet to be approved by all parties	Establishing the operation of NFCC as a commercial entity ready to deliver internet services to retailers Commence and complete the landing station for the Submarine Cable. Laying of submarine cable in the ocean from FSM to Nauru to be near completion. NFCC website to be completed and become more operational for public access. Appointment of all staff of NFCC to begin operations.			NFCC (rep by Sec Justice)

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
19a(ii)			NFCC website to be completed and become more operational for public access. The National Operating Centre for the submarine cable to be established and be operational. Enter into Agreements with telecommunications retail service providers for providing cheaper internet services to the people, Government and the commercial community. Seek finance and assistance to establish the terrestrial cabling and network system in Nauru.			
	Phone and data costs reduced	Digicel provides phone and data to the public CENPAC provides bandwidth to Digicel, government and SOEs, and can offer phone and data to	Connect its main customers via Fiber Optic cable and Point to Point links. These will provide redundancy should there be any internet disruptions with one of the links. Cenpac's clients will be immediately transferred to the alternate path thus maintaining			Telecom ⁴⁴ / CENPAC

⁴⁴ Telecom, as the regulator, will provide data regarding all telecommunications companies providing services to Nauru.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
19a(iii)		the public, if funding is provided. No regulations in place for CENPAC	continuity of service delivery and with minimum down time. Cenpac and Fiber optic cable project to merge and offer better services to government, SOEs and public.			
	Fast and reliable TV and radio	Analog wave One TV channel Studios built but not fully functional Media does not have its own communication tower Technical capacity of media staff requires development	Continue to increase additional channels (Free to air) to meet targeted number of channels proposed (11) Procurement of OB Van Training and development of staff through Pacific Media Academy and work attachments		Professional Media Consultants, to provide 6-month training and development for Media staff in preparation for the 2028 Micronesia Games	Dept of Media
Update		The target of acquiring up to 11-channels is a timely progress where it is proposed that the department should acquire at least 2 additional channels every Financial year. The target for FY 25-26 was NOT MET. Ongoing discussions are still in progress with Broadcast Partners. Procurement of OB Van is 50% MET, OB van has been sourced and is now in the pipeline for approval to be procured.				

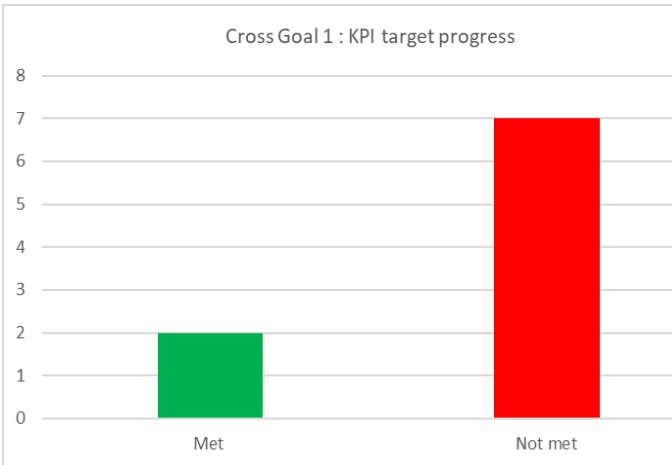
		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
19b	Independent and commercially viable Media					
19b(i)	Media's reporting scope is clear and defined in legislation. Future status as an SOE.	No legislation in place regarding media's reporting independence	Draft legislation is complete for further consultation and final review.		UNDP support to consult and review the draft legislation.	Dept of Media
Update	Draft legislation is completed for further consultation and final review.					
19b(ii)	Increase in non-government revenue	Non-government revenue Constitutes 5% of total revenue No News Director	Explore Advertising Revenue opportunities through social Media Platforms Construction of both Conference/studio complete			Dept of Media
Update	80% met. Revenue continues to increase for each fiscal year, with FY 25-26 generating around \$16K for the department, an increase of over 60% in revenue from fiscal year 24-25. Exploring opportunities to generate more revenue will continue to be the department's target for every fiscal year. Construction of the Conference room/ studio was MET and completed for FY 25-26.					

Cross-Cutting Sectors

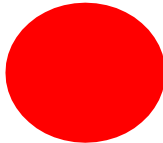
Sector Rating			 At risk to achieving 2030 targets
Targets Met: 14	Targets Unmet: 12	% Targets Met: 54%	

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

Cross Goal 1 : KPI target progress



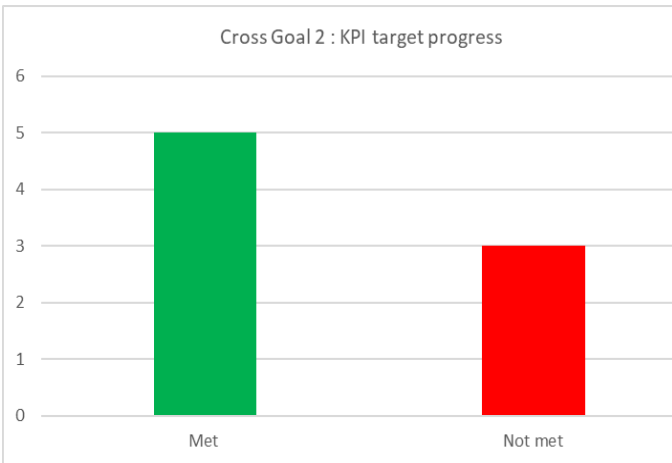
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Not met	7



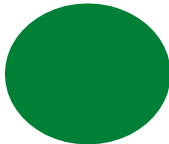
Off-Track
from achieving
2030 targets

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

Cross Goal 2 : KPI target progress

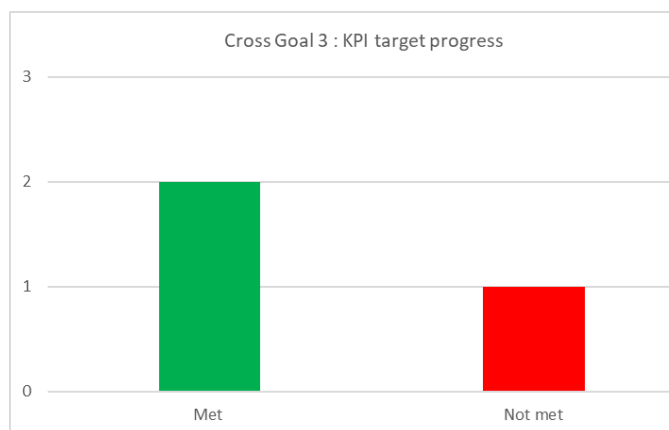


Category	Value
Met	5
Not met	3



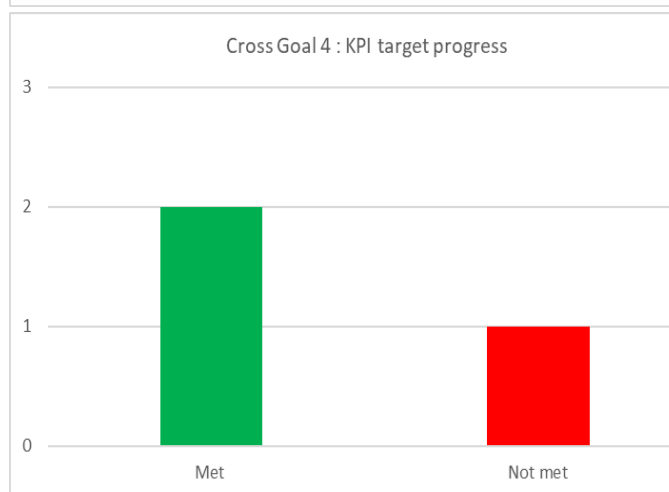
On track
to achieving 2030
targets

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



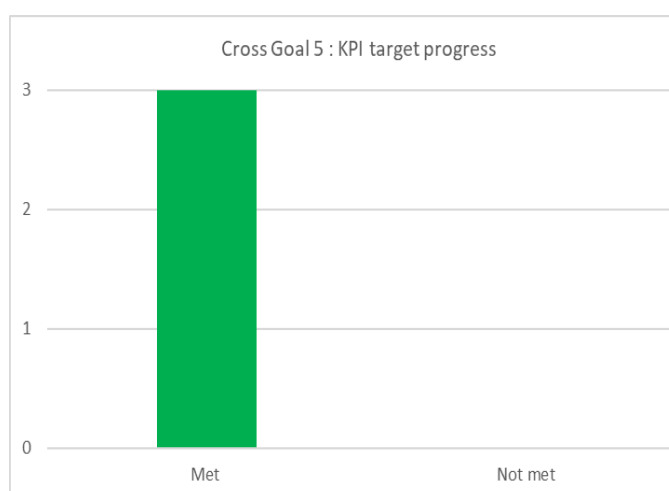
On track to achieving 2030 targets

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



On track to achieving 2030 targets

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



On track to achieving 2030 targets

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	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	No government-wide electronic storage policy Haphazard electronic storage by depts Difficulty accessing cloud storage due to internet's unreliability Insufficient storage space on government drives to store all documents	All government documents are stored Electronically - ICT At least 10% progress towards Digital Transformation Strategy - ICT Produce an e-Government policy around electronic storage of information - Chief Sec Enable government sectors to electronically issue requests through shared link – create online platform - Chief Sec			Dept of Chief Secretary/ICT

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		No update provided.				
20a(ii)	Government department processes are electronic ⁴⁵ , where appropriate	95% of government processes are completed manually	Chief Secretary Public Administration and Operations to have their own website developed jointly with government sectors to gain access to required services & deliveries Chief Sec 100% online/digital processes by 2030 still in progress			Dept of Chief Secretary/ICT
Update		No update provided.				
20a(iii)	Government departments and SOEs have publicly accessible, up to date information ⁴⁶ available through 'nauru.gov.' website.	Nauru.gov website not consistently accessible 3 departments have a website 6 out of 9 SOEs have a website	All government departments have a web page on the official nauru.gov website All SOEs publish their financial statements on the internet or in parliament At least one implementation training conducted 100% public servants are using			Treasury/ ICT

⁴⁵ 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.

⁴⁶ 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 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
			official government emails services Nauru.gov site and emails consistently accessible Departments have sufficient data storage on ICT controlled systems for departmental needs Synology setup an offsite backup			
Update		While the legal and governance framework (such as the <i>Public Enterprise Act 2019</i>) mandates financial oversight, reporting, and accountability for SOEs, several key operational and structural challenges affect publication: 1. Audit backlogs and reporting delays 2. Limited online accessibilities 3. Parliamentary oversight				
20a(iv)	Secure and reliable internet, email and data storage to conduct government business ⁴⁷	100% security software installed on all GON working terminals Nauru.gov site inconsistently accessible email addresses inconsistently accessible Insufficient data storage on ICT-controlled systems for departmental needs	100% public servants are using official government emails services nauru.gov site and emails consistently accessible Departments have sufficient data storage on ICT controlled systems for departmental needs			ICT

⁴⁷ Connect all govt and schools to one fibre optic network.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		No update provided.				
20a(v)	Departments have systems in place to minimise loss of essential corporate knowledge ⁴⁸	No policy or processes regarding planning or business mapping succession across government	All departments have mapped key business processes and practice succession planning 10% of Workflow System developed	Not Met Met		Dept of Chief Secretary/ICT
Update		No update provided.				
20a(vi)	A simple security classification system for government information is in place and can be supported by government email and online systems ⁴⁹	No overarching system is in place. Ad hoc approaches across departments.	Oath taking includes agreement to abide by security requirements Security classification system is in place Email system supports classification system			Dept of Chief Secretary/ICT
Update		No update provided.				
20b	Public Service Personnel					

⁴⁸ Through business processes.

⁴⁹ 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 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
20b(i)	A consistent and effective Performance Management System is in place	No consistent performance management system across government	At least one training session held on Corporate Plans for Departments		- Support for development of a Public Service workforce plan - Technical assistance to design and operationalise a standardized Performance Management Framework - Capacity building programs for HR practitioners and departmental leaders (training-of-trainers approach) - Development of tools and templates (Corporate Plans, appraisal forms, KPI tracking tools) - Support for pilot implementation across selected departments - Advisory support to embed quarterly performance reporting processes	Dept of Chief Secretary-HR
Update		Leadership training was conducted back in March 2025 facilitated by the Australia Public Service Commission (over 40x participants)				

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
		Upcoming training (HR outreach/workshop) in May - June 2026, including USP Pacific TAFE Nauru Cohort offering of the Certificate IV in Business Administration (25x)				
20b(ii)	Reduction in vacant government positions ⁵⁰	100 out of 1300 vacancy rate	5% vacancy rate by 2030 Monthly interviews held with departments for vacancies		- Support for development of a Public Service workforce plan - Capacity building for HR practitioners (including training and tools); - Short-term technical advisers for hard-to-fill roles - Development of recruitment SOPs and data systems for monitoring vacancy trends and performance	Dept of Chief Secretary-HR
Update		A second validation session will be conducted to update departmental establishments following discrepancies identified during the initial review sessions.				

⁵⁰Including through temporary positions, while a vacancy is under recruitment.

	Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	The Human Resource & Labour Division (HRL) is targeting completion of the establishment update exercise by the end of May 2026 .				
	Upon completion, accurate and verified vacancy data will be consolidated and formally released to inform workforce planning, recruitment prioritisation, and budget alignment for FY2026–2027.				
	Recruitment by Department				
	Department	No. of Positions	No. of Applicants	Remarks	
	WASDA	6	18	3x successful, 1x Unsuccessful, 2x no show	
	Education	5	15	4x Successful, 1x Unsuccessful	
	Infrastructure Development	1	1	1x No show	
	Finance	1	1	1x Successful	
	Media	2	3	2x Successful successful	
	VTPD	13	19	8x Successful, 3x Unsuccessful, 2x No applicant	
JBC	4	9	In progress		

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
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. teachers, doctors	Increase in health and education workers		• Technical assistance to strengthen expatriate recruitment systems, particularly for Education (teacher recruitment) • Development of a Workforce Localisation Strategy with clear priority sectors and transition pathways • Targeted capacity building, especially teacher training and professional development for Nauruan staff • Support for interim recruitment solutions, including regional sourcing and short-term contracting • Workforce data systems to track expatriate vs local staffing and inform planning	Dept of Chief Secretary-HR
Update		Staff at RON hospital are now provided by GMSS, a private company. Targets for the coming financial year will focus on building the systems to enable the reduction of expatriates.				
21	Cross-Goal 2: Strengthen Parliament, Audit, Justice, Law, Order and Border Control					

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
21a	Parliament					
21a(i)	Standing Orders are up-to-date	Have not been updated since 1968	Reviewing of the Standing Order is ongoing and will be completed before the next election			Parliament
21a(ii)	Active and independent oversight of government	All committees inactive with the exception of the House Committee and Privilege Committee. Other Parliamentary committees: Constitutional Review, Public Accounts, Standing Orders, Library, Subsidiary.	The Members completed their induction in mid-last year, and are still offering training seminars for the MPs with the support of UNDP to help them understand their roles and responsibilities, especially with the Committee. Committee work plan developed and Committee Secretariat in place to service PAC (Public Accounts Committee)			Parliament
21b	Audit					
21b(i)	All government and SOE accounts undergo annual financial audit (either by NAO or	Qualified Principal Auditors yet to be recruited/ appointed.	At least 50% of vacancies filled		Funding support for recruitment of qualified international audit professionals.	

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
	external auditor)	Average of 2 staff members lost per year			Capacity-building programs and technical assistance (PASAI-IDI support) Support for training, audit tools, and systems to improve audit quality and efficiency.	
Update		Progress in FY 2025-26 was limited, while staff capacity was strengthened through ongoing training, including PASAI-supported and on-the-job programs, the target was not met due to the inability to recruit qualified senior audit staff, mainly because of budget constraints. This impacted audit coverage and timeliness. For FY 2026-27, the focus will be on achieving at least 50% updated audit coverage of government and SOE Accounts, improving audit quality and implementation of recommendations, and strengthening transparency and stakeholder engagement. Donor support is required for recruitment of qualified auditors, capacity building, and technical assistance to enhance audit performance.				
21c	Justice					
21c(i)	Sufficient Legal Practitioners on island to meet demand	8 qualified lawyers 35 qualified pleaders.	15 pleader and 3 Qualified Lawyers.			Dept of Justice
Update		3 additional qualified lawyers added to the number of local lawyers. There are no new pleaders as the Pleadings Course was put on hold.				
21d	Law ⁵¹					

⁵¹ Capacity of police to investigate.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
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 can produce finger print evidence for 100% of court cases, when requested (Amendment to Drug Control Act) Training packages for evidence gathering are delivered at PTC for all courses, inclusive of statement taking and record of interviews.			Nauru Police Force
Update		This KPI is being met, as the Nauru Police Force now has the capability to collect fingerprints from suspects and is actively improving its methods so that fingerprint evidence can be used in court. Work is ongoing to strengthen procedures, align evidence handling with legal requirements, and build full forensic capacity to support successful prosecutions.				
21e	Order ⁵²					
21e(i)	Statistics of criminal convictions (grouped and de-identified) are published	Statistics published in annual report	Monthly reporting			Dept of Judiciary

⁵² How effective policing is in the community.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
21e(ii)	Number of open cases completed ⁵³	Completion rate less than 90%	95% Completion Rate			Nauru Police Force
Update		This KPI is not being met, and work is ongoing to improve NPF's internal case-management processes. Reliable data collection teams and analysis systems have only recently been established by the NPF Executive, providing a more accurate picture of case progress and workload. To strengthen performance, NPF is introducing a Case Management Review Committee that will focus on monitoring open cases, identifying delays, and expediting actions needed to improve overall case completion. These initiatives aim to lift NPF's case-management standards, ensure matters are processed efficiently, and support the timely delivery of justice for the community.				

⁵³ "Completed Cases" does not include "Withdrawn" and "Insufficient Evidence" - Cases Closed.

21f(i)	No. of physical inspections of cargo and baggage against actual imports	Current inspection process is through “manual profiling”	At least one x-ray machine at Nauru Post.	Not Met		Dept of Finance-Customs
			At least five detections annually.	Met		
			Time release goals implemented for cargo held by customs. Green Lane- 24 hrs Yellow lane - 36 Hrs Red Lane - 48 hrs	Met		
			All cargo tracked from manifest level to consignee.	Met		
			Leakage minimised to 10%	Met		
			100% ASYCUDA connectivity for Port and Airport	Met		
			ASYCUDA back up system is 100% functional	Met		
			Six Audits conducted on high risk entities.			
			Four Audits on medium risk			
			Two (2) joint inter-agency operation conducted			
22	Cross-Goal 3: A transparent and fair land management system that supports social, economic and private sector development					

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
22a	Claims for undetermined lands completed	Rate of undetermined land to be clarified	Reduction in the amount of undetermined lands.			Lands Committee
22b	Nauru has a contemporary land regulatory system that meets Nauru's needs	Land management plan requires updating Legislation requires updating	Land lease registry has been 80% developed 100% of government land leases signed by landowners 100% completed draft of Land Tenure policy and Lands Act 1976 changes			Dept of Lands Management/D CCNR- HGI Division (Land Management Plan)
22c	% of land used for public purposes increases ⁵⁴	Review of digital plot boundaries underway (digital map)	At least one training session held for survey team on the update survey software (LISCAD software) 100% completion of re-survey of coastal areas 100% completion of master island survey (which is to be conducted every 10 years.)	Met		Dept of Lands Management

⁵⁴ E.g. for the cemetery.

	Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
		100% Re-survey of bolts complete 100% drone survey completed of all district and updated mapping to show the newly constructed houses and building, roads, access roads and other relevant factors in each land portion. 100% re-survey of aerodrome areas All availability of unutilized land determined All burial sites 100% enclosed 100% completion of plotting all burial sites detailing the details of the deceased and proper record keeping	Met		

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
Update		Only 2 out of 7 targets are met for this KPI.				
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	GEO LDN and SPC engagement		Continued support by the GEF7 Project is required to meet this KPI.	DEMA - Environment
Update		The physical land restoration is not met, though technical engagement with GEO-LDN and SPC is met.				
23b	Areas ⁵⁵ allocated to be managed	No Policy for locally managed marine Areas developed and endorsed	Plans 100% finalised and ready for implementation		Continued support by the GEF7 Project is required to meet this KPI.	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	Prepare at least 2 more regulations covering major environmental concerns			DEMA- Environment
24	Cross-Goal 5: Build up resilience to combat the effects of climate change and natural disasters					

⁵⁵ 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 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
24a	Resilience					
24a(i)	Implementation of the Climate Change Policy	Policy endorsed	At least 25% of Nauru Climate Change Policy Roadmap drafted			DCCNR
24a(ii)	Progress towards identifying critical infrastructure that requires climate proofing and what climate proofing is needed ⁵⁶	Project commencement	2-3 critical structure identified		DCCNR is handling discussions with Donor, project plans and proposals are prepared by DoID	DCCNR/DOID
Update		Collaboration between the two Departments is to be established.				
24b	Emergency Response					

⁵⁶ Includes seawalls.

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
24b(i)	An effective and robust emergency system and infrastructure is in place	Whole-of-island emergency drills are irregular No emergency bulletin No Nauru meteorology website No emergency sirens	2 drills on disaster management (e.g. Fire, Tsunami, other relevant hazards) for schools, GON depts, and SOE's. One check conducted of all NES provided Fire Extinguishers One training conducted for Conduct training for first responders and security personnel (NPF) in GON Buildings on the use of fire extinguishers. Disaster notifications are provided to all phone numbers on Nauru within half an hour of an emergency Website covers at least one additional NES section e.g. disaster risk management 100% completion of Draft Disaster Risk Management Plan and SOPs	Met Met Met Met Met Met Met	Support for the building of new NES HQ building	NES

		Baseline As at 1 July 2021	FY 25-26 (by 30 June 26)	Met/ Not Met	Investment Needs	Responsible Organisation
			The Disaster Risk Management Act is 100% complete 14 DRM committees in place (one per district) At least 1 training session for each DRM conducted 100% of NES staff can access all disaster management information At least 4 training sessions conducted for NES personnel 50% of NES facilities, personnel and equipment audited against ICAO and CASA standards	Met In progress In progress Met Met Met		

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 Commerce and Foreign Investment
- Department of Community and Youth
- Department of Education and Training
- Department of Environmental Management and Agriculture
- Department of Finance - Customs, Treasury, NRO, Social Welfare, and Statistics divisions
- Department of Infrastructure
- Department of ICT
- Department of Internal Affairs
- Department of Judiciary
- Department of Justice
- Department of Lands and Survey
- Department of National Heritage
- Department of People Living with Disabilities
- Department of Public Health
- Department of Sports
- Department of Transport
- Department of Vocational Training and Professional Development
- Department of Women's and Social Development Affairs
- Lands Committee and Lands Management
- Ministry of Health and Medical Services
- National Audit Office
- Nauru Chamber of Commerce
- Nauru Electoral Commission
- National Emergency Services
- Nauru Fibre Cable Company
- Nauru Fisheries and Marine Resources Authority
- Nauru Maritime Port Authority
- Nauru Medical Centre

- Nauru Police Force
- Nauru Post Office
- Nauru Rehabilitation Corporation
- Nauru Utilities Corporation
- Registry of Births, Deaths and Marriages
- RONPHOS
- Telecom

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