



REPUBLIC OF THE MARSHALL ISLANDS

# High-Level Sustainable Tourism Policy and Development Strategy 2025 - 2030



# Acknowledgments

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# Abbreviations

<b>ADA</b>	Arno Development Authority	<b>MOFAT</b>	Ministry of Foreign Affairs and Trade
<b>CHPO</b>	Cultural and Historic Preservation Office	<b>MOFBPS</b>	Ministry of Finance, Banking and Postal Services
<b>CLLC</b>	Customary Law and Language Commission	<b>MOHHS</b>	Ministry of Health and Human Services
<b>CMAC</b>	Coastal Management Advisory Council	<b>MOTCIT</b>	Ministry of Transport, Communications and Information Technology
<b>CMI</b>	College of the Marshall Islands	<b>MOWIU</b>	Ministry of Works, Infrastructure and Utilities
<b>COC</b>	Chamber of Commerce	<b>MSEs</b>	micro and small enterprises
<b>DFAT</b>	Australian Department of Foreign Affairs and Trade	<b>MSMEs</b>	micro, small, and medium enterprises
<b>DIDA</b>	Division of International Development Assistance	<b>MWSC</b>	Majuro Water and Sewer Company
<b>DOC</b>	Division of Customs	<b>NAP</b>	National Adaptation Plan
<b>DOI</b>	Division of Immigration	<b>NDMO</b>	National Disaster Management Office
<b>DOL</b>	Department of Labor	<b>NEO</b>	National Energy Office
<b>EPA</b>	Environmental Protection Agency	<b>NGO</b>	non-governmental organization
<b>EPPSO</b>	Economic Policy, Planning and Statistics Office	<b>NNC</b>	National Nuclear Commission
<b>GSTC</b>	Global Sustainable Tourism Council	<b>NSP</b>	National Strategic Plan
<b>KBE</b>	Kili, Bikini, Ejit	<b>NTA</b>	National Telecommunications Authority
<b>LRA</b>	Land Registration Authority	<b>OCIT</b>	Office of Commerce, Investment and Tourism
<b>MALGOV</b>	Majuro Atoll Local Government	<b>ONS</b>	Office of National Security
<b>MAWC</b>	Majuro Atoll Waste Company	<b>PAN</b>	Protected Areas Network
<b>MEC</b>	Marshalls Energy Company	<b>PATA</b>	Pacific Asia Travel Association
<b>MICNGO</b>	Marshall Islands Council of NGOs	<b>PSS</b>	Public School System
<b>MICS</b>	Marshall Islands Conservation Society	<b>RMI</b>	Republic of the Marshall Islands
<b>MIDPO</b>	Marshall Islands Disabled Persons Organization	<b>RMIPA</b>	RMI Ports Authority
<b>MIMA</b>	Marshall Islands Mayors Association	<b>SPTO</b>	Pacific Tourism Organization
<b>MIPD</b>	Marshall Islands Police Department	<b>UNWTO</b>	United Nations World Tourism Organization
<b>MISSA</b>	Marshall Islands Social Security Administration	<b>USP</b>	The University of the South Pacific
<b>MNRC</b>	Ministry of Natural Resources and Commerce	<b>WEEC</b>	Women’s Economic Empowerment Committee
<b>MOCIA</b>	Ministry of Culture and Internal Affairs	<b>WUTMI</b>	Women United Together Marshall Islands
<b>MOEST</b>	Ministry of Education, Sports and Training	<b>WYSER</b>	Women and Youth Skills, Empowerment, and Resilience

# Foreword

## Message from the Minister for Natural Resources and Commerce

The National Strategic Plan 2020–2030 identifies the untapped potential of tourism to contribute to income and employment creation, engage local communities, attract joint venture investments, and promote our culture, language, and traditions.

As an active member of the Pacific Tourism Organization and a signatory of the Pacific Sustainable Tourism Commitment, the RMI has pledged to elevate sustainable tourism as a regional priority, championing environmental, sociocultural, and economic development.

Now, as a nation, we must focus on developing the tourism sector to meet these expectations.

Therefore, as the Minister for Natural Resources and Commerce, I am proud to present this Sustainable Tourism Development Strategy, crafted with the invaluable input of our traditional leaders, communities, private sector, and government representatives. This strategy is a testament to our collective vision for tourism that delivers environmental, cultural, social, and economic benefits to our nation.

The Ministry, through its dedicated division, the Office of Commerce, Investment and Tourism (OCIT), plays a pivotal role in executing this plan. However, it is essential for all agencies and stakeholders to work in unison to ensure tourism's positive influence. I call upon everyone to consider the guiding principles and foundational activities laid out in this strategy to inform their decisions and actions, setting the stage for future sustainable tourism development.

Together, let us make tourism a force for good. I welcome your collaboration and commitment to achieving our shared vision for the future of tourism in the Republic of the Marshall Islands.

In conjunction with the release of this Sustainable Tourism Development Strategy, on behalf of the Government, I am introducing a Sustainable Tourism Policy Statement to underpin the sector's development.



**Honorable Anthony M. Muller**  
**Minister for Natural Resources and Commerce for the RMI**

## Message from the House of Chiefs

It is with great pride and commitment that we, the House of Chiefs, extend our wholehearted support for this High-Level Sustainable Tourism Policy and Development Strategy 2025–2030. Our land, rich in culture and heritage, stands ready for investment that aligns with our values and preserves the integrity of our communities.

We recognize the potential of tourism to contribute to our economic prosperity, create employment opportunities, and foster joint venture investments that benefit both locals and investors. Our vision is one of a thriving tourism sector that not only showcases our beautiful nation but also shares and honors our rich cultural traditions.

We endorse the vision and guiding principles set out for tourism that will ensure development is in harmony with our community values and will enhance our nation’s prosperity while preserving our way of life.

We are prepared to facilitate the growth of tourism by making land available for investment that will be beneficial, sustainable, and respectful of our cultural and environmental heritage. We are committed to addressing the critical issue of land access to support future investments. Our goal is to create a conducive environment where investors can collaborate with local communities to foster mutual growth and development.

Together, let us embark on this journey toward a sustainable and prosperous future, where tourism serves as a bridge between our cherished traditions and the promise of economic growth. We call upon all stakeholders to join us in this endeavor, ensuring that our nation’s tourism sector thrives while remaining true to our cultural and environmental values.



**Chairman Lanny Kabua**  
**The House of Chiefs**

# Executive Summary

This High-Level Tourism Policy and Development Strategy for the Republic of the Marshall Islands (RMI) has been prepared by the Office of Commerce, Investment and Tourism to define a practical pathway for the development of the tourism sector in the RMI to 2030. It supports the National Strategic Plan 2020–2030, presenting the RMI Government’s policy statement for tourism as well as a practical public–private–community strategy for the sector.

## The RMI Government's Sustainable Tourism Policy Statement

*The Republic of the Marshall Islands Government is committed to developing tourism as a key driver of economic growth, while ensuring it is environmentally sustainable, culturally respectful, and inclusive.*

*The Government will embed sustainable tourism principles into planning and development to deliver long-term benefits for the environment, culture, and Marshallese communities. We will strengthen infrastructure and services, protect cultural and natural assets, empower local communities, and develop high-quality, authentic visitor experiences.*

*Tourism will support national development priorities outlined in the National Strategic Plan and align with the Sustainable Development Goals. The Government is dedicated to integrating this strategy’s actions into Agenda 2030 to ensure tourism contributes meaningfully to the Marshall Islands’ broader development aspirations.*

## A Multi-Stakeholder Tourism Development Strategy

Collaboration has been at the heart of developing this strategy. Consultations conducted in 2023 and 2024 with the House of Chiefs, central and local governments, the private sector, communities, and regional partners shaped the formulation of a shared vision for tourism in RMI, guiding principles for its development, and goals to strive for.

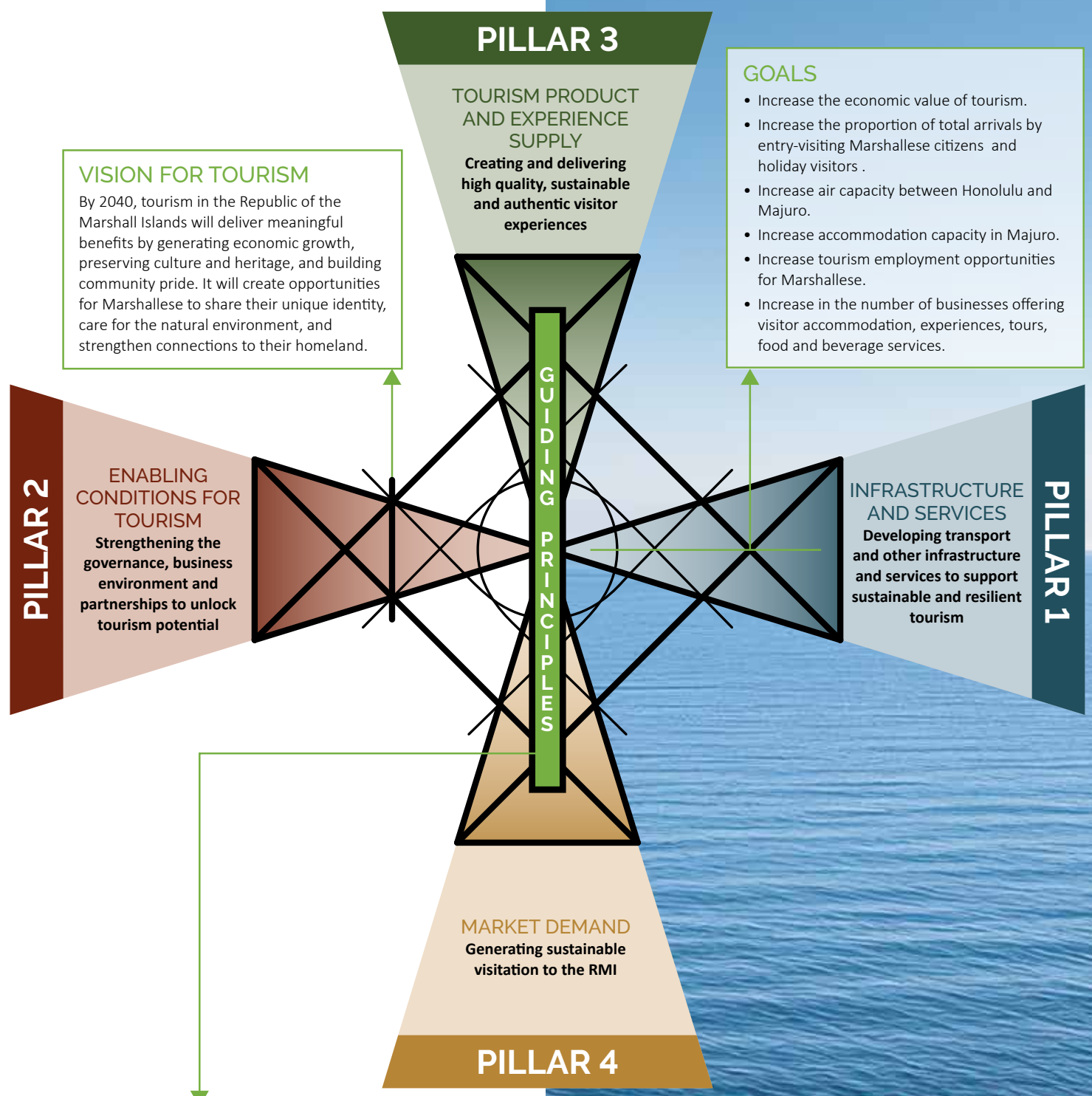
Similarly, the strategy’s pillars and objectives for focusing efforts, and the actions for its implementation, are based on perspectives and information provided by local tourism stakeholders, as well as data and information sourced from relevant RMI plans and reports and global/regional tourism sources, including guidance from the Pacific Tourism Organization (SPTO).

Collaboration will continue at the heart of this strategy’s implementation. The action plan outlines the roles agreed upon by all stakeholders collectively advancing the tourism sector in a responsible manner.

The elements of the strategy are conceptualized as a Marshall Islands stick chart (or *wapepe*, meaning “boat floats”). The central backbone of the *wapepe* represents the core guiding principles for tourism, while the waves symbolize the overarching vision. The four swells function as strategic pillars to “chart the course,” with goals directed by the predominant east swell. The implementation plan encompasses 12 objectives distributed across the four pillars, each reinforced by an action plan to “embark on the voyage.”

The strategy goals will be monitored for progress against set targets. The completion of actions will also serve as key performance indicators.

Finally, this strategy will remain a living document. Whereas it sets a course to follow based on what is known at the time of writing, flexibility for changing conditions is critical. Therefore, it will be updated with new information and adjusted according to evolving outlooks.



### PILLAR 3

**TOURISM PRODUCT AND EXPERIENCE SUPPLY**  
**Creating and delivering high quality, sustainable and authentic visitor experiences**

- GOALS**
- Increase the economic value of tourism.
  - Increase the proportion of total arrivals by entry-visiting Marshallese citizens and holiday visitors .
  - Increase air capacity between Honolulu and Majuro.
  - Increase accommodation capacity in Majuro.
  - Increase tourism employment opportunities for Marshallese.
  - Increase in the number of businesses offering visitor accommodation, experiences, tours, food and beverage services.

**VISION FOR TOURISM**  
 By 2040, tourism in the Republic of the Marshall Islands will deliver meaningful benefits by generating economic growth, preserving culture and heritage, and building community pride. It will create opportunities for Marshallese to share their unique identity, care for the natural environment, and strengthen connections to their homeland.

**PILLAR 2**  
**ENABLING CONDITIONS FOR TOURISM**  
**Strengthening the governance, business environment and partnerships to unlock tourism potential**

**PILLAR 1**  
**INFRASTRUCTURE AND SERVICES**  
**Developing transport and other infrastructure and services to support sustainable and resilient tourism**

**GUIDING PRINCIPLES**

**MARKET DEMAND**  
**Generating sustainable visitation to the RMI**  
**PILLAR 4**

- GUIDING PRINCIPLES**
- We will not compromise our values, culture, heritage, traditions, language, and well-being as we grow and develop our tourism sector.
  - We will ensure that tourism development will be responsibly managed to protect fragile ecosystems, mitigate the effects of climate change, and respect the delicate environmental balance and cultural integrity of the islands.
  - We will set realistic growth targets by adopting a low-impact, low-volume, high-value approach to visitor attraction.
  - We will align tourism to achieve the aspirations of our people and co-design development with communities to prioritize opportunities that deliver local benefits.
  - We will protect and promote our culture by offering only authentic visitor experiences, inviting visitors to discover our *manit* (way of life or culture) rather than manufacturing experiences for their enjoyment.
  - We will nurture partnerships and investments that treat our people and places with respect, improve cultural and environmental outcomes, and minimize economic leakage.

# 1.

## Introduction and Purpose

### 1.1 Introduction

The Republic of the Marshall Islands (RMI) is ready to shape the future of its tourism sector with a clear focus on sustainability, inclusion, and resilience. Therefore, this High-Level Tourism Policy and Sustainable Tourism Development Strategy 2025–2030 (the “Tourism Policy and Strategy”) has been developed by the Office of Commerce, Investment and Tourism (OCIT) in close consultation with tourism stakeholders, the House of Chiefs, central and local government partners, the private sector, and community representatives. It has also been informed by a review of relevant plans and research, and lessons learned from the previous strategy—the RMI Strategic Tourism Plan 2020–2024 (Box 1).

This combined policy and strategy is written in the context of the RMI recovering from the travel disruptions caused by COVID-19. In FY2023, the economic value of tourism was estimated at US\$4.8 million (constant price GDP), representing just over 2% of the nation’s GDP.<sup>1</sup> Although this is slightly lower than the US\$5.2 million recorded prior to the pandemic (FY2019), earnings are rebounding as evidenced by consecutive growth over the past three years.

This document recognizes that tourism has the potential to bring new opportunities to the RMI by creating jobs, supporting local businesses, and sharing the unique traditions and natural beauty of the islands with the world. At the same time, it is important to make sure that tourism develops in a manageable and realistic manner, respecting the needs of local communities and the environment. The policy and strategy set a course for achieving these goals while supporting the RMI’s broader national plans for economic growth and climate resilience.

This document also recognizes that while it is important to be guided by a set course, it is also important to be ready to adapt to changing conditions. Therefore, it will be a living document and will be updated according to new insights and needs.

#### **Box 1: Lessons Learned from the RMI Strategic Tourism Plan 2020–2024**

The RMI Strategic Tourism Plan 2020–2024 aimed for ambitious growth, targeting 62,000 visitor arrivals by 2024 through a high-volume approach. However, proposed segments such as large conferences, weddings, and wellness tourism lacked alignment with the destination’s strengths and relied on immediate hotel developments that did not materialize. Source markets were identified based on proximity rather than compatibility with the RMI’s unique offerings.

The plan rightly emphasized sustainable funding, enabling policies, community engagement, experience development, and destination branding, which remain critical focus areas. However, implementation was significantly disrupted by the COVID-19 pandemic and prolonged border closures. These experiences have shaped this new strategy, emphasizing a more realistic, sustainable, and targeted approach aligned with the RMI’s unique strengths.

<sup>1</sup> Economic Policy Planning and Statistics Office.



## 1.2 Purpose

The purpose of this policy and strategy is to

- state the RMI Government's commitment to tourism as a priority sector for future development;
- present a tourism strategy that aligns with the National Strategic Plan (NSP) 2020–2030 and other key national plans;
- express a long-term shared vision for the future of tourism in the RMI, representing the views of all tourism stakeholders;
- outline the guiding principles and goals for the life of the tourism policy and strategy, together with the challenges to—and opportunities for—achieving them;
- identify the objectives and priorities that will ensure tourism in the RMI develops sustainably, benefits local communities, and protects our culture, language, and environment; and
- provide an implementation framework that (a) enables collaboration between the government, private sector, communities, and regional partners to develop the tourism sector together, and (b) can be reviewed and updated regularly to adapt to changing needs and challenges.

As the strategy is implemented, it is anticipated that additional tourism-specific policies may need to be developed to address emerging needs and ensure the sector's integration with evolving national priorities.

# 2.

## The RMI Sustainable Tourism Policy Statement

The Government of RMI expresses its commitment to sustainable tourism through this statement:

The Republic of the Marshall Islands Government is committed to developing tourism as a key driver of economic growth, while ensuring it is environmentally sustainable, culturally respectful, and inclusive.

The Government will embed sustainable tourism principles into planning and development to deliver long-term benefits for the environment, culture, and Marshallese communities. We will strengthen infrastructure and services, protect cultural and natural assets, empower local communities, and develop high-quality, authentic visitor experiences.

Tourism will support national development priorities outlined in the National Strategic Plan and align with the Sustainable Development Goals. The Government is dedicated to integrating this strategy's actions into Agenda 2030 to ensure tourism contributes meaningfully to the Marshall Islands' broader development aspirations.

This statement reinforces the RMI's commitment to the Pacific Sustainable Tourism Commitment (Box 2), signed in May 2023 by the Honorable John M. Silk.

### Box 2: Pacific Sustainable Tourism Commitment

We, the Council of Tourism Ministers representing the 20 member countries of the Pacific Tourism Organization (SPTO), commit to elevating sustainable tourism as a regional priority for environmental, socio-cultural, and economic development. We commit to making tourism in the Pacific a force for good by adopting the Sustainable Tourism Policy Framework to put the sector and our communities on a path to sustainable recovery by 2030. Strategic regional cooperation and coordination is critical but to be most effective we must demonstrate leadership at the national level.

# 3.

## Assessing the Tourism Landscape

This strategy adopts the principle that a robust tourism strategy requires an analysis of the current situation across key tourism themes before determining the way forward. It is based on information collected from consultations with stakeholders and sourced from relevant documents/resources to understand the current state of play for sustainable tourism in the RMI, before identifying the issues to be addressed, efforts to be sustained, and opportunities to be seized, via a new strategy. Appendix A presents a detailed situation analysis of the evidence on which the strategy is based. A summary of high-level considerations from that analysis is provided below.

### Key Considerations for the Tourism Policy and Strategy Concluded from the Situation Analysis



#### **The National Policy and Planning Context for Tourism in the RMI (Appendix A1)**

- The RMI’s overall development is guided by its National Strategic Plan (NSP) 2020–2030 and Agenda 2030: A Pathway for a Resilient and Prosperous Future. These are supported by various other national policies and plans that are also relevant to tourism. This Tourism Policy and Strategy will support and align with the directions set out in those national documents.
- The RMI’s approaches to location-specific planning (e.g., atoll-specific community development plans and conservation area plans) also provide frameworks and processes around which tourism objectives and actions in the strategy have been developed.



#### **The Pacific Tourism Planning Context (Appendix A2)**

- As a signatory to the Pacific Tourism Organization (SPTO)-convened Pacific Sustainable Tourism Commitment, the RMI’s obligation to demonstrate this pledge has been central to preparing the policy statement and strategy.
- The RMI benefits from SPTO regional guidance on sustainable tourism policy, cultural tourism, marketing, standards, and statistics. This guidance has informed the development of objectives and actions for this strategy.



#### **Tourism Demand (Appendix A3)**

- The RMI received 7,312 international air visitors in 2024. This reflects a favorable 90% recovery rate following COVID (compared to 2019). It should be noted, however, that
  - this does not include the small (unrecorded) number of cruise and yacht visitors nor the 3,853 arrivals from entry-visiting Marshallese.
  - 2024 was an anomaly as the Micronesian Games attracted an unusually high number of sports/events travelers to the RMI.
  - holiday visitors have been slower to recover post-COVID than business visitors.
- Stakeholders are seeking to grow international holiday visitors, encourage business visitors to extend their stay, and grow the number of entry-visiting Marshallese—on the condition that this growth is based on low-volume, high-yield segments. In accordance with this, target visitor profiles have been identified for the strategy; however, target markets and segments will need to be further defined with more robust demand data collection.
- The OCIT undertakes a range of destination marketing activities to generate demand; however, there are several marketing gaps to be addressed with more skills and resources.



### Destination Offering and Tourism Supply (Appendix A4)

- The RMI has internationally competitive destination attributes, including (i) geographic distinctiveness, (ii) a compelling marine environment, (iii) rich cultural heritage, (iv) World War II and nuclear heritage, and (v) community and social values.
- Current accommodation supply is 215 rooms in Majuro and 50 rooms across other atolls. There is a need to improve the volume and quality of accommodation in Majuro to meet demand and grow supply in other atolls identified with prospects for dispersing visitors.
- Other tourism offerings include cultural centers, boat tours, and meeting venues; however, data on suppliers is inconsistent.



### Atoll Capacity and Tourism Readiness (Appendix A5)

- As atolls have varying levels of capacity and readiness for tourism, their development requires a staged approach. This allows tourism to expand at a managed pace, avoiding unnecessary burden on communities that are not ready. It allows for initiatives to be piloted, then adapted based on lessons learned.
- Tourism readiness of the atolls was assessed according to factors including transport accessibility, reliability of utility services, quality of accommodation and food and beverage facilities, availability of visitor experiences, and support from the community and local government.
- Three categories of atolls have been defined based on this assessment (Figure 1).
  - 1 Atolls assessed as being the most ready for tourism and the first priority for progressing community development planning and tourism development.
  - 2 Atolls assessed as having future tourism potential to investigate with communities.
  - 3 Atolls assessed as not currently ready for tourism development planning.

Figure 1: Atoll Capacity and Tourism Readiness





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### **Tourism Governance and Coordination** (Appendix A6)

- The OCIT has the mandate for tourism development; however, it does not have a platform within government to convene the many cross-agency aspects of tourism planning.
- The OCIT has limited resources to fulfill its current mandate and is stretched by expectations to perform functions that fall outside its mandate. The expiry of the US Economic Development Agency grant in 2026 will leave the OCIT with a limited government budget allocation, restricting its capacity to fulfill its role.
- There is a need to strengthen cross-government leadership and coordination in tourism across broad sector planning, including for the business enabling environment, infrastructure development and sustainable investment (see below). There is also a specific need in the RMI for cross-stakeholder collaboration in visitor safety, quality standards, and data management.
- There is also a need to strengthen public–private–community dialogue (PPCD) and collaboration, as there is currently no formal or regular mechanism for this.



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### **The Business Enabling Environment (BEE) for Tourism** (Appendix A7)

- Several BEE themes were identified as critical to enabling tourism/related private sector development in the RMI:
  - Land tenure
  - Access to finance
  - Online transaction capability
  - Tax reform
  - Foreign investment attraction
  - Tourism business development support
  - Workforce development
  - Linking tourism and creative industries
- The strategy recognizes that some efforts are already underway to address BEE constraints for all sectors while also identifying new efforts that are needed.



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### **Infrastructure: Transport and Utilities** (Appendix A8)

- Majuro is connected to international markets by the “Island Hopper” services operated by United Airlines and Nauru Airlines. Domestic services are provided to 24 islands and atolls by Air Marshall Islands (AMI).
  - The RMI Aviation Task Force is working to improve the frequency, connectivity, and affordability of international and domestic flights.
  - Scheduled improvements in airport infrastructure will support tourism development (e.g., new temporary airport terminal building at Amata Kabua International Airport). Yet-to-be-funded proposed investments in runways/terminal facilities in Arno, Jaluit, Ailinglaplap (Airok), Wotje, and Likiep will also support future tourism development.
  - Marine infrastructure and services:
    - Port infrastructure and services for cruise ships are limited to Majuro and are insufficient for the cruise market.
    - The potential to grow the yacht market is currently limited by a lack of suitable facilities and services.
    - Local marine transport is limited to water taxis/charter boats connecting Majuro with Arno and Mili; however, these services present concerns regarding visitor safety.
  - Water, power, waste management, and ICT also pose challenges for tourism development in RMI, but projects are underway to improve these infrastructure and services.
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**Environment,  
Cultural and Social  
Considerations  
(Appendix A9)**

- As the RMI faces significant climate change threats, the tourism strategy considers the need for tourism infrastructure and operations to adapt to rising sea levels, extreme weather events, and ecosystem degradation.
  - The RMI's environmental legislation provides for environmental sustainability in development, and its atoll resource management plans serve as a roadmap for conserving natural resources and sites. The tourism strategy aligns with—and supports—these plans.
  - Marshallese culture, customary law, and traditional practices are a priority in all facets of the nation's development. Therefore, preserving culture is a priority in the tourism strategy, alongside sharing it with visitors in an authentic way.
  - Consultations found that communities in the RMI want to develop tourism to improve local economies by creating revenue streams and generating jobs for locals. With this, however, comes recognition that there are challenges to overcome, expectations that tourism should be community-led, and conditions for visitors to behave respectfully. Therefore, community aspirations and community-led guiding principles for tourism are central to the strategy.
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# 4.

## Charting the Course to 2030

There is universal recognition across communities, the private sector, local and national government representatives, and the House of Chiefs that tourism has the potential to deliver social, cultural, environmental, and economic benefits to the Republic of the Marshall Islands. This shared understanding has led to the development of a clear vision for tourism.

### 4.1 Vision for Tourism

***“By 2040, tourism in the Republic of the Marshall Islands will deliver meaningful benefits by generating economic growth, preserving culture and heritage, and building community pride. It will create opportunities for Marshallese to share their unique identity, care for the natural environment, and strengthen connections to their homeland.”***

### 4.2 Guiding Principles for Tourism

The following guiding principles have been established to ensure the sustainable and respectful development of tourism in the Marshall Islands. These principles provide guidance for making informed decisions about future development, balancing growth with the preservation of cultural and environmental heritage. They aim to ensure that tourism development respects and enhances the unique identity of the Marshall Islands while providing benefits to its people.

- We will not compromise our values, culture, heritage, traditions, language, and well-being as we grow and develop our tourism sector.
- We will ensure that tourism development will be responsibly managed to protect fragile ecosystems, mitigate the effects of climate change, and respect the delicate environmental balance and cultural integrity of the islands.
- We will set realistic growth targets by adopting a low-impact, low-volume, high-value approach to visitor attraction.
- We will align tourism to achieve the aspirations of our people and co-design development with communities to prioritize opportunities that deliver local benefits.
- We will protect and promote our culture by offering only authentic visitor experiences, inviting visitors to discover our *manit* (way of life or culture) rather than manufacturing experiences for their enjoyment.
- We will nurture partnerships and investments that treat our people and places with respect, improve cultural and environmental outcomes, and minimize economic leakage.

## 4.3 2030 Goals and Targets for Tourism

The following goals and targets have been informed by the SPTO Pacific Sustainable Tourism Indicators Framework and developed for the Republic of the Marshall Islands by the OCIT–Tourism Unit and the Economic Policy, Planning and Statistics Office (EPPSO) to serve as the NSP indicators for tourism to 2030.

Goal	Target/Measure (By 2030)	Baseline	Data Source
Increase the economic value of tourism	Tourism contribution to real GDP (constant price) – \$6.5 million	FY2023: \$4.8 million	EPPSO
Increase the proportion of total arrivals by entry-visiting Marshallese citizens <sup>2</sup> and holiday visitors <sup>3</sup>	Holiday arrivals – 50% of total arrivals by purpose of visit Entry-visiting Marshallese citizens – 50% of total arrivals by nationality	2024: Holiday arrivals – 42% of total arrivals by purpose of visit Entry-visiting Marshallese citizens – 35% of total arrivals by nationality	EPPSO
Increase air capacity between Honolulu and Majuro	At least one new direct or additional Island Hopper service from Honolulu	United Airlines: 4 services per week	RMI Aviation Task Force
Increase accommodation capacity in Majuro	50–100 additional rooms <sup>4</sup>	2024: 215 rooms	OCIT–Tourism
Increase tourism employment opportunities for Marshallese	10% increase in tourism employment	2023: 287 employees <sup>5</sup>	EPPSO
Increase the number of businesses offering visitor accommodation, experiences, tours, food and beverage services	20% increase in registered tourism businesses	2024: 58 businesses <sup>6</sup>	EPPSO

Tourism also contributes to the following Sustainable Development Goals, supporting the RMI’s commitment to the 2030 Agenda for Sustainable Development.



2 Marshallese citizens residing outside the RMI visiting for various reasons.

3 This goal, to be refined in the future, is to be based on per person spending growth when data is available to measure.

4 Future goal will be quantified by the number of rooms meeting minimum standards when the data is available.

5 Current data does not provide the exact level of disaggregation that distinguishes Marshallese and expatriates. EPPSO estimates this number is primarily Marshallese nationals.

6 Currently, the International Standard Industry Classification (ISIC) for tourism under ISIC Revision 4 refers to accommodation and restaurants only. The definition of a tourism business and categories will be updated during the implementation of this strategy.

## 4.4 Tourism Strategic Pillars and Objectives

Achieving the shared vision for tourism requires a structured, considered approach to tourism development. Therefore, the proposed approach for this strategy is focused around four strategic thematic pillars and 12 supporting objectives. These were determined to be the highest priorities for the RMI for the next five years based on the situation analysis consultations and research.

### PILLAR 1



#### INFRASTRUCTURE AND SERVICES

**Developing transport and other infrastructure and services to support sustainable and resilient tourism**

1. Improve international and inter-island transportation systems to support visitor access and dispersal.
2. Provide reliable, tourism-enabling, climate-resilient public infrastructure.

### PILLAR 2



#### ENABLING CONDITIONS FOR TOURISM

**Strengthening the governance, business environment, and partnerships to unlock tourism potential**

3. Build institutional capacity to provide effective tourism sector governance and leadership.
4. Improve the business and regulatory operating environment to enable sustainable tourism growth.
5. Strengthen partnerships to support the development of the RMI's tourism sector.
6. Develop robust systems for monitoring tourism demand, supply, and impact data.

### PILLAR 3



#### TOURISM PRODUCT AND EXPERIENCE SUPPLY

**Creating and delivering high-quality, sustainable, and authentic visitor experiences**

7. Develop tourism products that meet international demand and quality standards.
8. Empower and support communities to develop local visitor experience enterprises.
9. Enable the adoption of sustainable tourism initiatives by tourism operations.
10. Conserve significant cultural and natural sites in tourism development.

### PILLAR 4



#### MARKET DEMAND

**Generating sustainable visitation to the RMI**

11. Build an authentic destination brand that showcases the Marshall Islands' cultural heritage, natural beauty, and sustainable tourism offerings.
12. Increase visibility of the Marshall Islands as a visitor destination to attract high-value, low-impact visitors.

# 5.

## Embarking on the Voyage to 2030

This high-level action plan details the workstreams required to accomplish the goals and support the 12 objectives of the RMI Sustainable Tourism Development Strategy. Where applicable, references have been made to the relevant actions under Agenda 2030 – A Pathway for a Resilient and Prosperous Future, highlighting direct alignment.

### 5.1 The RMI Sustainable Tourism Development Strategy: High-Level Action Plan



#### PILLAR 1 INFRASTRUCTURE AND SERVICES

Developing transport and other infrastructure and services to support sustainable and resilient tourism

#### OBJECTIVE 1: Improve international and inter-island transportation systems to support visitor access and dispersal

Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
1.1 Improve international air capacity.	<ul style="list-style-type: none"> <li>Negotiate agreements to establish additional scheduled services between Majuro and Honolulu, with improved frequency and affordability to support ease of visitor access to the RMI. (Agenda 2030 – Action 30.3)</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>RMI Aviation Task Force</li> </ul>	<ul style="list-style-type: none"> <li>MOTCIT</li> <li>RMIPA</li> <li>SPTO</li> </ul>	TBA
1.2 Develop the international terminal facility.	<ul style="list-style-type: none"> <li>Progress the master planning for a new permanent AKIA terminal to meet international standards. (Agenda 2030 – Action 30.1)</li> <li>Make provisions for visitor information and arrival services (i.e., SIM cards to enable connectivity) in the terminal.</li> <li>Explore the potential for terminal development to serve as a multi-use transport hub to provide water transportation connections to outer islands from the terminal. (Agenda 2030 – Action 30.1)</li> </ul>	By FY2030	<ul style="list-style-type: none"> <li>RMI Ports Authority</li> </ul>	<ul style="list-style-type: none"> <li>MOWIU</li> <li>MOFBPS</li> <li>MOFAT</li> <li>OCIT–Tourism</li> </ul>	TBA
1.3 Improve domestic air connectivity and capacity.	<ul style="list-style-type: none"> <li>Progress prioritized outer island runway development plan and purchase of new aircraft to facilitate visitor dispersal through Air Marshall Islands. (Agenda 2030 – Actions 30.2 and 30.4)</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>MOWIU</li> <li>MOTCIT</li> </ul>	<ul style="list-style-type: none"> <li>MOTCIT</li> <li>MOFBPS</li> </ul>	Requires funding
1.4 Reinstate Arno runway.	<ul style="list-style-type: none"> <li>Investigate the feasibility of reinstating the Arno runway to secure air services to Arno Atoll to improve access and safety of travel.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>ADA</li> </ul>	<ul style="list-style-type: none"> <li>MIMA</li> </ul>	Requires funding

1.5	Improve water transportation access.	<ul style="list-style-type: none"> <li>Partner with and/or incentivize the private sector to develop reliable, safe water transportation services, including accessible boat options and inter-island charters, to enable improved visitor dispersal across Majuro and Arno.</li> </ul>	FY2026–2029	<ul style="list-style-type: none"> <li>MOTCIT</li> </ul>	<ul style="list-style-type: none"> <li>Private Sector</li> </ul>	Requires funding
1.6	Improve road infrastructure.	<ul style="list-style-type: none"> <li>Develop the road between the airport and Laura to enable future accommodation investment.</li> </ul>	TBA	<ul style="list-style-type: none"> <li>MOWIU</li> </ul>		Requires funding
1.7	Develop facilities for cruising yachts.	<ul style="list-style-type: none"> <li>Investigate reinstating moorings and a haulage facility in Majuro to attract and support cruising yachts.</li> </ul>	FY2026/2027	<ul style="list-style-type: none"> <li>MALGOV</li> </ul>		Requires funding

## OBJECTIVE 2: Provide reliable tourism-enabling, climate-resilient public infrastructure

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
2.1	Improve sanitation and access to quality water in Majuro.	<ul style="list-style-type: none"> <li>Progress the Majuro sewer upgrade project (USDA/ADB) and the Majuro reservoir extension project (JICA) to improve sewage discharge and access to potable water to support future accommodation investment between the airport and Laura. (Agenda 2030 – Action 29.1)</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>MWSC</li> </ul>	<ul style="list-style-type: none"> <li>MOFBPS</li> <li>MOWIU</li> </ul>	Ongoing
2.2	Improve information and communication technology (ICT).	<ul style="list-style-type: none"> <li>Progress the planned telecommunication sector developments to upgrade infrastructure, introduce new providers, and improve access to reliable and cost-effective digital services to enable tourism operators to undertake online marketing and sales activity and provide visitors with mobile connectivity upon their arrival to the Marshall Islands. (Agenda 2030 – Actions 31.1, 31.2, and 31.3)</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MOTCIT</li> <li>NTA</li> </ul>	<ul style="list-style-type: none"> <li>MOFBPS</li> </ul>	TBA
2.3	Improve access to affordable, reliable power, focusing on renewable energy.	<ul style="list-style-type: none"> <li>Progress the planned upgrades and construction of energy infrastructure, including solar energy systems on Majuro, Kwajalein (Ebeye), and Arno atolls under the World Bank REGAIN Project and ADB Energy Security Project, to provide reliable energy access for tourism businesses.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MEC</li> </ul>	<ul style="list-style-type: none"> <li>MOWIU</li> <li>NEO</li> </ul>	TBA
2.4	Increase adoption of renewable energy solutions in tourism.	<ul style="list-style-type: none"> <li>Facilitate access to information and equipment for new and existing tourism businesses to adopt renewable energy solutions.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> </ul>	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> <li>SPTO</li> <li>Private Sector</li> <li>NEO</li> </ul>	Requires funding
2.5	Improve small-scale infrastructure and amenities in public places.	<ul style="list-style-type: none"> <li>Enhance public space amenities, accessibility, and safety, maintain public toilet facilities, improve waste management services, and focus on the beautification of areas frequented by residents and visitors.</li> </ul>	FY2025 onwards	<ul style="list-style-type: none"> <li>MOWIU</li> </ul>	<ul style="list-style-type: none"> <li>House of Chiefs</li> <li>MICNGO</li> <li>MIMA</li> </ul>	TBA



## PILLAR 2 ENABLING CONDITIONS FOR TOURISM

Strengthening the governance, business environment, and partnerships to unlock tourism potential

### OBJECTIVE 3: Build institutional capacity to provide effective tourism sector governance and leadership

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
3.1	Strengthen tourism sector governance.	<ul style="list-style-type: none"> <li>Work through the NSP-SDG Pillar 4 Committee and Working Group, or establish a cross-agency Tourism Sector Task Force with clear terms of reference to coordinate and oversee the implementation of the tourism strategy, regularly review the plan, and monitor and evaluate implementation progress.</li> <li>Establish a public-private-community dialogue (PPCD) process that enables two-way communications between sector leaders and other tourism stakeholders for informed decision-making.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>Cabinet</li> <li>MNRC</li> <li>OCIT Board</li> </ul>	<ul style="list-style-type: none"> <li>House of Chiefs</li> <li>MOCIA</li> <li>MIMA</li> <li>RMI Aviation Task Force</li> <li>COC</li> </ul>	Requires funding
3.2	Update the OCIT's mandate.	<ul style="list-style-type: none"> <li>Revise and focus the tourism-related functions and expectations of the OCIT under the Office of Commerce, Investment and Tourism (Amendment) Act 2018 to prioritize efforts on strategic planning and development of the sector in alignment with the Tourism Development Strategy and establish a sustainable funding model for effective resource delivery. (Agenda 2030 – Action 5.2)</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>MNRC</li> <li>OCIT Board</li> </ul>		Requires funding
3.3	Expand the OCIT's resource capacity.	<ul style="list-style-type: none"> <li>Expand the OCIT's staffing and expertise to include specialists in marketing and communications, destination planning, product development, and tourism data analytics to provide the resource capacity to undertake these functions on behalf of the RMI.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>OCIT Board</li> <li>MNRC</li> </ul>		Requires funding
3.4	Introduce emergency response planning for tourism.	<ul style="list-style-type: none"> <li>Integrate visitor management into national emergency and incident response planning to guide the tourism sector, including implementing a multi-hazard early warning and communication system that can effectively disseminate warnings to visitors. Run training and simulation exercises to test the processes.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>NDMO</li> </ul>	<ul style="list-style-type: none"> <li>OCIT-Tourism</li> <li>SPTO</li> </ul>	Requires funding
3.5	Strengthen visitor safety and security measures.	<ul style="list-style-type: none"> <li>Identify risks related to isolated visitor safety, security, or health incidents and undertake response preparedness with emergency and health services.</li> <li>Communicate the services available to visitors through visitor information channels while also providing advice on safety and security measures they can take.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MIPD</li> <li>MOHHS</li> </ul>	<ul style="list-style-type: none"> <li>MIMA</li> <li>OCIT-Tourism</li> <li>ONS</li> </ul>	TBA
3.6	Strengthen compliance with health and safety regulations at tourism facilities.	<ul style="list-style-type: none"> <li>Strengthen enforcement capacity to improve compliance and consistency in the delivery of health and safety standards for business, cleanliness of public facilities and spaces, customs and immigration processes, and building code.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>EPA</li> <li>MALGOV</li> <li>MOHHS</li> <li>DOL</li> <li>DOC</li> <li>MOWIU</li> </ul>		Ongoing

## OBJECTIVE 4: Improve the business and regulatory operating environment to enable sustainable tourism growth

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
4.1	Improve access to land for tourism development.	<ul style="list-style-type: none"> <li>Develop and manage a process to facilitate access and approval to land resources at reasonable costs and with clear tenure.                             <ul style="list-style-type: none"> <li>Investigate innovative approaches to long-term land leases.</li> <li>Collect information and maintain a registry of available land for investment.</li> <li>Streamline land registration processes.</li> <li>Create culturally appropriate mechanisms for land use agreements.</li> <li>Strengthen access to credit by allowing land to be used as collateral.</li> <li>Maintain consultation with landowners, the private sector, and policymakers.</li> <li>Formulate an MOU to document the process.</li> </ul> </li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> <li>House of Chiefs</li> <li>MIMA</li> <li>LRA</li> </ul>	<ul style="list-style-type: none"> <li>Australian DFAT</li> </ul>	TBA
4.2	Revise foreign investment policy and regulations.	<ul style="list-style-type: none"> <li>Review and update policy guidelines for foreign investment to promote public–private–community partnerships and local employment and training while ensuring that environmental and social responsibility expectations are met.</li> <li>Review requirements under the Foreign Investment Business License (FIBL) Regulations to streamline the registration process for businesses.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> <li>MNRC</li> </ul>		TBA
4.3	Implement planned tax reforms.	<ul style="list-style-type: none"> <li>Progress the planned implementation of the RMI tax modernization reforms to improve the business operating environment for tourism and hospitality providers and reduce barriers for new entrants. (Agenda 2030 – Action 9.1)</li> </ul>	Phase 1: October FY2025 Phase 2: FY2025/ FY2027	<ul style="list-style-type: none"> <li>MOFBPS</li> <li>COC</li> </ul>		TBA
4.4	Modernize payment systems.	<ul style="list-style-type: none"> <li>Progress the modernization of the payments system to enable visitors and tour operators to conduct electronic transactions remotely and in-country. (Agenda 2030 – Action 12.1)</li> </ul>		<ul style="list-style-type: none"> <li>MOFBPS</li> </ul>		TBA
4.5	Facilitate access to finance.	<ul style="list-style-type: none"> <li>Undertake an analysis to identify the barriers that local private and community-owned tourism enterprises face in accessing finance. Use the findings to                             <ul style="list-style-type: none"> <li>discuss options for developing commercial lending products tailored to tourism micro and small enterprises (MSEs) with financial institutions (Note: this is underway with the Development Bank of Marshall Islands);</li> <li>explore grant opportunities for starting and growing community enterprises or MSEs in tourism; and</li> <li>enhance training for MSEs and community enterprises on how to prepare financial and business cases for loan and grant proposals.</li> </ul> </li> <li>Progress the development of a feasibility study for a Government Credit Guarantee Mechanism (CGM) to improve private sector access to credit through the underwriting of financial risks. (Agenda 2030 – Action 17.1)</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>MOFBPS</li> <li>OCIT</li> <li>SBDC and financial institutions</li> </ul>		TBA

4.6	Develop a skilled tourism and hospitality workforce	<ul style="list-style-type: none"> <li>Undertake a tourism workforce analysis to define skills gaps, capacity-building initiatives, and career pathways and identify future training and development requirements to support the sector and address priorities. (Agenda 2030 – Action 4.1)</li> </ul>	FY2026/2027	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>National Training Council</li> <li>CMI</li> <li>USP</li> </ul>	Ongoing
4.7	Prepare a Cruise Ship Policy.	<ul style="list-style-type: none"> <li>Develop a policy position on cruise ships that considers destination capacity and capability.</li> <li>Design procedures and an approval process to ensure that future arrivals and inquiries are managed effectively.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>RMIPA</li> </ul>	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> <li>Shipping agents</li> <li>MIMA</li> </ul>	TBA

## OBJECTIVE 5: Strengthen partnerships to support the development of the RMI’s tourism sector

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
5.1	Strengthen OCIT partnerships with the local tourism private sector and host communities.	<ul style="list-style-type: none"> <li>Develop and maintain a regular communications program to engage with and inform local tourism private sector and host communities about tourism, including sustainable destination planning and management practices, tourism demand and supply data, and training and development opportunities.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>		TBA
5.2	Strengthen international tourism development partnerships.	<ul style="list-style-type: none"> <li>Maintain memberships with Pacific tourism bodies (e.g., GSTC, SPTO, PATA, and UNWTO) to leverage expertise and support to achieve the RMI’s tourism goals through relevant objectives.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>		Requires funding
5.3	Strengthen NGO partnerships.	<ul style="list-style-type: none"> <li>Facilitate OCIT–Tourism’s participation in the Marshall Islands Council of NGOs forum to inform, attract, and partner with NGOs to support tourism sector capability and capacity-building programs that support the implementation of this tourism sector strategy.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MICNGO</li> </ul>	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	TBA
5.4	Attract targeted foreign investment in tourism.	<ul style="list-style-type: none"> <li>Continue to seek out foreign direct investment in tourism infrastructure and services aligned with the priorities identified for development. (Objective 7)</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> </ul>	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> <li>Pacific Trade Invest</li> </ul>	Requires funding
5.5	Facilitate private–public partnerships.	<ul style="list-style-type: none"> <li>Continue to explore and negotiate public–private partnerships for shared infrastructure and tourism services that require foreign capital.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MOFAT</li> <li>DIDA</li> </ul>	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> </ul>	Requires funding
5.6	Strengthen partnerships with development partners.	<ul style="list-style-type: none"> <li>Engage with development partners and donor agencies to identify opportunities for supporting tourism.</li> <li>Oversee the application process to secure funding and aid to accomplish the goals and actions of the tourism development strategy.</li> <li>Manage the implementation of grant programs. (Agenda 2030 – Action 35.1)</li> </ul>	FY2025 ongoing/regular	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Tourism Task Force</li> <li>MIMA</li> <li>House of Chiefs</li> </ul>	TBA

## OBJECTIVE 6: Develop robust systems for monitoring tourism demand, supply, and impact data

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
6.1	Develop a Monitoring and Evaluation Framework.	<ul style="list-style-type: none"> <li>Develop a monitoring and evaluation framework to report on tourism's economic, environmental, and social impacts as outlined by the goals of this strategy and adopted as measures for tourism in the National Strategic Plan. (Agenda 2030 – Action 5.1)</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>OCIT– Tourism</li> <li>EPPSO</li> </ul>	<ul style="list-style-type: none"> <li>SPTO</li> </ul>	TBA
6.2	Strengthen the RMI's tourism demand data.	<ul style="list-style-type: none"> <li>Introduce the electronic arrival card data collection service to improve visitor data and insights and contribute to sector performance reporting of visitor arrivals, country of origin, purpose of visit, and intended length of stay.</li> <li>Extend arrival data collection to cruising yachts.</li> <li>Integrate port of entry permits into data collection capture.</li> <li>Introduce the International Visitor Survey (IVS) to collect data on visitor profiles, travel behaviors, and satisfaction with the quality and sustainability of the destination.</li> <li>Gather and analyze data to generate insights and share them with industry, government, and partners to guide future decisions.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>DOI</li> <li>OCIT– Tourism</li> </ul>	<ul style="list-style-type: none"> <li>OCIT– Tourism</li> <li>EPPSO</li> <li>MOHHS</li> <li>DOC</li> <li>SPTO</li> </ul>	Requires funding
6.3	Strengthen the RMI's tourism supply data.	<ul style="list-style-type: none"> <li>Expand the categories for tourism reporting to encompass all businesses involved in tourism, including transportation, tours, and experiences, to facilitate enhanced data collection on the number of businesses, employment rates, and revenue to improve the monitoring and evaluation of the sector.</li> <li>Maintain a record of current and proposed tourism supply by category.</li> <li>Undertake a demand–supply gap analysis to prioritize future requirements and inform business cases for proposed new developments.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>EPPSO</li> <li>OCIT– Tourism</li> </ul>	<ul style="list-style-type: none"> <li>MISSA</li> <li>MALGOV</li> <li>SPTO</li> </ul>	Ongoing
6.4	Monitor community sentiment for tourism.	<ul style="list-style-type: none"> <li>Introduce tourism sentiment questions into the MICS Multiple Integrated Cluster Survey to establish a benchmark measure for the satisfaction and engagement of communities in tourism.</li> </ul>	FY2025	<ul style="list-style-type: none"> <li>EPPSO</li> </ul>	<ul style="list-style-type: none"> <li>OCIT– Tourism</li> <li>SPTO</li> </ul>	Ongoing



## PILLAR 3

# TOURISM PRODUCT AND EXPERIENCE SUPPLY

Creating and delivering high-quality, sustainable, and authentic visitor experiences

### OBJECTIVE 7: Develop tourism products that meet international demand and quality standards

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
7.1	Introduce quality standards for tourism.	<ul style="list-style-type: none"> <li>Develop and adopt a quality standards framework for new and existing tourism businesses (all categories) that aligns with GSTC-recognized standards and GSTC-accredited certification schemes to cover environmental, cultural, safety, and accessibility standards.</li> </ul>	FY2026/2027	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>SPTO</li> </ul>	TBA
7.2	Develop accommodation in line with demand.	<ul style="list-style-type: none"> <li>Engage with the private sector and communities to develop bungalow/hosted accommodation, drawing on               <ul style="list-style-type: none"> <li>supply–demand gap analysis (Action 6.3);</li> <li>global trends in tourism; and</li> <li>RMI visitor attributes.</li> </ul> </li> <li>Conduct a feasibility study and business case for the proposed investment in a new hotel (50–100 rooms) in Majuro.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>DFAT</li> </ul>	Requires funding
7.3	Develop visitor attractions and experiences.	<ul style="list-style-type: none"> <li>Engage with the private sector and host communities to develop visitor experiences, drawing on               <ul style="list-style-type: none"> <li>supply–demand gap analysis (Action 6.3);</li> <li>global trends in tourism; and</li> <li>RMI visitor attributes.</li> </ul> </li> </ul> <p>These could include the following:</p> <ul style="list-style-type: none"> <li>Cultural exchanges with local families to learn about the <i>manit</i> (culture) of the Marshall Islands.</li> <li>Interactive workshops to share knowledge of traditional handicrafts, sailing, <i>wa</i> (canoe) building, and navigation techniques.</li> <li>Experiences to participate in traditional methods of food gathering.</li> <li>Birdwatching tours highlighting the abundant seabird colonies and migratory species.</li> <li>Locally guided history tours to explore relics, bunkers, and airstrips and learn more about the RMI nuclear legacy.</li> <li>Sport fishing and water sports experiences.</li> <li>Multi-day liveaboard boat charters in the atolls for diving expeditions or cultural site and heritage experiences.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> <li>OCIT–Tourism</li> </ul>		Requires funding

## OBJECTIVE 8: Empower and support communities to develop local visitor experience enterprises

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status
8.1	Progress atoll tourism development planning.	<ul style="list-style-type: none"> <li>Progress atoll tourism development planning by integrating it into the Community Development Plan initiative. In this process, define tourism aspirations, assess current capacity, set priorities for development, conduct a needs assessment, and create an action plan.</li> <li>Adopt a phased approach, prioritizing target atolls: Majuro, Arno, Jaluit, Wotje, Ailinglaplap, Kwajalein. (Agenda 2030 – Action 24.1)</li> </ul>	FY2025/2026 – 2029/2030	<ul style="list-style-type: none"> <li>MOCIA</li> <li>MNRC</li> <li>OCIT–Tourism</li> </ul>	TBA
8.2	Support MSMEs in building tourism business management skills.	<ul style="list-style-type: none"> <li>Support community and private MSMEs to become active participants in the tourism sector by providing tourism-specific training and assistance in               <ul style="list-style-type: none"> <li>business case preparation to secure bank loans and grant funding;</li> <li>business management;</li> <li>financial management (including budgeting and bookkeeping);</li> <li>regulations and processes; and</li> <li>continuity planning to build business resilience. (Agenda 2030 – Action 16.1 and the 2024 The RMI Business Forum Outcome paper)</li> </ul> </li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> <li>OCIT–Tourism</li> <li>MIMA</li> <li>USP</li> </ul>	Ongoing
8.3	Provide tourism product development support to MSEs.	<ul style="list-style-type: none"> <li>Develop and manage a tourism business support service to assist with new product development, quality standards accreditation, and sales and marketing guidance and advice.</li> </ul>	FY2025/2026 –2029/2030	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> <li>SPTO</li> <li>OCIT–IPBD</li> <li>MICNGO</li> <li>CMI</li> <li>USP</li> </ul>	Requires funding and resources
8.4	Develop women business leaders in tourism.	<ul style="list-style-type: none"> <li>Coordinate private sector development initiatives to facilitate opportunities to empower women in tourism businesses. (Agenda 2030 – Actions 18.1 and 23.1)</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–IPBD</li> <li>WUTMI</li> <li>MOCIA</li> <li>SPTO</li> <li>WEEC</li> </ul>	WYSER Project
8.5	Engage youth in tourism.	<ul style="list-style-type: none"> <li>Explore opportunities to engage youth in tourism through vocational practicum experiences in tourism businesses and incorporating interactions with schools and youth groups into the visitor experience.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MOEST</li> <li>RMI Youth Council</li> <li>OCIT–Tourism</li> <li>CMI</li> <li>USP</li> </ul>	TBA

## OBJECTIVE 9: Enable the adoption of sustainable tourism initiatives by tourism operations

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
9.1	Increase waste reduction and recycling efforts.	<ul style="list-style-type: none"> <li>Provide training, tools, and guidance to enable tourism operators and communities to implement waste and recycling programs to effectively and sustainably utilize the services being established. (Agenda 2030 – Actions 33.1 and 33.2)</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>MAWC</li> </ul>	<ul style="list-style-type: none"> <li>EPA</li> <li>House of Chiefs</li> <li>MIMA</li> <li>OCIT–Tourism</li> <li>SPTO</li> </ul>	Requires funding
9.2	Design visitor “give back” experiences.	<ul style="list-style-type: none"> <li>Provide guidance and resources to assist the private sector in developing visitor “give back”/voluntourism experiences to support local environmental, social, and cultural initiatives that align with atoll community development planning priorities (Action 8.1) and resource management planning (Action 10.1).</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>SPTO</li> </ul>	Ongoing
9.3	Develop a Tourism Business Code of Practice.	<ul style="list-style-type: none"> <li>Develop and introduce a code of practice for tourism operators to consistently align with cultural values, protect against exploitation, discrimination, and harassment, safeguard property rights, and ensure community access to resources.</li> </ul>	FY2026/2027	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>SPTO</li> <li>MOCIA</li> </ul>	Ongoing

## OBJECTIVE 10: Conserve significant cultural and natural sites in tourism development

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
10.1	Develop resource management plans for cultural and historic sites.	<ul style="list-style-type: none"> <li>Continue developing resource management plans for all natural and cultural sites to ensure guidelines for future development and visitation. (Agenda 2030 – Action 22.3)</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>CHPO</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>MIMRA</li> <li>PAN Office</li> <li>CMAC</li> <li>MIMA</li> <li>SPTO</li> </ul>	Ongoing
10.2	Progress Conservation Management Planning for UNESCO Bikini Atoll Nuclear Test Site.	<ul style="list-style-type: none"> <li>Advance the initiatives outlined in the Bikini Atoll Conservation Management Plan to maintain UNESCO World Heritage Site status to enable tourism value and benefit.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>KBE Local Government</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>CHPO</li> <li>PAN Office</li> <li>MIMRA</li> <li>UNESCO</li> </ul>	Ongoing
10.3	Develop interpretation tools at natural and cultural sites.	<ul style="list-style-type: none"> <li>Develop accurate and respectful dual language interpretive information for all natural and cultural sites in collaboration with host communities to ensure culturally relevant representation, interpretation, and signage.</li> </ul>	FY2026/2027 onwards	<ul style="list-style-type: none"> <li>CHPO</li> <li>CLLC</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>MOCIA</li> <li>MIMA</li> </ul>	Ongoing
10.4	Enable inclusive access to significant sites.	<ul style="list-style-type: none"> <li>Make important natural and cultural sites accessible to everyone, including those with disabilities or special needs.</li> </ul>	FY2027/2028	<ul style="list-style-type: none"> <li>MOCIA</li> <li>MIDPO</li> </ul>	<ul style="list-style-type: none"> <li>CHPO</li> <li>MOCIA</li> </ul>	Ongoing



## PILLAR 4 MARKET DEMAND

Generating sustainable visitation to the RMI

### OBJECTIVE 11: Build an authentic destination brand that showcases the Marshall Islands' cultural heritage, natural beauty, and sustainable tourism offerings.

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
11.1	Undertake consumer market research to define visitor target markets.	<ul style="list-style-type: none"> <li>Utilize visitor demand data (Action 6.3) and global travel and tourism trends to conduct market research aimed at developing a comprehensive profile of target markets (Appendix A). In-depth research will identify the preferences, intentions to visit, expectations, and engagement methods of each target market. The findings will inform experience development and marketing strategies.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>SPTO</li> </ul>	Funding required
11.2	Define the RMI visitor positioning.	<ul style="list-style-type: none"> <li>Develop a clearly defined and differentiated tourism proposition.</li> <li>Understand how to distinguish the RMI from other global destinations, accurately reflecting the destination's values, products, services, and visitor expectations.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>MIMA</li> <li>MOCIA</li> <li>NNC</li> <li>SPTO</li> </ul>	Funding required
11.3	Develop the RMI destination brand strategy.	<ul style="list-style-type: none"> <li>Create a brand strategy for RMI that includes brand attributes, visual identity (logo), and guidelines to ensure consistent use of the brand.</li> </ul>	FY2025/2026	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>House of Chiefs</li> <li>SPTO</li> </ul>	Funding required

### OBJECTIVE 12: Increase visibility of the Marshall Islands as a visitor destination to attract high-value, low-impact visitors

	Action	Timing and Targets	Lead Agency	Supporting Agencies	Funding Status	
12.1	Build a visitor-facing online presence.	<ul style="list-style-type: none"> <li>Draw on the consumer market research and brand strategy to build and maintain a dedicated, visitor-facing website and social channels to provide and share comprehensive information services. This will enable visitors to gain awareness of the destination and effectively plan and book their trip to the RMI.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>COC</li> <li>SPTO</li> <li>PSS</li> </ul>	Ongoing
12.2	Develop promotional resources.	<ul style="list-style-type: none"> <li>Establish and manage a collection of high-quality digital assets and print resources for tourism marketing purposes.</li> </ul>	FY2025/2026 ongoing	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>MICNGO</li> <li>PSS</li> </ul>	Funding required
12.3	Develop and implement a marketing plan.	<ul style="list-style-type: none"> <li>Utilize consumer market research (Action 11.1) and brand strategy (Action 11.3) to create a marketing plan that effectively promotes the RMI as a destination to identified target markets. This includes               <ul style="list-style-type: none"> <li>managing the destination's reputation, including perceptions of the RMI both online and offline;</li> <li>developing relationships with targeted media channels and influencers to grow the destination's visibility;</li> <li>leading partnership marketing opportunities to increase the destination's profile;</li> <li>educating and influencing targeted travel sellers to build their confidence to sell the destination; and</li> <li>implementing tactical campaigns in collaboration with tourism operators and airlines to attract visitors.</li> </ul> </li> </ul>	FY2026/2027 ongoing	<ul style="list-style-type: none"> <li>OCIT–Tourism</li> </ul>	<ul style="list-style-type: none"> <li>All</li> </ul>	Funding required

# Appendix A: The RMI Tourism Situation Analysis



This section provides a comprehensive analysis of the factors influencing tourism development in the RMI as relevant to informing the High-Level Sustainable Tourism Policy and Development Strategy 2025–2030.

## A1 National Policy and Planning Context for Tourism

The combined tourism policy and strategy has been prepared in the context of several key national planning documents directing the RMI’s development. Specifically, it has been

- (i) informed by the direction and contents outlined in the following planning documents; and
- (ii) prepared to align with and support the objectives and strategies laid out in the following planning documents.

### National Strategic Plan 2020–2030

The National Strategic Plan (NSP) 2020–2030 outlines the government’s long-term vision for sustainable development, addressing key priorities across sectors to improve the well-being of its citizens. The plan also recognizes that the tourism sector has untapped potential to contribute to income and employment creation, and to increase local participation and joint venture investments, but it requires investment in enabling infrastructure and accommodation to support development.<sup>7</sup> Table A1 presents how tourism can deliver benefits to the RMI that directly contribute to the NSP goals and objectives.

**Table A1: How Tourism Can Benefit the RMI and Contribute to the NSP Goals and Objectives**

NSP 2020–2030 Goals and Objectives	Tourism Benefits and Contributions
<b>Social and Cultural</b>	
<p><b>1.2 Education and training</b> Goal: Inclusive and equitable education and lifelong learning opportunities for all.</p> <p><b>1.4 Culture and traditional knowledge</b> Goal: Integrate Marshallese culture, customary law, and traditional practices into all facets of development.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Undertake preservation of traditional knowledge-natural resources and historical sites (<i>Men ko bwinnid</i>).</li> <li>• Maintain and preserve native Marshallese language.</li> <li>• Promote cultural industry – <i>amimono</i> (trademark).</li> </ul>	<p><b>Community prosperity and inclusion:</b> Serving as a catalyst for developing community-based tourism with meaningful employment, income, and business and skills development opportunities.</p> <p><b>Thriving future:</b> Improving community well-being and becoming a driver for reducing the migration of Marshallese away from their land and culture.</p> <p><b>Environmental custodians:</b> Empowering current and future generations to lead the protection and restoration of the natural environment.</p> <p><b>Cultural preservation:</b> Incorporating indigenous knowledge and practices into tourism experiences, which helps preserve culture while fostering climate adaptation.</p> <p><b>Building local pride:</b> Boosting community spirit and cultural pride through tourism activity.</p>

<sup>7</sup> Republic of the Marshall Islands, Economic Policy, Planning and Statistic Office. 2020. *National Strategic Plan 2020–2030*. p. 17.

**Environment****2.1 Atoll environment**

Goal: Protection, management, and sustainable use of RMI's atoll environment resources.

Objectives:

- Improved protection, conservation, and sustainability of atoll environment and natural resources.

**Environmental protection:** Developing ecotourism initiatives that support the conservation of terrestrial ecosystems and biodiversity on land and sea, which inspires visitors to contribute to positive environmental outcomes for the destination and generates funding for site preservation and management.

**Climate action:** Supporting low-carbon development strategies and practices.

**Responsible consumption:** Encouraging communities to manage rubbish responsibly (e.g., through waste minimization and recycling programs) and adopt environmental practices to improve the beautification of the islands.

**Infrastructure****3.1 Transportation**

Goal: Sound and efficient transport infrastructure that supports social and economic development.

Objectives:

- Efficient and reliable air and sea connectivity to the outer islands and the world.

**Resilient transport:** Generating demand for domestic and international air and marine services, which supports the availability, affordability, and reliability of transport services for residents.

**Improved accessibility:** Generating demand for investing in improved accessibility of services and facilities, which supports inclusivity outcomes for residents.

**3.6 Public facilities**

Goal: Sound, resilient, efficient public facilities for sustainable social and economic development and well-being.

**Economic****4.4 Trade, investment and tourism**

Goal: Local economic and employment growth.

Objectives:

- Increase import substitution and production and export of locally manufactured goods.
- Establish more sustainable and eco-friendly tourism.
- Promote fair and friendly business environment.
- Promote MSMEs and women entrepreneurs.
- Promote partnerships among public–private and civil society organizations.

**Distinctive destination brand value:** Developing a distinctive destination brand, which supports trade and investment attraction.

**Economic diversification:** Generating new income for the economy, which reduces dependence on foreign aid/imports and promotes self-sufficiency.

**Showcases local products:** Introducing visitors to local goods and services, which generates sales and initiates export opportunities.

**Job creation:** Generating employment opportunities in hospitality, transportation, and cultural sectors.

**Private sector growth:** Generating opportunities for local businesses to start or grow tourism-related services, which supports a thriving and growing business sector.

**Empower women and young people:** Providing pathways to empower communities, especially women and young people, to participate in the tourism value chain.

**Drive partnerships:** Catalyzing collaboration between the private and public sectors as well as regional partners and donors to deliver quality tourism experiences and services.

## Agenda 2030: A Pathway for a Resilient and Prosperous Future

Agenda 2030 aligns the nation’s development goals set out in the National Strategic Plan with global sustainability frameworks, particularly the United Nations Sustainable Development Goals (SDGs). It sets a roadmap for achieving economic growth, social well-being, environmental sustainability, and climate resilience by 2030.

### National Adaptation Plan

The National Adaptation Plan of the Republic of the Marshall Islands (2023) outlines the country’s strategy to address climate change impacts and build resilience across key sectors. The plan encourages sustainable, community-based tourism that protects natural and cultural heritage while fostering economic resilience.

### National Investment Policy Statement

The RMI National Investment Policy Statement (2023) underscores the value of private sector development and investment necessary to meet national development goals and provide improved livelihood for all Marshallese. Foreign investment aligned with the National Strategic Plan is encouraged and supported. Tourism investment opportunities identified include aviation infrastructure, accommodation, inter-island cruising vessels (small to mid-sized) and infrastructure, liveaboard dive boats, and events and cultural experiences—with priority areas including the near group of three islands and the five serviced islands.<sup>8</sup>

### National Infrastructure Investment Plan

The RMI National Infrastructure Investment Plan recognizes that infrastructure is vital for economic and social development and emphasizes integrating climate change adaptation and disaster risk management into all infrastructure planning and development. Specific focus areas include aviation and sea transport, energy, water and sanitation, solid and hazardous waste management, and ICT, with a growing emphasis on shoreline protection as a climate adaptation measure.

### Economic Policy Statement

The Economic Policy Statement (2021) outlines a clear vision for the RMI to have a resilient, prosperous, and inclusive economy. It acknowledges that this requires building human and financial capital, leveraging and conserving natural and cultural resources, and creating opportunities for all Marshallese.

### Culture and Climate Commitment Strategies and Policies

The RMI Government has several policies, plans, and strategies that either impact or are impacted by tourism. These include the Cultural Policy, which emphasizes the preservation and promotion of Marshallese culture, traditions, and language as key pillars of national identity. The country’s nationally determined contribution (NDC) submitted to the UNFCCC secretariat outlines the country’s commitment to reducing greenhouse gas emissions, with specific targets set for 2025 and 2030. Additionally, the Tile Til Eo 2050 Climate Strategy “Lighting the way” aims to achieve net-zero emissions and 100% renewable energy by 2050.

### Atoll Development Planning

An Island Community Development Plan is being developed for each atoll to enhance economic opportunities through tourism, fisheries, and agriculture.<sup>9</sup> In parallel, the Sustainable Livelihoods Working Group operates under the Coastal Management Advisory Council and includes the OCIT–Tourism. The OCIT–Tourism is also undertaking work to engage with atolls, including completing an Economic Development Diagnostic Study for Majuro and Arno and an Atoll Tourism Profile for Wotje to inform and guide future development.

The RMI Protected Areas Network (PAN) Office and select members of the Coastal Management Advisory Council, such as the Marshall Islands Marine Resources Authority, lead the coordination of Reimaanlok Conservation Area Management Planning by sites (whole atoll or community). Coordinating these programs offers the advantage of having one comprehensive and coordinated support program for developing atolls.

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8 Republic of the Marshall Islands. 2023. *National Investment Policy Statement*. pp. 12–13.

9 Republic of the Marshall Islands. 2024. *Agenda 2030 Memo*. August.



## A2 The Pacific Region Tourism Planning Context

The RMI is part of a broader regional movement toward sustainable tourism development in the Pacific. As a member of the Pacific Tourism Organization (SPTO), the RMI benefits from and contributes to several key regional frameworks and initiatives designed to transform Pacific tourism into a more resilient, prosperous, and inclusive industry.

### Pacific Sustainable Tourism Policy Framework

The Pacific Sustainable Tourism Policy Framework vision is:

***“By 2030 we are empowered by, and benefitting from tourism that is resilient, prosperous and inclusive. It improves the wellbeing of our communities and protects, restores and promotes our cultures, islands and ocean ecosystems.”***

This policy framework reflects the aspirations of SPTO and its members, the tourism industry, civil society organizations, regional organizations, and global development partners. It calls on all partners and stakeholders to coordinate and collaborate to advance this vision for sustainable tourism through a series of policies and actions that focus on

- supporting prosperous and resilient economies
- empowering communities
- amplifying and promoting culture
- accelerating climate action
- protecting ecosystems
- building resilience.

The framework serves as a guiding document for the RMI and other Pacific nations. The RMI has demonstrated its commitment to these principles by becoming the 18th signatory of the Pacific Leader’s Sustainable Tourism Commitment, which supports collective action on the implementation of the framework. This regional approach allows the RMI to align its national tourism policy and strategy with broader Pacific goals, ensuring that tourism contributes positively to the country’s economic growth while preserving its unique cultural heritage and fragile island ecosystems.

### Pacific Tourism Statistics Strategy

The Pacific Tourism Statistics Strategy 2021–2030 was developed by SPTO to provide a high-quality and objective statistical system for measuring the sustainability of tourism, informed by quality statistics, research, and intelligence. Access to quality data, insight, and measuring tools for tourism will enable the RMI to monitor the effectiveness of tourism development initiatives and inform future decisions.

### Pacific Cultural Tourism Guidelines

Launched by SPTO in 2024, the Pacific Cultural Tourism Guidelines aim to ensure that tourism development at the national level is sustainable, resilient, and meets both local and visitor needs. The guidelines provide a framework for reviewing and enhancing the development, management, and promotion of cultural tourism. They cover four focus areas: governance and strategic management, stakeholder collaboration, cultural tourism product development, and effective marketing and promotion of arts and cultural tourism. The guidelines are a useful tool to help form and shape future cultural experiences in the RMI.

### 2050 Strategy for the Blue Pacific

Developed by the Pacific Islands Forum, the 2050 Strategy for the Blue Pacific emphasizes climate resilience, people-centered development, and sustainable resource management. SPTO is utilizing this strategy to guide their work to foster partnerships and regional cooperation. The 2050 Strategy can support the RMI in addressing challenges such as climate change and environmental degradation while promoting sustainable tourism practices that benefit local communities and preserve cultural heritage.



## A3 Tourism Demand

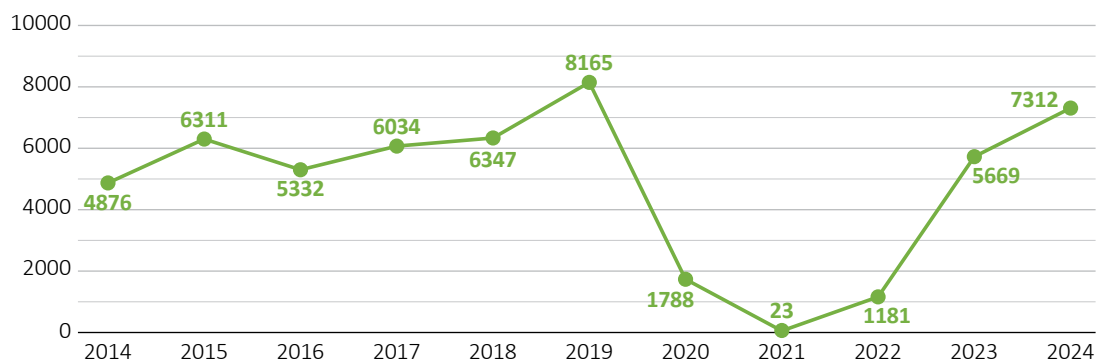
### RMI Visitor Arrivals

#### International Visitor Arrivals

Visitor arrivals to the Marshall Islands steadily increased from 2014, with international visitor numbers by air peaking at 8,165 in 2019.<sup>10</sup> However, the closure of borders due to COVID-19 between 2020 and 2022 saw arrivals plummet.

Since the reopening of international borders in 2022, there has been a steady rebound in visitation. Although numbers have yet to recover to pre-COVID levels, the RMI has a slightly better recovery rate, sitting at 90% in 2024 compared to the Asia–Pacific regional average of 87%.<sup>11</sup>

**Figure A3.1: RMI Total International Visitor Arrivals by Air**

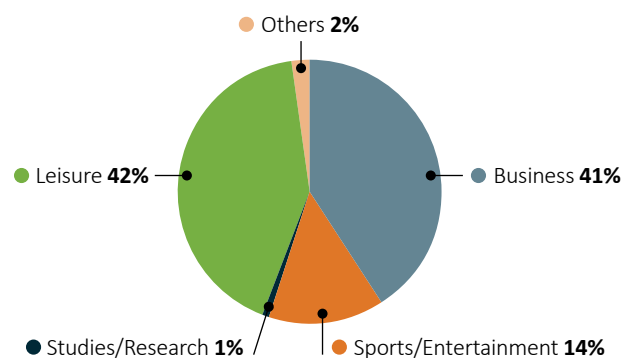


Source: RMI Immigration

#### International Arrivals by Purpose of Visit

The composition of international arrivals in 2024 shows similar levels of leisure visitors (42%) and business visitors (41%), followed by sports/entertainment visitors (14%). This reflects a notable shift since the pre-COVID baseline (2019), when leisure travelers represented around half of all international visitor arrivals, business travelers just over a third, and sports/entertainment travelers only a few. This shift is due to two main factors. Firstly, whereas business traveler numbers in 2024 had almost recovered to 2019 levels, leisure visitors were down 26%. Secondly, sports and entertainment arrivals in 2024 were largely driven by the Micronesian Games hosted in Majuro in June, highlighting an anomaly for this otherwise very small segment in previous years.

**Figure A3.2: RMI Total Arrivals By Purpose of Visit (2024)**



Source: RMI Immigration

<sup>10</sup> This number does not include entry-visiting Marshallese citizens visiting from the USA as their place of residence. Nor does this include overnight yacht visitors or day cruise visitors.

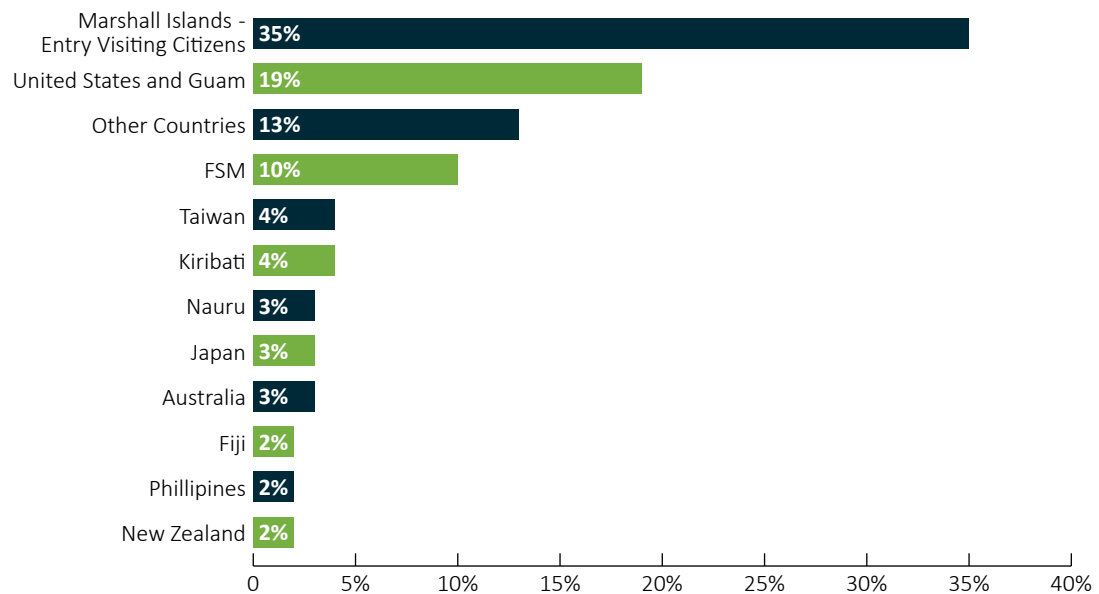
<sup>11</sup> UN Tourism Dashboard

### Visitor Arrivals by Nationality

International visitors comprise 65% of recorded “visitor” arrivals in 2024, with the remaining 35% representing entry-visiting Marshallese citizens. This familial aspect continues to be a significant driver for travel to the RMI.

The top two source markets for international visitors are the United States and Guam (19%) and the Federated States of Micronesia (10%). There is a broad geographic spread of visitors from other markets making up the balance of arrivals.

**Figure A3.3: RMI Total Visitor Arrivals by Nationality (2024)**



Source: RMI Immigration

### Marine Arrivals

**Yachts:** Formal data on the number and origin of private yachts visiting the Marshall Islands is not available because yachts are not required to complete immigration arrival and departure cards. However, anecdotal feedback indicates that prior to the COVID-19 pandemic, up to 50 cruising yachts visited the RMI each year during the yachting season (October–May). This has returned to about 20–30 in the 2023–2024 season. This is recognized as a high-spend segment.

**Cruise ships:** Before the pandemic, the RMI received two to three cruise ships each year, although numbers and country of origin are not recorded.<sup>12</sup> The first cruise ship to arrive since the pandemic was the *Artania*, which docked in 2024 with 1,260 passengers and 537 crew members. The ship spent about 10 hours in Majuro. In January 2025, the *Mitsui Ocean Fuji*, a cruise ship from Japan, made a day trip with 458 passengers and over 300 crew members on board. An additional cruise ship visit has been scheduled for May 2025. In addition to visiting Majuro, the ship will also stop at Mili and Jaluit.

12 Government of the Marshall Islands. 2019. *Strategic Tourism Development Plan 2020–2024*.

## Visitor Profiles and Target Markets

Apart from basic data (on nationality and purpose of visit) sought via immigration arrival cards, there is currently no market research data collected to provide a robust understanding of the current RMI visitor profile, including motivations, expectations, travel behaviors, activity uptake, and other visitor profile insights. The OCIT has identified the need to introduce an international visitor survey (IVS) to collect such data, but in its absence, this strategy relies on informal insights. For example, anecdotal feedback from local stakeholders in Majuro indicates that visitor arrivals include Marshallese visiting friends and family, divers transiting to liveboards boats, and intrepid travelers seeking out the RMI as a remote, unvisited destination. In addition, informal feedback from leisure visitors and business travelers in Majuro and Arno during the consultation phase of this strategy identified that the RMI is regarded as a bucket-list destination for technical diving and remote travel.

The results of an IVS in the future will support a clear definition of the target markets and segments. In the meantime, the following target markets are based on available insights on current visitors and relevant global market trends.

- Nonresident Marshallese citizens visiting friends and family, re-establishing cultural connections, and becoming international ambassadors for the RMI.
- Conservationists (individuals and groups) dedicated to marine and terrestrial conservation.
- Cultural enthusiasts interested in Marshallese heritage, history, nuclear legacy, and traditions.
- Adventure seekers attracted by activities like diving, snorkeling, and exploring atolls.
- Private cruising yachts; a segment that can increase visitor dispersal and reduce the demand for built accommodation in atolls.
- US military personnel based in Kwajalein and their visiting friends and relatives.
- Business travelers (including aircrew, representatives of aid agencies, government contractors, and consultants) exploring the destination.
- Researchers and students attracted by the RMI's stance on climate change, nuclear legacy, and traditional knowledge.
- Residents of the RMI (Marshallese and expatriates) and attendees of locally hosted meetings, conferences, events, government meetings, and regional sports events.

Consultation for this strategy found local tourism stakeholders want to attract low-volume, high-yield targeted international visitors who value the opportunity to visit the RMI. A key priority for sustainable tourism development in the RMI is identifying how the destination is uniquely positioned and differentiated to ensure alignment between these targeted travelers and the experiences offered during their visit.

In addition to these “high-value” tourists, targeting returning Marshallese can also yield significant benefits. Returning Marshallese not only contribute to the local economy but also strengthen cultural and familial ties. Their visits often involve extended stays and deeper engagement with the community, fostering a sense of pride and connection to their homeland. This demographic also tends to participate in cultural events and support local businesses, furthering economic and social development.

## Visitor Satisfaction

The lack of an IVS also limits insights into visitor satisfaction levels, which is critical to improving the destination offering. Interviews with the small sample of leisure and business travelers consulted during the development of this strategy highlighted some common satisfaction-related findings.

- Visitors find it hard to source information about activities and attractions before and during their stay.
- There is a lack of confidence regarding the accuracy and quality of the available visitor information.
- Visitors are frustrated by the difficulties in getting responses from operators when making bookings.
- Visitors are disappointed by unreliable and poor-quality service, lack of infrastructure maintenance, and inadequate handling of facilities and waste management.

## Generating Visitor Demand – Destination Marketing Activity

The OCIT Tourism division undertakes destination marketing activities to generate demand for the RMI from international travelers in accordance with its mandate. Key marketing activities include

- Promotion via the OCIT website ([www.rmiocit.org](http://www.rmiocit.org)). It is noted that some of the information on the website is out of date; however, a new website is being developed in 2025.
- Social media activity via platforms including Facebook and Instagram.
- Promotion of a QR code that directs users to a curated collection of online resources, which is featured on banners distributed to hotels and shops throughout Majuro.
- Partnering with SPTO to participate in joint marketing initiatives and regional business-to-business (B2B) events.

The OCIT's destination marketing is currently limited by several key constraints:

- The RMI does not have a defined destination positioning, brand, or marketing strategy for visitor attraction.
- The OCIT does not have sufficient market research data and visitor profile on which to base sound marketing decisions (e.g., no IVS).
- The OCIT has a limited digital presence and, hence, does not provide the information that prospective visitors need to plan or book a trip.

The RMI private sector also supports visitor promotion. A few tour operators, dive operators, and hotels contribute to destination visibility through their own individual marketing efforts. There is also an independently managed website ([www.infommarshallislands.com](http://www.infommarshallislands.com)) providing information primarily targeted toward visiting yachts, along with broader news and destination details.

### Box A3: Global Travel Trends Relevant to the RMI<sup>13</sup>

The global nature of tourism presents emerging trends and new opportunities that have significantly influenced the development of the RMI's strategic tourism plan. These trends highlight shifts in visitor preferences, expectations, and behaviors, shaping the way destinations like the Marshall Islands position themselves in the competitive tourism landscape.

Key trends relevant to the RMI:

- **Growing demand for cultural tourism.** Visitors increasingly seek authentic and meaningful cultural experiences, creating opportunities to showcase the RMI's rich cultural heritage, traditions, and storytelling.
- **Interest in remote and unique destinations.** As travelers prioritize off-the-beaten-path experiences, the geographical remoteness and natural environment of the RMI offer a compelling appeal.
- **Visitor "give back" experiences.** Many travelers are motivated by opportunities to give back to the destinations they visit, whether through community projects, environmental conservation, or cultural exchanges. This trend aligns well with the RMI's sustainability and community-focused initiatives.
- **Emphasis on quality and safety.** Visitors now expect high standards of accommodation, transportation, and safety, underscoring the need for the RMI to meet or exceed these benchmarks to attract and retain tourists.
- **Demand for transparent destination information.** The visibility and accuracy of destination information play a critical role in visitors' decision-making processes. The RMI must prioritize accessible and comprehensive digital resources to help visitors plan their trips.
- **Accessible tourism products and services.** With a significant proportion of travelers thought to have accessibility needs, there is a growing demand for inclusive facilities, transportation, and experiences that cater to a broader audience.

13 Curated by PSDI from various sources and insights.



## A4 Destination Offering and Tourism Supply

### Destination Attributes

The RMI has unique attributes that provide a strong foundation for attracting visitors. As one of only four atoll nations globally and among the youngest independent nations, its distinct geographical, cultural, and historical characteristics create a compelling destination proposition.

#### Geographical Distinctiveness

The RMI's 30 atolls and 5 islands are spread across over 750,000 square miles of ocean, making it one of the most remote and uncrowded destinations in the Pacific. This geographic layout, combined with its natural environment, offers an unparalleled sense of seclusion and exclusivity, appealing to travelers seeking off-the-beaten-path experiences. The year-round warm climate, with the absence of a hurricane season, ensures consistent accessibility and reliability for visitors.

#### A Compelling Marine Environment

The Marshall Islands offers notable marine activities and diving opportunities. Seasonal liveaboard dive boats operate out of Kwajalein, offering access to these marine environments. A national marine sanctuary covering 18,500 square miles has been established to protect the remote Bikar and Bokak atolls. This sanctuary aims to preserve some of the most pristine ecosystems in the Pacific Ocean, home to vital marine life such as deep-sea sharks, the largest green turtle nesting colony, and some of the healthiest coral reefs in the region.

#### Rich Cultural Heritage and Traditional Knowledge

The Marshall Islands' cultural heritage is a unique asset. The Marshallese are renowned for sophisticated navigational skills, using stars, waves, and currents to traverse vast distances. This traditional knowledge is represented in iconic stick charts, which are both cultural artifacts and educational tools. These traditions offer an opportunity for experiential tourism, where visitors can engage with living cultural practices that are rare and globally significant.

The Marshallese canoes, or *wa*, are another cultural hallmark. These vessels, celebrated for their innovative design and engineering, embody the ingenuity and adaptability of Marshallese society. Incorporating canoe-building workshops or storytelling sessions into visitor experiences could foster deeper engagement with this aspect of the destination's heritage.

#### World War II and Nuclear Legacy

The Marshall Islands' history as a strategic location during World War II and its role in nuclear testing provides visitors with a unique, if complex, narrative. The presence of significant battlefield sites and diving wrecks—such as the *USS Saratoga*, the *HIJMS Nagato*, and the *Prinz Eugen*—creates opportunities for heritage tourism. These sites attract niche markets, including military historians, divers, and cultural heritage enthusiasts. The designation of Bikini Atoll as a UNESCO World Heritage Site underscores the international significance of this history and enhances the destination's visibility.

#### Community and Social Values

The Marshallese sense of community and deep-rooted cultural values, known as *manit*, is integral to the destination's identity. Visitors can engage with close-knit communities that prioritize caring, respect, and hospitality. This provides an opportunity to develop culturally immersive experiences, such as participation in local festivals, handicraft workshops, or storytelling events, enhancing visitor understanding of Marshallese life.

## Tourism Products and Experiences

### Accommodation

According to the OCIT, there are currently 17 accommodation providers in the RMI, with 215 rooms in Majuro Atoll and 50 rooms across all other atolls.<sup>14</sup> The government-owned Marshall Islands Resort is the largest accommodation provider in Majuro, with 80 available rooms, followed by Hotel Robert Reimers, which has around 40 rooms. Both of these hotels have a basic to moderate accommodation standard, generally rated between 2 and 3 stars. Outside of Majuro, accommodation options include a mix of homestays, bungalows, cabins, glamping, and small all-inclusive resorts. Two new properties are currently being developed in Wotje and Likiep, and some atolls that do not have any accommodations to support visitors.

The Marshall Islands Resort management estimates that 90% of their guests are business travelers. Occupancy rates vary, averaging 50% in August and September, 100% in December and January (due to domestic leisure travelers and visiting Marshallese), and 70% for the remainder of the year.

There is a need to improve the volume and quality of accommodation in Majuro to meet demand as well as to grow supply in other atolls identified with prospects for dispersing visitors.

### Visitor Products and Services

Paid activities for visitors are primarily marine-based offerings, including diving experiences in Majuro and Ailinglaplap based out of accommodation establishments. Liveaboard technical dive experiences operate seasonally from Kwajalein Atoll.

In Majuro, two cultural centers are open to visitors—Waan Aelon in Majol (WAM) Canoes of the Marshall Islands, and Alele Museum. Water activity equipment and e-scooters can be hired from WAM. There is also a range of sit-down and takeaway food and beverage outlets as well as rental car services.

### Meeting and Event Venues

The International Convention Center (ICC) in Majuro serves as the primary government meeting facility, with a capacity of 500 in a town hall setup and an additional space for 150. However, the center does not offer catering or internet services. It is currently best suited to local day conferences, training sessions, events, and gatherings. Ongoing funding is required to upgrade and maintain the facilities and services to get them up to standard to confidently attract international events. In addition to the ICC, the Marshall Islands Resort and Hotel Robert Reimers also offer meeting rooms on-site for hosting small-scale meetings and conferences.

For sporting events, the Majuro Track and Field Stadium is an Olympic-grade, multi-purpose stadium with a seating capacity of 2,000. It is primarily used for track and field events as well as soccer matches. Majuro also has the Educational Cultural Center (ECC) Sports Stadium, an indoor sports arena with a capacity of 2000, mainly used for basketball, volleyball, and futsal matches.

Although the RMI has these venues that can support regional meetings and sports/other events, this market is currently limited by the availability of rooms to accommodate visiting participants.

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<sup>14</sup> OCIT—Tourism as at May 2025.



## A5 Atoll Capacity and Tourism Readiness

Not all atolls currently have the capacity to sustain tourism development, nor are there enough resources to develop all atolls at the same time. The development of tourism across the atolls requires a phased and prioritized strategy, taking into account factors such as accessible transportation for visitors, dependable utility services, high-quality accommodation and food and beverage facilities, and a diverse array of visitor experiences. It also requires support from the community and local government as identified in community development plans and resource management plans. This approach allows the RMI to pilot initiatives, adapt based on lessons learned, and ensure manageable, sustainable growth. It avoids overburdening local resources and disrupting daily life.

Table A5 presents the RMI's atolls according to one of three "tourism capacity and readiness" levels based on an evaluation of their current access and visitor offerings, as well as the status of atoll planning.

- Group **1**: Atolls assessed as being the most ready for tourism and the first priority for progressing community development planning and tourism development.
- Group **2**: Atolls assessed as having future tourism potential to investigate with communities.
- Group **3**: Atolls assessed as not currently ready for tourism development planning.

**Table A5: Atoll Capacity and Tourism Readiness Assessment**

Atoll	Access	Visitor Accommodations and Experiences	Planning/Support Mechanisms <sup>15</sup>
<b>GROUP 1</b>			
<b>Majuro (Mājro)</b>	<ul style="list-style-type: none"> <li>• International services: United Airlines and Nauru Airlines</li> <li>• International entry port</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 155 rooms</li> <li>• Experiences: Diving, canoe sailing, recreation/picnic sites, handicraft shopping, glamping, rental cars</li> </ul>	<ul style="list-style-type: none"> <li>DA – Nil</li> <li>CDP – Nil</li> <li>EDDA – Conducted (2024)</li> <li>RMP – Developed (x 4)</li> </ul>
<b>Arno (Arno)</b>	<ul style="list-style-type: none"> <li>• Boat services: Monday, Wednesday, and Friday</li> <li>• Charter services available</li> <li>• High sea advisory warnings restrict travel November–February</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 10 rooms</li> <li>• No formalized visitor experiences</li> <li>• Closest atoll to Majuro</li> <li>• Power plant in development</li> </ul>	<ul style="list-style-type: none"> <li>DA – Established (2024)</li> <li>CDP – Nil</li> <li>EDDA – Conducted (2024)</li> <li>RMP – Developed</li> <li>ATP – In development</li> </ul>
<b>Jaluit (Jālwōj)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> <li>• International port of entry</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 7 rooms</li> <li>• Power plant on island</li> </ul>	<ul style="list-style-type: none"> <li>DA – Established (2000)</li> <li>CDP – Nil</li> </ul>
<b>Wotje (Wōjjā)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> <li>• International port of entry</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 4 rooms</li> <li>• 2-room accommodation in development</li> <li>• No formalized visitor experiences</li> <li>• Power plant on island</li> </ul>	<ul style="list-style-type: none"> <li>DA – Established (2000)</li> <li>CDP – Nil</li> <li>ATP – Published (2024)</li> <li>RMP – Developed</li> </ul>
<b>Ailinglaplap (Aelōñlaplap)</b>	<ul style="list-style-type: none"> <li>• AMI 4 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 8 rooms</li> <li>• 3 runways</li> <li>• Marine-based experiences available from resort</li> </ul>	<ul style="list-style-type: none"> <li>DA – Established (2023)</li> <li>CDP – Nil</li> </ul>
<b>Kwajalein (Kuwajleen)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x daily flight</li> <li>• United Airlines Island Hopper via Majuro</li> <li>• International entry port</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 21 rooms</li> <li>• 1 bungalow in development</li> <li>• Liveaboard dive charter departure point for Bikini Atoll</li> <li>• Kwajalein US Army Garrison</li> </ul>	<ul style="list-style-type: none"> <li>DA – Established (2016)</li> <li>CDP – Nil</li> </ul>

<sup>15</sup> Development Authority (DA); Community Development Plan (CDP); Resource Management Plan (RMP); Atoll Tourism Profile (ATP); Economic Development Diagnostic Study (EDDS)

GROUP 2			
<b>Likiep</b>	<ul style="list-style-type: none"> <li>• AMI 1 x weekly flight</li> <li>• International entry port</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> <li>• 1 bungalow in development</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Enewetak (Ānewetak)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x monthly flight</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: 4 rooms</li> </ul>	DA – Established (2023) CDP – Nil
<b>Mili (Mile)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> <li>• International entry port</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Bikini (Pikinni)</b>	<ul style="list-style-type: none"> <li>• Flights: Nil</li> <li>• International entry port</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> <li>• Liveaboard dive boats access wreck dives from Kwajalein</li> </ul>	DA – Nil CDP – Nil
GROUP 3			
<b>Rongelap (Roñlap)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats monthly service</li> <li>• International entry port</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Established (2023) CDP – Nil
<b>Kili (Kōle)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil
<b>Aur</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Established (2024) CDP – Nil RMP – Developed
<b>Lib (Ellep)</b>	<ul style="list-style-type: none"> <li>• Flights: Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Established (2024) CDP – Nil
<b>Maloelap (Maļoelap)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Established (2023) CDP – Nil RMP – Developed
<b>Namu (Naṃo)</b>	<ul style="list-style-type: none"> <li>• AMI 2 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> <li>• 2 airstrips</li> </ul>	DA – Established (2023) CDP – Nil RMP – Developed
<b>Ujae (Ujae)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per fortnight</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Established (2023) CDP – Nil RMP – Developed
<b>Ailuk (Aelok)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Ebon (Epoon)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Jabat (Jebat)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil
<b>Lae</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Mejit (Mājej)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Namdrik (Naṃdik)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Utrik (Utrōk)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per week</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Wotho (Wōtto)</b>	<ul style="list-style-type: none"> <li>• AMI 1 x 18 seats per fortnight</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation: Nil</li> </ul>	DA – Nil CDP – Nil RMP – Developed
<b>Bikar (Pikaar), Bokak (Bokaak)</b>	<ul style="list-style-type: none"> <li>• Flights: Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Uninhabited atolls</li> <li>• Marine sanctuary designation (2025)</li> <li>• No authorized visitor access</li> </ul>	RMP – Developed
<b>Alinginae (Aelōñin Ae), Erikub (Ādkup), Jemo (Jemo), Nadikdik (Naḋikdik), Rongerik (Roñdik), Toke (Tōke), Ujelang (Wūjlañ), Wake (Ānenkio)</b>	<ul style="list-style-type: none"> <li>• Flights: Nil</li> </ul>	<ul style="list-style-type: none"> <li>• Uninhabited atolls</li> </ul>	Nil



## A6 Tourism Governance and Coordination

A well-structured governance framework is essential for effective tourism management and sustainable growth. Despite the critical role tourism could play in the RMI's economy, it suffers from a lack of visibility within the government, leading to inadequate prioritization, integration of planning and resource allocation for the sector.

### The Institutional Arrangements for Tourism

The Office of Commerce, Investment and Tourism (OCIT) falls under the Ministry of Natural Resources and Commerce. It is mandated to facilitate economic development through investment opportunities, business development, and tourism promotion and is governed by an autonomous seven-member Board appointed by the Cabinet.

The OCIT operates two divisions: OCIT–Tourism and OCIT–Investment Promotion and Business Development (IPBD). The functions of the OCIT are defined in the Office of Commerce, Investment and Tourism (Amendment) Act, 2018. These functions were expanded following the amalgamation of the Marshall Islands Visitors Authority and the OCIT in 2013.

The OCIT–Tourism's defined roles extend beyond its mandated responsibilities, particularly in areas of visitor delivery. This broad scope of responsibilities draws effort from strategic planning to operational tasks such as coordinating shore excursions for cruise passengers, hosting visitors, and creating and managing events. Consequently, the OCIT's capacity to provide tourism sector leadership is reduced as it is involved in areas of responsibility that should be led by the private sector to optimize economic return and support the priorities of private sector development.

Government funding for the OCIT–Tourism for FY2025 is set at \$108,514 for personnel and \$36,826 for operations, marginally lower than 2024. Further to an annual government allocation, in 2023 the OCIT received a \$1.6 million grant from the US Economic Development Administration. This supports various initiatives focused on destination development, workforce development, business assistance, marketing, and tourism development, as identified priorities in the RMI Strategic Tourism Development Plan 2020–2024. The funding program will continue until September 2026. However, this timeline may constrain the organization's capacity to implement the actions defined in this strategy beyond 2026.

Better cross-sector coordination is needed to convene tourism across all government agencies. Strengthening engagement with Pacific organizations, development agencies, and international networks is also essential for attracting the support needed to build the capability to achieve the RMI's goals for tourism.

### Public–Private–Community Dialogue for Tourism

There is currently no structured, regular communication program in place to inform, educate, and engage stakeholders in the tourism sector. Establishing such a program is important for maintaining dialogue with communities and the private sector on the opportunities for development and participation. It is also important to raise the profile of tourism to ensure that all parties are informed about the sector's progress and achievements.

### Ensuring Visitor Safety

Stakeholders are committed to maintaining the Marshall Islands' reputation as a safe destination for visitors. Risks to visitor safety have been raised by the OCIT Board, business owners, and representatives from government agencies, calling for better cross-government and public/private management to address

- concerns about drug-related crime;
- the issue of roaming dogs;
- the lack of a disaster response plan to specifically address visitor management during natural disasters or accidents involving visitors. (Note: The OCIT–Tourism is working with the National Weather Service to develop an early warning system for crisis communications. Integrating visitor management into national crisis response planning is required to ensure the safety of visitors is well managed.); and
- the lack of quality standards for tourism operators with safety measures.

## Quality Standards for Tourism

The Ministry of Health leads the task force responsible for establishing hygiene standards, including those for food safety and public bathrooms. However, adherence to these standards is not mandatory and is not enforced.

The RMI currently has no code of practice or quality standards criteria for tourism operators to set and maintain delivery standards. The Pacific Sustainable Tourism Policy Framework emphasizes the need for national quality and sustainable tourism standards. These standards are important to have in place to enable the development and establishment of new visitor experiences and services.

Implementing such standards is crucial to maintain the quality and safety of tourism services in the Marshall Islands. Tourism standards, accreditation, and compliance monitoring are defined under the Office of Commerce, Investment and Tourism (Amendment) Act 2018 as a function of the OCIT.

## Tourism Data and Impact Measurement

Whereas the RMI has some data to inform evidence-based decisions, it also has data limitations which warrant attention.

### Tourism Demand Data

The RMI has been relying on limited visitor arrival data sourced from immigration cards. However, two measures are currently underway to strengthen visitor data. These will help guide product development and marketing decisions and strengthen economic impact evaluations.

- The OCIT is currently working with the Division of Immigration to introduce an online immigration form to collect visitor arrival data categorized by source market, purpose of visit, and length of stay.
- The OCIT is also working closely with SPTO to launch the International Visitors Survey, which has been launched in other Pacific Island countries to collect tourism data on visitor profiles, motivations, expectations, trip spend, activity participation, and satisfaction levels.

### Economic Impact Data

Tourism gross domestic product (GDP) is currently calculated for the RMI annually by the Economic Policy, Planning and Statistics Office (EPPSO) based on registered accommodation and food service businesses. It does not yet include tour businesses.

### Tourism Supplier Data

The RMI does not currently have one central list of tourism suppliers. The Economic Policy, Planning and Statistics Office (EPPSO) has a register of accommodation and food service businesses operating in the RMI (totaling 58 in 2024), while the Marshall Islands Social Security Administration (MISSA) has a list of registered employers in tourism (totaling 38). Meanwhile the OCIT maintains a database which, as of mid 2025, has 74 operating tourism businesses. This includes 17 accommodation providers, 32 eateries, 17 handicraft and souvenir suppliers, five boat charters and three tour operators. The discrepancies with supply numbers are in part due to the RMI not having a consistent national classification of tourism-related businesses—such as those offering tours, attractions, experiences, or transportation. Addressing this would support better industry communications, improve product marketing, and enable a more comprehensive assessment of the impact of visitor spending in the RMI through GDP value.

### Data on Social Impact of and Community Sentiment Toward Tourism

There is no formal community sentiment research currently being conducted. Measuring and tracking community sentiment is important for maintaining tourism's social license to operate with communities and traditional leaders. (Note: SPTO has a platform to enable the introduction of this research.)



## A7 The Business-Enabling Environment for Tourism

The Marshall Islands Chamber of Commerce, representing private sector members, views tourism as a key driver of economic growth, with the potential to diversify the economy, reduce reliance on imports, and create local jobs.<sup>16</sup> They see significant opportunities for the private sector, particularly in hospitality, cultural tourism, and related services, which can boost local businesses and reduce economic leakage. During consultations with industry stakeholders, several key themes emerged as critical to enabling tourism and related private sector development. These centered on land tenure, financial systems, taxation, and foreign investment attraction.

### Land Tenure

Land tenure was consistently identified as a foundational issue for tourism growth. The National Strategic Plan emphasizes the importance of securing access to land resources at reasonable costs and with clear tenure to promote economic development. Innovative approaches to long-term land leases and the provision of timely, transparent information about available land for investment are vital. However, stakeholders noted the need to streamline land registration processes and create culturally appropriate mechanisms for land use agreements.

Addressing these challenges will not only enable tourism-related facility development but also strengthen access to credit by allowing land to be used as collateral, provided there is extensive consultation with landowners, the private sector, and policymakers. The House of Chiefs is committed to making land available for investment to support sustainable development.

### Access to Finance

Access to credit to finance a new or growing business is currently challenging for local businesses with a range of reasons cited, including the perception of tourism as high risk, restricted lending to micro/small enterprises, and weak proposals. There are already efforts underway to address these, including training offered by the Small Business Development Center (SBDC) to develop a loan application, the Marshall Islands Development Bank's commercial loans for tourism businesses, and the Bank of Marshall Islands Kora Fund microcredit scheme. The Banking Commission is also working on a credit guarantee scheme, leveraging the Compact Fund, and the OCIT is exploring avenues with international donor partners and COFA Private Sector Funds to introduce soft-loan schemes and innovative grant awards programs for viable businesses.

### Online Transaction Capability

The Banking Commission, as the RMI's monetary authority, is working on initiatives that align with tourism's potential to boost economic self-reliance and reduce reliance on donor funding. These include implementing a national digital payments system, which will facilitate online transactions and allow visitors to use credit cards, improving convenience and accessibility. While the implementation may take up to five years, it represents a transformative step for the tourism industry.

### Tax Reform

Tax reforms were highlighted by the business community as essential for creating an enabling environment for tourism investment. Stakeholders emphasized the importance of simplifying tax structures and offering tax incentives to attract local and international investors. A new consumption tax is being proposed, which will place the tax burden on the end consumer. Under the proposed model, national government revenues are projected to fall, but local government makes a small gain. This may lead to opportunities to engage local government in tourism development projects to benefit their communities through future visitor spending.

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<sup>16</sup> Marshall Islands Chamber of Commerce. n.d. *RMI Policy Position Paper*.

## Foreign Investment Attraction

The OCIT–IPBD is the RMI’s investment promotion agency, tasked with attracting investment in all sectors. The National Investment Policy Statement recognizes tourism as an investment opportunity. Tourism investment is currently prioritized around Majuro, the near group of three islands, and the five serviced islands.

The RMI is currently seeking tourism-related foreign investment, joint ventures, and public-private partnerships in

- Aviation infrastructure, including aircraft in conjunction with Air Marshall Islands and/or private sector partners, as well as destination infrastructure;
- Accommodation to expand existing capacity and connectivity and environmentally friendly utility upgrades. For example, the area between the airport and Laura in Majuro has been identified as a potential area for future accommodation development;
- Small inter-island cruise passenger vessels and infrastructure to support cruising; and
- Liveaboard dive boats to access Bikini Island and neighboring island destinations in the north.

These priorities for investment support capacity building, enable visitor dispersal, and leverage the destination attributes to attract visitors.

Incentives for investment specified in the National Investment Policy Statement include a tax incentive for businesses that employ local staff.<sup>17</sup>

However, there are barriers to attracting foreign investment, with foreign businesses citing the risks associated with climate change and land lease term arrangements as deterrents to investment. Anecdotal feedback also indicates investor frustration with the Foreign Investment Business License application process taking longer than the prescribed 15-day turnaround and the multiple stages in the application process. An outcome of the Business Forum 2024 is to transfer the first point of contact and facilitation functions from the Ministry of Finance to the OCIT to help resolve these issues.

The National Investment Policy Statement indicates that the OCIT–IPBD is committed to focusing on reviewing, updating, and designing policies to improve the efficiency and effectiveness of the cost of investing in the RMI.

## Tourism Business Development Support

Many of the RMI’s current or potential micro, small, and medium enterprises (MSMEs) require business development support through training and advice to strengthen their business management skills as well as funds to start and grow their business. For tourism-specific MSMEs, specific support with tourism financials, product development, and/or service delivery is often also required. There are a few programs currently delivering such support in the RMI.

- The OCIT–IPBD provides services through the RMI Small Business Development Center to support business start-ups. This includes assisting MSMEs with business plans to enable loan applications and providing ongoing training and business sustainability services for local businesses.
- The OCIT–Tourism is implementing the Ao Kapijuknen (“My Homeland”) Women in Business Development Program pilot, funded by the International Organization for Migration (IOM), to establish new visitor accommodations and experiences to support increased self-reliance and livelihood diversification.
- The Bank of Marshall Islands, with funding from the Republic of China (Taiwan), operates the Kora Fund—a microcredit and economic empowerment program for women entrepreneurs and aspiring entrepreneurs in the Marshall Islands.

Going forward, it will be important to strengthen collaboration across agencies providing private sector development support to enable a pipeline of new tourism ventures to be developed and supported.

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17 There are no requirements to maintain local staffing levels or support local businesses and the communities in which they operate.

## Workforce Development

The RMI National Training Council (NTC) funds tourism and hospitality courses. Training is delivered by the College of the Marshall Islands (CMI), the University of South Pacific (USP), and private training organizations. However, local businesses report that it is challenging to retain trained employees and access relevant training to support their business development.

As there has not been a tourism-specific training needs analysis conducted since 2000, and as other more recent workforce surveys and analyses have reportedly not identified tourism-specific training and skills gaps,<sup>18</sup> there is an urgent need to undertake such a study. This will help meet private sector needs to access tourism and hospitality-specific training to support skilled workforce requirements, recognizing that NTC and USP are receptive to providing additional tourism-specific training to support the development of the sector. Such training should enable employers and workers to meet visitor expectations of experience delivery, health and safety, and quality standards.

## Linking Tourism and Creative Industries: One Island, One Product

The “One Island, One Product” initiative was developed by the Ministry of Natural Resources and Commerce in collaboration with the OCIT and others to promote island creativity, talents, and community products and resources. The initiative is designed to encourage each of the 24 island jurisdictions to strive to create and/or enhance distinct products that could be a source of pride for the people living there. The aim is not simply to make souvenirs for tourists but to create local specialty products that would be popular not only locally but, eventually, in the global market as well.

The government supports community efforts to produce local specialty products with the ultimate objective to attain world-standard products and make the progress sustainable by promoting self-dependent entrepreneurs. Through this movement, the government hopes to make the local people more self-dependent and self-motivated by showcasing their products as well as enhancing and diversifying markets for these creative products. This program provides a platform to develop distinctive cultural tourism experiences that reflect the diversity of Marshallese culture. Products available for sale are listed on the [bemarshallesebuymarshallese.com](http://bemarshallesebuymarshallese.com) website.



18 World Bank. 2023. Education and Skills Strengthening Project: Skills Profiling and Gap Analysis Report. 29 October.



## A8 Infrastructure: Transport and Utilities

### International Air Access

Majuro is connected by the “Island Hopper” multi-destination services operated by United Airlines and Nauru Airlines.

- The United Airlines service operates four times a week, traveling from Hawaii to Guam with stops at Majuro and Kwajalein, in addition to Pohnpei, Chuuk, and Kosrae in the Federated States of Micronesia.
- Nauru Airlines operates a once-a-week return service from Brisbane to Palau via Nauru and Kiribati to Majuro, as well as a service from Nadi to Nauru.

A 2024 assessment of aviation demand from Honolulu to Majuro found that the high airfare—averaging \$796 for a one-way ticket—was suppressing demand.<sup>19</sup> The report indicated that a new direct flight service with fares set at \$475 each way would attract an additional 16,700 passengers each year. Additionally, a new “island hopper” service with fares set at \$560 each way would attract 11,200 more passengers each year. The RMI Aviation Task Force—formed to negotiate with foreign and regional carriers to improve domestic and international air service frequency, connectivity, and affordability—recognizes that government support is required to address the conditions for success outlined in the report.

Regarding investments in aviation infrastructure, the RMI Ports Authority plans to build a new temporary airport terminal building at Amata Kabua International Airport, with construction scheduled to start in 2025. This project will enable future growth in services and capacity, thereby enabling tourism development.

### Domestic Aviation Infrastructure and Services

Air Marshall Islands (AMI) provides services to 24 islands and atolls across the RMI. The frequency of services is detailed in Table A5. The airline reported an average payload of 70% for 2022 to 2024. It has two 18-seater aircraft and is currently purchasing a third 18-seater aircraft and two Cessna aircraft with funding secured from the government. The AMI recognizes the importance of visitor attractions in increasing the utilization of their services and will increase the frequency of flights if there is higher demand.

There is currently no serviceable runway on Arno to support air services, but it has been identified as a priority. Based on an assessment by the UN Office for Project Services (UNOPS) in 2024, five other atolls have been prioritized for investments in runway paving and terminal facilities: Jaluit, Kili, Ailinglaplap (Airok), Wotje, and Likiep. This investment is subject to securing funding.

### Road Network

Investment in the road network is required to support traffic flows in Majuro, with access between Laura and the airport a high priority to support accommodation developments.

### Marine Transport Services (Local)

Domestic passenger and cargo ship services are available to each atoll; however, these services are not designed to accommodate visitors. Scheduled water taxi services and charter boat transfers that operate point-to-point are more suitable for visitors. Currently, these services only connect the islands of Majuro with Arno and Mili to facilitate visitor dispersal. However, these open boats typically offer no protection from the weather. There have been recorded fatalities on these services due to adverse weather conditions and vessel overloading. Additionally, there are no accessible boat services for individuals with disabilities.

The Ministry of Transportation, Communication and Information Technology recognizes that the government has a role to play in partnering with or incentivizing private sector development to improve boat access.

### Marine Infrastructure and Services

Prior to 2024, three islands had been designated by the RMI Government as international ports of entry: Majuro, Kwajalein, and Jaluit. In 2024, the government added Mili, Likiep, Wotje, Rongelap, and Bikini to the list of designated international ports of entry; however, these islands have no ship processing facilities to support arrivals.

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19 Deloitte Access Economics. 2024. *Honolulu to Majuro Aviation Demand Study*.

## Cruise Ships

The Delap Dock in Majuro is 305 meters long with a depth of 13 meters, making it capable of accommodating cruise ships. A visit is booked with a shipping agent who handles the logistics for arrivals. However, it is recognized that the resources beyond the port are inadequate to effectively support cruise ship arrivals, for example:

- School buses are repurposed to transport passengers, but there are timing conflicts.
- Waste management poses a challenge; a recent cruise ship left 350 pounds of rubbish on the dock upon its departure.
- There is a lack of private sector tourism operators to service the ships. To meet the gap, the OCIT–Tourism staff coordinate and host passengers on a cost-recovery basis, utilizing tour guides who have received informal training or who offer the passengers free experiences, such as swimming. Without private sector businesses to capitalize on these opportunities, cruise ship visits cannot be effectively supported at this time.

## Cruising Yachts

Most of the moorings in Majuro are in disrepair and unusable for yachts. Anchoring in the lagoon is not feasible due to the coral base. Additionally, no hardstand facilities are available in Majuro to support repairs and maintenance. Members of the Miec Beach Yacht Club have observed a demand from visiting yachts to stay in the Marshall Islands during the southern hemisphere’s cyclone season (October to May). However, based on anecdotal feedback, this interest is constrained by several infrastructure and other services challenges:

- Lack of functioning moorings in Majuro, with anchoring not a safe alternative.
- Absence of a haul-out facility for repairs and maintenance services.
- Inconsistent application of visa and immigration regulations.
- Difficulties in obtaining permits for visiting outer islands.
- Frustrations with unresponsive authorities upon arrival.
- The closure of Bikini Island’s dive facilities.

## Water, Sanitation and Power Services

It is essential to provide high-quality and consistent services for fresh water, sanitation, and electricity to enable tourism businesses to meet the expectations of visitors. However, these services are already under pressure to adequately support the current resident population.<sup>20</sup> Tourism planning needs to consider each location’s current and future carrying capacity to ensure that tourism does not overburden local utility services but instead catalyzes new investments in infrastructure and services.

## Waste Management

There is a lack of waste infrastructure and recycling facilities and processes to support effective waste management. The presence of waste in public areas has negative health and visual impacts on both residents and visitors. Furthermore, the absence of proper waste management facilities poses challenges for accommodation providers.

The Environmental Protection Agency is leading community-driven cleanups and coastal planting programs in Majuro to reduce the significant accumulation of non-biodegradable waste and support ecological restoration and conservation. This initiative has the potential to be further developed and implemented across other atolls.

## Information and Communication Technology (ICT)

Mobile and internet connectivity supplied by the Marshall Islands National Telecommunications Authority (NTA) is limited across the country. While Starlink is a popular alternative for remote locations, communities have identified its high cost as a barrier. Reliable and affordable communication is essential for any community or business aiming to attract visitors.

Access to mobile and internet connectivity is also essential to visitors. The RMI does not offer global roaming services with any international networks. SIM cards, when available, can only be purchased from the NTA office.

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<sup>20</sup> The RMI National Strategic Plan 2020-2030



## A9 Environmental, Cultural and Social Considerations

### Climate Change Adaptation

The RMI faces significant climate change threats, including rising sea levels, extreme weather events, and ecosystem degradation. These challenges threaten the natural and cultural assets that underpin the nation's tourism sector, requiring an integrated approach to ensure resilience and sustainability. Coastal and marine ecosystems, such as coral reefs and atolls, are critical to the destination's appeal but are highly vulnerable to climate impacts. Sustainable tourism practices must prioritize conservation and restoration efforts to maintain these fragile ecosystems.

Tourism infrastructure and operations must adapt to increasing climate-related pressures. Investments in resilient infrastructure that can withstand extreme weather events and rising sea levels are vital for the long-term viability of the sector.

Community engagement and education is essential to addressing climate change in the tourism sector. Tourism can serve as a platform for fostering climate awareness, supporting renewable energy initiatives, and improving waste management practices. Integrating climate resilience into tourism planning will not only safeguard the sector but also contribute to the broader goals of sustainable development and community well-being.

### Natural Resource Management

The Coastal Management Advisory Council, through member organizations such as the Marshall Islands Marine Resources Authority, Environmental Protection Authority, and Marshall Islands Conservation Society, has been coordinating the development of Atoll Resource Management Plans in conjunction with local communities. These individualized plans serve as a roadmap for conserving natural resources and sites. The plans identify key issues, set priorities, and outline actions to ensure sustainable resource management. The plans also provide guidance on community priorities and expectations to align appropriate future tourism experience development opportunities.

### Cultural Considerations

The National Strategic Plan aims to integrate Marshallese culture, customary law, and traditional practices in all facets of development.

Ensuring the transfer of cultural and heritage knowledge to younger generations is important as they are more likely to be bilingual and have the confidence to engage with visitors and lead experience delivery, providing them with employment and business opportunities. This also provides an opportunity for visiting Marshallese citizens to reconnect with their language, culture, and heritage.

Agenda 2030 priority actions focus on integrating cultural and traditional knowledge into the education curriculum, upgrading the museum, and restoring culturally significant sites. Along with restoration, there is a need for site management planning and dual language interpretation and signage to support tourism opportunities.

The RMI Public School System has recently developed a comprehensive RMI History Book and RMI Atlas as cultural and heritage education guides for communities. These resources have been approved by cultural leaders.

These will be valuable resources to draw on stories of local culture, heritage, and history when developing the destination brand and visitor proposition, ensuring that authentic stories are integrated into experience development.

Women United Together Marshall Islands (WUTMI) is a chartered non-governmental, not-for-profit organization that serves as the voice of women in the Marshall Islands. The primary goal of the organization is to support and strengthen Marshallese women and, in so doing, to strengthen Marshallese families. The WUTMI can help connect women with opportunities in the tourism sector.

## Community-Based Tourism

Sustainable tourism development must be inclusive, ensuring that local communities are actively engaged and benefit from economic opportunities. Community-based tourism can empower local people, particularly women and youth, by creating meaningful employment and business opportunities. Many communities lack the necessary skills, training, and resources to participate in tourism. To address this, it is essential to raise community awareness about the available opportunities and provide comprehensive training in business establishment and management. To support this, specific programs focused on tourism are necessary to build capability.

Traditional knowledge and cultural heritage provide a foundation for immersive tourism experiences that celebrate the RMI's identity. Programs such as the One Island, One Product initiative and the Ao Kapijuknen ("My Homeland") Women in Business Development Program demonstrate successful models for community-driven tourism. Engaging youth to learn and share the stories of their people and places can provide them with meaningful employment on their islands.

## Community Aspirations for Tourism

In July 2024, a workshop was held in Majuro with local government mayors to explore community aspirations, challenges, and expectations regarding visitor engagement as part of developing the national tourism strategy. Communities expressed their desire for tourism to improve local economies by creating revenue streams and generating jobs for locals. They viewed tourism as a catalyst for enhancing communication, facilities, and transportation. They also highlighted the broader goal of fostering happiness and prosperity among residents while preserving and promoting WWII relics and cultural heritage and sharing their culture with visitors.

Community leaders also identified significant challenges that need to be addressed, including inadequate transportation and facilities to enable visitor access, the need for medical facilities to support tourists, limited funding for accommodation and experience development, and insufficient knowledge and skills to develop visitor-ready experiences.

Communities also have clear expectations of visitors. They hope tourists will spend money locally, learn about and respect Marshallese culture, care for the environment, and share the story of the Marshall Islands with others. These insights reflect a strong desire for tourism to deliver tangible benefits while fostering mutual respect and cultural exchange.

The destination positioning and agreed messaging must involve community and government consultation to ensure it respectfully reflects the culture, heritage, and nuclear legacy of the RMI.



# Appendix B:

## Stakeholder Consultation List

### Government Offices and State-Owned Enterprises

- Kili, Bikini, Ejit (KBE) Tourism Office
- Majuro Water and Sewer Company
- Marshall Islands Service Corporation
- RMI Banking Commission
- RMI Customary Law and Language Commission
- RMI Division of Immigration
- RMI Economic Policy, Planning and Statistics Office
- RMI House of Chiefs
- RMI Office of the Chief Secretary
- RMI Ministry of Culture and Internal Affairs
- RMI Ministry of Education, Sports and Training – Public School System
- RMI Ministry of Natural Resources and Commerce
- RMI Ministry of Public Work, Infrastructure and Utilities
- RMI Ministry of Transportation, Communications and Information Technology
- RMI National Nuclear Commission
- RMI Ports Authority

### Non-Governmental Organizations

- Marshall Islands Council of Non-Governmental Organizations
- Marshall Islands Disabled Persons Organization
- Marshall Islands Red Cross Society

### Development Partners

- Asian Development Bank
- Pacific Tourism Organization

### Schools

- College of the Marshall Islands
- The University of South Pacific – Marshall Islands Campus

### Neighboring Islands Communities

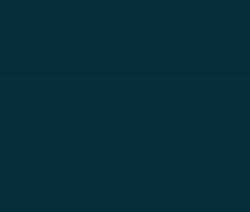
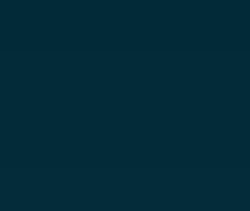
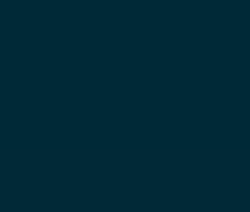
- Arno Atoll Community
- Wotje Atoll Community

### Local Government

- Ailinglaplap Atoll
- Ailuk Atoll
- Arno Atoll
- Ebon Atoll
- Jabat Atoll
- Jaluit Atoll
- Kili, Bikini, Ejit (KBE)
- Kwajalein Atoll
- Maloelap Atoll
- Mejit Island
- Mili Atoll
- Namu Atoll
- Rongelap Atoll
- Ujae Atoll
- Wotho Atoll
- Wotje Atoll

### Private Sector

- Alele Museum
- Arno Beach House
- Bikendrik Boutique
- Bokanbotin
- Elefa Handicraft Shop
- Jittak Take-out
- Likiep Atoll Escape and Expedition (Ao Kapijuknen recipient)
- Marshall Islands Pandanus Company
- Marshall Islands Resort
- Marshall Islands Shipping Corporation
- Miéco Beach Yacht Club
- PII – Lojkar Hotel & Apartments
- Robert Reimers Enterprises
- Tobolar Copra Processing Authority
- Waan Aelon in Majel



For more information contact  
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