



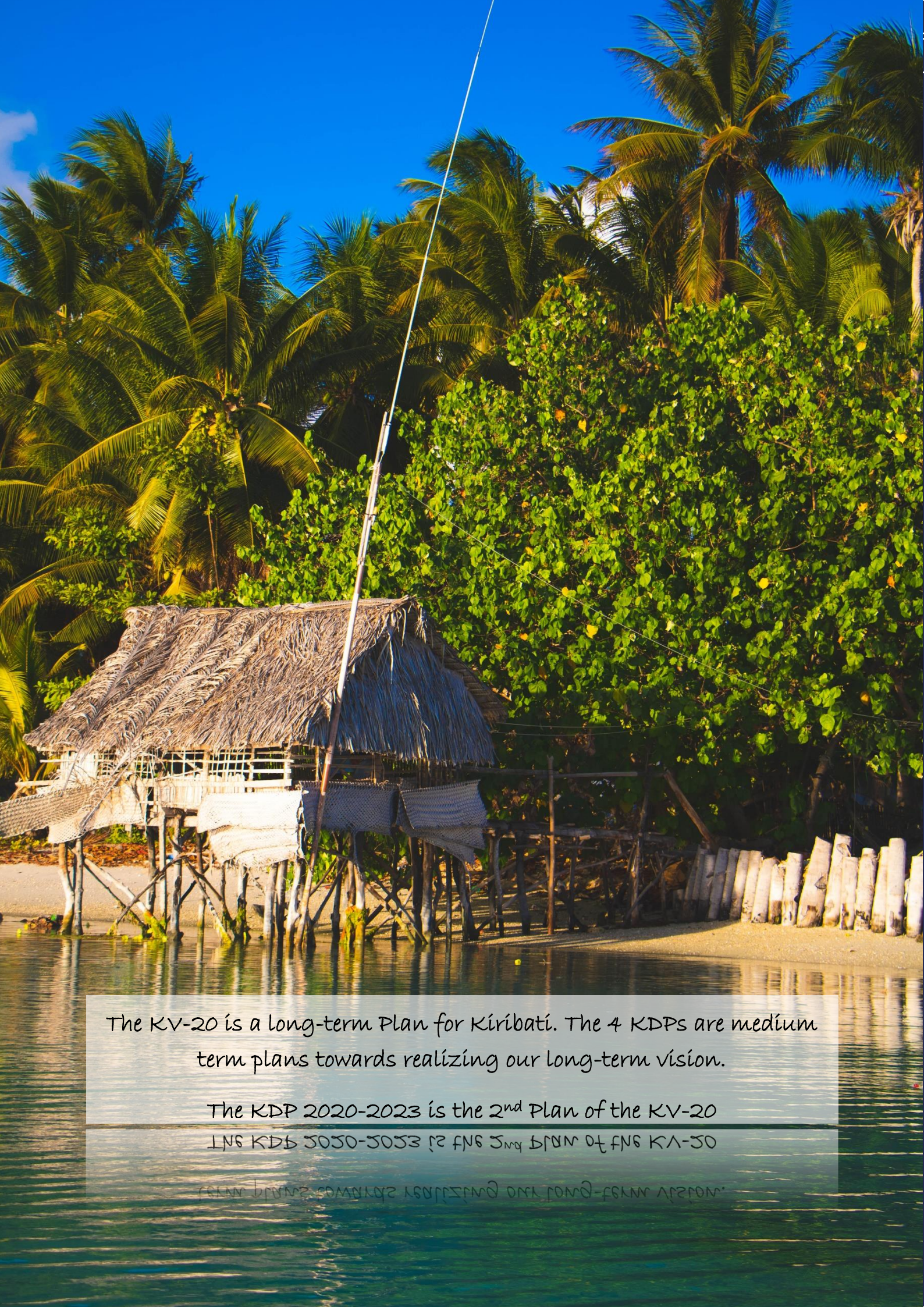
# KIRIBATI DEVELOPMENT PLAN

## 2020 - 2023

A WEALTHY, HEALTHY AND PEACEFUL  
NATION



**A JOINT EFFORT OF ALL MINISTRIES/DEPARTMENTS WITHIN THE  
GOVERNMENT OF KIRIBATI**



The KV-20 is a long-term Plan for Kiribati. The 4 KDPs are medium term plans towards realizing our long-term vision.

The KDP 2020-2023 is the 2<sup>nd</sup> Plan of the KV-20  
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It is my pleasure to deliver a foreword to the 2020-2023 Kiribati Development Plan (KDP). This is the eleventh KDP and the second development plan presented by the Tobwaan Kiribati Government.

In any journey, there must be a plan that will guide and take us to where we want to go. This 2020-2023 KDP provides the compass that will keep us on course as we pursue our long-term goal of achieving inclusive prosperity for our people, in line with the aspirations of the Kiribati Vision 20 (KV20) which commits to making Kiribati a wealthy, healthy and peaceful nation with people at the center of it all.

The core priorities of the KDP are to eliminate poverty and reduce inequality and injustice through inclusive economic growth, building human capabilities, enhancing the capacity of the state, and strengthening the institutions of good governance and democracy.

Our mission is to fast-track and accelerate growth through maximisation of returns from our natural, human and cultural capital.

As a small developing nation scattered over the vast blue Pacific Ocean, the journey to our destination will be arduous and fraught with challenges. The 2020-2023 KDP identifies these challenges and, more importantly, the solutions to mitigating them.

It is important that we anchor our journey on enhancing our human capital and wealth. This is key to attaining and sustaining our full potential and ability to realise our development goals and dreams going forward.

As leaders and parents, we are responsible for giving our children a better Kiribati than we found it. Collectively, we are the custodians of our land, our oceans and our resources. We must harness these resources wisely to sustain their capacity to provide us with food, jobs and livelihoods while protecting our culture and heritage and especially our highly vulnerable land and ocean ecosystems.

We must continue to give our citizens the basic freedoms of speech and association and also promote and protect the rights of women, children and the disadvantaged.

I urge all of us in Government to constantly remind ourselves that we are here to serve our people. As leaders chosen by the people, we need to be attentive and responsive to their needs and serve them to the best of our abilities. Indeed, this is the government of the people, by the people and for the people.

I commend the 2020-2023 KDP to all the people of Kiribati and development partners. Together, and with blessings of the Almighty, we can achieve the goals of the KDP for the benefits of our nation and people.

May God bless Kiribati.

**Signed**



**Teuea Toatu, PhD (ANU)**

**Hon. Vice President and Minister for Finance**



As mentioned in the foreword, this is our eleventh KDP; however, the completion of KDP 2020-2023 reflects a significant milestone.

Where previously our country had relied heavily on external Technical Assistance for the completion of national plans, the preparation of this KDP in the midst of the global COVID-19 pandemic gave our people the opportunity to step up amid our isolation from the rest of the world – demonstrated that we have the talent and skills to deliver programmes and outputs for the betterment of our people right here in Kiribati.

The Government of Kiribati expresses its gratitude and appreciation to the Government of New Zealand for the provision of a Technical Assistant (TA)<sup>1</sup> to help strengthen the capacity at the National Economic Planning Office (NEPO) during the formulation of this Plan.

In finalizing the KDP, the Government undertook various consultations with both the public and private sectors as well as with other supporting institutions and Non-Government Organizations (NGOs). We acknowledge with thanks all stakeholders in South Tarawa, the Outer Islands and the Line and Phoenix Islands, for their participation and contributions during the KDP consultations, discussions and workshops. The feedback and inputs provided by these groups have made this KDP inclusive of the voices of all Kiribati citizens.

Last but not least, the Government of Kiribati sincerely acknowledges the Development Indicator Monitoring and Evaluation (DIME) Taskforce<sup>2</sup>, for its hard work, dedication and commitment towards the completion of this Plan.

The creation of the DIME Taskforce has created an aspirational model for others to mirror, reflecting the importance of pulling resources together sharing know-how, experiences and skills as a sustainable approach, in pursuing the work momentum of our country.

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<sup>1</sup> Further details are provided in Annex 1 and Annex 3.

<sup>2</sup> Consisted of all Ministries and departments – further detailed in Annex 3

The Kiribati Development Plan 2020 – 2023 is the second development plan to implement the Kiribati Vision 2020 of a sustainable healthier, wealthier and peaceful nation. It focusses on the same six Key Priority Areas (KPAs) used in the former KDP 2016 – 2019:

1. KPA 1: Harnessing our Human Wealth
2. KPA 2: Growing our Economic Wealth and Leaving No-One Behind
3. KPA 3: Improving our Health
4. KPA 4: Protecting our Environment and Strengthening Resilience
5. KPA 5: Good Governance
6. KPA 6: Developing our Infrastructure.

The plan was developed through an extensive consultation process and is the first plan where Kiribati nationals were fully engaged in the formulation up to the finalization stage of the document. There is a sense of greater ownership of the plan, embodied in the implementation charter signed by all Secretaries.

#### *KPA 1: Harnessing our Human Wealth*

Harnessing our Human Wealth relates to education and training and has three focus areas, (i) the early stages of our children's education – i.e., from preschool up to university levels; (ii) TVET for school leavers and disengaged youth and (iii) Strengthening Government's Civil Servants. The early stages of development up to University Level are crucial – for this is where a child sets the foundation for lifelong learning, behavior, and health.

The experiences children have in early childhood shape the brain and the child's capacity to learn, to get along with others, and to respond to daily stresses and challenge. TVET engages early dropouts and disengaged youths into needed skills and capacity to be absorbed into both the domestic and international labour market. The third and last stage relates to civil servants. Civil servants were not included in earlier plans. This plan recognises the importance of investing in our civil servants for they are drivers to the economic growth and development of our country. Early training provided the foundation to prepare them to enter the labour market, but to grow, they need broad experiences, attachments and further training to apply theories and concepts once learnt in the early stages of development. All three combined – will yield best expected outcomes of our resources, our wealth and our asset.

The sector has eight (8) strategies, which are (i)strengthen the quality of relevant curricula that support student's diverse learning opportunities; (ii) Prepare and support students enrolments at all year levels; (iii) Foster the development of early childhood education through support for the development of an appropriate legislative framework and the development of supportive operational environment; (iv) Strengthen students' performance assessment; (v) Identify students with special needs and support them to receive education in mainstream schools; (vi) Strengthening and providing pathways for ease of access to formal and informal training opportunity; (vii) Improve access and entry to opportunities for I-Kiribati into the Regional Seasonal Workers (RSE) and Seasonal Workers Programme (SWP); (viii) Prepare all professions and the public/private workforce to become qualified, competent, knowledgeable and trusted.

#### *KPA 2: Growing our Economic Wealth and Leaving No-One Behind*

Notwithstanding the impacts of COVID-19, Kiribati faces significant economic challenges, including a slow rate of economic growth, a rapidly growing population, remoteness from major trading routes and a narrow production base of fish and copra.

These challenges contribute to the slow growth in per capita incomes, low productivity, increased marginalization and greater vulnerability overall, which are compounded by environmental factors including climate change. The small size of Kiribati's private sector imposes a disproportionate role on the Government, which is severely constrained by its small revenue base. Overall, the rate of economic growth has historically been too low to cater for the growing population, which has led to a high level of unemployment especially amongst youth.

This sector looks at four (4) strategies to overcome the identified issues as follows: (i) Broaden the country's economic base; (ii) Strengthen Government Revenue; (iii) Improve social and economic wellbeing of all and (iv) increase official development assistance.

### *KPA 3: Improving our Health*

Delivery of quality health services is a challenge throughout Kiribati due to the high rate of population growth, lack of proper health facilities, insufficient qualified skilled workers, poor dietary lifestyles, and lack of awareness on preventive measures.

Non-communicable diseases (NCDs) remain a major health issue, with contributing factors such as high use of tobacco, excessive alcohol consumption, non-balanced dietary lifestyles, lack of physical activity, obesity, high blood pressure, raised blood glucose and high cholesterol. These factors are behavioural in nature. These factors also increase COVID-19 risk factors.

This sector looks at six (6) plans to address the identified issues; (i) strengthen community awareness programmes on sanitation, neonatal care, reproductive controls and healthier lifestyles; (ii) Reduce the incidences of serious diseases; (iii) Reduce child mortality and morbidity rate; (iv) improve health care facilities and service delivery; (v) Adopt international benchmarks as targets to measure achievement regularly and (vi) promote engagement in sport.

### *KPA 4: Protecting our Environment and Strengthening Resilience*

Climate Change is becoming a normal trend to us low island atolls. We face the consequences of rising sea levels; and other indirect impacts of natural disasters over our vulnerable country. Our focus is on building resilience and seeking ways to adapt to changes so our developmental plans are not compromised by these external and uncontrollable factors.

This sector has seven (7) strategies. These are (i) To increase the rate of implementation of the Kiribati Climate Change Policy and the Kiribati Joint Implementation Plan for Climate Change and Disaster Risk Management (KJIP); (ii) To implement the Kiribati Integrated Environment Policy and related environment strategic action plans, e.g., the Kiribati National Biodiversity Strategies and Actions Plan (KNBSAP) and the Kiribati Waste Management and Resource Recovery Strategy (KWMRRS); (iii) Increasing access to global funds and assistance; (iv) Mounting education, training and awareness programmes and increasing community participation and engagement; (v) Strengthening our early warning systems and readiness and responsiveness to disasters and emergencies; linked to Disaster Risk Management (DRM) under common issues; (vi) Increasing the generation of sustainable renewable sources of energy; (vii) Implementing national obligations under Multilateral Environmental Agreements (MEAs) including the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement decisions of the UNFCCC Conference of the Parties (COP); (viii) Keeping abreast of Intergovernmental Panel on Climate Change (IPCC) information and reports;

### *KPA 5: Good Governance*

The Government of Kiribati aims for a corrupt-free society through the strengthening its legislative and regulatory frameworks and the enforcement of and compliance to such frameworks. This also includes enhancing institutional independence to promote good governance and eliminate corruption.

This sector identified five (5) strategies in moving forward plans towards Good Governance; (i) improving and strengthening legal sectors and institutions; (ii) strengthening accountability and transparency; (iii) effective changes starts from home; (iv) change programme to improve service delivery; (v) promoting and advocating good governance.

### *KPA 6: Developing our Infrastructure*

As a small island developing state, the construction of infrastructure remains a great challenge in Kiribati. Despite significant improvements in infrastructure in past years, this KDP acknowledges the need for more investment to support transport and connectivity, coastal protection, sanitation, water and communications.


This sector came up with seven (7) strategies which are; (i) provision of safe drinking water and access to good basic sanitation; (ii) providing safe buildings; (iii) upgrading marine and coastal infrastructure; (iv) improving roads and runways; (v) improving transportation services; (vi) improving energy supply in Kiribati and (vii) Improving ICT development and data access.

### *Common Issues, Strategies and Key Performance Indicators*

In developing the KDP three key elements were identified: (i) common issues; (ii) common strategies and (iii) common key performance indicators (KPI) – the key elements that give shape to the different sectors of this KDP.

We call our **Common Issues** our key priority areas (KPAs). Throughout the consultation, many issues were noted from different Ministries and stakeholders, non-government organizations (NGOs) and civil society organizations (CSOs). All issues were grouped into similar groups and referred to as gaps towards desired developments; and hence the need that we highly prioritize them according to best needs. These identified common issues/gaps that are our key priority areas to focus on.

In addressing the common issues identified (our key priority areas) – realistic strategies were designed and developed from ministry strategic plans. The KDP framed plans that are achievable according to respective ministry activities. Similar to how the

An aerial photograph of a desert landscape. A winding road or path is visible, leading towards a small, light-colored structure or building. The terrain is arid and sandy, with some sparse vegetation. The lighting suggests a bright, sunny day.

Common issues were developed – **Common Strategies** were framed in a way that are inclusive and general for all. Activities to achieve common issues are not listed in this KDP, but with respective ministry strategic plans.

The **Key Performance Indicator (KPI)** is an important element which measures key achievements towards certain objectives.

The KDP is a short-term plan towards fulfilling the long-term plan of Government, of the KV-20. There will be a total of four (4) KDPs; making this current KDP 2020 – 2023 the second plan towards realizing the full objective of the long-term vision of Government, laid out in the KV-20 plan.

## ACRONYM

ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AKA	Airport Kiribati Authority
ALD	Agriculture and Livestock Division
APTC	Australia Pacific Training Coalition
ASRP	Accelerated School Readiness Programme
BNL	Bwebweriki Net Limited
BNPL	Buy Now, Pay Later
BPA	Broadcasting Publication Authority
CAAK	Civil Aviation Authority of Kiribati
CBFM	Community-Based Fisheries Management
CCK	Communications Commission of Kiribati
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CPPL	Central Pacific Producers Ltd
CSS	Country Safeguard System
CYPFW	Children, Young People and Family Welfare
DCC	Development Coordinating Committee
DRM	Disaster Risk Management
DWAB	Decent Work Advisory Board
ECCD	Early Childhood Care Development Act
ECCEA	Early Childhood Care and Education Act
ECD	Environment and Conservation Division
EIA	Environment impact assessment
EEZ	Economic Exclusive Zone
EIRC	Employment and Industrial Relations Act
EPU	Energy Planning Unit
ESGBV	Eliminating Sexual and Gender Based Violence
FDI	Foreign Direct Investment
FFA	Forum Fisheries Agency
FIR	Flight Information Region



FNU	Fiji National University
FSM	Federated States of Micronesia
GBV	Gender Based Violence
GCF	Green Climate Fund
GDP	Gross Domestic Product
GIS	Geographical Information System
GLUP	General Land Use Plan
GNI	Gross National Income
GOK	Government of Kiribati
GPI	Gender Parity Index
GWAN	Government Wide Area Network
IENRMP	Community Based - Integrated Environment and Natural Resource Co-Management Plan.
KCBE	Kiribati Certificate in Basic Education
KDP	Kiribati Development Plan
KEIP	Kiribati Education Improvement Programme
KHIS	Kiribati Health Information Service
KIEP	Kiribati Integrated Environment Policy
KIER	Kiribati Integrated Energy Roadmap
KIT	Kiribati Institute of Technology
KJIP	Kiribati Joint Implementation Plan on Climate Change and Disaster Risk Management
KLIS	Kiribati Land Information System
MICT	Ministry of Information, Communication and Transport
MEHR	Ministry of Employment and Human Resource
MELAD	Ministry of Environment Land and Agriculture Development
MFAI	Ministry of Foreign Affairs and Immigration
MFED	Ministry of Finance and Economic Development
MFMRD	Ministry of Fisheries and Marine Resources Development
MHMS	Ministry of Health and Medical Services
MIA	Ministry of Internal Affairs
MTCIC	Ministry of Tourism, Commerce and Industry Cooperatives
KPS	Kiribati Police Services

KSDIS	Kiribati Sustainable Development Indicator Survey
KSEC	Kiribati Solar Energy Company
MOE	Ministry of Education
MOJ	Ministry of Justice
MOP	Ministry Operational Plan
MS1	Monthly Consolidated Statistical Report (Health)
MSP	Ministry Strategic Plan
MTC	Marine Training Centre
MWYSSA	Ministry for Women, Youth, Sports and Social Affairs
NCAF	National Curriculum and Assessment Framework
NCD	Non-Communicable Diseases
NCS	National Conditions of Service
NEPO	National Economic Planning Office
NGO	Non-Government Organization
NIR	Net Intake Ratio
NSO	National Statistics Office
OB	Office of Te Beretitenti
ODA	Official Development Assistance
OHS	Occupational Health and Safety
PAC	Public Account Committee
PEARL	Pacific Early Age Readiness & Learning Programme
PFM	Public Financial Management
PHC	Primary Health Care
RERF	Revenue Equalization Reserve Fund
SOEs	State Owned Enterprises
SPC	Secretariat of the Pacific Community
SPMS	South Pacific Marine Services
SPREP	Secretariat of the Pacific Regional Environment Programme
SREP	Scaling-Up Renewable Energy Programme
SS	Senior Secondary
STAKI	Standardized Tests for Achievement in Kiribati

STR	Student to Teacher Ratio
STREP	South Tarawa Renewable Energy Project
STSISP	South Tarawa Sanitation Improvement Sector Project
TAFE	Technical and Further Education
TB	Tuberculosis
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nation Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nation Fund for Population Activities
UNICEF	United Nation Children’s Fund
USP	University of the South Pacific
VAT	Value-Added Tax
WCPFC	Western and Central Pacific Fisheries Commission
WHO	World Health Organization

All amounts are in Australian Dollars (AUD) unless otherwise indicated.

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## THE KDP IMPLEMENTATION CHARTER

We, the undersigned, cognizant of our pivotal roles as Heads of Government Ministries, make a collective commitment to fully implement this KDP to the best of our abilities.

We collectively undertake to:

- Motivate ourselves and our teams to fully implement the KDP and support the priorities of the KDP;
- Work collaboratively with each other noting that we share a common purpose and that our goals are interrelated;
- Lead by example in all aspects of our responsibilities;
- Elevate serving our people to the top of our priorities;
- Understand the limitations of our financial resources, endeavor to work smarter and achieve more for the same number of resources; and
- Monitor our performance of the KPIs in accordance with the Monitoring and Evaluation (M&E) plan.

We firmly believe that our success in implementing this KDP will help achieve our nation's collective vision to become a wealthy, healthy and peaceful nation with the people at the centre.

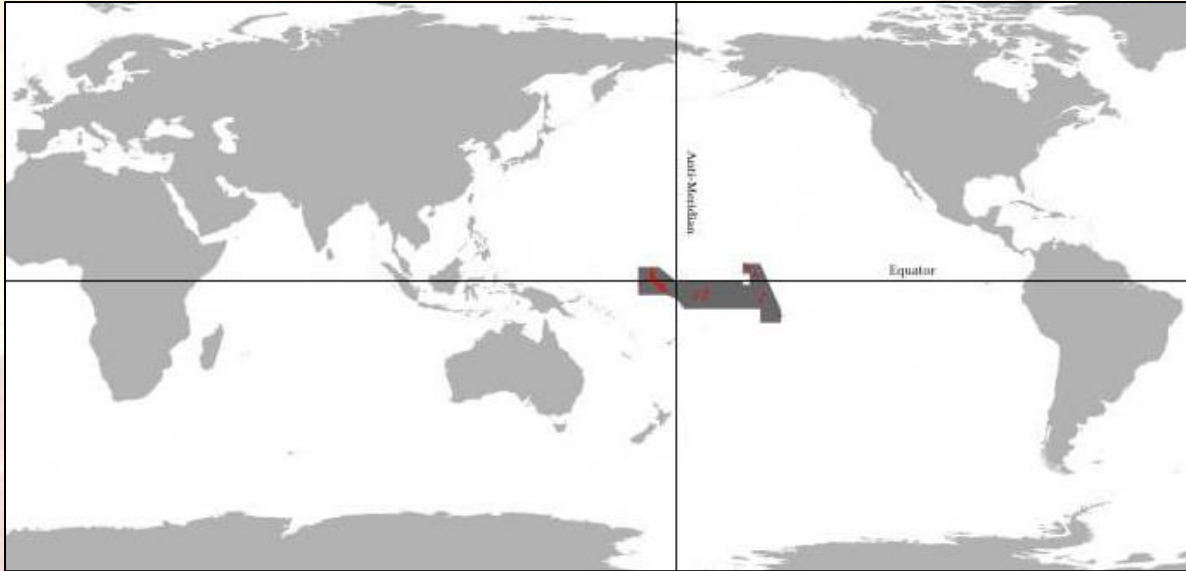


## OVERVIEW OF KIRIBATI

Kiribati is a small island nation made up of 33 coral islands; 32 atolls and one raised coral island. These islands are divided into three groups, the Gilbert Islands, Line Islands and Phoenix Islands, scattered over an expanse of ocean of 3.5 million square kilometers – larger than the size of India. The total land area; however, is smaller than New York City at just 726km<sup>2</sup>.

The interesting facts about Kiribati is the fact that it extends over the eastern, western, northern and southern hemispheres, making it the only country located within all four (see Figure 1) hemispheres of the world. The country is also the furthest ahead of Greenwich meantime at GMT +14, making it the first country in the world to ring-in the New Year.

Figure 1. Kiribati, the only nation in all 4 hemispheres of the world (North, South, East and West)



The islands are low, flat and narrow with poor land fertility for farming and limited underground fresh water. The weather is mostly dry and sunny but gets wetter towards the northern side. The only edible vegetation on the islands are coconuts, pandanus, breadfruit and giant swamp taro (bwabwai).

Kiribati's way of life is very much influenced by the vast Pacific Ocean that surrounds the country and small land resources. Over the years, its people have developed ways to fully utilize and preserve scarce resources. An example is the extraction of toddy, a tasty syrup derived from the sap that comes from an unripe coconut blossom or the spathe, which can be stored for years. I-Kiribati also apply preservative methods to make coconut leaves last and weave them into dancing skirts, housing materials and handicrafts.

The people of Kiribati are unique, complex and diverse in their culture, with traditions varying across different islands. Examples include the 'Maneaba'<sup>3</sup> and 'Unimwane'<sup>4</sup> systems for meetings and social gatherings, as well as singing, traditional construction and fishing skills, toddy cutting and other traditional norms that are still practiced to date. These attributes distinguished the identity of an I-Kiribati from other Pacific Islanders.

Kiribati has a total population of 110,136 people<sup>5</sup>, with more than 50 percent residing on the small capital island of South Tarawa. The remainder live on 27 other islands. Five islands, which are part of the Line and Phoenix Group, are uninhabited.

The nation's Gross Domestic Product (GDP) is small – at around \$203 million<sup>6</sup>. GDP per capita is just \$1,749 (US\$1,695), placing Kiribati as the lowest in the Pacific.


Kiribati is also known in the Pacific region for a unique style of dance that reflects the movements of a frigate bird. The frigate bird symbolizes many important things to I-Kiribati, for it traditionally provided navigation support and weather information to fishermen lost at sea. The frigate bird is also a sign of peace and harmony.

<sup>3</sup> The heart of any Kiribati community, known for as a meeting house.

<sup>4</sup> Male elders of the community, known as leaders.

<sup>5</sup> Based on the 2015 census.

<sup>6</sup> All amounts in the KDP are in Australian Dollars (AUD) unless otherwise indicated.



Kiribati has a small export sector and is highly dependent on imported goods. The value of net exports per year in 2019 was \$17.6 million. Main export commodities are copra and fish, which make up more than 70 percent of total exports but only 7 percent of GDP. The manufacturing sector is also small, contributing to just 4 percent of GDP.

More than 70 percent of the Government's total revenue is from selling fishing licenses to foreign vessels. This puts Kiribati at risk should there be a fall in fishing license revenue due to climate change and a shift in fish migration patterns. The Government has a sovereign wealth fund called the Revenue Equalization Reserve Fund (RERF), with a strict withdrawal policy to protect its sustainability. The value of the RERF was over \$1 billion as at the end of August 2021. The RERF was initially set up in 1956 by the Colonial Government of the Gilbert and Ellice (now Tuvalu) islands with an initial allocation of \$555,580. The Funds came from War Assets (\$155,580) and from General Revenue (\$400,000).

Kiribati is a democratic country and is known as one of the safest countries in the world in terms of political and economic stability.

Its people have elected five Presidents since the country gained independence from Great Britain in 1979. General elections are held every four years and a President can remain in office for a maximum of 12 years.

In 2021, Kiribati celebrated its 42nd Independence Anniversary, marking 42 years of political peace and harmony. The secret ingredient to the country's political stability and unity is its strong culture, hinging on principles of fairness, equality and unity, with a strong traditional leadership style based on the Unimwane system.

Kiribati is a religious country and its leaders are guided by their faith.

KDP 2020-2023 is Kiribati's eleventh national development Plan and the second of the current Government. Significantly, this is the first time Kiribati nationals have fully participated in the formulation and completion of such a Plan. This has resulted in a greater sense of ownership and the assurance that key performance indicators (KPIs) included in the Plan closely reflect the activities needed to lift the current level of development to its preferred status.

This plan has noted the COVID-19 and its emerging issue that affects all sectors. The impact of COVID-19 on all the 6 sectors were recognized in this plan where each of the 6 sectors; identified COVID as one of the issues constraining the development plans; framed resilient strategies and adaptation plans in progressing sectors plans forward.

The approach to this Plan is different from past editions. In setting performance targets, a benchmark is adopted where comparisons are made across the Pacific region and, in some instances, to countries of the same size and with similar challenges to Kiribati.

Achieving these benchmarks will require commitment.

There are many causes of the existing challenges faced by Kiribati and its people, of which three major ones are:

### **Behaviour**

Entrenched behaviours and attitudes in Kiribati are the fundamental cause of a lack of progress in harnessing human wealth, improving health, creating enough jobs for school leavers and improving sanitation and waste management. The future cost to Kiribati of maintaining the status quo is high. Behaviour change is therefore one of the top national priorities to strengthen the national commitments towards achieving assigned tasks and responsibilities. Changes in behaviour need not cost significant amounts of money and the benefits of investing and putting trust in our people will be substantial.

### **Limited financial resources**

Limited financial resources to meet national needs is an ongoing challenge for Kiribati, especially in relation to building much needed infrastructure and increasing personnel. This issue is, in part, due to the country's narrow revenue base. Raising tax compliance and increasing economic activity are solutions, as is working collaboratively with development partners to increase the funding envelope. We must also strengthen and prioritise our spending to areas to maximise value for money.

### **Limited ownership of past KDPs**

Limited ownership of past KDPs, due to a lack of involvement during their formulation and implementation, has led to poor alignment of performance indicators to Ministries' day-to-day activities. This has contributed to non-achievement of many of these indicators. KDP 2020-2023 builds on lessons learnt from past KDPs, as well as significant consultations. We are confident this will result in more accurate and realistic outcomes during the 2020-2023 period.

## I. FORMULATION OF THE KIRIBATI DEVELOPMENT PLAN 2020–2023

### **DIME Taskforce**

The DIME Taskforce's main objective was to finalize the important matrix of major strategies, targets and KPIs. Each member of the taskforce presented issues and updates from their respective Ministries and Departments. This made data collection and coordination efficient and effective during the development and finalization of the KDP. Beyond the Plan's launch, the taskforce will meet on a six-monthly basis to measure the progress of each Ministry/Department against the list of indicators spelt out in the KDP.

The formulation of this national Plan was done in two phases: (i) by the Technical Assistant (TA) between January and March 2020; and (ii) by the Development Indicator Monitoring and Evaluation (DIME) Taskforce<sup>7</sup> between June 2020 and August 2021.

The TA led initial consultations with relevant Ministries and stakeholders together with NEPO staff. The TA's role included: (i) developing the framework for the KDP; (ii) peer review of a Zero Draft produced by NEPO; and (iii) strengthening the capacity of NEPO staff towards the completion of the Plan.

Key Performance Indicators (KPIs) were finalized by NEPO in consultation with the TA, with NEPO taking a lead on data collection; analysis, policy recommendations and thus the produce of a zero draft. This phase was interrupted as the TA returned to Fiji in compliance with COVID-19 measures.

In the TA's absence, a mini technical team (MTT)<sup>8</sup>, comprised of NEPO staff, representative from the Kiribati National Statistics Office (NSO) and the Office of Te Beretitenti, the MTT<sup>9</sup> worked together and recognized the importance of pulling needed resources, to contribute effectively to the completion of the KDP; and hence the establishment of the (DIME) Taskforce.

The DIME Taskforce completed the matrix on common strategies and KPIs, utilising members' combined knowledge, skills and understanding, and conducted a second and final round of consultation with respective Ministries to improve the alignment of the KPIs to Ministries' day-to-day activities.

During a retreat in mid 2021, the DIME Taskforce completed the document as well as the matrix, ensuring all national indicators were aligned with the Sustainable Development Goals (SDGs) for the Pacific region. It then produced a Final Draft, which was shared with Ministries, State Owned Enterprises (SOEs), NGOs and donors during a third and final consultation.

## II. FRAMING OUR PRIORITIES FROM OUR PAST

As a small developing country, with islands dispersed over a wide area, development in Kiribati remains a challenge.

Our nation is constrained by limited financial and human resources. We must therefore strictly priorities where funds will be spent in the next four years.

The main purpose of this KDP is to identify priorities at the national level to guide the allocation of resources in the national budget. To realize this, it is highly crucial to frame potential investments and plans for our future – by taking a step back and see how we progressed in the past plan.

Table 1. Achievements of our Past Key performance Indicators (KPIs).

KPA	KDP 2016-2019 Achieved KPIs	KDP 2016-2019 Not Achieved	KDP 2016-2019 KPA Total KPIs
KPA 1	8	6	14
KPA 2	16	4	20
KPA 3	4	11	15
KPA 4	11	1	12
KPA 5	9	4	13
KPA 6	14	3	17
<b>Total</b>	<b>62</b>	<b>29</b>	<b>91</b>
<b>Achieved KPIs</b>	<b>68%</b>		
<b>Non-Achieved KPIs</b>	<b>32%</b>		

According to the last KDP 2016 – 2019; 68 percent of our KPIs was achieved; and 32 percent were not achieved.

KPIs measure our performance towards the listed activities set as targets in the KDP. The 32 non-achieved KPIs have been rolled on to form part of lessons learnt; to improve and strengthen the quality and context of the new KDP 2020 – 2023.

<sup>7</sup> Terms of Reference for the DIME Taskforce are included in Annex 2.

<sup>8</sup> The MTT members shared the same national interest around the development and M&E for previous and current national and international indicators; but in different angles. NEPO's interest reflects on the past/current, review of KDP achievements; finalization of proposed KPIs and the formulation of the new plan; NSO on the alignment of national and international indicators; and OB for KV-20 and manifesto alignments. All three combine; will yield needed updates towards VNR and other national and international reporting.

<sup>9</sup> The work of the combined three agencies will facilitate updates of the Voluntary National Review (VNR) and other national and international reporting

### III. LESSONS LEARNT OF PAST PLANS – INFORMED THE NEW KDP

1. One of the key findings from consultations held during the formation of this Plan was a lack of alignment of the KPIs from past KDPs to actual day-to-day activities of Ministries.
2. In the development of past plans, NEPO was heavily involved with the provision of data and sector's update for the TA's information, who put together such a plan for Kiribati. Other crucial technical bodies such as NSO – was not involved. In this plan - NEPO pulled in NSO and joint forces with them as technical team; in exchanging possessed skills, knowledge, and understanding with the DIME taskforce; and created a learning experience from these pulled resources to effectively complete the KDP.
3. In this iteration of the Plan, measurable, realistic, and achievable KPIs are presented under each strategy to track progress and achievement. These are either quantitative or qualitative, depending on the activity. To ensure the KPIs are measurable and achievable, metadata are proposed in Annex 4 to help with Monitoring and Evaluation (M&E). This is the first national document that introduces the importance of having a metadata – as a supplementary tool to assist with the future M&E plan.
4. KDP 2020-2023 also separates challenges and their strategies according to their primary nature or direct impact, while reflecting the indirect impact (secondary nature) in other related sectors. For instance, the primary challenge of “land” falls under KPA 4 ('Protecting our environment and strengthening resilience') because land is part of our environment. The secondary and indirect impact of land space on KPA 2 (Growing our economic wealth and poverty reduction); relates to less development expansions for commercial activities, buildings, etc. – during times where land space is an issue. On this note, Land is not registered under KPA 2; but KPA 4, since any issues relating to development expansions – would need first be remedied through the general land use plan (GLUP) – which falls under KPA4. Until then, having an organized well planned land use – promotes for more spaces for developments and expansions, the key ingredients to our economic development measured under KPA 2.
5. Finally, all national indicators (including KV-20 and Manifestos) are aligned and mapped onto the Pacific SDGs.

Table 2. Key Performance Indicators (KPIs) for the current KDP

KPA		KDP 2020-2023 KPA total KPIs
KPA 1	Harnessing our Human Wealth	9
KPA 2	Growing Our Economic Wealth and Leaving No-One Behind	18
KPA 3	Improving our Health	14
KPA 4	Protecting and Managing our Environment and Strengthening Resilience	15
KPA 5	Good Governance	8
KPA 6	Developing our Infrastructure	32
<b>Total</b>		<b>96</b>

The total KPIs for the current KDP is 96. Table 2 detailed out each KPIs in each KPAs. The expectation is that by the end of the four-year plan (2020 – 2023); the target is to achieve more than 70 (but preferably 100) percent of each of these KPIs.

The achievement of each of these key priority areas (KPAs); will solely depend on respective Ministries progress towards achieving set targets at respective Ministries level. Each achievement and progresses at Ministries and department level – will contribute collectively towards the achievement of the KDP. This KDP was

informed from all Ministries and department's 4-year plans – voiced through Ministries member representatives of the DIME taskforce. Ministries representatives have contributed to the discussions and write ups for each respective sector relevant to their Ministry. The DIME taskforce members act as bridge between respective Ministry they represent and that of the DIME taskforce. DIME members key role – during the KDP implementation, is to consult with respective line Ministries on issues; strategies and way forward solutions to identified constraints. To this note, respective Ministries Strategic Plan (MSPs) have framed the content of the KDP. At the end of the plan; all Ministries and department's will be key responsible for the achievement of expected output of this KDP. Annex 5 on the Monitoring and Evaluation will monitor the performance of each Ministry and department responsible, over time. The total 96 key performance indicators (KPI) in table 2 – will measure performances against the list of activities set out in each of the Strategy tables, at the end of each Sectors. All are responsible towards the completion of set targets; and all will be measured against the day-to-day activities on how well they perform. The rating of how well the KDP does at the end of the plan –

rests in the hands of all, including leaders of respective Ministries and departments; in joining forces with our communities; our Churches; Non-Government Organizations (NGOs) and last but not least – our unique home.

#### IV. THE ORGANISATION AND STRUCTURE OF THIS KDP

The discussion of each Key Priority Area (KPA) in this KDP includes:

- i. A situational analysis, consisting of a brief update of that particular area of focus.
- ii. A review of the performance of KPIs from KDP 2016-2019.
- iii. A discussion of the main challenges in relation to the KPA and their root causes, supported by data.
- iv. The presentation of strategies to overcome the challenges; and
- v. A summary of KPIs for 2020-2023 for each strategy.

For continuity, this KDP has retained the six KPAs of the 2016-2019 edition:

KPA 1: Harnessing our human wealth;

KPA 2: Growing our economic wealth and poverty reduction;

KPA 3: Improving our Health;

KPA 4: Protecting our environment and strengthening resilience;

KPA 5: Good governance; and

KPA 6: Infrastructure development.

#### V. ENABLING FACTORS FOR THIS KDP'S SUCCESS

Successful implementation of the KDP 2020-2023 will rely on the capacity, systems, processes, management and, importantly, culture of Kiribati's civil service.

We recognise that national plans are only useful when implemented at the Ministry level. In the case of this Plan, unlike previous versions, this will be facilitated by greater alignment with various Ministries' own strategic plans.

Transformational change will be driven through the KDP and implemented through a programme of reforms at each Ministry. The Ministry of Finance and Economic Development (MFED), through NEPO, initiated this programme of transformational change during the formulation of this new Plan by sharing the skills and knowledge with other Ministries and Departments.

M&E is also important to the success of this Plan. Members of the DIME Taskforce will be responsible for measuring the Ministries' and Departments' progress and reporting on this to the Development Coordinating Committee (DCC) and onwards to Cabinet and Parliament. Terms of Reference (TOR) for the DIME Taskforce is included in Annex 2.

#### VI. STRENGTHENING COLLABORATION WITH DEVELOPMENT PARTNERS

In presenting this Plan, the Government of Kiribati acknowledges the immense contribution of development partners to the growth of our country.

Our development partners supplement much-needed financial resources, technical expertise and short-term capacity. They also play a critical role in the implementation of much-needed reforms in many priority areas of social and economic development.

Important components of donor collaboration range from project appraisal to funding approval.

We understand that to be able to 'do more with the same', we must create an enabling climate of leadership at all levels, raise productivity and strengthen accountability. Most of these improvements are cultural and behavioural in nature and take time to change. But we are in agreement that change must start now.

To further strengthen Kiribati's collaboration with development partners, this KDP aims to:

- i. Strengthen the alignment of development partners' participation to the priorities of the new KDP. To realize this, collation and analysis of information on donor projects at NEPO will be needed to clearly bring their link to the new KDP, as well as integrated analysis of the economic and social impacts of development partners' assistance.
- ii. Improve the collaboration between development partners and the Government by clearly specifying that NEPO is the contact point and should be consulted early when new projects are discussed with line Ministries.
- iii. Strengthen high level oversight of development partners' projects. All projects, whether they are fully or partly funded by development partners, must be presented to NEPO for assessment and approval by the DCC before they are submitted to Cabinet.
- iv. Strengthen the collaboration between the Government and development partners through the establishment of a Government of Kiribati Donor Committee.

## VII. INTEGRATED BUDGETING AND PLANNING

Every plan requires funding and there are many advantages of one agency being responsible for both budgeting and planning.

Integrating planning with budgeting is an exciting new area for NEPO and will greatly enhance the timely monitoring of the new KDP.

More weight will be given to the KDP priorities during the DCC approval and budget allocation process.

To this end:

- i. The strategic plans of Ministries and agencies, together with the KDP, will be the key documents during budget analysis and assessment;
- ii. When bidding for budget resources above the baseline, Ministries will be required to show how their bids are linked to the KDP priorities;
- iii. Ministries must also submit their performance in relation to the KPIs in the KDP when they bid for budget resources each year;
- iv. Ministries' performance may influence budget allocations;
- v. All projects submitted to NEPO must include an explanation of how they will contribute to KDP priorities; and
- vi. Projects must also be in line with, and explained in, the submitters' respective Ministry Strategic Plans (MSPs) and Ministry Operational Plans (MOPs).
- vii. NEPO will prepare a report on the KDP, and its performance, as part of annual budgeting processes. This report will be presented with the budget to the DCC, Cabinet and Parliament.

Integrating budgeting and planning will mainstream the new KDP across the whole of Government which will facilitate its implementation and monitoring. Mainstreaming the KDP in this way means it will become the focal and reference point in the development of Government policies, strategies, programmes and projects.

## VIII. DEVELOPING A MEDIUM-TERM RESOURCE ENVELOPE

The KDP is Kiribati's medium-term national Plan, which sets out the priorities of the country. Ultimately, these priorities must be reflected in the allocation of scarce revenue during the life of the Plan.

MFED intends to build a framework for a medium-term resource envelope to match the strategic priorities in the KDP.

The DCC must be able to track its allocation of resources to each of the KPAs by:

- i. Playing a more active role in allocating resources over the medium term to the KDP priority areas;
- ii. Assigning more weight to the KDP alignment in approving projects; and
- iii. Ranking competing projects according to their score in relation to alignment to the KDP strategies and KPIs.



## **Discussion of the 6 Key Priority Areas (KPAs)**



# KEY PRIORITY AREA (KPA) 1: HARNESSING OUR HUMAN WEALTH



## 1. KEY PRIORITY AREA 1: HARNESSING OUR HUMAN WEALTH

### 1.1 SITUATIONAL ANALYSIS

Education is free, and compulsory, in Kiribati for those at primary school (Years 1-6) and junior secondary school (Years 7-9).

Senior secondary school students (Years 10-13) must successfully complete examinations in Year 12 and 13 to progress onto higher education, whether they be technical training or university.<sup>10</sup>

School fees are incurred for students undertaking the last four years of schooling, except those entitled to a subsidy from the Government. But this fee incurred at Year 10 level is no longer paid for by parents but the Government is expanding the free education up to Year 12 level.

The Ministry of Employment and Human Resources (MEHR) is responsible for the management of post-secondary education in Kiribati, including Kiribati Institute of Technology (KIT), the country's Marine Training Centre (MTC), with the exception of the Kiribati Teachers College, which is managed by the Ministry of Education (MOE).

MOE has started developing a curriculum pathway to a TVET program at Certificate I and II levels for early school leavers at Year 10 and above. The programme offers hands-on training for services such as plumbing or auto mechanics. The programme invests in these students based on an understanding that some may not be suited to formal education (i.e., university); however, many have interests in trade related work. TVET would help nurture these students, ensuring they can find employment in the local and international market.

KIT and MTC provide trainings at Certificate III level. KIT also provides a pathway to domestic and overseas employment as well as further studies at Australia Pacific Training College (APTC), Fiji National University (FNU), the University of the South Pacific (USP) and other institutions/universities.

For those interested in law enforcement, the Police Training Centre is managed by the Kiribati Police Services.

Most of Kiribati's university students go to Fiji, Australia, New Zealand, Cuba, Morocco or China, with the Government providing scholarships in selected fields. Students on scholarships are bonded to work in Kiribati on completion of their studies.<sup>11</sup>

Education and training are recognised as routes out of poverty. To succeed, a broad-based approach must be adopted on all fronts from preschool education, to primary, secondary, tertiary and beyond.

Figure 2 presents an overview of the education system in Kiribati and Figure 3 presents an overview of the TVET system.

The building block of all stages of education are cemented early in life, hence the concentration on early childhood development in this Plan.

Unlike past KDPs, this Plan also covers the important issue of capacity building of civil servants.

In Kiribati, education and training must be treated as a right and not a privilege.

The country is already working to increase access to education and to provide inclusive and quality education for all citizens.

It is important that our focus at the tertiary level matches our national resource needs and that civil servants are able to access training to improve the delivery of their day-to-day jobs.

With this in mind, KPA 1 comprises three focus areas:

- The early stages of our children's education – from preschool to university level;
- Technical and vocational education and training (TVET) for school leavers and disengaged youth; and

<sup>10</sup> Certificates I and II are delivered by secondary schools.

<sup>11</sup> Kiribati remains free from COVID-19; however, the pandemic has impacted on education and overseas scholarships, where students are either delayed in the completion of school qualifications or late in attending universities. Kiribati will continue to work closely with its development partners to enhance Kiribati's National COVID-19 Preparedness and Response Plan.



- Civil servants who help implement Government policies and deliver services to the people.

Figure 2. Education System Overview, Kiribati

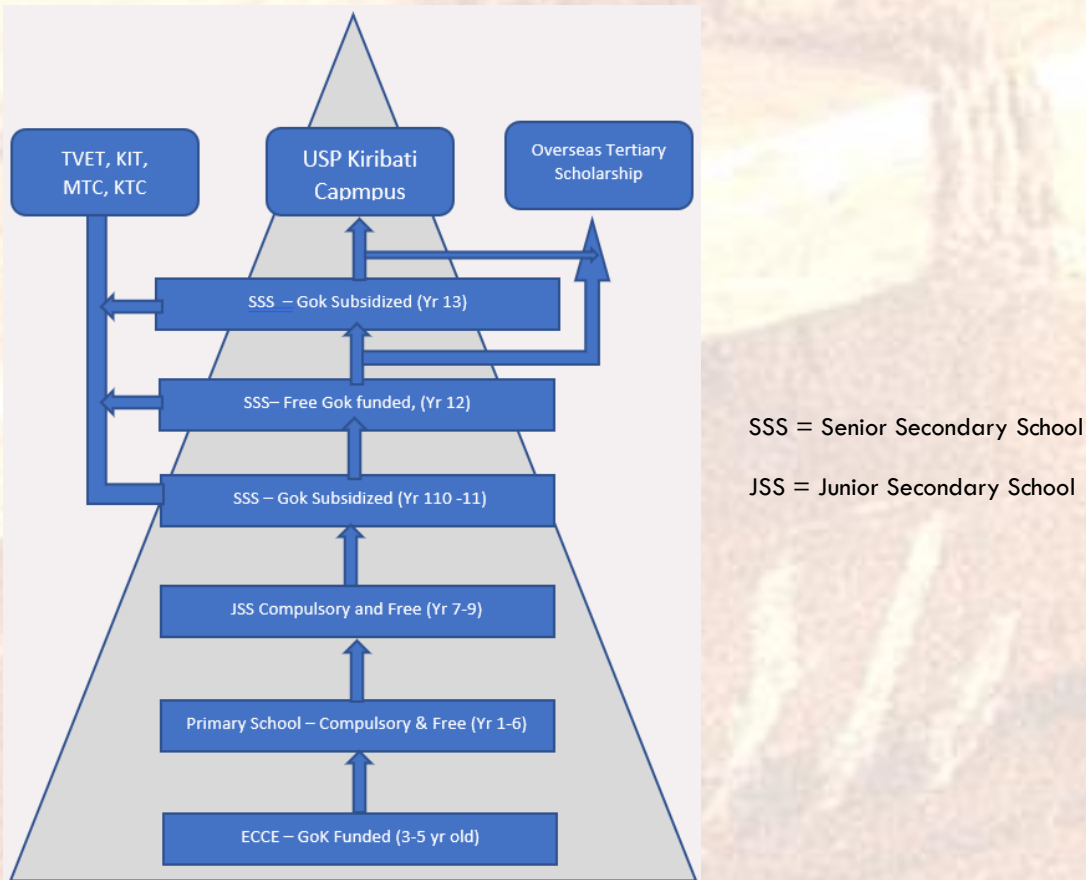
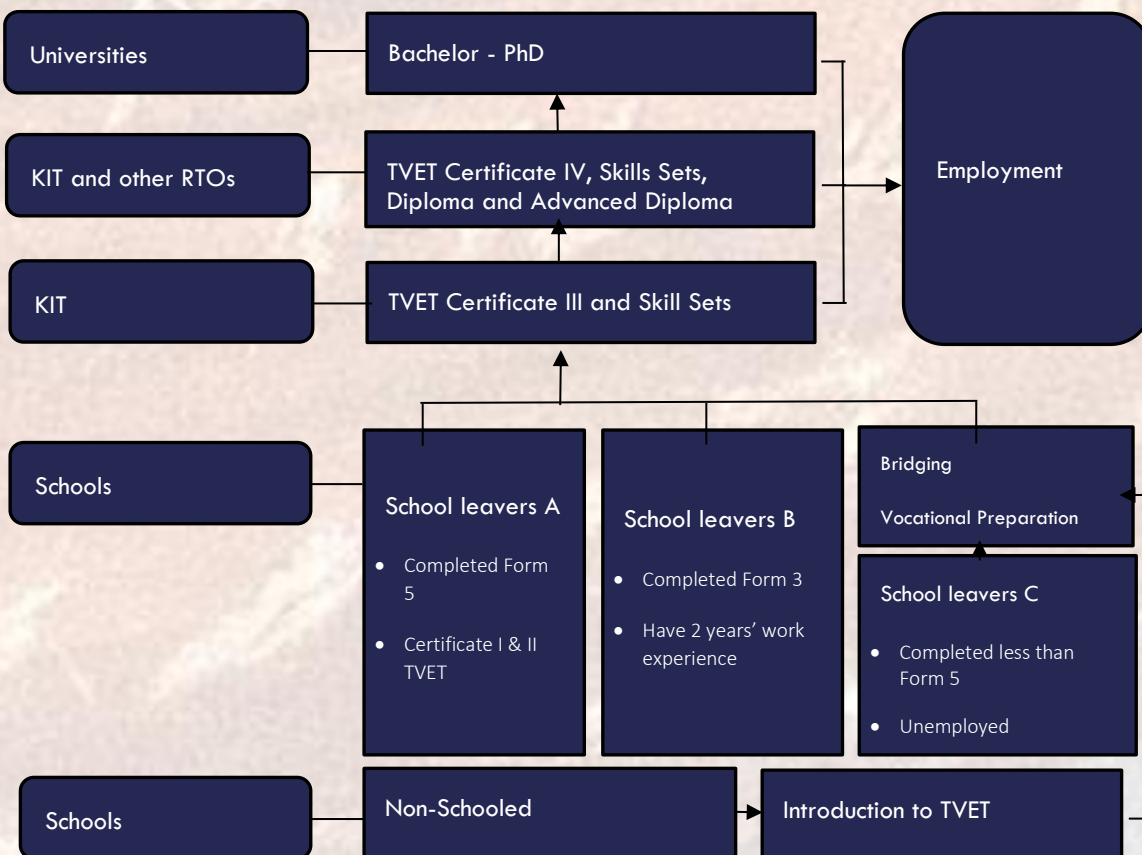


Figure 3 Technical Vocational Education and Training (TVET) System Overview, Kiribati



## The Challenges and Root Causes Behind Human Resource Development

The main challenges in our efforts to develop our human resources, and their root causes, are summarized in Table 3.

Table 3: Key challenges in education

Challenge	Root Cause/s
The long time it is taking Kiribati to lift the rate of enrolment, literacy and numeracy rate at primary schools to 100 percent.	The rapid population growth which imposes pressures on family finances, education facilities and the Pupil to Teacher Ratio (PTR) <sup>12</sup> .
The high Pupil to Teacher Ratio (PTR).	The lack of financial resources to build more classrooms and hire more teachers.
Inadequate school facilities (i.e., buildings, WASH services).	The lack of financial resources.
Competition from the rest of the world in employing our people abroad.	The lack of financial resources.

### 1.2 MEASURING PAST PROGRESS

Kiribati is making progress in improving education and training. The passing of the Early Childhood Care and Education Act in 2017 was a significant milestone for the Government in supporting early childhood education. The performance of the last KDP (2016-2019) was satisfactory in this area, with an overall KPI achievement of 52 percent (see Table 4).

Table 4: Performance of the last KDP on Human Wealth (2016-2019)

KPIs achieved (2016-2019)	KPIs not achieved (2016-2019)
<ul style="list-style-type: none"> <li>➤ Proportion of students performing at or above the STAKI expected level is raised to 60% in English, 70% in Te-Kiribati and 60% in Numeracy for Class 4 students and 60% in English, Te-Kiribati and Numeracy for Class 6 students.</li> <li>➤ 50% of students with disability enrolled in mainstream schools</li> <li>➤ 50% of students enrolled in Early Childhood Education.</li> <li>➤ Percentage increases in the number of qualified employees in the public service.</li> <li>➤ An increased number and proportion of KIT students complete their training and gain international quality assured qualifications</li> <li>➤ The establishment, endorsement, and implementation of the National Sport Policy. There are 4 key priorities under this policy based on (i) Active Kiribati; (ii) Sport for all; (iii) Sport Development and (iv) High Performance</li> <li>➤ Training in port operations undertaken.</li> <li>➤ Officer of the Watch training introduced</li> </ul>	<ul style="list-style-type: none"> <li>➤ The target for net enrolment rate for males and females in primary education is 100%</li> <li>➤ The target for the Net Intake Rate (proportion of new entrants into class one primary) is 100% for males and females.</li> <li>➤ The target for the Survival Rate for Class 5 is 100% for males and females.</li> <li>➤ The target for the Transition Rate from Class 6 to Form 1 is 100% for males and females</li> <li>➤ The proportion of teachers having the required minimum qualification to teach is raised to 100%.</li> <li>➤ Student teacher ratios in primary education to be reduced to 20. Partially achieved.</li> </ul>

<sup>12</sup> Measures to slow down the rate of population growth are covered under KPA 2.

### 1.3 OVERCOMING THE CHALLENGES FACED IN RELATION TO HARNESSING HUMAN WEALTH

The development of human resources can be categorized into three focus areas:

- i. The early stages of our children's education – from preschool to university level.
- ii. TVET for school leavers and disengaged youth; and
- iii. Strengthening Government's Civil Servants.

In the following pages, we present strategies for overcoming the challenges faced in relation to KPA 1. This sector also recognized that we are in a COVID era and have supplemented a Contingency and ICT plan that supplements the National Contingency plan and ICT in Education Master plan.

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#### 1.3.1 STRENGTHENING THE EARLY STAGES OF OUR HUMAN RESOURCE DEVELOPMENT

To close the education gaps, two Acts were passed in Kiribati to improve the system at various levels, including early education.<sup>13</sup>

The early stages of development in a child's education up to secondary school is highly crucial. This is where a child sets the foundation for lifelong learning, behavior, and health. The experiences children have in early childhood shape the brain and the child's capacity to learn, to get along with others, and to respond to daily stresses and challenges. This learning process is further enhanced and exposed to more critical thinking and knowledge through primary and secondary school.

The strategies presented below further detail our way forward.

Supporting the delivery of quality education

To support the delivery of quality education, we will:

- i. Establish a transparent communication and governance system, which is inclusive of: (i) reviewing administrative systems to improve the delivery of education support services; and (ii) reviewing gaps in early childhood education as this is the crucial starting point that determines the success of all other levels of education; and
- ii. Use evidence to guide a way forward for education plans and services such as: (i) strengthening the Kiribati Education Management Information System (KEMIS) as a powerful data collection tool, to monitor quality of education and inform policy making.

#### Investing in quality teachers

To invest in quality teachers, we will:

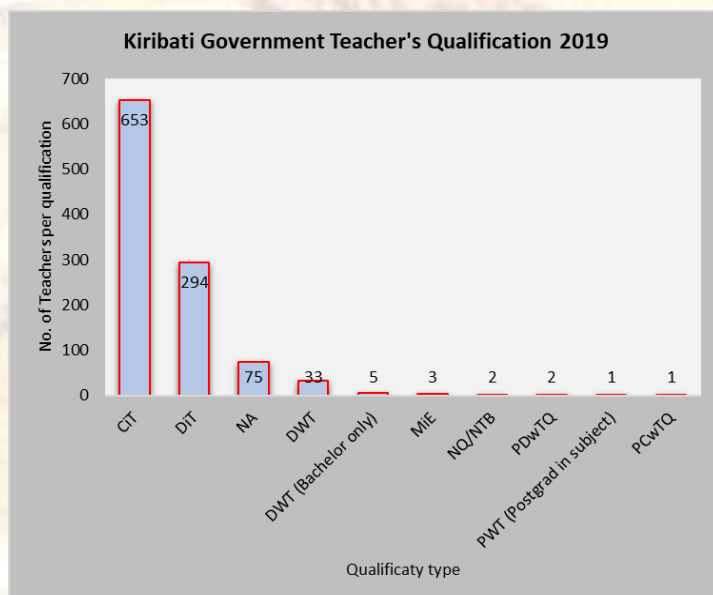
- i. Improve the management of human resources through; (i) applying the national teacher's registration process to the national education system, with compliance in respect to the standards, operations and communication system; (ii) ensuring teachers' salary scales are based on knowledge, skills and, above all, qualifications; and (iii) strengthening the monitoring of teachers' absences.

As demonstrated in Figure 4 below, there are a significant number of teachers that need to work towards meeting the requirements of the advanced Diploma of Teaching qualification and beyond.

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<sup>13</sup> Education Act 2013; Early Childhood Care and Education Act 2017.

Figure 4. Teacher's Qualification



CIT	Certificate in teaching,
DIT	Diploma in teaching,
NA	NA: Not available,
DWT	Degree with teaching,
DWT	Degree without teaching background (bachelor only),
MIE	Master in Education,
NQ/NTB	No Qualification/No teaching background,
PDwTQ	Postgraduate diploma with teaching qualification
PWT	Postgraduate without teaching background (postgrad in subject),
PCwTQ	Postgraduate certificate with teaching qualification,

As per the Education Act 2013 and Early Childhood Care and Education Act 2017, all registered teachers must be listed under the Government's payroll. To be on the Government's payroll list, teachers at all levels will need to undergo prescribed trainings in order to be certified. The Kiribati Quality Standards (KQS) guide the assessments for approval of teachers and preschools or ECCE centres at all levels.

#### Inclusive access to quality education

The policy on compulsory and free education in Kiribati has been effective in ensuring access to quality education; however, there is room for improvement.

Enrolment numbers for primary, junior secondary and senior secondary school show minimal increases since 2019.

To realise the goal of harnessing the nation's human resources, the rate of improvement needs to increase.

To further improve access to quality education, we propose:

- i. Increasing participation and retention rates across all levels through an awareness programme and consultation with communities and parents to promote enrolment and child support;
- ii. Enforcement of approved Acts and policies making it compulsory to send children to school;
- iii. Designing interactive exercises and activities for greater engagement of children and teachers;
- iv. Developing and implementing counselling services across the country;
- v. Using data-driven interventions to monitor and promote equity across all levels of education, in all locales, across all major groups such as those with Special Educational Needs and Disabilities (SEND); and
- vi. Supporting diverse learning opportunities through curriculum improvements, i.e., (i) implementation of the early childhood education (ECE) curriculum; (ii) implementation of skills-based education into national curricula across all stages; and (iii) reviewing and consolidating existing Acts (Education Act, 2013 and ECCD Act 2017) to incorporate the missing tertiary level, while incorporating changes and new approaches.

Figure 5. School Net enrolment rate at all school levels 2016-2019 (NER)<sup>14</sup>

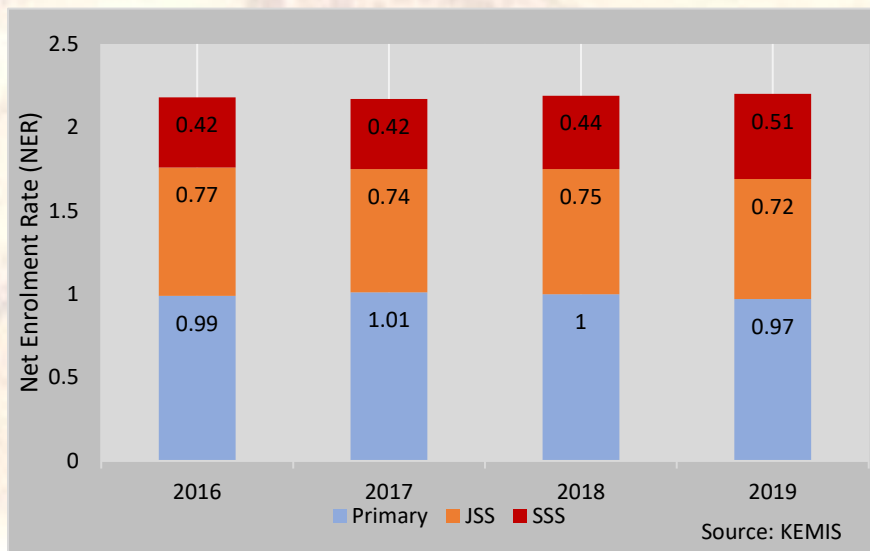
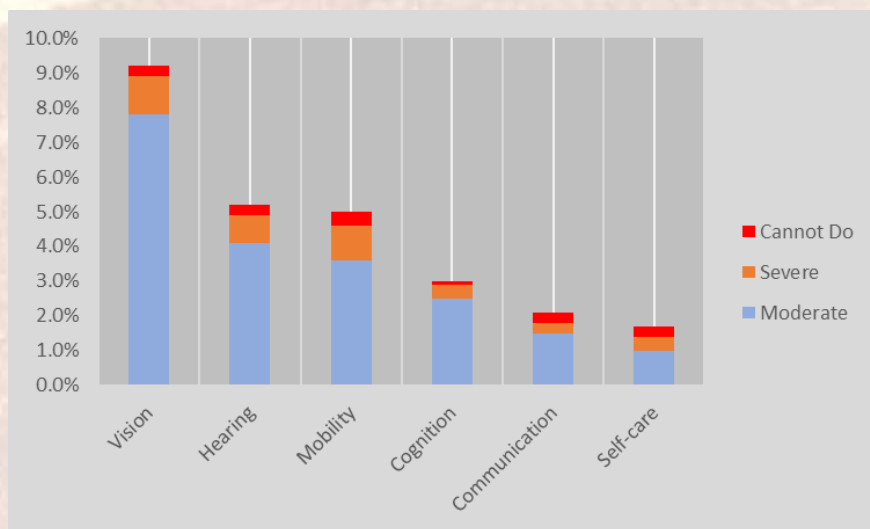


Figure 6. Number of students with disability type

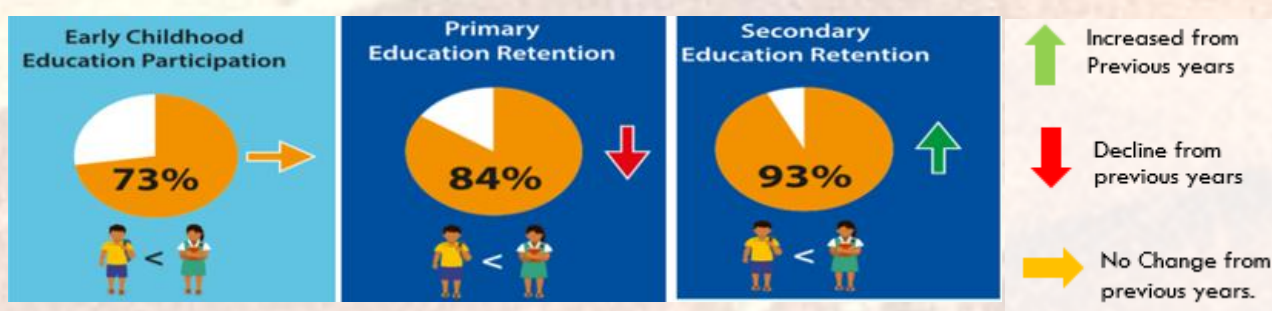


<sup>14</sup> NER in brief is a number of enrolled students for specific age group, divided by the total number of students enrolled for that year.

Table 5: School level and status of curriculum development

Level of Education	No of Schools	Curriculum	Status of Curriculum Updates/Development
ECCE	300	No formal and approved curriculum	Under development
Primary School	98	Old curriculum used until 2012	Completed, implemented, and reviewed
JSS	25	Old curriculum used until 2018	Completed and implemented
SSS	19	Old and outdated, last review in 1992	Under development
Total	442		

Figure 7. ECCE participation rate, left, primary and secondary school education retention rates; all in 2019



### Strengthening performance assessments

The strategies to strengthen the performance of our children at schools are:

- i. Continually lifting students' performance at all school levels to ensure it remains at a high standard until the completion of their education (students who perform well at school will be productive human capital when completing their education); and
- ii. Developing remedial interventions based on students' assessment results (specially to promote literacy and numeracy in lower grades).

To achieve the above strategies, the following activities will be implemented:

- a) The implementation, compilation and analysis of reports for all students; and
- b) The continued practice of assessing students' performance through:
  - o Common Assessment Test (CATest) taken at Years 1, 2, 3, 5, 7 and 10;
  - o Standards Test of Achievement in Kiribati (STAKI) taken at Years 4, 6 and 8;
  - o Pacific Islands Literacy and Numeracy Assessment (PILNA) taken at Years 4 and 6;
  - o Kiribati Certificate for Basic Education (KCBE; formerly known as JSC) taken at Year 9;
  - o Kiribati National Certificate (KNC) taken at Year 11;
  - o Kiribati Senior Secondary Certificate (KSSC) taken at Year 12; equivalent to the University of the South Pacific's Preliminary); and
  - o South Pacific Form Seven Certificate (SPFSC) taken at Year 13; equivalent to USP Foundation.



The levels of assessment listed above will not only measure students' performance but also provide a useful measure of the quality of teaching and support in relation to reforms in the education sector.

Figure 8. PILNA – Numeracy Results 2018

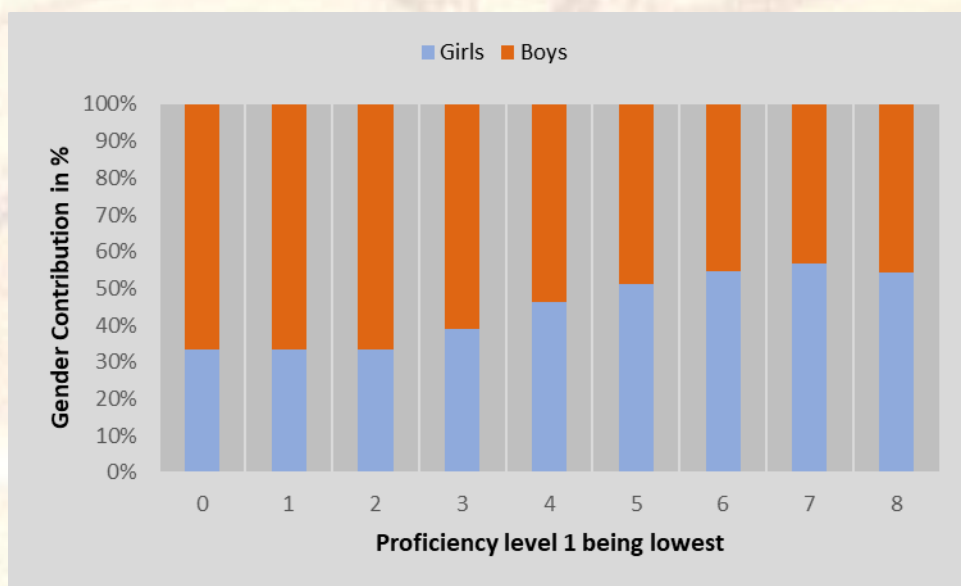
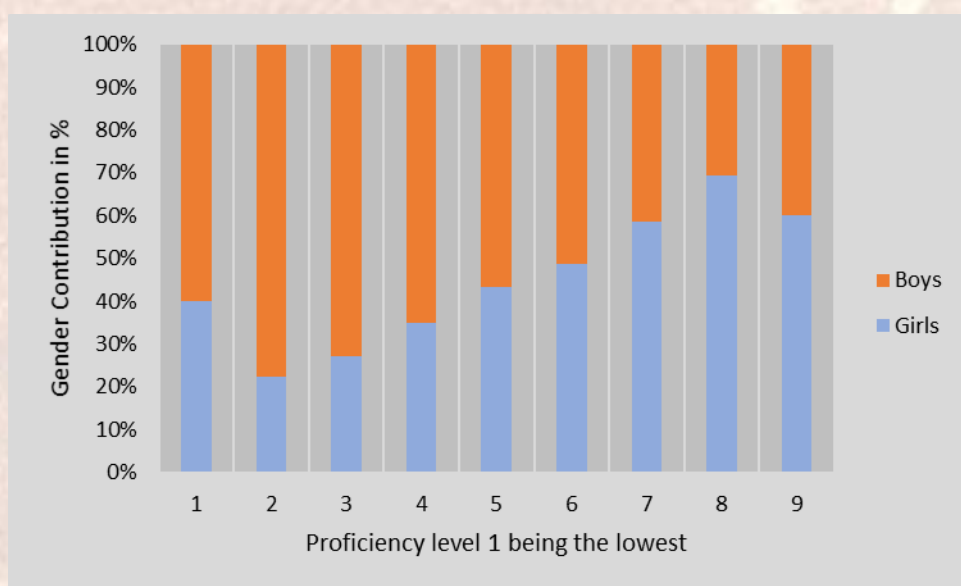


Figure 9. PILNA – Literacy Results 2018



**Learning beyond classroom opportunities**

Strategies to improve the learning beyond classroom opportunities are:

- i. Promote school clubs and online learning;
- ii. Implement parental engagement programmes designed to promote parent-children participation; and
- iii. Support access to post-secondary (tertiary) education with student loans.

### 1.3.2 TVET FOR SCHOOL LEAVERS AND DISENGAGED YOUTH

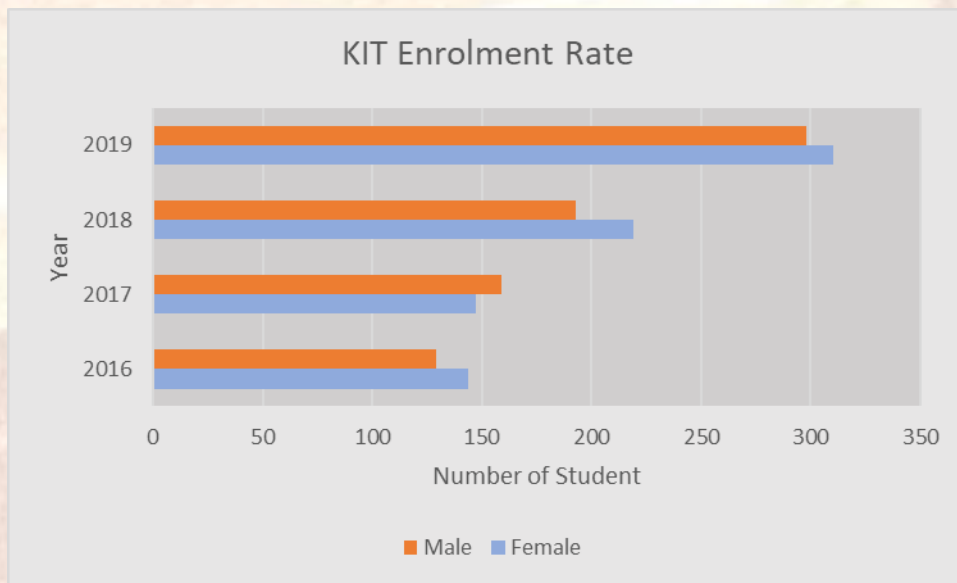
Overseas employment like seasonal work schemes and seafaring are important sources of income for our people.

To overcome challenges faced in relation to building a highly skilled population and qualified workforce, it is crucial that we match our training to local and overseas demand.

#### Matching training to demand

KIT offers awards and short courses for trade and non-trade certificates (see Figure 10)<sup>15</sup>, whereas MTC provides training for our country's seafarers and fishermen.

Figure 10. KIT enrolment by gender, 2016-2019



Strategies to further match our training to local and overseas demand include:

- i. Training more officers than ordinary seaman, because our seafaring workers are facing strict competition for the same types of jobs from other countries;
- ii. Raising enrolments in the Certificates in English and Hospitality offered through KIT<sup>16</sup>, because in all overseas jobs one of the main skills required is English proficiency;
- iii. Increasing intakes at MTC and KIT in caregiving and other identified needs;
- iv. Raising the qualification level at KIT for the Trade and Non-Trade Certificate III and above and offering nursing programmes at KNS at an advanced diploma level; and
- v. Strengthening and aligning KIT's already-established working relationship with industry partners to better meet industry needs; and
- vi. Increasing enrolments in hospitality courses at KIT over the next four years, with tourism identified as a potential area for economic diversification.<sup>17</sup>

<sup>15</sup> Enrolments at KIT more than doubled between 2017 to 2019, with female enrolments slightly higher than male.

<sup>16</sup> Offered at KIT since 2019.

<sup>17</sup> Enrolments in hospitality courses at KIT have been stagnant in the past few years.

## Mobilizing our human resources

MEHR, through the Labour Division, is responsible for maximising employment opportunities locally and abroad.

It currently administers existing labour mobility schemes, including the Seasonal Worker Programme (SWP) and the Pacific Labour Scheme (PLS) with Australia, and the Recognised Seasonal Employer (RSE) scheme and Sealord fisheries labour mobility initiative with New Zealand.

Through its Employment Unit, the Labour Division works collaboratively with MTC and KIT in finding employment for its graduates. Most semi-skilled hospitality and aged care workers are engaged with PLS employers, whereas MTC provides training for our country's seafarers, fishers, fisheries observers basic safety and catering and hospitality personnel.

Through its Work Relations Unit, the Labour Division also manages the operations and compliance of registered recruiting agencies, including South Pacific Marine Services (SPMS) that employs the bulk of MTC graduates.

KIT plays a crucial role through its Employment Support Services in providing English, fitness, pre-departure and other trainings in response to employers' demands.

MEHR also coordinates labour mobility initiatives through its National Labour Mobility Working Group and is establishing a national, centralised labour market database in collaboration with relevant stakeholders to keep record of job seekers as part of supporting its marketing initiatives.

Another labour mobility initiative is currently being explored with the Canadian labour market through the project 'Supporting Kiribati Welfare through Labour Mobility'. The project has been approved by the Global Affairs Canada (GAC) and is in the early stages of implementation by MEHR in collaboration with the selected contractor, Deslodges Law Group Professional Corporation, and the Canadian Trade Investment Facility (CTIF).

Some of the current challenges encountered by existing labour mobility programmes during the COVID-19 pandemic period include flight restrictions and border closures, which impose additional costs in quarantine, and COVID-19 tests by employers. This has contributed to a delay in the repatriation of overseas workers abroad and affected outbound overseas workers travelling to their workstations.

At the national level, MEHR coordinates the registration of job seekers with existing vacancies in Government ministries and also works closely with employers, including in the private sector, to connect job seekers with potential opportunities.

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### 1.3.3 STRENGTHENING THE GOVERNMENT'S CIVIL SERVANTS

The final component of human resource development is the need to develop civil servants in Kiribati by upgrading and widening their skills.

To achieve this, the Public Service Office (PSO) has identified the following strategies:

- i. Reviewing the country's Human Resource Development Policy to better determine the demand for training against the supply (and updating the database);
- ii. Increasing opportunities for short and long-term trainings, both in country and overseas;
- iii. Developing an effective performance management system;
- iv. Developing and implementing programmes on professional ethics and standards, while transforming mindsets and culture to achieve high standards of performance; and
- v. Implementing performance assessments with service excellence awards as incentives to higher performance.



## 1.4 STRATEGIES AND KPIS FOR KPA 1 – HARNESSING OUR HUMAN WEALTH

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 1: Harnessing our Human Wealth</b>								
1.1 Quality of school curriculum needs enhancement	Strengthen the quality and relevant curricula that support students' diverse learning opportunities.	<b>1.1a.</b> Percentage of schools that have implemented the quality and relevant curricular that support divert learning opportunities	28%	90 % of schools (ECCE, PS, JSS & SSS)	L: MoE	4.7.1		
1.2 School access and participation	Prepare & support students enrolments at all year levels	<b>1.2a.</b> GER, NER and survival rates (by year level) and gender are above regional average	GER (Primary) 103%	100%	L: MoE	4.2.2	Pillar 1, Pg 25	ix:69
			NER (Primary) 98%	100%		4.3.1		
			GER (JSS) 101%	100%				
			NER (JSS) 72%	95%				
			GER (Senior Secondary) 52%	100%				
			NER (Senior Secondary) 51%	95%				
			Survival rate (Yr 1-Yr6) 92%	95%				
			Survival rate (Yr 7-Yr9) 88%	95%				
			survial rate (Yr10 - Yr13) 40%	60%				
		Foster the development of early childhood education through support for the development of an appropriate legislative framework and the development of supportive operational environment	<b>1.2b.</b> 100% of students enrolled in Early Childhood Education	GER (ECCE) 68%	85%	L: MoE		
1.3 Student performance needs improvement	Strengthen students' performance assessment	<b>1.3a.</b> Students performance on STAKI, CAT, KCBE, KNC and KSSC continue to improve year on year, across different groups (e.g by gender, SEND and region)	STAKI Yr4 Numeracy 71.5%	76%	L: MOE	4.7.1	Pillar1, Pg 25	ix:69
			STAKI Yr4 Literacy (Kiribati) 64.6%	70%		4.2.2		
			STAKI Y6 Literacy (English) 42.1%	47%		4.3.1		
			STAKI Y6 Literacy (Kiribati) 72.1%	77%				
			STAKI Y8 Numeracy 20.2%	25%				
			STAKI Y8 Literacy (Kiribati) 76.7%	81%				
			STAKI Y8 Literacy (English) 27.4%	32%				



## 1.4 STRATEGIES AND KPIS FOR KPA 1 – HARNESSING OUR HUMAN WEALTH

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries /	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 1: Harnessing our Human Wealth</b>								
1.4 Inclusive education enhancement	Identify STUDENTS WITH SPECIAL NEEDS and support them to receive education in mainstream schools	<b>1.4a.</b> Percentage of SEND student in mainstream education	79%	90% of SEND student	L: MoE	4.5.1		
1.5 Limited access to formal and informal training opportunities	Strengthening and providing pathways for ease of access to formal and informal training opportunity	<b>1.5a.</b> Number and proportion of KIT students accessing formal and informal training opportunities	5%	20% by 2023	L: MEHR		Pillar 1, pg 28	
	Improve access and entry to opportunities for I-Kiribati into the Regional Seasonal Workers (RSE) and Seasonal Workers Programme (SWP).	<b>1.5b.</b> Percentage increase of intakes at MTC in hospitality courses and other identified needs .	2871	100%				
1.6 Public Service delivery enhancement	Prepare all professions & the public/private workforce to become qualified, competent, knowledgeable and trusted	<b>1.6a.</b> Percentage of the public & private workforces to undergo, induction programs, inhouse workshops, short & long term trainings.	20%	70% employees by 2023	L: PSO, MEHR S: MOE	4.c.1	% decrease in complaints	
		<b>1.6b.</b> Percentage of qualified teachers and/or working towards meeting basic qualification requirements.	Primary 79%	95% teachers by 2030				
			Secondary 61%					



# KEY PRIORITY AREA (KPA) 2: GROWING OUR ECONOMIC WEALTH AND LEAVING NO-ONE BEHIND



## 2. KEY PRIORITY AREA 2: GROWING OUR ECONOMIC WEALTH AND LEAVING NO-ONE BEHIND

### 2.1 SITUATIONAL ANALYSIS

Over the last five years, Kiribati's real GDP per capita rose from AU\$1,612 in 2015 to AU\$1,749 in 2019 (Figure 11). This is due to the completion of two major economic infrastructure projects (South Tarawa Road Rehabilitation Project and Upgrading of International Airports) and the Government's expansionary fiscal policy (as a result of high fishing license revenue) which spurred economic activity in the country especially on the capital island of South Tarawa.

The Road Rehabilitation project on South Tarawa and the Upgrading of the International Airports on South Tarawa and Kiritimati were completed in 2017 and 2018 respectively. The completion of these two projects has a significant economic impact on private sector development as well as the public sector in terms of efficiency and labour/capital mobility. Additionally, the implementation of new and on-going infrastructure projects such as the South Tarawa Water Supply Project and the Rehabilitation of Primary Schools among others have also contributed to this growth pattern. However, despite this growth trend Kiribati's real GDP per capita level is still considered the lowest compared to other Pacific Island nations (Figure 12).

During the wake of the COVID19 pandemic in early 2020, real GDP was estimated to have declined by 0.5 percent due to strict containment measures and a sharp decrease in fishing revenues of around 15 percent. It is anticipated that growth rates will pick up once border restrictions are gradually uplifted.

Figure 11. GDP per capita and growth rate, Kiribati

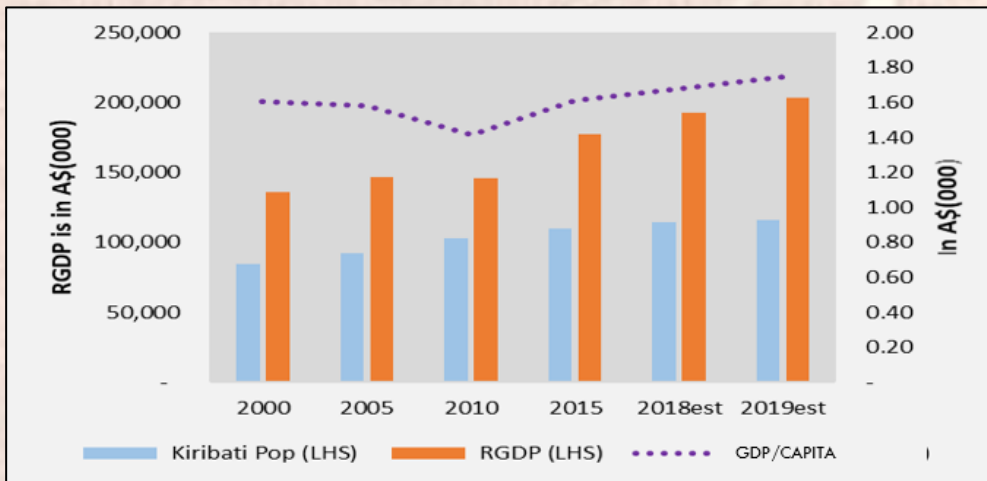
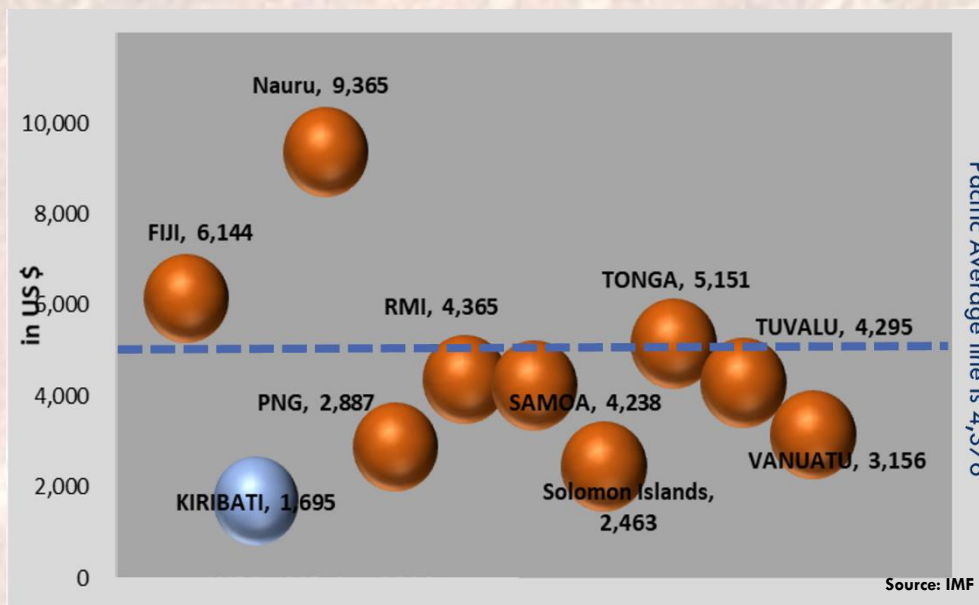


Figure 12. GDP/Capita Kiribati vs Pacific, 2019 est.



Over the last five years, the inflation rate in Kiribati declined at an annual rate of 0.47 per cent between 2015 and 2019 due to an increase in the supply side as business registrations rose from 238 in 2015 to 467 in 2019. However, in the second quarter of 2020, inflation spiked from negative 1.8 per cent in 2019 to 2.6 per cent. This is due to border restrictions and containment measures which led to frequent cargo shortages.

The pandemic also delayed the implementation of development projects which are very critical for the country's development including the multi million Outer Island Transport Infrastructure Project and the South Tarawa Water Supply Project funded by development partners.

The South Tarawa Water Supply project is the first project to be co-funded by the Green Climate Fund (GCF) which is a milestone for Kiribati. The Government had also been granted direct access and management over its readiness support grant through a dedicated Climate Finance unit within the Ministry of Finance.

The pandemic's impact on capital markets also affected the value of Kiribati's sovereign wealth fund known as the Revenue Equalisation Reserve Fund (RERF). The value of the RERF fell by 7 per cent from \$1.19 billion in January 2020 to \$1.11 billion in March 2020. Despite this, the RERF value still exceeded its \$1 billion benchmark at the end of December 2020 by \$0.17 billion and with the rollout of the US Government's stimulus package, the fund has now surpass \$1.3 billion.

Like the RERF, fishing revenue, which contributes more than 70 percent of the total Government revenue, fell significantly by 15 percent. However, based on actual revenue collections, the Government revenue forecast for 2021 is achievable. On the other hand, the Government is looking at other options to expand revenue sources from fisheries and marine resources as well as other means such as broadening of the tax revenue base and encouraging payment of dividends by the SOE.

The private sector is also greatly affected by the pandemic and many businesses especially the tourism operators had to shut down or reduce their operational size to remain afloat. Noting the importance of the private sector as the engine of growth, the Government generously provided an economic relief package of \$13.5 million of which \$3.5 million was allocated for local business recovery and continuity. This financial assistance is provided in the form of concessional loans which is managed by the Development Bank of Kiribati (DBK).

Despite the adverse impacts of the pandemic as well as climate change, Kiribati is blessed to remain COVID-19 free and is relatively less affected compared to neighboring countries. This is due to the country's geographic remoteness, its relatively small tourism industry<sup>18</sup>, the introduction of stringent COVID-19 containment measures and of course the immense support from its development partners who have continuously provided assistance in the form of cash grants of around AU\$9 million and in-kind donations such as food grains, medical supplies and equipment and COVID-19 vaccines.

## 2.2 MEASURING PAST PROGRESS

More than half of the economic growth and poverty reduction indicators set out in the last KDP were achieved in the target period (52 percent). Out of 20 indicators, 16 were achieved, and 4 were not achieved. These four non-achieved indicators have been brought forward into our current plan, 2020 – 2023.

<sup>18</sup> The tourism and airline industries have been the hardest hit for many countries worldwide, resulting in high unemployment and economic and fiscal instability. The relatively small tourism industry in Kiribati also suffered, with more than 50 percent of employees laid off and some hotels closing their businesses. However, given the small size of the industry, its overall impact on Kiribati's economy was minimal.

In a Household Income and Expenditure Survey (HIES) report published in 2006, 21.8 percent of I-Kiribati were classed as poor or living below the basic needs poverty line (BNPL), at \$16.09 per capita per adult equivalent per week. Despite this, there are recent signs of improvements to people's livelihoods due to higher social welfare payments and an increase in the copra price subsidy aimed at the country's most vulnerable.



Table 6: Performance of the last KDP (2016-2019) on Growing our Economic Wealth

KPIs achieved (2016-2019)	KPIs not achieved (2016-2019)
<ul style="list-style-type: none"> <li>➤ Average GDP growth to be at least 3 percent. Partially achieved. Growth was around 2.8 percent.</li> <li>➤ Private sector employment growth.</li> <li>➤ Increased revenue from fishing licenses. An average increase in revenue from fishing license fees of 32 percent between periods 2012-2015 and 2016-2019.</li> <li>➤ Increased employment opportunities through crewing arrangements with shipping companies and the establishment of onshore development of fisheries resources. Crewing increased from 2016 to 2019 from 145 to 205 and 30 new local crews were recruited at the beginning of 2019 to man three local long-line vessels operated by Central Pacific Producers Ltd (CPPL).</li> <li>➤ Increased taxation revenue through improvements to the taxation and customs systems particularly through better compliance measures.</li> <li>➤ Establishment of an integrated fisheries information management system to strengthen fishery and catch management data; funding secured and warrant released for the purchase of the database.</li> <li>➤ Reviews established to contribute to better public financial management.</li> <li>➤ Improvements in aid effectiveness</li> <li>➤ Effective debt management controls. Fiscal strategy during the period suggested: (i) no new debt; (ii) living within means, and (iii) a target of \$1 billion reserves achieved, while reducing interest payments to help finance the Government's budget.</li> <li>➤ Efficient utilisation of the RERF and enhancements in its management. Value of the RERF reached \$1 billion in 2018.</li> <li>➤ National Trade Policy Framework developed and implemented.</li> <li>➤ Growth in Foreign Direct Investment (FDI) between 2013-2019; a total of 52 foreign investors, of which 18 foreign investments were between 2013-2015 and 34 between 2016-2019.</li> <li>➤ Coconut Sector Development Strategy developed and implemented. Implementation of the Kiribati National Labour Migration Policy to increase 100 percent in overseas employment by 2019. Increase in export volumes in the coconut sector. A 23 percent rise between 2014 and 2018.</li> <li>➤ Currently reviewing previous National Labour Migration Policy.</li> <li>➤ Development of Kiribati workers' website</li> <li>➤ Participation of I-Kiribati workers in 5 new markets</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduce the proportion of people of all ages living below the national poverty line in 2016</li> <li>➤ Bring to zero the number of people living in extreme poverty, currently estimated at less than \$1.25 a day</li> <li>➤ Place State Owned Enterprises on a more commercial footing</li> <li>➤ Enhance the collection and availability of statistics through the implementation of a National Strategy for the Development of Statistics</li> </ul>

## 2.3 OVERCOMING THE CHALLENGES IN ACHIEVING ECONOMIC GROWTH AND REDUCING POVERTY

Notwithstanding the impacts of COVID-19, Kiribati faces significant existing economic challenges, including a slow rate of economic growth, a rapidly growing population<sup>19</sup>, remoteness from major trading routes and a narrow production base of fish and copra.

These challenges contribute to the slow growth in per capita incomes, low productivity, increased marginalization and greater vulnerability overall, which are compounded by environmental factors including climate change.

The small size of Kiribati's private sector imposes a disproportionate role on the Government, which is severely constrained by its small revenue base. Overall, the rate of economic growth has historically been too low to cater for the growing population, which has led to a high level of unemployment especially amongst youth.

To overcome these severe challenges, the Government of Kiribati recognizes that it must:

- i. Broaden the country's economic base;
- ii. Strengthen Government revenue;
- iii. Improve the social and economic wellbeing of all; and
- iv. Improving access to finance

We recognize that such measures will require consistency and perseverance.

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### 2.3.1 BROADENING THE COUNTRY'S ECONOMIC BASE

Kiribati's economy relies heavily on fisheries and to a lesser extent, coconut. This high degree of concentration carries risks to sustaining growth. To achieve a higher rate of economic growth, it is critical that Kiribati expands its economic base by harnessing opportunities in other industries.

#### **Diversifying the fisheries sector**

Our country's 33 islands are spread across an extensive Economic Exclusive Zone (EEZ) in tropical waters making Kiribati home to vast and fertile fishing grounds. The main sources of fisheries outputs are coastal fisheries, offshore fisheries and aquaculture. While coastal fisheries and aquaculture play an important role in domestic food security and small-scale commercial activities, offshore fisheries remain the mainstay of the economy and exports.

Significant milestones were achieved with the start of the European Union (EU) market in 2017. The subsequent lifting of the Illegal, Unreported and Unregulated (IUU) fishing 'yellow card' by the EU in 2020 will further increase trading opportunities at the regional and international level on fish and fisheries products.

Utilising the abundance of marine resources from offshore, coastal and aquaculture fisheries, as well as deep-sea minerals and other resources, the Government has identified the following strategies to support the diversification of Kiribati's fisheries sector:

- i. Promoting the evaluation of fisheries economic values and ecosystems of selected marine habitats;
- ii. Maximising economic returns from marine resources and sustainable fisheries development in the pursuit of: i) Vessel Day Scheme; ii) Marine Bonded Warehouse; iii) Purse Seine Net Mending Yard; and iv) Marine Stewardship Council Certification;
- iii. Providing support to maximise sustainable livelihoods of artisanal and small-scale fishers;
- iv. Promoting and strengthening the culture of aquatic resources and the Monitoring, Control and Surveillance (MCS) schemes and promoting diversification of sustainable and adaptive fishing schemes;

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<sup>19</sup> Kiribati's population stood at 110,136 in 2015 (based on the Census), compared to 103,058 in 2010

- v. Promoting and supporting responsible exploration and conservation of deep ocean resources; and
- vi. Improving operational efficiency through reliable and secure infrastructure facilities and digital transformation.

### Promoting the tourism and cultural industry

Limited tourism products and markets have restricted tourism growth in Kiribati to date; however, the Government recognises the industry’s potential for stimulating economic development, providing employment and generating incomes, as well as its potential for supporting the retention of cultural traditions, sustainable management of national environmental assets and providing wider social-economic benefits.

A key motivating factor for travel to Kiribati is the country’s people, culture and the traditional lifestyle<sup>20</sup>. Although the number of visitors is increasing, the Government acknowledges the need to enhance and promote the cultural industry to enrich the tourism experience and generate further employment opportunities.

Growth in the tourism sector in Kiribati is currently limited due to weak marketing and under-developed infrastructure to meet tourist demands, creating a major gap between tourism investments and visitations.

Better tourism products and services will help.

With this in mind, the Tourism Authority of Kiribati (TAK) was established to grow the tourism industry and improve private sector involvement in the sector.

Strategies to grow the tourism industry are:

- i. To develop and promote tourism niche products;
- ii. To build tourism and hospitality human resource capacity within Kiribati;
- iii. To strengthen sustainable development of tourism products and services;
- iv. Upgrade standards of accommodation, restaurants and tour services;
- v. Provision of updated and reliable visitor arrival data and tourism business records; and
- vi. Tourism campaign and awareness through tourism marketing and promotion.

### Empowering State-Owned Enterprises (SOEs)

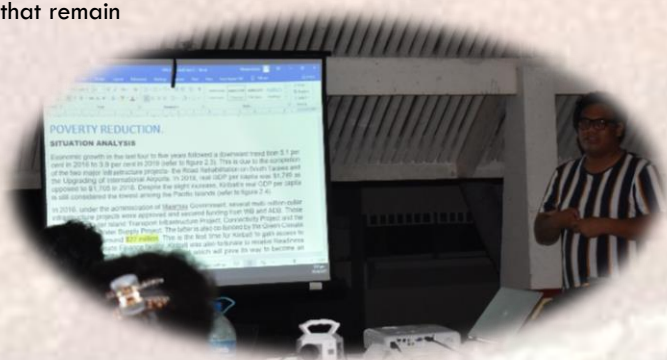
State-Owned Enterprises (SOEs) provide services that are essential for economic growth in the form of utilities, transport and financial services.

The performance of SOEs has generally improved in Kiribati as a result of reform programmes rolled out over recent years.

Some loss-making SOEs have ceased operation; however, those that remain operational have generally improved their financial positions. Public Private Partnership (PPP) models have been adopted in some cases. Notwithstanding these achievements, there remains room for improvement.

Strategies to further improve performance of SOEs in Kiribati are:

- i. Review and better enforcement of the SOE Act;
- ii. Stronger service delivery;



<sup>20</sup> Source: International Visitor Survey (IVS); 2019.

- iii. Better accountability; and
- iv. Organisational reforms to put SOEs on a more commercial footing.

**Promoting trade and private sector development**

Kiribati posted a trade deficit of \$143 million in 2019; however, the value of exports increased from \$8.8 million in 2008 to \$17 million in 2019.

The trade deficit is largely due to limited domestic supply capacity and low economic diversity.

As with similar small island economies, Kiribati’s imports far exceed its exports due to its low level of local production.

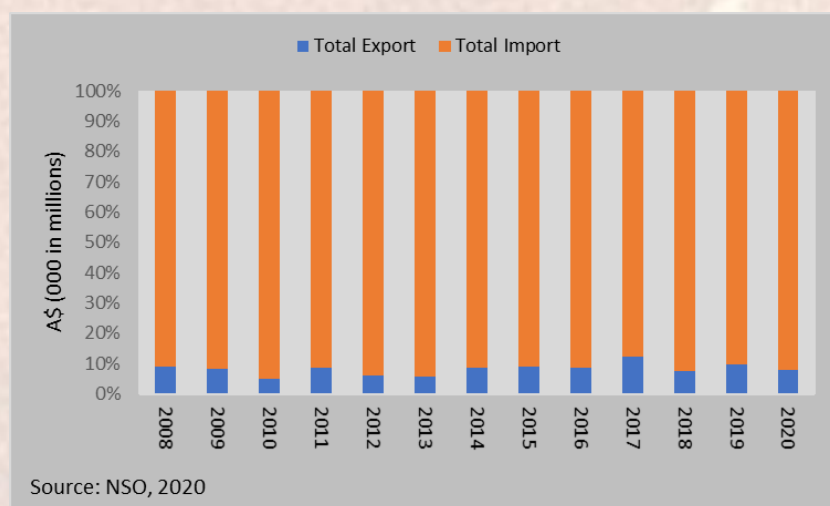
Figures from the NSO indicate that demand for imports is growing (Figure 13).

Through product diversification strategies, the Government plans to increase the export of locally made products including value-added products.

The private sector in Kiribati is small compared to the public sector.

The challenges it faces are the high cost of finance, limited access to credit and a difficult business environment that negatively impacts business start-ups.

Figure 13. Kiribati trade 2008-2019



The Government recognizes the essential role of the private sector as an engine of growth and job creation.

Although business registrations increased by 36 percent between 2016 and 2019 (Figure 14), the proportion of private sector employment relative to the public sector remained constant at 28 percent to 31 percent.

The growth in private sector employment is far below the average in most countries; around two-thirds of jobs in the formal economy are in the public sector (Figure 15).

Figure 14. Business registrations 2010-2019

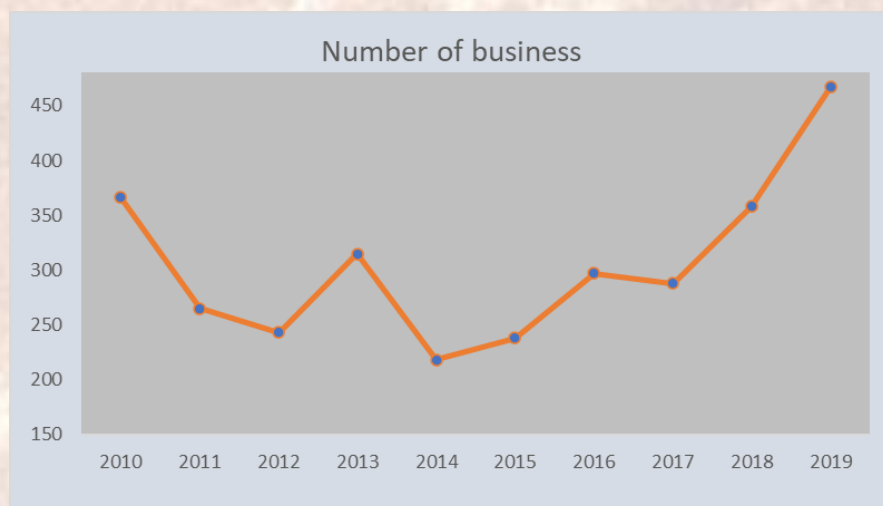
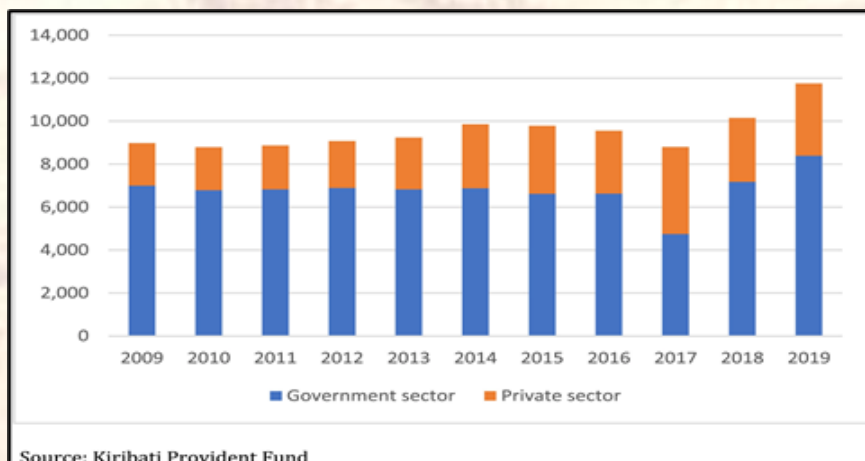


Figure 15. Public and private sector employment 2010-2019



The Government seeks to develop inclusive and sustainable trade and private sector development through the promotion of product development and diversification through value adding;

- i. Broadening and deepening of market access;
- ii. Increasing access to credit;
- iii. Business law reform;
- iv. Improved approval processes; and
- v. Efficient administration of taxes.

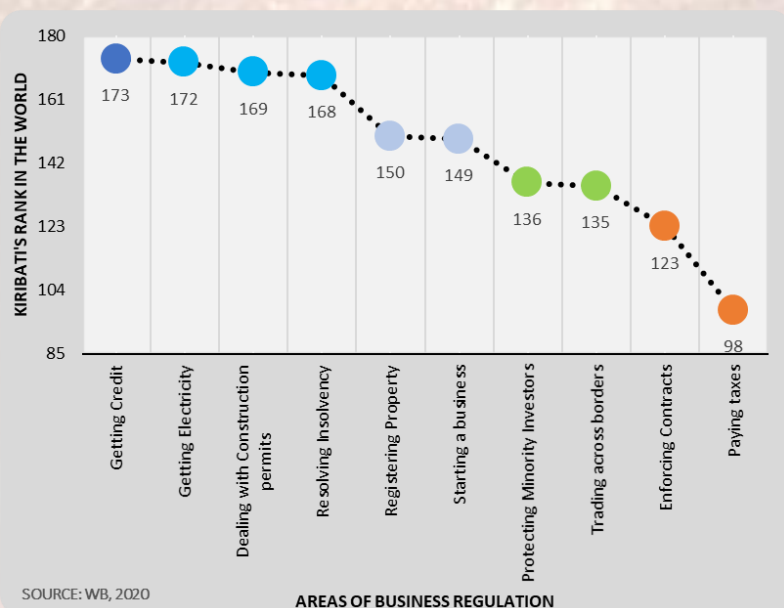
### Promoting foreign investment

Foreign Direct Investment (FDI) is an essential pillar in increasing private sector development and fostering economic growth in Kiribati; however, attracting FDI remains a challenge.

Kiribati receives only five to six foreign investment applications on average each year, with an average approval rate of two per year.

Establishing an enabling climate for both private sector and foreign investors has many components.

Figure 16. Kiribati’s rankings against 10 areas of business regulation

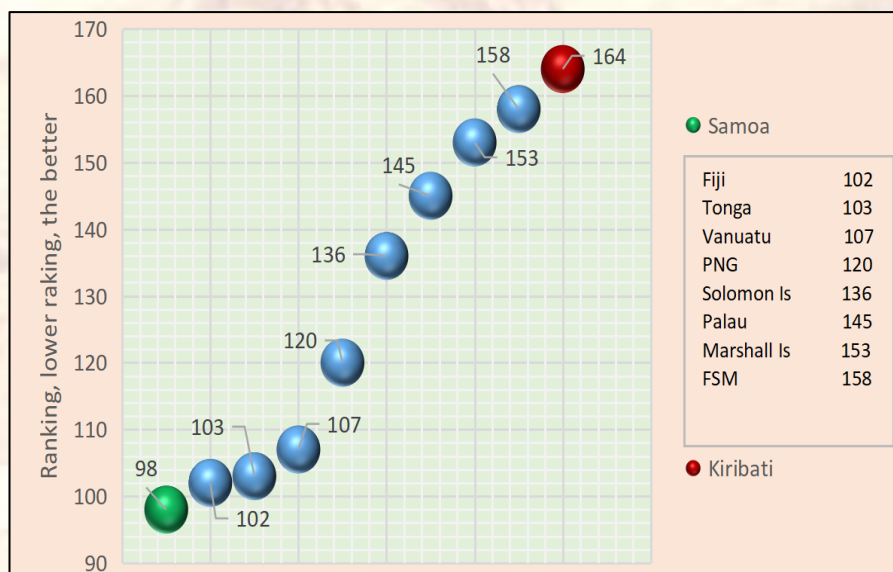


One of the composite indicators that pulls all these components together is the World Bank’s Ease of Doing Business (EDB) index, which ranks countries according to 10 areas of business regulation (Figure 16).

According to the EDB’s 2019 study, Kiribati is ranked 164 among 190 countries (Figure 17).

This confirms the significantly high cost of doing business in Kiribati compared to similar economies in the Pacific and across the world.

Figure 17. World Bank's Ease of Doing Business rankings in the Pacific



Land scarcity is also a pressing issue for investment and business development; however, this Government has a long-term plan to address this issue, such as reclamation and allocation of land for commercial uses, through general land use planning.

Strategies to better promote foreign investment in Kiribati are:

- i. Increase the country's rankings in the 10 areas of business regulation (as per the EDB index);
- ii. Create enabling environment for business development;
- iii. Implement an investment policy framework; and
- iv. Undertake additional investment to increase the land area available for commercial purposes through land reclamation.

### 2.3.2 STRENGTHENING THE GOVERNMENT'S REVENUE BASE

Kiribati has a narrow revenue base, which strictly limits the Government's ability to provide critical infrastructure for economic development and essential social services such as health and education.

Despite this, the country has experienced fiscal stability over the years due to an increase in revenue from fishing licenses, taxes due to tax reform, and the growth in the value of the RERF.

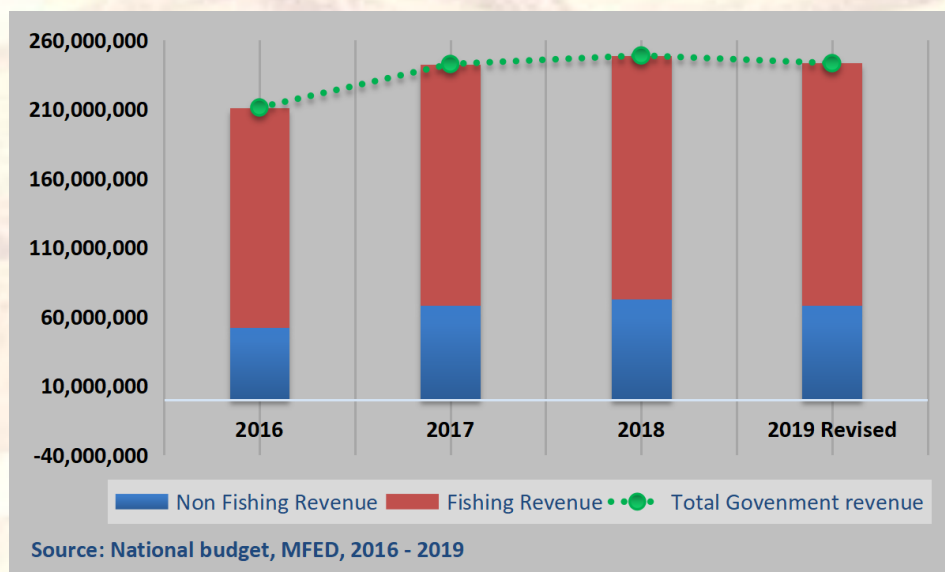
To strengthen the country's revenue base to ensure long-term fiscal sustainability, the Government proposes these strategies:

- i. Implementing existing plans to expand the revenue base;
- ii. Continuously maintaining and updating management of the RERF through regular monitoring of the RERF's asset performance and managers;
- iii. Strictly prioritizing expenditure in accordance with the priorities of the KDP; and
- iv. Working collaboratively with development partners to improve economic and social infrastructure.

#### Improving revenue collection

On average, fishing revenue constitutes 74 percent of the Government's total budget while non-fishing revenue, mainly consisting of tax revenue, makes up 18 per cent (Figure 18). This presents a fiscal risk to the country.

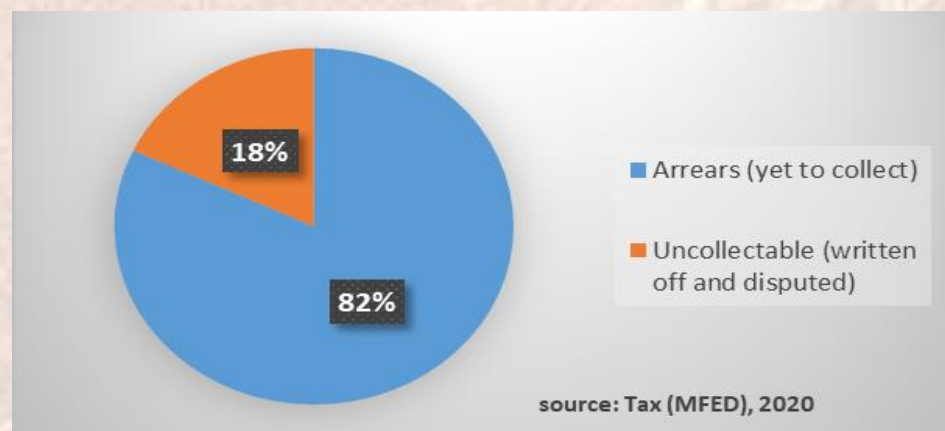
Figure 18. Fishing revenue in Kiribati, 2016-2019.



To maintain fiscal stability, the Government has sought to strengthen the management of existing revenue sources and enhance the management of the RERF through reforms. For example, tax revenue increased from \$22.86 million in 2014 to \$49.4 million in 2019 following tax reforms in 2014.<sup>21</sup>

Despite this improvement, tax compliance from businesses remains a significant concern (Figure 19).

Figure 19. Arrears on tax collection, 2019



Strategies to improve tax collection in Kiribati are:

- i. Increasing community awareness;
- ii. Strengthening institutional capacity;
- iii. Implementing e-tax;
- iv. Audit training;
- v. Providing support to customs;
- vi. Improving the quality of VAT returns;

<sup>21</sup> Tax reforms resulted in the introduction of Value Added Tax (VAT) and Excise Duties in 2014.

- vii. Establishing new tax schemes; and
- viii. Increasing tax compliance by businesses.

### **Maximising returns from SOEs**

Under the SOE Act in Kiribati, SOEs may request Government funding for non-commercial activities known as Community Service Obligations (CSOs).

In recent times, the dependence of SOEs on CSOs has been higher than the dividends received from SOEs by Government.

A solution to this is to improve the financial position of SOEs, thus increasing payments of SOE dividends and decreasing their dependence on CSOs.

This will allow the Government to shift funding to other development priorities.

Strategies to address SOE issues are:

- i. Strengthening institutional capacity;
- ii. Monitoring SOEs' financial performance; and
- iii. Developing and implementing a dividend policy to ensure compliance by SOEs.

### **Increasing the value of the RERF**

The Revenue Equalization Reserve Fund is Kiribati's largest sovereign wealth fund established in 1956 by the then colonial government with an initial allocation of \$555,580 AUD. The funds came from the sale of war relics (\$155,580) and the General Revenue (\$400,000). The purpose of the Fund is to provide a financial asset, which through wise and sustainable financial management, would benefit the current and future generations of Kiribati.

Over the last decade, the RERF has undergone significant reforms both on its structure and management. This was stipulated following the adverse impact of the Global Financial Crises in the late 2000s on the Fund which led to the reviewing of the management fees, and changes to the fund managers and custodian. The reform was completed successfully in 2019.

In 2018, the RERF achieved a big milestone which was reaching the \$1 billion mark<sup>22</sup>. This was mostly attributed towards, in addition to the accumulating interests, the replenishments of the RERF particularly in 2016 where \$70 million was deposited into the Fund.

In the beginning of 2020, the Fund fell by \$54 million as a result of the COVID-19 pandemic. This drop was mainly driven from the downfall in the Equity portfolio. The fund quickly picked up again in April (same year) owing to the remarkable global response from the world central banks to cushion the impacts of the pandemic. The global stimulus package exceeded that of the 2008 crisis. As of July 2021, the value of the RERF stands at \$1.31 billion.

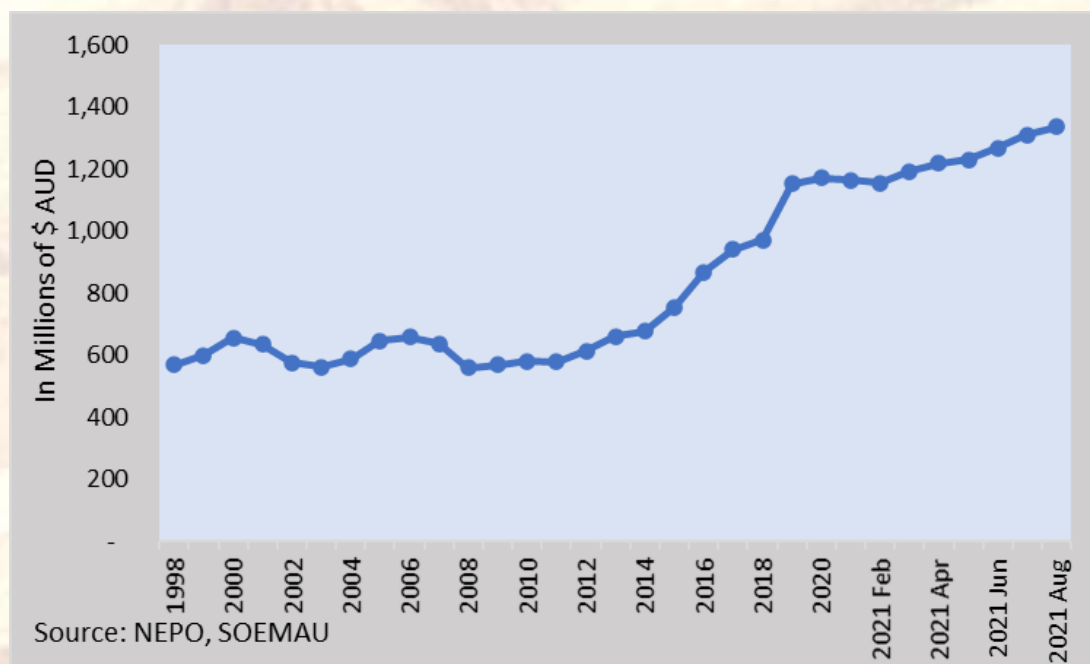
There are further plans in place to maintain and increase the value of the RERF based on the objectives of the Fund which is to maximize capital and income growth.

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<sup>22</sup> Achieved two years ahead of the target, by 2020



Figure 20. RERF value, July 2021



### 2.3.3 IMPROVE THE SOCIAL AND ECONOMIC WELLBEING OF ALL

Central to the achievement of the vision of the KDP is to raise the standard of living of all I-Kiribati irrespective of gender, age, religion, ethnicity and geographical location. This KDP emphasizes the creation of more employment opportunities and provision of financial inclusion to vulnerable groups to reduce poverty.

#### Securing overseas employment markets

The Government, in line with the objectives of the KV20, is implementing measures to strengthen existing, and secure new, overseas employment markets to allow the local population to access decent employment opportunities abroad.

The vision seeks to support effective implementation of the National Labour Migration Policy to increase the number of overseas workers and create new labour markets. The Government will utilise strategic partnerships for win-win arrangements whereby Kiribati as a labour-sending country is able to cater for the demand in labour-receiving countries.

#### Providing a copra subsidy and social benefits

Income inequality is a longstanding issue that the Government is committed to addressing by providing the necessary means for more equitable distribution of wealth. This commitment has led to the introduction or improvement of social protections to cover the unemployed, elderly citizens and persons with disabilities.

The copra subsidy scheme plays an important part in this national effort. The scheme was introduced with multiple objectives to support the unemployed to remain in the Outer Islands, thus countering the rural-urban drift.

In 2016, the Government doubled the copra price from \$1 to \$2 per kilogram to reduce income inequalities and alleviate poverty.

Although the copra subsidy scheme attracts high investment by the Government, it is considered necessary to support the welfare and livelihood of people in the Outer Islands given the abundance of coconut plantations.

It is a vehicle to equally distribute wealth between the urban and rural population.

The subsidy also enables people who are unable to secure formal employment, due to inadequate employment opportunities, to make a living from a commodity that is in abundance on their islands.

People on South Tarawa, however, are unable to benefit from the scheme because of land scarcity. As such, the Government introduced a Support Fund for the Unemployed (SFU) to support people who are unable to secure jobs as copra cutters. The Government plans to register all copra cutters in the Outer Islands as being self-employed and provide them with incentives so that the SFU better reaches its intended beneficiaries.

Vulnerable groups such as people living with disabilities, children whose parents have passed away, also receive social benefit support.

The Government's efforts to create employment in the public and private sector, including labour mobility schemes, are complementary. It is envisioned recipients will graduate from such scheme upon securing sustainable employment opportunities.

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#### 2.3.4 IMPROVING ACCESS TO FINANCE

At the core of the Government's pursuit of economic growth and poverty reduction is access to affordable financing.

At the national level, the Government recognises the important role of its development partners in accessing additional finance to support the implementation of national priorities. Through these partners, Kiribati receives funding in support of its priorities including in the form of soft loans, bilateral grants and regional programmes.

In 2019, the amount provided in official development assistance was \$103 million inclusive of \$14.3 million from the World Bank, Australia and New Zealand in budget support. In comparison, the Government expended \$246.5 million in its recurrent budget.

##### **Increasing Official Development Assistance**

The Government of Kiribati also recognises the value of durable and genuine partnerships to maximise the range of available financing mechanisms to support the full implementation of this KDP.

As has been the experience of other small island developing states, accessing support from international financial institutions has been challenging.

Simplified modalities to access such assistance are therefore critical to Kiribati's success in managing its pressing development challenges.

Amongst others, a milestone achieved during the last KDP cycle included the approval of a major infrastructure project, namely the South Tarawa Water Supply Project in 2018 by the GCF.

It is hoped that Kiribati's success in accessing and managing external finance in this case will offer development partners the assurance and confidence to invest and mobilise further resources in Kiribati.

It is acknowledged that better aid coordination and donor harmonisation can improve aid effectiveness, ensuring that development impacts of all assistance and support provided to Kiribati are delivered in the most efficient and effective manner.

Together, the financing from all sources, domestic and international, public and private, are critical to advancing Kiribati's economic growth and reducing poverty.

## 2.4 STRATEGIES AND KPIS FOR KPA 2 – GROWING OUR ECONOMIC WEALTH

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 2: Growing our Economic Wealth and Leaving No One Behind</b>								
2.1 Limited Economic base	Diversify fisheries sector	<b>2.1a.</b> Increase the Percentage of sustainable fisheries as a proportion of GDP	67%	76%	L: MFMRD	SDG 14.7.1	Pillar 1, pg 16	No 37, 137 & 148
	Promote and strengthen sustainable tourism and cultural industry development	<b>2.1b.</b> Increase Percentage of tourism direct contribution to GDP	0.4%	1%	L: MTCIC S: MIA, MLPID	SDG 8.9.1	Pillar 1, pg 18	No 1, 26, 28, 29, 31, 32
	Empowering state owned enterprises	<b>2.1c.</b> Increase Percentage of compliance of SOEs to Statutory obligations	50%	100%	L: MFED S: MISE, MICT, MFMRD			
	Promote product development and diversification through value addition	<b>2.1d.</b> Percentage increased in value of export goods	15.6 Million	20.76 million	L: MTCIC S: MFMRD, MELAD	SDG 8.a.1	Pillar 1, pg 21	No 3
	Broadening and deepening market access	<b>2.1e.</b> Percentage increase in the number of quality standard (ISO) established for different products	1	30%	L: MTCIC S: MFMRD, MELAD, MIA	SDG 8.a.1		No, 3,111,42
		<b>2.1f.</b> Percentage increase in accession to and strategic utilisation of sustainable trade agreements	2	10%	L: MTCIC	SDG 8.a.1		
	Enabling business environment for both Private and Foreign Investment	<b>2.1g.</b> Increase in number of active foreign direct investments	18	26	L: MTCIC	SDG 17.3.1, 10.b.1	Pillar 1, pg 21	
		<b>2.1h.</b> Increase in number of accessible finance for business start-ups	48	192	L: MTCIC S: MEHR			
		<b>2.1i.</b> Increase Percentage of Private sector contribution to GDP	46%	56%	L: MTCIC S: MEHR		Pillar 1, pg 21	
		<b>2.1j.</b> Amount of land allocated for commercial purposes	54 acres	146 acres	L: MELAD		Pillar 1, pg 21	No, 3,111,108, 109, 112,

## 2.4. STRATEGIES AND KPIS FOR KPA 2 – GROWING OUR ECONOMIC WEALTH

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 2: Growing our Economic Wealth and Leaving No One Behind</b>								
2.2 Weak Revenue Base	Strengthen and improve collection of existing revenue sources	2.2a. Increase total government revenue as a proportion of GDP	107%	110%	L: MFMRD, MFED, MICT L: All Ministries	SDG 17.1.1, 17.1.2	Pillar 1, pg 16	
		2.2b. Increase in real GDP growth rate	2.8%	3%	L: All Ministries	SDG 8.1.1		
	Enhanced management of the Sovereign Wealth (RERF)	2.2c. Increase value of RERF	\$1 billion	\$1.3 billion	L: MFED		Pillar 1, pg 21	
2.3 Economic and Social Well Being	Maintaining existing and secure new overseas and domestic employment markets	2.3a. Percentage Increase in number of people engaged in labour mobility schemes	1813	30%	L: MEHR S: MFMRD	SDG 8.5.2	Pillar 1, pg 21	No 85
		2.3b. Percentage increase in new overseas labor markets	6	10%				
		2.3c. Reduction in unemployment rate	67%	50%	L: MEHR S: All Ministries	SDG 8.5.2	Pillar 1, pg 21	No 85
	Provision of Social Benefits and Copra Subsidy	2.3d. Reduce the proportion of people of all ages living below the international (extreme) poverty line US\$1.90	1.5%	1%	L: MWYSSA, MFED S: All Ministries	SDG 1.1.1		No 33,
2.4 Access to and effectiveness of external finance	Increase access, coordination and management of external finance and aid to improve aid effectiveness	2.4a. Percentage of Official Development Assistance (ODA) as a proportion of total budget	0.09%	15%	L: MFAI S: MFED	SDG 10.b.1, 17.3.1		No 125, 126

# KEY PRIORITY AREA (KPA) 3: IMPROVING OUR HEALTH



### 3. KEY PRIORITY AREA 3: IMPROVING OUR HEALTH

#### 3.1 SITUATIONAL ANALYSIS

A healthy nation is recognised as a pre-requisite to economic wellbeing and poverty reduction; however, the health sector in Kiribati achieved only one important KPI in during the timeframe of its previous KDP (2016-2019).

This was largely due to limited consultation in the preparation of the previous plan.

In preparing this KDP, the Government worked collaboratively, through greater consultation, to address health challenges such as its ability to maintain ongoing essential health services for all, while enforcing preventive measures towards the COVID-19 pandemic.

In doing so, the Government received valuable support from development partners, CSOs, the private sector and the wider community.

Further improvements in relation to KPA 3 are essential for Kiribati to achieve its vision to become a wealthy, healthy and peaceful nation with people at the centre.

#### 3.2 MEASURING PAST PROGRESS

Since many of the health related KPIs in the last KDP (2016-2019) were not achieved (Table 7), the overall performance in improving health in Kiribati has been lower than satisfactory.

For the health sector, there are 15 indicators of which 4 was achieved in the last KDP (2016-2019) as further detailed in table 7 below.

To improve performance, this KDP identifies the root causes of our health problems and presents KPIs that are focused, measurable and realistic.

Table 7: Performance of the last KDP (2016-2019) on Health

KPIs achieved (2016-2019)	KPIs not achieved (2016-2019)
<ul style="list-style-type: none"><li>➤ Increasing or maintaining TB treatment success rate at or above 90 percent. Achieved as it met the target of above 90 percent.</li><li>➤ Increasing the proportion of births attended by skilled health personnel.</li><li>➤ Increasing proportion of cases dealt with by the Family Health Centre and other health facilities.</li><li>➤ Declining mortality rate from road traffic injuries – number and rate of deaths per 100,000 population.</li></ul>	<ul style="list-style-type: none"><li>➤ Increased contraceptive contacts (all forms) as seen at health facilities per 1,000 population.</li><li>➤ At least three quarterly health and finance reports produced annually that track progress against core indicators for Kiribati Health Sector Programme implementation.</li><li>➤ Meeting the target for the number of outpatient consultations per capita.</li><li>➤ Declining adult mortality rate from Non-Communicable Diseases (NCDs) for those aged 30-69 years.</li><li>➤ Declining number of diabetes related amputations.</li><li>➤ Declining adolescent birth rate for 10-14 years, 15-19 years per 1,000 girls in that age group.</li><li>➤ Declining neonatal, infant and under 5 years mortality rates per 1,000 live births.</li></ul>

- Maintaining the number of maternal deaths at zero or as close as possible.
- Maintaining at least 40 health workers per 10,000 population.
- Maintaining at least 80 percent availability of essential medicines and commodities at primary health care facilities.
- Achievement of 7 International Health Regulations core capacities for surveillance and response.

### 3.3 OVERCOMING THE CHALLENGES IN IMPROVING HEALTH

Delivery quality health services is a challenge throughout Kiribati due to its high rate of population growth, lack of proper health facilities, insufficient qualified skilled workers, poor dietary lifestyles and lack of awareness on preventive measures. The COVID 19 has impacted infected countries with rising death rates and will be key risk to the country as border opens up. Nevertheless, the vaccination roll out plan is in place to protect national citizens; while increasing safety measures through awareness programs etc; when border opens up.

NCDs remain a major health issue, with contributing factors such as high use of tobacco, excessive alcohol consumption, non-balanced dietary lifestyles, lack of physical activity, obesity, high blood pressure, raised blood glucose and high cholesterol.

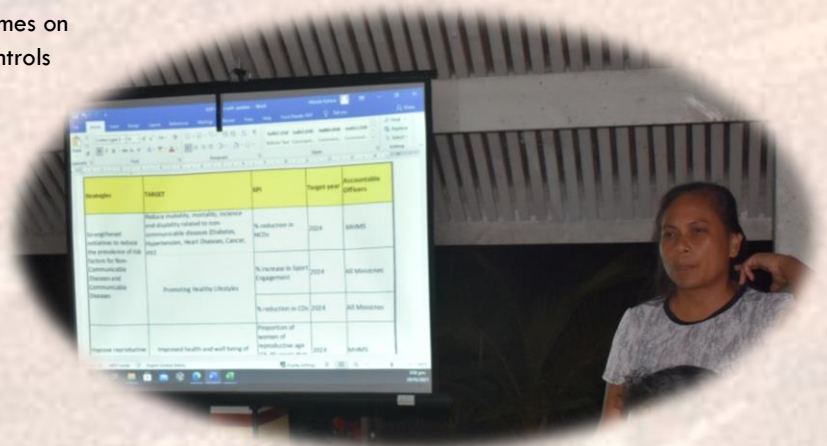
These factors are behavioural in nature.

As such, the solution lies in the implementation of more effective community awareness programmes.

There is a need to review past awareness programmes in Kiribati and develop innovative incentives to change the behaviors and lifestyles of the general population.

High-level priorities in building a healthier nation are:

- i. Strengthen community awareness programmes on sanitation, neo-natal care, reproductive controls and healthier lifestyles;
- ii. Reduce the incidences of serious diseases;
- iii. Reduce child mortality and morbidity;
- iv. Improve health care facilities and service delivery;
- v. Adopt international benchmarks as targets and measure achievement regularly; and
- vi. Promote engagement in sport.



#### 3.3.1 STRENGTHENING COMMUNITY AWARENESS AND EDUCATION

We know that community awareness and education programmes are vital to improving the health of our people in relation to communicable and non-communicable diseases, especially with children.

We are therefore putting this issue as a top priority in improving the health of our people.

We have learnt from past KDPs and, as a result, plan to implement the following strategies under this Plan:

- i. Review the design and implementation of community-based programmes and involve all relevant stakeholders, including political leaders, community leaders and churches;
- ii. Introduce innovative, community-based solutions to incentivize people to do the right things for the sake of our children and grandchildren – these may include charging a penalty to people that disregard health guidelines; and
- iii. Regularly measure the effectiveness of awareness and education programmes, for example reductions in child mortality and NCDs, and strengthen the accountability of these responsibilities.

### 3.3.2 COMMUNICABLE DISEASES

Despite being under control in most parts of the world, communicable diseases associated with overcrowding and poor hygiene (such as leprosy, HIV and TB) remain significant threats to the lives, wellbeing and productivity of our families.

#### Leprosy

For the last KDP (2016-2019), there was no target set on reducing leprosy; however, the number of new cases declined by 32 percent in 2019 from the previous year.

This KDP aims to achieve the World Health Organization's (WHO) target of less than 1 case per population of 10,000, which means that our new cases should be less than 11 per year.

The number of new cases detected in 2019 was 132 – way above the WHO threshold.

Recordings of leprosy cases in Kiribati peaked in 2016 due to widespread early detection activities conducted throughout the country (South Tarawa and the Outer Islands).

These activities included an awareness campaign on leprosy in communities and in schools and leprosy screening among school children and the wider population.

It is of extreme concern that while it has come down from its peak in 2016, the new leprosy detection rate is still above 100 of which 38 percent are children.

The rise in new case detected are more than ten times the WHO's elimination target for leprosy of less than 1 case per 10,000 population.

Table 8: Total number of new leprosy cases detected, 2014-2019

YEAR	2014	2015	2016	2017	2018	2019
<b>Total number of new leprosy cases detected</b>	119	172	207	185	166	132
<b>New case detection rate (per 100,000 population)</b>	108	156	187	167	151	123
<b>Number of leprosy cases in young children among new cases</b>	35	46	72	45	46	38
<b>Total number of grade 2 disability cases among new cases</b>	3	11	11	8	5	3
<b>Number of grade 2 disability in children</b>	0	2	3	3	1	2

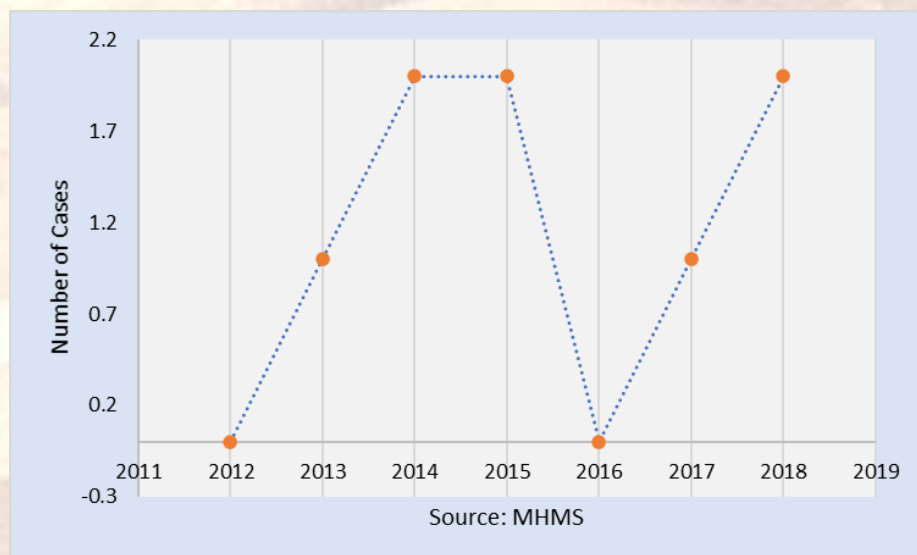
#### HIV



Kiribati's incidence of HIV/AIDS is among the highest in the Pacific region.

As of 2018, the total number of people diagnosed with HIV since the first case was detected in the country in 1991 was 62 (Figure 21).

Figure 21. Number of HIV Positive Cases, 1991-2018



While there were only two new HIV cases in 2018, we aim to totally eradicate HIV by 2022.

The public health service within the Ministry of Health and Medical Services (MHMS) will continue to include HIV in its awareness programmes, paying particular attention to high-risk groups such as seafarers, their spouses and those involved in commercial and transactional sex.

### Tuberculosis

Many countries in the Pacific have brought TB under control.

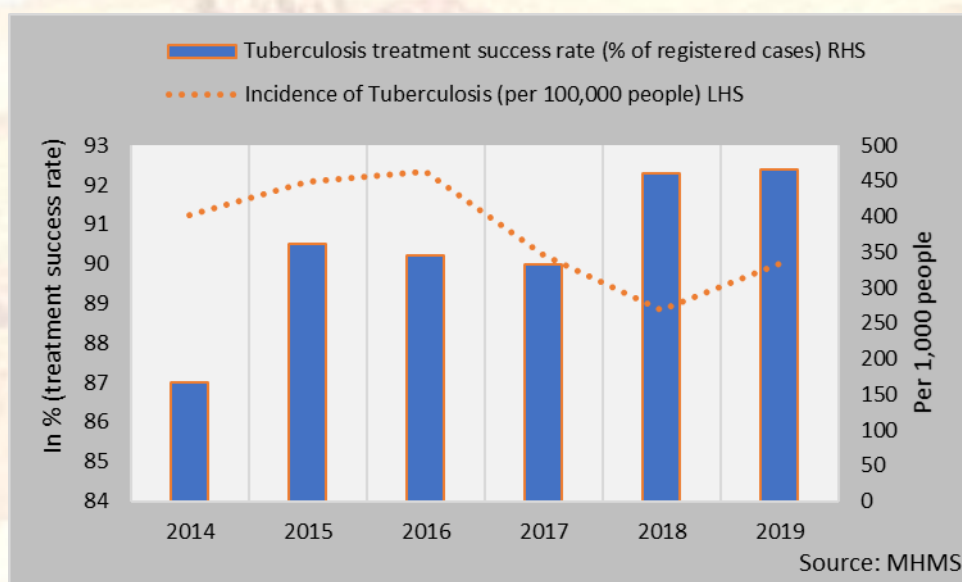
In Kiribati, the decline in TB cases in 2017 and 2018 was a result of the lack of screening due to shortage of medical staff in that period.

In 2019, when additional doctors joined the programme, the cases started to increase again.

This means that we are not making progress in reducing the incidence of TB in Kiribati.

Therefore, there is a need to review strategies and techniques in this important area.

Figure 22. Incidence of TB and treatment success rate, Kiribati, 2014-2019



The following strategies will be adopted to reduce the number of TB cases in Kiribati:

- i. Collaborate with MHMS, other Government Departments and NGOs to thoroughly review existing awareness programmes and make them more effective;
- ii. Implement a new and more effective awareness programme to address the root causes of TB transmission, decrease the risk of developing TB and find an effective referral mechanism;
- iii. Promote universal and equitable access through expanding Direct Observed Treatment coverage;
- iv. Strengthen capacity to diagnose and monitor treatment of TB cases, including drug-resistant TB, TB-HIV and TB-DM; and
- v. Strengthen the TB drug management system and programmatic management of MDR-TB, TB-HIV and TB-DM comorbidities.

## COVID-19

The impact of COVID-19 on Kiribati is not as serious as in other countries where the number of deaths increased dramatically over time. Kiribati remains a COVID-Free nation but complies with the international standards requirements pertaining to the vaccination dozes roll out plans; a continuous awareness program to the public on hygiene measures to prevent the spread of the deadly disease should it reaches our shores. The Ministry of health purchased supplies and full cover protection for our front-line defenders and Isolation centers were established to cater for quarantine or future cases. The Government believed in a resilient approach towards certain pandemics, by taking full coverage dozes from the Ministry of Health.

### 3.3.3 NON-COMMUNICABLE DISEASES

#### Diabetes

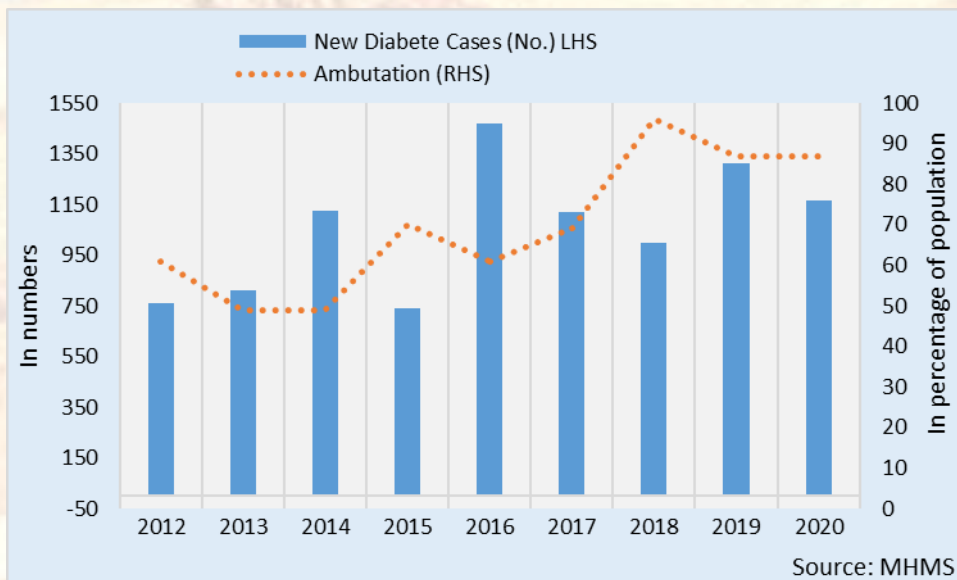
The most serious disease that we face in Kiribati – and the highest cause of death – is diabetes.

Despite past efforts, incidences of diabetes continue to rise due to physical inactivity of the population, dependency on imported foods (i.e., poor diets) and unhealthy lifestyles leading to obesity (Figure 23).

The increasing trend in amputations also reflects the prevalence of diabetes in our communities and its late detection rate.

There is a need to collectively find effective solutions to address the risk factors in our communities.

Figure 23. Diabetes vs Amputation



Our strategies to reduce diabetes in Kiribati are:

- i. To re-examine the reasons that existing tactics and approaches to reducing diabetes have not been effective and redesign community outreach programmes to make them more effective; and
- ii. To increase early detection of the disease.

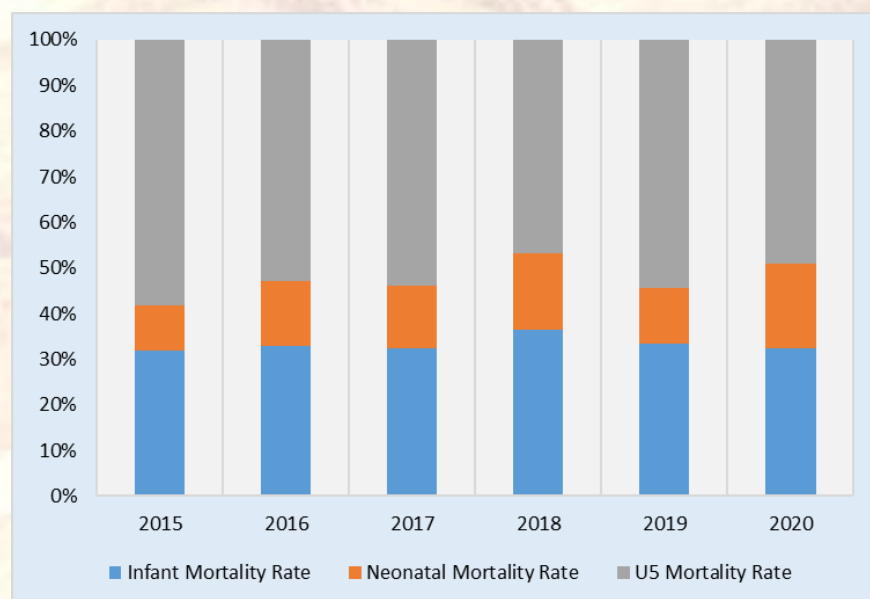
**Child mortality**

Mortality rates amongst young children are key indicators of child health and well-being and, more broadly, of social and economic development.

They reflect the access of children and communities to basic health interventions such as vaccinations, medical treatment of infectious diseases and adequate nutrition.

While the child mortality rate in Kiribati has come down over the long term (Figure 24), it is still one of the highest in the region.

Figure 24. Neonatal, infant and under 5 (child) mortality rate



Under-5 and infant mortality rates are at 52 to 33 per 1000 live births, respectively.

A mother's good nutrition in the first 1000 days of her pregnancy, up until her child's second birthday, are crucial factors in a child's neurodevelopment and lifelong mental health.

How well or how poorly mothers and children are nourished and cared for during this time has a profound impact on a child's ability to be healthy, learn and thrive.

This offers a unique window of opportunity to build healthier and more prosperous futures.

In Kiribati, child mortality rates are significantly higher in the remote Outer Islands among lower income households and among mothers with lower levels of education.

Under-5 mortality rates are higher for boys than girls.

Based on the 2019 Annual Health Bulletin, the neonatal mortality rate is currently at 10.7 per 1000 population, the infant mortality rate is at 29.3 per 1000 population and the under-5 mortality rate at 47.9 per 1000 population.

The proposed SDG target for child mortality aims to end preventable deaths of newborns and children under 5 years of age by 2030, with all countries aiming to reduce neonatal mortality to no more than 12 deaths per 1000 live births and under-5 mortality to no more than 25 deaths per 1000 live births.

### 3.3.4 IMPROVING ACCESS TO QUALITY HEALTH CARE

Medical services and medicines are free in Kiribati and Government health facilities consist of four hospitals, 22 health centres and 87 village clinics.<sup>23</sup>

In addition to Kiribati's public health facilities, there are six other health care providers that also report to the Health Information Unit (HIU).

These are the Integrated Management of Children's Illness (IMCI), Gynecology, Diabetic, Reproductive Health Development and Adolescent Health Development clinics and the Kiribati Family Health Association.<sup>24</sup>

<sup>23</sup> As recorded in 2020.

<sup>24</sup> Source: Kiribati Annual Health Bulletin, 2015.

Health clinics offer basic packages of preventive and curative primary care services, while health centres offer both inpatient and outpatient services.

Public health nurses in the clinics are supported by one or more nurse aide, employed by the local councils; however, MHMS is slowly expanding the range of care providers.

Only one private medical clinic provides paid health services and medicines.

To further improve access to quality health care in Kiribati, we must strengthen of the capacity of our hospitals and health centres and make improvements to our other facilities, medical equipment, ambulances and MRI scanners.

Medical doctor availability improved from 4.1 per 10,000 in 2015 to 6.0 in 2017.

Our aim is 10 per 10,000 people, to be on par with Fiji.

The total number of available health personnel (which includes medical doctors, dentists, assistants, nurses and midwives) increased from 39 per 10,000 in 2015 to 42 in 2017.

The vast majority (71 percent) of our medical staff are nurses.

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### 3.3.5 STRENGTHENING PARTNERSHIPS WITH COMMUNITIES

By strengthening partnerships with local communities, the Government is focusing on engaging our citizens in physical activities through home gardening and sports.

For example, the Ministry of Environment Land and Agriculture Development (MELAD) is promoting home gardening at the household level to improve household members' diets and engage them in physical work.

Perceived and real barriers to participating in sporting activities also need addressing.

They include:

- i. Sport being perceived mostly as recreational (rather than being essential to physical and mental wellbeing);
- ii. Sports scenes being mostly male dominated;
- iii. Sport facilities not being up to standard;
- iv. Lack of sporting equipment;
- v. Lack of experts/professionals in different sports;
- vi. Lack of capacity building to sport associations on the Outer Islands; and lack of investment in sport by Government and development partners.

We aim to increase the promotion and strengthening of sports at all levels to help achieve our country's vision to become a wealthy, healthy and peaceful nation with the people at the centre.

### **Strengthening partnerships with communities**

#### **A case study**

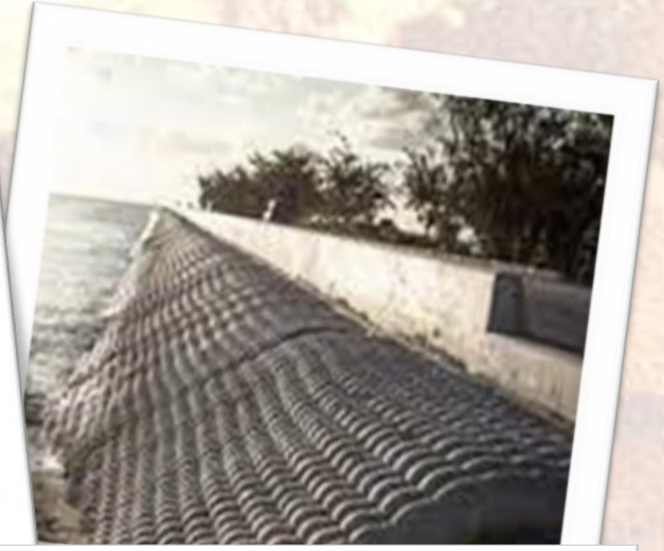
To strengthen Kiribati food systems and supply chains, MELAD is focused on increasing training and support for communities in the area of food crop production. Communities, students and farmers are benefiting from practical trainings and demonstrations in this area. They are learning about growing local fruit trees, root crops and other local and imported vegetables. Trainings have been conducted in multiple communities in South Tarawa since August 2020, in collaboration with staff from the Agriculture and Livestock Division. As of 2021, 423 male and female community members had been trained in techniques to improve their household food security. Deliveries of imported planting materials, especially vegetable seeds for households, were hampered by the COVID-19 lockdown, so locally available cuttings from food crops were used in trainings instead. Strengthening food systems and supply chains in Kiribati will ease access to safe, affordable and nutritious food.

### 3.4 STRATEGIES AND KPIS FOR KPA 3 – IMPROVING OUR HEALTH

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 3: Health</b>								
3.1 High burden and incidence of Non-communicable diseases and Communicable diseases	Strengthened initiatives to reduce the prevalence of risk factors for Non-Communicable Diseases and Communicable Diseases	3.1a. Percentage reduction in cases of CDs	40%	10%	L: MHMS	SDG 3	Pillar 1	
		3.1b. Percentage reduction in the cases of NCDs	40%	50%	All			
		3.1c. Number of programs for sport engagement	0%	75%				
		3.1d. Number of programs for home activities	0%	75%				
		3.1e. Percentage of population receiving COVID-19 full doze vaccination	0%	80%				
3.2 Reproductive health, Maternal, Neonatal, Child, Adolescent health issues	Improve reproductive maternal, newborn, child and adolesent health, Health Promotion and Nutrition.	3.2a. Proportion of women of reproductive age (15-49 years) that follow the healthy family protocols (i.e modern family planning methods)	0	50%	L: MHMS	SDG 3	Pillar 1	
		3.2b. Reduce the adolescent birth rate (aged 10-19 years) per 1,000 women	50%	0%	L: MHMS			
		3.2c. Reduce the neonatal mortality rate (per 1,000 live births)		0				
		3.2d. Reduce the infant mortality rate (per 1,000 live births)		4				
		3.2e. Reduce the under 5 years mortality rate (per 1,000 live births)		3				
3.3 Apparent gaps in health service delivery	Improve access to quality health care	3.3a. Rate of increase of health facilities by 80%	60%	80%				
		3.3b. To increase skilled healthcare workers by 75%	60%	75%				
3.4 Community Partnership	Strengthening Partnership with Communities to improve Health	3.4a. Percentage of Health Emergency and Preparedness Plan implemented	40%	50%	L: MHMS	SDG 3	Pillar 1	55, 56, 58, 59, 60, 61,62,63,64,65,66,67,139 , 154,155,
		3.4b. Increase number of communities involved in health activities	729	1,138	L: MHMS, MWYSSA			



# KPA 4: PROTECTING AND MANAGING OUR ENVIRONMENT AND STRENGTHENING RESILIENCE



## 4. KEY PRIORITY AREA 4: PROTECTING AND MANAGING OUR ENVIRONMENT AND STRENGTHENING RESILIENCE

### 4.1 SITUATIONAL ANALYSIS

In a global context, Kiribati is uniquely vulnerable to global changes including the adverse impacts of climate change such as sea level rise.

The island nation is just three meters above sea level at its highest point and faces multiple, cross-cutting problems that affect its ability to manage multi-disciplinary and multi-sectorial complex environmental problems, including climate change impacts and disaster risks.

The climate change problem is exacerbated by a range of environmental challenges such as poor waste management, infertile soil and land scarcity.

This necessitates the need to collectively manage, mitigate and address our current vulnerabilities to our environmental, economic, and social vulnerabilities.

The overall strategy of KPA 4 is to address the cross-cutting complex nature of environmental problems and the impacts of disaster risks on development by addressing the vulnerabilities of the nation.

A strategic and whole-of-country approach is required in sustainable environment protection and management, resilience to climate change, and disaster risk reduction.

This includes addressing environmental problems and challenges through holistic environment protection, conservation, management, sustainability, and resilience building, to support sustainable development, while simultaneously, enhance and strengthen food and water securities.

There is also a need to preserve and protect our strong cultural identity and heritage.

### 4.2 MEASURING PAST PROGRESS

In evaluating the achievements of past environment KPIs, the lack of information and data was a challenge (Table 9).

Some indicators were only partially completed and other important aspects of the environment, such as land planning and management and maintenance of credible and up-to-date environment and related databases, were not clearly captured in the last KDP (2016-2019).

Despite these challenges, the performance of the past KDP with respect to environment indicators was more than satisfactory (92 per cent).

Indicators that were not achieved will form part of this KDP.





Table 9: Performance of the last KDP (2016-2019) on the Environment

KPIs achieved (2016-2019)	KPIs not achieved (2016-2019)
<ul style="list-style-type: none"> <li>➤ 4 programmes focused on mitigating against climate change and 2 programmes focused on assisting with adaptation to climate change.</li> <li>➤ 58,331; number of mangroves planted.</li> <li>➤ Crop production and diversity and livestock numbers increased; more than 5 crops identified and 9 ornamentals mass produced.</li> <li>➤ A new Food and Nutrition Security Policy finalized in 2016.</li> <li>➤ Crop production technologies, including hydroponics, developed; 7 recipes developed, 6 research trials and 3 organic trials on hydroponic conducted.</li> <li>➤ Biosecurity bill developed and implemented.</li> <li>➤ Number of community agreements developed and signed for the establishment of conservation areas; 193 communities visited and trained.</li> <li>➤ Stock of fisheries maintained; method unclear.</li> <li>➤ Existing number of landfill sites improved, located in Betio, Anderson Causeway and Bikenibeu, including one in Kiritimati Island.</li> <li>➤ Waste recovery facility managed through composting, recycling, scrap waste stockpile to be exported, and biogas system installed.</li> <li>➤ Policy approved on Subsidy Act for local market; to develop Cabinet paper to amend this Act.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To strengthen survey and planning capacity and improve in GIS and data management systems. Partially achieved.</li> </ul>

### 4.3 OVERCOMING THE CHALLENGES ON ENVIRONMENT AND CLIMATE CHANGE

Located only three meters above sea level at its highest point, Kiribati is experiencing the effects of constant change in climate and coastal erosion. This is affecting the overall health, integrity, and status of the atoll's environment on land, sea, and air, its biodiversity, and cultural heritage.

There is a need to increase resilience in Kiribati against the impacts of climate change through measures such as environment protection and management, disaster risk management and preservation and protection of cultural identity and heritage.

#### 4.3.1 IMPROVING THE PROTECTION AND MANAGEMENT OF THE ENVIRONMENT, CLIMATE CHANGE, & DISASTER RISK

Our strategies to strengthen resilience to climate change and disaster risks are:

- i. To increase the rate of implementation of the Kiribati Climate Change Policy and the Kiribati Joint Implementation Plan for Climate Change and Disaster Risk Management (KJIP);
- ii. To review, update and implement the Kiribati Integrated Environmental Policy (KIEP) and related environment strategic action plans, e.g. the Kiribati National Biodiversity Strategies and Action Plan (KNBSAP) and the Kiribati Waste Management and Resource Recovery Strategy (KWMRRS).
- iii. To enhance and resourced the implementation of the Kiribati Integrated Environment Policy (KIEP), related environment strategic action plans, e.g., the Kiribati National Biodiversity Strategies and Actions Plan (KNBSAP) and the Kiribati Waste Management and Resource Recovery Strategy (KWMRRS), including the Integrated Environment and Natural Resources Co-Management Plans (IENCMPs).

- iv. Increasing access and secure global funds and assistance;
- v. Mounting formal and informal communication, education, training, and public awareness programmes and increasing community involvement, participation, and engagement at all levels of society;
- vi. Strengthening our early warning systems and readiness and responsiveness to disasters and emergencies; linked to Disaster Risk Management (DRM) under common issues;
- vii. Increasing the generation of sustainable renewable sources of energy;
- viii. Implementing national obligations under Multilateral Environmental Agreements (MEAs) to which the Government of Kiribati is a State Party to, including the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement decisions of the UNFCCC Conference of the Parties (COP); and
- ix. Keeping abreast of relevant MEAs Intergovernmental Bodies (e.g. Intergovernmental Panel on Climate Change (IPCC), Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)) information and reports on climate change, biological diversity, compacting land desertification, and related.

#### 4.3.2 PROTECTION AND MANAGEMENT OF THE ENVIRONMENT

Our national priorities include protecting, conserving, managing, sustaining, and building the resilience of our existing environment, including our ecosystems and natural resources from over-exploitation and extinction; however, threats to our environment, such as the impacts of climate change, wastes and pollution, biodiversity loss, coastal erosion and the depletion of natural resources continue to emerge.

In Kiribati, the protection, conservation, management, sustainability, and resilience building of the environment covers land, sea, and air.

Despite many costly environment and related outreaching campaigns, undertaken at the different levels of society with different sectors, the protection, conservation, management, sustainability, and resilience building of the environment, remains a huge challenge.

Through its responsible agencies, the Government is therefore prioritising its strategies to focus more on strengthening and improving current national resilience plans to enhance and support sustainable development.

##### **Improving waste management and pollution control**

Poor and inadequate waste management and pollution prevention and control have been well documented and recognized as significant environmental challenges in Kiribati.

They affect human health and the environment, which reduce the country's resilience to the impacts of climate change and undermine efforts toward holistic and inclusive sustainable socio-economic development.

The impacts of poor and inadequate waste management, pollution prevention and control, are significant in Kiribati due to a multitude and closely interlinked factors, including rapid population growth, lifestyle changes, vulnerability to climate change/variability, increases in imported goods and the country's landmass for landfills and other adequate waste and pollution facilities.



While Kiribati has made inroads in waste management and pollution control over the past decade, significant issues remain.

Barriers to improvement include the country's poor governance structure of waste management, inefficient institutional arrangements, reactive approaches to problems and issues, opportunities, and inadequate resources to sustain and support national efforts to improve solid, chemical and hazardous waste management and pollution prevention programmes at the national and island levels.

Between 2019-2020, the Government, through MELAD, developed the Kiribati Waste Management and Resource Recovery Strategy (KWMRRS, 2020-2030) that was endorsed by Cabinet in October 2020 and launched in December 2020.

The KWMRRS presents a long-term plan to effectively respond to the increasing threat from waste and pollution, which is most apparent in Betio, South Tarawa and Kiritimati Island – the main urban centres with high population densities.

The time has come to communicate our strategic direction more precisely, to strengthen institutional, human resources, and budget planning, promote more collaborative dialogue with development partners, and promote private sector investment.

By detailing our planned activities through the KWMRRS, all parties will have a clear and mutual understanding of what the Government wants and how best to achieve its goals.

Without a clear strategic direction on waste management and pollution control, it will be difficult for the Government to identify short and long-term priorities and the right partners to address its needs.

Business as usual will undermine the Government's ongoing efforts to achieve the country's KV20 aspirations.

### **Environment protection and biodiversity conservation**

Kiribati must ensure that its fragile and highly vulnerable terrestrial and marine environments is protected and safeguarded through better enforcement of its Fisheries and Environment Acts. The former plan ensures conservation and management of fisheries resources while the latter ensures protection of the environment through the conservation of biological diversity, the management of protected areas, and protected species.

Currently, the implementation of Monitoring, Control and Surveillance (MCS) programmes focuses on subsistence fishermen's compliance in relation to undersize fish and fishing bans during closed seasons. These restrictions are important for conserving overexploited fish (such as ika ni bong, te maebo and te ikari).

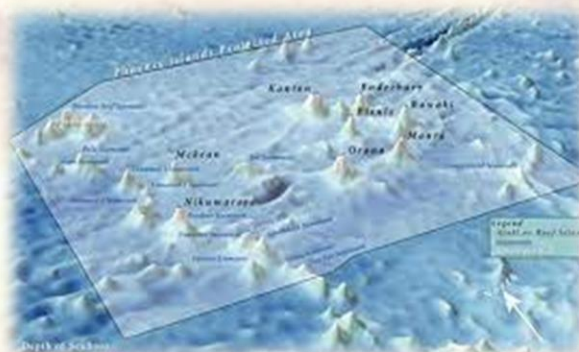
Another programme contributing to biodiversity conservation is the enhancement of island biodiversity and the protection of natural resources through the development and implementation of the Integrated Environment & Natural Resources Co-management plans (IENCMPs) in the outer islands.

The objective of this plan is to ensure that the communities are fully aware and understand. The importance of protecting, conserving, managing, sustaining, and building the resilience of the environment, biological diversity and natural resources that integrate science and traditional conservation practices with local communities taking the driver's seat with the support of Government at the grassroots/community/island levels.

Nevertheless, there is a need to further protect our environment through greater compliance to our Country Safeguard System (CSS), which comprises policies, practices, legal frameworks and institutions put in place to avoid, reduce or mitigate potentially adverse environmental, economic, and social impacts of development activities.

In the past, Government agencies and local contractors implementing both internally funded projects and those financed by development partners have faced limited capacity and experience in applying the CSS, which has led to inconsistency in implementing safeguards. Currently, the Government is prioritizing the development and formalization of the CSS into the existing Environment Licensing System under the Environment Act.

Capacity building of agencies and bodies who have roles in the project management and implementation of infrastructure investments and development projects would critically important.



In addition, there is a need for the formulation of a robust legal framework and policies to ensure that Kiribati's fragile environment is protected, conserved, and sustainably managed from unsustainable and environmentally destructive practices of development activities.

As a party to the Convention of Biological Diversity, Kiribati has an obligation to protect the country from threats that undermine the status of healthy biological diversity like Invasive Alien Species (IAS) and biosafety, which are also destructive to endemic and native species.

Concerns in relation to IAS impacts of rodents' infestation at the household and island levels are still prominent in all islands in the Gilbert Group, adversely impacting households as well as important food crops and trees in the wilderness areas. Concerns in relation to IAS impacts on the biological diversity and wilderness resources such as birdlife, are more focused in Kiritimati and the PIPA.

Controlling these alien species with limited resources is quite difficult, however, and it requires a coordinated effort of different sectors.

In Kiritimati, the target to eliminate feral cats has increased to 150 by 2023. The presence and increasing number of stray dogs, as an invasive species on Kiritimati recently, also pose threats to the unique birdlife resources.

There is also a target to increase assistance to villages that need rat traps.

Other concerns are IAS that affect food crops, such as the rhinoceros beetle and rodents.

Prevention, elimination, reduction, control, and management of IAS programmes that were ongoing in past years are now idle due to a lack of sustainable financial support and human resources.

Strategies to environment protection and biodiversity conservation, management, sustainability, and resilience building problems and issues are:

- i. Leverage and secure resources at the institutional, human resources and programme level to effectively and efficiently implement the Kiribati Integrated Environment Policy (KIEP) and the Environment Act;
- ii. Review, update and finalise regulations on protected areas, protected species, biosafety and other environment related policies.
- iii. Secure resources to undertake a review and update of the KNBSAP (2016-2020) and the Kiribati National Invasive Alien Species Strategic Actions Plan, to align to the KIEP, other related strategic documents and policies, the KDP 2020 - 2023, and the KV20.
- iv. Review, update and finalize regulations on protected areas, protected species and other environment related policies and regulations.
- v. Strengthen waste management, pollution control and resource recovery through resourcing and supporting the implementation of the KWMRRS (2020 - 2030)
- vi. Strengthen environmental protections, conservations, management, sustainability, and resilience building, in relation to sustainable development through an increasing focus on proper management of biodiversity and conservation, which will be measured by the number of outreach (communications, education, and public awareness) and surveillance programmes supported for conservation, number of integrated environment and natural resource co-management plans and coastal protection and restoration measures;
- vii. Proper resourcing of relevant authorities for the effective enforcement of legislation;
- viii. Strengthen the enforcement and implementation of the Disaster Risks Management and Climate Change Act and Environment Act;
- ix. Strengthen national capacity in relation to Integrated Vulnerability Assessments (IVAs);
- x. Strengthen the CSS, including the delivery of Environment Impact Assessment (EIAs), in relation to all development projects; and

xi. Strengthen the Biosecurity Act.

### 4.3.3 IMPROVING FOOD SECURITY

Access to nutritious food is an issue for I-Kiribati due to factors such as the high price of fish agricultural produce, and the already limited terrestrial environment.

The root causes include overexploitation of resources as a result of the country's increasing population and poor soil quality resulting in a lack of nutrients for agriculture.

Water sources are also prone to high salinity in times of droughts – an issue exacerbated by climate change.

With these difficulties, food security is at stake.

Through this KDP, the Government aims to ensure that people have access to sufficient, safe and nutritious dietary needs.

In response to the COVID-19 pandemic, Kiribati strengthened its food systems and supply chains with the assistance from the UN COVID-19 Response and Recovery Fund, the Food and Agriculture Organization (FAO) and the fisheries industry. This resulted in agriculture training programmes for both genders, efforts to improve soils and the distribution of seeds and planting materials.

The overarching strategy to address the issue of food insecurity in Kiribati is to integrate sector-specific approaches and promote healthy and resilient ecosystems through increasing the distribution of food crops for re-planting and animal breeds for cross breeding.

In addition, the Kiribati Fisheries Division will focus on restocking programmes in relation to islands facing overexploitation in marine species like seashells and sea cucumbers.

Strategies to jointly address issues on food security and land scarcity are presented under 4.3.4.

### 4.3.4 LAND SCARCITY

Land scarcity continues to be a challenge in Kiribati, particularly in the capital of South Tarawa and Betio – home to 51 percent of the national population.

Over the years, urban development has been a pull factor for those seeking better job and living opportunities.

With the absence of effective General Land Use Planning (GLUP), people tend to live wherever they choose despite existing procedures for land access and development. This has led to illegal settlements on Government-leased and state lands, as well as disputes and evictions.

Total customary land ownership in Kiribati is 37 percent, which includes all land in the Gilbert Islands. The remainder of land is state owned, which includes all islands in the Line and Phoenix Group.

Conflicts in relation to boundaries and evictions are settled through the Courts and enforcement is undertaken by the Police department.

The solution to reducing continuous disputes lies in improving the Kiribati Land Information System (KLIS), a data management system, and surveys to determine boundaries.

Unfortunately, this work suffers from a lack of resources such as GIS, tripod total stations, human resources and technical assistance to offer guidance and advice.

## Food security

### The issues

Prices of staple local foods such as fish and agricultural produce have increased in Kiribati, which has led to people substituting their dietary needs with items such as tinned fish, frozen chicken and frozen vegetables, which do not match the nutritional value of fresh produce. The growing population in urban centers has also led to high demand for fish and other consumable marine species, which has resulted in over exploitation.



In the face of climate change and accelerating coastal development activities, especially on South Tarawa and Betio, have contributed to coastal erosion, resulting in people moving further away from the coastal, or chose to build seawalls to reclaim their land.

As such, the Government plans to strengthen its capacity to ensure that proper surveys are conducted at the coastal level and incorporated in GIS records to capture information on coastal change.

Strategies to address issues relating to food security and land scarcity are:

- i. Strengthening awareness programmes on healthy lifestyles and living;
- ii. Strengthening land use planning and administration capacity;
- iii. Raising awareness on the importance of GLUP;
- iv. Improving enforcement and compliance on designated areas;
- v. Strengthening the Central Land Board by training and capacity building staff;
- vi. Developing and managing a Land Master Plan for each island and limiting land occupancy on South Tarawa and Betio to allow for adequate land usage for commercial, industrial residential and open space;
- vii. Reclaiming land resilient to climate change;<sup>25</sup>
- viii. Improving land tenure management and maintaining the KLIS database for land boundaries; and
- ix. Reviewing current land policies, laws and legislative frameworks.



#### 4.3.5 PRESERVING AND PROTECTING OUR CULTURAL HERITAGE

Kiribati possesses a unique history as well as valuable tangible, intangible, natural and cultural assets that contribute to its cohesion and social development. Over time, however, changes in I-Kiribati lifestyles have changed the perspective of the culture and the environment.

While traditional practices play an important role in cultural preservation, a lot of these practices are less practised particularly in urban centers. Although it is natural for cultures to evolve due to changing environments and other factors, such as modernisation and religion, it is crucial that we preserve, protect and promote our culture in its entirety in order to maintain the identity and cultural heritage of the I-Kiribati people.

To preserve and protect I-Kiribati culture, identity, and heritage, the following measures will be put in place:

Collecting, documenting protecting and promoting intangible cultural heritage;

- i. Preserving and protecting tangible and intangible cultural heritage.
- ii. Raising public awareness designed to demonstrate the significant contribution that culture has on strengthening resilience and supporting livelihoods; and
- iii. Promoting culture and heritage through practices events at the national, regional and international level.



<sup>25</sup> As part of land planning to overcome the challenge of overpopulation, the Government has proposed three areas for land reclamation in South Tarawa and Betio, as well as a resettlement plan to raise land by two meters.

#### 4.4 Strategies And KPIs For KPA 4 – Protecting, Conserving, And Managing Our Environment And Strengthening Resilience

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 4: Protecting our Environment and Strengthening Resilience</b>								
4.1 Climate Change & Disaster Risks Management	Reducing vulnerabilities and responding to observed and likely impacts of climate change and disaster risks  Increasing the effectiveness of awareness and early warnings for disaster & emergency management	4.1a. Percentage of adaptation priorities implemented	10%	25%	L: MELAD/OB S: All Ministries	13.2.1	Pillar 2 & 3	ii.10
		4.1b. Percentage of mitigation priorities implemented	10%	25%	L: MELAD/OB S: All Ministries	13.2.1	Pillar 4 p.g. 56	
		4.1c. Percentage of DRM response programs implemented	15%	25%	L: OB S: All Ministries	11.b.2, 13.1.2,	Pillar 4 p.g. 55	
4.2 Environment Protection, Conservation, Management, Sustainability and Resilience Building.	Strengthening and improving the protection, conservation, management, sustainability, and resilience building measures & approaches	4.2a. Percentage of strengthened, improved and priority for biodiversity conservation	5%	20%	L: MELAD, MFMRD, MTCIC - TAK S: All Ministries			
		4.2b. Percentage of strengthened, improved and priority for Climate Change	5%	20%	L: MELAD, MFMRD, MISE S: All Ministries			
		4.2c. Percentage of strengthened, improved and priority for waste management and pollution prevention	30%	60%	L: MELAD S: All Ministries	11.6.1, 12.4.1, 12.4.2,		
		4.2d. Percentage of strengthened, improved and priority for Environment Licensing	50%	65%	L: MELAD & all ministries S: All Ministries			
		4.2e. Percentage of strengthened, improved and priority for Compliance Enforcement	30%	45%	L: MELAD & Enforcement agencies – MHMS, KPS, Kiribati customs; OAG S: all ministries			
		4.2f. Percentage of strengthened, improved and priority for environment spatial planning, data and information management system	30%	60%	L: MELAD S: All Ministries	13.b.1, 15.1.2		



Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/	SDG	MAPPING THE KPI's	
							KV20	MOTINNANO
<b>KPA 4: Protecting our Environment and Strengthening Resilience</b>								
4.1 Climate Change & Disaster Risks Management	Reducing vulnerabilities and responding to observed and likely impacts of climate change and	4.1a. Percentage of adaptation priorities implemented	10%	25%	L: MELAD/OB S: All Ministries	13.2.1	Pillar 2 & 3	ii.10
		4.1b. Percentage of mitigation priorities implemented	10%	25%	L: MELAD/OB S: All Ministries	13.2.1	Pillar 4 p.g. 56	
	Increasing the effectiveness of awareness and early warnings for disaster & emergency management	4.1c. Percentage of DRM response programs implemented	15%	25%	L: OB S: All Ministries	11.b.2, 13.1.2,	Pillar 4 p.g. 55	
4.2 Environment Protection, Conservation, Management, Sustainability and Resilience Building.	Strengthening and improving the protection, conservation, management, sustainability, and resilience building measures & approaches	4.2a. Percentage of strengthened, improved and priority for biodiversity conservation	5%	20%	L: MELAD, MFMRD, MICT - TAK S: All Ministries			
		4.2b. Percentage of strengthened, improved and priority for Climate Change	5%	20%	L: MELAD, MFMRD, MISE S: All Ministries			
		4.2c. Percentage of strengthened, improved and priority for waste management and pollution prevention	30%	60%	L: MELAD S: All Ministries	11.6.1, 12.4.1, 12.4.2,		
		4.2d. Percentage of strengthened, improved and priority for Environment Licensing	50%	65%	L: MELAD & all ministries S: All Ministries			
		4.2e. Percentage of strengthened, improved and priority for Compliance Enforcement	30%	45%	L: MELAD & Enforcement agencies – MHMS, KPS, Kiribati customs; OAG S: all ministries			
		4.2f. Percentage of strengthened, improved and priority for environment spatial planning, data and information management system	30%	60%	L: MELAD S: All Ministries	13.b.1, 15.1.2		



# KEY PRIORITY AREA (KPA) 5: GOOD GOVERNANCE



## 5. KEY PRIORITY AREA 5: GOOD GOVERNANCE

### 5.1 SITUATIONAL ANALYSIS

Good governance is based on the principle of accountability and transparency. It is a critical pillar in protecting the fundamental rights and freedoms of the people of Kiribati. Everyone, irrespective of gender, vulnerabilities (physical and financial disabilities), age and religious beliefs, must have an equal opportunity to a fair and transparent justice system, affordable and quality education and health care, jobs and a reasonable standard of living.

Governance permeates all levels of society starting from the three arms of Government (Parliament, Executive and the Judiciary) down to grassroots communities. A democratic system of government is a government of the people, by the people and for the people. It is essential that our people are well informed on the Government's public expenditure and legal obligations to national, regional and international treaties and conventions.

The three arms of Government are expected to provide an effective and efficient service to the public, to be transparent and accountable in the use of public monies and to provide an enabling and conducive environment to the wellbeing and happiness of our people.

The Government of Kiribati aims for a corrupt-free society through the strengthening of its legislative and regulatory frameworks and the enforcement of and compliance to such frameworks, which also includes enhancing institutional independence to promote good governance and eliminate corruption.

The establishment of the Leadership Commission (LC) in 2018, following the passing of the Leaders Code of Conduct in 2016, has been a notable addition to our country's National Anti-Corruption Strategy.

The Commission was set up to handle cases of corrupt behaviors by leaders to protect the rights and justice of our people, and to uphold a high standard of ethical leadership and good governance.

Te leniwa Vision corroborates Kiribati's commitment to these ideals through its efforts and aspirations to unify the nation and to ensure that all anti-corruption mechanisms are in place at the national level.

The challenges pose by situations such as the COVID-19 pandemic, and their adverse impacts, require collaborative national efforts to maintain and strengthen existing platforms of robust good governance and anti-corruption mechanisms.

Additionally, situations like these pose a significant risk of corruption due to an increase in the mobilisation of resources to immediately respond to the health and economic crisis worldwide.

The Government of Kiribati needs to be vigilant and take necessary steps to strengthen its preparedness programmes, existing mechanisms, legislation and institutions to prevent the risks of corrupt practices.

This KDP is aimed at strengthening governance at all levels of the community and the public sector.

Stronger governance will help deliver our vision of a wealthy, healthy and peaceful nation for the sake of today's citizens and future generations.



#### 5.1.1 ALIGNMENT AND LINKAGES

Good governance aligns to SDG 16 of Peace, Justice and Strong Institutions and SDG 5 of Gender Equality.

It is also reflected in KV20 under Pillar 2 of Peace and Security and Pillar 4 of Governance.

Good governance is shaped by a unique culture where moral values are instilled from childhood.

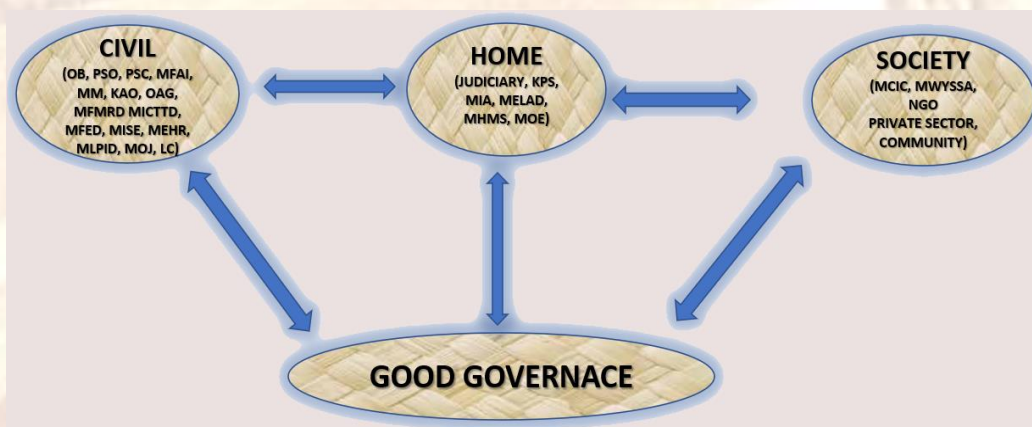
Home is where everything starts and, therefore, has direct influence on civil societies and communities.

The money economy, however, affects the way people behave in many crucial ways.

Financial instability from lack of job opportunities causes frustration and leads to violence, fear and disunity within families.

An absence of peace leads to an elevated sense of insecurity and the impacts of family insecurity affects productivity at work.

Figure 25. Subsets of Good Governance



Educating youth on the importance of human rights is crucial in teaching them to become responsible citizens and good family leaders.

#### 5.1.2. PROMOTING UNITY, HERITAGE AND CULTURE

Kiribati culture and heritage are key foundations upon which our ancestors built their governance and leadership systems.

Both bring peace, unity, and justice to the people.

Maintaining and preserving our culture and heritage relies on the collective effort and responsibility of Government and the people it represents.

For example, youth can be shaped into becoming good future leaders who avoid corrupt behavior and bad morals.

The rights of the people to a responsible Government are essential to achieving a decent lifestyle and accessing basic needs.

The obligation of our people on the other hand is to do good for others, because it ensures that our children are taught good morals, spiritual aspects of life, values of integrity and respect, whether that be at home, church or in the community.

Parents, teachers and church leaders must do their part across all levels.

Traditional leadership plays a vital role in this as it displays strong linkages of culture and tradition to the execution of good governance at the community and village level.

Preserving moral values to ensure good leadership and governance assists the Government in maintaining transparency and accountability in its decision making, ensuring strong and impartial governance and that our people are served with respect and integrity.

## 5.2 MEASURING PAST PROGRESS

In the last KDP, good progress was achieved in strengthening governance with the establishment of the Leadership Commission and the Anti-Corruption Unit in the PSO.

The performance of the governance indicators in the KDP 2016-2019 is rated satisfactory given that most of the KPIs were achieved.

Table 10: Performance of the last KDP (2016-2019) on Governance

KPIs achieved (2016-2019)	KPIs not achieved (2016-2019)
<ul style="list-style-type: none"> <li>➤ National Youth Policy revised and endorsed in 2019; known as the Kiribati National Youth Policy Framework and Action Plan 2018-2022.</li> <li>➤ Kiribati Social Development Indicator 2018-2019 shows that Domestic Violence has reduced to 64 percent. Ministry for Women, Youth, Sports and Social Affairs (MWYSSA) Safenet Domestic Violence database; increase in reported cases to Police and Kiribati Women and Children Support Centre due to increased awareness of the public.</li> <li>➤ Gender Equality and Womens' Development Policy endorsed and launched in February 2019. Implementation plan currently being finalised.</li> <li>➤ Endorsement of the implementation plan of the Community Outreach Programmes on Parenting Skills and Social.</li> <li>➤ Religious Bodies Registration Act completely reviewed in 2018 and enacted now since Registrar was recently appointed early this year. Incorporated Societies Act is underway and needs further stakeholder consultation to be made and finalised before end of this quarter.</li> <li>➤ Kiribati National Disability Policy and Action Plan endorsed and launched in 2018. Implementation of the plan started early 2020.</li> <li>➤ Village Bank Act reviewed and tabled in Parliament in 2019.</li> <li>➤ Implementation and reporting of Kiribati's obligations under ratified international conventions.</li> <li>➤ Increased training for Local council officers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Improvements to the Kiribati Police Services.</li> <li>➤ Timely financial and performance audits of Ministries and SOEs undertaken by the Kiribati Audit Office (KAO).</li> <li>➤ Development of a National Cooperative Policy to strengthen cooperatives and credit unions.</li> <li>➤ Number of Public Service Audits carried out.</li> </ul>

### 5.3 OVERCOMING THE CHALLENGES FACED IN STRENGTHENING GOOD GOVERNANCE

Good governance is shaped by the process whereby responsible institutions conduct and guarantee the realization of human rights in a manner that is essentially free of abuse and corruption.

To ensure full compliance and achievement of accountability and transparency, it is essential that stringent institutional and legal mechanisms are in place.

A sound Public Financial Management (PFM) system in Kiribati is critical to the achievement of the entire development agenda.

It is also acknowledged that development partners' assistance has contributed significantly to Kiribati's progress in attaining good governance.

#### 5.3.1 IMPROVING AND STRENGTHENING LEGAL SECTORS AND INSTITUTIONS

The legal system's main objective is to strengthen the functioning of the state, which is governed by the rule of law and supported by legislative processes and national institutions.

Legal institutions play a major role in protecting and promoting human rights, maintaining and promoting the rule of law and enabling easy access to justice to those who need it.

Approaches to improve and strengthen Kiribati's legal sectors and institutions include:

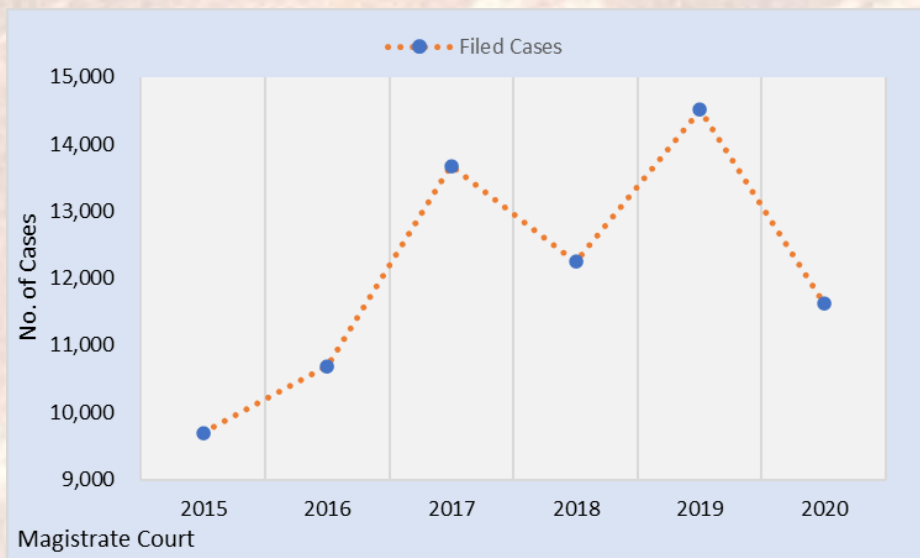
- i. Reviewing and updating laws, ordinances, and policies to be in line with international laws and inclusive of disabled and vulnerable groups; and
- ii. Streamlining institutional and structural reform services, with the needs of people at the core.

An increase in the number of cases filed in the Magistrate Court in Kiribati, to over 10,000 after 2015 indicates a growing demand for court services (Figure 26).

Many people live in villages or islets far away from the courtroom on the main island. The distance and the costs are barriers to accessing justice to some of our people.

There is therefore a need for the provision of additional courts to cater for remote islands and inhabited islets, for example, Bikati in Butaritari, and Ribono and Nuotaea on Abaiang.

Figure 26. File cases in the Magistrate Court Division in Kiribati



In addition, a backlog of cases in the High Court of Kiribati highlights the need for more Judges to hear and resolve cases (Table 11).

This is resulting in a delay in justice for many people, over many years – and a delay in justice is no justice at all.

The law stipulates that our High Court needs more than two Judges and no more than five.<sup>26</sup>

Currently there is only one Judge in Kiribati.

Table 11: The backlog of cases in the High Court

Description	Backlog Cases Disposed in 2020	Total Backlogs
Backlog since 2007		918
Civil Cases	19	899
Land Cases	4	895
Criminal Cases	0	895
Total Backlogs 2020		895

### Curfew Control Measures for COVID-19

The COVID-19 disrupts the initial plans of the Governments. The enforcement plans on curfews and distancing measures; were implemented by the Kiribati Police Services and were framed as new normal plans for the country. The KPS acts as a controlling entity, by disciplining the public based on the COVID-19 levels reached.

### 5.3.2 STRENGTHENING ACCOUNTABILITY AND TRANSPARENCY

Central to good governance is proper accountability and transparency. For example, the Kiribati Police Services (KPS) must be able to fulfill the public's expectations and follow professional standards to manage internal affairs in order to bring justice and peace to the people.

From 2016 to 2020, the total number of complaints against the KPS was 276, of which 87 have been resolved whilst 189 cases remain unsolved (Figure 27).

From 2016 to 2020, the KPS reported 23,551 crime cases, 6,765 of which have been prosecuted whilst 16,786 were pending (Figure 28).

These statistics illustrate a need to improve and update policies and procedures aimed at creating a secure, safe and peaceful Kiribati.

The increasing number of pending cases also clearly states the need to strengthen the KPS' equipment and capacity to effectively carry out investigations and prosecution of cases.

<sup>26</sup> Section 3 of the High Court Judges Act 2017.

Figure 27. Public complaints against Kiribati Police Services

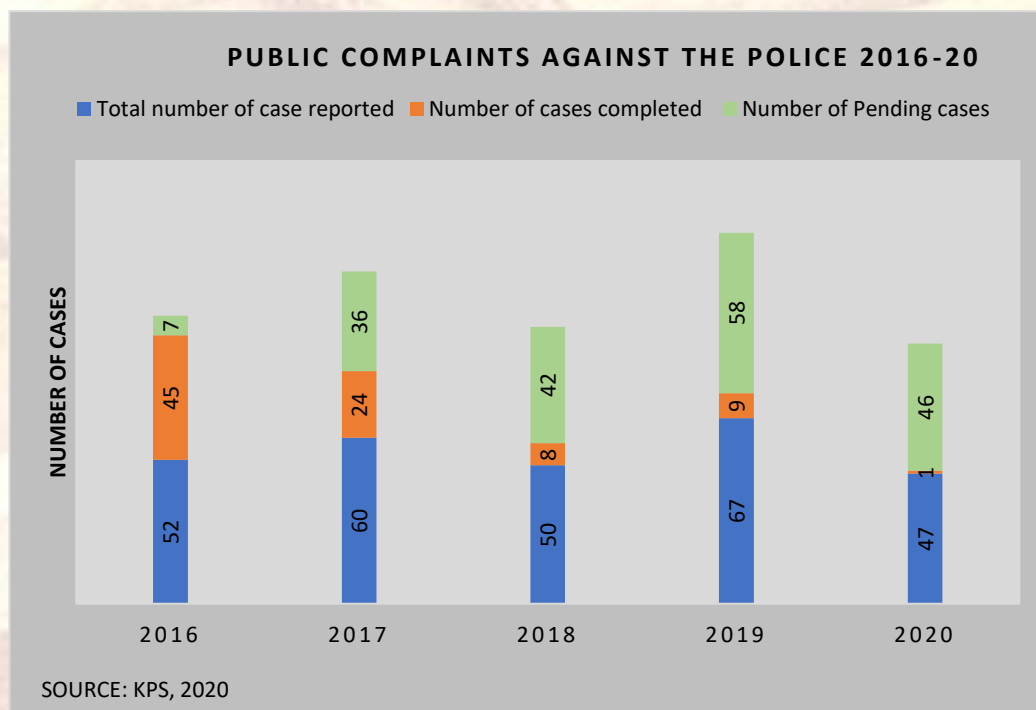


Figure 28. Crime rates in Kiribati



Approaches to strengthening accountability and transparency in Kiribati are:

- i. The delivery of almost all Government services through a sound Public Financial Management (PFM) system, crucial to enable efficient and effective service delivery to our people. PFM encompasses a wide range of issues, from planning, policy development, expenditure and revenue controls to reporting and scrutiny.
- ii. At the apex of the accountability pyramid is the national framework between the people, the judiciary, the legislature and the executive. Clear demarcation of roles is central to the effectiveness of the pyramid.

- iii. The Public Accounts Committee (PAC) of Parliament is tasked to monitor Ministries' and SOEs' audit reports at every Parliamentary session. Adequate scrutiny of budgets and Auditor's reports by Parliament for the people is essential. The review of the roles of the PAC, its membership and independence must be undertaken in this KDP period.
- iv. The Kiribati Audit Office (KAO) plays a central role in improving the financial management of our SOEs and Government. Proper accountability of the Heads of Ministries and SOEs in responding to the Auditor's report is therefore essential. The capacity of the KAO must be strengthened to better fulfill its mandate.
- v. Statistics are vital for good decision making. The availability of quality and reliable data will enable policy formulation and evidence-based decision making. To be useful, statistics are to be relevant, reliable and timely.
- vi. Frequent and regular follow ups on audit reports will assist with the implementation of audit findings. Heads of agencies must be accountable to the PAC for their implementation of audit findings.
- vii. The compliance of the civil service in its use of public funds to Kiribati's financial laws and regulation must be strengthened. The tools for managing public finance and the civil service's capacity to report on a timely basis are important considerations in this KDP.
- viii. The NSO must develop and update the national standard database ensuring effective implementation by all Ministries to support decision makers in providing accurate and reliable data for transparent reports.
- ix. Information, Communication and Technology (ICT) needs to be strengthened to promote the use of available technology and implementation of standard e-Government services such as information services, download and upload services, transaction services, participation and communication services, and to collaborate with the NSO as an integrated, one-stop service/portal.
- x. The KPS must improve and update policies and procedures in relation to the investigation and prosecution of public complaints to fulfill the public's expectations and ensure it follows professional standards to manage internal affairs in order to bring justice and peace to the people.
- xi. Inclusiveness is key to achieving equal opportunities, rights and access to services. While there has been progress in some aspects of inclusiveness, protecting and supporting the rights of women (i.e., addressing gender-based violence), children, people with disabilities and broader gender issues, they are still our front line social and economic challenges.
- xii. The Civil Registry Office needs to have a well-established and reliable system for its population register to ensure that all citizens are accounted for in the database to assist policy decisions in social benefits, land ownership, elections and many more.
- xiii. To attain a peaceful society, it is essential that the Government maintains law and order and protects its border from harmful imports that may destroy Kiribati's livelihoods. As such, strengthening existing border control agencies is a must.
- xiv. The Government must strengthen existing mechanisms to correct corrupt practices of leader(s) through the review, enactment and enforcement of laws including; the Whistleblowers Act, Leaders Code of Conduct, Penal Code and others to ensure accountability and transparency. This includes the implementation of international laws within the context of compliance and enforcement by ensuring international obligations are upheld and implemented at the national level. The tripartite Decent Work Advisory Board (DWAB) plays a crucial advisory role in terms of labour related matters including ILO conventions and labour law reviews. This also includes Kiribati's international obligations to other conventions and treaties such as UN Human Rights instruments, Environmental Conventions, Financial and Fiscal Treaties and many more.

### 5.3.3 EFFECTIVE CHANGES STARTS FROM HOME

Governance influences the effectiveness and efficiency of the utilisation of public funds as well as the quality of service delivery.



While the processes and equipment related to service delivery are important, it is behaviours and mindset that are the greatest barriers to improving service delivery.

Changing these is difficult and takes time.

This KDP initiates these changes.

The right attitudes and behaviours within civil society are derived from core values learnt at home and through communities and religions.

These values need to be promoted and practiced in the workforce.

#### 5.3.4 CHANGE PROGRAMME TO IMPROVE SERVICE DELIVERY

Our programme for change is built on the foundation that the public sector is there to serve the people.

It is the responsibility of the Government to demonstrate good work ethics, adhere to punctuality rules, follow good leadership and execute transparent decision making.

It must also ensure that human resource policies and rules are followed and implemented.

Our change programme is built upon five building blocks (Figure 29).

Strengthening common functions across Government, which will include removing silos in Government operations and improving coordination;

Centralising customer service functions for the delivery of efficient and effective customer services;

Investing and promoting the use of available technology to execute the Digital Government Roadmap, which will include the introduction of e-Government services. The introduction of e-government services will incorporate security by design to ensure reliable; secure and safe digital service available to the people.

Improving, simplifying and automating Government-wide processes, which will include a centralised data service; and

Ensuring people-centered service delivery efficiency and effectiveness.

Figure 29. Government transformation building blocks



The desired outcomes of the change programme are:

- i. Better service provision to our people, especially in health and education;
- ii. Greater value for money by producing more for the same amount of human and financial resources;
- iii. Full implementation of the national budget;
- iv. Better delivery of the KPIs of this KDP;
- v. Faster attainment of our vision of a wealthy, healthy and peaceful nation; and
- vi. That people are served with respect and integrity.

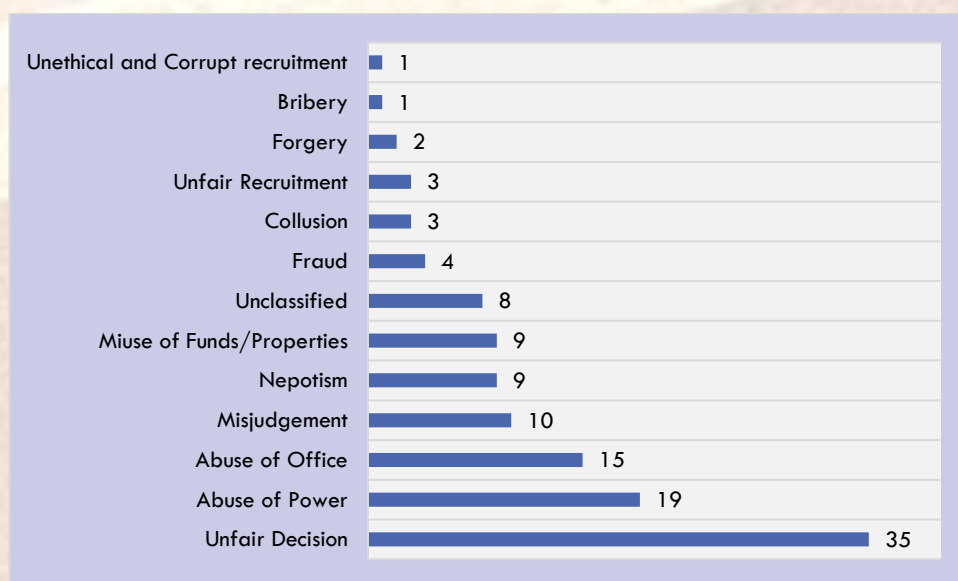
The change programme also includes the following:

- i. Induction and refresher training conducted on the National Conditions of Service (NCS), organisational structure and roles of Ministries;
- ii. Motivation through leadership, equal opportunities to training, incentive and disciplinary actions; and
- iii. Planting the seed of serving others with civil servants to improve service delivery.

### 5.3.5 PROMOTING AND ADVOCATING GOOD GOVERNANCE

It is an obligation of the Government to promote and advocate good governance for the betterment of the Kiribati people and to eliminate corruption at all levels through public awareness and prevention.

Figure 30. Corruption by Type



Corruption is increasing in all sectors as evidenced by the number of complaints and statistics reported to the Leadership Commission (LC) and other relevant agencies.

Between 2017 and 2020, the LC and PSO together dealt with a total number of 119 corruption complaints.

#### Analysis of corruption complaint cases by type and by nature

Analysis of cases by type and by nature shows that the highest incidence of corruption complaints related to unfair decisions at 29 percent (Figure 30).

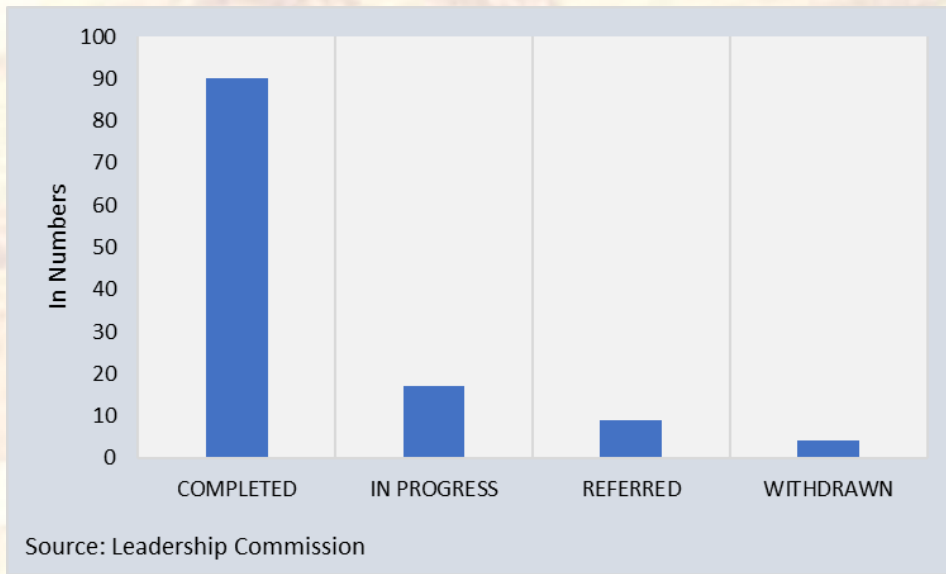
Abuse of power and abuse of office were also common complaints, with bribery and unethical and corrupt recruitment listed as having the lowest incidence. Due to limited and incomplete information, some cases were listed as unclassified (accounting for 8 percent total cases).

The analysis above confirms that the case for tackling corruption is strong.

Further, cases are sometimes unreported or withdrawn because people fear they will be sacked for highlighting corrupt behavior of leaders or other members of the public service.

An increase in the number of cases dealt with by different institutions also confirms that Kiribati must continue to strengthen its focus and effort to reduce and eliminate corruption (Figure 31).

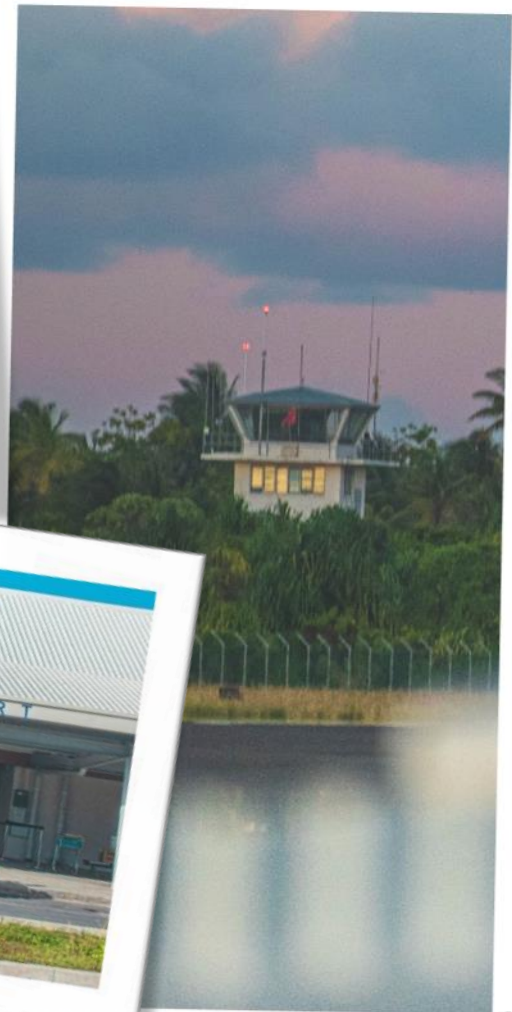
Figure 31. Corruption Status by Type



## 5.4 STRATEGIES AND KPIS FOR KPA 5 – GOOD GOVERNANCE

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 5: Good Governance</b>								
5.1 Institutions and legal sectors	Improving and strengthening legal sectors and institutions	5.1a. Percentage increase in policies, procedures and legislations developed, reviewed and updated.	Legislation: 50% Policies: 20% Procedures: 10%	Legislation: 80% Policies: 60% Procedures: 50%	L: MOJ S: ALL	SDG 16.7.2, SDG 15.6.1, SDG 5.a.2, SDG 12.b.1, SDG 13.1.2, SDG 13.2.1, SDG 14.b.1, SDG 14.6.1, SDG 15.8.1	P2 pg 41, P4 pg 53	MN 122 MN 111
		5.1b. Percentage increase in ministries and departments undertaking legal reforms	40%	75%		SDG 16.3.1, SDG 5.1.1, SDG 12.4.1, SDG 17.14.1, SDG 17.15.1, SDG 17.18.2	P2 pg 42, P4 pg 53	
5.2 Accountability and Transparency	Strengthening accountability and transparency	5.2a. Percentage increase in e-government developed/updated and implemented by all Ministries and Departments	0%	15%	L: MICT S: ALL	SDG 5.c.1		
		5.2b. Percentage increased in number of audited reports (financial reports, annual reports)	40%	70%	L: MFED S: ALL	SDG 16.1.3, SDG 16.6.1, SDG 16.7.1, SDG 5.2.1, SDG 5.2.2,		
5.3 Service Delivery	Improving and strengthening institutional service delivery and people centered service delivery	5.3a. Percentage increase in institutional reforms for better service delivery	50%	70%	L: PSO S: ALL	SDG 16.9.1, SDG 10.6.1, SDG 10.7.2, SDG 17.19.2		MN54
		5.3b. Percentage reduction in number of public complaints	188 cases	10%				
5.4 Governance Advocacy	Promoting and advocating good governance	5.4a. Percentage increase in number of public awareness	40%	70%	L: PSO&LC S: ALL	SDG 16.10.2	P4 pg 53	
		5.4b. Percentage decreased in corrupt activities	28%	20%			P4 pg 53	

# KEY PRIORITY AREA (KPA) 6: DEVELOPING OUR INFRASTRUCTURE



## 6. KEY PRIORITY AREA 6: DEVELOPING OUR INFRASTRUCTURE

### 6.1 SITUATIONAL ANALYSIS

As a small island developing state, the construction of infrastructure remains a great challenge in Kiribati.

Despite significant improvements in infrastructure in past years, this KDP acknowledges the need for more intervention to support further work on transport and connectivity, coastal protection, sanitation, water and communications.

Kiribati has limited financial and technical capacity to meet its infrastructure needs.

Fortunately, assistance and ongoing support from our development partners enabled us to achieve many of the KPIs in the last KDP (2016-2019).

This valuable assistance supplements our national budget.

Given our existing constraints and the pressures of COVID-19 pandemic, the KDP 2020-2023 aims to address infrastructure development in several areas over the next four years to bridge existing gaps and enable our country to move to a higher level of development.

These areas are:

- i. Provision of safe drinking water and access to good basic sanitation;
- ii. Increase compliance with the building code and establish an asset maintenance strategy;
- iii. Improve and upgrade marine and coastal infrastructure;
- iv. Build, upgrade and sustain roads, causeways, bridges and runways;
- v. Improve transportation services;
- vi. Improve energy supply in Kiribati; and
- vii. Improve access to digital connectivity, ICT development and data access.



### 6.2 MEASURING PAST PROGRESS

Infrastructure development requires proper planning and access to adequate funds. This KDP aims to identify, prioritise and effectively address the aforementioned infrastructure issues.

In planning ahead, it is essential to track progress of the last KDP (2016-2019). Table 12 shows the infrastructure KPIs that were achieved and those that were not achieved.

Overall, past achievement is rated more than satisfactory.

Table 12: Performance of the last KDP (2016-2019) on Infrastructure

KPIs achieved (2016-2019)	KPIs not achieved (2016-2019)
<ul style="list-style-type: none"> <li>➤ Completed causeway between Betio and Bairiki.</li> <li>➤ Number of new tanks for rainwater harvesting installed increased.</li> <li>➤ Provide technical support for the development and improvement of infrastructure on Kanton Island.</li> <li>➤ Increased number of strategic coastal protections.</li> <li>➤ Completion of the Kiribati Aviation Investment Project.</li> <li>➤ Improved the water system in Kiritimati Island; more than 75 percent of the population residing in Tenesse and London have access to water.</li> <li>➤ Increased number of solar energy connections. An increase in number of household access to solar from 0.06 percent in 2014 to 0.36 percent in 2017. Upgraded Solar system for all ice plants on all 20 outer islands. The existing old systems were upgraded to a 3-phase solar off-grid system to power the freezer and the ice maker machines with total capacity of 215 kWp funded by Italian Government.</li> <li>➤ Increased rate of use of mobile phones and the Internet from 22,000 in 2015 to 50,000 in 2018.</li> <li>➤ Improved telecommunications connectivity for the Outer Islands. In 2016, only 6 islands had telecommunications connectivity while the number increased to 15 islands in 2019.</li> <li>➤ Three solar photovoltaic grid systems connected to the Public Utilities Board (PUB) grid on South Tarawa funded from PEC fund, UAE, and WB a total capacity of 1.6MW with Photovoltaic (PV) contribution to the grid at 13%. Solar off-grid systems installed at JSS and Council buildings in the Line islands funded by EU through GIZ ACSE. Solar off-grid systems installed at 4 boarding schools with a total of 85kWp funded by the Italian Government and EU GIZ- ACSE program.</li> <li>➤ Adoption of a medium- and long-term reform plan of the PUB.</li> <li>➤ Medium term reform options for the Plant and Vehicle Unit (PVU) adopted.</li> <li>➤ Completion of the South Tarawa Sanitation Improvement Sector Project.</li> <li>➤ A number of solar, biofuel, mini-grid and wind energy systems installed. Kiritimati Island centralized electricity grid network from Banana to Ronton with installed diesel generation capacity of 964 kW and 186 kWp solar on-grid system and isolated Poland village installed 36kWp solar off-grid system funded by EU and NZ</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of Outer Island roads and airfields upgraded (total of 10 islands completed); partially completed.</li> <li>➤ Energy efficient systems and standards developed and adopted.</li> <li>➤ Comprehensive maintenance plan for major and critical infrastructure adopted.</li> </ul>

### 6.3 OVERCOMING THE CHALLENGES OF INFRASTRUCTURE DEVELOPMENT

The development of basic economic and social infrastructure is the building block of Kiribati's economic and social development.

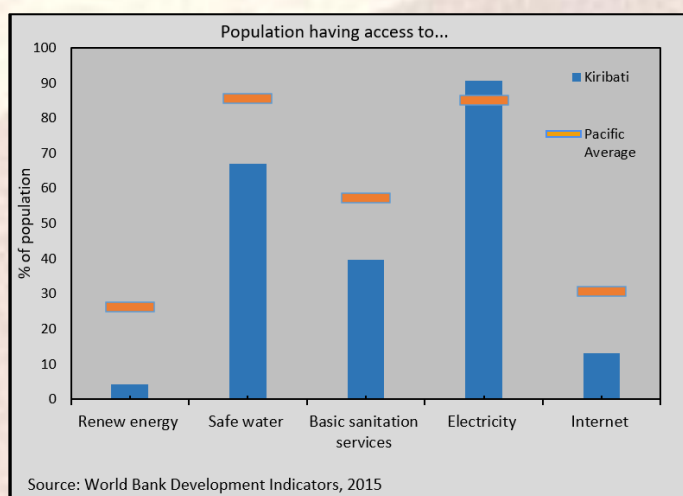
Despite past progress, there is still a significant proportion of the population without access to safe drinking water, power outages have become regular in South Tarawa and access to proper sanitation and waste management remains a big challenge.

Poor connectivity between the islands in terms of regular shipping schedules has also slowed trading activities and contributed to shortages of food, fuel and other goods in some parts of Kiribati.

The above issues have hindered Kiribati's ability to move to a higher level of infrastructure development and to provide essential health and education services to the people of Kiribati.

In comparison with the Pacific region, it is clear that Kiribati lags behind in many aspects of infrastructure development.

Figure 32. Infrastructure gaps in Kiribati



The provision of water, energy and sanitation infrastructure are the responsibility of our SOEs, which operate according to their mandates, with the oversight of their respective Boards.

Many of our SOEs receive grant financing from the Government and CSOs to help deliver these basic services to the people.

The root cause of Kiribati's lack of basic infrastructure is inadequate financial resources and a lack of technical expertise to implement infrastructure developments.

In 2019, a total of \$600 million worth of projects were supported by development partners compared to \$300 million funded by the Government.

Harnessing the assistance of our development partners and building capacity of our local experts are therefore critical to close the infrastructure gaps and achieve our country's vision to become a wealthy, healthy and peaceful nation.

#### 6.3.1 PROVISION OF SAFE DRINKING WATER AND ACCESS TO GOOD BASIC SANITATION

The COVID-19 pandemic and the outbreak of other infectious diseases reinforces the need to prioritise water and sanitation throughout the period of this KDP.

##### Water

Kiribati's water supply is limited due to the small size of its islands and the lack of capacity to build large storage facilities, which is further exacerbated by the growing population and impacts of climate change.



According to the KSDIS 2018-2019, 95 percent of the population in Tarawa have access to basic water supply from rainwater and water provided by the Public Utilities Board (PUB) <sup>27</sup>. However, rainwater is constrained during dry seasons and PUB water accessibility is limited to three days a week and runs on an average of only 1 hour a day.

Those that are not connected to the PUB system resort to other sources of water including unconfined ground water.

The water challenges in South Tarawa are worsened by the influx of people from the outer islands searching for better living conditions.

The high population density multiplies the risks of water borne diseases from drinking unsafe underground water.

Water challenges are accentuated in the Outer Islands, Banaba and the Line and Phoenix Islands where only 64 percent of the population has access to basic water supplies. Communal rainwater tanks, bore holes and small desalination plants are the main sources of water in these islands.

Numerous development projects have been implemented in Kiribati focused on ensuring sustainable water supplies for vulnerable communities and managing water scarcity through better water resource management.

The Government will continue to work with its development partners to expand the scope of ongoing projects and implement new activities to achieve its drinking water and sanitation targets.

### Sanitation

Good basic sanitation refers to the use of adequate facilities which are not shared by different households and include flush/pour to piped sewer systems and septic tanks.

In Kiribati, particularly in Tarawa where more than half of the population resides, most toilet facilities are not well equipped and sharing toilets is a common practice, especially at the community level.

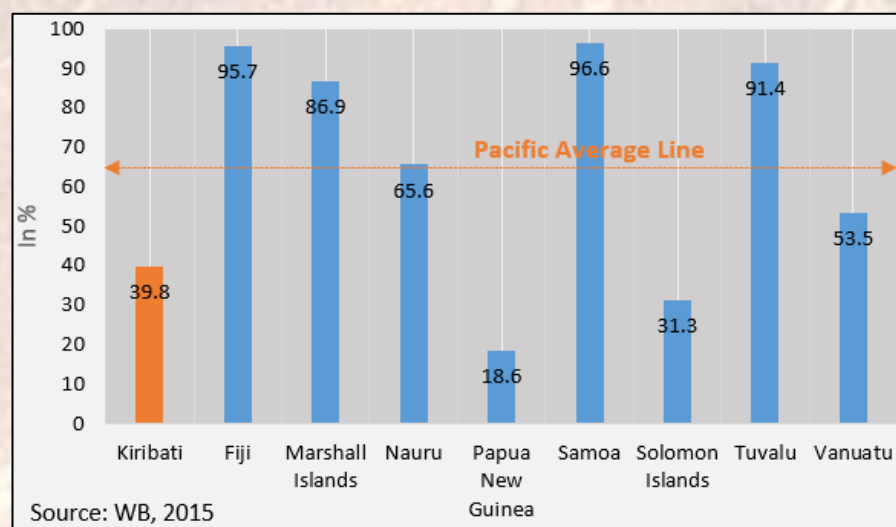
This has negative health implications, especially for children.

Various projects have been implemented to improve sanitation in Kiribati, ranging from assessments, school and community awareness programmes, construction of communal and public toilets and the development of a sanitation roadmap addendum 2021-2040 (under way).

Despite these efforts, KSDIS data indicates that only 45 percent of the population have access to basic sanitation.

More work is required in this area to determine the best sanitation solutions for the remaining 55 percent of the population, which may also help reduce our country's under-5 mortality rate.

Figure 33. Access to basic sanitation in the Pacific



<sup>27</sup> Kiribati Sustainable Development Indicator Survey, 2018-2019.

The target in this KDP is to increase the average percentage of the population with access to good basic water and sanitation to 95 percent and 70 percent respectively through the following strategies:

- i. Increase the number of water tanks distributed;
- ii. Increase the number of desalination and distillation plants;
- iii. Increase the number of solar and hand water pumps installed in vulnerable areas;
- iv. Provision of more public and private facilities with good basic sanitation;
- v. Development of a drought response plan;
- vi. Raising awareness and training on water and sanitation programmes; and
- vii. Development of a sanitation roadmap to determine best solutions to address sanitation issues.
- viii. Finalization of the sanitation roadmap addendum 2021-2024 to determine best solutions to address sanitation issues

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### 6.3.2 PROVIDING SAFE BUILDINGS

Critical to the sustainability of past and new infrastructure developments is revision of the country's Building Code, released in 1990, as well as the establishment and adherence to maintenance plans.

We acknowledge the need for preventative maintenance to ensure serviceability of both social and economic infrastructure and to avoid higher costs of repairing and rebuilding resulting from poor maintenance.

We also acknowledge that building a resilient building infrastructure and Green Construction are needed to improve further and compliment Global climate change and its adverse impact on Kiribati.

This KDP also acknowledges the need for community engagement to maintain public facilities. If the public can feel ownership of public facilities provided by the Government, they will also play their roles as keepers and custodians of the assets.

Wider public consultation is required to achieve this.

The aims in the next four years are to:

- i. Review the Building Code;
- ii. Ensure all buildings comply with the Building Code; and
- iii. Ensure all buildings have a maintenance plan.
- iv. Ensure that resilient building infrastructure and Green Construction are improved.



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### 6.3.3 UPGRADING MARINE AND COASTAL INFRASTRUCTURE

Marine and coastal infrastructure are essential to support the connectivity between the islands in Kiribati.

Through this KDP, we aim to build, upgrade and sustain our marine and coastal infrastructure for the benefit of current and future generations.

#### **Port development**

Upgrading existing ports and constructing new ones are solutions to improving interisland and international connectivity.

Investment of this type will allow regularity of shipping services and improve the delivery of cargo to the Outer Islands, as well as the uplifting of copra, attendance of emergency cases and transportation of products to both local and international markets.

It will also relieve other social pressures, such as food security and inclusive wealth distribution, especially to those living in remote Outer Islands.

Efforts to tackle the issue of connectivity include a project to upgrade ports in four of the Outer Islands within four years and, later, other remaining islands.

In addition, this KDP emphasizes the need to create a major transshipment hub for the region to allow more and bigger vessels to dock and more containers to be transported and stored in port yards.

There is also a major plan to develop the port in Poland, Kiritimati Island.

This will enable better access to this part of Kiritimati Island, which is currently a challenge to reach from the capital.

### **Coastal infrastructure**

With the nation facing firsthand the effects of climate change such as sea level rise, most of its islands are affected by coastal erosion.

To avoid destruction of the land, coastal reinforcements need to be in place. These may include standardized seawalls or alternative solutions such as the planting of mangroves.

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#### **6.3.4 IMPROVING ROADS AND RUNWAYS**

The dispersed geography of our nation underscores our need for well-developed and sustainable transportation infrastructure. Improvements in this area are fundamental to achieving our national priorities and overall economic growth.

The condition of roads and causeways in South Tarawa improved after the completion of road rehabilitations in 2016, with many positive impacts. Continued easing of transport issues will require upgrading and maintenance of these and other vital corridors.

This KDP is mindful of the Outer Islands which still have reef mud roads that are vulnerable to rain and dust throughout the dry season. To improve the economic opportunities in these islands, a large investment is required to give these islands the same infrastructure as the nation's capital. This will be a priority of the Government in its quest to leave no one behind and increase the islands' potential for growth.

There are 19 airport runways in the Outer Islands made of reef-mud. Investment in the upgrade of these runways to a standard design will contribute tremendously to improved air services and more importantly the safety of our nationals.

Kanton Airfield will provide an enroute alternate aerodrome to enable an Embraer jet to fly directly to Kiritimati Island. This has been the aim of the Government for a long time, since travelling to Kiritimati Island currently requires transit in Fiji with associated higher costs.



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#### **6.3.5 IMPROVING TRANSPORTATION SERVICES**

Improving connectivity both domestically and internationally is essential to facilitate trade, promote foreign investment and increase the demand of labour mobility.

### Improving the regularity of sea transportation

Sea transportation is the most common mode of transportation by our people and for freight. Interisland shipping is provided by the Kiribati National Shipping Limited (KNSL), Island Councils, the community, and the private sector.

The biggest challenge in island transportation is the irregularity of services due to the lack of ships and reluctance to serve non-lucrative routes.

The remote southern part of the Gilbert Group and the Line and Phoenix Islands are the worst affected.

Improving the regularity of shipping services to at least once a month is essential to open the market for fish, coconuts and other products from the Outer Islands.

It is a prerequisite for improving the livelihoods of our people there and, therefore, high in the priority of infrastructure development in the next four years.

### Improving air transportation

Air service is dominantly operated by Air Kiribati Limited (AKL), an SOE that owns five aircrafts – one new Bombardier Dash 8, one de Havilland Twin Otter and three old Harbin Y-12s.

All these aircrafts serve the Outer Islands except the new 40-seater Dash 8 that extends its flight to neighboring islands of Tuvalu and the Marshall Islands.

The biggest challenge is the high cost of operation and inadequate airport facilities in the Outer Islands resulting in the high cost of domestic air travel between the remote islands.

International flights are operated by three airlines, operated by Nauru, Fiji and the Solomon Islands, with the latter being co-shared with AKL.

Kiribati has recently purchased two Embraer jets which will soon commence international flights. This large investment is anticipated to reduce travel costs to Kiribati and facilitate growth in tourism.



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### 6.3.6 IMPROVING ENERGY SUPPLY IN KIRIBATI

Energy supply in Kiribati is generated from two major sources – imported fuel (grid power) and solar (renewable energy) in the Outer Islands.

The challenges that Kiribati faces in the supply of power are fourfold:

- i. The people in the Outer Islands do not have access to electricity;
- ii. The supply of power in South Tarawa is unreliable which has a large impact on economic development and production;
- iii. There is an over-reliance on imported fuel; and
- iv. The supply of fuel to the Outer Islands is irregular.

#### Reliable and sustainable grid power supply

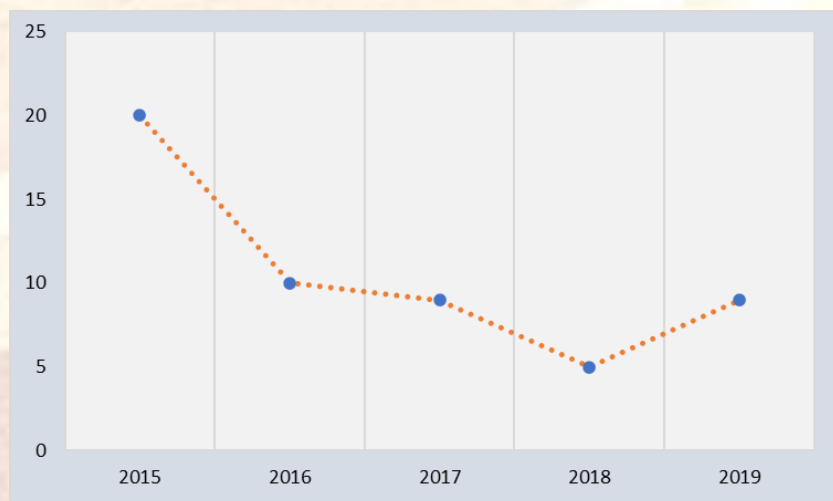
The capital of South Tarawa relies heavily on the grid power supply provided by PUB, our country's state-owned utility provider.

According to the Scaling-Up Renewable Energy Programme (SREP), only 71 percent of households in South Tarawa have access to electricity and 85 percent in Kiritimati.<sup>28</sup> This accounts for only 36 percent of the total population in Kiribati.

Power outages are common and associated with unexpected interruptions or failures of PUB's generators.

A decline in power outages was observed between 2015 to 2018 following the installation of three solar PVs at Bikenibeu; however, the number of power outages started to rise again in 2019 due to the inadequate maintenance of these generators (Figure 34).

Figure 34. Annual power outages



The cost of power interruptions is estimated to be around 10 percent per year in loss of productivity for Ministries and SOEs as most of them do not have back-up generators.

Moreover, about 80 percent of homes on South Tarawa reported that the ongoing blackouts had spoiled their foods (especially fish and meat products).<sup>29</sup>

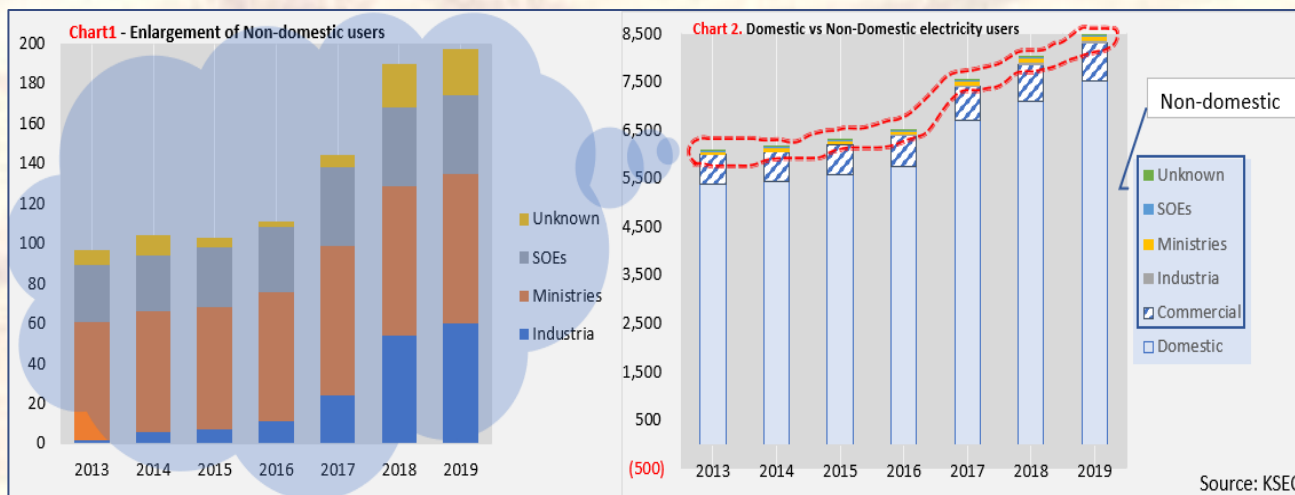
The operation of PUB is significantly affected by the price of fuel, which is currently at \$1.27 per litre, and the burden of delivering power to non-viable areas of the country. Electricity tariffs at below cost recovery levels further put pressure on the SOE.

As compensation for its services, the Government provides annual CSOs to help fund PUB's operations, along with project funding of around \$1.5 million for the maintenance of its generators, refurbishment of electricity distribution and facility clean up.

<sup>28</sup> Scaling-Up Renewable Energy Programme, 2019.

<sup>29</sup> Based on a verbal update from the agency regarding complaints received.

Figure 35. Electricity users



The demand for power in Kiribati has been rapidly increasing for both domestic and non-domestic users since 2017 when a tariff was reduced for domestic users. Therefore, to facilitate economic expansion, it is important that we increase the capacity of PUB to meet this growing demand.

### Reliable and renewable power supply

Kiribati is over-reliant on imported fuel.

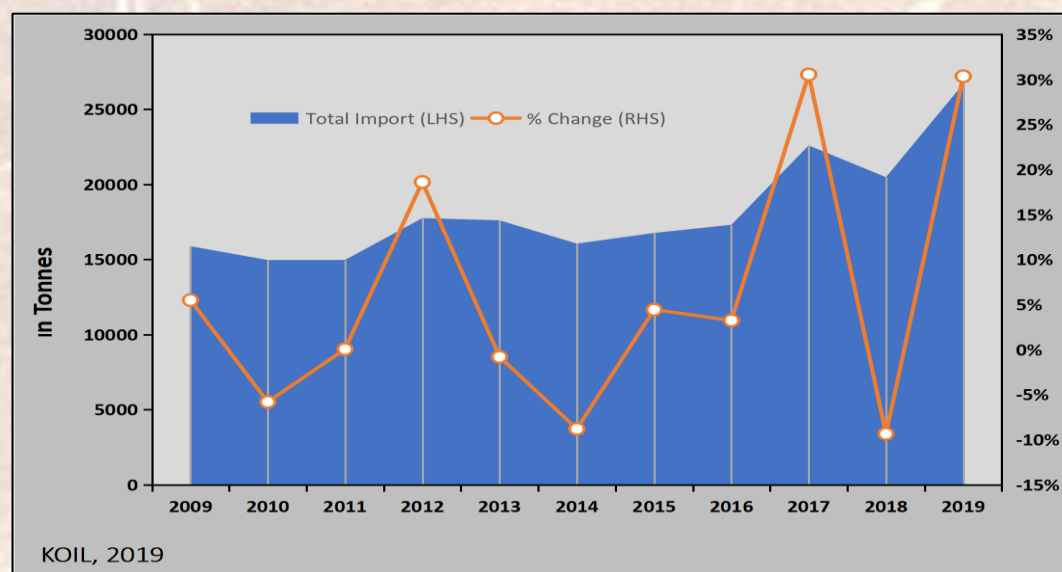
According to the SREP, about 52 percent of the country's total imported fuel in 2019 was used to generate power.

The Kiribati Oil Limited Company (KOIL) reported an increase of around 44 percent from 2008 to 2019 in the importation of petroleum products.

In 2017, PUB spent US\$6.1 million (57 percent of its total expenditure) on diesel and lubricant (SREP, 2019).

This reflects the increase in demand over the years for fossil fuel.

Figure 36. Fuel imports, 2009-2019



Kiribati's generation of power using diesel increased from 43 percent in 2014 to nearly 50 percent in 2018 at the expense of biomass generation.

Our country's over-reliance on imported fossil fuel hinders our mitigation efforts against climate change and makes us vulnerable to the vagaries of world fuel prices. Given these factors, we are placing high priority on investment in renewable energy as part of our adaptation programme as outlined in the KIER 2017.

The only realistic option to control our fuel import is solar energy, given its abundance. While the generation of solar energy rose from 0.06 percent to 0.35 percent of total power generation between 2014 and 2017, it still remains a very small proportion of total energy production.

Since 2005, the rollout of solar energy has been increasing due to funding from development partners, especially the EU and Taiwan. As of 2020, there were over 25,000 solar lighting kit systems installed in homes and Maneaba across Kiribati.

There is potential to increase solar energy access and convert Kiribati to a 100 percent solar-powered country by 2036 through the centralisation of solar power system firstly in the Outer Islands and then in South Tarawa.

An estimated cost of around \$4 million is needed to fully install electricity in each island which would require around \$64 million for all the islands in the Gilbert Group to have electricity powered by solar PVs.

New projects including the South Tarawa Renewable Energy Project (STREP) and Promoting Outer Island Development through the Integrated Energy Roadmap (POIDIER) project are also underway.

Figure 37. Energy consumption by type, 2014 vs 2017

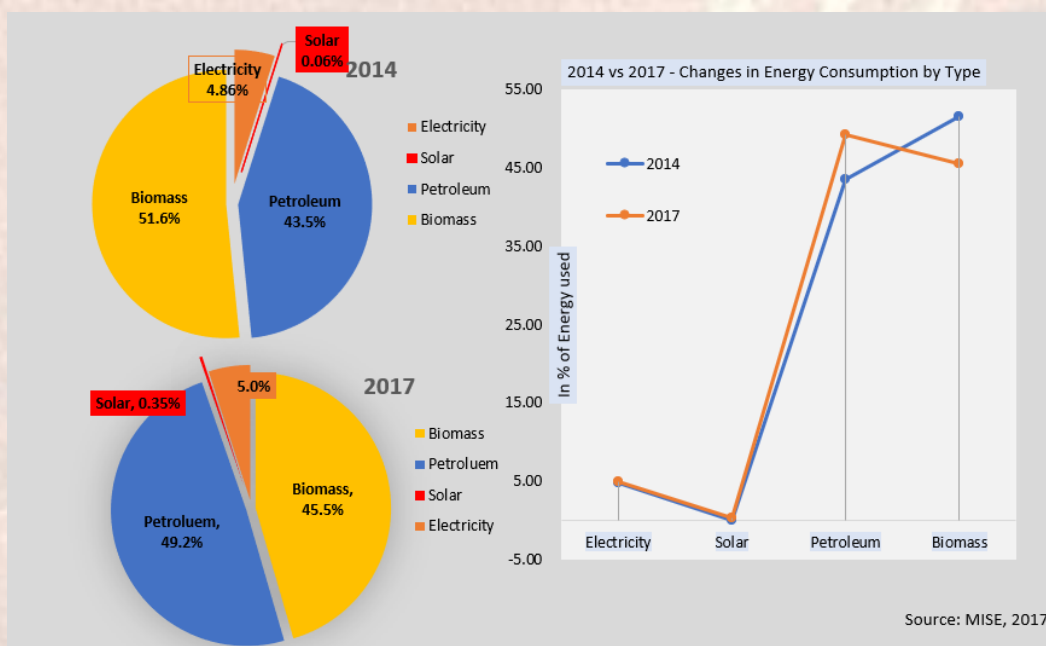
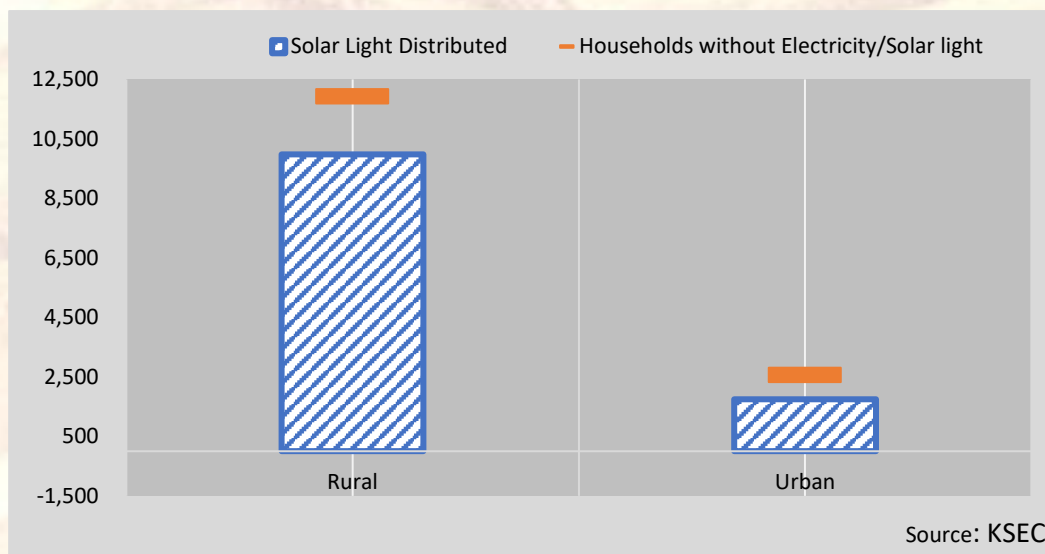


Figure 38. Solar connections to households, 2015-2019



### 6.3.7 IMPROVING ICT DEVELOPMENT AND DATA ACCESS

COVID-19 has triggered an unprecedented reliance on ICT and has illustrated limitations of current ICT infrastructure. This plan will work to ensure that opportunities for ICT infrastructure development are tapped to ensure continued functioning of societies while maintaining physical distancing as may be required to minimize the spread of the deadly virus.

The acquisition of the Government-owned telecommunication service Telecommunication Services Kiribati Limited by Amalgamated Telecom Holdings Kiribati Limited/Vodafone in 2015 dramatically changed the telecommunication sector by upgrading mobile network from 2G to 4G in urban areas and 3G in the Outer Islands.

It also increased the number of mobile subscribers and Internet users to 17,772 and 15,207 respectively. In 2017, the entry of the Ocean Link Company into the telecommunication industry further expanded the number of mobile users to around 20,000.

Despite this, digital connectivity in Kiribati is still below the Pacific Islands average.

Only 12 percent of the population had access to Internet in 2017, while the average for the Pacific was 35 percent.

In 2019, the KSDIS carried out by the NSO showed an increase in Internet percentage access to 47 percent.

However, owing to a dependence on satellite connections, the quality of internet access remains low and prices are high.





Figure 39. Percentage of population accessing internet in the Pacific

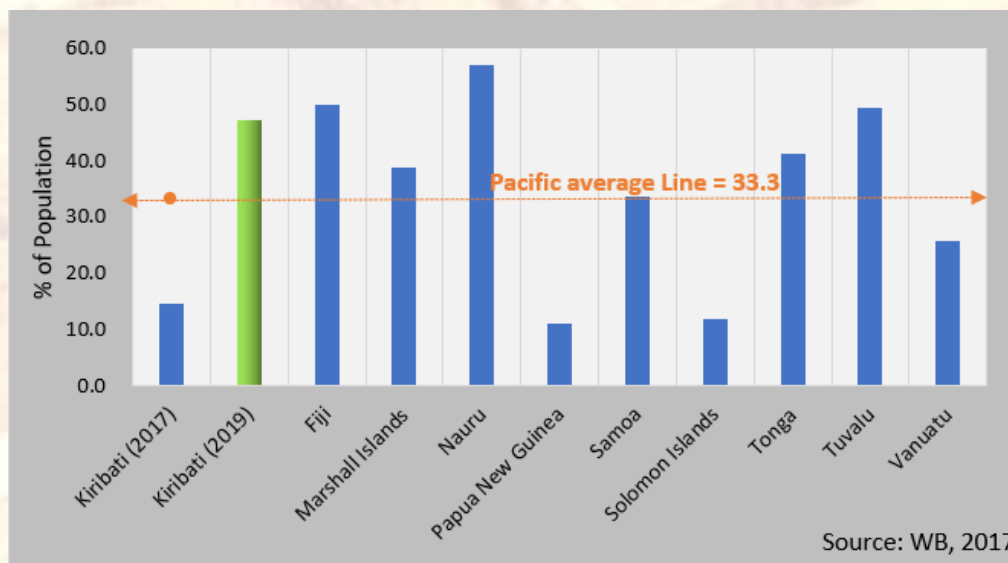
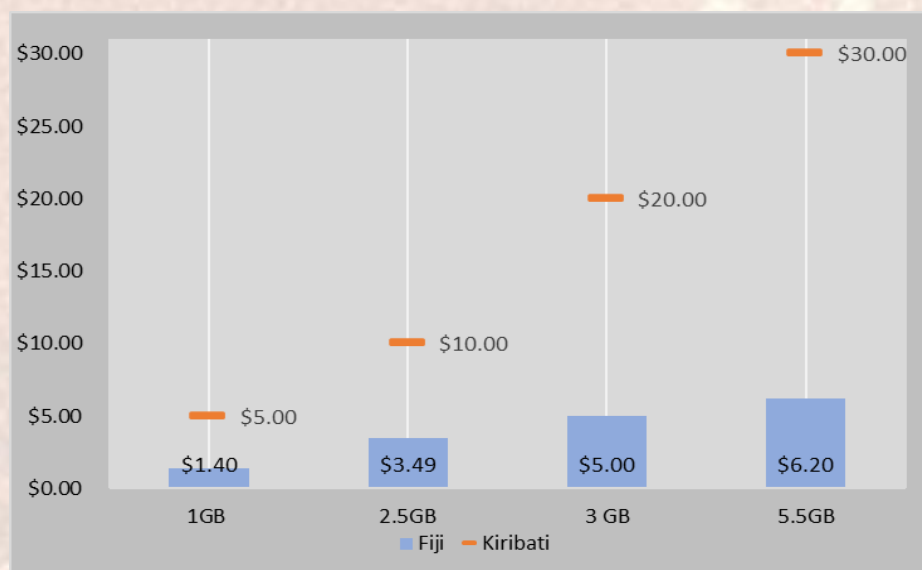



Figure 40. Mobile data plans and prices in Kiribati vs Fiji



The differences in prices between Fiji and Kiribati show the disparity in the usage of Internet (Figure 40). The fivefold price differentials can be explained by the efficiency of submarine cables over satellite, the scale factor and the lack of competition.

The answer to most of our challenges regarding digital connectivity will be resolved through the submarine cable project, finance by the ADB and WB respectively. The two project consists of two submarine cables; (i) first one will connect Tarawa to Guam and then out to the rest of the world; (ii) the other will connect Kiritimati Island to mainland United States, New Zealand, and Australia.

It presents a game changer in the ICT sector because the submarine cables will provide faster and better internet quality than satellite dishes. This will reduce the cost of business within Government, the private sector and individual households and open up pathways to trade and investment opportunities.



The second component of the submarine cable project is upgrading the backhaul to the Outer Islands through a combination of microwave and satellites. This will further widen access to Internet across the entire country.

Complementing the submarine cable project is the local Government Wide Area Network (GWAN) initiative. This is a \$3 million terrestrial fiber optic cable that will be laid across South Tarawa and linked to the submarine cable.

These milestones in the ICT sector will facilitate the initiation of e-Government projects to enhance the efficiency and effectiveness of service delivery in the public sector. For the sustainability and consistency of these projects, availability of funds and investments are required. Therefore, maintaining the strong partnership with donors are necessary for technical and financial support.

## 6.4 STRATEGIES AND KPIS FOR KPA 6 – DEVELOPING OUR INFRASTRUCTURE

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 6: Developing our Infrastructure</b>								
6.1 Water and Sanitation	Provide safe sources of drinking water and good sanitation	<b>6.1a.</b> Percentage increase in water tanks distributed to urban and rural areas.	0%	100%	L: MISE S: MLPID	SDG 6.1.1	P3, pg.48.	19;25
		<b>6.1b.</b> Percentage increase in desalination and distillation plants installed in vulnerable areas.	7%	80%	L:MISE S:MLPID	SDG 6.1.1	P3	19;25
		<b>6.1c.</b> Percentage increase in solar and hand water pumps installed in non-vulnerable areas.	34%	80%	L: MISE S: MLPID	SDG 6.1.1	P3, pg.48-51	19;25
		<b>6.1d.</b> Percentage of population using safe drinking water.	12%	80%	L: MISE S: MLPID	SDG 1.4.1	P3, pg.48-51	19;25
		<b>6.1e.</b> Percentage of population using safely managed sanitation services including a hand washing facility using soap and water	60%	80%	L: MISE S: MLPID	SDG 6.2.1	P3, pg.48-51	19;26
		<b>6.1f.</b> Percentage of CBA on water and sanitation reports carried out	0%	10%	L: OB S: MLPID,MISE.			19;26
		<b>6.1g.</b> Percentage of drought response plans in place in each group	18%	40%	L: OB, S: MLPID,MISE.		P3, pg.55-56	
		<b>6.1h.</b> Percentage increase in awareness and training on Water and Sanitation safety Programs conducted.	5%	90%	L: OB, S: MLPID,MISE.			19;25-26
6.2 Building Infrastructure	Provide safer and effective building infrastructure	<b>6.2a.</b> Percentage of building compliant to Building Code	40%	100%	L: MISE, S: All			
		<b>6.2b.</b> Percentage of compliance to Maintenance Plan	0%	100%	L: MISE, S: All			
		<b>6.2c.</b> Percentage of buildings constructed under the KDP	0%	20%	L: MISE, S: All			
6.3 Marine and Coastal infrastructure	To build, upgrade and sustain marine and coastal infrastructure	<b>6.3a.</b> Percentage of ports constructed under the KDP	0%	12%	L: MICT S: MLPID,MISE		P3, pg. 43-46	16; 21
		<b>6.3b.</b> Percentage of fully equipped ports, facilities and services on all port sites.	0%	100%	L: MICT S: MISE, MFMRD,MLPID		P3, pg. 43-45	
		<b>6.3c.</b> Percentage of transshipment hub completed under the KDP	0%	80%	L: MFMRD S: MISE, MLPID, MICT		P3, pg. 43-45	16;20-22
		<b>6.3d.</b> Percentage of seawalls constructed under the KDP	50%	100%	L: MISE S: OB, MLPID		P3, pg. 43-45	

## 6.4 Strategies and KPIs for KPA 6 – Developing Our Infrastructure

Challenges	Strategies	KPI	Baseline	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's		
						SDG	KV20	MOTINNANO
<b>KPA 6: Developing our Infrastructure</b>								
6.4 Roads, Causeways, Bridges and Runways infrastructure	To build upgrade and sustain roads, causeways, bridges and runways	<b>6.4a.</b> Percentage of islands with roads upgraded	5%	20%	L: MISE S: MLPID, MICT		P3, pg. 46	16; 21
		<b>6.4b.</b> Percentage of passenger and freight volumes by mode of transport	0%	100%	L: MICT S: MLPID, MFED	SDG 9.1.2	P3, pg. 42-43	16, 20-22
		<b>6.4c.</b> Percentage of runways constructed, upgraded and expanded.	20%	100%	L: MICT S: MISE, MLPID		P3, pg. 42-43	16; 22
		<b>6.4d.</b> Percentage increase in the number of Heavy plants and Equipments	5%	20%	S: All		P3, pg. 42-44	
		<b>6.4e.</b> Percentage of Airfield facilities improved in the KDP	0%	100%	L: MICT S: MISE, MLPID		P3, pg. 42-43	16; 22
6.5 Transport services	To improve land, air and sea transport services	<b>6.5a.</b> Percentage increase number of interisland services for air and sea transport	0%	100%	L: MICT All S:		P3, pg.42-43	16, 21-22
		<b>6.5b.</b> Percentage increase in the number of land, air and sea transports	0%	50%	L: MICT All S:		P3, pg.42-43	16, 21-22
6.6 Energy Supply	Improve Energy Supply in Kiribati	<b>6.6a.</b> Percentage of households and public facilities access to affordable grid power supply.	50%	80%	L: MISE S: MLPID.	SDG 7.1.1	P3; pg 46-50	
		<b>6.6b.</b> Percentage of households and public facilities access to affordable solar power supply.	20%	50%	L: MISE S: MLPID.		P3; pg 46-50	19; 25
		<b>6.6c.</b> Renewable energy share in total final energy consumption	18%	30%	L: MISE S: MLPID, KNSO	SDG 7.2.1	P3; pg. 46-50	19; 25
		<b>6.6d.</b> Increase compliance by 100% (energy efficient systems and standards developed and adopted)	5%	20%	L: MISE S: All			
6.7 ICT and Data	To enhance access to communication, technologies, connectivity and quality information and services to all the people of Kiribati.	<b>6.7a.</b> Percentage of government connected to submarine cable	0%	100%	L: MICT		P3; pg.45	
		<b>6.7b.</b> Percentage of population access to internet	48%	70%	L: MICT S:MLPID	SDG 17.8.1, 4.a.1	P3; pg.45	15; 20
		<b>6.7c.</b> Proportion of population covered by a mobile network	48%	55%	L: MICT S:MLPID	SDG 9.c.1, 17.8.1		15; 20
		<b>6.7d.</b> Percentage increase in publication of information for policy decision makers.	40%	100%	L: MICT S:MLPID, KNSO	SDG 16.10.2		15; 20
		<b>6.7e.</b> No of households with access to TV services.	0%	80%	L: MICT S:MLPID, KNSO			15; 20
		<b>6.7f.</b> Percentage of government services accesible online	0%	25%	L: MICT S:All			15; 20.



# ANNEXES TO KDP



## ANNEX 1: THE KDP JOURNEY IN THE WAKE OF A COVID PANDEMIC



***The Development Indicators Monitoring & Evaluation (DIME) Taskforce embraces and works with the belief that, “Together as team; we can make a difference”.***

**Purpose**

Facilitate the formation of the new Kiribati Development Plan (KDP), review past progress for all national documents against regional and international agendas and align all indicators (national and international) in parallel to the new KDP.

**Main responsibilities**

- i. Ensure the formation of the unified reporting table for the Monitoring and Evaluation (M&E) of national plans and regional commitments.
- ii. Ensure the reporting requirements under the following frameworks are met, with a preference for a single reporting process:
  - a. Kiribati Development Plan 2020-2023 (KDP 2020-2023).
  - b. Sustainable Development Goals (SDGs) for the Pacific.
  - c. Kiribati 20-Year Vision (KV20); and
  - d. Ministry sector plans.
- iii. Ensure national planning and evaluation processes include feature inclusive and comprehensive stakeholder engagement.
- iv. M&E to measure progress of the new KDP over time.

**Membership**

Membership of the DIME Taskforce is determined by budget allocation to respective institutions.

Each representative (at a level similar to a Deputy Secretary or as per the Senior Responsible Officer’s nomination) will present the view of both the Ministry/Agency and the taskforce during these meetings while sourcing all feedback relevant to update the documents.

Annex 3 detailed members by Institution.

Each sector representative is the focal point for their relevant sector in relation to meeting the TOR of the DIME Taskforce.

This includes:

- i. Regular attendance at taskforce meetings to actively provide relevant updates, technical inputs and advice.
- ii. Pursuing mutually agreed stakeholder engagement plans;
- iii. Assisting in the coordination of dataset collection.

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<sup>30</sup> This is a ‘live document’, meaning it open to changes that may improve the current TOR for the DIME taskforce. The aim of the taskforce is to improve on past gaps (i.e., poor M&E) for efficient and effective future Voluntary National Reviews (VNRs) and other reporting as needed/requested.

- iv. Assisting in obtaining case studies, where relevant;
- v. Drafting the relevant sector chapters of the KDP Mid-Term Review and SDG VNR;
- vi. Reviewing and providing comments on the KDP Mid-Term Review and SDG VNR;
- vii. Overseeing any sector-based workgroups on the above; and
- viii. Providing data as needed by the taskforce.

The taskforce meets the requirements set down by Cabinet in relation to national and international reporting requirements for Kiribati.

It will have a six-monthly meeting for the purposes of M&E and provide regular updates to the Secretary to Cabinet, Secretary of Finance and OB and any other interested parties. The Development Coordination Committee (DCC) will review any work of the Development Indicators Monitoring and Evaluation (DIME) Taskforce and National Economic Planning Office/National Statistics Office before being tabled at Cabinet by Honorable Minister for Finance and Economic Development/Honorable Vice President.

### **Objective**

- i. Align all national indicators, to address fragmentation issues.
- ii. Make sure that KPIs of all Ministries and Agencies are reflected in the KDP to address previous gaps (for the fair bids of everyone; all should have KPIs).
- iii. To review the past KDP (this is done by NEPO already) and map it to KV20 indicators.
- iv. Once all our national indicators are well aligned, we will then map them to regional and international indicators.
- v. The plan is that we will continue the momentum of this technical working group, the DIME Taskforce, to monitor respective Ministries' performance (MSPs and MOPs) over the years through six-monthly meetings or through special meetings for urgent requested updates from Cabinet.
- vi. We currently do not have any body to oversee the monitoring/reporting of KDP/KV20s progress against regional/international agendas. The intention behind the establishment of the DIME Taskforce is to continue the momentum of this work, so our progress is continuously updated, and we know where we stand.
- vii. The taskforce will oversee the progress of each Ministry/Agency against the list of key activities in the national documents to see how they progress over time.
- viii. The taskforce will rank the Ministry by their KPI achievements on a six-monthly basis to DCC and Cabinet. This will showcase the most active (vs non-active) Ministries and Agencies and hence promote competitiveness towards fulfilling respective Ministries' strategies stipulated under this KDP. This will help us in our next VNR progress at the international level.



ANNEX 3: KDP CO-AUTHORS

Full Name	Role in the KDP
<b>(June 2020 – Oct 2020)   KDP Mini Technical Working Team</b>	
Dr Igam M Moaniba (Mr) Former Senior Policy Advisor (Economic), OB	KV-20 and Manifesto Advisor and Coordinator
Ms Mareta Kaiteie Senior Sector Economist (RIE), NEPO, MFED	KDP Local Advisor, Planner and Coordinator
Ms Aritita Tekaieti Republic Statistician, NSO, MFED	KDP Indicator Advisor and Coordinator
<b>Oct 2020 –2021   KDP Facilitators</b>	
Ms Koin Uriam, DS and OIC MFED (Oct 2020 – Aug 2021)	Taskforce Chair, Advisor and Facilitator
Ms Mareta Kaiteie, SSE (RIE), NEPO (Oct 2020 – Aug 2021)	KDP Local Advisor, Planner and Coordinator
Ms Aritita Tekaieti, Republic Statistician, NSO (Oct 2020 – Aug 2021)	KDP Indicator Advisor and Coordinator
Savenaca Narube, KDP TA (Jan – March 2020)	KDP TA to NEPO Team
<b>KPA Leaders and Co-Authors</b>	
<b>KPA 1: Human Resource Development</b>	
Reetina Katokia, Director PPRD	Leader
Riitite Tekiau, DS/ OIC PSO	Deputy Leader
Raatu Aretaake, SSE/OIC NEPO Bwatetaake Kaiteie, Director MEHR	NEPO Sector Coordinator and Advisor Member and Contributors to Sectors
<b>KPA 2: Economic Growth and Poverty Reduction</b>	
Teue Baikarawa, DS MFMRD	Leader
Matea Nauto, SAS/Ag DS, MFAI	Deputy Leader
NEPO Support Keieta Tekabwaara (SE, NEPO), Otobina Temakei (SE, NEPO), Tabokai Iekimwa (SE, NEPO), Orebwa Morate (Dep RS)	NEPO Sector Coordinators and Advisors



Kammari Betiota (DBRC MTCIC), Donna Tekanene Reiher (Sen Trade Off), Aereu Henry Hugill (SAS), Tabanteiti Rokoua (HRM,MFED), Tebantaake Keariki, DS, MIA	Members and Contributors to Sector
<b>KPA 3: Health</b>	
Tiinia Raj SAS/OIC MHMS	Leader
Tirebwa Maurintekeraoi SPPO MWYSSA	Deputy Leader
Rokoua Teunroko (SE, NEPO), Buren Tiimi (SE, NEPO)	NEPO Sector Coordinator and Advisor
<b>KPA 4: Protecting our Environment and Strengthening Resilience</b>	
Neeti Tabokai AS MELAD	Leader
Ruui Tabutoa, DS, OB	Deputy Leader
Ueue Nabuti (SE, NEPO); Vanessa Vaai (SE NEPO)	NEPO Sector Coordinators and Advisors
Teaaro Otiuea - (Deputy Director, ALD, MELAD), Marie Maraë (Director Culture).	Members and Contributors to Sector
<b>KPA 5: Governance</b>	
Teebete England, DS MOJ	Leader
Moriati Motiti Koaë, ED Judiciary	Deputy Leader
Kinarerei Ruatunneita (SE NEPO), Joseph Bautaaë (SE NEPO), Chrisda Kaeti (SE, NEPO), Ioanna Mokeaki (Acting SSE)	NEPO Sector Coordinators and Advisors
Teetua Tewera (DCR Judiciary), Arian Arintetaake (SM Judiciary), Ansiela Ioane (KPS); Conchitta Paul Tatireta (Sec LC), Kakiata Tikataake (Deputy Clerk, MM)	Members and Contributors to Sector
<b>KPA 6: Infrastructure</b>	
Arobati Teewe Brechtefeld, DS, MISE	Leader
Kaitiro Tiroam, CPO, MLPID	Deputy
Karetita Tekautu (SE, NEPO), Agnes Mella Timiti (SE, NEPO), Agnether Lemuelu (Dep RS), NSO	NEPO Sector Coordinators and Advisors



## ANNEX 4: METADATA DETAIL SPECIFICATIONS OF KPIS

Please follow the link below to find Metadata Detail Specifications of the KPIs in this Plan.

- <http://www.mfed.gov.ki/content/kdp-metadata-2021>



ANNEX 5: MONITORING AND EVALUATION RESULT FRAMEWORK

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)
		2021	2022	2023		
<b>KPA 1: Harnessing our Human Wealth</b>						
Percentage of schools that have implemented the quality and relevant curricular that support divert learning opportunities	28%	28%	80%	100%	KEMIS Data	L: MoE
GER, NER and survival rates (by year level) and gender are above regional average	GER (Primary) 103%	98%	99%	100%	KEMIS Data	L: MoE
	NER (Primary) 98%	98%	99%	100%	KEMIS Data	L: MoE
	GER (JSS) 101%	100%	100%	100%	KEMIS Data	L: MoE
	NER (JSS) 72%	72%	75%	77%	KEMIS Data	L: MoE
	GER (Senior Secondary) 52%	53%	55%	55%	KEMIS Data	L: MoE
	NER (Senior Secondary) 51%	53%	55%	56%	KEMIS Data	L: MoE
	Survival rate (Yr 1-Yr6) 92%	93%	94%	95%	KEMIS Data	L: MoE
	Survival rate (Yr 7-Yr9) 88%	90%	93%	95%	KEMIS Data	L: MoE
100% of students enrolled in Early Childhood Education	survial rate (Yr10 - Yr13) 40%	50%	55%	60%	KEMIS Data	L: MoE
	GER (ECCE)			85%	ECCE Data	L: MoE

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)
		2021	2022	2023		
<b>KPA 1: Harnessing our Human Wealth</b>						
Students performance on STAKI, CAT, KCBE, KNC and KSSC continue to improve year on year, across different groups (e.g by gender, SEND and region)	STAKI Yr4 Numeracy 71.5%	72%	74%	76%	EAU Data	L: MoE
	STAKI Yr4 Literacy (Kiribati) 64.6%	66%	68%	70%	EAU Data	L: MoE
	STAKI Y6 Literacy (English) 42.1%	45%	46%	47%	EAU Data	L: MoE
	STAKI Y6 Literacy (Kiribati) 72.1%	73%	75%	77%	EAU Data	L: MoE
	STAKI Y8 Numeracy 20.2%	22%	24%	25%	EAU Data	L: MoE
	STAKI Y8 Literacy (Kiribati) 76.7%	79%	80%	81%	EAU Data	L: MoE
	STAKI Y8 Literacy (English) 27.4%	30%	31%	32%	EAU Data	L: MoE
Percentage of SEND student in mainstream education	79%	80%	85%	90%	KEMIS Data	L: MoE
Number and proportion of KIT students accessing formal and informal training opportunities	5%	5%	10%	20%	KIT Data	L:MEHR
Percentage increase of intakes at MTC in hospitality courses and other identified	2871			100%	MTC Data	L:MEHR
Percentage of the public & private workforces to undergo, induction programs, inhouse workshops, short & long term trainings.	20%	21%	40%	70%	PSO HRD data	L: PSO
Percentage of qualified teachers and/or working towards meeting basic qualification requirements.	Primary 79%			95%	KEMIS Data	L: MoE
	Secondary 61%				KEMIS Data	L: MoE

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)
		2021	2022	2023		
<b>KPA 2: Growing our Economic Wealth and Leaving No One Behind</b>						
Increase the Percentage of sustainable fisheries as a proportion of GDP	67%	69%	73%	76%	MFMRD data/NSO	L: MFMRD
Increase Percentage of tourism direct contribution to GDP	0.4%	0.5%	1%	1%	TAK data/NSO	L: MICT S: MFED
Increase Percentage of compliance of SOEs to Statutory obligations	50%	60%	80%	100%	MFED, MICT, MISE and all Ministries data	L: MFED, MICT, MISE S: All Ministries
Percentage increased in value of export goods	15.6 Million	17.16 million	18.88 million	20.76 million	MTCIC, MFMRD, MELAD and MFED data	L: MTCIC S: MFMRD, MELAD
Percentage increase in the number of quality standard (ISO) established for different products	1	10%	20%	30%	MTCIC data	L: MTCIC S: MFMRD, MELAD, MIA
Percentage increase in accession to and strategic utilisation of sustainable trade agreements	2	0%	0%	10%	MTCIC data	L: MTCIC
Increase in number of active foreign direct investments	18	20	23	26	MTCIC/MFED data	L: MTCIC
Increase in number of accessible finance for business start-ups	48	96	144	192	MTCIC	L: MTCIC S: MFED
Increase Percentage of Private sector contribution to GDP	46%	49%	52%	56%	MTCIC/MEHR data	L: MTCIC S: MEHR
Amount of land allocated for commercial purposes	54 acres	80 acres	120 acres	146 acres	MELAD data	L: MELAD

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)
		2021	2022	2023		
<b>KPA 2: Growing our Economic Wealth and Leaving No One Behind</b>						
Increase total government revenue as a proportion of GDP	107%	108%	109%	110%	MFED data	L: MFMRD, MFED, MICT S: All Ministries
Increase in real GDP growth rate	2.80%	2.8%	2.9%	3%	NSO	L: MFED S: All Ministries
Increase value of RERF	\$1 billion	\$1.1 billion	\$1.2 billion	\$1.3 billion	RERF report	L: MFED
Percentage Increase in number of people engaged in labour mobility schemes	1,813	10%	20%	30%	MEHR/MFMRD data	L: MEHR S: MFMRD
Percentage increase in new overseas labor markets	6	0%	0%	10%	MEHR/MFMRD data	L: MEHR S: MFMRD
Reduction in unemployment rate	67%	66%	55%	50%	NSO, MEHR and MFMRD data	L: MEHR S: MFMRD, MTCIC, MICT, MWYSSA
Reduce the proportion of people of all ages living below the international (extreme) poverty line US\$1.90	1.5%	1.4%	1.2%	1%	NSO data	L: MWYSSA, MFED S: All Ministries
Percentage of Official Development Assistance (ODA) as a proportion of total budget	0.09%	5%	10%	15%	MFAI/MFED data	L: MFAI S: MFED

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)	
		2021	2022	2023			
<b>KPA 3: Health</b>							
Percentage reduction in cases of CDs	40%	50%	40%	10%	MHMS, Kiribati Annual Health Bulletin - MS1, KHIS, TB DATABASE and HIV DATABASE	L: MHMS	
Percentage reduction in the cases of NCDs	40%	50%	40%	10%	MHMS, Kiribati Annual Health Bulletin - MS1, KHIS, TB DATABASE and HIV DATABASE	L: MHMS	
Number of programs for Physical activities	0	50%	75%	100%	MWYSSA	ALL Ministries	
Percentage of population receiving COVID-19 full doze vaccination	0			80%			
Proportion of women of reproductive age (15-49 years) that follow healthy family protocols (i.e modern family planning methods)		10%	40%	50%	MHMS, Kiribati Annual Health Bulletin - MS1	L: MHMS	
Reduce the adolescent birth rate (aged 10-19 years) per 1,000 women	50%	40%	10%	0%	MHMS, Kiribati Annual Health Bulletin - MS1 & KHIS	L: MHMS	
Reduce the neonatal mortality rate (per 1,000 live births)	15	10	5	0	MHMS, Kiribati Annual Health Bulletin - MS1 & KHIS	L: MHMS	



KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)	
		2021	2022	2023			
<b>KPA 3: Health</b>							
Reduce the infant mortality rate (per 1,000 live births)	29.6	19	14	4	MHMS, Kiribati Annual Health Bulletin - MS1 & KHIS	L: MHMS	
Reduce the under 5 years mortality rate (per 1,000 live births)	48	28	23	3	MHMS, Kiribati Annual Health Bulletin - MS1 & KHIS	L: MHMS	
Rate of increase of health facilities by 80%	60%	20%	50%	80%	MHMS - Kiribati Annual Health Bulletin Admin	L: MHMS	
Rate of increase in skilled healthcare workers by 75%	60%	15%	45%	75%	MHMS - Kiribati Annual Health Bulletin Admin (Establishment Register)	L: MHMS	
Percentage of Health Emergency and Preparedness Plan implemented	40%	15%	30%	50%	MHMS - Kiribati Annual Health Bulletin IHR focal point	L: MHMS	
Increase number of communities involved in health activities	729	729	911	1,138	MWYSSA	L: MHMS, MWYSSA	

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)	
		2021	2022	2023			
<b>KPA 4: Protecting our Environment and Strengthening Resilience</b>							
Percentage of adaptation priorities implemented	10%	10%	20%	25%	KJIP 2019-2028 (OB/MELAD)	L: MELAD/OB S: All Ministries	
Percentage of mitigation priorities implemented	10%	5%	15%	25%	KJIP 2019-2028 (OB/MELAD)	L: MELAD/OB S: All Ministries	
Percentage of DRM response programs implemented	15%	10%	20%	25%	KJIP 2019-2028 (OB)	L: OB S: All Ministries	
Percentage of strengthened, improved and priority for biodiversity conservation	5%	5%	10%	20%	KWMRRS 2020-2030 (MELAD); KJIP 2019-2030	L: MELAD S: All Ministries	
Percentage of strengthened, improved and priority for Climate Change	5%	5%	10%	20%	KJIP 2019-2028 (OB)	L: OB S: All Ministries	
Percentage of strengthened, improved and priority for waste management and pollution prevention	30%	20%	40%	60%	KWMRRS 2020-2030 (MELAD); KJIP 2019-2030	L: MELAD S: All Ministries	
Percentage of strengthened, improved and priority for Environment Licensing	50%	20%	35%	65%	KWMRRS 2020-2030 (MELAD); KJIP 2019-2031	L: MELAD S: All Ministries	

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)	
		2021	2022	2023			
<b>KPA 4: Protecting our Environment and Strengthening Resilience</b>							
Percentage of strengthened, improved and priority for Compliance Enforcement	30%	10%	30%	45%	IVA (OB), CBFM (MFMRD), Natural Resources Co-Management Plan (MELAD), ALD/ECD/Customs	L: OB/MELAD/MFMRD S: MOJ/MHMS	
Percentage of strengthened, improved and priority for environment spatial planning, data and information management system	30%	20%	40%	60%	MFMRD	L: MFMRD S: MIA/MTCIC/MICT	
Percentage of aquaculture farming implemented	10%	10%	20%	25%	MELAD-ALD	L: MFMRD S: MIA/MTCIC/MICT	
Percentage of agriculture farming implemented	10%	10%	20%	25%	MELAD-ALD	L: MFMRD S: MIA/MTCIC/MICT	
Island Specific Master Plan developed	0	1	2	3	GLUP & KLIS (LMD)	L: MELAD S: OB/MIA/MISE	
Number of islands surveyed	0	2	4	6	GIS & KLIS (LMD)	L: MELAD S: MIA/Judiciary	
Number of islands visited for data and information collection	1	3	7	12	KJIP 2019-2028 (CMD)	L: MIA	
Number of cultural and historical sites and relics preserved and protected	0	2	4	6	KJIP 2019-2028 (CMD/TAK)	L: MIA S: OB/MICT (TAK)	

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)	
		2021	2022	2023			
<b>KPA 5: Good Governance</b>							
Percentage increase in policies, procedures and legislations developed, reviewed and updated.	50	30%	60%	80%	JRWC, HCD, MCD, JCSD, KLS, AG's office, MM	L: MoJ S: All Ministries	
% increase in ministries and departments undertaking legal reforms (Percentage increase in legal sectors strengthened)	40	20%	40%	75%	Judiciary HQ, KLS, OPLS, Customs, CRO, Prisons, Elections, HRD, Citizenship	L: MoJ S: All Ministries	
Percentage increase in e-government developed/updated and implemented by all Ministries and Departments	0	5%	10%	15%	MICT, MM, LC, Judiciary HQ, KLS, CRO, Customs, MOJ HQ, Elections, KPS	L: MICT S: All Ministries	
Percentage increased in number of audited reports (financial reports, annual reports)	40	20%	40%	70%	Judiciary HQ, KLS, MOJ HQ, MFED, KAO, PSO, LC,	L: MoJ S: All Ministries	
% increase in institutional reforms for better service delivery (Percentage increased in institutional service delivery to the public)	50	20%	40%	70%	Judiciary HQ, KLS, Customs, OPLS, Prisons, CRO, MOJ HQ	L: MoJ S: All Ministries	
Percentage reduction in number of public complaints	5	30%	20%	10%	Judiciary HQ, KLS, PSO, LC, MM, KPS	L: MoJ S: All Ministries	
Percentage increase in number of public awareness	40	30%	50%	70%	Judiciary HQ, KLS, MOJ HQ, KPS, MM, LC, PSO	L: MoJ S: All Ministries	
Percentage decreased in corrupt activities	28	60%	40%	20%	Judiciary HQ, KLS, PSO, LC, MM, KPS	L: MoJ S: All Ministries	

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)	
		2021	2022	2023			
<b>KPA 6: Developing our Infrastructure</b>							
Percentage of compliance to Maintenance Plan	0%	5%	10%	20%	MISE-B&F Unit	L: MISE	
Percentage of buildings constructed under the KDP	0%	5%	15%	20%	MISE-B&F Unit	L: MISE	
Percentage of ports constructed under the KDP	0%	4%	8%	12%	KPA	L: MICT	
Percentage of fully equipped ports, facilities and services on all port sites.	0%	40%	60%	100%	KPA	L: MICT	
Percentage of transshipment hub completed under the KDP	0%	40%	60%	80%	KPA	L: MFMRD	
Percentage of seawalls constructed under the KDP	50%	60%	85%	100%	OB - Dissaster	L: MISE	
Percentage of islands with roads upgraded	5%	10%	15%	20%	MISE - CIVIL	L: MISE	
Percentage of passenger and freight volumes by mode of transport	0%	40%	60%	100%	AKA, KNSL	L: MICT	
Percentage of runways constructed, upgraded and expanded.	20%	40%	70%	100%	AKA, KLTA	L: MICT	
Percentage increase in the number of Heavy plants and Equipments	0%	10%	100%		AKA, CAAK	L: MICT	
Percentage of Airfield facilities improved in the KDP	5%	10%	15%	20%	MISE-Civil Unit	L: MISE	
Percentage increase in the number of interisland services for air and sea transport	0%	25%	50%		AKA, KNSL, CAAK	L: MICT	
Percentage increase in the number of land, air and sea transports	0%	25%	50%	100%	AKA, KNSL, CAAK	L: MICT	

KPI	Baseline Year 2019	Target			Means of Verification	Leading Ministry (L) Supporting Ministry (S)
		2021	2022	2023		
<b>KPA 6: Developing our Infrastructure</b>						
Percentage of households and public facilities access to affordable grid power supply.	50%	60%	70%	80%	PUB data	L: MISE
Percentage of households and public facilities access to affordable solar power supply.	20%	25%	30%	50%	MISE- EPU	L: MISE
Renewable energy share in total final energy consumption	18%	20%	25%	30%	MISE- EPU	L: MISE
Increase compliance by 100% (energy efficient systems and standards developed and adopted)	5%	10%	15%	20%	MISE- EPU	L: MISE
Percentage of government connected to submarine cable	0%	70%	100%		ICT,BNL,CCK	L: MICT
Percentage of islands connected to internet	48%	55%	60%	70%	ICT	L: MICT
Proportion of population covered by a mobile network	48%	51%	53%	55%	ICT	L: MICT
Percentage increase in publication of information for policy decision makers.	40%	60%	80%	100%	ICT, BPA	L: MICT
No of households with access to TV services.	0%	20%	40%	80%	ICT, CCK,BPA	L: MICT
Percentage of government that have access to e-Government.	0%	5%	10%	25%	ICT	L: MICT