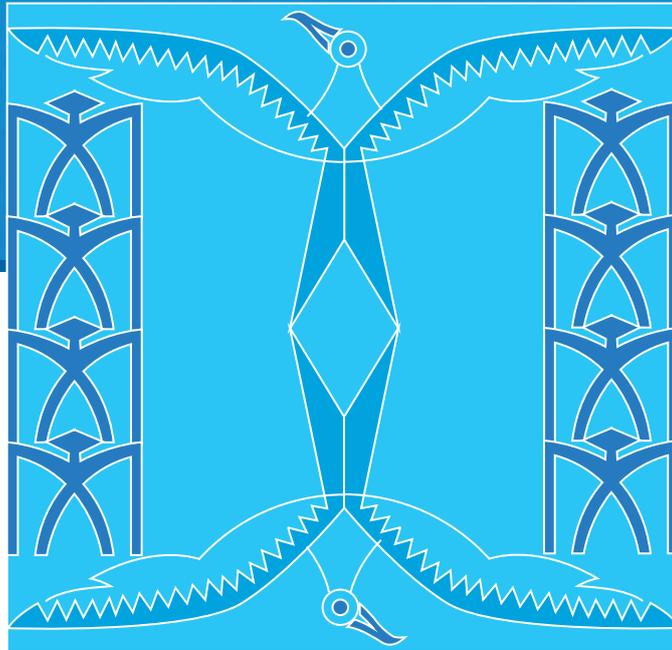




Secretariat of the Pacific Community

# NAURU COUNTRY PROGRAMME



NAURU

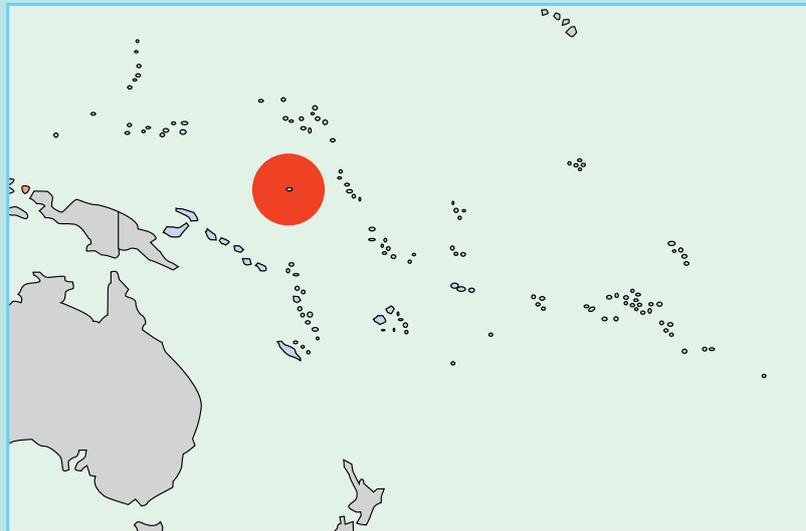
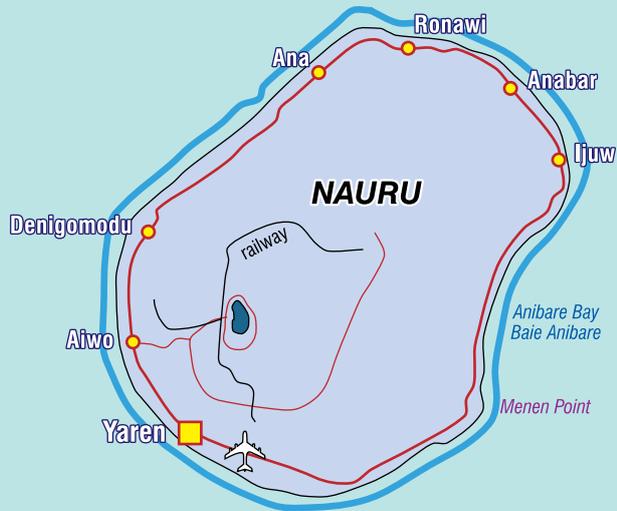


2014  
REPORT



# Nauru

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# NAURU COUNTRY PROGRAMME

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2014 Report



Secretariat of the Pacific Community  
Noumea, New Caledonia, 2014

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## Foreword

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I am pleased to present SPC's annual report on its programme with Nauru. The report provides a snapshot of the development results Nauru is achieving with SPC's support. It includes two feature articles illustrating the effectiveness of our joint effort and how the collaboration between Nauru and SPC works in practice. A more comprehensive list of SPC's work, including training, is provided at the end of the report.

As this is the first report I have presented as Director-General, I would like to acknowledge the people and Government of Nauru as members of SPC and partners in development of the Pacific region. SPC is proud to work with Nauru, and you have my commitment that SPC will strive for continuous improvement in the work we undertake with Nauru to achieve your development objectives.

This year we have examined how SPC can further improve its role as a resource for its 22 island members. We believe SPC is uniquely positioned to support members such as Nauru to address their critical development challenges, including issues we are all familiar with in the Pacific, such as reducing non-communicable diseases (NCDs); building resilience to climate and disaster risks; accelerating economic opportunities; or enabling young Pacific people to realise their full potential. None of these issues can be adequately tackled through single-sector approaches. They can only be addressed through long-term, multi-sector approaches that use the best expertise and knowledge available.

As such, in 2015 we plan to hold discussions with members to explore how SPC can better formulate and integrate its work and expertise to focus on members' development priorities. We expect this will include a range of different ways of working with Nauru to shape future national programmes.

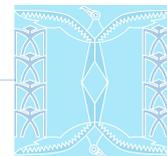
I encourage you to look at SPC's Programme Results Report 2013–2014 to see the full range of work SPC is pursuing in the region on behalf of all members. I thank Nauru for its contribution to this work. I also take this opportunity to thank our development partners, who have invested financially and intellectually in this most important work.

A handwritten signature in black ink, appearing to read 'Colin', with a horizontal line underneath.

Dr Colin Tukuitonga  
*Director-General, SPC*

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## SPC cooperation with Nauru

*This report provides an overview of SPC's work with Nauru in 2014. It is intended to show how SPC's national-level activities, initiated by Nauru, complement our regional work to benefit the people of Nauru and the region. The report provides an overview of how SPC aligns its work with Nauru to achieve the development priorities detailed in the National Sustainable Development Strategy 2005–2012.*

As a development organisation, SPC provides knowledge, scientific and technical cooperation to support members to achieve three key development goals:

- The Pacific region and its people benefit from inclusive and sustainable economic growth
- Pacific communities are empowered and resilient
- Pacific Island people reach their potential and lead long and healthy lives

This year, we have summarised activities and results achieved in Nauru under these three development themes so it is easier to understand the effectiveness of SPC's work as a whole. The work SPC supports builds on the specialist sector expertise for which SPC is most recognised. These sector areas include transport and energy, statistics, fisheries and aquaculture, mineral resources and geoscience (including geographic mapping and modelling), agriculture, forestry and land, health, water and sanitation, education, gender, youth and human rights.

SPC supports the development efforts of Pacific Island countries and territories (PICTs) with scientific and technical knowledge and good practice that are context-appropriate. In recognition of the interrelated nature of development and our commitment to maximise the effectiveness of our contribution, SPC wants to enhance the current process of programme development at country level. Accordingly, country programming will be based on proactive, ongoing and broadly based consultation with each country or territory, with a view to delivering technical quality aligned with members' cross-cutting development priorities. The objective is to shape a technical cooperation programme that is as developmentally effective and sustainable as possible in meeting the needs of the countries and territories SPC serves.

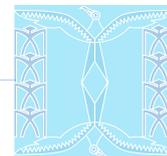
## Regionalism in practice

From SPC's beginning, there has been awareness of the value of a regional approach to meet common needs. Although PICTs are diverse in many respects, they share similar challenges in areas such as fisheries, transport, health, food security and emerging areas such as climate change. SPC recognises and draws on skills and capacities from around the region, including encouraging experts from one member to share experiences and skills with counterparts in other PICTs. SPC also facilitates regional public goods that benefit all PICTs, such as the CePaCT genebank, (Centre for Pacific Crops and Trees), which assists countries to conserve staple crops and introduce new plant varieties to increase crop diversity.

Our regional work complements national-level initiatives in Nauru. The tangible and practical benefits of regionalism are demonstrated by SPC's work on behalf of its members to facilitate cooperation and leverage value across a range of regional initiatives. These are outlined further in SPC's Programme Results Report 2013–2014.

SPC's regional services to members include:

- Strengthening regional partnerships to facilitate information sharing among PICTs and to connect PICTs to regional and international policy development.
- Improving management of the region's oceanic fisheries through stock assessments, scientific analysis and supporting countries to define and protect their maritime boundaries.
- Supporting evidence-based decision making by governments through SPC's regional statistics database, sector-based information portals, GIS and mapping services, economic analysis, and other advisory services.
- Increasing access to safe and affordable shipping services through technical cooperation, regional shipping agreements, and training.
- Improving energy security and supply through petroleum advisory services.
- Enhancing food security through conservation and distribution of the region's crop diversity, improving the resilience of food crop varieties to climate conditions and researching more effective farming techniques.
- Tackling transboundary diseases threatening livestock and public health through improved animal health services.
- Detecting and controlling diseases of regional concern through the Pacific Public Health Surveillance Network.
- Confronting domestic violence by supporting legislative change across the region.
- Promoting well-being through gender awareness and mainstreaming.
- Supporting science, policy and legislation to increase the potential for PICTs to benefit from environmentally and economically sustainable mining of deep sea minerals.
- Supporting PICT resilience to the impacts of natural disasters and climate change by facilitating the regional Strategy for Climate and Disaster Resilient Development and by providing training and strengthening regional partnerships.



## Examples of SPC work in Nauru

### ➔ Enhancing oceanic artisanal fisheries in Nauru

Right: Artisanal fisheries monitoring in Nauru



*It is hoped that the new artisanal monitoring programme, along with the recently re-designed household and income survey conducted by SPC, will soon contribute to providing better information to fishermen, local officials, donors and regional agencies on the valuable contribution of local artisanal fishing activities to communities in Nauru.*

Nauru's open ocean areas are some of the most prolific in the Pacific. Offshore fisheries focused on tuna are mostly composed of foreign industrial fishing vessels, whose access fees form a large portion of government revenue. With the global economic downturn, and the depletion of the country's phosphate mining resources, the last decade has seen an increasing reliance on artisanal fisheries for food security and income-generation, with almost all households in Nauru involved in some fishing activity.

Nauru's artisanal fishery is composed mainly of small motorised boats and outrigger canoes, mostly targeting tuna and tuna-like species, for which there are currently no quota restrictions for artisanal fishers. Catches are destined for subsistence, barter or small-scale local sales. A considerable overlap exists between the set of species caught by artisanal fishers and those caught by the larger commercial tuna fisheries operations. Across the Pacific Islands, artisanal fishers have been raising concerns that commercial fisheries are reducing local fish availability and affecting artisanal catch rates.

In order to better appreciate and understand the extent of the socio-economic impact of artisanal fisheries on local communities, and enable better and more sustainable fisheries management, more information and data are necessary. In 2012, SPC's technical assistance was requested by the Government of Nauru to improve artisanal tuna fishery information. In partnership with the Nauru Fisheries and Marine Resources Authority (NFMRA), SPC reviewed the available historical data monitoring programme and introduced a new, updated approach to artisanal tuna fishery monitoring. SPC also conducted an in-country training workshop which was attended by six people

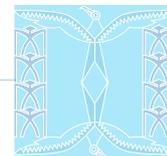
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from NFMRA. It focused on survey and measuring techniques, data collection and management, and fish identification. Additionally, fully supported on-line databases were installed to store and report on the data. Since the project started, two officers from NFMRA have been collecting data from the fishery on a daily basis.

In time, the data will give better estimates of the catches and show the effects of seasons and climate change, as well as the impact large foreign vessels may have on artisanal catches. Nauru will also be in a better position to contribute data to the Western and Central Pacific Fisheries Commission, enabling the commission to better monitor and analyse tuna stocks throughout its range. This is essential for the effective and sustainable management of Pacific fisheries. With good quality data available on elements such as the number of active boats and the number of people involved in the fishery, assessing the impact of management measures will become easier.

It is hoped that the new artisanal monitoring programme, along with the recently re-designed household and income survey conducted by SPC, will soon contribute to providing better information to fishermen, local officials, donors and regional agencies on the valuable contribution of local artisanal fishing activities to communities in Nauru. With this recognition, fishers themselves may find it easier to get the support they need in terms of infrastructure through the deployment of fish aggregating devices, improved wharves and boat maintenance, and sea safety equipment. In time, thanks to regular and more reliable figures on how much fish is caught, Nauru's national accounts will better reflect the economic benefits of this small-scale fishery and the extent to which it helps Nauru reduce its dependence on food imports.

This initiative is an important part of SPC's work with Nauru to address its fisheries development objectives of enhancing the development and sustainable management of marine and fisheries resources to provide sustainable economic returns. It is made possible with funding assistance of the Australian Government, through its Pacific Fisheries for Food Programme.



## → Strengthening Nauru's laboratory capacity for faster analysis

*Sustained training and capacity-building efforts by SPC since 2011 have brought about a tremendous change from a non-functioning microbiology diagnosis facility, to a facility that is able to diagnose its own bacteria samples.*

Nauru's public health system has suffered greatly due to years of economic decline. By 2004, it no longer had the capacity to perform microbiology diagnosis in its own medical laboratories to analyse causes of diseases and infections. Such analyses are critical to identify bacterial, viral or parasitological infections, or even antibiotic resistance patterns. This is particularly risky in outbreak situations, when it is essential to be able to identify causes in order to protect communities. Most serological tests, including basic microbiology analyses, were sent to Australian reference laboratories, which was an expensive and slow process.

During the period 2008–2010, SPC assisted Nauru in developing its influenza pandemic preparedness plans under the Pacific Public Health Surveillance Network. During this time, SPC identified the lack of a microbiology diagnosis facility as a key priority area. To remedy this, SPC worked with Nauru's Public Health Department and the clinical laboratory to build local capacity to perform microbiology diagnosis, and to bring the operations of Nauru's medical laboratory up to international standards, including a focus on hygiene, protocol, and infection control.

In 2011, SPC provided the first series of three-week on-site microbiology workshops, aimed at building the capacity of Nauru's laboratory technicians. Training included bacterial identification and TB analysis, virus identification through rapid tests and referrals of samples to the identified network of laboratories, identification of common parasites, and development of public health surveillance links within Nauru. Alongside training of laboratory technicians, SPC supported advocacy among Nauru's clinicians, nurses, and the public health staff, as well as the Ministry of Health, on the direct link microbiology has to the area of public health surveillance in early warning signals of outbreaks in communities and schools.

Though some areas of microbiology diagnosis still present room for improvement, it is clear that sustained training and capacity-building efforts by SPC since 2011 have brought about a tremendous change, with the facility now once again able to diagnose its own bacteria samples. Evidence from Nauru's Public Health Department records show that microbiology diagnosis at the Nauru Hospital clinical laboratory has increased seven-fold since the start of training in 2011, jumping from 109 samples received and tested in 2011–2012 to 770 recorded in 2013. It now takes two to three days to obtain results, whereas it used to take up to two weeks when samples had to be sent overseas.

Nauru's medical laboratory work environment and protocols have greatly improved. Major savings have been achieved, as most samples are no longer sent overseas, saving AUD 100–150 per shipment once or twice a week. An in-house documented training programme is now in place and is updated fortnightly, allowing for a better-documented laboratory, and ongoing staff development.

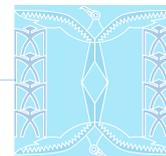
In partnership with the World Health Organization and the Pacific Paramedical Training Centre, SPC also assisted with the establishment of a recognised laboratory quality management system, ensuring better management of daily laboratory operations, better quality control, improved communication with pharmacy departments, better use of antibiotics, and sustainability of supplies. Documenting costs for each test has allowed the laboratory to order supplies and reagents with figures forecast based on monthly statistics. This exercise has decreased the problems of insufficient test kits and overstocks, which were a result of bad planning.



'The support we received from SPC's Global and Response Fund was instrumental in re-establishing our microbiology services, which has saved us time and money,' said the Acting Director, Public Health Dr Silina Motufaga Fusimaloh.

This work is part of SPC's wider initiative with Nauru to address its national development objective of enhancing its social services to promote and protect the health of its people. It is made possible with funding assistance of the US Centers for Disease Control and Prevention Influenza Cooperative Grant, and is an example of one of SPC's donors being supported in cross-cutting areas of laboratory-based surveillance beyond influenza-specific surveillance.

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## Summary of SPC development cooperation

*The feature articles in the previous section provide examples of how SPC is working with the Government and people of Nauru to support achievement of their national development goals.*

In addition to the work featured, SPC provided a wide range of support to Nauru in 2014 aligned to the National Sustainable Development Strategy 2005–2025. Technical cooperation and support were provided by many divisions and programmes across SPC on both multi-sector issues such as disaster risk reduction and climate change, and specific-sector issues in agriculture, forestry, coastal and oceanic fisheries, public health, water and sanitation, energy, transport, human rights and development statistics. Nauruans took part in approximately 535 days of SPC training during the period July 2013 to June 2014 in these different areas. Details of the technical cooperation and training provided are listed in Annexes 1 and 2.

In general, members recognise SPC's value lies in the high quality of the technical support provided across national sector areas and in its portfolio of regional work, rather than in SPC's occasional role as a conduit of donor funds. SPC promotes sustainability through working with countries to develop national capacity to design results-focused programming and where possible to leverage additional

funding. SPC's direct financial inputs are only a small part of the picture. However, SPC recognises individual members are interested in the financial value of SPC's work as it relates to them. For Nauru, in 2014, this is estimated at AUD 2,501,389 (2,001,111 CFP units). This amount includes both the direct costs of SPC's work with Nauru (including technical staff time and travel) and an allocation of the costs of SPC's regional work and indirect costs of managing and operating SPC programmes.

As highlighted in the feature articles and in the following table of outputs, the collaboration between SPC and the Government of Nauru has involved considerable activity. While significant progress has been made, SPC is committed to understanding better what has worked and what has not, in order to inform and improve the value of its work in Nauru in 2015 and beyond. We want to understand whether measurable and sustainable development results are being generated by SPC's activities and, if not, try to work out why and adjust our approach accordingly.

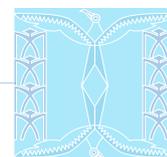
## Annex 1: SPC training provided in Nauru: July 2013 – June 2014

Capacity building is an important aspect of SPC's overall technical assistance. It includes formal training programmes, targeted classroom training in response to members' needs, attachments and on-the-job training. The following table gives a detailed breakdown of the type of training.

	F	M	N/A	Total trained	Total person days
Coastal fisheries assessment and monitoring	1			1	5
Coastal fisheries – aquaculture		1		1	4
Deep-sea minerals		3		3	15
Gender equality / violence against women	4			4	18
Human rights general	16	15		31	151
Oceanic fisheries monitoring		8		8	136
Petroleum storage and handling		1		1	3
Project design and management	10	10		20	80
Public health	26	4	10	40	61
Social media training	1			1	5
Statistics	2	5		7	57
<b>Total</b>	<b>60</b>	<b>47</b>	<b>10</b>	<b>117</b>	<b>535</b>

Note:

- The above table covers training workshops, attachments and on-the-job training. It does not include meetings, conferences, seminars and consultations.
- Some individuals received training in more than one area. For this reason, the total number of individuals reached may be smaller.
- N/A: gender not reported.



## Annex 2: Summary of key completed outputs of SPC cooperation with Nauru in 2014

The table below summarises the key outputs of SPC cooperation with Nauru in 2014. It shows how SPC's work contributes to national development objectives and provides a basis for further development of SPC's results-driven focus.

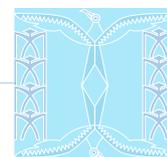


While SPC's performance in contributing to national development goals can be measured more realistically and appropriately only over the long term, SPC aims nevertheless to evaluate interim performance and test programme logic wherever possible. Gathering evidence from SPC programmes and international experience will be even more critical in coming years to enable SPC to evaluate whether its work has achieved the intended results and to improve its performance. The table below lists only work completed in 2014. There is much additional work in progress, which will be reported on in the year it is completed. SPC's key regional work is covered in its Annual Report.

SPC expected contribution to national development goals		
Expected long term result (impact)	Expected medium term result (outcome)	Outputs completed or expected to be completed in 2014
<b>Pacific communities are empowered and resilient</b>		
<b>Climate Change Mainstreaming</b>		
Increased capacity to effectively manage the risks presented by climate change and disasters	Strengthened capacity to respond to climate change and disasters	Joint climate change and disaster risk management policy developed for Nauru (RONAdapt)
		National water storage designed in Nauru
		Climate change mainstreaming profiles to inform budget support readiness prepared for nine countries and available online
<b>Disaster Risk Reduction and Disaster Mitigation</b>		
Strengthened disaster risk management plans and practices	Vulnerability and risks managed	Disaster risk assessment tools and applications developed – Pacific Risk Information System (PacRIS) updated with outputs from other risk assessments conducted (such as Nadi flood modelling project); exposure datasets shared with partners and countries developing outputs for climate change adaptation and disaster risk management
		Disaster risk reduction country implementation plans (CIPs) completed for all 15 of the Pacific African, Caribbean and Pacific (ACP) Group of States – National steering committees established for all 15 Pacific ACP States
		Knowledge products for early warning systems (EWS) developed – New information products for tsunami early warning developed and tested with PICTs through the 2014 PacWave exercise
<b>Fisheries, Aquaculture and Marine Ecosystems</b>		
Improved management of coastal fisheries	Enhanced coastal fisheries management policies and systems based where possible on scientific assessments of the status of national coastal marine resources	Nauru baseline assessments and monitoring report completed for the aquarium trade and capacity development provided

## SPC expected contribution to national development goals

Expected long term result (impact)	Expected medium term result (outcome)	Outputs completed or expected to be completed in 2014
<b>Land Resources</b>		
Informed policy decisions, advocacy and knowledge sharing on sustainable land, agriculture and forestry development supported	Capacity to make evidence-based policy decisions on food security, sustainable resource management and economic growth strengthened	Regional capacity building/ training on agricultural statistics for Pacific countries' policies and advocacy for land use, agriculture and forestry completed – Draft factsheet on agriculture in Nauru produced based on agricultural questions included in the new household income and expenditure survey (HIES)
<b>Pacific Island people reach their potential and lead long and healthy lives</b>		
<b>Educational Quality</b>		
Improved quality of education	Increased student achievement in literacy and numeracy	Body of research evidence to support educational quality activities developed and disseminated through research publications and international and regional forums – Two research papers developed; one for publication and one for presentation
<b>Gender, Human Rights, and Culture</b>		
Enhanced development for all Pacific peoples through increasing the observance of all human rights and good governance	Increased observance of human rights and good governance standards by decision makers	Training provided to enable states to submit a second round report to the UN Human Rights Council for the Universal Periodic Review (UPR)
		Training provided for senior civil servants to increase their capacity to apply human rights principles in policy and law reform – Nauru human rights training held in April
Increased development potential of Pacific Island people in culture and enhanced empowerment of women and young people	Integrated approach to human development fostered at regional and national levels	Regional consultations conducted with members of parliament (MPs) in order to increase capacity to apply human rights in parliament and to advocate for human rights compliant legislation and policies – Regional MP training held in January 2014 and MP consultation held in fourth quarter of 2014
		Civil society organisations (CSO) provided with information and training on how to use human rights to advocate on key issues through the regional CSO forum – Training completed in June, outcome statement released
Improved health and well-being of Pacific communities	PICTs develop public health policies, plans and regulations that respond effectively to national priorities	Sexual and reproductive health support provided to planning and monitoring and evaluation through joint UN and regional agencies; technical assistance provided to incorporate HIV and sexual and reproductive health in national health plan
		Joint mission with WHO for sexually transmitted infections (STI/ HIV) consultation with national stakeholders – Implementation plan aligned with national health plan, sustainable development strategy, and Australia and Nauru partnership priority agreement; dialogue to inform development of multi-country western Pacific concept note for Global Fund 2015 to 2017 conducted
Improved health and well-being of Pacific communities	PICTs have access to high-quality information and evidence to inform policy and the delivery of core public health functions	Pacific Public Health Surveillance Network (PPHSN) data for decision making (module 1: Outbreak investigation and response) course delivered October 2013 – Enrolling students at the Fiji National University and assisting in finalising improvement projects ongoing
		PPHSN data for decision making (module 2: basic epidemiology and data analysis) provided



### SPC expected contribution to national development goals

Expected long term result (impact)	Expected medium term result (outcome)	Outputs completed or expected to be completed in 2014
<b>Water and Sanitation</b>		
Increased access to safe drinking water and basic sanitation	Natural resources developed and managed and governance strengthened	<p>Capacity supported at the national and regional levels to improve water resource management through technical assistance provided to in-country demonstration projects – One sub-regional and two in-country technical support missions undertaken during the reporting period to support routine project management, national integrated water resources management planning, and follow-up project development</p> <p>Governance structures improved to support the implementation of an integrated approach to water resource, sanitation, and wastewater management – National apex water committees established</p>
<b>The Pacific region and its people benefit from inclusive and sustainable economic growth</b>		
<b>Fisheries, Aquaculture and Marine Ecosystems</b>		
Improved management of oceanic fisheries	Enhanced national capacity in fisheries monitoring	Purse-seine observer upgrade training course conducted for Nauru
		Basic observer training course conducted for Fiji, Nauru, Samoa, Tonga, Tuvalu, and Vanuatu in Santo
		Regional observer coordinators' workshop held
	Enhanced national capacity in oceanic fishery data management and data use	Training attachments at SPC in data management principles and database systems provided for member country fisheries officers
	National tuna oceanic fisheries policy and decision-making are informed by the best science-based stock assessments and advice	Updated country website for all PICTs with detailed characterisation of bycatch from tuna longline fisheries
Report updated on fish aggregating device (FAD) closures for Nauru		
FFA and sub-regional oceanic fisheries management initiatives are supported by the best science-based stock assessments and advice	Technical support provided and presentations made to the meetings of the Forum Fisheries Committee (FFC), including support for bio-economic modelling and analysis of management options	
Increased contribution of fisheries to food security and livelihoods	Improved economic viability of fisheries investments through analysis, evaluation and capacity building in financial skills	Socio-economic analysis of Nauru household income and expenditure survey (HIES) data completed to determine value of fisheries to the national economy
<b>Geoscience</b>		
Sustainable management and development of ocean and island resources	Natural resources developed and managed and governance strengthened	4th Deep-sea minerals (DSM) regional training workshop, 'The Environmental Perspectives of Deep-sea Minerals Activities' held in Nadi, Fiji between 9 and 13 December 2013 – Environmental impact assessment templates developed for the exploitation of manganese nodules, cobalt-rich crust, and seafloor-massive sulphides
		State of knowledge of Pacific marine minerals report finalised and launched, providing good quality data and information relating to deep-sea mineral resources to stakeholders in the Pacific region
	Natural resources, systems, and processes monitored and assessed	Array calibration, maintenance and data communication support provided to contribute to sustained regional sea-level monitoring system to address concerns over sea-level rise and enhance understanding of sea-level variability – Tide gauges are fully operational and deliver high quality sea-level and meteorological data

### SPC expected contribution to national development goals

Expected long term result (impact)	Expected medium term result (outcome)	Outputs completed or expected to be completed in 2014
<b>Land Resources</b>		
Increased contribution from agriculture and forestry sectors to inclusive broad-based economic growth	Increased capacity of PICTs to meet standards, guidelines, and conditions for exports and domestic trade	Fruit fly surveillance support provided – Supply of traps and fruit fly equipment; surveillance being carried out; fruit fly species record updated (2014)
<b>Statistics for Development</b>		
Pacific national and regional statistics are accessible and are being utilised	Pacific national and regional statistics are accessible and are being utilised	National, regional and international users have increased access to user-friendly statistical information and databases across sectors – Joomla 3.2 training of trainers attachment workshop provided
	PICTs are producing the agreed core set of statistics across key sectors	Technical assistance provided to countries to develop plans to improve regular collection and dissemination of statistics – Population projection data loaded and National Minimum Development Indicators (NMDI) values updated
		Vital data entry and report writing workshop provided to facilitate increased access to statistics
	Regional workshop on education data and indicators in the Pacific held	
PICTs are undertaking key statistical collections as scheduled	Technical assistance provided to analyse data from the Nauru household income and expenditure survey (HIES) in order to draft the poverty report and develop sectoral analyses addressing topics such as fisheries, agriculture, and the labour force – Final HIES report completed	
<b>Transport Services</b>		
Sustainable economic development through accessible, affordable, efficient, secure and safe transport services	Development and implementation of effective policies, plans and regulatory frameworks supported	Maritime regulators and domestic industry personnel trained at International Maritime Organization's oceanic forum on domestic ferry safety
	Strong leadership in the Pacific's transport sector, with good governance, effective multi-sectoral coordination and strategic partnerships, including monitoring and evaluation	More frequent, efficient and safer sea transport provided for the Central Pacific Shipping Commission (CPSC) island countries – Binding contract for the CPSC shipping routes secured



SPC is a membership organisation that works in close partnership with its Members: American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Marshall Islands, Nauru, New Caledonia, Kiribati, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United States of America, Vanuatu, and Wallis and Futuna. We thank them for their support.

We would also like to thank our principal donor partners for their generous support of Pacific development outcomes: Asian Development Bank, Australia, Commonwealth Secretariat, European Union, Food and Agriculture Organization of the United Nations, France, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global Environment Facility, International Maritime Organization, Korea, New Zealand, Pacific Islands Forum Secretariat, United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), UN WOMEN, United States of America, Western and Central Pacific Fisheries Commission (WCPFC), World Bank.