

# Appendixes

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## Appendix 1: Further Studies Required

The following are further studies and capacity upgrades required, and proposed sources of expertise and technical assistance.

### Chapter 2

- Strengthening of economic **statistics management**, through improvement of economic data collection, analysis and dissemination. *Inputs from the Office of Planning and Statistics, ADB/consultant, PFTAC.*
- Strengthening of **public financial management**, budgeting, financial controls and accountability. *ADB/consultant, Pacific Financial Technical Assistance Center (PFTAC).*
- Enforcement of **tax collection**. *PFTAC, Australian Agency for International Development, or New Zealand Agency for International Development.*
- Review of **tax regime**, rates, etc. *PFTAC, ADB/consultant.*
- Establish the **Economic Policy and Planning Office**. *Inputs from the Office of Planning and Statistics, Economic and Social Commission for Asia and the Pacific (ESCAP)/Pacific Operations Center (Port Vila), ADB/consultant (short-term and longer-term assignments).*
- Review of the **MIITF law** for robustness against misuse, and **planning of MIITF** administrative arrangements. *Ministry of Finance, ADB/consultant.*
- Study of the scope for greater **domestic procurement of USAKA goods** and services. *ADB/local consultant with task force from USAKA and Chamber of Commerce.*

### Chapter 3

Detailed review of identified **public service issues**, and specific recommendations to PSC and the Government. *ADB/consultant working in and with PSC.*

## Chapter 4

Review the cost structure and funding sources for health services to align funding with strategic priorities, and tie into a multi-year economic and financial planning framework.

## Chapter 6

- Review the **condition and prospects of MIDB** (updating 1997 review), and examine the feasibility of changing its role from direct lending to credit enhancement. *ADB/consultant in consultation with PFTAC.*
- Pursue the possibility of establishing a **leasing company**, and prepare further advice on introduction of a **Uniform Commercial Code**. *Banks and Chamber of Commerce.*
- In the context of the goal of equitable distribution (see below, Chapter 9), examine the feasibility of **extending basic financial services** to remote locations and less "bankable" persons and make recommendations. *ESCAP/POC (Port Vila)/consultant.*

## Chapter 7

- In the context of the Outer Island Development Program (see below), determine the most cost-effective way of **upgrading outer island telecommunications** to Majuro standards. *NTA, Forum Secretariat, UNDP.*
- In the context of the privatization strategy, examine how to raise standards of corporate governance and protect the public interest in competitive utility pricing and service quality when control of public services and utilities that are natural monopolies pass into private hands, or state-owned enterprises acquire substantial autonomy. *ADB/consultant.*

## Chapter 8

Examine the social and economic **costs and benefits of tuna transshipment** activities at Majuro, and identify ways to maximize the net developmental benefits to the RMI.

*MIMRA, ESCAP/POC, FFA, UNDP.*

## Chapter 9

Goal 3: Equitable distribution.

- Assist the **mobilization of anti-poverty forces** by preparing analytical papers, helping to convene meetings and draft policy recommendations and plans with RMI NGOs and relevant agencies. *ESCAP/POC, UNDP, ADB, local and external consultants.*
- Support **community action on deprivation** by helping to convene meetings, set up an inter-NGO secretariat/coordinating council, plan specific activities and mobilize domestic and external resources. *ESCAP/POC, UNDP, ADB, local and external consultants.*
- Prepare an **inventory** of outer island natural and human resources, services and infrastructure, and draft a multi-year **Outer Island Development Program** to address deficiencies. *UNDP, ADB, local consultant(s) with some external input.*

Goal 5: Ability to compete internationally.

- Assist in **raising awareness** by providing interdepartmental advice and public information through the EPPO, once it is established. *ESCAP/POC, ADB/consultants.*

Goal 6: Environmental sustainability.

- Assist in **reviving EPA** by providing advisory visits and supportive consultations. *SPREP, ESCAP/POC visiting advisers.*

- Help to **update and re-publicize NEMS** through advisory visits and supportive consultations, conduct of public seminars, etc. *SPREP, Forum Secretariat small grants, visits of advisers, regional activities.*

## Appendix 2: How *Meto2000* Was Prepared

### Consultation Process

This report is based on information collected from consultations with the people of the Marshall Islands in the national and local governments, statutory bodies and public enterprises, nongovernment organizations and the private sector, as well as resident diplomatic missions. *Meto2000* was adopted as the title of this report on Cabinet advice. The consultations involved individual and group discussions, meetings with committees, and a public consultative seminar, carried out at various times between late April and early September 2000.

The consultations were framed around an examination of where the RMI has been, where it is now, and what lessons have been learned over the past decade or so of development effort. The process involved getting people's views on where the people want to be in the next decade and how they can get there, the constraints and risks involved and the threats to and opportunities for progress. It also involved looking at assistance needed and expected from others and the organizational and institutional changes needed to be made within the RMI.

Over 150 people were consulted (see list below) to assemble information on the past, the present, the lessons learned, and the way forward for the future of the country. Everyone approached readily provided information, ideas, and views on the RMI as well as rendering other assistance, including identifying and providing various documents. The consultations tapped a rich vein of information and views on the past and future development for the RMI. The common thread in all these views was the desire to improve the quality of life in the Marshall Islands.

The consultations were greatly helped by inputs and advice from the National Steering Committee that the Government established to guide the consultation process. The consultations also benefited from participation in the meetings of the National Commission on Sustainable Development. Opportunities provided by other meetings, notably the National Education Summit, were also taken. At the half-way point in preparing the

report, a 2-day public consultative seminar was held to discuss issues and themes arising from the consultations.

Apart from the consultations with people, documents including reports, books, papers, and other written materials on various aspects of the Marshall Islands were researched in the process of preparing this report. A list of the reference materials used appears below.

At the request of the authors, a first and incomplete draft of *Meto2000* was given a limited circulation by the Government for review and comment. Many thoughtful, constructive, and detailed comments were received on that and a subsequent, more advanced draft. These comments have been taken into account in preparing the final document. The authors believe the present version of *Meto2000* fairly reflects the views, issues, and information gathered during the consultations in the RMI, together with their professional assessment of how the many factors affecting RMI development have interacted in the past and are likely to interact in future.

## Persons Consulted

### Government Ministries

- Education

Mr. Cent Langidrik, *Secretary*

Ms. Marilyn J. Kabua, *Assistant Secretary, Administration and Logistics*

Mr. Valentino Anuntak, *Primary Schools Supervisor, Northern Atoll Schools*

Mr. Kanchi Hosia, *Assistant Secretary, Curriculum and Instructions*

Mr. Alee Term, *Primary Schools Supervisor (Central and Western)*

Ms. Sue N. Mori, *Director of Personnel*

Mr. Mothy Andrew, *Secondary Schools Specialist*

Ms. Saito Aine, *Primary Schools Supervisor (South and Eastern)*

Mr. Tomoci Serevi, *Curriculum Development*

Mr. Mark Canney, *Project Manager*, Basic Education Project (ADB)

- **Finance**

Hon. Michael Konelios, *Minister*

Mr. Smith Michael, *Acting Secretary*

Mr. Casten Nemra, *Program Manager*

Ms. Adele Kinso, *Budget Officer*

Ms. Marilyn Balos, *ADB Programs Officer*

Ms. Evelyn Alvarado, *ADB Financial Consultant*

- **Foreign Affairs**

Ms. Marie Maddison, *Secretary*

Mr. Bernard Adiniwin, *Intern*

- **Health and Environment**

Mr. Donald F. Capelle, *Secretary*

Ms. Justina Langidrik, *Assistant Secretary*, Bureau of Primary Health Care

Mr. Sandy Alfred, *Assistant Secretary and Administrator*, Majuro Hospital

Ms. Irene Paul, *Assistant Secretary*, Bureau of Kwajalein Atoll Health Care

Mr. Jonathan Santos, *National Health Planner*

Ms. Cathelina Antalok, *Director of Nursing*

Ms. Julia Alfred, *Director*, Nutrition Program

Ms. Minna Michael, *Diabetes Coordinator*

Ms. Cathleen Zedkaia, *Nutrition Health Educator*

- **Internal Affairs**

Hon. Nidel Lorak, *Minister*

Mr. Fredrick deBrum, *Secretary*

Ms. Angela deBrum, *Chief of Local Government*

Ms. Carline Jarbon, *Acting Chief*, Community Development Division

Ms. Grace Leban, *Program Manager*, Youth Services Bureau

Ms. Iona deBrum, *Program Manager*, Women in Development

- **Justice/Department of Public Safety**  
Mr. George R. Lanwi, *Police Commissioner*
  
- **Office of the President and Cabinet**  
H.E. Kessai H. Note, *President*  
Hon. Gerald Zackios, *Minister Assisting the President*  
Mr. Phillip K. Kabua, *Chief Secretary*  
Mr. Fred Pedro, *Presidential Aide*  
Mr. Robert Muller, *Project Manager*, Ebeye Health and Infrastructure Project  
Mr. Jefferson Butuna, *Director*, Office of Planning and Statistics  
Mr. Kato Ruben, *Deputy Director*, Office of Planning and Statistics  
Mr. Lawson Tun, *Social Statistical Development Specialist*, Office of Planning and Statistics  
Mr. Daniel Hone, *Social Statistician*, Office of Planning and Statistics  
Mr. John Henry, *Data Collector*, Office of Planning and Statistics
  
- **Public Service Commission**  
Mr. Donald Matthew, *Acting Chairman/Commissioner*, Administration and Housing  
Mr. Francis Horiuchi, *Commissioner*, Personnel and Training  
Mr. Kether Lodge, *Assistant Commissioner*, Administration and Housing  
Mr. Phil Philipppo, *Assistant Commissioner*, Personnel and Training
  
- **Public Works**  
Mr. Lenest Lanki, *Secretary*  
Mr. Smith Ysawa, *Assistant Secretary*  
Mr. Thomas Maddison, *Civil Engineer*  
Mr. John Kaiko, *Chief of Construction*  
Mr. Imong Chonggum, *Chief of Mechanics*
  
- **Resources and Development**  
Hon. John M. Silk, *Minister*

Mr. Fredrick Muller, *Secretary*  
Mr. Jimmy Joseph, *Chief of Agriculture*  
Mr. Paul Ishoda, *Energy Officer*

- **Transport and Communications**

Mr. Jorelik Tibon, *Secretary*  
Mr. Lann Jetnil, *Chief of Administration and Finance*  
Mr. Tony Muller, *Director, Communications*  
Capt. Herman Monkeya, *Marine Consultant, Ships Operations*  
Mr. Elmer Langbata, *Deputy Director, Directorate of Civil Aviation*

- **Office of Attorney General**

Mr. Moses Gago, *Assistant Attorney*

- **Council of Iroij**

Mr. Ned Nemara, *Clerk*

- **Nitijela**

Mr. Joe Riklon, *Clerk*

- **Public Defender's Office**

Mr. Tiantaake Beero, *Chief Public Defender*

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## Local Government

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- **Majuro Atoll Local Government**

Mr. Mudge Samuel, *Mayor*  
Mr. Tony Muller, *Finance Manager*  
Mr. Waylon Muller, *Chief of Taxation*

- **Bikini Atoll Local Government/Bikini Local Distribution Authority**

Mr. Jack Niedenthal, *Trust Liaison and Representative for the People of Bikini*

- **Kwajalein Atoll Local Government**

Mr. Wilmer Bolkeni, *Mayor*  
Ms. Ruth Ann Mathew, *Principal, Ebeye Public School*

- **Rongelap Atoll Local Government/Rongelap Local Distribution Authority**  
Mr. James Matayoshi, *Mayor*
- **Utrik Atoll Local Government/Utrik Local Distribution Authority**  
Mr. Alex C. Bing, *Fiscal Officer*
- **Enewetak Atoll Local Government/Enewetak Local Distribution Authority**  
Ms. Heichi Jitaiam-Andrike, *Accountant*

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**Public Authorities and Enterprises**

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- **Air Marshall Islands**  
Mr. Peter R. Hanna, *General Manager*  
Mr. Charles Stinnett, *Commercial Manager*
- **College of the Marshall Islands**  
Ms. Nannette S. Boucher, *Dean of Students and Acting President*  
Mr. Carl Hacker, *Dean of Administration and Finance*  
Sr. Lois Morisky, *Chair*, Department of Education and Marshallese Studies  
Mr. Timothy Owens, *Chair*, Department of Business and Computer Science
- **Environmental Protection Agency**  
Mr. Abraham Hicking, *Acting Director*
- **Kwajalein Atoll Development Authority**  
Mr. Johnny D. Lemari, *Assistant Executive Director*  
Ms. Roseann Jackson, *Director*, Housing Department
- **Majuro Water and Sewer Co.**  
Mr. William Roberts, *General Manager*  
Mr. Hachney Takju, *Manager*
- **Marshalls Energy Company**  
Mr. William Roberts, *General Manager*

- **Marshall Islands Airport Authority**  
Mr. Jack Chong-Gum, *Director*
- **Marshall Islands Development Authority**  
Mr. David Kabua, *Director*
- **Marshall Islands Development Bank**  
Mr. Amon Tibon, *Managing Director*  
Mr. Jackson J. Ading, *Finance Manager*
- **Marshall Islands Marine Resources Authority**  
Mr. Danny Wase, *Director*  
Mr. Danny Jack, *Deputy Director*  
Ms. Ellia deBrum Sablan, *Policy and Planning Officer,*  
*Policy and Planning Division*  
Mr. Glen Joseph, *Chief Fisheries Officer,* *Oceanic Division*  
Mr. Capital Bani, *Chief Fisheries Officer,* *Coastal Division*
- **Marshall Islands Ports Authority**  
Mr. Joe Tiopech, *Director*  
Mr. Langinrus Abon, *Deputy Director*
- **Marshall Islands Social Security Administration**  
Mr. Jack Jorbon, *Acting Administrator*  
Ms. Lilian Andrew, *Deputy Administrator*
- **Marshall Islands Visitors Authority**  
Mr. Benjamin Graham, *Director*
- **National Telecommunications Authority**  
Mr. Alan E. Fowler, *President and General Manager*  
Mr. Thomas H. de Brum, *Vice President and Deputy*  
*General Manager*  
Mr. Ronald A. Cenicola, *Deputy General Manager, Finance*
- **National Training Council**  
Mr. Kam Wase, *Director*  
Mr. Falairiva Taafaki, *Consultant*

- **The Trust Company of the Marshall Islands**  
Mr. Edward B. Bigler, *General Manger*  
Mr. James Myazoe, *Deputy General Manager*
- **Tobolar Copra Processing Plant**  
Mr. Mike Slinger, *General Manager*

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**Nongovernment Organizations**

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- **Community Based Organization**  
Ms. Veronica Coffee Kiluwe
- **Council of Churches**  
Rev. Enja Enos, *President*
- **Jaluit Atoll Development Association**  
Mr. John Bungitak, *President*
- **Laura Baptist Church Clinic**  
Ms. Jennifer Pearson, *Community-Based Family Nurse Practitioner*
- **Likiep Kabieniep Association**  
Mr. John Bungitak, *President*
- **Majuro Cooperative School**  
Mr. Richard Olsen, *Principal*
- **Mission Pacific**  
Mr. Terry Sasser, *Director*
- **National Women's Council**  
Ms. Veronica Kiluwe, *President*
- **National Youth Congress**  
Mr. Shem Antibas, *President*
- **Salvation Army**  
Capt. Charles Fowler

- **Youth to Youth in Health**

Mr. Alson Kelen, *Acting Director*

- **Churches in Education**

Catholic

Fr. Rich, *Parish Priest*, Assumption Cathedral

Mr. Biiuma Samson, *Principal*, Assumption High School

Ms. Sandy Dismas, *Principal*, Assumption Elementary School

Assembly of God

Rev. Mithen Lamiller, *Principal*, Delap Calvary School

Rev. Tubal Lang, *School Administrator*, Laura Calvary School

Seventh Day Adventist

Mr. Lorima Kabemaiwai, *Deputy Principal*, Marshall Islands Christian Academy

United Church of Christ in Marshall Islands

Rev. Enja Enos, *Principal*, Rita Christian School

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**Private Sector**

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- **Bank of Guam**

Mr. Romeo A. Angel, *Branch Manager*

- **Bank of Hawaii**

Mr. Craig P. Kim, *Assistant Vice President and Branch Manager*

- **Bank of the Marshall Islands**

Mr. Patrick Chen, *President and General Manager*

- **Banking Commission**

Mr. John Bungitak, *Banking Commissioner*

- **Hotel Marshall Islands**

Mr. Isaac Marau, *Manager*

- **Majuro Chamber of Commerce**  
Mr. Kirt Pinho, *President*  
Six members of the chamber
- **Marshall Islands Journal**  
Mr. Giff Johnson, *Editor*
- **Pacific International Inc.**  
Mr. Rudolf Muller, *Manager*, Shipping
- **PM&O Processing, L.L.C**  
Mr. Rod McLachlan, *President*
- **RRE - Shipping**  
Mr. Bori Ysawa, *Manager*, Matson Shipping  
One employee in domestic shipping
- **Pacific Marshalls Inc. Marshalls Transportation Agency**  
Mr. Phil Welch, *Shipping Manager*

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**Others**

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- **Nuclear Claims Tribunal**  
Mr. Gregory J. Danz, *Judge*
- **177 Health Care Program**  
Mr. Russell Edwards, *Program Administrator*
- **DOE/PHRI Special Medical Care Program**  
Dr. Melanie Arakaki, *Family Practice Resident Physician*  
Dr. Momi Kaanoi, *Family Practice Faculty Physician*
- **Marshall Islands USP Center**  
Ms. Irene J. Taafaki, *Center Director*, RMI-USP Joint  
Education Program  
Ms. Masilina Sefeti, *Principal*

- **PFTAC**

Ms. Rose-Marie H. Olaso, *Banking Regulation and Supervision Advisor* (on mission to the RMI)

- **Forum Secretariat**

Ms. Mere Falemaka, *Trade Policy Advisor* (on mission to the RMI)

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### **Diplomatic Missions**

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- **US Embassy**

Mr. Michael Spangler, *Deputy Chief of Mission*  
Mr. Tom King, *Political and Military Officer*

- **Embassy of the Republic of China**

Mr. Leo Fu-tien Liu, *Ambassador*

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### **Committee and Conference Meetings**

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- Workshop on Convention of the Rights of the Child, 5 May 2000
- National Commission on Sustainable Development, 22 May 2000
- National Steering Committee for the *Marshall Islands Economic Report 2000* (MIER2000), 30 May 2000
- Education 2000 Summit Conference, 7–8 June 2000
- Second National Economic and Social Summit Steering Committee, 7 June 2000
- National Commission on Sustainable Development, 15 June 2000
- Cabinet Meeting, 12 July 2000
- MIER2000 Consultative Seminar, 13–14 July 2000
- National Commission on Sustainable Development, 9 August 2000
- National Commission on Sustainable Development, 30 August 2000
- National Steering Committee for MIER2000, 6 September 2000

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