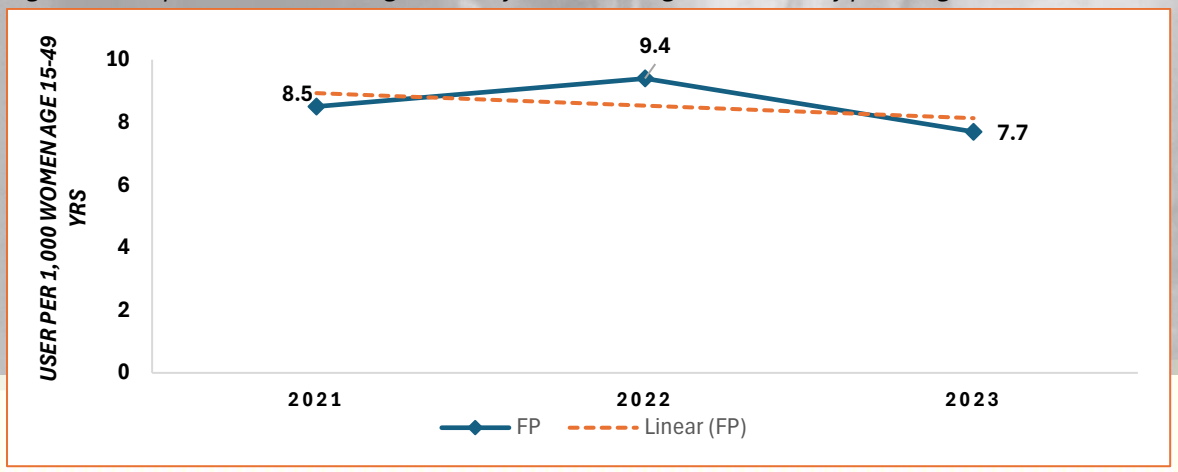
KIRIBATI DEVELOPMENT PLAN 2024-2027

A WEALTHY, HEALTHY AND PEACEFUL NATION

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

Figure 38: Proportion of women aged 15-49 years following modern family planning

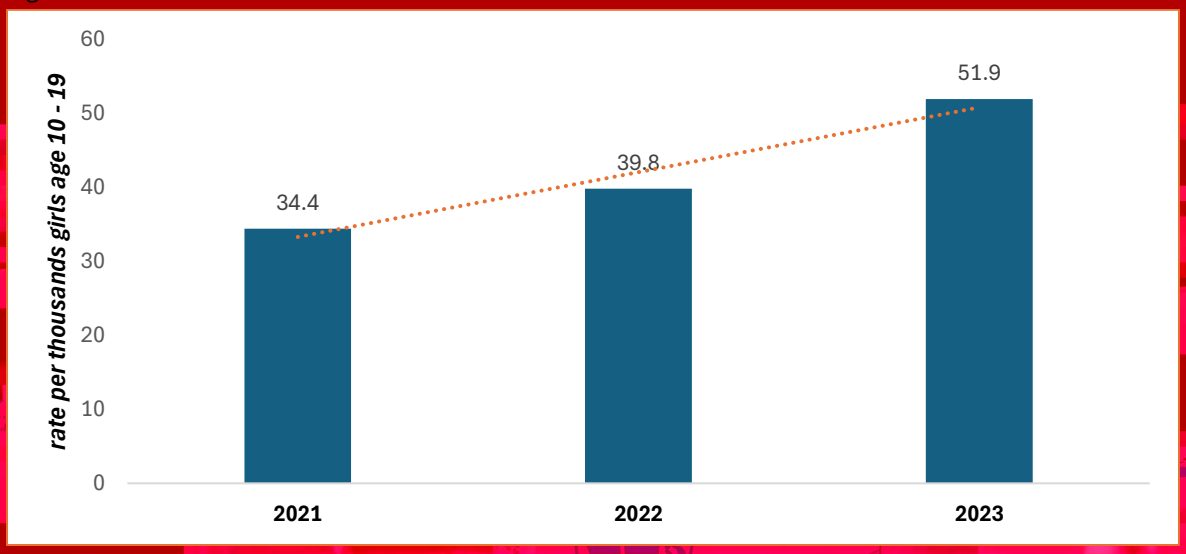


Source: KHIS, 2023.

young people (females and males. It is essential to address the broader socio-economic and cultural factors that contribute to early pregnancies, including poverty, gender inequality, and limited access to educational and economic opportunities.

Variations in trends may suggest potential challenges in activity and service planning, implementation and delivery, supply chain management, public awareness, societal influences and attitudes toward family planning required to drive demand and HIS data collection methodologies. Addressing these challenges requires a comprehensive approach to health system strengthening and education in partnership with communities and development partners to ensure sustained changes in both the demand and supply of modern family planning services and products.

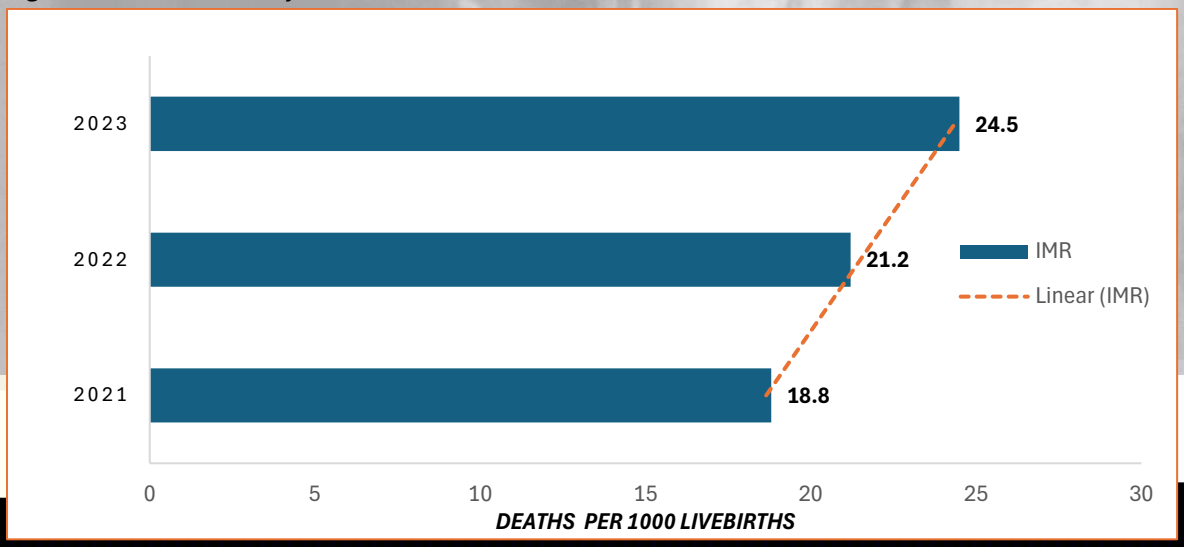
Figure 39: Adolescent birth rate 2021 to 2023



Source: Public Health Statistics Division, 2023.

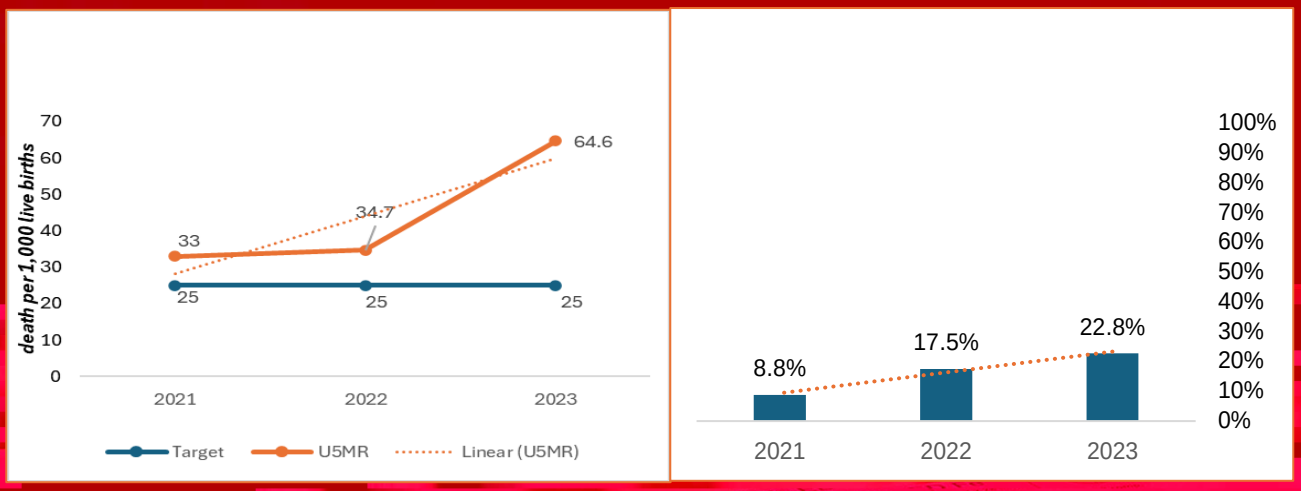
While there have been improvements, maternal and child health remain pressing public health challenges and urgent and coordination is required. Kiribati has a high maternal mortality rate (117.7 per 1,000 live births in 2022), which is above the global target of 70/1,000 live births to be achieved by 2030. We continue to record some of the highest infant mortality rates in the Pacific region.

Figure 40: Infant mortality rate 2021 to 2023



There was a high prevalence of stunting for children under five years of age children in 2023 (14.2 %). The under-five mortality rate is above annual targets and the proportion of child mortality attributable to malnutrition in relation to the total number of child deaths was 22.8 % in 2023. The increasing trend of malnutrition-related deaths in Kiribati from 2021 to 2023 highlights the urgent need to strengthen strategies and activities targeted to improving nutrition.

Figure 41: Under five mortality rate 2021 to 2023 and malnutrition mortality cases 2021 to 2023



Source: KHIS, 2023

3.3.5b Sexual and Gender-based Violence

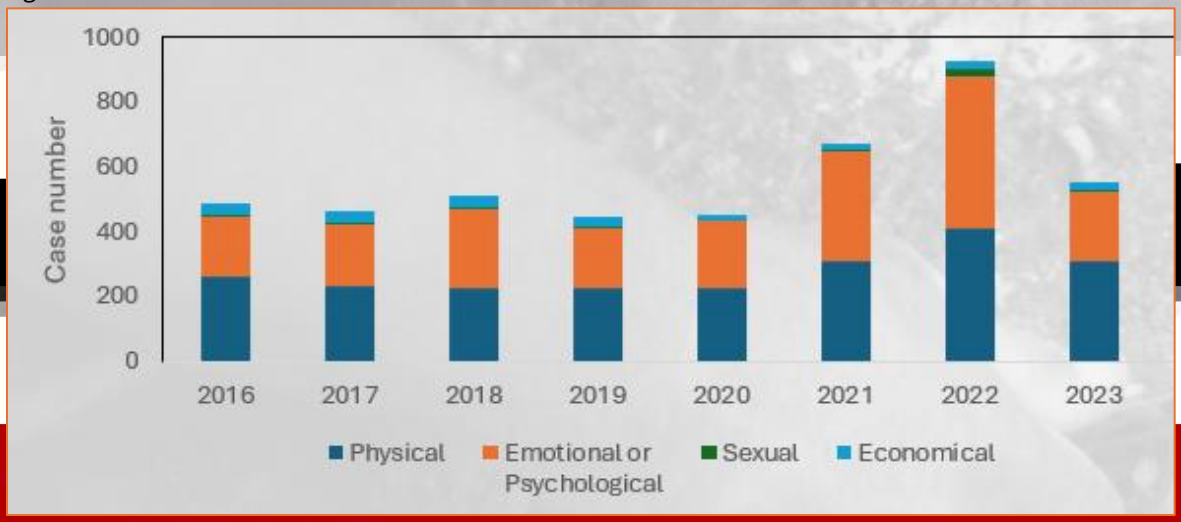
Kiribati faces a significant challenge with high rates of sexual and gender-based violence (GBV), particularly violence against women and girls. The country has one of the highest regional rates, with 68.0 % of women experiencing violence by an intimate partner, almost double the global average. This issue is addressed through various initiatives, including the Pacific Partnership to End Violence Against Women and Girls and the National Approach to Eliminating Sexual and Gender-Based Violence.

Sexual and GBV has devastating consequences for individual and community wellbeing, including physical injuries, sexually transmitted infections, and profound mental trauma, which places additional strain on limited healthcare resources. Pervasive underreporting, driven by intense fear, social stigma, and deep distrust in the

justice system, further compounds the issue. Harmful cultural norms, which discourage survivors from seeking help and perpetuate gender inequality, present a significant obstacle to effective intervention. Economic dependency limits survivors' financial independence traps them in abusive situations.

Climate change exacerbates these vulnerabilities, increasing stress and displacement, potentially leading to a rise in GBV incidents. Additionally, ineffective enforcement of GBV laws and inadequate capacity among service providers hinder effective support. Addressing these interconnected issues is not only vital for survivor safety and empowerment but also essential for improving the overall health and resilience of Kiribati's communities.

Figure 42: Gender-based violence 2016 to 2023



Source: MWYSSA, 2023.

The Government of Kiribati remains committed to strengthening preventative and responsive mechanisms to address GBV as a core element of promoting social wellbeing. The Young Couple Program, implemented by the MWYSSA since July 2018, will be expanded to reach a greater number of young couples aged 21 to 35 years. The Program seeks to reduce family disputes and eliminate violence against women and children, with participants receiving ongoing structured follow-up support to reinforce positive behavioral change.

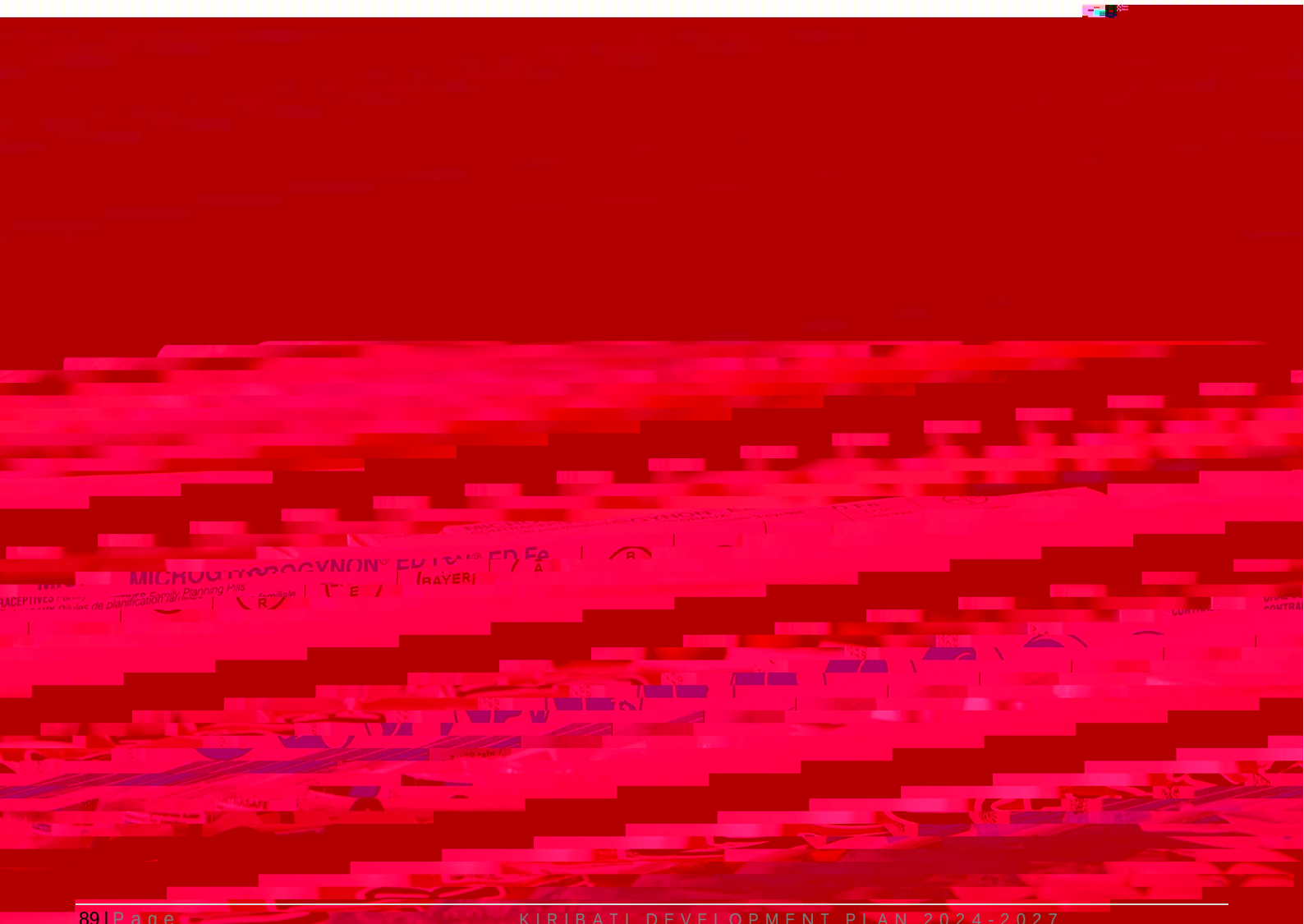
In addition, a Positive Parenting Program will be developed and implemented to promote safe and nurturing family environments. This initiative will include the development of a culturally appropriate parenting manual, informed by Kiribati-specific research, alongside the delivery of training programs aimed at educating parents and communities in positive parenting practices. National efforts will also focus on strengthening coordination among law enforcement agencies, medical professionals, and social service providers to ensure a comprehensive and survivor-centered response to GBV. Public awareness campaigns will be intensified to raise community understanding of GBV, its impacts, and the support services available.

The Kiribati Men's Behavioral Program will be expanded to the outer islands to provide more opportunities for men to transform harmful attitudes and behaviors, while encouraging their active participation in advocacy and awareness initiatives aimed at ending violence against women and girls. Furthermore, the SafeNet initiative will be strengthened through enhanced coordination with partners to support the seamless implementation of GBV programs. Training and awareness activities will be expanded to cover critical topics including gender dynamics, referral pathways, types and cycles of violence, and best practices in prevention and response, thereby building stronger community-based mechanisms to combat GBV across Kiribati.

3.3.6: Strengthening Remedial Actions for Inclusive Mental Wellbeing and Safety.

"By investing in mental health, life skills, and community wellbeing, Kiribati is building the foundations for a healthier, safe and more resilient future"

To strengthen mental health and wellbeing across Kiribati, a range of preventative programs will be implemented. Life skills training will be introduced to build resilience, stress management, emotional regulation, and healthy relationships. Access to professional counselling services will be expanded in schools, workplaces, and community centers alongside the establishment of confidential helplines and support groups for individuals and families affected by mental health issues and suicide. Crisis intervention teams will be developed, and healthcare providers trained to respond to acute mental health needs. Safe spaces staffed by trained personnel will be created in communities to offer confidential support. Community-based sports, recreation, and cultural activities will be promoted to enhance social connection and physical wellbeing. Educational campaigns on healthy diets and exercise will also be delivered, highlighting their critical role in



KEY PRIORITY AREA 4: ENVIRONMENT AND RESILIENCE

4.1 Introduction

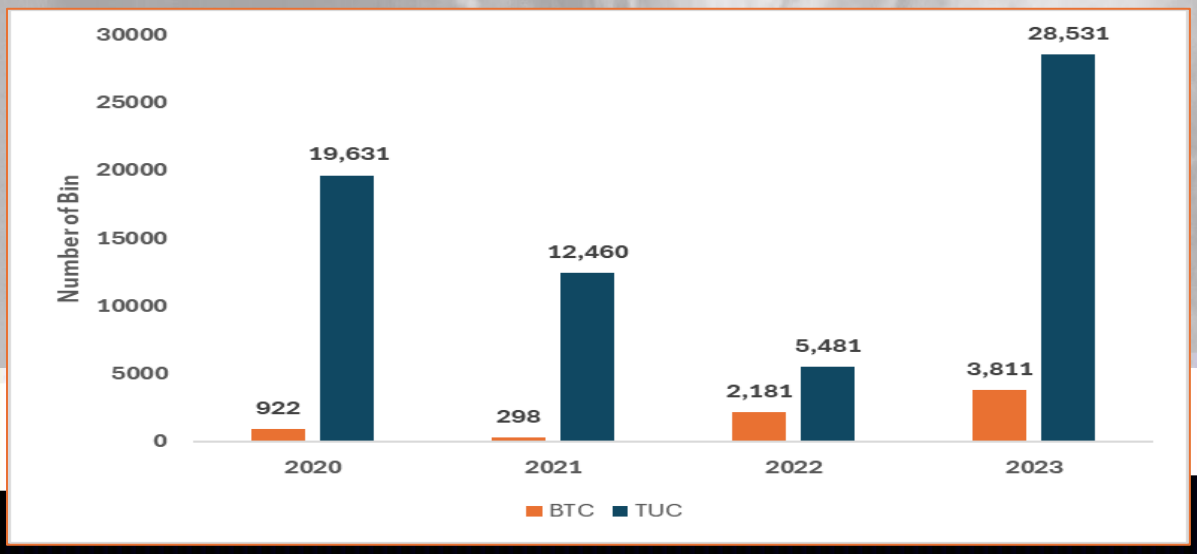
Development and resilience-building efforts in environmental protection and management, agricultural development, land administration and preservation of cultural heritage are closely linked with national strategies that prioritize sustainable practices. These strategies integrate climate and disaster risks into development planning while ensuring the safeguard of culture and heritage that will continue to bestow life skills and knowledge to future generations. These programs aim to address pressing climate change, disaster and environmental challenges, as well as uncertainties and risks posed on cultural values to ensure there are minimal impacts on resources through promotion and adoption of ecosystem-based approaches for effective management and sustainable use of resources, all to support sustainable and resilient development. Below is a summary of key achievements, ongoing efforts, and existing challenges in these areas.

4.2 Situational Analysis

The Environment and Conservation Division (ECD) plays a critical role in ensuring that the natural resources are not over exploited, extracted in a proper manner and all development in Kiribati are well conducted in accordance with the law of Kiribati. The Environment Act 2021 is a law established to govern sustainable environment practices to safeguard and protect the environment. Key activities delivered within the period that contribute to improving the protection of the environment and biodiversity include addressing environmental pollution through proper waste management, enhancing compliance with sustainable development practices, and promoting the conservation of biodiversity and resource

The long-term plan to address waste management problems guided mainly by the Kiribati Waste Management and Resource Recovery Strategies (2020-2030). The Ministry, with the support of MFAT continues to deliver major activities to improve waste management through the Solid waste management project which primarily focused on improving waste management system and ensuring the use of the system by the local people. Parts of the supports include strengthening the capacity of the Urban Councils (BTC, TUC and KUC – Kiritimati Urban Council) including private rubbish collectors to deliver efficient rubbish collection and proper disposal systems through the provision of machineries and equipment such as rubbish collection trucks, landfill rehabilitation and building awareness to allow people to understand the importance of managing wastes and how to dispose them properly using the proper waste collection and disposal system. The data on the green-bag collection shown in the graph below shows a significant improvement in the number of green bags collected for BTC and TUC in 2023 compared with previous years which indicates significant improvement in the use of green bag collection and improvement in the rubbish collection system. Despite this achievement, wastes dumping outside the designated waste disposal areas remains a problem which indicates the need of further efforts to be made to address this problem.

Figure 43: Garbage collection on BTC and TUC



There are other elements of waste management programs implemented that were focused on the management of hazardous waste such as e-waste, hospital, chemical waste, oil waste, etc. Efforts to enhance the proper management of these wastes require special technical expertise in which the Ministry continues to receive major support from regional partners who provide training to improve the capacity of the local staff on how these wastes are handled to minimize impacts on the environment. There are also other types of waste that require recycling and due to the absence of proper recycling facilities in the country, such wastes were exported to overseas recycling companies. This initiative is known as the Kaoki-Maange recycling scheme, which was established in 2004, and it is currently ongoing involving mainly the collection of aluminum cans, PET bottle and batteries. One major problem affecting the system is the lack of interest from overseas buyers in taking the PET bottle products. The collection of the PET bottles has ceased for several years now after the last buyer withdraw its interest in importing the waste materials. The same issue is also experienced with the recycling of the used oil which has also been ceased for several years now.

Apart from waste, another major challenge that continues to affect our resilience is climate change impacts which continue to threaten our food security and economic developments. Kiribati is highly vulnerable to climate change impact therefore the protection of our environment and biodiversity is very crucial to increase the resilience of our people and enhancing our development in the long term.

In achieving these important goals, the Ministry of Environment, Lands Agricultural Developments (MELAD) continue to deliver important activities with the support of Development Partners aiming at.

i. Strengthening national patrolling capacity to improve the monitoring of the protected areas through provision of patrolling equipment and training conducted to staff funded by EU and ACP Group and implemented by BIOPAMA.
ii. Improving the protection of biodiversity through the development of the protected areas management plan including the Integrated Environment Natural Resources Co-Management Plan (IENRP) which provide directions and proper approaches on how resources will be conserved in a particular area or community groups (funded by FAO and EU and ACP group supports).

iii. Improving awareness on the importance of protecting the environment and biodiversity through conduction of ongoing awareness programs targeting all the stakeholders focusing on demonstrating the importance of protecting ecosystems and habitats and promoting proper environmental approaches.

iv. Monitoring and protection of endangered species.

v. Protection of habitats and coastline through mangrove plantation, and beach brush construction (Katei Buibui) targeting vulnerable areas with the engagement of communities

vi. Enforcement and increasing compliance with proper environment and sustainable development practices. Major output has also been achieved regarding the completion of regional and international environmental report which identify significant environmental challenges encountered at the national level and reporting how Kiribati implements its environmental obligations in line with regional and international agreements being ratified.

All the reports are important as they demonstrate the key vulnerable areas that require immediate action

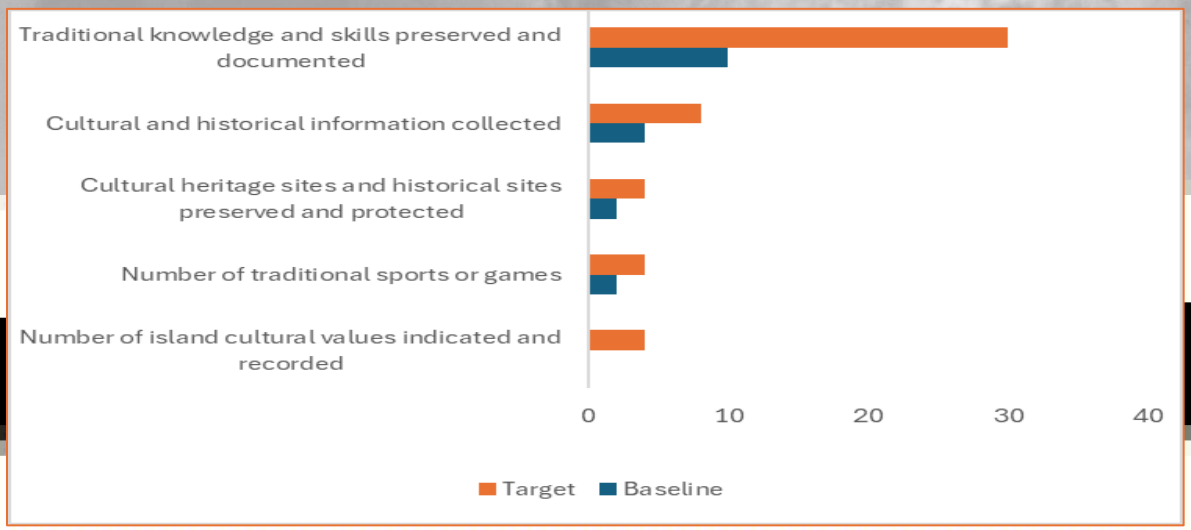
B. Culture and Heritage

Culture plays a fundamental role in shaping the core values of communities, connecting people to their land and ocean identities, and distinguishing them from others. It is integral to sustainable development and the safeguarding of cultural heritage for current and future generations. However, uncertainties and risks with adverse impacts on cultural heritage and values are unpreventable which require preventive and adaptive measures.

Over recent years, significant efforts have been made to protect, preserve, and promote cultural heritage, yet confronted with limitations such as lack of financial support. Initiatives have focused on collecting and documenting traditional knowledge, training youths in traditional skills that support food security and cultural industries, developing legal frameworks for cultural protection, creating educational tools for the public and most of all, understanding diversity in cultural values that distinct one from the others. Though the initiatives

have been in place since the last KDP, the outcomes would have been tremendous with adequate financial resources. The graph below shows the progress on these strategies for the last 4 years and anticipated outputs with the implementation of this KDP.

Figure 44: Trend in activities implemented to protect & preserve Cultural Heritage



Source: CMD, MCIA

Nevertheless, the work on such is continuous, trying to ensure that islands in Kiribati are visited, and that each island's unique stories and traditional skills as well as diverse Cultural Values are documented and safeguarded. Other works including training of youths on traditional skills remains part of the office's routine work to support the sustainable development of our cultural heritage and maintaining the identify of an I-Kiribati.

Integral to this vibrant cultural tapestry are our traditional games, which extend beyond mere entertainment. They embody crucial social values such as cooperation and respect, hone essential physical skills, and preserve historical knowledge passed down through generations. The inclusion of Oreano and Bonrabata as official sports in Te Runga (National Sport Championship) in 2017, 2019, and 2023 vividly demonstrates the dynamic evolution and enduring celebration of our sporting heritage.

C. Climate Change Adaptation and Disaster Risk Management

Climate change adaptation and disaster risk management remain priority areas for national resilience-building efforts. Strategic roadmaps, policies and joint implementation plans to address climate change and disaster risks have been developed, in alignment with regional and international frameworks on climate change and disaster risk reduction. To implement the national policy framework for climate change and disaster risk reduction, a national coordination structure was created which links national stakeholders through the Kiribati National Expert Group platform. At the local level, the Island Disaster Committees were established to coordinate disaster preparedness and response. This established structure and platform assists with national and sub-national institutional arrangements to foster collaboration and partnership for collective efforts to bolster communities' preparedness and resilience against climate change and disaster.

Other key achievements include the development of a national adaptation plan, conducting disaster simulation exercises at school level, building humanitarian warehouse, community awareness raising and campaigns, training and capacity building programs to bolster national and local capacity to manage climate and disaster risks. Efforts have also been made to develop mechanisms for monitoring and assessing carbon sequestration through terrestrial and coastal ecosystems. These activities are ongoing with plans to further expand the scope of resilience-building measures to cover all islands in the country.

D. Food Security In the agriculture and food security sector, the focus has been on increasing food crops and livestock production to enhance food security. The Agriculture and Livestock Division (ALD) has implemented major programs to promote and strengthen community engagement in agricultural activities nationwide, despite limited budgetary resources. Our major food and water security projects, such as KOIFAWP, LDCF Food Security in the Face of Climate Change, and Kiribati-Chinese Agriculture and Aquaculture Technical Assistance, have significantly contributed to achieving the expected outcomes. In addition, the contributions from NGOs like FSPK and Live & Learn to food security were also significant, especially during the COVID-19 pandemic, whil-

Over the past four years, the ALD implemented agricultural programs through Agricultural Assistants and Nurserymen across all the outer islands in Kiribati. These include the mass production and distribution of planting materials to the communities free of charge, promoting and enhancing community and school engagements in agricultural activities through training, selling of piglets and chicks for subsistence meat, and egg production, selling of live pigs that do not serve the purpose of breeding and animal health services.

Additionally, two notable achievements were the establishment of the organic compost shed in Tanaea, where organic compost is processed and sold to the public. Secondly, the establishment of the Tekimatore Agricultural and Learning Centre in Nanikaai, from which compost and seedlings are sold to the public, also serves as a demonstration station for climate-smart agricultural techniques. The Kiribati-Chinese Tobwakira farms made significant contributions to food and nutrition security during the COVID-19 pandemic, collectively producing around 15 tons of fruits and vegetables in 2022 and 17.5 tons in 2023, respectively. The produce was sold directly to the public on South Tarawa, straight from the farms. In addition, community-owned markets at Teaoraereke and Nawerewere sold locally produced fruits and vegetables, such as bananas, pumpkins, breadfruits, coconuts, and pandanus fruits, among others, as well as ready-to-eat foods like breadfruit chips and salted raw fish. At the same time, Live & Learn conducted training in vegetable production at the household and community levels on South Tarawa, distributing free vegetable seedlings and seeds to promote and encourage households to have at least a home garden. Lastly, but not least, FSPK made a significant contribution to food security on three outer islands: Marakei, Kuria, and Aranuka. FSPK worked closely with AAs on the three outer islands to establish home gardens and distribute free vegetable seeds and seedlings as needed. The approach adopted by FSPK in promoting and sustaining vegetable production was household and village competitions. A committee

was established on each island to oversee the home gardening competition, which was also responsible for conducting inspections at specific times.

The KOIFWAP was the major food and water security project that was implemented in nine outer islands over two phases. The second phase was implemented from 2019 to 2023 in the southern islands namely Tabiteuea South, Onotoa, Nikunau, Tamana and Arorae. The project implemented activities that were related to home gardening, chicken raising for egg production, cooking demonstrations utilizing vegetables produced from the gardens, water security and establishments of local markets on the islands to market local produce for income security. The major achievement was the increase in the number of households engaged in home gardening and the establishment of local markets on respective islands that served as a centralized place located at the Island Council premises to sell locally grown fresh fruits and vegetables, processed foods and handicrafts.

The LDCF Food Security project also focused on food security in three outer islands, namely Maiana, Nonouti, and Abaiang. The project supported the establishment of home gardens and provided seeds for all the different crops, such as root crops, staple fruit trees, vegetables, and green leafy vegetables. The piglets and chickens were also distributed free of charge to beneficiaries for mass production and further sharing with their neighbors and relatives. The project also assisted boarding schools in establishing their school gardens, which contributed to a balanced diet for students.

The GGGI Kiribati Climate-Smart Agriculture project commenced in 2022, with funding provided by the Qatar Fund. Major activities implemented focused on training conducted in two streams: one on home gardening and the second on agribusiness, targeting selected individuals who applied for either of the two. The participants in the home gardening stream were provided with free gardening tools, while those in agribusiness were given start-up funds to enable the establishment of agri-preneurs.

The major food security projects mentioned above helped improve and maintain agricultural nurseries on each project island. They also supported the growth of the Kiribati Organic Farmers Associations by providing ongoing technical assistance and agricultural tools. These efforts have made a positive impact on the lives of local people, improving their access to and consumption of fresh, nutritious foods. However, to continue this progress, further investments and support are needed to overcome the challenges of expanding these programs and reaching more people who are interested in growing food crops and raising livestock.

E. Land Management and Administration

Due to issues related to land scarcity, sustainable economic development depends greatly on the sustainable management and administration of land to enhance optimum usage of land in line with the existing General Land Use Planning (GLUP). The Land Management Division continues to deliver land management services to serve the development demands of the government as well as the private sector through conduction of land surveys, the provision of accurate land ownership information including updating of land information and attending court proceedings related to land issues. The primary objective is to improve efficiency and effectiveness in the delivery of land management services as required by the public and to enhance sustainable developments. Some of the key achievements being achieved for land management and administration include strengthened capacity of the Survey department to undertake land survey through procurement of specialized survey equipment, increased monitoring to enhance compliance of development to approved national general land use

planning and regulations. The initiative to improve land information storage system through the upgrading of the Kiribati Lands Information system (KLIS) was also progressed which is anticipated to enhance greater efficiency and effectiveness of land management and administration. Gradual progress continues to be delivered for land surveys conducted to serve the increased demand from the government as well as the private sector.

4.2.1 Measuring Past Progress

In evaluating the achievements of past environmental KPIs, the lack of data and funding support is a challenge.

Despite having achieved more than 60%, six out of fifteen were not achieved, in which some of them are partially achieved, and these will also form part of this KDP along with new indicators.

Table 12: Performance of the last KDP (2020-2023) on Environment and Resilience.

KPIs achieved (2020-2023)	KPIs not achieved (2020-2023)
• Percentage of strengthened, improved and priority for biodiversity conservation • Percentage of strengthened, improved and priority for climate change • Percentage of strengthened, improved and priority for environment spatial planning, data and information management system • Percentage of islands for which cultural and historical information has been collected • Island Council strategic plan developed • Number of climate adaptation priorities & initiatives that have been implemented • Number of climate mitigation priorities & initiatives that have been implemented • Percentage of strengthened, improved and priority for environment licensing • Percentage of strengthened, improved and priority for compliance enforcement	• Percentage of strengthened, improved and priority for waste management and pollution prevention • Percentage of islands surveyed for both leased and private lands • Percentage of land area utilized in agriculture farming • Percentage of households engaged in agriculture farming activities • Number of cultural heritages sites and historical sites preserved and protected • Number of DRM priorities & initiatives that have been implemented

4.2.2 The challenges and root causes behind Environment and Resilience

Table 13: Key challenges and root causes on Environment and Resilience in the last KDP

Challenge	Root causes
• Limited financial resources and access to climate finance	• Securing and effectively utilizing climate finance from regional and international institutions remains a major hurdle. Bureaucratic processes, stringent application requirements, and competing priorities often delay or limit access to crucial funding for adaptation and DRM projects. This underfunding constrains the scale and pace of necessary infrastructure development, coastal

	protection measures, and community-based adaptation and disaster risk reduction initiatives.
• Difficulties in undertaking environmental monitoring in the outer islands	• Limited workforce capacity as existing staff are based at the main Environment Conservation Office in Tarawa and Kiritimati while no extension Officers recruited to monitor illegal environmental activities in the remaining outer islands.
• Solid Waste Management - illegal disposal of rubbish/waste and the cease of recycling for PET and used oil	• Difficulties in changing mindsets and behavioral change of people in using proper solid waste management systems. Illegal disposal of waste is still happening, indicating that some people are not using the proper waste management system being introduced. • There are also issues related to the lack of infrastructure to improve waste management in the outer islands. • The lack of external importers to import the PET bottle and used oil are also major challenges experienced with the period.
• Unsustainable crop and livestock production by the local communities.	• Climate change impacts through ground water salinity, prolonging droughts and dry periods, the infertility nature of the soil. • The lack of skills and knowledge on how farmers increase and sustain their crop and livestock productions are major problems contributing to the unsustainable crop productions. • There are also problems related to the difficulty in obtaining feeds for livestock including agriculture and livestock equipment.
• Land management and administration services.	• Inadequate capacity in terms of knowledge and skills • Unavailability of specialized land survey equipment that prevent timely conduction of Land survey as required by the government including private sectors. • Lack of database and malfunctioning of existing land information system • Issues with coordination of land management activities across different authorities and non-compliance with proper land use development and regulations • Growing issue of squatter development • Outdated GLUP and poor land governance • The existing procedures do not comply with the existing laws and regulations • The outdated of the existing land laws and legislations to fit the context present today

• Cultural heritage and historical sites	• Limited commitment and knowledge-sharing from elders and communities, declining cultural practices due to competing social commitments, the loss of our elders or the main informants and knowledge holders.

4.3 Overcoming the challenges in Environment and Resilience

4.3.1 Focus on removing, reducing, and managing the atoll vulnerabilities and local environmental threats, and building and enhancing key drivers for environmental resilience to minimize current and future impact associated with climate change, natural and human – induced hazards, and disaster risks.

a) *Strengthening Governance and Coordination:*

- *Enhance institutional capacity:* Provide training and resources to government agencies at national level to [redacted] disaster preparedness.
- *Improve inter-ministerial coordination:* Foster better communication and collaboration between different government ministries (e.g., environment, infrastructure, finance, health) to ensure a cohesive and integrated approach to climate action and risk reduction. The Kiribati Joint Implementation Plan for Climate Change and Disaster Risk Management (KJIP) 2019-2028 aims to do this through a "whole-of-country" approach.
- *Mainstream climate and disaster risk into national planning and budgeting:* Ensure that climate change and disaster risks are explicitly considered and integrated into all national and sectoral policies, development plans, and budget allocations.
- *Strengthen legal and policy frameworks:* Review and update existing legislation related to environmental protection, disaster management, and land-use planning to create an enabling environment for effective adaptation and risk reduction measures. The Disaster Risk Management & Climate Change Act 2019 is a step in this direction.
- *Promote community participation in governance:* Establish mechanisms for local communities, including vulnerable groups, to actively participate in the planning, decision-making, and implementation of adaptation and DRM initiatives. This ensures community empowerment, and that traditional knowledge, voices and needs of most vulnerable population are considered at the local and sub-national levels.

b) *Strengthening Disaster Risk Management:*

- Develop and strengthen early warning systems: Invest in and improve the accuracy and effectiveness of an end-to-end multi hazard early warning systems. Ensure that weather warnings and climate information and products are effective and widely communicated to all communities, including people with disabilities and those in remote outer islands, for an inclusive early action and risk informed planning efforts at household, community and island levels. This will ultimately enhance communities' capacity to prepare for disasters and build resilience against climate and disaster risks. The Early Warnings for All initiative in Kiribati aim to strengthen these systems.
- *Enhance disaster preparedness and response capacities:* Conduct regular disaster preparedness drills and training for government agencies, first responders, communities, and vulnerable groups. Ensure that adequate resources, including equipment and supplies, are in place for effective response and relief efforts.

- *Strengthening community engagement in DRM:* Empower local communities to take proactive measures in preparing for and responding to disasters. This includes supporting the development of community-based disaster preparedness and response plans and providing training in first aid, search and rescue, and evacuation procedures.
- *Improve risk and vulnerability assessment and mapping:* Conduct comprehensive risk assessments to identify areas and populations that are vulnerable and are at risk for primary hazards such as drought and sea level rise. Develop hazard risk maps to inform land-use planning, infrastructure development, and emergency preparedness efforts.
- *Explore risk transfer mechanisms:* Investigate the feasibility of risk transfer mechanisms, such as insurance, to help the government and communities manage the financial impacts of disasters.

c) *Enhancing Capacity Building and Awareness:*

- *Invest in education and training:* Develop and implement education and awareness programs on climate change impacts, adaptation strategies, and DRM fo[redacted]

strategies.

- *Strengthen technical capacity:* Provide specialized training to local communities and populations such as climate science, disaster and climate risk assessment, coastal and electrical engineering, construction, plumbing, and environmental management.
- *Facilitate knowledge sharing:* Promote the exchange of information and best practices on climate change adaptation and DRM at the sub-national national, regional, and international levels.

d) *Improving Access to Climate Finance:*

- Develop a national climate finance strategy: Kiribati has launched its National Climate Financing Strategy (KNCFS) to enhance its ability to access and mobilize international climate finance for adaptation and mitigation projects.
- Strengthen institutional and local capacity for accessing funds: Build the capacity of national institutions and local NGOs and community-based associations to develop proposals and concept notes on identified and agreed on CC and DRM at the community, island, and institutional/organizational levels, targeting multiple and flexible community grants and established facilities.
- Foster partnerships: Collaborate with international organizations, development partners, the private sector and local communities to leverage financial and technical resources for climate and disaster risk reduction action.
- Explore innovative financing instruments for CC and DRM: Investigate opportunities for innovative financing approaches, such as public-private partnerships, parametric insurance, swap loan, climate bonds to name a few.

4.3.2 Strengthening, improve and enhancing the protection, conservation, sustainable management, and restoration of ecosystems and natural resources, while strengthening their resilience and adaptive capacities to climate change, environmental degradation and other environmental stressors.

Strengthening and improving the protection, conservation, management, and sustainability of resources, alongside resilience-building strategies and approaches is an overarching strategy that encompasses key

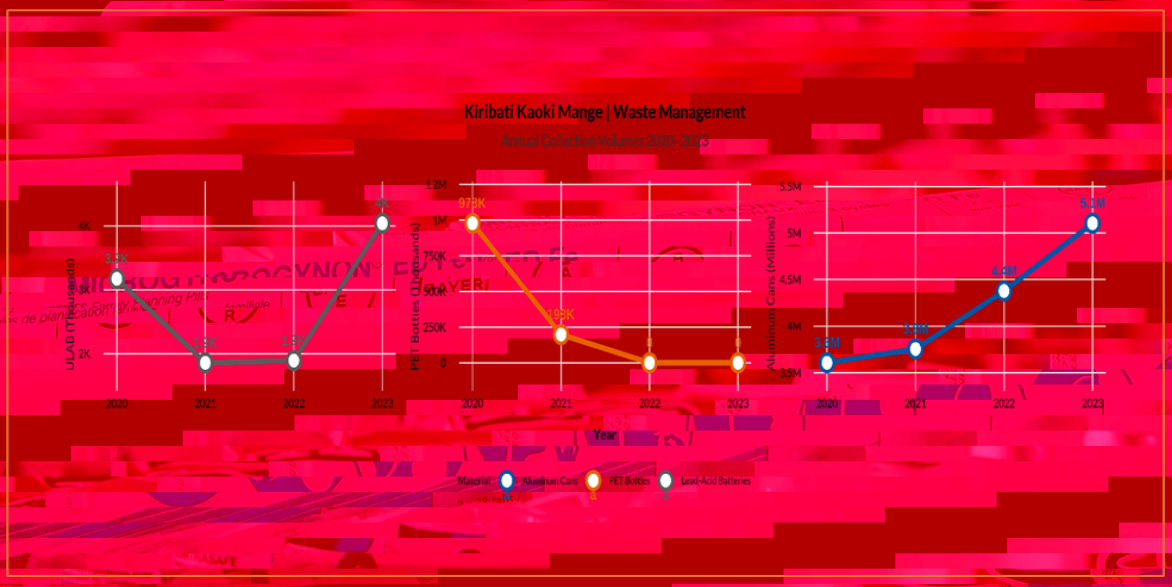
critical areas that need to be addressed in enhancing the protection of the environment and biodiversity to improve national resilience.

The strategy stressed the importance of protecting our environment and natural resources which is the foundation of survival for our people and for our economic development, highlighting key priority areas to be improved that include:

- Controlling pollution and environmental degradation through improving waste collection, disposal and recycling for solid and hazardous waste. This highlights the importance of delivering massive awareness programs aimed at changing behaviors to allow people to adopt proper environmental practices that include proper disposal of waste using the rubbish collection system currently run by the Councils and other private green bag operators. The provision of infrastructure to promote proper waste management in the outer islands and leveraging capacities of the authorities who are responsible with waste collection and

- Strengthening of environmental monitoring and enforcement to promote compliance with sustainable development practices in line with the Environment Licensing (EO) requirements, ESMP and the EIA requirements. It also includes strengthening monitoring capacities in terms of providing the required resources such as equipment, training of staff, streamlining environmental cases prosecution procedures to facilitate prosecution and improving workforce capacity to deliver monitoring activities in the remaining islands of Kiribati. Promoting management and conservation of resources include endangered species through development and implementation of management plans, development and implementation of IENRPs by the respective communities, ongoing awareness programs and other conservation activities are also critical areas that need to be enhanced. The ongoing delivery of mangrove plantation and beach brush construction (Katei Buibui) are also essential activities to be delivered targeting vulnerable areas.
- There is also a need to explore opportunities on how to address current constraints related to the export of waste materials by finding new buyers to import the PET bottles, used oil and other waste products.

Figure 45 Annual Collection Volumes 2020 2023



Source: ECD, MELAD

The above table highlights the main issue with the recycling program for PET bottles, which has been stopped due to the lack of overseas buyers. As a result, no data is available for the years 2022 to 2024.

4.3.3 Strengthen and integrate domestic farming systems guided by traditional ecological knowledge, to ensure access to a consistent supply of healthy and nutritious food, utilizing sector-specific approaches do not compromise, and where possible build, environmental resilience to climate change impacts.

The key pillar of sustaining food and nutrition security is through the increase in the local production of vegetables and food crops. Efforts are required to address the major challenges hindering the expansion of agricultural productions that include the use of smart climate farming approaches to allow farmers to focus on growing more resilient crops, developing the capacity of farmers in how to make and use organic composing, sustaining crop productions and increasing organic supplies production by the Agriculture and Livestock

Apart from farmers, strengthening the capacity of the Agriculture and Livestock department (ALD) is also required to allow them to provide agricultural and livestock services needed by farmers in all the Outer Islands. This is in the form of providing resources such as equipment, including training in areas that are vital for improving and expanding food crops and livestock production in the country. Investment is also required in exploring opportunities to maximize production of the local feeds appropriate for the pigs and poultry.

The persistence impacts of climate change, enhancing resilient agricultural development focusing on equipping farming systems to withstand and recover from shocks and stresses, such as climate change and ensuring sustainable food production and livelihoods are also key areas that need to be supported.

Enhancing food security requires greater investments and efforts in strengthening and improving the integrated domestic farming to ensure the increase in production level to enhance access of people to adequate nutritious foods supplies. The main targeted areas are agriculture (food crops) and livestock aimed at expanding the current production level through leveraging the support required by farmers and enhancing the capacity of the Agriculture and Livestock Division (ALD) to continue delivering the support needed by farmers.

4.3.4 Strengthen land administration and planning policies and practices, including efficient land allocation for diverse purposes, to build a dynamic, environmentally sustainable urban economy while supporting rural development and environmental resilience.

Improving land administration requires the ongoing strengthening of land administration and planning, including efficiency in land allocation to accommodate diverse development purposes. Taking into consideration the increasing trend in land demand implies that there is a high demand for land to accommodate government and private sector development therefore there is greater need for improving land allocation in line with the existing General Land Use Plan (GLUP) and regulations. Capacity building and professional training of staff are a high priority need to ensure that staff are equipped with skills on how to perform effective land administration services to enhance sustainable development. Ongoing investment is required in technical capacity, the provision of specialized equipment, improving coordination of land management activities across different authorities and ensuring compliance with proper land use development and regulations.

The accuracy of land information is a very crucial component of making reliable decisions for sustainable development. The provision of land survey equipment is also required to ensure the accuracy of the land survey and the provision of accurate land information. To achieve this, staff need to possess advanced skills on how to conduct land surveys effectively with industry standards and technological innovations while enhancing productivity and service delivery and to improve capacity in conducting surveys to address the demand of government and the private sector development needs. Professional capacity building and training is also a priority need that needs to be addressed. Regular training also promotes staff retention, ensures compliance with regulations, and positions the division to handle increasingly complex land management challenges. Investment in continuous professional development ultimately translates to improved decision-making, better resources allocation, and more effective land administration services.

The challenges to improve land management and administration services related to inadequate capacity in terms of resources and technical skills needed for the delivery and performance of quality land management [redacted] equipment, the development of land information systems and databases, improving coordination of land management activities across different authorities and ensuring compliance with proper land use development and regulations. Capacity building and the development of comprehensive land management plans are needed to address the growing issue of squatter settlements and improve land governance. Other activities in line with the enhancement of services from the Land Management Division include the update to the GLUP and streamlining all procedures in line with existing laws/legislations – this task will require the assistance of mentors or technical assistance. This Standard Operational Procedures or SOPs aims to develop set criteria which will draw clear cut instructions aimed at better service delivery for the public. The Land Management Division also needs to review and upgrade existing land laws and legislations to fit the context present today and in order to synchronize land laws/legislations with other relevant laws/legislations such as the Environment Act, Building Act and so forth. Trainings to GIS & Surveyors is also crucial to the Land Management Division as technology is evolving every day and the GIS and Surveyors team needs to undertake regular training for land management divisions to remain effective in today's rapidly evolving technological landscape. As surveying equipment, mapping software, remote sensing capabilities, and data analysis tools continue to advance, staff must develop and maintain proficiency with these new systems to ensure accurate data collection, efficient land documentation, and proper spatial analysis.

4.3.5 Strengthen and improve data and information on Historical and Cultural Heritages through Cultural Mapping in Kiribati.

Cultural Mapping is a vital strategy for strengthening data and documentation on Kiribati's cultural heritage and historical events, which define the identity of the I-Kiribati people. Led by the Culture & Museum Division (CMD), this work involves close collaboration with communities, the custodians of traditional knowledge, skills, and oral histories. The program collects and records stories, practices, myths, legends, and historical accounts, and maps cultural sites, shrines, and monuments. Moreover, reviving and maintaining traditional sports and games. As much of this knowledge is considered family heritage, building trust with communities is essential. Equally important is ensuring the accuracy of the information collected, as it forms the basis for authentic cultural preservation. Public education is an integral component of this strategy, helping to raise awareness, promote understanding, and encourage community participation in safeguarding cultural heritage.

The Government of Kiribati recognizes the significance of this program and is committed to its implementation as a priority under this KPA, to preserve cultural identity, inform policy, and sustain the Kiribati's cultural legacy.

4.3.6 Protecting and Preserving Cultural and Historical sites and War Relics from Climate Change Impacts, as well as other development and social activities through collaboration with stakeholders and incentives for site owners

Documenting complete and accurate information from each island is crucial for the preservation, safeguarding and protection of the cultural heritage and important cultural and historical sites. Having sufficient funds to reach out to the islands would be ideal and better for the documentation, preservation and safeguarding purposes, however, we acknowledge that too many priorities are competing at the national level.

For this purpose, MCIA recognizes that much work is needed on seeking meaningful support and to create a

area. It is through the community-based approach that the people/communities recognize their own importance and ownership of such important heritage and sites and may guarantee their participation and sharing.

4.3.7 Protecting and Preserving Traditional Knowledge and Skill through collaboration with Knowledge and Skills holders and the Local Communities.

This strategy would support the protection and preservation of traditional knowledge and skills; however, it cannot avoid uncertainties and risks. The collection and documentation of human wealth or resources, such as traditional knowledge and skills, will benefit both the current and future generations. Yet, it will require consent and free will for knowledge and skills sharing within a family circle or from owners to others outside their family lines. It is understood that there will be knowledge and skills holders who are willing to share their family cultural inheritance and pass it on to generations within their family circle, but there will also be those who refrain from doing so. In addition, some holders of knowledge and skills may choose to share only when they receive benefits or rewards in return.

Two options are proposed to address the challenges to the protection and preservation of traditional knowledge and skills, based on the nature of the risks and uncertainties involved. Public education to influence behaviour, so that knowledge and skills sharing can be done voluntarily is needed to create an enabling environment and gain the support of local communities, particularly holders of traditional knowledge and skills. Following intensive campaigns, collaboration that provides rewards for knowledge and skills holders would help address customary practices that regard resistance to sharing such wealth outside family lines as a wise choice.

Although these alternatives are proposed solutions for the challenges to knowledge and skills sharing, the absence of institutions to protect the intellectual property rights of knowledge and skills holders remains a constraint. This will require collaboration between government agencies to establish a proper enabling institution so that knowledge and skills holders can willingly cooperate and share their resources. Moreover, inadequate financial resources to educate local communities and to reward knowledge and skills holders in meaningful collaborative efforts is another limitation.

With the necessary support, including adequate financial resources and a sound governance system, the two proposed options, public education on the importance of sharing traditional knowledge and skills, and collaboration between the CMD of the MCIA and relevant stakeholders, including holders of traditional knowledge and skills, are expected to deliver the desired changes.

4.3.8 Understanding and Documenting the Diversity in Cultural Values to support Meaningful Investment and to Protect and Preserve Cultural Values.

Cultural values are fundamental to I-Kiribati identity, reflecting what is important to society and shaping both unity and diversity among communities. These values face increasing threats from environmental changes, social transformation, and development pressures.

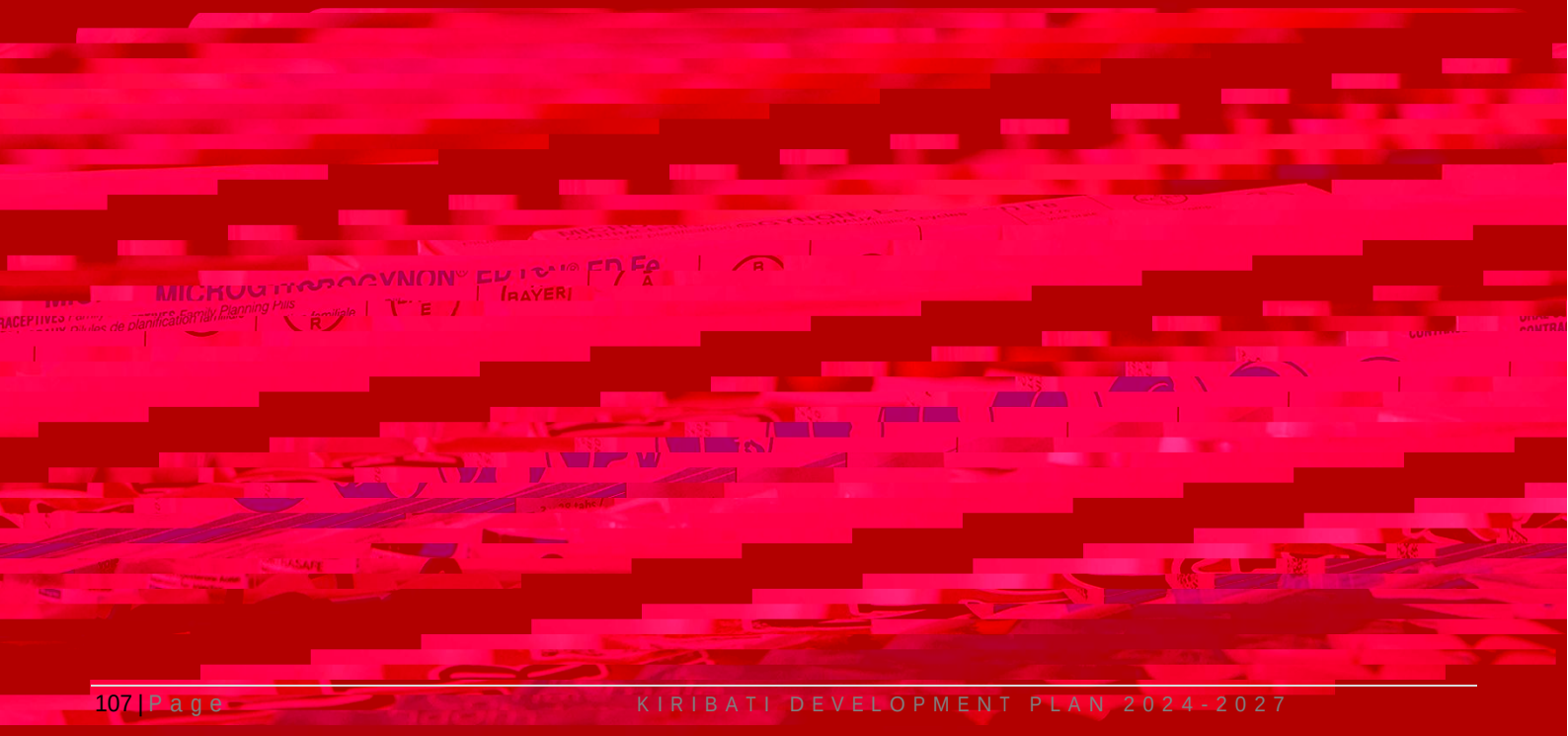
To safeguard this heritage, a full-scale study of cultural values across Kiribati is essential. This study will

[redacted]

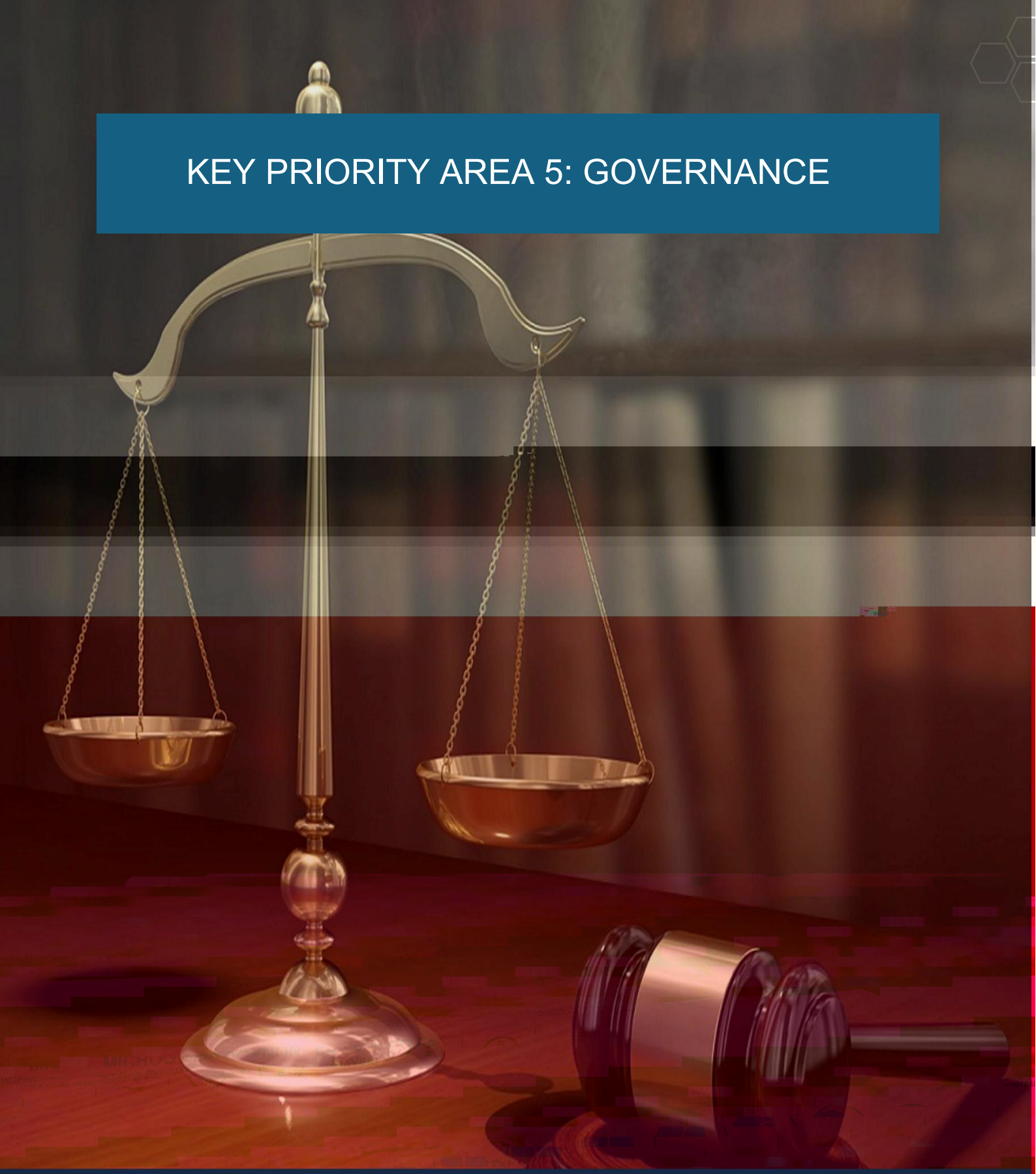
government, Island Councils, communities, families, and individuals. This includes improving and integrating culture and heritage into the national curriculum as well as improving library and archives services. Understanding cultural diversity is key to ensuring investments yield efficient, inclusive outcomes and foster peace, unity, and resilience nationally.

Successful implementation depends on technical and financial support, particularly for the CMD to lead surveys and documentation efforts. Equally important is strong collaboration with CSOs, especially churches, local communities, and Island Councils, whose grassroots leadership is vital for promoting, transmitting, and sustaining cultural values.

This strategy aligns with Island Council Strategic Plans and reinforces local ownership and cultural sustainability across all islands, thereby contributing to Kiribati's long-term social cohesion and national pride.



KEY PRIORITY AREA 5: GOVERNANCE



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5.1 Introduction

Good governance is built on the pillars of accountability, transparency and integrity. It is a fundamental cornerstone in safeguarding rights and freedoms and well-being of the people of Kiribati. A just and fair society ensures that every individual; regardless of gender, age, and socio-economic status, physical or financial disabilities and religious beliefs, has equal access to a transparent justice system, quality and affordable education and healthcare, economic opportunities, and an adequate standard of living.

The Government of Kiribati is committed to fostering a corruption-free society by strengthening institutions that enforce and uphold compliance with governance frameworks. These frameworks are designed to reinforce institutional independence, promote ethical leadership, and eliminate corruption at all levels of society.

The following are four key strategies for achieving good governance:

1. Strengthening and enhancing legal sectors and [redacted]
4. Promote and advocate good governance

This section aligns with other national plans, regional and international indicators with the intention to have a single report that will address other frameworks. Governance is reflected in the KV20 pillar 2 of Peace and Security and pillar 4 of Governance. It also aligns with SDG 5 of Gender Equality and SDG 16 of Peace, Justice and Strong Institutions.

Through stronger governance, Kiribati aspires to build a society that is just, inclusive, and resilient, ensuring a future that is wealthy, healthy, and peaceful for both present and future generations.

5.2 Situational Analysis

Good governance, in all its dimensions, is fundamental to protecting the foundational rights and freedoms of all citizens of Kiribati, as enshrined in the Constitution. The three branches of government—Executive, Legislature, and Judiciary—serve as the backbone of our democracy, with the people at the heart of these interconnected yet independent institutions.

Institutional independence is crucial in upholding impartiality and maintaining public trust. This commitment is reflected in Kiribati's ongoing advocacy for improved access to justice, law, and order, as well as its leadership in promoting good governance and anti-corruption initiatives, both regionally and internationally through the Te Ieniwa Vision.

The Government of Kiribati has made significant strides toward a corruption-free society, with the Kiribati Police Service playing a key role in enforcing laws and upholding the rule of law. A major milestone in the country's National Anti-Corruption Strategy was the establishment of the Leadership Commission (LC) in 2018, following the passage of the Leaders Code of Conduct in 2016. Further improvements were made in 2021 through amendments to strengthen the effectiveness of this law.

Kiribati remains steadfast in its fight against corruption, as guided by Pillar 4 of the KV20, which represents the nation's commitment to achieving a corruption-free society by 2036. However, continued vigilance is essential. The government must take proactive measures to strengthen preparedness programs, legal frameworks, institutions, and access to justice to mitigate the risks of corrupt practices.

Additionally, enhancing the Judiciary is vital to improving legal interpretation, promoting human rights, and ensuring efficient court services through access to justice programs. Public confidence in the judicial system depends on these efforts. Similarly, legislative transparency is key to fostering accountability. The government should ensure that Standing Committee reports, including those from the Public Accounts Committee and the Business Committees—along with Select Committee reports, are tabled at the Maneaba ni Maungatabu and made accessible to the public.

This Kiribati Development Plan (KDP) aims to strengthen governance at all levels, from local communities to the broader public sector. By reinforcing governance structures, we move closer to realizing our vision of a wealthy, healthy, and peaceful nation, ensuring a brighter future for generations to come.

In the last KDP, good progress was achieved in strengthening governance with:

- The Integrity and Corruption Control Unit (ICCU) in the PSO has been upgraded to a division
- Development of a National Anti-Corruption Strategy and the enactment of the Public Service Performance Management (PSPM) Act 2022
- Development of the Business Standing Committee mandated to assess progress on approved motions and questions by the Government in the Maneaba ni Maungatabu
- Kiribati being the first in the Pacific Region to submit report with the committee on the Convention Against Torture and other cruel inhumane and degrading treatment (UNCAT)
- In improving service delivery, a major milestone achievement in improving governance service delivery was the passing of the Digital Government Act of 2023.

5.2.1 Measuring Past Progress

Table 14: Performance of the last KDP (2020-2023) on Governance

KPI's Achieved	KPI's not Achieved
• Percentage reduction in number of public complaints	• Percentage increase in ministries and departments undertaking legal reforms
• Percentage increase in number of public awareness	• Percentage increase in e-government developed or updated and implemented by all Ministries and Department
• Percentage increase in policies, procedures and legislations developed, reviewed and updated	• Percentage increase in institutional reforms for better service delivery
• Percentage increased in number of audited reports (financial reports, annual reports)	• Percentage decreased in corrupt activities

Kiribati is making progress towards the achievement of good governance. Overall KPI achievement was 50% as per table below. However, this does not mean that the remaining 50% is not achieved, tremendous work on them is still in progress. Some of the indicators or targets are overly ambitious, hence they are not achieved.

5.2.2 The challenges and root causes behind Governance.

Overall, the key performance indicators (KPIs) set in the past have tended to be highly ambitious or overly optimistic, which has resulted in a significant number of them remaining in progress rather than being fully achieved. However, this trend also indicates a positive development, as it suggests an increasing awareness and commitment to upholding strong principles of good governance across all ministries.

Table 15: The challenges and root causes on Governance in the last KDP

Challenges	Root causes
• Lack of progress in legal reforms	• Lack of human and financial resources
• Many key positions are not filled and need specialized positions to address governance issues	• Leadership gaps or lack of commitment from decision makers
• Collection of data is difficult and spread out	• Delays due to competing priorities by the concerned bodies
• Inefficient delivery service	• Fragmentation of data
• Corrupt cases remain high or unresolved	• Lack of institutional reforms and training or awareness on customer
• Percentage of compliance to Maintenance Plan	• Insufficient number of judges and courthouse
• Percentage of buildings constructed under the KDP	• Lack of collaboration and cooperation between different leading organizations

5.3 Overcoming the challenges in Governance

Good governance is rooted in transparency, accountability, and the rule of law, ensuring that institutions serve the public interest rather than private or political gain. When governance is effective, it upholds human rights, promotes social justice, and fosters sustainable development.

Strong institutional and legal frameworks act as safeguards against corruption, abuse of power, and inefficiency. These mechanisms should include:

i. Clear Legal Frameworks: Laws that define ethical conduct, transparency, and accountability for public officials and institutions.
ii. Technical and Financial Support; to enhance the government's capacity in advancing good governance in Kiribati.
iii. Strengthening collaboration and cooperation between different lead organizations. For instance, the establishment of a sub investigative committee composed only of agencies responsible for detecting and investigating corruption issues.
iv. Digital Government to be fully implemented; National Portal and Data sharing will be implemented; however, data security and data breach will be strictly monitored.
v. Independent Oversight Bodies: entities such as anti-corruption commissions and audit institutions that monitor compliance.
vi. Public Participation; mechanisms for citizen engagement, such as public consultations and access to information laws.

vii. Checks and Balances; separation of powers among government branches to prevent overreach and ensure mutual accountability.
viii. Whistleblower protections: legal provisions that encourage reporting of misconduct without fear of retaliation.
ix. Transparent procurement and financial management; systems that track government spending and prevent misuse of public funds.
x. Alternative Dispute Resolution (ADR) or Mediation to be implemented. This will assist with the backlog of cases.

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

5.3.1 Strengthen Legal Sectors and Institutions

The legal system's main objective is to strengthen the [redacted]

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 to mainstream gender and inclusive of persons with disabilities and the vulnerable groups
ii. Streamlining institutional and structural reform services, with the needs of people at the core.
iii. Provide timely and effective services that aim to achieve justice.
iv. Establishing and implementing mediation to assist with backlog of cases
v. Improving arbitration to assist with labor floodgates of cases

From the graph below, it shows that governance instruments play key roles in achieving good governance. For instance, the number of legislations being passed for the year 2020 until 2023 were increased or progressive. However, a significant legislative milestone in 2023 was the enactment of the Digital Governance Act, which marked a major step forward in modernizing and advancing governance.

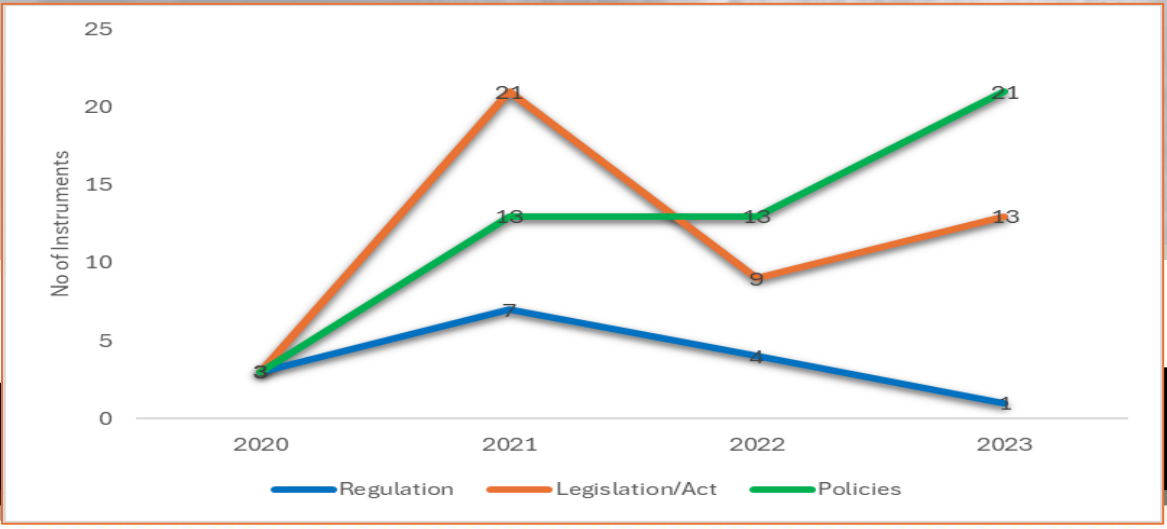
The Maneaba ni Maungatabu is committed to enhancing the legal framework of Kiribati by updating existing laws in working together with the Office of the Attorney General (OAG) ensuring compliance with international standards. In 2020, only three pieces of legislation were passed. However, 2021 saw a surge in legislative activity, with a total of 21 laws enacted. This momentum slowed in the following years, with 9 laws passed in 2022 and 13 in 2023.

The number of Regulations on the other hand, for the year 2020-2023, decreased as shown in figure 46. However, it does not necessarily indicate a decline in good governance, although the matter warrants further attention. It was also found that most Line Ministries failed to report back to the OAG after their regulations were signed by their respective honorable ministers for recording purposes. This lack of reporting may have contributed to the apparent decrease in the number of recorded regulations.

Over the past 4 years, there has been significant progress in the development of policies by Line Ministries and Government Agencies. The increase in policy formulation reflects a commitment to good governance, both in

practice and implementation. The establishment and effective implementation of these policies play a crucial role in promoting and sustaining good governance.

Figure 46: Governance Instruments Passed



Source: MM & OAG, 2023

Looking at the Judiciary's past cases both filed and closed, as reported in the years 2015 to 2019, there was a steady increase of cases filed in the Magistrate court which also caused an increase in cases appealed to the High Court. This was a result of various challenges including difficulty in accessing the courts due to geographical barriers, lack of judges, and the aftereffects of Covid 19.

Nevertheless, these challenges still exist in 2020 to 2023. Fortunately, with the Judiciary's new 'Case Tracking System', an accurate number of cases being filed and closed is readily available for reporting.

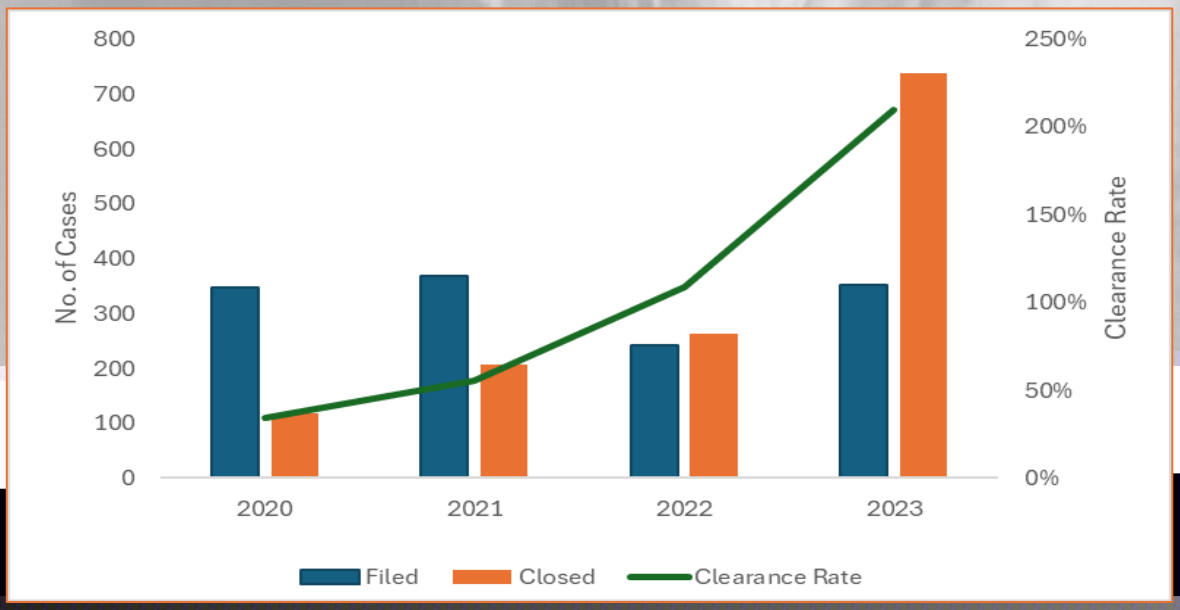
The table clearly shows the number of cases filed and finalized in the last four legal years in the High Court Jurisdiction. In 2023, there were 352 cases filed and 738 finalized cases. For comparison purposes, in 2022, there are less cases filed and finalized.

Table 16: High Court Filed, Closed, and Cleared Cases

Previous Legal Years	Filed	Closed	Clearance Rate
2020	347	118	34%
2021	369	206	56%
2022	242	263	109%
2023	352	738	210%
Total/Clearance Rate	**1,310**	**1,325**	**101%**

Source: Judiciary Case Tracking System, 2023

Figure 47: High Court Filed, Closed, and Cleared Cases



Source: Judiciary Case Tracking System, 2023

The above graph shows the comparison of clearance rate for the last five legal years. In 2020 the clearance rate is low compared to the preceding years when the clearance rate increased until in 2023 there was an increase by 210%. This increase shows that the Court managed to close more cases than the numbers filed in that year. It should be noted that one of the reasons for the 2023 peak in closed cases was the introduction of the Pre-trial Conference system. This made the Judges role more efficient as cases which had proper documentation/evidence were only accepted to be heard before a Judge.

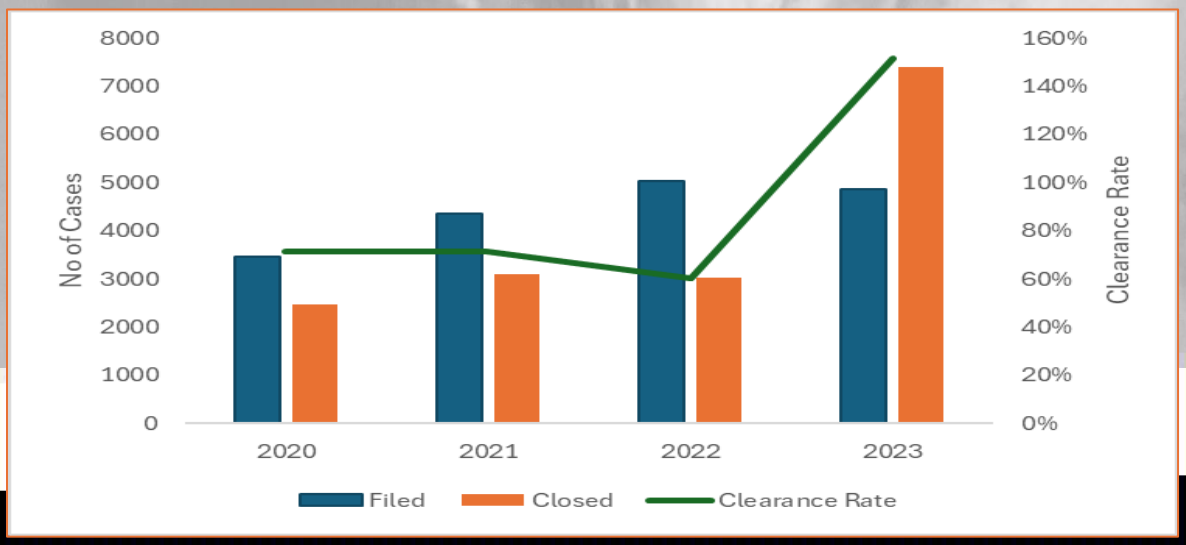
The Magistrate court also reflected similar results in the past 4 years (2020 – 2023). This is evident in the number of cases reported in Table 17 and reflected in Figure 48.

Table 17: Magistrate Court Filed, Closed, and Cleared Cases

Previous Calendar Years	Filed	Closed	Clearance Rate
2020	3462	2465	71%
2021	4346	3095	71%
2022	5032	3030	60%
2023	4872	7390	152%
Total/Clearance Rate	17,712	15,980	90%

Source: Judiciary Case Tracking System, 2023

Figure 48: Magistrate Court Filed, Closed, and Cleared Cases



The challenges in respect to the low number of clearance rates are:

i. Lack of human resources
ii. Counsel's request to have more time for preparation
iii. Shortage of number of lawyers
iv. Insufficient number of courthouses
v. Insufficient number of Judges

The challenges have been too familiar to the Judiciary and realistic solutions have been incorporated as part of the Judicial Strategic Plan – in maintaining consistency with the KDP.

5.3.2 Improve Accountability and Transparency

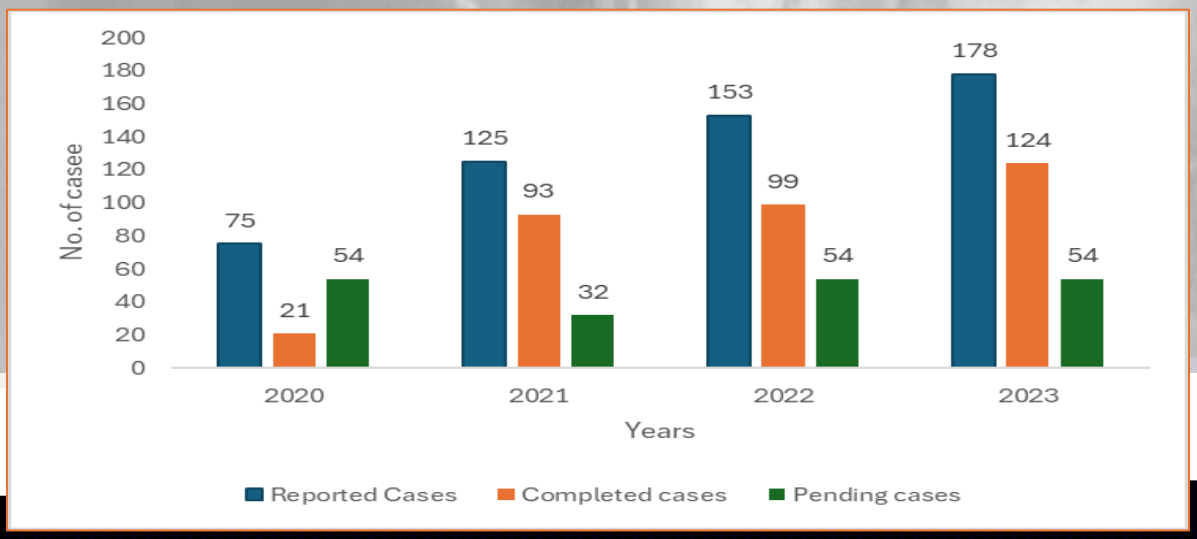
Central to good governance is proper accountability and transparency. For example, the Kiribati Police Services (KPS) must be able to fulfill the public's expectations and follow professional standards to manage internal affairs to bring justice and peace to the people.

From 2020 to 2023, the total number of crime cases reported to the Criminal Investigation Division (CID) within KPS was 531, of which 337 have been resolved whilst 194 cases remain pending of investigation and court hearing (Figure 49).

These statistics underscore the imperative to enhance and update policies and procedures aimed at fostering 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.

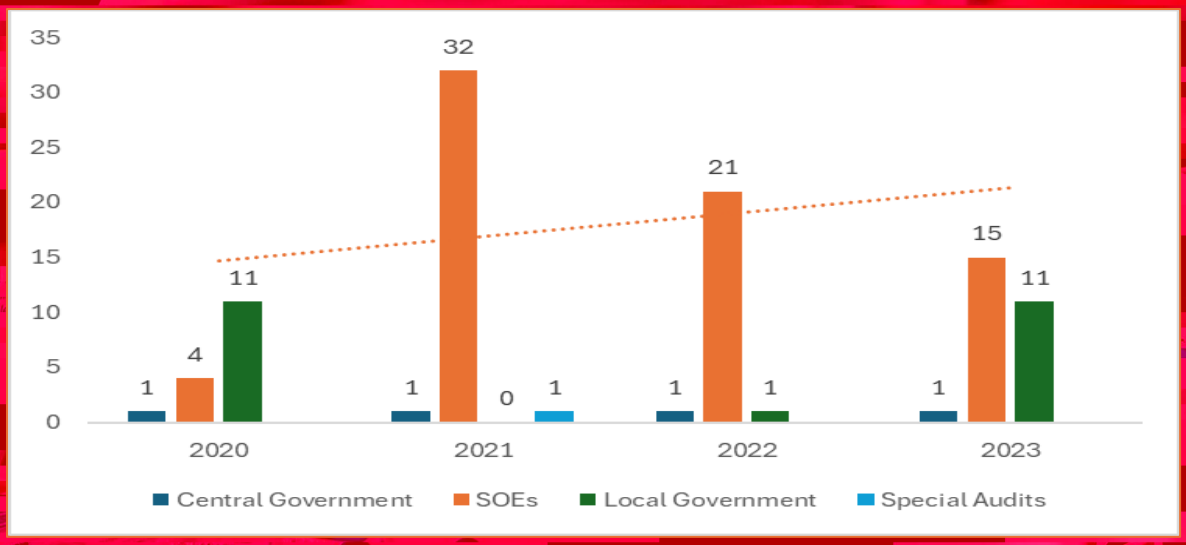
Figure 49: Crime Rate reported in 2020 to 2023.



Looking at the Kiribati Audit Office (KAO), from 2020 to 2023 annual accounts audits remained steady for the Central Government (whole of Government Annual Report). For SOE audits, 2021 to 2022 saw a significant increase due to the number of backlogs that dates to Financial Year (FY) 2013. There is a total of 19 active SOEs and non-SOEs audited every year therefore FY2023 shows that the backlogs have been cleared and output back to a normal trend. For Local Government audits, the sharp decline was attributed to several factors including COVID19 and the uncertainty in Air Kiribati services to outer islands during those FY2021 and FY2022. In FY2023, auditing starts picking up again. (Figure 50)

It should be noted that there are other audits KAO undertook that are not tabled in Parliament and thus not included in the figures below. This includes project audits for donor funded projects with the Kiribati Fiduciary Services Unit (KFSU) and other Government ministries. KAO also audits NGOs and civil societies upon request. Special Audits on the other hand are not routine but arise when there is a need or upon request by stakeholders.

Figure 50: Audited Reports



Source: KAO, 2023

Approaches to strengthening accountability and transparency in Kiribati are:

i. The Public Accounts Committee (PAC) of Maneaba ni Maungatabu is tasked to monitor Ministries' and SOEs' audit reports at every Parliamentary session. Adequate scrutiny of budgets and Auditor's reports by Maneaba for the people is essential. 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.

ii. The Maneaba ni Maungatabu continues to play its vital role in accountability and transparency, by allowing Members (MPs) scrutinize the action of the executive through its parliamentary processes such as questions and motions to the Executive and passing of the yearly Appropriation Bill and other Acts.

iii. The Kiribati Audit Office (KAO) plays a central role in improving the financial management of our Government and SOEs. Proper accountability of the Senior Responsible Officers (SROs) and SOEs in addressing and resolving the Auditor's findings and recommendations is a must. The capacity of the KAO

[redacted]

timely.

v. MFED through 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.

vi. The compliance of the civil service in its use of public funds to Kiribati's financial laws and regulation has improved over the years though there are areas that need to be strengthened. Through the MFED the Integrated Financial Management Information System (IFMIS) has been implemented, the full roll out to the Outer Islands is expected to be completed by the end of 2025. New modules in the system need to be strengthened as well as the capacity building for users. This form part of the Public Financial Management (PFM) reform.

vii. Digital Services will be fully implemented in all sectors. All systems need to be fully integrated such as information services, download and upload services, transaction services, participation and communication services, and to collaborate with the DTO (MICT) as an integrated, one-stop service/portal.

viii. It is essential that the Kiribati Police Service enhances its policies and procedures concerning the investigation and prosecution of public complaints. This improvement is vital to meet public expectations and ensure adherence to professional standards in managing internal affairs, which is crucial for delivering justice and maintaining peace within the community.

ix. 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.

x. The Ministry of Justice through the Civil Registry Office needs to have a well-established and reliable system for its base register (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.

xi. 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.

xii. The Government must strengthen existing mechanisms that regulate corrupt practices of leader(s) and public servants to ensure accountability and transparency. This includes the establishment of a whistleblower protection policy/act, reviewing and strengthening penalties stated under relevant anti-corruption acts and implementation of international laws within the context of compliance and enforcement by ensuring international obligations are upheld and implemented at the national level.

xiii. The Tripartite Decent Work Advisory Board (TDWAB) plays a crucial advisory role in labor related matters including International Labor Organization (ILO) conventions and labor 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.

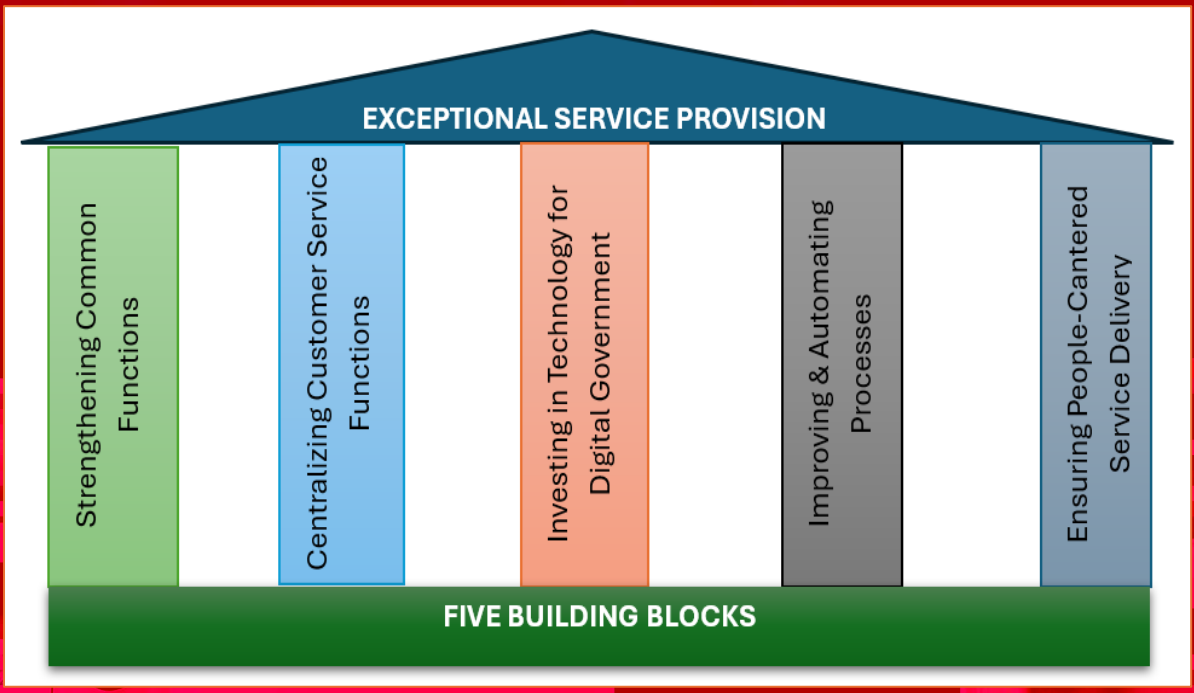
5.3.3 Enhance Institutional Service Deliver with a Focus on People-Centered Services

The program for change is founded on the principle that the public sector exists to serve the people

resource policies and regulations.

The program is built upon five building blocks shows in the diagram below.

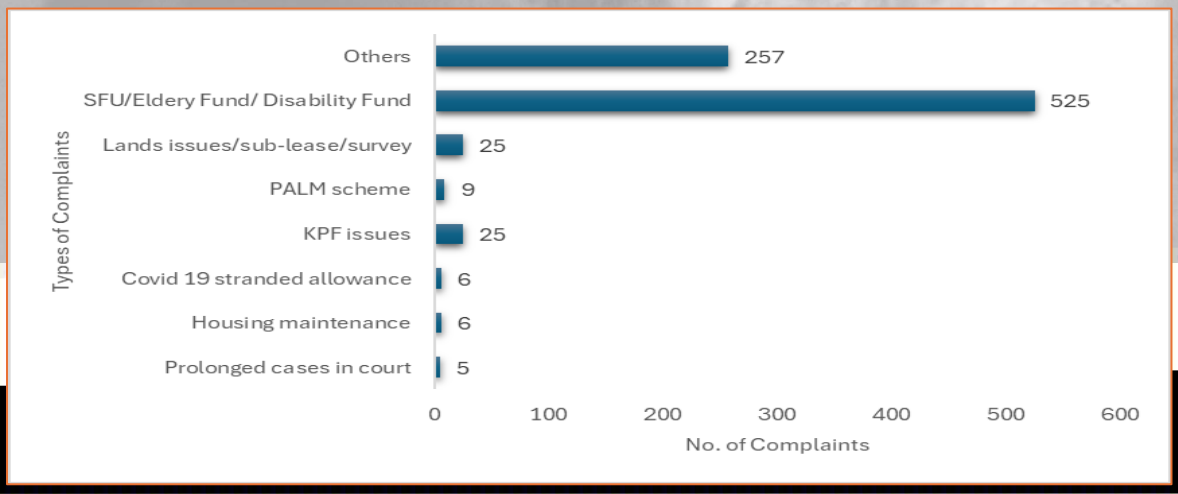
Diagram 5: Five building blocks



Source: PSO, 2023

Over the past four years (2020–2023), the government has received a total of 858 public complaints regarding service delays by government ministries and agencies.

Figure 51: Type and Nature of Public Complaints



Source: PSO, 2023

The cases shown above are evidenced by the number of complaints received at the National Customer Service and Improvement Centre (NCSIC) within the Public Service Office.

Analysis by type and nature of the complaint

The analysis of complaint cases (Figure 51) indicates that the three most frequently reported cases pertain to the Support Fund for Unemployment (SFU)/Elderly/Disability funds, KPF issues, and Land issues including sublease, survey and more.

Additionally, other complaint cases have been recorded, further reinforcing the finding that government initiatives aimed at improving services have had a tangible impact on the public.

The desired outcomes of the change programme include:

i. Enhanced service provision, particularly in health and education.
ii. Greater value for money by optimizing the use of human and financial resources.
iii. Full implementation of the national budget.
iv. Improved delivery of the KPIs outlined in this KDP.
v. Accelerated progress toward our vision of a wealthy, healthy, and peaceful nation; and
vi. Ensuring that people are served with respect and integrity.

Furthermore, the change programme incorporates the following key initiatives:

i. Induction and refresher training on Customer Service, National Conditions of Service (NCS), organizational structure, and ministerial roles.
ii. Motivation through leadership, equal access to training opportunities, incentives, and disciplinary measures.
iii. Cultivating a culture of public service among civil servants to enhance service delivery.

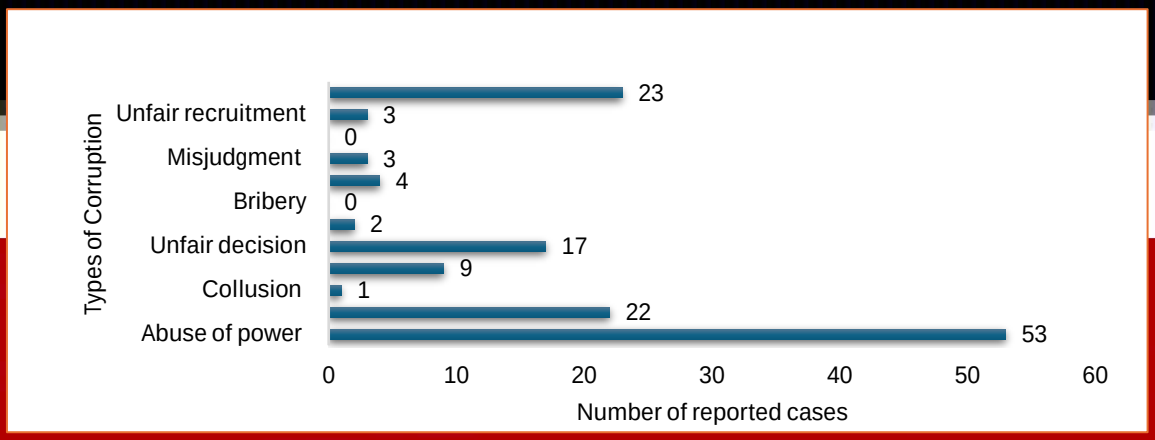
5.3.4 Promote and Advocate Good Governance

Fostering transparency, accountability and integrity within both the public and private sector is one of the critical areas to the government. Good governance advocacy, through awareness programs focusing on negative impacts of corruption, promoting ethical standards and good governance principles are key factors that could contribute to changing the mindset of the people towards integrity and anti-corruption.

Awareness and advocacy campaigns on good governance could also contribute to empowering citizens to hold leaders accountable and fight for equitable and fair opportunities for the common good of all which in return could help to sustain economic and social development.

Educating our next generation through formal education about the effects of corruption and good governance will help to create future leaders who will be plagued by the values of good governance and despise the persistence of corruption.

Figure 52: Cases handled by LC and PSO for the year 2020 to 2023



Source: PSO and LC, 2023

The existence of corruption in the public service is evidenced as illustrated by the number of cases received by the Leadership Commission (LC) and the Public Service Office (PSO) through its Integrity and Corruption Control Division (ICCD).

For the past four years, LC and PSO have dealt with a total number of 140 corruption cases/complaints.

Analysis of corruption cases by type and by nature

The number of corruption cases obtained during the last four years (2020–2023) has increased in comparison to the preceding four years (2018–2020).

The above graph shows that the most prevalent type of corruption in the public service is the abuse of power, which is followed by nepotism, unfair decisions, and misuse of funds.

The graph also shows that the least prevalent types of corruption are collusion, fraud, and misuse of power, misjudgment and unfair recruitment practices. Additionally, no bribery or corrupt recruitment incidents have been reported in the last four years.

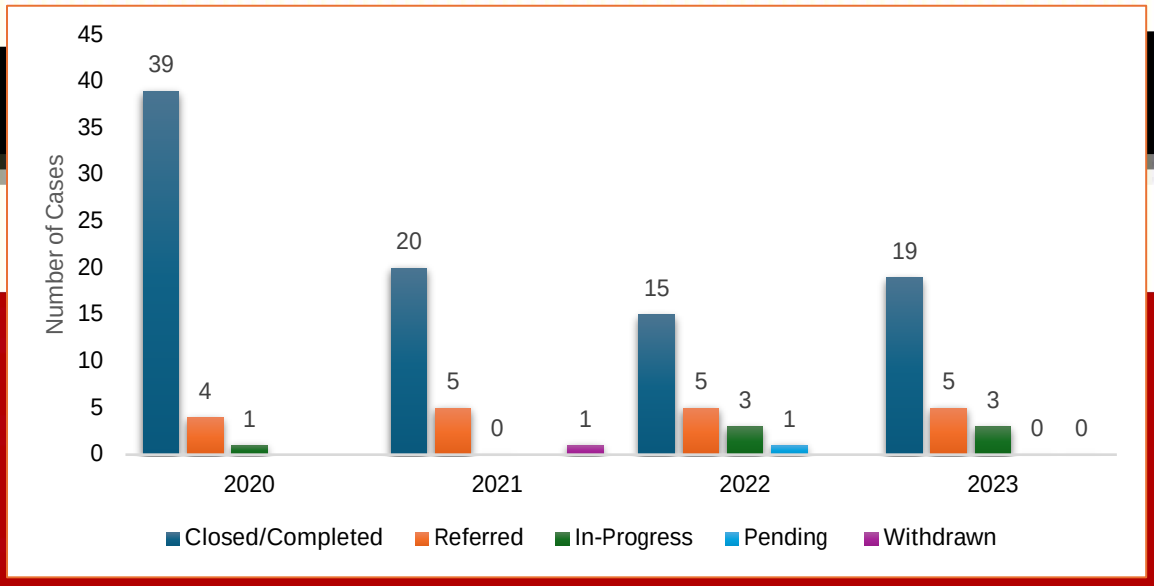
Of the total number of cases received, it is also evident that more than 20 of them were classified as "Others", indicating that they have less to do with corruption and more to do with poor customer service, legal proceedings, and other administrative misconducts. This suggests that the public needs to be better informed about corruption.

Additionally, the number of reported cases of Nepotism also highlights a significant concern in hiring practices and unjust decision-making within the public service sector. This form of favoritism undermines merit-based recruitment, leading to inefficiency and a lack of equal opportunities.

This increase in reported instances might be interpreted in several ways. Positively, the growing number of corruption case reports shows that people are more aware of anti-corruption initiatives, have better ways to report them, and, most significantly, have greater faith in anti-corruption organizations and are ready to help fight against corruption.

Furthermore, an increase in reports on forms of corruption may also assist the government in setting priorities for its efforts to combat those prevalent forms of corruption through improved governance policies, legal reforms, or more awareness of the detrimental effects of corruption.

Figure 53: Reported cases for 2020-2023



Source: PSO and LC, 2023

The LC and PSO have made satisfactory progress in investigating allegations brought to their offices; the number of cases closed demonstrates their commitment to fulfilling their duties and assisting the current government in achieving its objective of transforming Kiribati into a corrupt-free society by 2036. Notably, throughout the past four years, the withdrawal of cases has not been very frequent.

Although there has been progress, there are still challenges that impede anti-corruption efforts to carry out governance advocacy effectively. These issues include lack of resources, lack of collaboration among current anti-corruption institutions during investigations, a conflict between cultural norms and societal expectations, and the absence of necessary policies like whistleblower laws. It is essential to note that combating corruption is a continuous journey and that requires sustainable collaboration/partnerships among responsible institutions and the public.

According to Table 18 below, the Leadership Commission recorded 88 cases (64%), significantly higher than the Public Service Office, which reported 49 cases (36%). This difference implies that instances of misconduct and corruption may be more prevalent among leaders and senior ranking officials compared to junior officials.

Table 18: Corruption by type cases reported to LC and PSO

Type of corruption	LC	PSO	Total
Abuse of power	35	18	53
Nepotism	10	12	22
Collusion	1	0	1
Misuse of funds	6	3	9
Unfair decision	15	2	17
Fraud	2	0	2
Bribery	0	0	0
Abuse of office	3	1	4
Misjudgment	3	0	3
[illegible]			
Others	10	13	23
Total	**88**	**49**	**137**

Source: PSO and LC, 2023

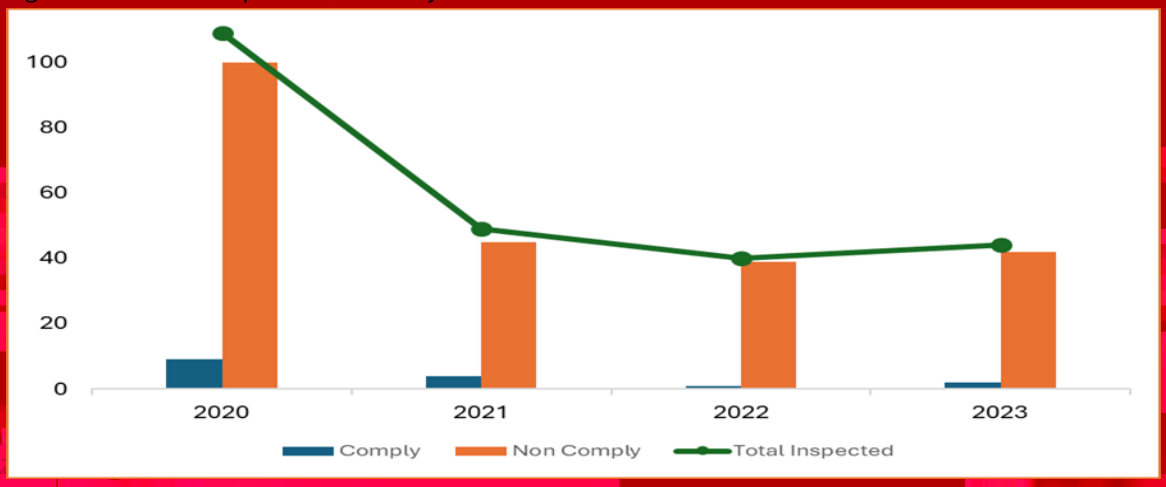
The higher number of reported cases within the Leadership Commission suggests that individuals in leadership positions may have more opportunities to misuse their influence, engage in favoritism, or make unfair decisions that compromise ethical standards.

However, it is also important to note that the number of reported corruption cases has gradually decreased over the last four years, indicating potential improvements in governance, or a decline in reported cases due to fear of retaliation. While this downward trend is a positive development, continuous efforts are needed to enhance transparency, strengthen anti-corruption policies, and encourage whistleblowing to ensure that misconduct is effectively addressed at all levels of the public sector.

Enhancing Decent Work and Equal opportunities

The labour division has conducted numerous inspections of workplaces throughout Kiribati on its labour laws, namely EIRC and OHS. The chart in figure 54 shows that there is a high rate of non-compliances from the year 2020 to 2023, this aligns with the decreasing number of inspections of businesses throughout the year.

Figure 54: Labour Inspections for the year 2020 to 2023



Source: MEHR 2023

Moreover, some of the factors that may contribute to the high rates of non-compliance and the decreasing number of total businesses inspected can be attributed to lack of awareness of labour laws with employing entities, and also lack of regulatory frameworks, infrastructure and transport, lack of funding, high turnover & limited institutional capacity with the responsible authority and relevant stakeholders.

Therefore, better government support and funding in developing policies and capacity building will ensure that a decent, equitable and inclusive workforce is realized throughout Kiribati.

KEY PRIORITY AREA 6: INFRASTRUCTURE AND SUSTAINABLE ENERGY

T3-AKR
Air Kiribati

aggreko
aggreko
WARNING
ONLY
TRANSPORT
WHEN EMPTY
aggreko

6.1 Introduction

Kiribati is an island nation located in the central Pacific Ocean that faces unique challenges in developing and maintaining infrastructure due to its geographical, remoteness and vulnerability to climate change. Comprising 33 atolls and islands, Kiribati is dispersed across the vast ocean resulting in encountering difficulties in transportation, communication and other infrastructure benefits.

This document provides an overview of the key achievements and challenges faced at the infrastructure sector in the past KDP (2020-2023). Moving forward, this KDP 2024-2027 also provides strategic initiatives to foster national growth and resilience by aiming to strengthen the infrastructure development in Kiribati to overcome the existing infrastructure gaps and to allow our country to move to a higher level of development.

6.2 Situational Analysis

The Kiribati Government acknowledged that the infrastructure is the main challenge for development which led

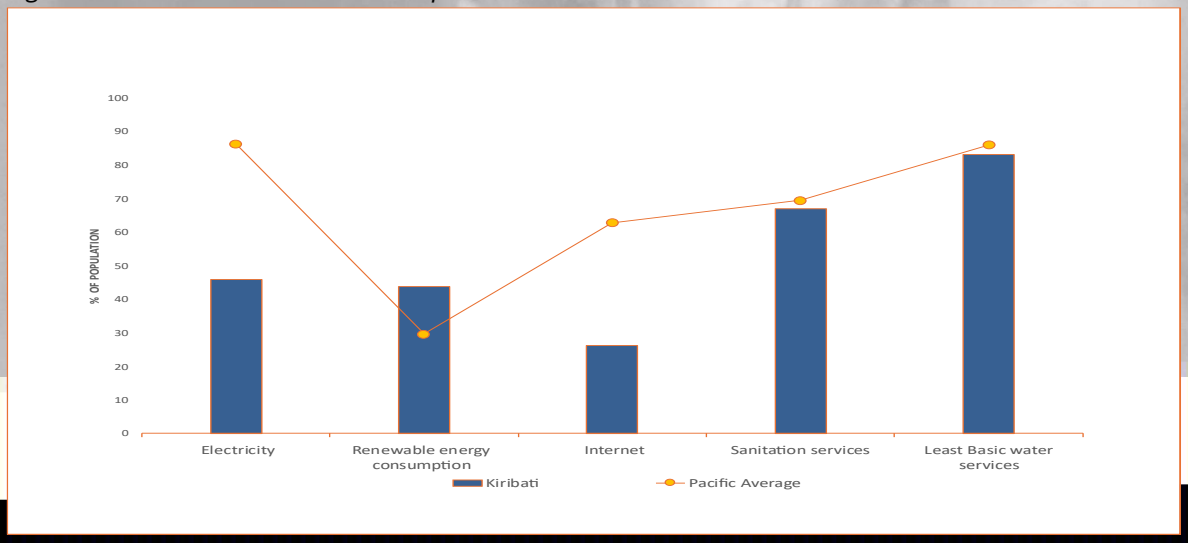
launched the National Infrastructure Investment Plan (NIIP) 2023-2033 to comprehensively assess infrastructure needs across all sectors at the national level. In relation to that, the Maintenance Policy is currently under development, aiming to provide guiding frameworks to ensure the efficient utilization of the maintenance fund and to ensure that the government's major assets were sustained.

This document provides insights into integrated accomplishments and tactics seen in the previous KDP by drawing on experiences from a variety of infrastructure sectors including water and sanitation, building, transport, energy and ICT.

Based on the World Bank Data 2020, Kiribati continues to lag the other Pacific neighboring countries in many areas of infrastructure development however, there are also a lot of improvements seen in the last 4 years. The observed improvements were evident in the increase proportion of population with access to renewable energy that surpasses the Pacific regional average and as well as in narrowing the gap in access to water and sanitation services.

Kiribati's unique geographical vulnerability and inadequate transport links further exacerbate these issues, inflating costs related to supply chains, infrastructure development, and public service delivery. Ensuring climate-resilient transport links and infrastructure development is both essential and a key priority under this KDP. The Government remains fully committed to supporting national infrastructure development and will continue to pursue potential financing opportunities to advance this priority. The continued support from the WB in enhancing climate-resilient transport infrastructure and stimulates economic growth aligns with the Government of Kiribati's Kiritimati Island Economic Development Program. This collaboration marks a significant milestone and sets a clear pathway toward realising the nation's long-term development aspirations.

Figure 55: Basic infrastructure development in the Pacific

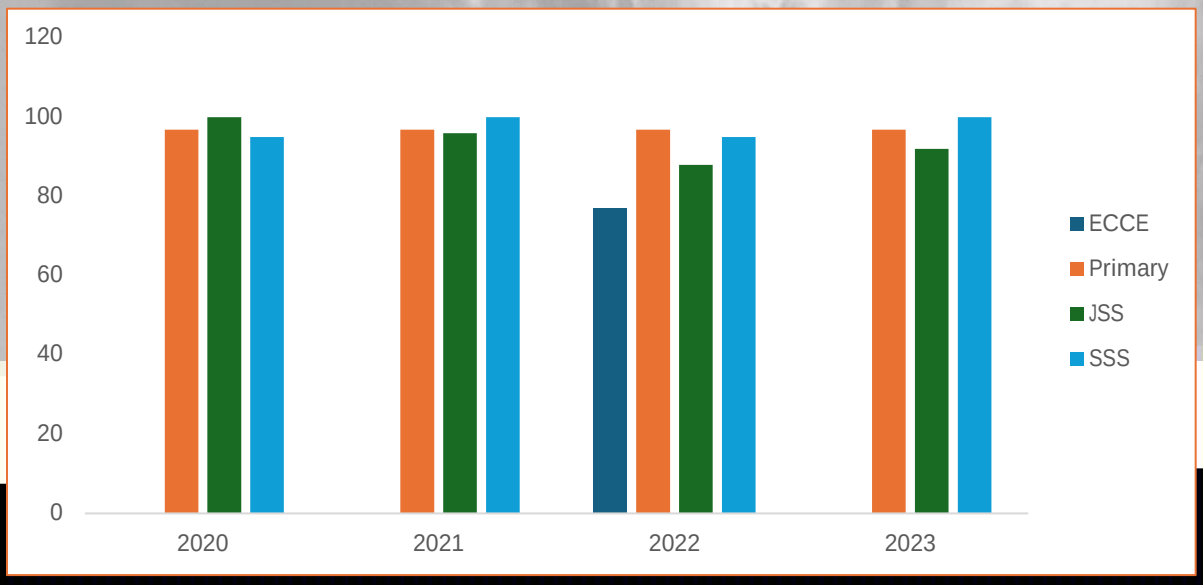


6.2.1 Water and Sanitation Infrastructure

The Water and Sanitation Engineering Department (WSED) of MISE plays a crucial role in ensuring the people have sufficient access to reliable, safe water supplies and safe sanitation facilities and practices. During KDP 2020-2023, the water and sanitation sector gained momentum. Almost 12,000 water tanks were distributed to individual households, mainly in South Tarawa and some Outer Islands as well as the expansion of water reticulation systems to ensure that all households in rural areas have access to a reliable water supply. However, simultaneously dialogue was initiated to secure funds for distribution of water tanks to individual households in all the Outer Islands. Forty solar pumps and 7 desalination plants were installed, whereas, till 2023, Kiribati has ensured a total 14,125 sanitation facilities. In addition to that, through regular Maintenance Fund and Disaster Resilience Fund, the Government have procured new solar powered desalination systems and rehabilitated/replaced dis-functional water systems in selected Outer Islands. The Water Scarcity Project also provided support for rehabilitating these water services. In addition to that MISE launched the South Tarawa Water Supply Project, funded by ADB, WB, Green Climate Fund, Global Environment Fund (GEF) and GoK, aiming to provide sustainable water supply to South Tarawa and Betio through the construction of two desalination plants (Betio and McKenzie Desal Plants) and then get piped water provided by the Public Utilities Board (PUB).

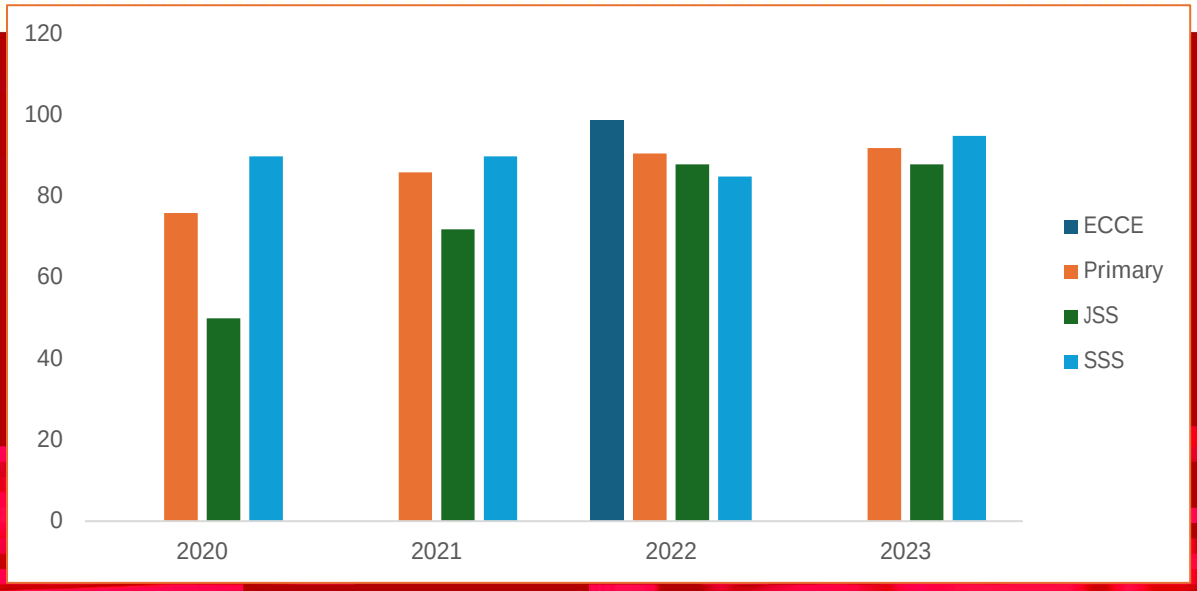
To support the growing student population, the Ministry of Education is also actively improving and continuously monitoring access to safe drinking water and sanitation facilities across all education levels, including ECCE, primary, JSS, and SSS, to ensure that each school provides a healthy and conducive learning environment. In 2022, inspections of 201 ECCE centers found that 77% had access to basic drinking water and 77% had access to basic sanitation facilities, although data for the islands of Tabuaeran and Teraina were not available. In 2023, the proportion of schools with access to safe drinking water and sanitation facilities showed mixed progress compared to 2020 values. For Primary schools, access to safe drinking water remained steady at 97%. For JSS, it declined from 100% to 92%, while for SSS, it increased from 95% to 100%. In terms of basic sanitation, Primary improved from 76% in 2020 to 92% in 2023; JSS increased from 50% to 88%; and SSS rose from 90% to 95%.

Figure 56: Proportion of schools with basic drinking water by Level (ECCE, Primary, JSS and SSS)



Source: Education Statistical digest 2020-2023

Figure 57: Proportion of schools with basic sanitation (single-sex toilet) by Level (ECCE, Primary, JSS and SSS).



Source: Education Statistical digest 2020-2023

To address the ongoing water challenges in the Outer Islands, the Kiribati government continues to implement strategic initiatives and allocate funding in collaboration with development partners through the following initiatives:

(1) 'Water Scarcity Project-Grant 4' by SPC & MFAT,
(2) 'WASH From the Start' by UNICEF,
(3) the 'Governance for Resilience Project' (Gov4Res) of UNDP,
(4) Enhancing 'Whole of Island' Approach Project by UNDP,
(5) 'Outer Island Households Water Tanks' by ADB.

These initiatives are either initiated or underway to address challenges on water scarcity in the Outer Islands. The South Tarawa Sanitation Project, funded by WB and GoK also launched, aiming to increase access to sewer networks for Betio, Bairiki and Bikenibeu as well as installation of onsite sanitation systems on a number of villages on South Tarawa. The monitoring of the Bonriki Water Reserve was carried out regularly. In addition to that, MISE through WSED took a lead role for organizing Kiribati National Steering Committee meetings, Kiribati WASH Coordination Committee meetings, Kiribati National Drought Committee meetings and Kiribati National Water Quality Monitoring Committee meetings. MISE carried out dialogues with multiple development partners to secure funds to accelerate the delivery of water supply and sanitation services.

6.2.2 Building Infrastructure

The progress made in the previous KDP (2020-2023) is commendable, as most of the set targets were successfully met. The National Building Code of Kiribati have been reviewed and updated whilst the implementation of the Building Act has been effective.

KDP (2020-2023).

6.2.3 Transport Infrastructure and Services

Land Transport

The condition of roads in South Tarawa has improved significantly since the completion of road rehabilitation works in 2016, resulting in many positive impacts. This KDP also recognizes the need to upgrade and address the condition of roads in the Outer Islands. Responsibility for maintaining and cleaning roads and drainage lies with MISE and is carried out through the government-funded annual maintenance program.

In the Outer Islands, MISE has provided temporary but adequate road maintenance as needed. However, due to the high cost of chartering transport for heavy equipment required for road maintenance, such works have not been conducted regularly, except when necessary or for special events.

Despite the outbreak of COVID-19 and the resulting restrictions on inter-island travel, MISE was able to carry out limited but important civil infrastructure works. These included the rehabilitation of the bridges at Makin, Kuria, and Kenna (Abemama). The rehabilitation of the Maaman-Kaburara Bridge on Abemama was also completed, with technical and manpower support from MISE, although the project was coordinated by MCIA.

In addition, the excavation of boat channels at Kainaba and Nabeina was completed to address transportation challenges faced by those villages. The first delivery of aggregates to Butaritari for the island's road improvement project was also successfully achieved.

Other routine maintenance tasks, such as causeway repairs on South Tarawa and coastal protection works, were also completed.

Air Transport

Air service is operated by Air Kiribati Limited (AKL), an SOE that currently owns four aircrafts Islands. Three of these aircrafts serve the nation routes between South Tarawa and the Outer Islands while the fourth operates routes to the Line and Phoenix Islands.

Improvement works at Bonriki and Kiritimati international airport facilities are ongoing, in alignment with the requirements of international aviation standards. Under the International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs), all Member States are obligated to ensure full compliance to safeguard aviation safety and security. However, maintenance and rehabilitation work for Cassidy International Airport are scheduled to begin in 2025, with funding support from the WB. The development of the airport masterplan, covering Bonriki International Airport and related infrastructure is also being progressed, with support from the Department of Foreign Affairs and Trade (DFAT), and is on track for completion by end of 2025. Furthermore, the upgrading and maintenance of airp[redacted]

acquire an additional aircraft, increasing the fleet from four to five.

Sea Transport

The Kiribati National Shipping Line (KNSL) continues to provide regular monthly inter-island sea transport services to 18 islands using its three existing vessels. In 2023, two additional vessels were acquired, significantly improving sea transport services, particularly for the Line and Phoenix Islands.

6.2.4 Sustainable Energy Supply

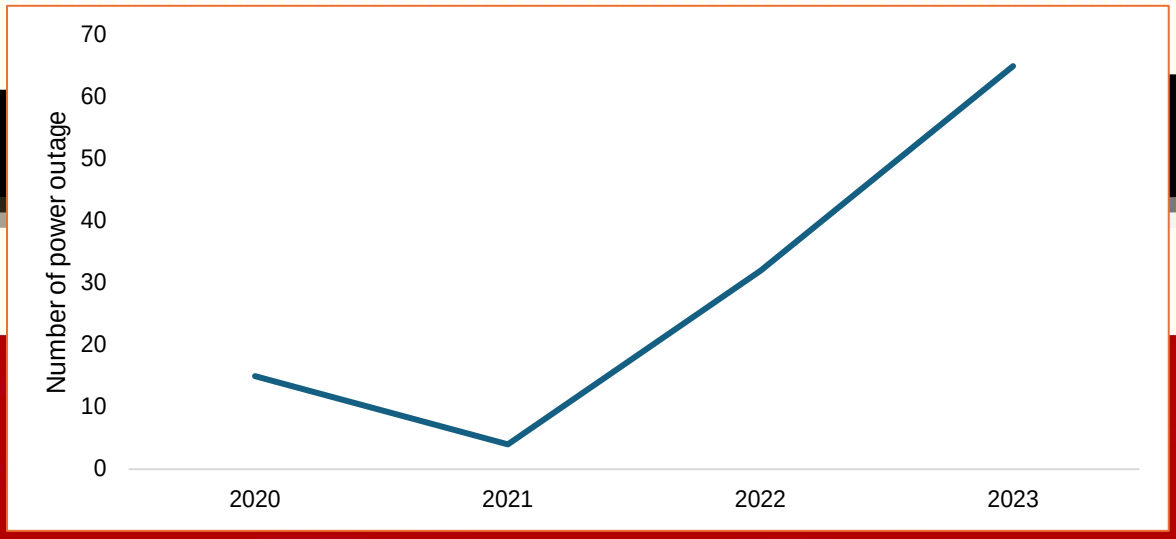
Energy supply in Kiribati is derived from two primary sources: imported fossil fuels and renewable energy, mainly solar. The Kiribati Oil Company (KOIL) is responsible for the importation and distribution of fossil fuels throughout the country. The Kiribati Green Energy Solutions Company (KGES) provides electricity to areas not connected to the main grid, using solar PV systems. The Public Utilities Board (PUB) is the main provider of grid-connected electricity (a secondary energy source) in South Tarawa and parts of North Tarawa, while electricity services on Kiritimati Island are managed by the Ministry of Line and Phoenix Islands Development.

Being an equatorial atoll, Kiribati's major renewable energy resource is solar with some wind and bioenergy. Investing heavily in renewable energy (RE) systems and energy efficiency (EE) programmes would be very beneficial to Kiribati. It will provide not only a reliable, affordable and sustainable energy but also contributes to achieving the national energy targets relating to the reduction of fossil fuel use (as reflected in the Kiribati Integrated Energy Roadmap). It will consequently mitigate climate change impacts, as well as improving the livelihoods of the Kiribati citizens.

Kiribati continues to experience energy issues relating to the power outage on South Tarawa and Betio. The lack of reserve capacity for PUB poses challenges for maintenance and servicing of the existing old generators, leading to the increase in power outage as experienced nowadays. The lack of access to electricity in the outer islands and fuel shortages are also the main challenges faced. The Government, through the Ministry of Infrastructure and Sustainable Energy (MISE) in collaboration with its State-Owned Enterprises (SOEs) in particular KOIL, KGES and PUB, together with the support of our development partners, have implemented several energy projects. These include:

(1) installation of a 'Waste Oil Processing Plant' to process and convert the waste oil to clean oil for re-use and re-selling by KOIL,
(2) Installation of Solar PV Systems by KGES to provide power to operate the desalination plants and to provide electricity to the communities at the most vulnerable islets,
(3) Implementation of the South Tarawa Renewable Energy Project Phase I and II (STREP) with battery energy storage system (BESS) to increase the PUB's current generation capacity to meet the growing demand of the public, strengthening PUB electricity network and initiating product use of electricity by introducing electric vehicle and charging stations and;
(4) Distribution of the China-funded solar home systems to the households in the outer islands.

Figure 58: Number of power outages in Kiribati



Source: PUB, 2023

Despite these challenges, the Government has approved projects requiring financial support which includes (1) Increasing KOIL's fuel storage capacity, (2) Procuring two 2.5MW generators within the PUB system to ensure delivery of reliable power service across South Tarawa and Betio, and (3) construction of the PUB powerhouse must proceed in advance to ensure the facility is ready once the generators become available.

6.2.5 ICT Infrastructure and Services

Over the past four years, significant progress has been made in the Information, Communication, and Transportation sectors. Key achievements include:

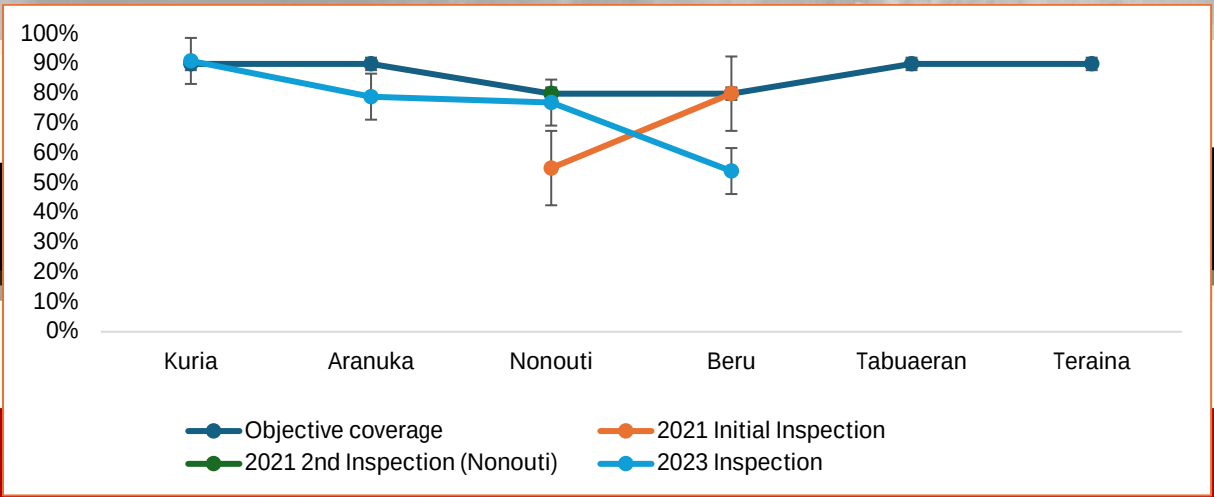
Information

The Broadcasting and Publications Authority (BPA) has significantly improved information dissemination with the purchase of a new printing machine for Te Uekera in 2023. A 100% installation of online news broadcasting equipment has been completed, enhancing the capabilities of recording studios and AM/FM radio stations – particularly improving service delivery to remote areas.

Communication:

The Digital Transformation Office (DTO) and the Communications Commission of Kiribati (CCK) have closely collaborated to enhance communication services, expanding internet and mobile network access. Most islands have achieved 90% mobile network coverage, except for Tabuaeran, Teraina, and Banaba. The installation of additional towers to improve internet and Wi-Fi connectivity in the outer islands reached 90% completion in 2023.

Figure 59: Phase 2: Mobile roll out network coverage infrastructure to improve connectivity



Source: CCK, 2023

This report presents an analysis of Phase 2 of the Government of Kiribati (GoK)-funded mobile network expansion project, aimed at improving connectivity through infrastructure development. Mobile service inspections were conducted across three regions: Region 1 (Kuria and Aranuka), Region 2 (Nonouti and Beru), and Region 3 (Tabuaeran and Teraina). Region 2 has a coverage target of 80%, while Regions 1 and 3 target 90%. In 2021, Beru met its 80% coverage objective and tender requirements, but Nonouti showed a significant decline in coverage. In 2023, Beru's coverage dropped due to a site outage in Taboiaki, which Vodafone is currently addressing and will report to the Communications Commission of Kiribati (CCK). In Region 1, Kuria met its objective, but Aranuka did not; however, a new core station was recently installed in Aranuka, which also supports Kuria, so both islands will require re-inspection. Inspections for Region 3 (Tabuaeran and Teraina) are planned for later this year. The decline in mobile coverage is attributed to the service provider, who is responsible for maintaining reliable service on the islands

6.2.1 Measuring Past Progress

The assessment of past achievements indicates that, despite challenges, significant progress has been made. This positive evaluation serves as a foundation for continued infrastructure development and effective planning in the coming years, ultimately contributing to Kiribati's sustainable development and resilience.

Tracking the achievements from the previous KDP 2020-2023 is vital for several reasons including:

- Informed Decision-Making: Evaluating past performance helps identify successful strategies and areas that require support and additional focus.

- Resource Allocation: Understanding which initiatives met their KPIs allows for better allocation of human and financial resources, especially given the limited resources.
- Strengthening Partnerships: Demonstrating past achievements can enhance strong partnerships with development partners and attract further support for future development projects.

The performance of the infrastructure and sustainable energy in the KDP 2020-2023 is rated Satisfactory. Out of the 32 infrastructure indicators outlined in the previous KDP, 16 KPIs were successfully achieved, while the remaining 16 KPIs were deemed overly ambitious. The table below provides a compressive summary of both the achievements and the areas that remain unaccomplished under the KDP 2020-2023.

Table 19: Performance of the last KDP (2020-2023) on the Infrastructure and Sustainable Energy

KPIs Achieved	KPIs Not Achieved
• Percentage of government services accessible online	• Percentage increase in water tanks distributed to urban and rural areas.
• Percentage increase in desalination and distillation plants installed in vulnerable areas.	• Percentage of population using safely managed sanitation services including a hand washing facility using soap and water
• Percentage increase in solar and hand water pumps installed in non-vulnerable areas	• Percentage of CBA on water and sanitation reports carried out.
• Percentage of population using safe drinking water	• Percentage of drought response plans in place in each group
• Percentage of building compliant to Building Code	• Percentage increase in awareness and training on Water and Sanitation safety Programs conducted.
• Percentage of compliance to Maintenance Plan	• Percentage of ports constructed under the KDP
• Percentage of buildings constructed under the KDP	• Percentage of fully equipped ports, facilities and services on all port sites.
• Percentage of seawalls constructed under the KDP.	• Percentage of transshipment hub completed under the KDP
• Percentage increase in the number of interisland services for air and sea transport.	• Percentage of islands with roads upgraded
• Percentage increase in the number of land, air and sea transports	• Percentage of passenger and freight volumes by mode of transport
• Percentage of households and public facilities access to affordable grid power supply.	• Percentage of runways constructed, upgraded and expanded.
• Percentage of households and public facilities have access to affordable solar power supply.	• Percentage increase in the number of heavy plants and equipment
• Renewable energy share in total final energy consumption	• Percentage of Airfield facilities improved in the KDP
• Percentage of population access to internet	• Increase compliance by 100% (energy efficient systems and standards developed and adopted)
• Proportion of population covered by a mobile network	• Percentage of government connected to submarine cable
• Percentage increase in publication of information for policy decision makers.	• Number of households with access to TV services

6.2.2 The challenges and root causes behind Infrastructure and Sustainable Energy

The main challenges in our efforts to develop our infrastructure with their root causes are summarized in the table below:

Table 20: The challenges and root causes on Infrastructure and Sustainable Energy in the last KDP

Challenge	Root Cause(s)
• Operation and maintenance of desalination units	• Operation and maintenance to desalination plants is very costly and require trained technicians. • Lack of effective and sustainable governance and leadership at island and community levels to sustain the projects on desalination systems
• Conducting the feasibility of drilling new water resources in the outer islands	• Lack of funding
• Increase in power demand and PUB aged power generators	• PUB's lack of funding for new power generators resulted by the lack of reserve capacity
• Engineering capacity and expertise	• Limited of qualified local engineers
• Insufficient resources & funding for projects, including high project costs, inadequate capital investments, and limited budget allocation.	• Financial constraints and resource limitations due to high-cost infrastructure projects
• Lack of essential infrastructure, such as transportation channels, seaports, airports, and roads	• Limited infrastructure development & lamp; inadequate investment due to geographical & environmental constraints, financial limitations, limited technical capacity, and low private sector involvement

6.3 Overcoming the challenges in Infrastructure and Sustainable Energy

The development of basic economic, social infrastructure and sustainable energy 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 regular and reliable transport services and safe drinking water. Power outages have become regular in South Tarawa and access to proper sanitation and waste management remain a big challenge.

Irregular transport services have also slowed commercial activities and contributed to food and fuel shortages on the outer islands. Poor connectivity, technologies, data access, quality information and services are also a trade barrier between the islands, potentially hindering robust development.

Insufficient energy is also considered as an issue in terms of trading in which no proper storage is provided for fisheries and agricultural products on the outer islands. To address the infrastructure gaps faced, this KDP focuses on the following strategies:

i. Ensure safe drinking water sources and proper sanitation
ii. Provide safer, more effective and resilient building infrastructure
iii. Develop, upgrade and maintain marine and coastal infrastructure
iv. Develop, upgrade and sustain land transport infrastructure
v. Enhance air transport infrastructure
vi. Improve the renewable energy supply in compl[redacted]
ix. Improve access to communication, technologies and connectivity
x. Enhance access to quality information and e-services for all citizens, government agencies and external stakeholders

6.3.1 Water and Sanitation Infrastructure

6.3.1a Ensure safe drinking water sources and proper sanitation

Water

Under the new KDP, key initiatives are underway to expand access to safe drinking water across both rural and urban areas. In rural Kiribati, the government will distribute 3,000-liter water tanks to improve rainwater harvesting. Meanwhile in urban areas – particularly for new leases – the Ministry of Line and Phoenix Islands Development (MLPID) will distribute 800 water tanks of 500-liter capacity.

In addition, the government is prioritizing the expansion of piped water access. This includes the connection of 800 households in the Line Islands and 90 households in the Gilbert Islands to reticulated water systems. MLPID, MISE, MoE, and MHMS will collaborate to ensure schools, churches, and vulnerable communities have access to proper sanitation and handwashing facilities through the installation of standalone solar-powered water pump systems.

In South Tarawa, where basic water access is common, the quality and reliability of the supply remain a challenge. To address this, the South Tarawa Water Supply Project (STWSP), implemented by PUB, an SOE—launched in 2020 and running through 2029—is scaling up desalinated water production. A desalination plant in McKenzie (Bikenibeu) was commissioned in February 2025, while the construction of another plant in Temakin (Betio) was completed in December 2024 however, the Betio desalination plant is under review given the existence of the hydrogen sulfide (H_2S). Together, they aim to produce up to 6,000 m^3/day by 2025, with distribution to nearly 80% of households in South Tarawa through an upgraded water network. Full operational capacity is expected by 2027.

Outside South Tarawa, non-functioning desalination units will be rehabilitated or replaced. New plants will also be installed in selected outer island communities by MISE or with its technical support, with funding from partners including SPC and MFAT.

To address urgent needs, UNICEF, supported by Australian Aid and USAID, recently handed over 20 portable solar desalination units to the Kiribati National Drought Committee. Under MISE's coordination, these units will be deployed to water-scarce and drought-affected communities, or where permanent plants are not operational, as an immediate relief measure.

A key challenge remains the high cost of operating and maintaining desalination systems. MISE in collaboration with its key stakeholders are actively engaging with development partners to secure sustainable financing to ensure long-term functionality of these essential services across both South Tarawa and the Outer Islands.

[redacted]

prevent the spread of disease. This includes systems such as flush or pour-flush toilets connected to piped sewer networks, properly constructed septic tanks with soakage pits or trenches, or well-designed pit latrines. Adequate sanitation also involves the availability of handwashing facilities to ensure proper hygiene.

In Kiribati, approximately half of the population resides in South Tarawa, where many households lack access to adequate toilet facilities. Open defecation and the sharing of toilets among multiple households are common, particularly in densely populated areas with limited sanitation infrastructure. These practices pose serious public health risks, especially to children, increasing their vulnerability to sanitation-related diseases and contributing to long-term health issues such as stunting due to chronic exposure to unsanitary conditions.

To address these challenges, the South Tarawa Sanitation Project (STSP), was implemented. The project will be handed over when operational to PUB, an SOE who was initiated to significantly improve sanitation services in the capital region. The project aims to connect all feasible households in South Tarawa and Betio to a centralized sewer system, equipped with saltwater-flush toilets. Additionally, the project includes the construction of toilets for 1,000 vulnerable households in selected villages outside of the PUB service area, integrating them into a newly established sewer network.

The STSP also plans to construct 30 communal toilets and 44 public toilets throughout South Tarawa. This infrastructure development is expected to be completed by 2027 and will contribute to transforming the overall sanitation landscape of the island, reducing public health risks and improving quality of life for residents.

Beyond South Tarawa, the MISE and MLPID were exploring options to improve sanitation in the Outer Islands and at the Line and Phoenix Group. MISE is currently in discussions with development partners to mobilize financial support for the extension of sanitation programs to these more remote and underserved communities.

6.3.2 Building Infrastructure

6.3.2a Provide safer, more effective and resilient building infrastructure

Kiribati is currently focused on enhancing the quality of its building infrastructure following the Building Code Act.

This KDP 2024-2027 is also focused on ensuring safer, resilient and effective building infrastructure as stated in the new KPIs that prioritize the well-being of communities and the sustainability of our environment. Here are some key aspects that have remained considered in this new KDP:

- *Building Codes and Standards:* Adhering to proper building codes and standards ensures that structures can mitigate and withstand impacts from natural and human-induced disasters. These regulations are designed to protect the safety of occupants and the integrity of the building. Enforcement and

- *Resilient Design:* Designing buildings to be resilient against climate change and extreme weather events is essential. This includes features like elevated foundations, flood barriers, and wind-resistant structures. Resilient design helps to ensure that buildings remain functional, safe and resistant against adverse impacts of climate change and disaster risks.

- *Regular Maintenance:* Ongoing maintenance and inspections to the government buildings are vital to ensure longevity and safety of buildings. Regular checks can identify and address issues before they become major problems, ensuring that the infrastructure remains in good condition.

By prioritizing these aspects, we can develop building infrastructure that meets acceptable standards, ensuring structures that are safer, more efficient, sustainable, and resilient for Kiribati.

MISE is solely responsible for the issuance of building and occupancy approvals, whilst the Ministry of Line and Phoenix Islands Development (MLPID) assist with the enforcement of conformance to the building Code Act for the issuance of building approvals only to normal and basic building infrastructures that are carried out in the Line and Phoenix Islands Development.

Regarding large buildings infrastructures including double stories that are undertaken in the Line and Phoenix islands, MLPID only works with the advice and assistance of MISE for conformance to the Building Act and MISE to issue building approvals and occupancy certificates.

This is potentially significant in expediting timely approval despite geographical distance and as well as utilizing the existing skills and availability of human resources in the Ministry's workforce to contribute to the enhancement of quality building infrastructures.

6.3.3 Transportation Infrastructure and Services

6.3.3a Develop, Upgrade and Maintain Marine and Coastal Infrastructure

Land, air, marine and coastal infrastructures are very crucial to support the connectivity between villages, islands and abroad for employment, healthcare and education.

National Taskforce on costal protection acknowledged priority to focus on infrastructure and hard adaptation measures for coastal protection, to include land reclamation. The coordination on coastal adaptation and land reclamation projects is underway with interested development partners.

These are the priorities of the Government to focus more on infrastructure and to leave no one behind, to increase the island's potential for growth.

Shipping Services

[redacted]

require significant financial support from both the Government and our Development Partners. Additionally, dredging boat channels and passages in the outer islands is another viable solution but it necessitates the purchase of a dredger machine, which adds to the financial burden on the Government.

Despite the financial support required to develop these port and wharf infrastructures, the Kiribati Port Authority, in collaboration with the Marine Division, has conducted a survey of the Butaritari wharf, there are also plans to carry out similar surveys for the wharves in Tabiteuea and Abemama prior to proper construction works begin.

Investment in this infrastructure will support the regularity of shipping services and improve cargo delivery to the Outer Islands, as well as facilitate copra uplift, emergency response, and the transportation of goods to both local and international markets.

Seawalls, bridges, Wharfs, Culverts and Causeways

The construction of new seawalls, culverts, and causeways in both urban and rural areas is recognized as a critical measure to address challenges related to transportation infrastructure and services in Kiribati. The government plans to construct four new wharves and associated facilities, one in South Tarawa and three in the outer islands. In addition, eight new marine and coastal infrastructure projects (seawalls, bridges, culverts and causeways) throughout Kiribati are planned, complementing ongoing maintenance activities being carried out by the Office of Te Beretitenti for existing ones. Furthermore, maintenance work is scheduled for 35 existing seawalls, bridges, and causeways across both rural and urban locations. The government also intends to implement rehabilitation works on 19 existing seawalls, bridges, and causeways throughout the country.

These planned investments reflect the government's strong commitment to strengthening transportation infrastructure and enhancing climate resilience across both urban and rural communities in Kiribati.

6.3.3b Develop, Upgrade and Sustain Land Transport Infrastructure

The Kiribati Land Transport Authority (KLTA) is a corporate entity responsible for the administration and regulatory of vehicle licenses, driving licenses, and all activities that are within the premises of the highway, including roadblocks and feeder roads. However, MISE, under its Civil Engineering Division is responsible for road, bridge and causeway construction and maintenance works.

The Improvement to South Tarawa Transport Network Project (funded by People's Republic of China PRC and to be constructed by China Railway First Group) which aimed to upgrade the road from Temaiku to Bonriki (Te Kawai ae Boou) and Buota into a geocell sealed road is currently progressed with a target to be completed within this 4- year plan.

The Butaritari Road Improvement project which includes the re-redesign and rehabilitation works on [redacted] Infrastructure Program (OIIP), commenced in 2024 under a works contract arrangement, will complete in two and half years. The Abemama Road Improvement project will commence in March 2025. Tabiteuea North Road Improvement in 2026 as part of phase 1 of the OIIP. Nikunau Road improvement project under Phase 1 will be completed in the next KDP's period. The road improvements for the remaining outer islands will be undertaken in the next 3 phases of three to four islands in each phase.

The KOITIIP will provide input into the construction to rehabilitate and improve causeways on some of these islands. In addition, the Kiritimati Road Rehabilitation project will commence in late 2025 or early 2026. All these road construction and rehabilitation works demand a significant level of investment to complete from both the Kiribati Government and its development partners. Kiritimati's Road rehabilitation will commence in late 2025 or early 2026.

To maintain the condition of land transports in Kiribati, the Government through the Kiribati Land Transport Authority had implemented its new policy on importing vehicles. This policy is called "10 years policy" to ensure that all importers should comply with this policy.

To improve road safety and enhance transport infrastructure, the Government received first of traffic lights in Kiribati, which will be installed at the important intersection in Betio, adjacent to the building of MICT. The traffic lights will minimize conflicts between different users.

6.3.3c Enhance Air Transport Infrastructure

International flights are currently operated by two airlines, operated by Nauru and Fiji.

Kiribati's two Embraer Jets which soon commence international flights. This large investment is anticipated to reduce travel costs to Kiribati and facilitate growth in tourism.

Additionally, more upgrading works on Cassidy International airport will commence in late 2025 or in 2026.

This KDP is mindful about the condition of the Outer Island's Airports which still have reef-mud that are vulnerable to rain during wet season and dust during dry season.

To sustain and maintain the condition of the Outer Island's Airport, there is an on-going runway remediation project that has been carried out in the Outer Island to minimize the risk of accidents and ensure smooth operation. Keeping runways in good condition enhan[redacted]

There are plans to rehabilitate the existing airport in Kanton and construct a new airport in Banaba.

Investing in the upgrade of these airports to meet a standard design requirement will significantly enhance air services and more importantly, improve the safety of our nationals.

6.3.4 Sustainable Energy Supply:

6.3.4a Improve the renewable energy supply in compliance with the Energy Act & Regulation

Kiribati is currently enacting the new Energy Act 2022, along with its associated regulations, to establish a legal framework for the energy sector. To align with the objectives of the Energy Act, the Government of Kiribati is intensifying efforts to improve the supply and utilization of renewable energy – particularly solar energy. The government targets to achieve 90% of the government and private households having access to renewable energy and utilize it as their main source of electricity whilst at the non-household level, it targets 85 non-households (commercials, government & industries, communities and other public places) to have access to renewable energy. To ensure effective implementation, the MISE, in collaboration with relevant agencies, and development partners, is focusing on the expansion and equitable distribution of solar power systems throughout Kiribati. These initiatives are integral to promoting energy security, reducing dependency on fossil fuels, and achieving long-term environmental sustainability.

In addition to the above, Kiribati in collaboration with our development partners, currently implement the following projects that will contribute significantly to improving energy security in Kiribati:

(1) South Tarawa Renewable Energy Project (STREP) 1 and 2 that will significantly enhance energy security in Kiribati, by reducing reliance on imported fossil fuels and increasing the share of renewable energy in electricity generation. STREP 1 focuses on installing solar photovoltaic systems and battery energy storage, while STREP 2 advances these efforts with additional infrastructure, such as floating solar panels and smart overhead cables for real-time monitoring. Together, these initiatives not only reduce energy costs but also promote sustainable development and resilience against global fuel price fluctuations.

(2) Distribution of solar home systems to provide electricity to each household in the outer islands. 15 islands have received these systems, and the remaining 5 islands are yet to receive their share.

(3) Provision of electricity to the vulnerable islets, boarding schools, island councils, ice plants, church communities through solar PV systems.
(4) Maintenance of the existing PUB generators as well as the installation of new generators to improve generation capacity to meet the growing demand.
(5) Installation of more fuel tanks to increase the fuel storage capacity, and to improve logistics for distribution of fuel to avoid fuel shortage on the outer islands.

6.3.4b Improve grid power supply in Kiribati in compliance with Energy Act & Regulation

In accordance with the Energy Act and relevant regulations, Kiribati is committed to strengthening the national grid power supply to improve electricity access across the nation. This initiative aims to enhance energy reliability, efficiency and sustainability through infrastructure upgrades, grid expansion, and integration of renewable energy sources.

[redacted]

project document aiming to seek financial support to purchase two 2.5MW Generators to support the operation of PUB in distributing electricity throughout South Tarawa, Betio and some parts of North Tarawa.

This KDP is now targeting to increase the proportion of household access to grid power supply from 60% to 70% at the Gilbert group and from 34% to 89% at the Line and Phoenix groups. Similar efforts to be applied to non-households whereby targeting to increase the number of non-household access to grid power supply at the Gilbert group from 1,295 to 1,495 at the Gilbert Group and to target 1,700 non-households at the Linnix group. By extending the grid and improving its performance, the initiative will support improved living standards, social services and economic development in Kiribati.

6.3.4c Enhance appliances' compliance with Energy Act and Regulation

The endorsement of the Energy Regulations by Cabinet, following the enactment of the Energy Act in 2022, represents a significant step toward ensuring a sustainable energy supply. These regulations will support greater compliance with energy efficiency standards such as those set by Australia for imported appliances, including refrigerators, freezers, air conditioners and lighting. Local suppliers importing these appliances are required to follow specific procedures in coordination with the Energy Planning Department within MISE. Failure to comply with these procedures may result in the confiscation of the imported appliances.

By enforcing these regulations, the government strengthens its commitment to promoting energy efficiency, protecting consumers, and supporting the long-term goal of a sustainable and reliable energy supply in Kiribati.

6.3.5 Information and Communication Technology Infrastructure and Services:

6.3.5a Communication, technologies and connectivity

Enhancing access to advanced digital infrastructures and innovative technologies is essential for achieving meaningful connectivity across the country. This means ensuring reliable, consistent, and affordable internet access that enables users to fully participate in social, economic, and educational activities. However, the geographical size and dispersion of islands pose significant challenges to establishing and maintaining communication infrastructure. Many islands rely on expensive satellite connections, which often suffer from limited bandwidth and high latency. While submarine cables provide faster and more stable connections,

access remains limited. For instance, one international fiber-optic cable system has connected Kiritimati Island to the Global internet but is not yet widely available to the public.

The situation is further complicated by a lack of widespread digital literacy and technical expertise, which hampers the development of Government digital services. Additionally, rising sea levels and extreme weather events threaten existing infrastructure, making developing and maintaining connectivity solutions even more challenging.

Developing robust infrastructure is the cornerstone of meaningful connectivity solutions. A well-designed policy framework and strong partnerships with government, non-government and the private sector are essential to achieving this goal. By prioritizing digital inclusion, enhancing connectivity infrastructure, and investing in fit-for-purpose scalable solutions, we can pave the way for transformative and sustainable connectivity initiatives.

To address the challenges in transportation infrastructure and services, a key strategic action has been

[redacted]

and aircraft to enhance inter-island connectivity. Furthermore, investments in international and domestic airport construction and upgrades will ensure that facilities meet required standards and improve overall transportation efficiency.

Implementing these strategies will lead to enhanced transportation infrastructure and services, improving inter-island connectivity through upgraded ports, wharfs, and additional vessels and aircraft. The development and modernization of international and domestic airports will ensure compliance with required standards, leading to more efficient and reliable transportation services. These improvements will facilitate economic growth, trade, and mobility, benefiting both businesses and communities.

6.3.5b Enhancing access to quality information and e-services

Another significant challenge is ICT infrastructure and services. The identified strategy to tackle this issue is enhancing access to communication technologies and connectivity. This will involve improving ministries' access to broadband connections, securing backup connections to ensure reliability, expanding internet and mobile network coverage, and increasing public access to government services and information online. Strengthening these areas will contribute to a more connected and digitally inclusive society.

Accessing government information and services often leads individuals through lengthy and costly processes that fail to meet their needs effectively. Information is typically stored in silos, without a digitized centralized hub for easy access to all government services and information, hindering the efficiency of access to government services and information.

In today's digital era, online platforms are essential for a wide range of purposes and play crucial roles on personal, professional, and societal levels. Enhancing accessibility to quality information and e-services has become a priority for governments and organizations globally, aiming to create inclusive societies where everyone can participate fully.

The Kiribati Digital Government Project (KDGP) is currently being implemented and is making significant progress. The project focuses on executing the Digital Government Master Plan, which is supported by the Digital Government Act of 2023. KDGP seeks to address key challenges related to the transition to digital services and safeguard the broader digital government ecosystem, network, and infrastructure.

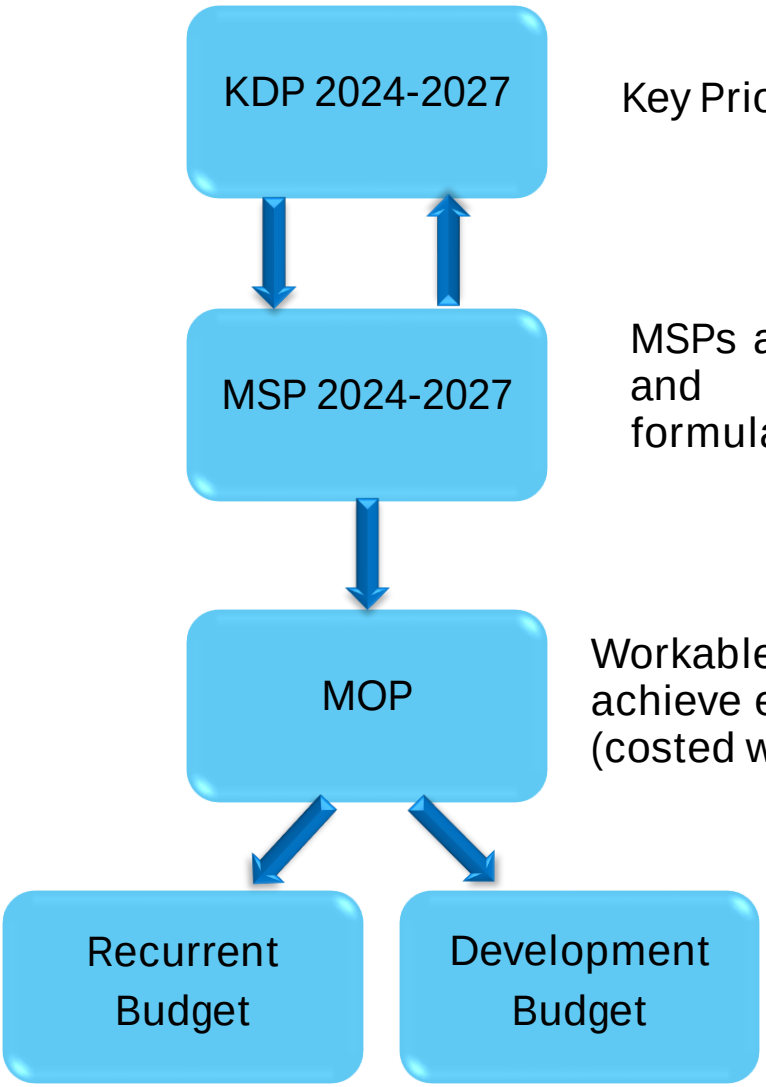
A key component of this project is enhancing the ICT governance framework to support digital transformation across the entire government. This initiative has led to the establishment of the Digital Transformation Office, which operates under a legal mandate provided by the Digital Government Act 2023. The office is tasked with driving digitization efforts across all government sectors.

Another key component of the project is establishing a digital government interoperability framework and ICT architecture. This framework will define the rules, procedures, guidelines, and standards for system development, network security, and technology infrastructure. It will also meet citizens' demand for fast, efficient access to quality information and digital services.

To further enhance access to quality information and e-services, it is essential to improve connectivity infrastructure in the outer islands, ensuring it is climate-resilient and capable of extending coverage to underserved communities. Equally important is promoting programs aimed at enhancing digital literacy, enabling citizens to actively engage in digital transformation initiatives and fully benefit from the availability of e-services.

Expanded access to communication technologies will result in greater internet and mobile network coverage, allowing more people to stay connected. Strengthening broadband access and securing backup connections will enhance the resilience and efficiency of digital services. Additionally, improved access to government services and information online will promote digital inclusion, ensuring that citizens and businesses can easily engage with essential services. Overall, these advancements will foster economic opportunities, improved governance, and a more connected society.

ANNEX 1: LINKAGE BETWEEN THE KDP AND BUDGET



ANNEX 2: KEY PERFORMANCE INDICATOR'S FOR KEY PRIORITY AREAS

INDICATORS FOR KPA 1

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 1: HUMAN RESOURCE DEVELOPMENT										
1.1 School access and participation	Facilitate and assist student enrolment at all grade levels	All children enrol at respective school levels	**1.1a.** Gross Enrolment Ratio	GER (Primary)	98%	Percentage	99%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
				GER (JSS)	106%	Percentage	103%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
				GER (Senior Secondary)	91%	Percentage	94%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
		Percentage increase in school age children enrolling at respective year levels	**1.1b**. Net Enrolment Ratio	NER Primary	91%	Percentage	100%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
				NER JSS	81%	Percentage	90%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
				NER SSS	78%	Percentage	87%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
		Percentage increase in students remaining in school from the first year level to the last level	**1.1c.** Retention (Survival Rate)	Year 1-6	95%	Percentage	96%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
				Year 7-9	96%	Percentage	97%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
				Year 10-13	75%	Percentage	79%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1
		Percentage increase in the five-year olds children enrolling in school	**1.1d.** Participation rate in organized learning (one year before the official primary entry age), by sex	Male	85%	Percentage	100%	L: MoE	Pillar 1, Pg 25	4.2.2
				Female	90%	Percentage	100%	L: MoE	Pillar 1, Pg 25	4.2.2
1.2 Student Performance needs improvement.	Enhance the assessment of student performance and teacher quality.	Percentage increase in students at Year 4,, 6 & 8 meeting the minimum perfromance on STAKI Numeracy	**1.2a.** Proportion of students meeting minimum performance on STAKI	Numeracy	80%	Percentage	90%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1 4.6.1 4.1.1
				English	56%	Percentage	75%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1 4.6.1 4.1.1
				Kiribati	74%	Percentage	80%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1 4.6.1 4.1.1
		Increase in the percentage of students meeting minimum performance in English	**1.2b.** Proportion of students meeting minimum performance in English	KCBE	63%	Percentage	75%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1 4.6.1 4.1.1
				KSCE	81%	Percentage	85%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1 4.6.1 4.1.1
				KSSC	82%	Percentage	85%	L: MoE	Pillar 1, Pg 25	4.2.2 4.3.1 4.6.1 4.1.1
		Percentage increase in Primary, JSS and SSS teachers with the minimum required qualifications	**1.2c.** Proportion of Teachers with the minimum required qualifications	Primary (Adv Diploma)	5%	Percentage	10%	L: MoE	Pillar 1, Pg 31	4.c.1
				Junior Secondary (Adv Diploma)	17%	Percentage	30%	L: MoE	Pillar 1, Pg 31	4.c.1
				Senior Secondary (Grad Cert) (Bachelor - Graduate certificate in Education)	41%	Percentage	50%	L: MoE	Pillar 1, Pg 31	4.c.1
	Foster an inclusive and violence-free school environment	Percentage of student's supported through counselling services	**1.2d.** Number of students access and teachers received counselling support.	Students	20	Count	400	L: MWYSSA	Pillar 1, Pg 22	4.5.1
				Teachers/Counsellors	10	Count	300	L:MWYSSA S:MoE	Pillar 1, Pg 22	4.5.1

INDICATORS FOR KPA 1 CONT...

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 1: HUMAN RESOURCE DEVELOPMENT										
1.3 Inclusive education enhancement	Identify students with special needs and ensure they have access to education in mainstream schools	Percentage increase in students with disability enroled in model inclusion schools	**1.3a.** Percentage of students with disability in model inclusion schools	Academic School	9%	Percentage	10%	L: MoE S: MWYSSA	Pillar 1, Pg 25	4.2.2 4.3.1 4.4.1
				TVET	35%	Percentage	40%	L:MEHR (KIT)	Pillar 1, Pg 25	4.2.2 4.3.1 4.4.1
1.4: Limited access to formal and informal training opportunities	Strengthen and provide pathways for accessible formal and informal training opportunities	Increase access to quality technical and vocational	**1.4a.** Proportion of students accessing formal and informal	Formal	21%	Percentage	33%	L: MEHR	Pillar 1, Pg 28	4.3.1
				Informal	43%	Percentage	68%	L: MEHR	Pillar 1, Pg 28	4.3.1
		Job oppurtunity in the international and local resturant	**1.4b.** Proportion of intakes to hospitality courses who	KIT	40%	Percentage	70%	L: MEHR	Pillar 1, Pg 28	4.3.1
				MTC	181	Count	200	L: MEHR	Pillar 1, Pg 28	4.3.1
		Merchant seafearer working opportunity internationally and local maritime industry	1.4c: Intakes to MTC IDF Courses	Students enrolled in IDF course	263	Count	463	L: MEHR	Pillar 1, Pg 28	4.3.1
				Graduates in IDF course	204	Count	380	L: MEHR	Pillar 1, Pg 28	4.3.1
		Fishers seafearer working opportunity internationally and local maritime industry	**1.4d.** Intakes in MTC FVP Course	Enrolment in MTC FVP Course	116	Count	200	L: MEHR	Pillar 1, Pg 28	4.3.1
				Graduates in MTC FVP Course	106	Count	200	L: MEHR	Pillar 1, Pg 28	4.3.1
		International Maritime compliance. Filling job oppourtunities at sea and on land. Filling job appourtunity in the engine , deck and catering department.	**1.4e.** Intakes to MTC Deck Short Courses	Number of students enrol in Deck Short courses	5334	Count	10410	L: MEHR	Pillar 1, Pg 28	4.3.1
				Graduates in Deck Short Courses	5285	Count	10262	L: MEHR	Pillar 1, Pg 28	4.3.1
			1.4f. Intakes to MTC Engine Courses	Number of students enrol in Engine Courses	350	Count	703	L: MEHR	Pillar 1, Pg 28	4.3.1
				Graduates in MTC Engine Courses	346	Count	697	L: MEHR	Pillar 1, Pg 28	4.3.1
			1.4g. Intakes to MTC Fisheries Short Courses	Fisheries Short Courses conducted	52	Count	112	L: MEHR	Pillar 1, Pg 28	4.3.1
				Graduates in Fisheries Short Courses	47	Count	112	L: MEHR	Pillar 1, Pg 28	4.3.1
		Disengaged Youth, women and people with disability access to life skills program	**1.4h.** Number of dis-engaged youth, women and people with disability access to skills building program	Youth	151	Count	300	L:MWYSSA	Pillar 1,Pg 23	4.4.3 4.4.4
				Women	180	Count	540	L:MWYSSA	Pillar 1,Pg 23	4.4.3 4.4.4
				People with disability	0	Count	10	L:MWYSSA	Pillar 1,Pg 23	4.4.3 4.4.4
1.5 Public Service Delivery Enhancement	Equip professionals and the public/private workforce to be qualified, competent, knowledgeable, and trustworthy	To help civil servants understand their roles and expectation of their jobs	**1.5a.** Percentage of civil servants in th workforce who have undergone an induction program (annual)	New entrants	33%	Percentage	70%	L:PSO	Pillar 1, Pg 31	4.c1
				Graduate Intern	5%	Percentage	40%	L:PSO	Pillar 1, Pg 31	4.c1
				Permanent employees	3%	Percentage	70%	L:PSO	Pillar 1, Pg 31	4.c1
		Percentage increase in the number of civil servants undertakes short and long term academics	**1.5b.** Proportion of the Workforce that have undergone short and long term academic	Public Service (Long Term Academic)	80%	Percentage	85%	L:PSO	Pillar 1, Pg 31	4.4 8.6
				Private Sector (Long Term Academic)	0%	Percentage	10%	L:PSO	Pillar 1, Pg 31	4.4 8.6
				Public Service (Short Term Academic)	76%	Percentage	85%	L:PSO	Pillar 1, Pg 31	4.4 8.6
				Private Sector (Short Term Academic)	21%	Percentage	30%	L:PSO	Pillar 1, Pg 31	4.4 8.6
		OHS & EQ and Basic Safety Training is acknowledged	**1.5c.** MTC Commercial and Industrial Programme delivered to Civil Servants and other members of the public	Total number of civil servants and the public trained and qualified on metal fabrication including welding and metal fitting	60	Count	70	L: MEHR	Pillar 1, Pg 31	4.3.1
	Strengthen and enhance HRD systems/strategies that promote continuous learning and address current and future skill gaps	Decrease the skill gap in the public service	**1.5d.** Number of skill gap identified in the workforce	Number Skill gap	0	Count	100	L:PSO	Pillar 1, Pg 31	4.4 8.5 8.6
			1.5e. Number of training programmes conducted to bridge skill gaps	Number of Training	0	Count	50	L: PSO	Pillar 1, Pg 31	4.4 8.5 8.6

INDICATORS FOR KPA 2

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 1: HUMAN RESOURCE DEVELOPMENT										
1.5 Public Service Delivery Enhancement	Improve and strengthen public sector performance management	Strenghtening and improving public sector performance management	**1.5f.** Percentage of Employees Performance Appraisals/Assessments Completed	Staff Performance Appraisal	0%	Percentage	100%	L:PSO	Pillar 1, Pg 31	8.5
		Increase employee's motivation	**1.5g.** Proportion of employees with Staff Performance Appraisal	Increment	50%	Percentage	80%	L:PSO	Pillar 1, Pg 31	8.5
				No Increment	50%	Percentage	20%	L:PSO	Pillar 1, Pg 31	8.5
		To improve employees morale	**1.5h.** Number of Employee engagement programs developed, approved and implemented	Minsitry	0	Count	23	L:PSO	Pillar 1, Pg 31	8.5 8.8
				Employee	0	Count	3000	L:PSO	Pillar 1, Pg 31	8.5 8.8
	Develop a Strategic workforce plan for the public service	The government's workforce remains relevant and available for current and future needs.	**1.5i.** Number of workforce and program challenges/issues/gaps identified through workforce data analysis	Workforce	0%	Percentage	75%	L:PSO	Pillar 1, Pg 31	8.5 8.6 8.8
				Programs	0%	Percentage	50%	L:PSO	Pillar 1, Pg 31	8.3 8.5 8.6 8.8
KPA 2: ECONOMIC GROWTH AND HARDSHIP ALLEVIATION										
2.1 Limited Economic base	Maximize and diversify sustainable income streams and access to viable ocean resources and sustainable revenue resources	Increase the contributions of sustainable fisheries to GDP	**2.1a.** Contribution of sustainable fisheries to GDP		49%	Percentage	At an average of 46%	L: MFMRD S: MFED	Pillar 1, Page 16	14.7.1
	Promoting tourism and cultural industry	Increase Percentage of tourism direct contribution to GDP	**2.1b.** Direct contribution of tourism to GDP		3%	Percentage	5%	L: MTCIC S: MIA, MLPID, MFED	Pillar 1, Page 18	8.9.1
	Encourage product development and diversification through value-added process.	Percentage increased in value of export goods	**2.1c.** Value of export goods ($M)		12 million	AUD	20 million	L:MFED S: MTCIC, MFMRD, MELAD	Pillar 1, Page 14	17.11.1
		Percentage increase in accession to and strategic utilisation of sustainable trade agreements	**2.1d.** Percentage of sustainable trade agreements implemented		18%	Percentage	28%	L: MTCIC	Pillar 1, Page 14	8.a.1
		Increase the number of processing centres in the outer islands to facilitate the development of value added products and product diversification	**2.1e.** Number of processing centre established		2	Count	5	L: MTCIC S: MFMRD, MCIA	Pillar 1, Page 31	
	Create a favorable and sustainable business environment for both private and foreign investment.	Increase the number of active foreign direct investments	**2.1f.** Number of foreign direct investment		28	Count	40	L: MTCIC	Pillar 1, 14	17.3.1
		Increase the number of financial institutions provides support financing for business start-ups & business expansion	**2.1g.** Number of business start-up that have received financial assistance		46	Count	60	L: MTCIC S: MEHR	Pillar 1, Page 14	9.3.2
		Increase the number of registered businesses by sectors	**2.1h.** Number of registered businesses by sectors		300	Count	400	L: MTCIC	Pillar 1, Page 14	
		Increase Percentage of Private sector contributions to GDP	**2.1i.** Share of Private Sector value added to GDP		62%	Percentage	72%	L: MTCIC S: MEHR	Pillar 1, Page 14	8.3, 8.2
		Amount of land allocated for commercial purposes	**2.1j.** Land in acres allocated for commercial purposes as a share of total land area		126	Acres	146	L: MELAD	Pillar 1, Page 20	
2.2 Weak Revenue Base	Strengthen and improve the collection of existing revenue sources.	Increase total government revenue as a proportion of GDP	**2.2a.** Proportion of total government revenue to GDP		68%	Percentage	70%	L: MFMRD, MFED, MICT L: All Ministries	Pillar 1, Page 16	2.2a
		Increase in real GDP growth rate	**2.2b.** Real GDP growth rate		3%	Percentage	4%	L: All Ministries		8.11
	Enhance the management of the Sovereign Wealth Fund (RERF).	Increase value of RERF	**2.2c.** Value of RERF		1.38 billion	AUD$	1.7 billion	L: MFED	Pillar 1, Page 21	

INDICATORS FOR KPA 2 CONT & KPA 3...

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 2: ECONOMIC GROWTH AND HARDSHIP ALLEVIATION										
2.3 Economic and Social Well Being	Maintain existing overseas employment markets while securing new domestic and international job oppurtunities.	Percentage Increase in number of people engaged in labour mobility schemes	**2.3a.** Percentage change in population engaged in labor mobility schemes as share of total labor force		5%	Percentage	7%	L: MEHR S: MFMRD	Pillar 1, Page 21	
		Increase number of new overseas labor markets	**2.3b.** Number of Overseas employment markets		5	Count	6	L: MEHR, MFMRD	Pillar 1, Page 26	
		Increase number of overseas sector	**2.3c.** Number of overses sector		7	Count	14		Pillar 1, Page 26	
		Reduction in unemployment rate	**2.3d.** Unemployment rate		3.1%	Pecentage	3%	L: MEHR S: All Ministries	Pillar 1, Page 21	8.5.2
	Providing targeted subsidies and social protection measures	Reduce the proportion of people of all ages living below the international (extreme) poverty line	**2.3e.** Proportion of the population living below the international poverty line		3%	Percentage		L: MFED S: MWYSSA & MEHR		1.1.1
			2.3f. Proportion of population living below basic needs poverty line		6.9% (provisional)	Percentage	5%			1.2.1
			2.3f. Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions		22%	Percentage	19%			2.3g
	Empowering Women, Youth, and the Informal Sector	Increase the number of marginalized groups access to Tobwaan te Rikirake loan scheme	**2.3g.** Number of Marginalized groups access to Tobwaan te rikirake loan scheme	Youth	61	Count	80	L: MWYSSA		
				Women	0	Count	20			
				Disadvantage families	0	Count	20			
2.4 Access to and effectiveness of external finance	Strengthen access to financial instruments and improve aid coordination	Increase percentage of Financial instruments as a proportion of total budget	**2.4a.** Percentage of Financial instruments as a proportion of total budget		7%	Percentage	9%	L: MFAI S: MFED		
KPA 3. HEALTH										
3.1 High burden and incidence of Non-communicable diseases and Communicable diseases	Strengthen partnerships through a multi-sectoral approach to address non-communicable diseases (NCDs).	Decrease NCD Mortality rate	**3.1a.** NCD mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic respiratory disease.		54 per 10,000	Rate	48 per 10,000	MHMS	SDG 3.4	Pillar 1
	Enhance initiatives and create an enabling environment to tackle NCD risk factors.	Decrease use of Tobacco (by student 13-17 ages)	**3.1b.** Percent of students aged 13-17 who used a tobacco product in the last 30 days.		48%	Rate	38%			
	Promote Access and Inclusive Participation in Physical activity and Sports	Increase Sports Infrastructure	**3.1c.** Enhance and Expand Accessible Sports Infrastructure		7	Count	10		SDG 3.4	
		Increase participation in Physical Activity and sports programs	**3.1d.** Maximize Comminity Participation in Diverse Sports and Physical Activity Programs		2,070	Count	5,000			
	Improve prevention, detection, and management of targeted communicable diseases (CDs).	Increase TB treatment success rate	**3.1e.** TB Treatment success rate.		86%	Percentage	90%		SDG 3.3	

INDICATORS FOR KPA 3

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 3. HEALTH										
3.2 Reproductive health, Maternal, Neonatal, Child, Adolescent health issues	Improve the availability, accessibility, and quality of services and quality of maternal and newborn care during pregnancy, delivery, and the postpartum period	Decrease the total Fertility rate	**3.2a** Total Fertility rate		4	Rate	3	MHMS	SDG 3.2	Pillar 1
		Decrease Infant mortality rate	**3.2b.** Infant mortality rate		21 per 1,000 live births	Rate	15 per 1,000 live births			
		Decrease mortality rate (under 5)	**3.2c.** Under 5 mortality rate.		35 per 1,000 live births	Rate	25 per 1000 live births			
	Reduce the burden of child malnutrition by addressing comorbidities, promoting exclusive breasfeeding, and ensuring appropriate complementary feeding.	Decrease the number of admissions for severe or moderate acute malnutrition	**3.2d.** Number of admissions for severe or moderate acute malnutrition		198	Count	100		SDG 2.2	
	Enhance workforce planning, development, and retention strategies	Increase Health workforce density	**3.2e.** Health workforce density	Doctors	5.2 Doctors per 10,000 populations	Percentage	10.2 Doctors per 10,000 populations		SDG 3.8	
				Nurses	39.6 Nurses per 10,000 populations	Percentage	44.6 nurses per 10,000 populations			
				Midwives	3.7 Midwives per 10,000 populations	Percentage	8.7 Midwives per 10,000 population			
	Support the construction of new health facilities and maintenance and upgrade of existing health ones.	Increase percentage of health facilities built and operational	**3.2f.** Percentage of targeted new and refurbished health facilities built and operational.	New clinics	5%	Percentage	23%			
				Refurbished clinics	0%	Percentage	34%			
3.2 Reproductive health, Maternal,	Empowering youth, young couples and family units through initiatives targeted at reducing domestic violence against women.	Control and reduce forms of domestic violence against women.	**3.2g.** Number of youth, young couples, and men received targeted trainings	Youth and young couple	40	Count	400	MWYSSA	SDG 5.3	Pillar 1
				Men	60	Count	100			
			3.2h. Number of parents/individuals that receive positive parenting education.	Parents/Individuals	20	Count	100		SGD 5.1	
3.3 Gender based violence(social wellbeing)	Strengthen mechanisms for preventing and responding to gender-based violence (GBV)	Increase in GBV prevention program	**3.3a.** Number of people that have received GBV prevention and response programs.	Prevention program	3	Count	5		SDG 5.3	
				Response Program	2	Count	3			
3.4 Mental health, Accident and Suicidal	Implement preventitive programs for Mental health, Accidents and suicide prevention	Risk of getting mental health, accidden and suicidal reduced	**3.4a.** Number of targeted group/individuals that receive mental health preventive programs.	Programme - life skill, diversion (juveniles); Targeted groups.	0	Count	4		SDG 3.6	
		Increase number of couselling services provide	**3.4b.** Number of people that have received counselling services.	Counselling services - child counselling, family, group, GBV.	0	Count	5			

INDICATORS FOR KPA 4

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 4: ENVIRONMENT AND RESILIENT										
4.1 Vulnerable to impacts of climate Change impacts and Disasters	Foucs on reducing vulnerabilities and enhancing resilience to the impacts of climate change and disaster risks	Communities and national adaptative capacity to climate change enhanced	**4.1a.** Number of National Climate Adaptation projects	Urban	6	Count	10	L: OB /MELAD S: All Ministries	Pillar 2 & 3	13.2.1
				Rural	6		10			
		Kiribati emissions of green house gases reduced	**4.1b.** Number of National Climate Mitigation projects	Urban	4	Count	5	L: OB /MELAD S: All Ministries	Pillar 4 p.g. 56	13.2.1
				Rural	3		6			
		Communities and national resilience to disaster impacts improved	**4.1c.** Number of DRM priorities and initiatives	Urban	3	Count	6	L: OB S: All Ministries	Pillar 4 p.g.55	11.b.2, 13.1.2,
				Rural	3		6			
		All islands are known for their level of vulnerability to climate and disaster	**4.1d.** Number of climate and disaster risk & vulnerability assessments	Sector	1	Count	4	L: OB S: All Ministries	Pillar 4 pg 55	11.b
				Islands	16		23			
		High risk zones and most vulnerable sites are well mapped for better risk-informed planning.	**4.1e.** Number of islands with hazard mapping and risk models for key hazards - SLR, drought	Rural	0		3	L: OB S: MELAD, MFOR	Pillar 4	13.1
				Urban	0		2			
		Local communities, outer islands, national government have improved preparedness and resilience to disaster and climate risks.	**4.1f.** Number of climate and weather early warning systems implemented (community, island, and national)	Island	8	Count	16	L: OB S: All Ministries, NGOs	Pillar 4 p.g. 55	11.b.2, 13.1.2,
		Improved integration of climate and disaster risks into sector and island strategic plans	**4.1g.** Number of sector and island strategic plans incorporating climate change adaptation and disaster risk management	Sector	4		8	L: OB S: All Ministries, NGOs	Pillar 4	13.b
				Island	4		8			
4.2 Environment Protection, Conservation, Management, Sustainability and Resilience Building.	Strengthen and improve the protection, conservation, management, and sustainability of resources, alongside resilience-building strategies and approaches	Enhanced biodiversity protection through the conservation of resources	**4.2a.** Number of Integrated environment and natural resources co-management plan (IENRMP) at the island/community level.		14	Count	18	L: MELAD, MFMRD, MTCIC - TAK S: All Ministries	Pillar 3, pg 45	14.5.1, 15.1.2
		Improved coastal protection and the protection of biodiversity at vulnerable areas through mangrove plantation, constructuion of coastal brush and conservation of resources	**4.2b.** Number of Nature-Based Coastal Resilience	Mangrove coverage (in hectares)	1.95		2	L: MELAD, MFMRD, MISE S: All Ministries	Pillar 3, pg 45	14.2
				Protected areas (hectares) under the Environment act	0	Hectares	0.25	L: MELAD & All ministries S: All Ministries	Pillar 3, pg 45	14.5.1, 15.1.2
				Coastal brush (buibui) constructed	0	Meter	150m	L: MELAD	Pillar 3, pg 45	14.2
		Control and reduce environmental pollution through improving waste collection, enhancing proper disposal and recycling services	**4.2c.** Percentage of waste collected through Solid Waste Management services	Greenbag collected by private sector	17%	Percentage	22%	L: MELAD	Pillar 3	16.6.1
				Solid waste collected by TUC/BTC	32%	Percentage	37%	L: MELAD		
				Self Disposal	30%	Percentage	25%	L: MELAD		
				Illegal Disposal	10%	Percentage	5%	L: MELAD		
				Kaoki maange (recycling)	11%	Percentage	20%	L: MELAD		
			4.2d. Number of recycleable wastes collected	Lead acid batteries	18	Count	23		Pillar 3	12.5.1
				Pet bottles returned	41	Count	46			
				Alluminium cans returned	100	Count	125			

INDICATORS FOR KPA 4 CONT...

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 4: ENVIRONMENT AND RESILIENT										
4.2 Environment Protection, Conservation, Management, Sustainability and Resilience Building.	Strengthen and improve the protection, conservation, management, and sustainability of resources, alongside resilience-building strategies and approaches	Control and reduce environmental pollution through improved management of hazardous wastes	**4.2e.** Number of hazardous waste (in tonnes) treated and removed offshore for sound disposal	Waste oil exported	50		75	L: MELAD	Pillar 3	12.4.2
				Scrap metal exported	2	Metric Tonnes	3			
				E-Waste exported	5	Count	10			
			4.2f. Percentage of Hazardous and Chemical Waste stored and monitored	POP (Persistent Organic Pollutant) chemical monitored	22%	Percentage	30%	L: MELAD	Pillar 3	12.4.2
				Chemical wastes stored in schools and hospitals	91%	Percentage	96%	L: MELAD	Pillar 3	12.4.2
		Improved enforcement and prosecution of environment cases to minimize environmental pollution and degradation activities	**4.2g.** Number of Environment Enforcement Activities	Auditing/inspections/monitoring undertaken to developments projects issued with ELs	137	Count	217	L: MELAD		SDG 12.1,8
				Environmental complaints addressed	175	Count	295	L: MELAD		SDG 12.2,4, 7
				Compliance notices	260	Count	340	L: MELAD S: Judiciary/KPS		SDG 12.2, 7
				Infringement notices	800	Count	920	L: MELAD		SDG 12.2
				Environment cases related to waste and pollution matters prosecuted (on an annual basis)	33	Count	313	L: MELAD	Pillar 2 & 3	12.4.2
				Environment related cases	40	Count	320	L: MELAD		SDG 12.4.2
				Green Court	0	Count	1	L:MELAD		SDG 12.7
		Improve the compliance of development to meet the acceptable environmentally practises and conditions in line with EIA and ESMP to prevent, minimize and mitigate potential environmental impacts and ensuring sustainable	**4.2h.** Number of Environment Licensing Activities	Environment Licence Approved	220	Count	460	L: MELAD		SDG 12.8c
				EIA/ESMP reviewed	24	Count	140	L: MELAD		SDG 12.1,4
		Enhanced awareness of the wider communities on the importance of protecting the environment and the natural resources.	**4.2i.** Number of environmental awareness and education program		1890	Count	1900	L: MELAD		SDG 12.8
4.3 Food Security	Strengthen and integrate domestic farming systems to ensure access to a consistent supply of healthy and nutrious food, utilizing sector-specific approaches and fostering resilient ecosystems	Increase in percentage of households engaged in agriculture farming activities	**4.3a.** Percentage of households engaged in agriculture farming activities		10%	Percentage	25%	L: MELAD	Pillar 2 & 3	2.3.2
		Increase in percentage of land area utilized in home gardening, coconut trees and agro-forestry	**4.3b.** Percentage of land area utilized in agriculture farming (home gardening, coconut only and agroforestry)		5%	Percentage	40%	L: MELAD		2.3.2
		Increase in the number of vegetables produced	**4.3c.** Number of vegetables produced		0	Metric Tonnes	20	L: MELAD		SDG 2.3, 5
4.4 Land	Stregthen land administration and planning, including efficient land allocation for diverse purposes, to build a dynamic, environmentally sustainable urban economy while supporting rural development	Ehnance the compliance of development in line with proper general land use plan to ensure sustainable developments	**4.4a.** Number of General Land Use Plans Published and/or Reviewed		6	Count	12	L: MELAD S: OB/MCIA/MISE	Pillar 1 p.g. 20-21	11.3.1
			4.4b. Number of Intergrated Land Use Plans Published for Designated Areas (Inclusive of Land Cover)		1	Count	4	L: MELAD S: MCIA, MOE		11.3

INDICATORS FOR KPA 4 CONT & 5

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 4: ENVIRONMENT AND RESILIENT										
4.5 Culture and Heritage	Strengthen and improve data and information about historical and cultural heritages through Cultural Mapping in Kiribati	Maintaining the cultutral and historical information of all islands.	**4.5a.** Percentage of islands for which cultural and historical information has been collected		4	Count	8	L: MCIA	Pillar 1 p.g. 35,	SDG 11.4
	Protecting and Preserving Cultural and Historical sites and War Relics from Climate Change Impacts and other development and social activities through collaboration with stakeholders and incentives for site owners	Communities, families and villagers benefits from historical sites improved and cultural heritage sites are preserved and protected.	**4.5b.** Number of cultural heritage sites and historical sites preserved and protected.		2	Count	4	L: MCIA		SDG 4.7
	Enhance collaboration with local knowledge holders to improve the effectiveness of environmental and cultural preservation efforts	Availability of traditional knowledge for youths, public use and educational tool purposes for sustainable cultural knowledge.	**4.5c.** Number of Traditional knowledge preserved and documented		20	Count	30	L: MCIA		SDG 11.4
		Traditional Sports/Games revive or maintained	**4.5d.** Number of Traditioal Sports or Games		2	Count	4	L: MCIA, MWYSSA S: MCIA/MWYSSA		SDG 4, SDG 11
	Understanding and documenting diversity in cultural values to support meaningful investment and to protect and preserve Cultural Heritage.	Increased unity and peace throughout the country	**4.5e.** Number of Island cultural values indicated and recorded	Island Councils	0	Count	4	L: MCIA (CMD)		
				Communities	0	Count	4			
				Families	0	Count	4			
				Individuals	0	Count	4			
KPA 5: GOVERNANCE										
5.1 Institutions and legal sectors	Strengthen and enhance legal sectors and insitutions	Increasing number of instruments established	**5.1a.** Number of policies, regulations, bye-laws and legislations established	Policies	50	Count	65	L: MOJ S: ALL	P1 pg 21, P2 pg 41, P4 pg 53 2 pg 42, P4 pg 53	SDG 16.3.1, SDG 16.3.2, SDG 16.2, SDG 16.7.2, SDG 16.10.2 Cross-cutting SDGs- SDG 5.1.1, SDG 10.3.1 SDG 11.7.2
				Regulations	20	Count	65			
				Bye-laws	3	Count	23			
				Legislations	46	Count	65			
		Percentage increase of instruments implemented, enforced, interpreted and Consolidated	**5.1b.** Percentage of byelaws and legislations implemented, enforced and interpreted	Bye-laws: Implemented	13%	Percentage	20%			
				Bye-laws: Enforced	0%	Percentage	10%			
				Bye-laws: Interpreted	0%	Percentage	10%			
				Legislations: Implemented	0%	Percentage	20%			
				Legislations: Enforced	0%	Percentage	20%			
				Legislations: Interpreted	0%	Percentage	20%			
				Legislations: Consolidated	10%	Percentage	20%			
		Percentage increase of Government agencies and other stakeholders undetaking legal reforms	**5.1c.** Percentage of government agencies and other stakeholders undertaking legal reforms	Ministries	40%	Percentage	75%			
				SOEs	30%	Percentage	80%			
				Statutory Corporation	10%	Percentage	70%			
				NGOs	0%	Percentage	10%			
		Percentage increase of Government agencies and other stakeholders complying with statutory obligations	**5.1d.** Percentage of Government Agecies and other stakeholders complying with statutory obligations	Ministries	50%	Percentage	100%			
				SOEs	50%	Percentage	100%			
				Statutory Corporation	25%	Percentage	70%			
				NGOs	50%	Percentage	100%			
		Percentage increase of SOEs and private sectors comply to Labor	**5.1e.** Percentage of SOEs and private sectors comply to Labor Laws	SOEs	16%	Percentage	50%	L: MEHR &MTCIC		
				Private Sectors	20%	Percentage	50%			

INDICATORS FOR KPA 5

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 5: GOVERNANCE										
5.2 Accountability and Transparency	Improve accountability and transparency	Percentage increase of Government agencies implementing e-government	**5.2a.** Percentage of government agencies that have implemented e-government	Ministries	10%	Percentage	60%	L: MICT S: ALL	P3 pg 45	SDG 16.5.1, SDG 16.5.2,SDG 16.6.1,SDG 16.6.2, SDG 16.10.1, SDG 16.10.2, SDG 5.5.1, SDG 5.C.1, SDG 10.31, SDG 11.3.2, SDG 11.7.2, SDG 17.19.1.
				SOEs	0%	Percentage	50%			
				Statutory Corporation	5%	Percentage	50%			
		Percentage increase of audited reports tabled at the Maneaba n Maungatabu	**5.2b.** Percentage of audited reports tabled at the Maneaba n Maungatabu	Statutory Corporation	40%	Percentage	70%	L: MNM S: ALL	P4 pg 52	
				Ministries & Island Council	31%	Percentage	100%			
				SOEs	75%	Percentage	100%			
		Percentage increase of audited reports scrutinized and tabled by PAC	**5.2bi.** Percentage of tabled audit reports scrutinized and tabled by PAC	Statutory Corporation	20%	Percentage	70%			
				Ministries & Island Council	50%	Percentage	80%			
				SOEs	30%	Percentage	50%			
		Increase number of reports tabled at the Maneaba ni Maungatabu, each disaggregated indicator must submit one report per year.	**5.2bii.** Number of reports tabled at the Maneaba ni Maungatabu	Ministries	23	Count	30	L: MNM S: All		
				Island council	5	Count	20			
				SOEs	18	Count	22			
				Maneaba ni Maungatabu Committee Reports	10	Count	20			
		Percentage increase in Government's performance in resolving Motions & Questions passed in Parliament	**5.2c.** Percentage in Government's performance in resolving Motions & Questions passed in Parliament	All Government Departments	55%	Percentage	80%	L: MNM S: All		
		Increase the number of cyber incidents and complaints reported to KPS and MICT (DTO)	**5.2d.** Number of cyber incidents and complaints reported to KPS and MICT (DTO)	All Government Departments	10	Count	20	L: KPS and DTO S: All	P2 pg 38	
		Increasing number of border security cases reported and	**5.2e.** Number of border security cases reported and resolved	Airport	0	Count	10	L: MFAI and MICT S: ALL		
				Sea port	0	Count	10			
		Increasing number of public service misconduct cases reported to Government agencies per year	**5.2f.** Number of public service misconduct cases reported to Government agencies per year	Ministries	55	Count	80	L:PSO S:All	P4 pg 52	
		Monitoring of the report cases progress	**5.2g.** Number of cases reported to Kiribati Police Service (KPS)	SOEs	0	Count	5	L: SOES	P2 pg 38, P4 pg 52	
				Statutory Corporation	0	Count	5	L:PSO S:All		
				Criminal Cases	0	Count	500	L: KPS S:All		
		Increasing number of cases can be solved	**5.2h.** Number of cases reported by the KPS to Judiciary	Criminal Cases	0	Count	500	L: KPS and MOJ S: All		
5.3 Service Delivery	Enhance institutional service delivery with a focus on people-centered services	Percentage increased of Institutional reforms conducted for better service delivery per year	**5.3a.** Percentage of Institutional reforms conducted for better service delivery per year	Ministries	13%	Percentage	50%	L: PSO and MTCIC S: ALL		SDG 16.6.1, SDG 16.6.2, SDG 16.7.2
				SOEs	0%	Percentage	50%			
				Statutory Corporation	0%	Percentage	50%			
		Percentage increased of public complaints and resolved per year	**5.3b.** Percentage of public complaints reported and resolved per year	Civil Service	99.80%	Percentage	100%			
				Consumer	0%	Percentage	40%			
				Clients	54%	Percentage	80%			
5.4 Governance Advocacy	Promote and advocate for good governance	Number increased of public awareness per year	**5.4a.** Number of public awareness per year		40	Count	70	L: PSO&LC S: ALL		SDG 16.5.1, SDG 16.5.2, SDG 16.6.2, SDG 16.7.1, SDG 16.7.2, SDG 16.10.2 SDG Target 17.14 ,SDG 11.3.2, SDG 10.3.1, SDG 11.7.2,
		Percentage increased of corrupt cases reported to relevant institutions and resolved per year	**5.4b.** Percentage of corrupt cases reported to relevant institutions and resolved per year	Leaders	65%	Percentage	75%		P4 pg 53 and pg 68	
				Public servants	75%	Percentage	90%			
				Legal complaint	0%	Percentage	10%			

INDICATOR FOR KPA 6

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 6: INFRASTRUCTURE AND SUSTAINABLE ENERGY										
6.1 Water and Sanitation	Ensure safe drinking water sources and proper sanitation	Increase in number of water tanks distributed to households at the Urban and Rural areas	**6.1a.** Number of water tanks distributed to households	Urban	11350	Count	12150	L: MLPID S: All	Pillar 3, pg. 48-49	6.1.1
				Rural	0	Count	14260	L: MISE & MCIA S: All		
		Increase in number of households accessed to reticulated water systems	**6.1b.** Number of households with access to reticulated water system	Urban	0	Count	800	L: MLPID S: All	Pillar 3, pg. 48-49	6.11
				Rural	220	Count	310	L: MISE S: All		
		Increase in number of desalination plants installed and operated at vulnerable (rural) areas	**6.1c.** Number of desalination plants installed and operated in vulnerable areas	Rural Areas	28	Count	66	L:MISE &OB S:All	Pillar 3, pg. 48-49	
		Increase in number of water distillation units installed and operated at vulnerable and high risk communities	**6.1d.** Number of water distillation units installed and operated in vulnerable and high-risk communities for drought	Islets	42	Count	60	L:OB S:All		
		Increase in number of solar pumps installed	**6.1e.** Number of solar pumps installed	Gilbert group - Rural	75	Count	121	L: MISE & MCIA S: All	Pillar 3, pg. 48	
				Linnix group - urban	3	Count	13	L: MLPID S:MISE		
		Increase in number of access to proper toilet and handwash facilities at the household, health care centers and schools	**6.1f.** Total number of access to proper toilet and handwash facilities	Household	14325	Count	18595	L: MLPID & MCIA S: All	Pillar 3, pg. 49-51	6.2.1
				Health care	3	Count	8	L: MLPID S: All		4.a.1, 6.2.1
				School	0	Count	24	L: MLPID & MCIA S: All		
		Increase in number of sanitation toilet facilities installed at the rural and urban areas	**6.1 g.** Number of sanitation toilet facilities	1. Urban Areas	11300	Count	12800	L: MISE: S: All	Pillar 3, pg. 49-51	6.2.1
				2. Rural Areas	2825	Count	3175			
		Percentage increase of household on South Tarawa with access to MISE/PUB desalination water	**6.1h.** Proportion of household on South Tarawa with access to MISE/PUB desalination water	Villages	0%	Percentage	80%	L: MISE S: All	Pillar 3, pg. 51	6.2.1
6.2 Building Infrastructure	Provide safer, more effective and resilient building infrastructure	Increase in number of building approval certificate issued to new building design proposal complied to building code at the urban and rural areas	**6.2a.** Number of Building Approval Certificate issued to New building design proposal complied to building code	Urban	480	Count	1110	L: MISE & MLPID S: All	Pillar 3, pg. 50-51	
				Rural	43	Count	247	L: MISE & MLPID S: All		
		Increase in number of occupancy certificate issued to new buildings constructed in comformance to building code at the urban and rural areas	**6.2b.** Number of Occupancy Certificate issued to New building constructed in comformance to the building code	Urban	38	Count	136	L: MISE & MLPID S: All		
				Rural	8	Count	79			
		Incrase in number of government and community buildings undergoing maintenance work	**6.2c.** Number of government & community buildings undergoing maintenance work	Government Building	0	Count	100	L: MISE S: All		
				Community Building	11	Count	23	L:OB S: All		

INDICATORS FOR KPA 6 CONT...

Challenges	Strategies	Outcome	Indicators	Dissagregation	Baseline	Unit	Target	Leading (L) and Supporting (S) Ministries/ Stakeholders	MAPPING THE KPI's	
									KV20	SDG
KPA 6: INFRASTRUCTURE AND SUSTAINABLE ENERGY										
6.3 Transportation Infrastructure and Services	Develop, upgrade and maintain marine and coastal infrastructure	Increase in number of wharfs and facilities constructed	**6.3a.** Number of wharfs and its facilities constructed	Rural	0	Count	4	L: MICT S: All	Pillar 3, pg. 43-44	
		Increase in number of newly constructed seawalls, bridges, culverts and causeways	**6.3b.** Number of newly constructed seawalls, bridges, culverts and causeways	Urban	0	Count	8	L: OB S: All	Pillar 3, pg. 45	
				Rural	1	Count	5			
		Increase in number of maintainted seawalls, bridges and causeways	**6.3c.** Number of maintained seawalls, bridges and causeways.	Urban	5	Count	15	L: OB S: All	Pillar 3, pg. 45	
				Rural	5	Count	22			
		Increase in number of rehabilitated seawalls, bridges and causeways	**6.3d.** Number of rehabilitated seawalls, bridges and causeways	Urban	2	Count	4	L: MISE S: All		
				Rural	0	Count	15			
		Increase in number of vessels operated to improve interisland connectivity through seatransport	**6.3e.** Number of vessels operated	Operated vessels	5	Count	8	L: MICT S: All	Pillar 3, pg. 43-45	
	Develop, upgrade and sustain land transport infrastructure	Increase in number of roads constructed and upgraded at urban and rural areas	**6.3f.** Number of roads constructed and upgraded	Urban	1	Count	2	L: MISE S: All	Pillar 3, pg. 46	
				Rural	1	Count	7	L: MISE & MLPID S: All		
		Increase in number of road assets and furnitures installed on South Tarawa	**6.3g.** Number of installed road assets and furnitures on South Tarawa	Villages	20	Percentage	100	L: MICT S:All		
	Enhance air transport infrastructure	Increase in number of aircrafts operated domestically and internationally	**6.3h.** Number of aircrafts operated	International	1	Count	2	L: MICT S: All	Pillar 3, pg. 42-43	
				Domestic	4	Count	5	L: MICT S: All		
		Increase in number of airports and its facilities constructured and upgraded to meet the international standard	**6.3i.** Number of airports and its facilities constructed and upgraded to meet the international standard	Domestic	0	Count	3	L: MICT S: All		
				International	0	Count	3	L: MICT S: All		
6.4 Sustainable Energy Supply	Improve the renewable energy supply in compliance with the Energy Act & Regulation	Percentage increase of dwellings access to renewable energy supply	**6.4a.** Proportion of households access to Renewable Energy supply	Gilbert Group	57%	Percentage	90%	L: MISE S: All	Pillar 3, pg. 48-50	7.2.1
				Linnix Group	56%	Percentage	146%	L: MLPID S: All		
		Increase in number of non-households access to renewable energy supply	**6.4b.** Number of non-households access to Renewable Energy supply	Gilbert Group	51	Count	85	L: MISE S: All		7.2.1
	Strengthen the grid power supply in Kiribati in accordance with the Energy Act & Regulation	Percentage increase of households access to grid power supply at the Kiribati and Line Group	**6.4c.** Proportion of husehod access to grid power supply.	Gilbert Group	60	Percentage	70	L: MISE S: All	Pillar 3, pg. 48-49	7.1.1
				Linnix Group	34	Percentage	89	L: MLPID S: All		
		Increase in number of non-households access to renewable energy supply	**6.4d.** Number of non-household access to grid power supply	Gilbert Group	1295	Count	1495	L: MISE S: All		7.11
				Linnix Group	945	Count	1700	L: MLPID S: All		
	Enhance appliances' compliance with Energy Act and Regulation	Percentage increase of efficient appliances to improve compliance to Energy Act and Regulation	**6.4e.** Proportion of efficient appliances in compliance to Energy Act and Regulation	Refrigerator	0	Percentage	100	L: MISE S: All		
				Freezer	0	Percentage	100			
				Aircorn	0	Percentage	100			
				Light	0	Percentage	100			
6.5 ICT Infrastructure and Services	Improve access to communication, technologies and connectivity	Percentage increase of Ministries connected	**6.5a.** Proportion of ministries connected through broadband connectivity	Ministry	0	Percentage	100	L: MICT S: All	Pillar 3, pg. 45	
		Percentage increase of ministries with backup connectivity	**6.5b.** Proportion of ministries with backup connectivity	Ministry	30	Percentage	100	L: MICT S: All		
		Percentage increase of population accessed to internet	**6.5c.** Proportion of population access to internet	Age group(10+)	50	Percentage	100	L: MICT S: All		SDG 17.8.1, 4.a.1
		Percentage increase of population test broadband connectivity	**6.5d.** Proportion of population test broadband connectivity	Population	50	Percentage	100	L: MICT S: All		SDG 17.6.1
		Percentage increase of population covered by a mobile network	**6.5e.** Proportion of population covered by a mobile network	Population	75	Percentage	95	L: MICT S: All		SDG 9.c.1, 17.8.1
	Enhance access to quality information and e-services for all citizens, government agencies and external stakeholders	Percentage increase of government agencies with services and information accessible online	**6.5f.** Proportion of government agencies with services and information accessible online	Government agencies	50	Percentage	100	L: MICT S: All		
		Percentage increase of the population utilizing the e-services	**6.5g.** Percentage of the population utilize e-services	Population	0	Percentage	100	L: MICT S: All		

ANNEX 3: MAPPING TO REGIONAL AND INTERNATIONAL FRAMEWORKS

Mapping to Regional and International Plans					
KDP 2020-23	**KDP 2024-27 KPAs**	**2050 Strategy for the Blue Pacific Continent**	**Sustainable Development Goals (SDG)**	**SIDS Accelerated Modalities of Action (SAMOA Pathway)**	**DOHA Program of Action**
KPA 1: Harnessing our Human Wealth	**Human Resource Development**	**Goal 2:** People Centered Development	**Goal 4**: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Investment in all forms of education and training for decent work for all	Human and social development - education and training and youth development
KPA 2: Growing our Economic Wealth and Leaving No-One Behind	**Economic Growth and Hardship Alleviation**	**Goal 4:** Resource and Economic Development	**Goal 1**: End poverty in all its forms everywhere **Goal 2**: End hunger, achieve food security and improved nutrition and promote sustainable agriculture **Goal 8**: Promote inclusive and sustainable economic growth, empoloyment and decent work for all	Sustained and sustainable, inclusive and equitable economic growth and decent work for all Food security and nutrition	Trade (not an explicit target area in KDP)
KPA 3: Improving our Health	**Health**	**Goal 2:** People Centered Development	**Goal 3**: Ensure healthy lives and promote well-being for all	Health and non-communicable diseases	Population and Primary health
KPA 4: Protecting our Environment and Strengthening Resilience	**Environment and Resilience**	**Goal 5:** Climate Change **Goal 6:** Disasters, Ocean and Environment.	**Goal 11**: make cities inclusive, safe, resilient and sustainable **Goal 12**: Ensure sustainable consumpton and production patterns **Goal 14**: Conserve and sistainably use the oceans, seas and marine resources **Goal 15**: Sustainably manage forests, combat desetification, halt and reverse land degradation, halt biodiversity loss	Disaster risk reduction Climate change Oceans and seas Sustainable production and consumption Biodiversity Invasive alien species Management of waste and chemicals	Agriculture, food security and rural development Climate change and environment sustainability Disaster risk reduction
KPA 5: Good Governance	**Governance**	**Goal 1:** Political Leadership and Regionalism **Goal 3:** Peace and Security	**Goal 5**: Achieve gender equality and empower all women and girls **Goal 16**: Promote just, peaceful and inclusive societies	Gender equality and empowerment of women Social development	Gender equality and empowerment of women Good governance at all levels
KPA 6: Developing our Infrastructure	**Infrastructure and Sustainable Energy**	**Goal 7:** Technology and Connectivity.	**Goal 6**: Ensure access to water and sanitation for all **Goal 7**: Ensure access to affordable, reliable, sustainable and modern energy for all **Goal 9**: Build resilient infrastrucutre, promote sustainable industrialization and foster innovation	Water and sanitation Sustainable transport	Water and sanitation
Means of Implementation			**Goal 17**: Revitalize the global partnership for sustainable development	Means of implementation including: a) Partnerships, b) Financing, c) Trade, d) Capacity Building, e) Technology, f) Data and Statistics, g) Institutional Support for SIDS	Mobilizing financial resources for development and capacity-building (domestic revenue, ODA, external debt, FDI, remittances)

ANNEX 4: DIME TASKFORCE OF REFERENCE (TOR)

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 a parallel to the new KDP.

Main responsibilities

- Ensure the formation of the unified reporting table for the Monitoring and Evaluation (M&E) of national plans and regional commitments
- Ensure the reporting requirements under the following frameworks are met, with a preference for a single reporting process:
    - Kiribati Development Plan 2020-2023
    - Sustainable Development Goals (SGD)
    - Kiribati Vision 20 (KV20)
    - Ministry Sector Plan (MSP)
- Ensure inclusive and comprehensive stakeholder engagement in the national planning and evaluation processes
- M&E to measure progress of the new KDP over time.

Membership

Taskforce members, representing DIME, should hold positions at the level of Deputy Secretary or Senior Official. Each representative of the DIME will represent the view of both the Ministry/Agency and the taskforce during these meetings while sourcing all feedback relevant to update the documents.

Details of the taskforce members is tabulated below:

Chairperson	Director, NEPO
Deputy Chairperson	Deputy Director, NEPO
Secretariat	NEPO Statistics Office
Members	Nominated Sector Representatives from Line Ministries (LM) and Agencies

Each sector representative is the focal point for their relevant sector in relation to meeting the ToR of the DIME Taskforce. This includes:

- Regular attendance at Taskforce meetings to actively provide relevant updates, technical inputs and advice
- Pursuing mutually agreed stakeholder engagement plans
- Assisting in the coordination of dataset collection
- Assisting in obtaining case studies, where relevant
- Drafting the relevant sector chapters of the KDP Mid-Term Review and SDG VNR
- Reviewing and providing comments on the KDP Mid-Term Review and SDG VNR
- Oversee any sector-based workgroups on the above

- Providing data as needed by taskforce

The taskforce meets the requirements set down by Cabinet in relation to the 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 Office of Te Beretitenti (OB) and any other interested parties.

The Development Coordination Committee (DCC) will review any work of the DIME Taskforce and National Economic Planning Office (NEPO)/National Statistics Office (NSO) before being tables at Cabinet by Honorable Minister for Finance and Economic Development (MFED).

Sitting allowance

The taskforce shall convene as needed to review and monitor development progress and to formulate the KDP. Taskforce members and non- members are entitled to a sitting allowance of $50 for meetings held after working hours and on weekends or public holidays.

Objective

- Align all national indicators, to address fragmentation issues.
- 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)
- To review the past KDP (this is done by NEPO) and map it to KV20 indicators.
- Once all our national indicators are well aligned, then map them to regional and international indicators.
- The plan is that we will continue the momentum of this technical working group, the DIME Taskforce, to monitor respective Ministries' performances (MSPs & MOPs) over the years through weekly meetings or through special meetings requested updated from Cabinet.
- Currently, we do not have any body to oversee the monitoring/ reporting of KDP/ KV20s progress against regional and 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.
- The taskforce will oversee the progress of each Ministry/ Agency against the list of key activities in the national documents to see how the progress over time.
- The taskforce will rank the Ministry by their KPI achievements on a weekly 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 the KDP.

ANNEX 5: HOW WE IMPLEMENT, MONITOR AND REPORT

This KDP is complemented by the Implementation and Monitoring process of the DIME M & E Framework, which serves as the guide for implementation, monitoring, and reporting of this plan. This includes the Metadata Monitoring tool that was established for the previous KDP (2020–2023) to strengthen monitoring, reporting, and evidence-based decision-making, contributing to the successful implementation of the plan.

The monitoring and evaluation process is a joint effort by NEPO and NSO, with the support and technical input of the DIME Taskforce members. NEPO will compile an analytical Progress Report on the KDP's national performance on a bi-annual basis. More importantly, NSO will assess and evaluate each KPI, which tracks progress against the strategic activities, outputs, and outcomes specified in the Country Results Framework (Annex 2). The framework will provide the basis for monitoring the plan.

At the national level, the Development Coordinating Committee (DCC) will provide quality assurance of the KDP through oversight and approval of the bi-annual progress reports. The performance information presented in the KDP Progress Report will be discussed and assessed by the DCC, and decisions will be made regarding the management actions required. The Taskforce will meet on a six-monthly basis to measure the progress of each Ministry/Department against the list of KPIs in the Results Framework. NEPO will also compile an annual summary report on national performance against the SDGs. This report will also inform the Voluntary National Review (VNR) reporting and will be assessed by the DCC before being submitted to Cabinet.

A Mid-Term Review of the KDP will be carried out after two and a half years of the Plan's implementation. The Mid-Term Review will measure progress in implementing the KDP through consultation with stakeholders and will identify areas for ongoing strengthening to support improved and more efficient implementation. The Mid-Term Review will report to the DCC and, ultimately, to Cabinet. It will also assist in shaping the framework for the next KDP (2025 – 2028).

A final evaluation of the KDP will be conducted after four and a half years of the Plan's implementation. The evaluation will be led by NEPO, with support from development partners. The underlying principle of the evaluation will be to ensure independence and objectivity. It will assess the overall effectiveness of the KDP against its objectives and targets, and, where possible, will examine its impacts. The evaluation will be considered by the DCC and Cabinet.

ANNEX 6: METADATA

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

Metadata Matrix

https://mfed.gov.ki/node/125