

Nitijela

Marshall Islands Parliament



View of the Pass from Kalalin, Majuro Atoll

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Message from the Speaker, Alvin T. Jacklick

It is my pleasure to introduce the Nitijela's Corporate Plan for 2010 and the near term future. This document comes at a pivotal point in the history of our nation, a point at which a change in course and mindset is imperative. Our ancestors were skilled navigators able to anticipate danger and make course corrections by reading and taking heed of the signs given them in nature. Like them we must now take heed of the many indications that the course taken by our country since independence is not sustainable and puts the future of our nation at risk. In this Corporate Plan a radical course change is laid out for steering the Nitijela and the Marshall Islands efficiently and effectively into a better, sustainable future for Aelin Kin Ad.

The focus of the 2010 Corporate Plan is twofold. The first portion of the Plan deals with the Nitijela organizational and legislative goals and staffing goals for the Office of the Legislative Counsel. The second portion of the Plan focuses on the Office of the Clerk, member and staff development and the enhancement of physical and information resources to improve member and staff capacity and effectiveness. All of the goals and objectives laid out in this Plan are consistent with goals already articulated in *Vision 2018*, *Millennium Development Goals* and the recommendations of the UNDP in their Support to the RMI Parliament Project.

I believe that the goals and objectives laid out in this Plan are for the essential good of our people and our desire to development as a prosperous, democratic society. But in preparing this document for you I am well aware that 2011 is an election year, with all that implies for our nation. In the recent past a change in government resulted, for whatever reason, in a change in strategic priorities. Unfortunately we are on the clock. The time to remedy the ailments in our nation is rapidly running out and we can no longer afford to conduct the business of the Nitijela as it has been done in the past. Future leaders, whoever they might be and from whatever political persuasion must put politics aside and subscribe to and support the implementation of the priorities already established in *Vision 2018* and articulated in this Plan. To do otherwise puts the future of our nation and the well being of our people in serious jeopardy. It is time now for us to work together as a team with a common vision and my prayer is that God will enable us to do so.

My thanks go to the many people, both inside and outside the Nitijela, for their input into the framing of this Plan. I am confident that we who serve you in the Nitijela will be able to achieve the goals laid out for us over the remainder of this year and the next.

Alvin T. Jacklick

Speaker Alvin T. Jacklick



Alvin T. Jacklick, Speaker of the Nitijela

Message from the Clerk, Gary Ueno

A well run parliament is an important part of a strong and dynamic democracy and society. The Office of the Clerk has a role to play in achieving this broad outcome. This Corporate Plan sets out our purpose, values, commitment to our people, and responsibilities, together with our priorities and strategies for the near term future. In doing so, it provides guidance for our clients and ourselves on what we do, how we go about it, and what we intend to achieve over the next planning period. The Plan emphasizes excellence in service delivery, development of our people and the importance of ensuring sustainability of operations into the future. The Plan gives greater prominence to support for the work of all the standing committees of the Nitijela. The plan has been developed in consultation with people at all levels in the Nitijela, the various ministries of the government, NGOs and community stakeholders. It will be reviewed at regular intervals to ensure it continues to meet the needs of the Parliament.

I commend the plan to you.

Gary Ueno

Clerk, Gary Ueno



Nitijela

Our Purpose

To build an effective democratic Parliament that is responsive to the needs of the people and that is driven by the ideal of realizing a better, sustainable quality of life for all the people of Aelon Kein Ad.

Our Mission

The Nitijela, through its elected representatives, is accountable to the people of the Marshall Islands and shall strive for excellence in leadership, planning and representation in service to the people of Aelon Kin Ad.



Our Values and Principles

Values

- **Customer Service Oriented**

We:

- ✓ treat all our citizens, who are our customers, with courtesy and respect
- ✓ constantly strive to improve our services
- ✓ forge closer relationships with our customers
- ✓ investigate matters thoroughly and objectively
- ✓ keep our customers informed, in plain language, about our processes and outcomes

- **Ethical**

We:

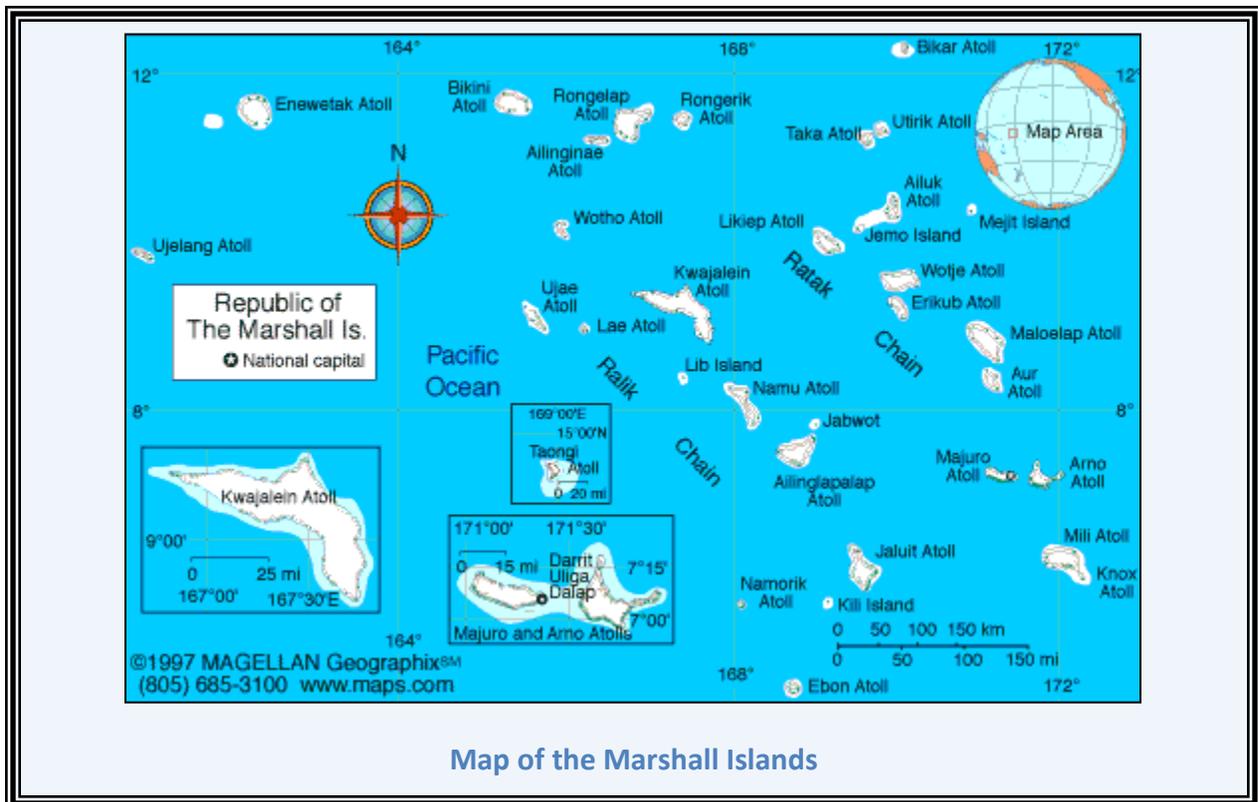
- ✓ treat people fairly, with respect and have proper regard for their rights
- ✓ make decisions lawfully, fairly, impartially and in the public interest
- ✓ are honest, trustworthy and reliable in our dealings
- ✓ are careful, conscientious and diligent
- ✓ use public resources economically and efficiently

- **Continuous Improvement**

We drive continuous and sustainable improvement in service provision, operational efficiency and stakeholder relations to create a model legislature for the Pacific region.

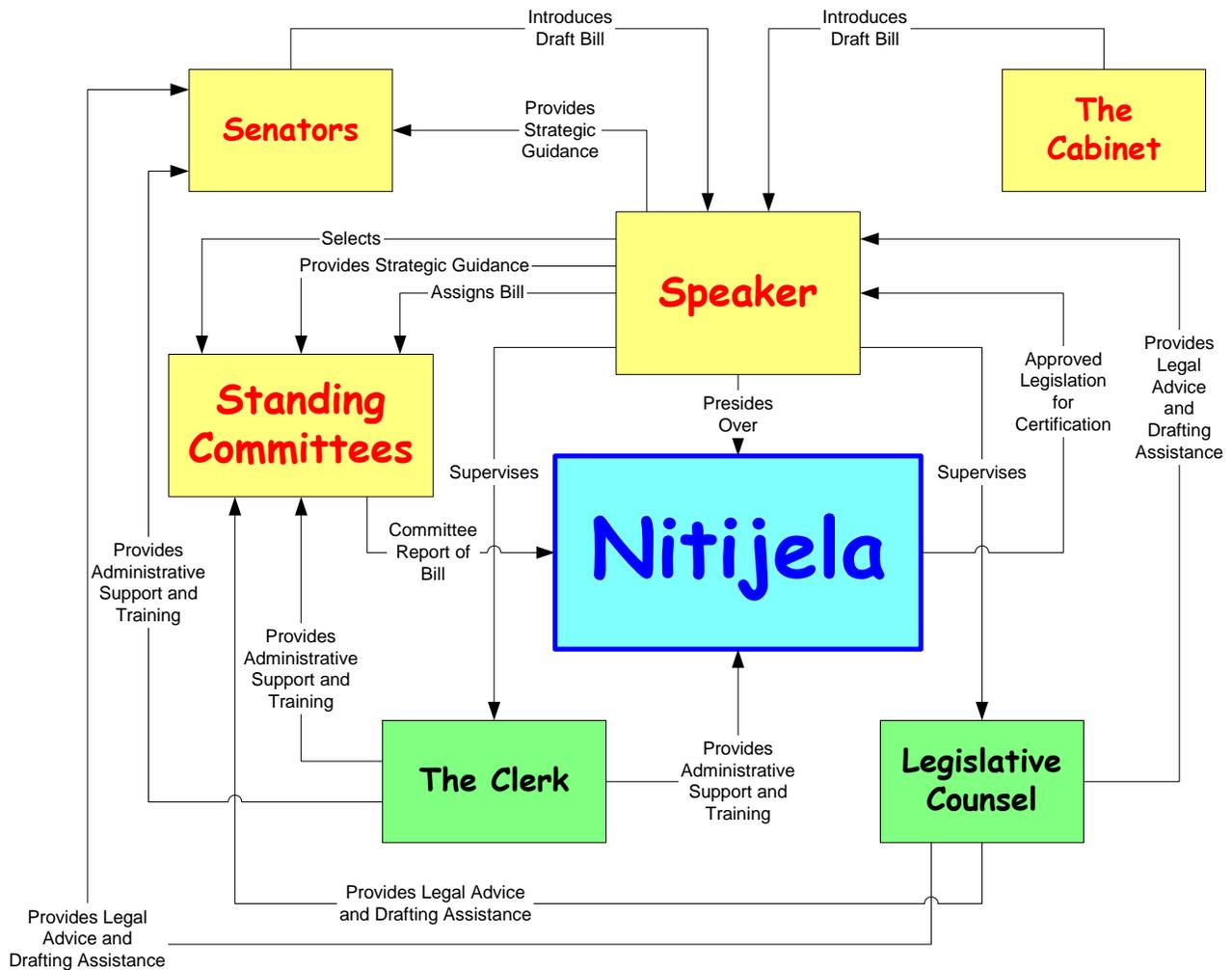
Principles

- **Social Justice**
We strive to make sure that every part of our work is accessible by and inclusive of all our citizens.
- **Best Value**
We provide services that are responsive to national needs, meet set performance standards, provide value for money, and balance affordability and accessibility.
- **Sustainability**
We properly manage public assets and resources in a way that supports and balances sustainable economic, social/community and environmental objectives and adheres to the principles of intergenerational equity.
- **Community Engagement**
Through community engagement, the Nitijela aims to ensure that the nation is informed; has opportunities to contribute to decision making processes; and is educated about matters that impact the lives of our citizens.

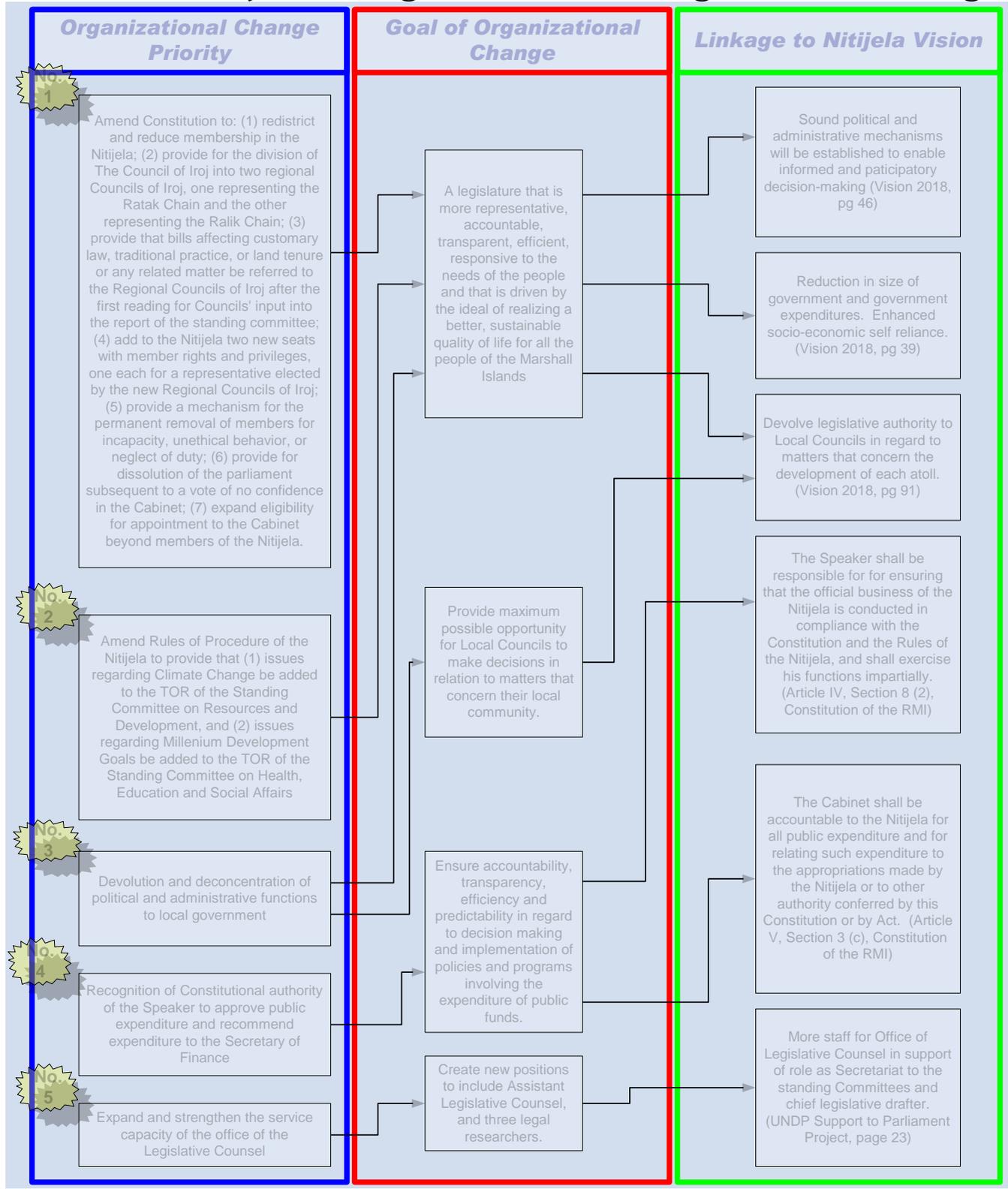


Map of the Marshall Islands

The Governance Structure of the Nitijela



Overview of Nitijela Strategic Priorities for Organizational Change



Nitijela Strategic Priorities for Organizational Change

Organizational Priority No. 1: Amend Constitution to:

- 1) *redistrict and reduce membership in the Nitijela;*
- 2) *provide for the division of The Council of Iroj into two regional Councils of Iroj, one representing the Ratak Chain and the other representing the Ralik Chain;*
- 3) *provide that bills affecting customary law, traditional practice, or land tenure or any related matter be referred to the Regional Councils of Iroj after the first reading for Councils' input into the report of the standing committee;*
- 4) *add to the Nitijela two new seats with member rights and privileges, one each for a representative elected by the new Regional Councils of Iroj;*
- 5) *provide a mechanism for the permanent removal of members for incapacity, unethical behavior, or neglect of duty;*
- 6) *provide for dissolution of the parliament subsequent to a vote of no confidence in the Cabinet;*
- 7) *expand eligibility for appointment to the Cabinet beyond members of the Nitijela.*

Organizational Goal: A legislature that is more representative, accountable, transparent, efficient, responsive to the needs of the people and that is driven by the ideal of realizing a better, sustainable quality of life for all the people of the Marshall Islands.

Objectives:

1. Reduce the cost of government in general, starting with the Nitijela.
2. Provide for a Nitijela that respects and upholds traditional practices and in which issues and debate are open, transparent and focused on the essential good of the citizens of the Republic.
3. Provide a mechanism for the permanent removal of members for incapacity, unethical behavior, or neglect of duty.
4. Reduce the attractiveness of a vote of no confidence as a tool in partisan politics.
5. Expand the pool of talent available to the President for nomination to the Cabinet.

Initiatives:

1. Introduce bill/referendum for amendment to Article IV, Section 2, paragraph (1) of the Constitution to provide a redistricting that reduces membership by 40%, namely from 33 seats to 20 seats.
2. Introduce bill/referendum for amendment to provide for the division of The Council of Iroj into two regional Councils of Iroj, one representing the Ratak Chain and the other representing the Ralik Chain.
3. Introduce bill/referendum for amendment to Article IV, Section 15 of the Constitution to provide that bills affecting customary law, traditional practice, or land tenure or any related matter be referred to the Regional Councils of Iroj after the first reading for Councils' input into the report of the standing committee.
4. Introduce bill/referendum for amendment to Article IV, Section 2 of the Constitution to add to the Nitijela two new seats with member rights and privileges, one each for a representative elected by the new Regional Councils of Iroj.
5. Introduce bill/referendum for amendment to Article IV, Section 15 (12) of the Constitution to provide for the permanent removal of members for incapacity, unethical behavior, or neglect of duty.
6. Introduce bill/referendum for amendment to Article IV, Section 13 and Article V, Section 7 of the Constitution to provide that should a motion of no confidence be carried by a majority then parliament is immediately dissolved followed by a general election.
7. Introduce bill/referendum for amendment to Article V, Sections 2 and 4 of the Constitution to broaden eligibility for the appointment to the Cabinet to include other than members.

STRATEGIC CASCADE

Organizational Priority No. 1(Continued)

Individual Initiatives:

Establish an ad hoc committee to conduct public hearings to educate the public, assess public support and, as appropriate, recommend a series of bills to:

1. redistrict and reduce Nitijela membership;
2. provide for the division of The Council of Iroj into two regional Councils of Iroj, one representing the Ratak Chain and the other representing the Ralik Chain.
3. provide that bills affecting customary law, traditional practice, or land tenure or any related matter be referred to the Regional Councils of Iroj after the first reading for Councils' input into the report of the standing committee.
4. add to the Nitijela two new seats with member rights and privileges, one each for a representative elected by the new Regional Councils of Iroj.
5. provide a process for investigation and removal of a member for incapacity, unethical behavior or neglect of duty; and
6. provide that parliament will be immediately dissolved followed by a general election should a motion of no confidence be carried.
7. broaden eligibility for the appointment to the Cabinet to include other than members.

Measures:

Number and location of public hearings

Extent of public interest and participation in the hearing process

Organizational Priority No. 2: *Ensure that emerging issues of national importance are included in the Terms of Reference of the appropriate Nitijela Standing Committee.*

STRATEGIC CASCADE

Organizational Goal: A legislature that is more representative, accountable, transparent, efficient, responsive to the needs of the people and that is driven by the ideal of realizing a better, sustainable quality of life for all the people of the Marshall Islands.

Objectives:

Assign to the appropriate Standing Committee responsibility for recommendations for legislation regarding Millennium Development Goals and Climate Change.

Initiatives:

1. Amplification of the current Terms of Reference of the Committee on Resources and Development, as provided in the *Rules of Procedure of the Nitijela*, to include consideration and reporting on all Bills, Resolutions and motions and other matters relating to Climate Change.
2. Amplification of the current Terms of Reference of the Committee on Health, Education and Social Affairs, as provided in the *Rules of Procedure of the Nitijela*, to include consideration and reporting on all Bills, Resolutions and motions and other matters relating to Millennium Development Goals.

Individual Initiatives:

1. Office of the Legislative Counsel to draft a resolution for amendment of the *Rules of Procedure of the Nitijela* to:
 - a. amplify Terms of Reference of the **Committee on Resources and Development** to include consideration and reporting on all Bills, Resolutions and motions and other matters relating to **Climate Change**, and
 - b. amplify Terms of Reference of the **Committee on Health, Education and Social Affairs** to include consideration and reporting on all Bills, Resolutions and motions and other matters relating to **Millennium Development Goals**.

Measures:

Time to implement

Organizational Priority No. 3: *Devolution and deconcentration of political and administrative functions to local government*

STRATEGIC CASCADE

Organizational Goal: Provide maximum possible opportunity for Local Councils to make decisions in relation to matters that concern their local community.

Objectives:

1. Local Councils empowered in regard to matters that concern the development of each atoll.
2. Return local government facilities and local government leaders to outer islands to better service local communities.

Initiatives:

1. Gradually delegate from the Nitijela to the Local Councils legislative authority in matters that concern the local community and can be more effectively and efficiently legislated locally.
2. Introduce legislation to remodel existing or construct new local council office buildings on outer islands.

Individual Initiatives:

Establish an ad hoc subcommittee made up of senators and outer island mayors to evaluate and recommend legislative aspects of government which will be better managed by the local governments and which are of direct concern to the local community.

Measures:

Number of outer island governments engaged in review and recommendations for devolution
Reduction in the Nitijela workload

Organizational Priority No. 4: *Recognition of Constitutional authority of the Speaker to approve public expenditure and recommend expenditure to the Secretary of Finance*

STRATEGIC CASCADE

Organizational Goal: Ensure accountability, transparency and predictability in regard to decision making and implementation of policies and programs involving the expenditure of public funds.

Objectives:

Limit and control the process for approval of expenditure.
Efficiently and rapidly disburse funds as approved by the Speaker

Initiatives:

Revise procedural guidelines to provide for better control and more efficient, timely release of funds approved for disbursement.

Individual Initiatives:

Clerk to review and recommend revised procedural guideline.

Measures:

Timely and accurate disbursement of funds approved for disbursement.

Organizational Priority No. 5: *Expand and strengthen the service capacity of the office of the Legislative Counsel*

STRATEGIC CASCADE

Organizational Goal: Excellent legislative support and services to the Nitijela, its standing committees and members.

Objectives:

Enhance the capacity of Office of the Legislative Counsel to provide legal and drafting support to the Speaker, Standing Committees and individual members.

Initiatives:

Create new positions to include Assistant Legislative Counsel, and three legal researchers.

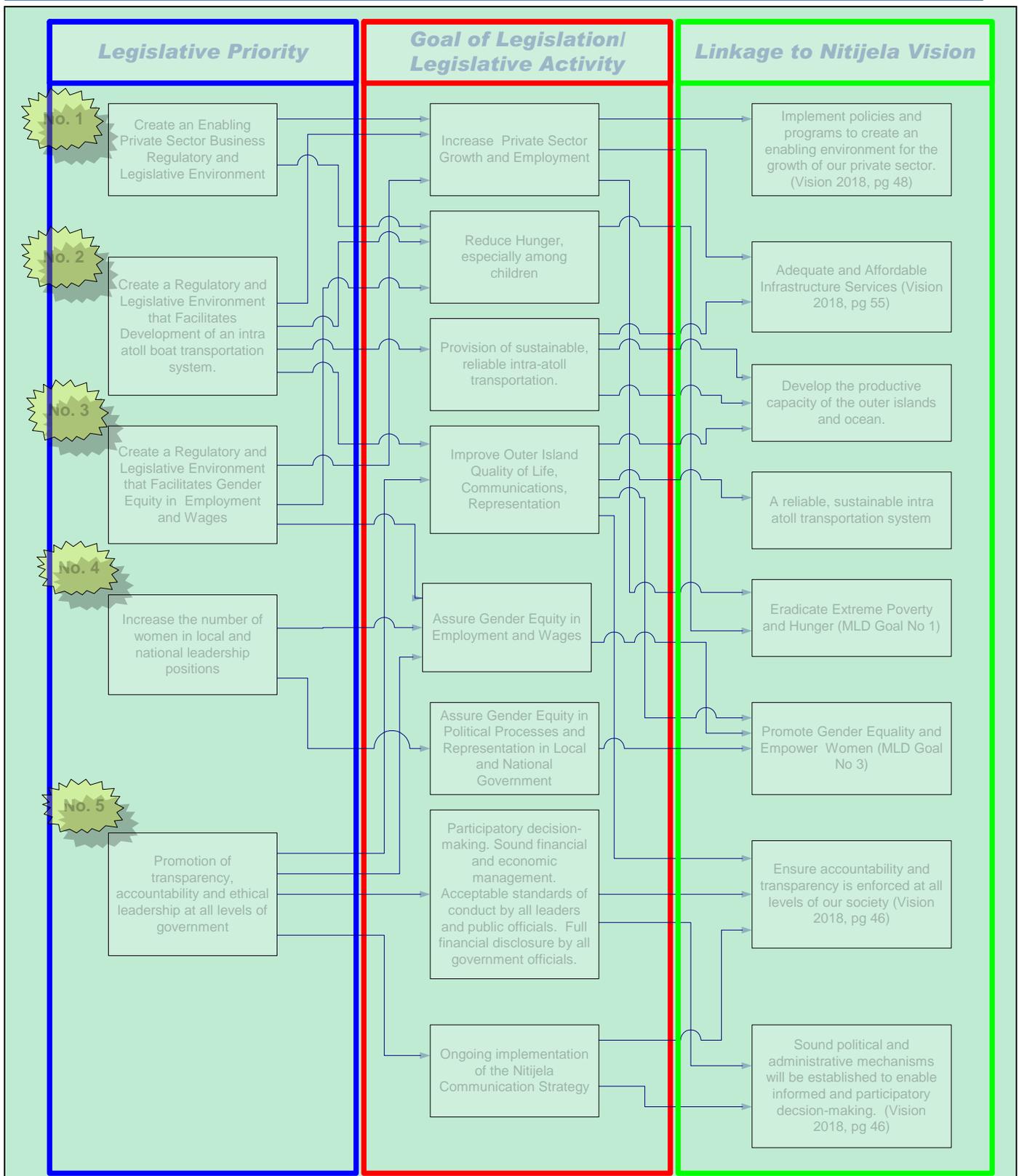
Individual Initiatives:

1. Office of the Clerk to draft position descriptions and job advertisements for the positions of:
 - a) Assistant Legislative Counsel
 - b) Research Assistant (3)
2. Office of the Clerk to contact PSC to initiate recruitment process.

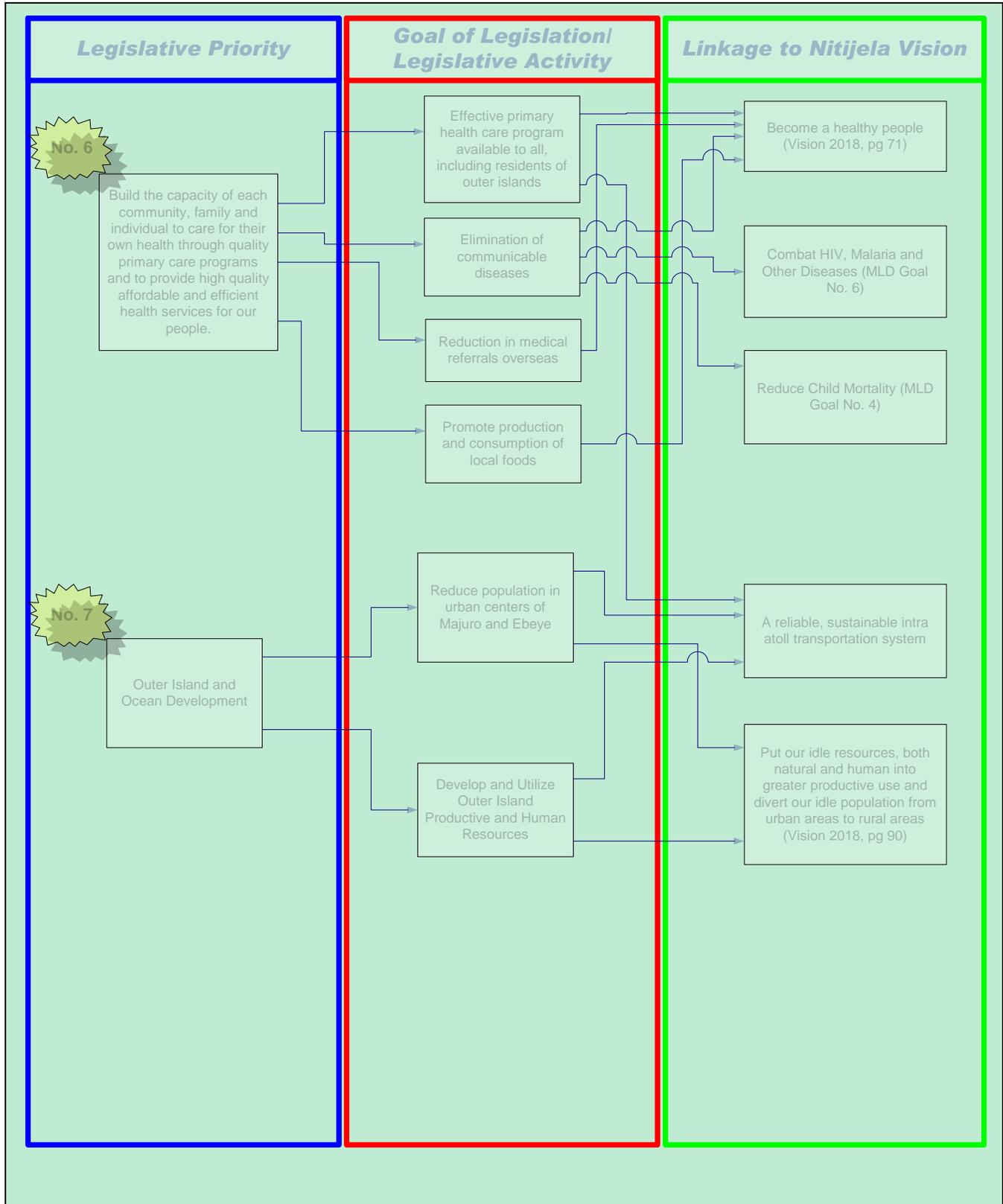
Measures:

Time required to staff the position with qualified candidates

Overview of Nitijela Strategic Priorities for Legislation/Legislative Activity



Overview of Nitijela Strategic Priorities for Legislation/Legislative Activity (Continued)



Nitijela Strategic Priorities for Legislation/Legislative Activity

Legislative Priority No. 1: *Create an Enabling Private Sector Business Regulatory and Legislative Environment*

STRATEGIC CASCADE

Legislative Goal:

Primary: Increase Private Sector Growth and Employment

Corollary: Reduce Hunger, especially among children

Corollary: Strengthen Law Enforcement

Objectives:

1. Creation of a stable and safe society that will enable economic growth.
2. Creation of a favorable business and investment climate.
3. Create private sector jobs and develop a skilled labor force, increasing the number of people able to care for themselves and family and decreasing dependence on government for jobs.
4. Development of outer island productive resources (agriculture, fisheries, tourism, handicraft)
5. Workforce development of skills and training to support private sector growth.

Initiatives:

1. Review existing labor and business regulatory law to ensure it supports business and investment.
2. Strengthen and stabilize business environment through enforcement of legislation on:
 - a. taxation and tax collection,
 - b. import duty,
 - c. public safety, and
 - d. natural resource protection.
3. Encourage development projects aimed at reliable, sustainable intra atoll transportation services to facilitate private sector investment in the outer islands.
4. Encourage human resource development in the private sector, especially technical and maintenance skills.

Individual Initiatives:

1. Establish an ad hoc committee to review, in consultation with RMI business community, existing business regulations and legislation and recommend amendment(s) to existing law, or creation of new laws, that will support business growth and development, enhance the investment climate and equitably enforce the law.
2. Establish an ad hoc committee to recommend legislation which will make land readily available for investment and private sector development.
3. Collaborate with business community to evaluate sustainable intra atoll transport alternatives and create new/amend existing legislation that will facilitate private sector development of the transportation alternative deemed most suitable for the country.
4. Create legislation that will provide tax credits to businesses that encourage and support employee continuing education and professional development, including the trade and technical skills associated with infrastructure and systems maintenance.

Measures:

1. New business start ups
2. New foreign investments
3. New intra island transport put in service
4. Growth in private sector employment
5. Increase in tax revenue from private sector

Legislative Priority No. 2: *Create a regulatory and legislative environment that facilitates development of an intra atoll boat transportation system.*

STRATEGIC CASCADE

Legislative Goals:

1. Provision of sustainable, reliable intra-atoll boat transportation.
2. Increase private sector growth and employment in the outer islands.
3. Expand WAM facilities and capabilities as center for intra and inter atoll transport boat building.
4. Improve outer island quality of life, communications and representation.

Objectives:

1. Develop a reliable, sustainable boat transportation link between and among urban centers and outer islands.
2. Develop untapped human and productive natural resources in the outer islands and ocean.
3. Create private sector jobs and develop a skilled labor force, increasing the number of people able to care for themselves and family and decreasing dependence on government for jobs.
4. Develop skilled workforce through technical and boat building training programs able to man and maintain transport vehicles.
5. Facilitate good governance by enabling more frequent face to face contacts between Nitijela members and constituent because of a reliable transportation system.

Initiatives:

1. Collaborate with business community to evaluate sustainable intra atoll boat transport alternatives and develop legislation to support and subsidize creation of the transportation alternative deemed most suitable for the country.
2. Establish process for awarding franchise for private sector management of the intra atoll boat transport system.
3. Expand WAM and CMI programs, staffing and facilities sufficient to train students in boatbuilding skills and to build intra and inter island cargo passenger boats.

Individual Initiatives:

1. Establish an ad hoc committee, co-chaired by the Minister, R and D and the Minister, T and C, and made up of stakeholders in the public and private sector to evaluate and recommend a sustainable intra atoll boat transport system and seek support for the creation of that system from interested governments, international organizations and NGOs.
2. Establish by legislation four regional transportation districts and award for the management of the intra atoll boat transportation system in each district to the private sector business(es) determined by the RMI Shipping Company to be most qualified.
3. Mandate through legislation a formal transfer of the WAM school to the College of the Marshall Islands to operate as a part of the College's new technical school program.

Measures:

1. Expressions of interest in support of the development of a transport system by partner governments, international organizations and NGOs.
2. Expressions of interest from the RMI business community to manage transportation system.

Legislative Priority No. 3: *Create a regulatory and legislative environment that facilitates gender equity in employment and wages.*

STRATEGIC CASCADE

Legislative Goal:

1. Gender equity in employment and wages.
2. Equal primary and secondary education opportunity for women.

Objectives:

1. Gender equity in wages.
2. Elimination of discriminatory recruitment, employment and promotion practices.
3. Enrollment of all children, female or male, in the primary education system.

Initiatives:

1. Introduce legislation to make gender discrimination in employment illegal.
2. Introduce legislation that mandates all children, regardless of gender, be timely enrolled in elementary schools.
3. Introduce legislation that eliminates enrollment and tuition fees for public primary and secondary schools.

Individual Initiatives:

1. Establish an ad hoc committee to review, in consultation with WUTMI and the RMI business community, existing employment and wage regulations and recommend amendment(s) to existing law, or creation of new laws, that will enforce equity in recruitment, employment and wages.
2. Establish an ad hoc committee to review, in consultation with leading RMI educators, existing legislation regarding mandatory primary school education and develop recommendations for better enforcement of current laws or the introduction of new laws to ensure equal opportunity for education, regardless of gender.

Measures:

1. Employer reporting of numbers and distribution of employees by gender
2. Average wages in the RMI, by gender
3. Percentage of women in leadership positions by public and private sector employers
4. Elementary school enrollment data

Legislative Priority No. 4: Assure gender equity in political processes and representation in local and national government

STRATEGIC CASCADE

Legislative Goal:

Gender sensitive good governance reforms.

Objectives:

1. Stronger attention to women's issues.
2. Represent the needs, views and interests of women.
3. Offer a benchmark standard for emulation by private sector.
4. Make Nitijela more accountable to women.
5. Increase the number of women with higher education degrees.
6. Increase women's interest in politics and in being member of government.
7. Removal of traditional and psychological barriers.

Initiatives:

1. Increase the number of women in leadership positions at Nitijela.
2. Nitijela sponsored workshops for women introducing them to the system of government.
3. Identify and encourage role models.
4. Identify and designate a Cabinet level champion of women's issues.

Individual Initiatives:

1. Office of the Clerk to develop and introduce an affirmative action program designed to ensure equity at the Nitijela in recruitment, employment and promotion of women.
2. Office of the Clerk to collaborate with WUTMI and CMI to develop and conduct training seminars for women in both the urban centers and outer islands. The purpose of the seminars would be giving the fundamentals of political science, the RMI Constitution and system of government, leadership and confidence building.
3. Formally appoint a woman in a Nitijela leadership position as the champion for women's issues and the development of women for future leadership at the Nitijela.
4. Office of the Clerk to develop a program for the identification of talented women, from within and from without the Nitijela, for recruitment and development for future Nitijela leadership.

Measures:

- Percentage of women employed by the Nitijela
- Percentage of women Senators
- Percentage of women in Nitijela leadership positions

Legislative Priority No. 5: *Promotion of transparency, accountability and ethical leadership at all levels of government.*

STRATEGIC CASCADE

Legislative Goal:

1. Sound political and administrative mechanisms to enable informed, transparent and ethical participatory decision-making.
2. Improved education of and interaction with citizenship.
3. Sound, ethical, efficient financial and economic management.
4. Acceptable standards of conduct by all leaders and public officials.
5. Improve outer island quality of life, communications and representation.

Objectives:

1. Increase understanding of leadership and members of ethical leadership, their role and legislative procedures.
2. Investigate and enforce Code of Ethics and Leadership Code.
3. More frequent face to face interaction between members and constituents.
4. Improve communication with and education of citizenship on Nitijela role and functioning.
5. Improve Committee understanding and increased observation of legislative procedures, and ability to analyze draft legislation with public inputs.
6. Raise the level of public trust in officials and members of parliament.

Initiatives:

1. Amend the Ethics in Government Act of 1993 to incorporate a Leadership Code, with specific codes of conduct for all members of the Nitijela and Council of Iroj.
2. Enact legislation to create an Office of the Special Prosecutor, within the Office of the Attorney General, to investigate misconduct of a government official while in office.
3. Enact financial disclosure laws that require public office candidates, public officials, and public employees to annually disclose personal financial information.
4. At the beginning of each session of parliament provide a briefing for each committee on legislative and committee procedure.
5. Improve staff support to committees capable of legislative research and analysis.
6. Mandate that committees have mechanisms to assure public input and for the incorporation of that input in the deliberation of bills.
7. Improve and expand Legislative Library facilities for member and staff research and analysis.
8. Create a parliamentary visitor and information center providing education services for the public.

Individual Initiatives:

1. Speaker to formally request the Government Ethics Board to:
 - a. convene and develop recommendations for the amendment of the Ethics in Government Act of 1993 to include a Leadership Code, with specific codes of conduct for all members of the Nitijela and Council of Iroj and a process for investigation of alleged unethical behavior, and
 - b. propose draft financial disclosure laws.
2. Office of the Legislative Counsel staff to conduct a briefing for each Committee at the beginning of each session on legislative and committee procedure and provide ongoing legislative research analysis and guidance.
3. Legislation to be introduced to amend Rules of Nitijela to require public hearings prior to Second Reading.
4. Legislation introduced for the design and construction of a Nitijela Visitor and Information Center.

Measures:

1. Leadership and senators increasingly conduct parliamentary business according to rules of procedure.
2. Number of legal opinions produced on draft laws on issues of interest to the committees.
3. Number of political oversight actions supported by advisors.
4. Number of substantive committee discussions of draft laws.
5. Number of public hearings.

Legislative Priority No. 6: *Build the capacity of each community, family and individual to care for their own health through quality primary care programs and to provide high quality affordable and efficient health services for our people*

STRATEGIC CASCADE

Legislative Goal:

Build the capacity of each community, family and individual to care for their own health through a quality system of primary health care.

Objectives:

1. Improve the health status and quality of life of our people through a higher quality and quantity of preventative and curative health services and facilities available in our country.
2. Reduction in off island medical referrals.
3. Elimination of communicable and life style diseases.

Initiatives:

1. Construction and staffing of primary health care facilities for each atoll.
2. Promote production and consumption of local foods.
3. Improve hygiene and sanitation at the household level.
4. Health education programs focusing on family planning.
5. Strengthen pre-natal and post-natal health care and immunization programs.

Individual Initiatives:

1. Introduce legislation for the funding and provision of high quality health care facilities for each atoll staffed by a qualified primary health care professional and health education professional.
2. Legislation that provides for the introduction and enforcement of codes (or stricter enforcement of existing laws) water and sanitation systems for private home and public facilities.
3. Introduce legislation to encourage and subsidize private sector farms for the production of local foods, especially in the outer islands.

Measures:

1. Incidence and mortality data by category
2. Immunization rates
3. Life expectancy
4. Off island referral rates/cost

Legislative Priority No. 7: Outer Island and Ocean Development

STRATEGIC CASCADE

Legislative Goal:

Develop and utilize Outer Island and Ocean natural productive resources as foundation for the next generation of our economy.

Objectives:

1. Develop outer island agriculture, fisheries, handicraft manufacture and tourism.
2. Establish strategic partnerships for the application of knowledge and technology in the development of outer island and ocean resources.
3. Create a national transport system that enables timely, reliable and sustainable intra atoll commerce.
4. Encourage excess urban population back to outer islands.

Initiatives:

1. Encourage private sector investment in and development of outer islands agriculture, fisheries, tourism and handicraft manufacturing potential.
2. Establish partnerships with governments, NGOs, businesses (domestic and foreign) and universities who have demonstrated expertise that will enable development and use of our outer island and ocean resources.
3. Collaborate with business community to evaluate sustainable intra atoll transport alternatives and develop legislation to support and subsidize creation of the transportation alternative deemed most suitable for the country.
4. Incent population shift, especially youth, back to the outer islands to engage in productive, outer island activities.

Individual Initiatives:

1. Establish an ad hoc committee to review, in consultation with RMI business community, existing business regulations and legislation and recommend amendment(s) to existing law, or creation of new laws, that will support business growth and development in the outer islands and ocean.
2. Establish an ad hoc committee, co-chaired by the Minister, R and D and the Minister, T and C, and made up of stakeholders in the public and private sector to evaluate and recommend a sustainable intra atoll transport system and seek support for the creation of that system from interested governments, international organizations and NGOs.
3. Establish an ad hoc committee to recommend legislation which will make land readily available for investment and private sector development.
4. Create legislation that incents (cash, land, etc) and creates opportunity and thereby encourages people, especially young people, to move to the outer islands.

Measures:

1. New business start ups in the outer islands
2. New foreign investments in the outer islands
3. New intra island transport put in service
4. Growth in outer island private sector employment
5. Population demographics

Office of the Clerk

Our Purpose

We serve the Parliament

Our Mission

The Nitijela, through its elected representatives, is accountable to the people of the Marshall Islands for the provision and conduct of representative government in the interest of Marshallese citizens. Towards this end the mission of the Office of the Clerk is to provide the highest quality and cost-effective services and information to the Nitijela, committees, senators and the public.



Our Vision

Excellent service – enabling a world-class parliament.

Our Commitments

Our key objectives – how we will deliver our mission and vision:

- **Serving Sitings**

The Nitijela, its committees and senators can rely on us to provide the information and services they need to do their work.

- **Serving Senators**

Senators will receive the services they need in order to fulfill their roles.

- **Promoting Parliament**

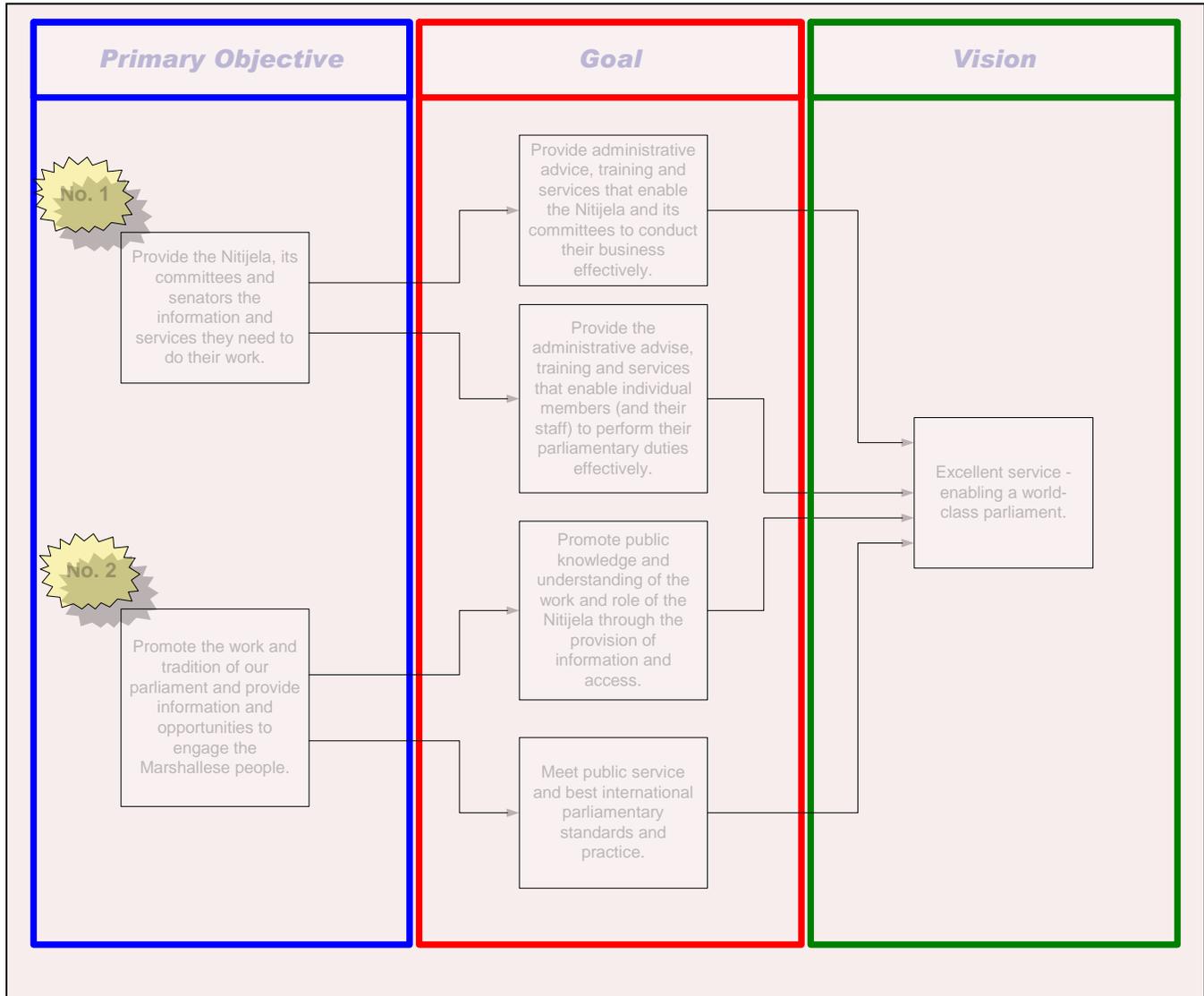
We will promote the work and tradition of our parliament and provide information and opportunities to engage the Marshallese people.

- **Delivering better management**

We will strive to continuously improve our governance and management systems to meet public service and best international parliamentary standards and practice.

Our Plan

Overview of Priorities of the Office of the Clerk



Strategic Priorities of the Office of the Clerk

Clerk's Office Priority No. 1: *Provide the Nitijela, its committees and senators the information and services they need to do their work.*

Organizational Goal:

Provide the Nitijela with the high quality advice and services that enable the parliament to operate effectively.

Objectives:

1. Provide a qualified, skilled and motivated workforce capable of giving high quality advice and services with workforce opportunity for selection, progress and development regardless of level of society, family or background, recognizing and rewarding those who contribute to the goal of excellent service to the Nitijela.
2. Make the Nitijela an employer for which people actively want to work and enjoy working life, in a world where new recruits and existing staff have demanding expectations, and where good employment practice is the rule.
3. Develop, staff and maintain a state of the art Legislative Library where information is well managed and readily available, exploiting technology effectively.
4. Maintain the heritage, character and integrity of the Nitijela building, objects and documents for the benefit of our citizens and future generations.

Initiatives:

1. Conduct an organizational and staff assessment to determine the essential functions needed in the Office of the Clerk, the capacity of current staff to accomplish the essential functions and a plan for overall improvement in the effectiveness of the Office of the Clerk.
2. Develop and introduce a Staff Development Program and Management Development Program.
3. Develop and introduce effective Human Resource policies and services adapted to the unique needs of the Nitijela.
4. Expand present library space and add hard copy and electronic resources and media.
5. Take a leadership role, in partnership with the Ministry of Public Works, in the maintenance and future development of our buildings and historical artifacts for the benefit of members and the public.

Individual Initiatives:

1. PSC to appoint a Human Resources/Organizational Assessment specialist to:
 - a. Conduct an organizational and staff assessment of the Office of the Clerk and make organizational design recommendations, including job descriptions, for improving the effectiveness of the Office of the Clerk; and
 - b. Design and introduce a new Staff Development Program and a new Management Development Program to identify and prepare Marshallese for effective staffing and leadership of the Clerk's Office.
 - c. Adapt PSC human resource policy and procedures to the unique needs and standards of the Nitijela.
 - d. Recruit and appoint a qualified Legislative Librarian capable of guiding the expansion of the Library and its services.
2. Office of the Clerk, in partnership with Public Works, to assume responsibility for the complete refurbishment and ongoing maintenance of the Nitijela building and building infrastructure.

Measures:

1. Level of satisfaction of the Nitijela, as expressed in particular by the Speaker and his deputies, the Committee chairmen and the Committee members.
2. Low rates of staff tardiness, absence and turnover.
3. Increased the number of qualified, degreed Marshallese staff.
4. Success in filling vacancies with qualified Marshallese candidates.
5. Clean, operational public facilities

STRATEGIC CASCADE

Clerk's Office Priority No. 2: *Promote the work and tradition of our parliament and provide information and opportunities to engage the Marshallese people.*

STRATEGIC CASCADE

Organizational Goal:

Sound political and administrative mechanisms that enable informed and participatory decision making.

Objectives:

1. Inform senators of their role and responsibilities to the public and enable them to interact directly with the populations they serve
2. Increase committees' engagement with public inputs and analysis of draft legislation.
3. Improved Nitijela public relations.
4. Improved understanding by our people of our system of government

Initiatives:

1. Improve quality and quantity of media informing the public of policy debates, lawmaking and allocation of public funds.
2. Increased public input, through Standing Committees, in the legislative process.
3. Create a Nitijela Visitor and Information Center.
4. Build a reliable transportation system to enable more frequent face to face contacts between Nitijela members and constituent.

Individual Initiatives:

1. Public relations staff to promote in media the role of Parliament as the fundamental contributor to democratic processes and the embodiment of the will of the people.
2. Establish a Nitijela Visitor and Information Center to provide education services, increased access, information and engagement for those citizens interested in the Nitijela and its procedures and history.
3. Production of press releases and briefs on Nitijela activities.
4. Develop training for senators and staff on Nitijela/media and public relations and communications.
5. Develop a reliable, sustainable transportation link between urban centers and outer islands to facilitate senators' communication and interaction with constituencies.

Measures:

1. Pilot round tables on the role of the Nitijela conducted throughout the country.
2. Number of press releases, radio programs
3. Media awareness and communications trainings conducted
4. Visits to Visitor and Information Center