



REPUBLIC OF MARSHALL ISLANDS
IMMIGRATION DIVISION
STRATEGIC PLAN 2022 – 2026

Immigration Division Ministry of Justice,
Immigration and Labor

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MESSAGE FROM THE DIRECTOR

I am very pleased to present the Republic of Marshall Islands Immigration Division's Strategic Plan for the fiscal period 2022 – 2026. This plan builds on the previous work of the Immigration Division and articulates the vision we have for securing our country's borders. This plan is a translation of our vision for the Immigration Division into actionable, practical and measurable goals and objectives that we intend to accomplish over the indicated three-year period.

The plan aligns with the national strategic plan of action outlined by our Ministry. It takes into consideration global and regional conditions and how these have impacted on the national landscape of RMI. International circumstances along with local realities have indeed influenced how we within the Division of Immigration conceptualise our mandate and the flexibility required to adapt as the circumstances within which we operate continues to evolve. The global COVID-19 pandemic has certainly taught us valuable lessons in adaptability, flexibility, risk analysis and mitigation, along with many other valuable lessons pertinent to the future of immigration operations in RMI.

In addition to the pandemic-induced adaptations the Division underwent over the past two years, there have also been marked developments and transformations, which directly influenced immigration operations. Even with the new changes in protocols and control measures introduced at our ports, the Division continued to work harmoniously with all its partners to pursue our common goal of protecting our borders. Some of the changes to RMI's Immigration Policy included the relaxation of our repatriation requirements. Border lockdowns and travel restrictions made it almost impossible for stranded visitors and foreign residents to return to their home country. Despite the challenges faced, the team at immigration has remained committed to our ministerial mandate and towards maintaining a balance between our commitment to the public and protecting our borders.

The 2022 – 2026 Strategic Plan reflects a range of very ambitious initiatives intended to strengthen and modify our operations, streamline and simplify procedures and practices, enhance staff proficiencies, build and strengthen relationships with our stakeholders and partners, and align our operations with internal best practice standards for immigration. It reflects our awareness of the need to be constantly vigilant and mindful of emerging threats, technological advancements and continued economic developments, all of which have implications for the way the Immigration Division operates. It is this environment that drives our dedication to growth and adaptation.

I am grateful to the individuals who contributed to the development of the plan. I am also very confident in the capacity and commitment of the members of the immigration team to achieve the goals outlined within the plan.

ACRONYMS

API	Advance Passenger Information
DI	Director of Immigration
DOI	Division of Immigration
DOL	Division of Labor
EC	External Consultant
IOM	International Organization for Migration
MIDAS	Migration Information Data Analysis System
MOFAT	Ministry of Foreign Affairs and Trade
MOU	Memorandum of Understanding
NSP	National Strategic Plan
OIC	Officer In Charge
PIDC	Pacific Immigration Development Community
PSC	Public Service Commission
RMI	Republic of Marshall Islands
RMIDOI	Republic of Marshall Islands Division of Immigration
SOP	Standard Operational Procedures
SPT	Strategic Planning Team

STRATEGIC PLANNING APPROACH

The information provided in this section outlines the planning process involved in the drafting of the RMIID Strategic Plan. The stages of the planning process are documented herein to assist in the replication of the process by future planners. The goal is to provide a roadmap of sorts to future plan developers or as general information for persons interested in the process undertaken to develop this document.

Development Context – the RMIDOI operations fall under the Ministry of Justice, Immigration and Labor. As part of this process the Immigration Division is required to develop a strategic plan for the 2022 – 2025 fiscal period. The plan is intended to provide a division specific outline of immigration operations for the identified period that are applicable, well-timed and practical. A plan drafted by immigration for immigration allows the immigration strategic planning team an opportunity to reflect and collaboratively develop a strategic direction for the division informed by past, present and foreseen operational realities.

The Team – The strategic planning team included the following persons:

Team Leader and Director of Immigration for the RMI – Ms. Mercyba Balos

PIDC Representative – Mr. Akuila Ratu

Team Member and Deputy Director – Mr. Roderick Kabua

Team Member and Immigration Controller II – Mr. Danny Paul

PIDC Appointed EC – Dr. Danielle Watson

It is important to note that all members of the team were not present at all meetings due to other work-related commitments.

The Planning Process – The Planning Process involved initial consultation among PIDC, the DI and the EC, weekly virtual meetings, scaffolded drafting, and e-consultation. These are further explained as follows:

Initial Consultation – PIDC, the DI and the EC had an initial virtual meeting to discuss the goal of the exercise and the approach best suited to the undertaking. During the meeting, the DI was presented with an outline of the scaffolded proposed approach to be taken for plan development. Each step of the process was explained by the EC and

documentation provided to the DI to peruse post-meeting. This document informed most of their discussions. The EC requested that the DI provided copies of all documents relevant to establish an understanding of local context and the immigration landscape. A request was also made for the DI to establish an in-country team to work on plan development. The initial meeting with the in-country team (headed by the DI), the PIDC representative and the EC was scheduled for one week post-initial consultation.

Virtual Meetings – Weekly meetings were scheduled to work on the plan. At the first virtual meeting with the in-country team, the EC was introduced to the members of the in-country team by the DI. The meeting began with the EC providing an overview of tasks to be undertaken over the planning period and going over the documents provided by the DI prior to the meeting. All questions the EC had relating to documents provided were answered by the DI and her team. As there was no previous strategic plan for RMIID and immigration was not explicitly identified in the NSP, the team was charged with the responsibility of identifying areas they perceived as relevant to their operations. The team discussed the four components of the planning process – conducting risk analysis, identifying strategic goals, developing an operational matrix, plan alignment.

n.b. Stakeholder engagement and a SWOT analysis were not conducted as information relating to these areas were drawn from the NSP.

Action areas from the 2020 Division of Immigration Annual Report, the NSP and the PIDC Model National Strategic Framework were all used to inform discussions relating to the content of the plan. The team discussed all aspects of the plan (including the vision, mission, goals, objectives and strategies) and planning process, after which the in-country members of the team were tasked with the responsibility of completing the first task for the plan – conducting risk analysis. They were required to complete this task and return to the EC ahead of the next scheduled weekly meeting. All other meetings were used to discuss pre-drafted components of the plan and to discuss requirements for the next step in the process. For all components of the plan other than the risk analysis, drafting was done by the EC based on discussions with the team. These drafts were revised and edited by the in-country team and/or returned to the EC for further amendments as necessary.

Drafting – All components of the plan were drafted by the EC in consultation with the planning team and later reviewed and revised by the DI as necessary.

e-Consultation – All aspects of the planning process took place via online communication (zoom meetings and email exchanges). All written aspects of the planning process were communicated directly to the DI and copied to other members of the planning team. All members of the planning team were invited to attend weekly zoom meetings set up by the external consultant. Attendance at meetings were based on the availability of team members. Correspondence on drafted components of the plan took place in virtual meetings or via email between the DI and the external consultant.

Funding – The Consultant involved in the preparation of the plan was funded through PIDC as part of an agreement with the Queensland University of Technology, Australia.

Constraints – COVID-19 travel restrictions meant limited the ability of the team to work in-person with the external consultant, which meant all communication took place virtually over an extended period. The inability of the consultant to be physically present meant increased the duration of time required to complete the plan. The team was not adequately briefed about the drafting process, which impacted their ability to adequately prepare for what it entailed.

ORGANISATIONAL FUNCTIONS

Our Mandate - The division of immigration is established by the immigration act 2006 which is an act to reform the law related to immigration, and in particular to streamline the requirements for the issuance of visas and permits, to clarify procedures for the removal of persons who are in the republic unlawfully and to allow for more effective enforcement of immigration laws and thereby secure the republic's borders.

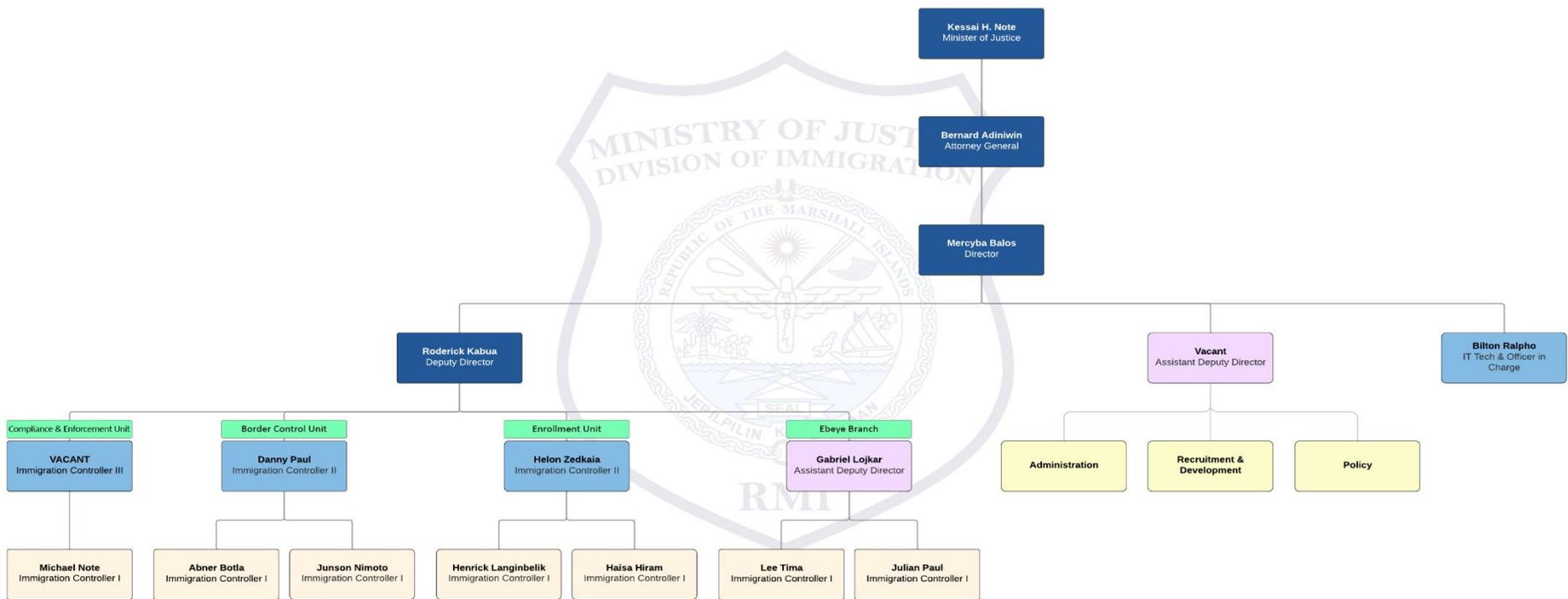
Our Roles & Responsibilities

Border Control Unit	Compliance Unit	Enrolment Unit	IT & Data Management Unit
<ul style="list-style-type: none"> - Control and implement entry and departure requirement at all authorized ports against illegal entry of the alien while welcoming legitimate travellers - Conducts thorough inspections of all crafts and travellers entering and exiting RMI ports -Determine and verify traveller identities and nationalities to prevent the entry of ineligible aliens, including criminals, terrorists and other persons may subvert RMI's national interest -Inspections include document examinations and traveller interviews to assist in determining eligibility for entry into the RMI - Report matters of compliance for immediate action 	<ul style="list-style-type: none"> -Oversees the effective enforcement of RMI's immigration laws. -Identifies, arrest and removes aliens who present a danger to the RMI's national security, a risk to public safety as well as those that have entered the RMI illegally or otherwise undermine the integrity of RMI's immigration laws and our border control efforts, including illegal trafficking and smuggling of people. - Liaise with stakeholders on matters of compliance. Liaise with partner law enforcement of mutual matters of national security or compliance. - Prepares and represents the Division in prosecution cases. 	<ul style="list-style-type: none"> -Oversees RMI's visa application process for all non-citizen seeking to work, study and invest in the RMI, including applicable dependents. - Enrol non-citizens registering to reside in the RMI for a period of more than 6 months. - Monitors the issuance of extensions of stay and any changes or adjustments of status while in the RMI. - Report matters of compliance to the Compliance Unit for necessary action. - Assist RMI's Foreign Service offices with the facilitation and processing of visitor visa applications and other services. 	<ul style="list-style-type: none"> -Tasked with management and maintenance of methods and technology used to gather and store information by the Division of Immigration. - Ensure the Division complies with current internal information technology standards and security requirements. - Study and identify new technology for the Division. - Supports the Division with executive level reporting using data within the Division's border management system by providing accurate statistics reports for development and policy recommendations

ORGANISATIONAL CHART

THE DIVISION OF IMMIGRATION

Ogranizational Chart - FY2022



KEY ACTIVITY AREAS

KAA1

Policy and Legislative Development

- The Division will have immigration policy and legislation that enables border integrity and immigration management that provide security and contribute to national and international obligations and priorities

KAA2

Data Collection, Analysis and Information Exchange

- The Division will collect and share quality and relevant data through research and analysis

KAA3

Advocacy, Liaison and Representation

- The Division will work in partnership with key national, regional and international stakeholders and forums to contribute to economic and social outcomes

KAA4

Build Capacity and Sharing of knowledge and Expertise

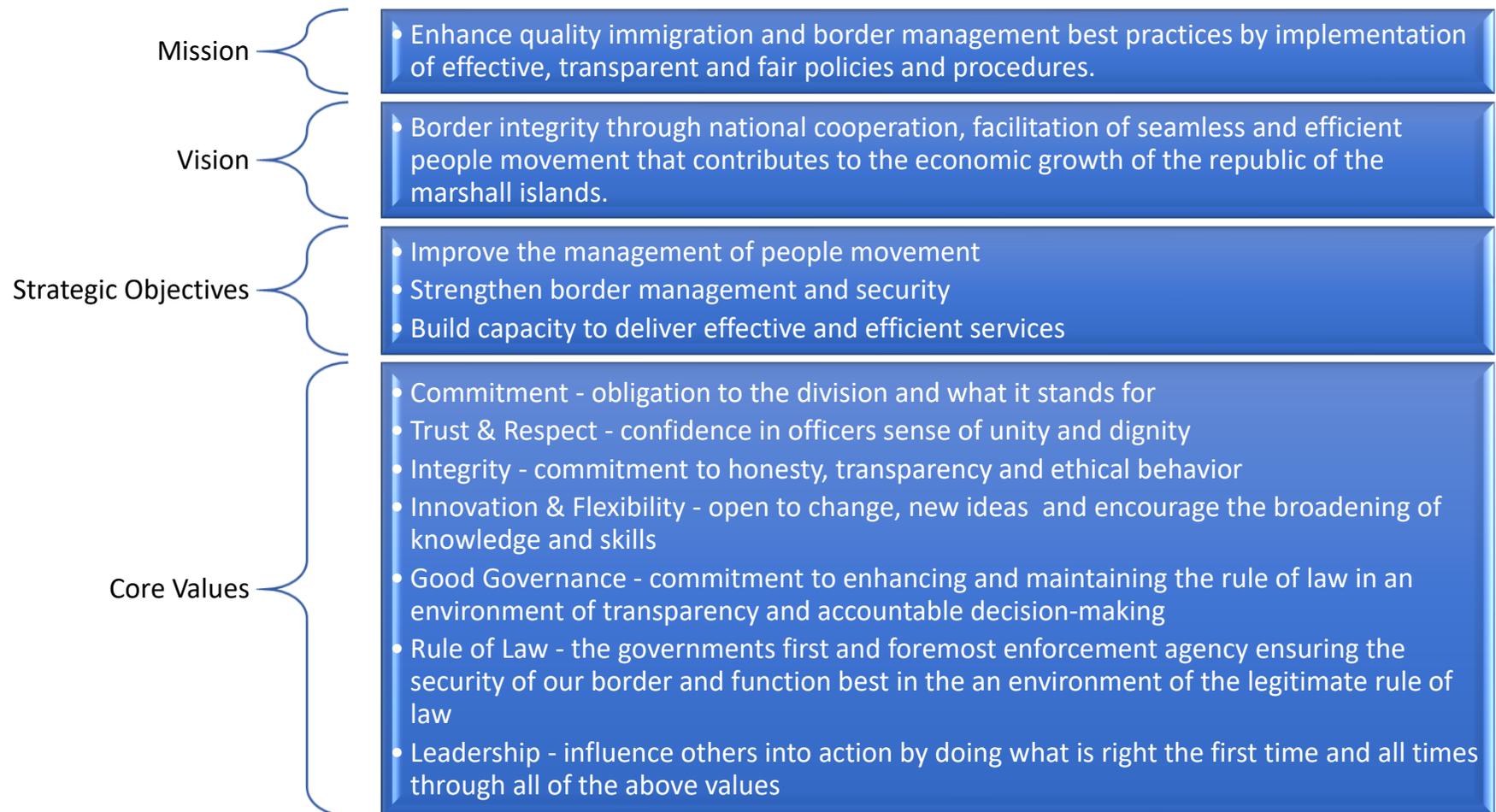
- The Division will build and share knowledge and skills that enhance border integrity and immigration services. Building of strong partnership to increase the capability of the Division to identify and address emerging issues

KAA5

Governance and Accountability

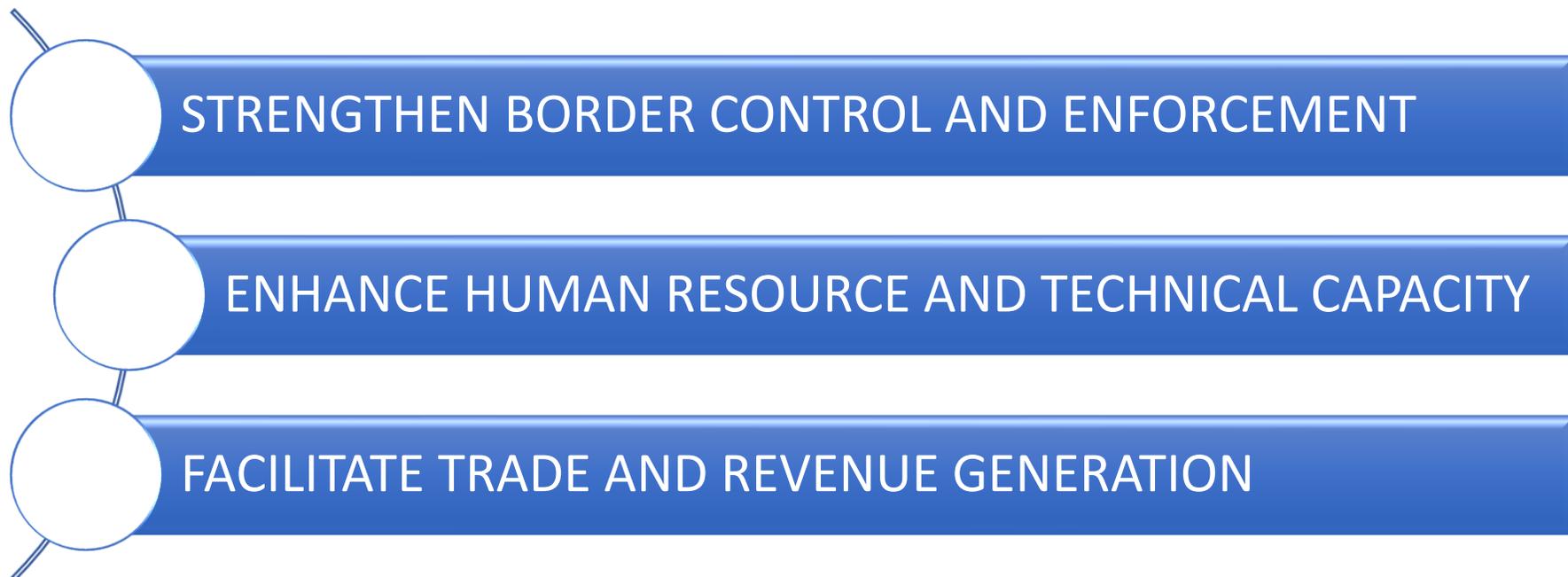
- The Director is accountable for transparent budgeting and reporting on the activities and administration of the Division

MISSION, VISION, STRATEGIC OBJECTIVES & CORE VALUES



STRATEGIC FOCAL AREAS

In alignment with the NSP and ministerial directives for immigration, the RMI Immigration Division will prioritize three key areas: border control and enforcement, human and technical capacity, and trade and revenue generation. In addition to its strategic priorities, RMIID will continue its daily operations as the Ministry's arm of border protection. Our three strategic goals are as follows:



FOCAL AREA 1: BORDER CONTROL & ENFORCEMENT

Border control and enforcement is one of the key priorities for RMIDOI. In order to meet this goal, there is a need to improve RMI's intelligence mechanisms to support enforcement and control operations and to strengthen immigration's capacity to identify and respond to real and perceived threats. The strengthening of RMIDOI's capabilities further requires the enhancement of compliance and control processes to (1) extend operational possibilities, (2) strengthen response capabilities, and (3) enhance the proficiency and success of enforcement maneuvers in such a manner that maximizes resources. The following objectives will be prioritized for the 2023-2026 strategic period:

Objective 1.1: Strengthen intelligence, risk management, compliance and control processes

Objective 1.2: Revise Data Collection, Analysis and Storage Best Practices that Allow for Transparency and Continuity

Objective 1.3: Enhance Border Management Services

FOCAL AREA 2: HUMAN RESOURCE & TECHNICAL CAPACITY

Investment in human resources and technical capacity is of paramount importance to the operational success of the RMIDOI. As is the reality for many departments in the public sector, staff recruitment, retention, upskilling and general capacity development present challenges. With human resource capacity of 13 public servants, the prioritization of staff efficiency is critical to the improvement and maintenance of high levels of operational effectiveness. In an attempt to improve organizational functionality, the RMIID strategic planning team has identified a continued focus on its people and processes as warranting attention. The following objectives will be prioritized for the 2023-2026 strategic period:

Objective 2.1: Establish policies to improve efficiency and operational capacity

Objective 2.2: Create an Efficient and Competent Human Resource Pool

Objective 2.3: Enhance the use of technology and innovation

FOCAL AREA 3: TRADE & REVENUE GENERATION

The RMIDOI is one of the primary stakeholders involved revenue generation through the movement of persons. The RMI's recognition as a tourist destination and its status as a signatory to the Compact of Free Association with the United States indicate a high likelihood of its ability to derive economic gains from the inflow and outflow of individuals within its borders. Revenue generation through taxes, levies, permits and other related fees associated with travel to and from the RMI are revenue streams specific to immigration operations. Both the existing fee structures and enforcement processes related to collection of owed monies require review to avert possible financial leakages. The following objective will be prioritized for the 2023 – 2026 strategic period:

Objective 3.1: Improve Immigration Income Generation

IMPLEMENTATION PROCESS

In order to ensure the completion of all tasks necessary to meet each identified strategic goal, strategies related to each identified objective were developed and related key performance indicators established. Actions necessary to guide the attainment of each outlined objective are articulated within an established Action Matrix. The following activities are key to the Action Matrix implementation process:

1. Prepare a budget linked to the Action Matrix process to aid in the execution of tasks not directly related to daily division operations and not included in the financial budgeting for the proposed period.

2. Assigning and train a team of relevant personnel to lead and report on the implementation of strategies (while the management team will oversee the implementation and execution of the plan, they will not be directly involved in all aspects of task completion).
3. Identify and prepare a specialized team to perform a quarterly review of the progress of the plan. This may be the same individuals assigned for activity 1 of the implementation process.
4. Acquaint all staff with the Strategic Plan 2022 – 2026.
5. Conduct annual monitoring, evaluation and assessment of the Strategic Plan’s goals and objectives and have the assigned implementation team generate annual progress reports to be reported to management.

RISK ANALYSIS & MITIGATION APPROACHES

The SPT identified multiple risks and their perceived threat level to immigration operations. Mitigating approaches were also proposed. These are indicated in the following table:

<i>Risks</i>	<i>Level</i>	<i>Mitigating Approaches</i>
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Non-existence of an immigration operational plan	High	The provision of technical assistance by key local and regional partners/stakeholders
Limited operational budgets and further diversion of funds based on government priorities	High	Engage with Attorney General and the Minister in charge to discuss prioritization of the Immigration Division budget
Limited human and technical resources	High	Engage in discussions with Ministry to address this issue
Lack of professional capacity and development opportunities for staff	High	Pursue available trainings or workshop that PSC would coordinate that are also relevant for the work of the DOI staff and seek support from local and external partners
Reformed Legislation	High	Update the Bill for an Immigration specific Act and pursue discussions with the AG and Minister to have it introduced and passed at Parliament
Inaccurate data collections at USAGKA due to space not available for RMIDOI to process Outbound passengers	High	Seek assistance or clarity from AG & MOFAT and to further pursue discussions with US Gov't & USAGKA
RMI Government purchasing processes delay DOI purchasing	Medium	Pursue discussions with the Ministry to set up a special revenue fund for DOI Director with the approval of the Minister and the AG to have direct access for purchasing
Lack of follow up training on the border management system (MIDAS) in upgrading security and maintenance system; Unsafe facilities due to deteriorating terminal building	Medium	Work with IOM to assist with required training; Hire IT support staff; work with Ports authority and Public Maintenance and Utilities (PMU)
Lack of a detention centre to facilitate some aspects of compliance and enforcement	High	Pursue legislation reform and capacity enhancement avenues

ACTION MATRIX

STRATEGIC GOAL 1: STRENGTHEN BORDER CONTROL AND ENFORCEMENT

Objective 1.1: Strengthen intelligence, risk management, compliance and control processes				
Strategies	KPI's	Proposed timeframe	Personnel	
<ul style="list-style-type: none"> - Improve RMI intelligence capacity - Enhance risk identification strategies - Update operational practices and procedures? 	- <i>Maintain and upgrade integrated border management strategy</i>	Q1-FY'22	Management Team & IT Tech with IOM IT experts	
	- <i>Explore opportunities for the integration of. Interpol databases with RMI immigration systems</i>	Q1-FY'22	Director & IT Tech	
	- <i>Adopt current best practices and procedures in investigative areas.</i>	Q1 & 2-FY'22	Director & IT Tech	
	- <i>Strengthen partnership and intelligence information sharing at the national level in parallel with regional and international law enforcement</i>	Q2 & 3-FY'22	Deputy & Controller II	
	- <i>Develop a RMI risk management framework</i>			
	- <i>Develop strategies to enhance document authentication/examination strategies</i>	Q2 & 3-FY'22	Management Team	
	- <i>Review, revise and update passport, visa and permit application systems</i>	Q1 & 2 FY'22	Management Team	
	- <i>Review, Revise and update existing reporting frameworks</i>	Q3 FY'22	Management Team & AG's IT Director	
			Q1 & 2 FY'22	Management Team
Objective 1.2: Revise Data Collection, Analysis and Storage Best Practices that Allow for Transparency and Continuity				
- Revise immigration specific reporting frameworks to align with revised SOP's	- <i>Conduct SOP alignment activities in parallel with existing legislation and, immigration policies</i>	Q1 & 2 FY'22	Management Team	

<ul style="list-style-type: none"> - Strengthen procedures for information collection, analysis and dissemination 	<ul style="list-style-type: none"> - <i>Develop and implement Human Resource planning specific to updated SOPs.</i> - <i>Update existing Job Descriptions based on SoPs</i> - <i>Revisit and update policies in place to address standards of services for passengers and crew</i> - <i>Develop API policies to address standards of services for passengers and crew</i> - <i>Initiate dialogue on the revision of information sharing legislation</i> - <i>Upgrade data management mechanisms</i> - <i>Revisit and update data collection practice and procedure</i> - <i>Upgrade existing internal databases storage and capacity</i> - <i>Conduct regular data analysis for decision making purposes</i> - <i>Update shared databases</i> - <i>Upgrade public information sharing websites</i> 	<ul style="list-style-type: none"> Q4 FY'22 & Q1 FY'24 Q1 FY'22 Q2FY'22 Q3FY'22 Q4 FY'22 Q1 FY'22 Q1FY23 Q1FY'22 Q4FY'22 Q4FY'22 Q1FY'23 	<ul style="list-style-type: none"> Management Team Director and Deputy Deputy & IT Tech Management & IT Tech ALL Team members Deputy & IT Tech Director & IT Tech & AG's IT Director
Objective 1.3: Enhance Border Management Services			
<ul style="list-style-type: none"> - Build stakeholder engagement capacity 	<ul style="list-style-type: none"> - <i>Revisit existing MOU's and explore options for new agreements based on current trends</i> - <i>Explore opportunities for local, regional and international capacity building partnerships</i> 	<ul style="list-style-type: none"> Q3 FY'22 Q4FY'22 On-going 	<ul style="list-style-type: none"> Director & Management Team Director Director and Management Team

<ul style="list-style-type: none"> - Enhance service delivery - Strengthen organizational capacity to address human trafficking, people smuggling and other transnational crimes - Strengthen enforcement mechanisms 	<ul style="list-style-type: none"> - <i>Strengthen capacity building partnerships with developmental partner at the regional and international level</i> - <i>Collaborate with relevant partners to address Immigration-related matters</i> - <i>Undertake discussions with identified Immigration stakeholders to enhance information sharing capabilities and attachment protocols</i> - <i>Conduct customer service training in partnership with the Office of Commerce, Investment and Tourism (OCIT) and relevant stakeholders</i> - <i>Implement customer feedback system</i> - <i>Revise, update, implement existing arrival and departure mechanisms to provide more efficient and effective service for travellers</i> - <i>Improve queue management systems</i> - <i>Develop and adopt an anti-people smuggling framework</i> - <i>Launch awareness campaigns and provide training for relevant stakeholders on human trafficking, people smuggling and other trans-border crimes</i> - <i>Introduce up-to-date monitoring, screening and interviewing capabilities</i> - <i>Review and revise existing operation framework to improve operations and procedures</i> - <i>Strengthen enforcement composition teams</i> 	<p>Q2 FY'22</p> <p>Q3FY'23</p> <p>Q4FY'24</p> <p>Q2 & 3 FY'23</p> <p>Q4FY'22 & Q1FY'22</p> <p>Q2FY'22</p> <p>Q2FY'22</p> <p>Q2FY'22</p> <p>Q2FY'23</p>	<p>Deputy director</p> <p>Director & Deputy</p> <p>Deputy & OIC for Compliance & Enforcement</p> <p>Deputy Director</p> <p>Director & Deputy</p> <p>Deputy & Compliance OIC</p> <p>Management Team</p> <p>Management Team</p> <p>Management Team</p> <p>Director & Compliance OIC</p>
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	<ul style="list-style-type: none"> - <i>Review and revise the existing visa regulations</i> - <i>Develop an expatriate and returning resident (deportee) monitoring mechanism</i> 	<p>Q2FY'24</p> <p>Q4FY'22</p> <p>Q3FY'22</p> <p>Q2FY'23</p>	<p>Management Team</p> <p>Management Team in consultation with AG and relevant stakeholders</p>
STRATEGIC GOAL 2: ENHANCE HUMAN RESOURCE AND TECHNICAL CAPACITY			
Objective 2.1: Establish policies to improve efficiency and operational capacity			
<ul style="list-style-type: none"> - <i>Formulate policies to improve efficiency and maximize operational capacity</i> 	<ul style="list-style-type: none"> - <i>Develop an organizational risk management framework</i> - <i>Establish an operating system to avoid service disruption by conducting routine monitoring of the system</i> 	<p>Q1&2FY'23</p> <p>Q2FY'22</p>	<p>Director & Deputy</p> <p>Director & Deputy</p>
Objective 2.2: Create an Efficient and Competent Human Resource Pool			
<ul style="list-style-type: none"> - <i>Increase training opportunities to develop the skill sets in administration and other operational departments</i> 	<ul style="list-style-type: none"> - <i>Establish and conduct in-house/external training to upskill staff (e.g Job rotation)</i> - <i>Establish and conduct training for new secondary inspection system</i> - <i>Assess and develop staff training needs and explore opportunities for access to required training</i> - <i>Develop and liaise training budget with national and development partners</i> - <i>Develop and implement a performance and achievement-oriented framework</i> - <i>Develop succession planning</i> 	<p>Q2FY'23</p> <p>Q1&2FY'23</p> <p>Q4FY'22</p> <p>Q1FY'23</p> <p>Q1FY'24</p>	<p>Director & Deputy</p> <p>Director & Deputy</p> <p>Director in consultation with PSC and OCS</p> <p>Director in consultation with PSC, OCS, MoFAT and others</p> <p>Director in consultation with PSC</p>

		Q2FY'24	Director in consultation with PSC
Objective 2.3: Enhance the use of technology and innovation			
- Implement and integrate smart and innovative technological capabilities	- <i>Develop system to automate and integrate all Immigration Services</i>	Ongoing	IT Tech
	- <i>Transition from paper-based to digital environment</i>	Q1FY'24	IT Tech
STRATEGIC GOAL 3: FACILITATE TRADE AND REVENUE GENERATION			
Objective 3.1: Improve Immigration Income Generation			
- Revisit and improve income generation avenues	- <i>Review, revise and update revenue collection and compliance processes</i>	Q3&4 FY'23	Director & IT Tech
	- <i>Assess/revise immigration fee structure and income generation processes?</i>	Q2&3 FY'22	OIC – Compliance & Enforcement
	- <i>Strengthen compliance around penalty issuance and fine collection in a timely manner.</i>	Q1FY'23	Director, Compliance OIC in consultation with AG

REPORTING MATRIX

(Each team leader or assigned personnel will be responsible for completing a reporting matrix for each assigned strategy. The document is to be modified as necessary)

Strategy or Sub-Strategy <i>(To be imported from Strategic Plan Implementation Document)</i>	KPIs <i>(To be imported from Strategic Plan Implementation Document)</i>	KPIs - Success Criteria <i>(Here the actual indicator of success will be documented)</i>	Results/Achievement <i>(Here, the action that reflects a result will be documented)</i>	Comments <i>(All factors related to the achievement of the KPI should be documented here)</i>

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