



# KIRIBATI DEVELOPMENT PLAN 2012 – 2015

GOVERNMENT OF KIRIBATI



***Enhancing Economic Growth for Sustainable Development***

***A vibrant economy for the people of Kiribati***

AS APPROVED BY CABINET, 25<sup>th</sup> APRIL, 2012

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## FOREWORD

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I have great pleasure in presenting to the people of Kiribati and all our partners the Kiribati Development Plan 2012 -2015. This plan is the ninth in the series of development plans and it will guide efforts at all levels for the next four years in achieving development aspirations and vision of this government.

The compilation of the Kiribati Development Plan 2012-2012 was accomplished through the concerted efforts of all individuals, government ministries, civil society and the general public. I wish to note with much appreciation the invaluable direct financial support provided by AusAid and the technical assistance provided by the UN in the preparation and completion of this document. I sincerely hope that with this genuine spirit of cooperation, commitment and support we would also work together to implement this plan.

I wish to call on all stakeholders and partners alike to unite with government in the implementation of this Plan. While we acknowledge the challenges that we would continue to face as a Nation of Water, let us continue to press on with the limited resources we have and a positive attitude to our God given nation to improve our living conditions.

Our never ending wish and hope is to have better lives, better living conditions and a brighter future for all **I-KIRIBATI**.

Te Mauri, Te Raoi ao Te Tabomoa

A handwritten signature in blue ink, appearing to read 'Tom Murdoch', written over a horizontal dotted line.

TOM MURDOCH

HONORABLE TOM MURDOCH MP

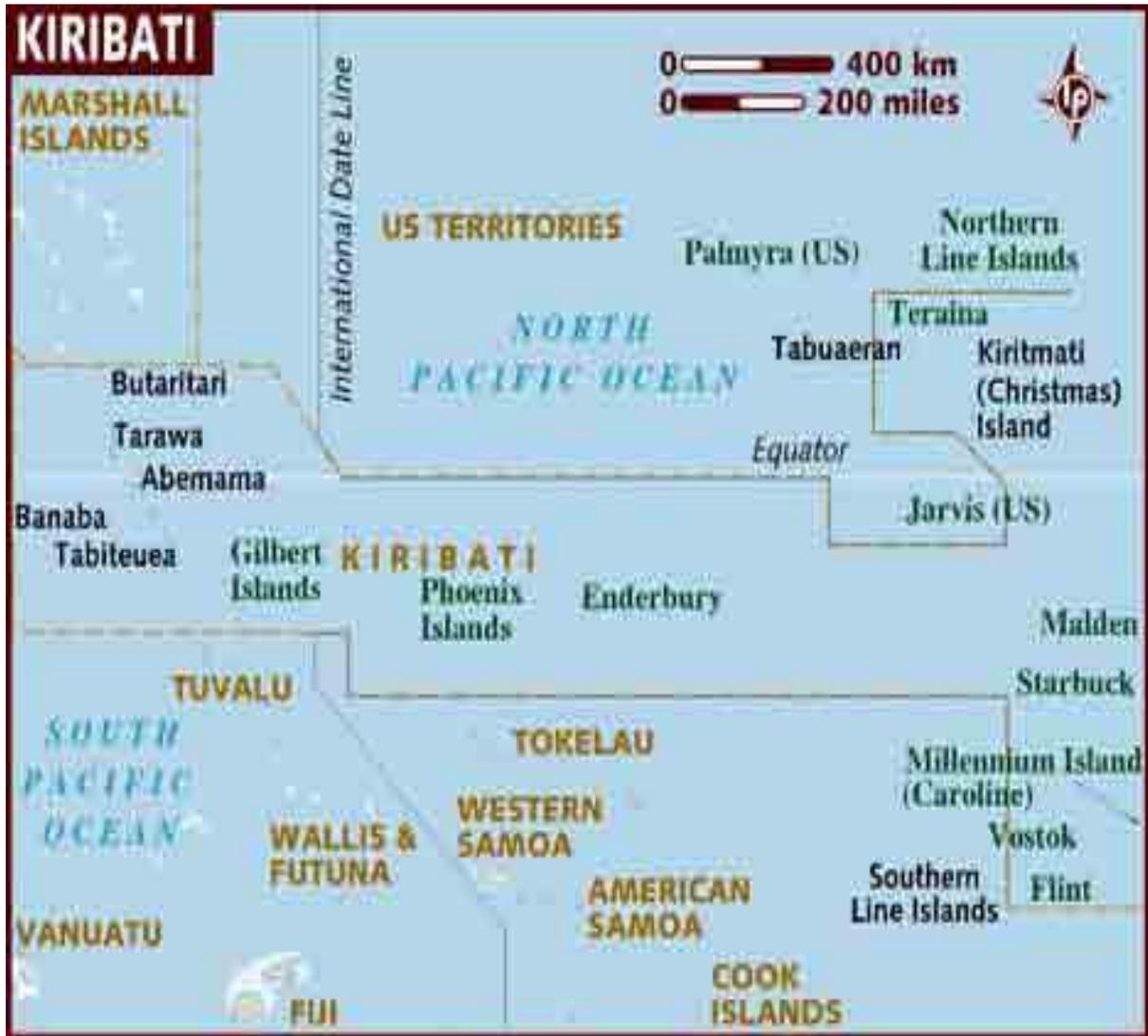
**Minister of Finance and Economic Development**

## List of Acronyms and Abbreviations

ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
BTS	Business Technology Services
CCA	Climate Change Adaptation
COC	Continuity of Care
DCC	Development Coordinating Committee
DHS	Demographic Health Survey
DOTs	Diseases on Treatment(s)
DRR	Disaster Risk Reduction
ECD	Early Child Development
ECE	Early Child Education
EFA	Education for All
ENSO	El-Nino Southern Oscillation
ESGBV	Ending Sexual and Gender Based Violence
ESSP	Education Section Strategic Plan
EU	European Union
FTC	Fisheries Training Center
GDP	Gross Domestic Product
GOK	Government of Kiribati
HIES	House Income Expenditure Survey
HRD	Human Resource Development
ICT	Information and Communications Technology
ILO	International Labour Organization
IMCI	Integrated Management of Childhood Illness
JICA	Japanese International Corporation Agency
JSS	Junior Secondary Schools
KAP	Kiribati Adaptation Project
KDP	Kiribati Development Plan
KEIP	Kiribati Education Improvement Project
KEMIS	Kiribati Education Monitoring Information System
KIT	Kiribati Institute of Technology
KNEP	Kiribati National Educational Programme
KNAO	Kiribati National Audit Office
KPA	Key Policy Areas
M & E	Monitoring and Evaluation
MCIC	Ministry of Commerce, Industry and Cooperatives
MHMS	Ministry of Health and Medical Services
MCTTD	Ministry of Communication, Transport and Tourism Development
MDGs	Millennium Development Goal(s)
MELAD	Ministry of Environment Land and Agriculture Development
MFA	Ministry of Foreign Affairs
MFED	Ministry of Finance and Economic Development
MFMRD	Ministry of Fisheries and Marine Resources Development
MISA	Ministry of Internal and Social Affairs

MLHRD	Ministry of Labour and Human Resource Development
MLPID	Ministry of Line and Phoenix Islands Development
MoE	Ministry of Education
MOP	Ministry Operational Plan
MTC	Marine Training Centre
NAPA	National Adaptation Program of Action
NCD	Non Communicable Diseases
NEPO	National Economic Planning Office
NER	National Employment Register
NGOs	Non-Government Organizations
NSO	National Statistics Office
OAG	Office of the Attorney General
OB	Office of Te Beretitenti
PAYE	Pay As You Earn
PIFs	Pacific Islands Forum Secretariat
PPP	Public Private Partnership
PSO	Public Service Office
RBM	Result Based Management
SOEs	State Owned Enterprises
SPC	South Pacific Commission
SS	Senior Secondary
STI	Sexually Transmitted Infections
SPTO	South Pacific Tourism Organization
TB	Tuberculosis
TNA	Training Needs Assessment
TSKL	Telecom Services Kiribati Limited
TVET	Technical and Vocational Education and Training
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nation Development Programme
UNFPA	United Nation Fund for Population Activities
UNICEF	United Nation Children's Fund
WHO	World Health Organization

# MAP OF KIRIBATI



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## **Definition of Key Words**

Baseline	Refers to figures or facts collected at the initial stages of a project that provides a basis for measuring progress in achieving project objectives and outputs
Evaluation	A systematic examination of planned, ongoing or completed project which aims to answer specific management questions and to judge the overall value of an endeavor and supply lessons learned to improve future actions, planning and decision making. It commonly seeks to determine the efficiency, effectiveness, impact, sustainability and the relevance of the project or organizations' objective
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable basis for assessing achievement, change or performance in a specific condition
Monitoring	The regular collection and analysis of information to assist timely decision-making ensure accountability and provide the basis for evaluation and learning. It is a continuing function that uses methodical collection of data to provide management and the main stakeholders of an ongoing project or program with early indications of progress and achievement of objectives
Objective	A specific statement detailing the desired accomplishments or outcomes of a project at different levels (short to long term)
Outcomes	The result achieved at the level of "purpose" in the objective hierarchy. It also refers to a change in conditions, or maintenance of a set of conditions, resulting from the interaction of outputs and external factors, described so that the direction and extend of any such change can be assessed.
Outputs	The product of one or more activities, intended to contribute to a desired outcome, described so that its quantity, quality and time of completion can be verified, and the inputs used in producing it can be identified, measured and costed.
Performance	The degree to which a development intervention or a development partner operates according to specific criteria/standards/ guidelines or achieves results in accordance with stated goals or plans.
Priority	The most important or pressing of a number of matters in a group

Result	The measurable output, outcome or impact (intended or unintended, positive or negative) of a development situation Strategies. The overall direction and approach to be taken in planning and managing activities to achieve a desired result
Target	A specified objective that indicates the number, timing and location of that which is to be realized

# CHAPTER ONE

## INTRODUCTION

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### Background and Approach

Preparation and formulation of the Kiribati Development Plan (KDP) 2012-2015 has been carefully thought out to bring greater improvements by learning the important lessons from the past KDPs including the use of different and workable approaches.

The formulation of the new KDP is based on the review of the former KDP and a ‘partnership’ approach which involves extensive consultations, meetings and discussions with all key stakeholders in identifying national, ministries’ and sectoral issues including proposed strategies in addressing the identified issues. The review<sup>1</sup> of findings from each KPA group was presented in the KDP 2008-2011 Review Workshop held in March 2011.

National issues and strategies formulated at a national summit with all stakeholder groups including those from the outer islands in the Gilbert and Line groups in May 2011. At the Summit, the review findings of the previous KDP were also discussed and the culminated feedbacks and comments of participants were incorporated into the outcome document of the summit. Another workshop with line Ministries was run in June 2011 to complete and validate the issues identified in the Summit. Working Sessions with the six KPA groups conducted between October and December 2011 to complete validating the identified issues together with their strategies, outputs, outcomes and performance indicators for all KPAs<sup>2</sup>. The last and important step in the formulation and preparation process is the alignment of the KDP to the policy statement to ensure that it is consistent with the intent of the government.

In a bid to strengthen results based formulation, implementation, monitoring and evaluation of the KDP 2012-2105, an enhanced M&E framework has been produced to allow wider participation of line Ministries including all stakeholders. This is a way of creating a sense of ownership and full commitments among all stakeholders as a means of enhancing and attaining the full effective implementation of the plan. A detailed M&E framework for the KDP is attached as addendum 1 to the KDP 2012-2015

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<sup>1</sup> The review of the former KDP in achieving its implementation for the past four years involved an analysis of the macro level plus the review of ministries progress reports in how they achieved their targets in implementing the KDP within the given periods. . The review findings provide the important lessons learned from the former KDP and more importantly forms the direction and basis for the new KDP.

<sup>2</sup> Within the six KPA groups a group of Ministries worked together in their allocated six groups according to the six Key Policy Areas (KPAs) of the previous KDP under the guidance of the concerned lead ministry and KDP Taskforce. This approach is important in improving cohesion among or within sectors and line ministries

# CHAPTER TWO

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## MACRO TRENDS & REVIEW OF ACHIEVEMENTS 2008-2011

The 2008-2011 Kiribati Development Plan set out a strategy to invest in Kiribati's main assets - its people and to transform the lives of I-Kiribati through further development of the economy and their capabilities. The theme of the 2008-2011 Kiribati Development Plan - 'Enhancing economic growth for sustainable development' – reflected the Government's policy direction, and the vision - 'A vibrant economy for the people of Kiribati' - put in focus the ultimate goal of pursuing economic growth. Below is a summary of the macro trends and achievements from the previous plan of 2008-2011 Presented by Key Policy Area.

### 2.1. HUMAN RESOURCE DEVELOPMENT

Achievements 2008-2011: The key issues identified for the 2008-2011 period were raising educational standards and quality, and increasing retention of school students to continue on to higher classes or forms.

Education is a long term investment and it was never expected that the benefits of this would be seen quickly. Major achievements in the last Plan period include the completion of key policy frameworks which were implemented towards the end of the last Plan period. These include;

- ❖ A National Curriculum and Assessment Framework (NCAF) is now in place and work began in 2011 in writing of new syllabuses for Year 1 and Year 2 in English and Mathematics learning areas. The NCAF is currently being progressively rolled out to other learning areas and to more senior years.
- ❖ A Teacher Professional Development Framework as well as institutional strengthening arrangements for Kiribati Teachers College now in place;
- ❖ Teaching Service Standards have been developed and now being implemented;
- ❖ National Infrastructure Standards for Primary schools are now in place;
- ❖ A Primary School Rehabilitation Plan has been finalised and rehabilitation of primary schools began in 2011;
- ❖ A Whole of School Improvement Plan has been developed and work is in progress with primary schools to implement this.
- ❖ Early Childhood Care Education Policy now in place;
- ❖ Work on reviewing the *Education Ordinance* commenced in 2011.
- ❖ The Kiribati English Language program commenced in 2011, a surge program intended to upgrade the English language proficiency of all Kiribati teachers; and

- ❖ A program of community consultations has been implemented involving churches and other Government Ministries to encourage greater community involvement in education.

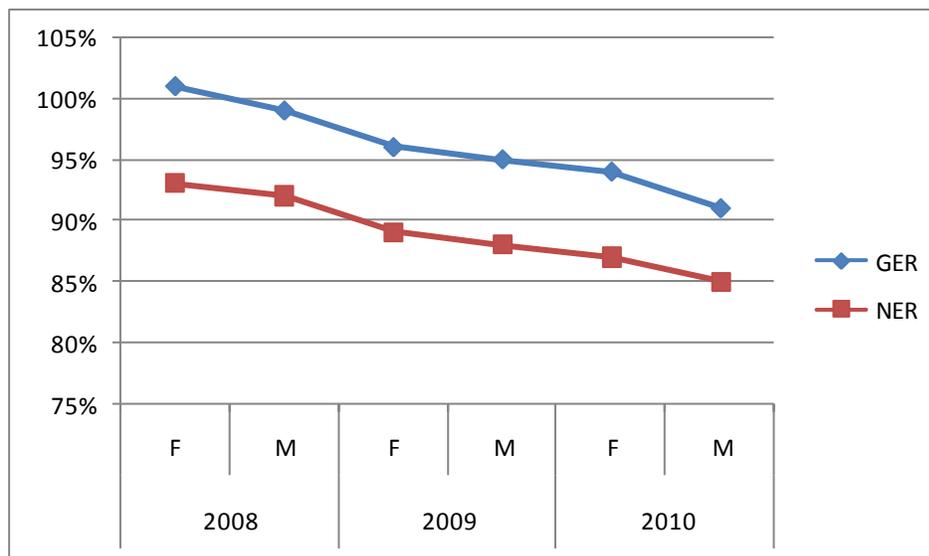
## Progress towards Long Term Goals

### Education for All (EFA):

#### Achieve Universal Primary Education (UPE)

Kiribati has achieved universal primary education although the NER has fallen from 92% to 84% for boys and 93% to 87% for the girls' between 2008-2010. Still 13% percent of primary age children and 30 percent of junior secondary age children were out of school in 2009. Furthermore the country managed to achieve a 91% survival rate to year 5 indicating a move in the right direction for universal primary education

**Figure 1: GER<sup>3</sup> and NER<sup>4</sup>**



Data Sources: KEMIS 2010

#### <sup>3</sup> EFA 5: Gross Enrolment Ratio (GER)

The GER is the Number of pupils enrolled in a given level of education, regardless of age, expressed as a percentage of the population in the relevant official age group (primary: 6-11 year olds; JSS: 12-14 year olds; Senior Secondary: 15 – 18 year olds). This indicator measures the extent to which children are able to access education at various levels of the school system.

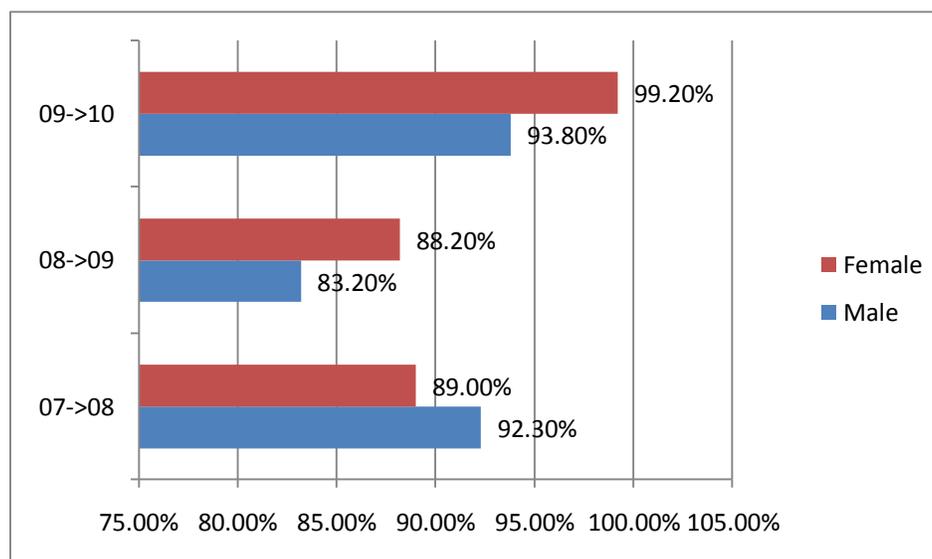
#### <sup>4</sup> EFA 6: Net Enrolment Ratio (NER)

Number of pupils in the official age group for a given level of education expressed as a percentage of the total population in that age group. This indicator measures the extent to which children are accessing education at the right age at various levels of the school system.

### EFA 14: Transition Rate<sup>5</sup> from Class 6 (Primary) to Form 1 (Lower Secondary)

Transition rate from primary to lower secondary increased from 90.7% to 96.5 % between 2007-2010 for both boys and girls. However still More than a quarter of students do not make the transition to upper secondary levels, which has important implications for human resource development and the government's long-term strategy for dealing with climate change and migration.

**Figure 2 EFA 14: Transition Rate from Class 6 to Form 1 (2007-2010)**



Data Sources: KEMIS 2010

## 2.2. ECONOMIC GROWTH AND POVERTY REDUCTION

Achievements during this period include the following:

- ❖ An increase in the number of Joint Ventures from 1 in 2008 to 4 in 2011;
- ❖ Reform of State Owned Enterprises, with six identified as suitable for privatization and two (Tarawa Biscuit Company Ltd and Kiribati Supply Company Ltd) sold so far.
- ❖ A new, simpler tax regime (PAYE final) introduced in 2009;
- ❖ Better financial planning including a multi-year budget framework, and a Public Financial Management review;
- ❖ An increase in tourist visits to Tarawa, recovery of the tourism industry in Kiritimati and a small but successful tourist fishing venture established in Nonouti;
- ❖ A more sustainable basis for fisheries revenue through the Vessel Day Scheme and through employment of more observers on fishing vessels.

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<sup>5</sup> Transition rates measure the percentage of children who move from one level of the education system (e.g Primary) to the next level (e.g Junior Secondary).

The Kiribati Development Plan 2008-2011 was based on the strategy of reducing poverty through overall economic growth. In an effort to enable low income families to keep ahead of rising prices of food, fuel and basic commodities during this period, the Government approved a flat increase of \$700 to all full-time Government salaries, and increases to the Elderly Allowance and Copra subsidies.

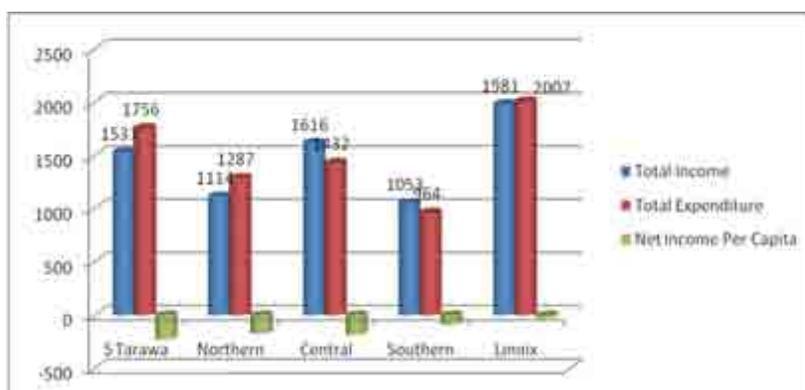
**Progress towards long term goals:** The proportion of people living below the National Poverty Index in 2006 was 50%, this figure is unchanged since 1996. Poverty in the Kiribati context is a complex issue; as many families live in a state of “affluent subsistence” with plentiful food and natural resources and little need for cash. Still, lack of a cash income still limits educational and economic opportunities for many, and in South Tarawa where natural resources are under pressure, there are cases of real hardship.

**1. Table 1: National Poverty Index based on the HIES 2006**

Proportion of households below National Poverty Index	Rural	Urban	National
2006	49%	51%	50%

Source: Kiribati Household Income and Expenditure Survey 2006

**Figure 3: Household Income/ Expenditure Ratio**



The Household Income and Expenditure Survey (HIES) conducted in 2006 shows that total expenditure of households exceeded total household income by \$9,669,418 indicating more is spent than earned by households.

This would support the findings in Table 1 above that a proportion of households require cash to meet basic needs. The survey also showed that Per Capita Annual Income is highest in the Line Group, second is Central Kiribati, third is South Tarawa, fourth is Northern Kiribati and finally the Southern Kiribati. In the Line group, there are more income generating opportunities which enable people to earn cash through sales of handicraft products, seaweed farming and copra cutting. In addition to these extra earning opportunities, people have free access to large state owned lands for subsistence living. Central and Southern Groups made some savings on their income.

## 2.3. HEALTH

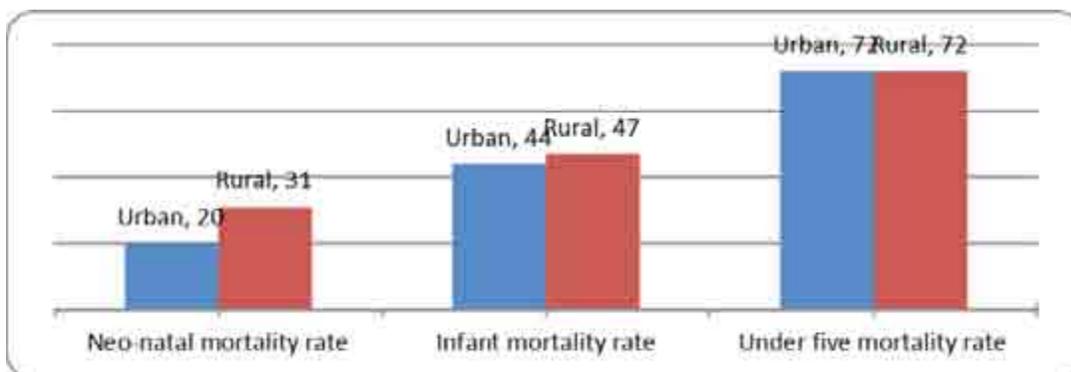
**Achievements 2008-2011:** Kiribati has achieved significant progress in key health sectors under the KDP 2008-2011 including

- ❖ A drop in the infant mortality rate (explained in more detail below);
- ❖ High rates of breastfeeding, partly due to active promotion including at Tungaru Central Hospital which was accredited as a Baby Friendly Hospital;
- ❖ High levels of immunization (above 90%);
- ❖ High levels of prenatal visits and deliveries attended by skilled health personnel; and only one maternal death in 2010;
- ❖ A reduction in cases of tuberculosis, particularly in the crowded areas of Tarawa.

Despite good progress in health service delivery, Kiribati still faces major challenges to achieve its national, regional and international targets. Many health issues relate to water, sanitation and solid waste management which are multi-sector problems. Kiribati also has an exceptionally high smoking rate (almost 70% of adult men are regular smokers – Census 2005) and high rates of non-communicable diseases, particularly diabetes.

**Progress towards long term goals:** There was no significant progress in the 2008-2011 period towards limiting population growth. Kiribati achieved a drop in the infant mortality rate to 51 per 100,000 in 2010; if this is maintained Kiribati will have achieved its Millennium Development Goal to reduce under 5 mortality below 60 per 1,000 live births in 2015. However data is very incomplete so the trend is not yet certain.

**Figure 4: Child Health**



Source: Kiribati Demographic and Health Survey 2009

As shown in Figure above, mortality is higher rural areas than urban areas for both neo-natal and infant mortality, but this is reversed in the age range 1 to 4 so that the under-five mortality rate is identical.

## 2.4. ENVIRONMENT

Kiribati faces a daunting range of environmental challenges including loss of biodiversity, degradation of critical habitats, threats to fresh water resource and marine water quality, degradation and overuse of coastal and marine resources, unsustainable forestry and land use practices, climate change and rising sea levels, land and sea pollution, increased generation of non-biodegradable wastes, and poor waste management, (Pacific Islands Regional MDG Report, 2004).

**Achievements 2008-2011:** During this period, some of the following initiatives were undertaken to address environmental issues:

- ❖ Planting of over 72,000 mangrove seedlings in areas prone to coastal erosion;
- ❖ Volunteer participation and involvement of local communities in mangrove planting, using their own resources;
- ❖ Increased in the number of externally funded environment projects implemented to support the Government in improving the area of environment protection and management;
- ❖ Enlargement and the designation of the Phoenix Islands Protected Area as the first world heritage site in Kiribati, which was first established in 2006, to over 400,000 square km<sup>2</sup> in area;
- ❖ Very high rates of recycling (over 90%) for containers covered by the Kaoki Mange scheme;
- ❖ Rehabilitation of landfills as a first step to implementation of the National Solid Waste Management Strategy;
- ❖ Implementation of adaptation programs through Kiribati Adaptation Program Phase II; aimed at piloting different adaptation measures e.g. coastal protection, water conservation, mangrove replanting so on and continue mainstreaming of climate change into national development planning;
- ❖ Increased compliance with provisions of the Environment Act (e.g. Number of Government infrastructure projects including donor funded projects issued with Environment Licenses (EL));
- ❖ Initiation of the formulation of the National Integrated Environment Policy at MELAD ECD level towards the end of 2010.

### **Progress towards long term goals:**

Kiribati is one of the most vulnerable countries in the world to the impacts of global climate change, yet the nation's contribution to global warming is quite minimal. Emissions per capita are less than one tenth of the world average, and have not risen significantly in decades. Kiribati is a strong advocate for emissions reductions in international climate change conventions and treaties, and has chosen to follow a low-carbon development path as part of its overall commitment to a sustainable future

**Figure 5: Carbon Dioxide emissions (metric tons per capita), Kiribati and World Average**



Source: World Bank, World Development Indicators 2011

## 2.5. GOVERNANCE

The Governance section of the 2008-2011 KDP set out a plan to embrace “best practices”, for the effective, efficient and economic delivery and production of public goods and services. It also targeted the welfare of disadvantaged or vulnerable groups as well as promoting a peaceful and cohesive social and economic environment.

**Achievements 2008-2011:** Improving the financial management and auditing of Government and its Ministries and State Owned Enterprises, and of Urban and Island Councils, was a strong priority in the KDP. The Audit Office has been strengthened and is making progress with the auditing of information provided, including the 2009 Government Accounts (including Ministries) and the 2008 annual accounts of the three Urban Councils. However there are very large information gaps. Many SOEs have not submitted either business plans or annual accounts for years, and most Island Councils (as distinct from Urban Councils) have not provided the financial plans and reports required of them. However, the perspective of governance should not be limited within sectors nor confined to regulations and legislations alone as a prerequisite, but rather an exit has to be implanted within the system to serve as a two-way platform for reporting government initiatives and milestones to the public, and the public to demand the right information.

Governance also includes strengthening respect for the law and policing. Strengthening of community policing in many villages, development of Standard Operating Procedures for reporting crimes detected by public service organisations including schools and NGOs, and the establishment of Domestic Violence Desks in four South Tarawa police stations have all helped to improve the effectiveness of the police in ensuring public safety.

The welfare of disadvantaged groups including women, youth and the elderly is always a concern and especially so in tough economic times. There has been significant progress in raising the profile of women's issues, and evidence for this is provided by increased reporting rates for gender based violence which in the past has been regarded as a private issue.

**Progress towards long term goals:** Gender equality in education is a powerful indicator of the disparity in opportunity between boys and girls. In Kiribati, very nearly equal numbers of boys and girls attend primary school, but more girls than boys progress to secondary education.

**Table 2: Enrolment Ratio**

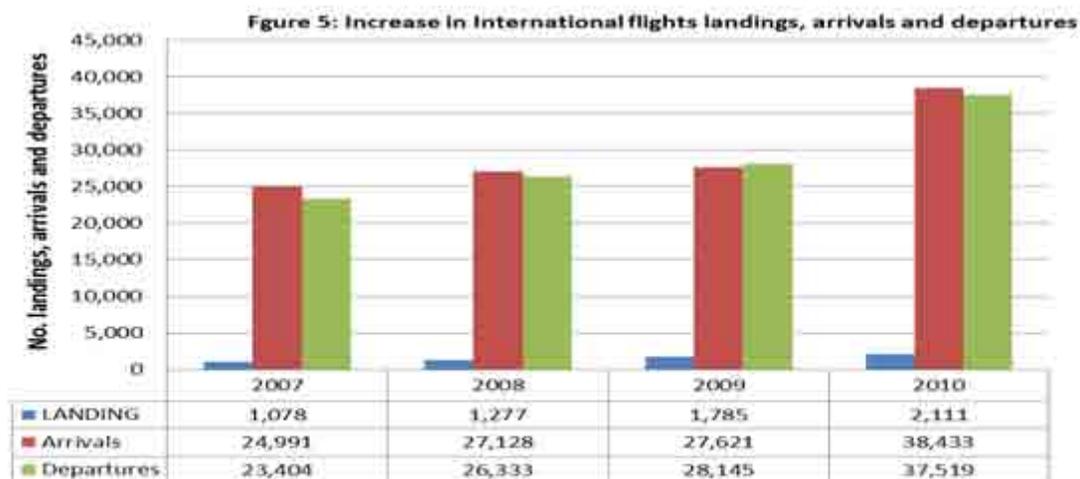
	<b>2005 (or near)</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Primary: (boys/100 girls)</b>	103	100	100	98
<b>Junior SS: (boys/100 girls)</b>	100	103	95	93
<b>Secondary School: (boys/100 girls)</b>	84	88	81	82

## **2.6. INFRASTRUCTURE**

### **Achievements 2008-2011:**

- ❖ Housing – An increased number of upgrades of Government houses were undertaken within a fixed maintenance budget – 39 in 2008, 54 in 2009 and 102 in 2010
- ❖ Outer Island Airstrips upgraded – 4 in 2008, 6 in 2009 and 10 in 2010. Expenditure on airport maintenance in the outer islands is high in proportion to airport tax revenue.
- ❖ More international flights – Plane landings, and inward and outbound passenger numbers, all increased. But despite the increase in passenger numbers (which means increased revenue from departure taxes), expenditure on maintenance of international airports on Tarawa and Kiritimati is static, and there are significant maintenance and safety problems.

**Figure 6: Increase in International flights landings, arrivals and departures**



Source: Civil Aviation, 2011

- ❖ Shipping - The number of trading vessels serving Kiribati has increased to 36 in 2010, up from 14 in 2005
- ❖ ICT services to outer islands improved; 21 islands now have a fixed line phone service and 11 have internet access agencies and development partners are presented in the Appendices.

**Table 3: Annual Access to Communication Services**

	2005	2008	2009	2010	2011
Access to fixed line	4	9	11	13	21
Access to mobile services				1	5
Access to internet		1	3	4	11

## **CHAPTER THREE**

### **GUIDING PRINCIPLES OF THE PLAN**

The Kiribati Development Plan (KDP) has been founded on the basis of two guiding principles namely: socio protection/gender equity and results based management;

#### **3.1 Socio Protection and Gender Equity**

Government is mindful of the needs of different gender groups and levels of development pertaining to the different communities. The distinct needs of men, women, children and social groups were explored and considered in the planning process. Government programs and projects will be required to incorporate the development an enabling environment for sustaining socio protection (gender empowerment with an emphasis on family, children, women's and men's rights).

### 3.2 Results Based Management

It is expected that all sectors will work collectively towards the achievement of national, sector, and ministry and divisional results in a manner that strengthens complementary evidence based decision making. The key results expected will include among others; improved measuring service and performance outcomes from the KDP, better alignment of the plan and sister plans (sector and strategic plans) to regional and international commitments, improved reporting and advocacy for results, and lastly enhanced technical capacity development for monitoring and evaluation across the sectors. A country level results matrix has been attached showing current baselines and four year performance targets.

## CHAPTER FOUR

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### KPA 1 - HUMAN RESOURCE DEVELOPMENT

#### SITUATION ANALYSIS



Kiribati people provide a great source of wealth for development of the country but their advancement has often been hampered by poor human resource development, inequality and lack of technical skills. For instance Kiribati is deemed to have achieved universal primary education as a matter of policy and the self-reported literacy levels are high. Yet only 91 percent of students continue school to year 5 indicating that there are still some areas for improvement in the school system. However it is important to note that even though Kiribati provides free basic education, there are many challenges outside the education sector which affects attendance of children in school. These hidden costs include the economic situation of poor families which affects the health of these families, and especially the health of the children and these families' ability to send their children to school



Furthermore there are some disturbing trends in the human resource sector specifically related to the education sector: more than 10 percent of children do not attend primary school<sup>6</sup>: The Net Enrolment Rate (NER) at the primary level has

declined by 8 percent from 2006 to 2009, from 95 to 87 percent; Thirteen percent of primary age children and 30 percent of junior secondary age children were out of school in 2009. Performance at primary school levels is also declining with percentages of children not achieving

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<sup>6</sup> [MoE 2009] and [AusAID 2010]

learning outcomes ranging from 20 to 70 percent for various subjects and grades: at the class four level in English literacy, for example, 44 percent of children showed little or no evidence of achieving the learning outcomes appropriate for that level. For Kiribati literacy and numeracy, the figures were 20 percent and 39 percent respectively. This is despite the fact that nearly 90 percent of primary and junior secondary school teachers are formally qualified in teaching.

Only 67 percent of entrants into primary in 2009 had attended early Child Education (ECE), an 11 percent decrease on 2006 levels. This has a direct consequence on school performance and could be a contributing factor to the declining performance at primary school levels. Education facilities are often inadequate or in disrepair, and the lack of sanitation especially in the outer islands raises health issues and affects teenage girls' ability to attend school fully. More than a quarter of students do not make the transition to upper secondary levels, which has important implications for human resource development and the government's long-term strategy for dealing with climate change through migration.



Access issues for persons with disabilities are a concern. No specific policy or legislation exists to address the issue, however, the current review of the Education Ordinance takes into account concern on children with disabilities.

Some other key challenges to the education sector include:

- ❖ an unbalanced curriculum, that focuses too much on senior education level;
- ❖ declining quality of teaching;
- ❖ Absenteeism both by children and teachers;
- ❖ Poor condition of school buildings and shortage of furniture and other school facilities;
- ❖ weak transport and sanitation arrangements for school children
- ❖ Weak legislation,



The Education Sector Strategic Plan 2012-2015 was developed to address these many challenges.

Opportunities for tertiary education are limited to the Marine Training Centre (MTC), the Fisheries Training Centre (FTC), and the Kiribati Institute of Technology (KIT), as well as the Kiribati Teachers College (KTC), the School of Nursing, and the Kiribati campus of the University of the South Pacific. Plans are under way to raise the quality of standards at the KIT by twinning with the Australian Pacific Technical College. For KTC, a program of institutional strengthening has also commenced.

## NATIONAL DEVELOPMENT OBJECTIVE & STRATEGIES

Key Objective 1: Therefore the national development priority will be to improve functional literacy and numeracy through access to quality and relevant education and to provide professional skills development opportunities and technical capacity for I-Kiribati by the year 2015.

Macro Strategies: The strategies in the human resource development sector have been guided by the overall KDP and the Education Sector Strategic Plan for 2012-2015. The Government of Kiribati (GoK) is committed to the Education for All (EFA) goals which is in line with the Millennium Development Goals (MDGs). Their attainment is a key driver of GoK education policy and influences its sector priorities over the medium term. Human resource development is also seen as of paramount importance in the development and future economic growth of the country.

While 'formal education' is seen as important in nurturing human resources at all school levels, 'human resource development' (HRD) goes one step further in highlighting the need to build peoples capacity.

The Government will :

- ❖ Complete the review of the Education Ordinance to accommodate emerging education challenges,
- ❖ improve literacy and numeracy and the quality of basic (primary and junior secondary) and senior secondary education for Kiribati children through improving the quality of curriculum and assessment, and providing quality curriculum resources for schools.
- ❖ Improve quality of the teaching work force through professional development programs for teachers;
- ❖ Improve access and inclusiveness of education to all children
- ❖ Introduce a whole of school improvement program to all primary and junior secondary schools.
- ❖ Provide child friendly, healthy and safe school environment and facilities, essential materials, resources and equipment for schools.
- ❖ Strengthen school/community/stakeholder relationships and public awareness of education policies and initiatives.
- ❖ Provide strong support services to schools for the delivery of quality and balanced education for all
- ❖ improve access to and quality of Early Childhood Education (ECE),
- ❖ diversify technical and vocational training to reflect demand driven approaches; and
- ❖ improve public service performance standards.

The Kiribati Education Improvement Program (KEIP) is the newly developed framework within which key donors to the education sector will support the Government to address its most pressing education issues in the Education Sector Strategic Plan (2012-2015).

At present responsibility for education is fragmented, with five different Ministries having responsibility for different aspects of education<sup>7</sup>. To achieve the important strategic goal of a high quality, coherent and relevant education system, there is a need to strengthen policy and planning systems, increase the use of evidence based decision making use of data from the Kiribati Education Management Information System, and to further develop the capacity of the teaching workforce.

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<sup>7</sup> [AusAID 2010] ESSP 2012-2015

## KPA 1: HUMAN RESOURCE DEVELOPMENT (HRD)

### KPA 1 Expected Results

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
<b>Core Issue 1.1 : Limited opportunities for quality, inclusive, equitable and professional education development from the current education and training system</b>			<b>1.1. An education training system where access<sup>8</sup> to quality<sup>9</sup> inclusive, equitable and professional development opportunities are enhanced for all I-Kiribati by 2015</b>		
1.1. Lack of ( and review of) enabling policies including Education Ordinance for the education sector	1.1.1. Strengthen the Ministry's policy framework and planning system by finalizing draft TVET policy and develop	1.1.1.1 Revitalized enabling policies for the education sector Early Childhood Education, Primary, Secondary, TVET and Tertiary		MoE (L)	<b>AusAid, Japan, NZAid, ROC, UNESCO, UNICEF</b>

<sup>8</sup> Enrollment, Retention, Survival, Transition

<sup>9</sup> Learning outcomes – literacy and numeracy

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
	<p>legislative framework for the formal education system</p> <p>1.1.1.2. Strengthen the legislative and regulatory framework for managing the school sector</p>				
<p>1.2. Limited support to Early Childhood Education (ECE) schooling opportunities</p>	<p>1.2. 1 Resourcing and implementation of ECE Policy</p> <p>1.2.2. Create and strengthen a partnership approach of government and the communities on ECE</p>	<p>1.2.1.1 Enhanced access to and quality ECE</p>		<p>MoE (L)</p>	<p><b>AusAid, Japan, NZAid, ROC, UNESCO, UNICEF</b></p>

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
1.3. Limited tertiary and vocational training opportunities for youth. Training does not currently link with the demands of local or overseas employers.	<p>1.3.1 Capacity Building (Better linked employment and training outcomes)</p> <p>1.3.2. Enhancing of scholarship schemes and overseas trainings</p>	1.3.1.1 Enhanced tertiary and vocational training for the youth to meet regional (Australian) and international standards.		MLHRD (L) PSO & MoE (S)	<b>AusAid, Cuba, Japan, NZAid, ROC, UNESCO, UNICEF</b>
1.4. Low level public and private sector work performance	<p>1.4.1 Capacity development and up-skilling of workforce</p> <p>1.4.2. Improve implementation coordination, and enforcement workforce conditions of services</p>	1.4.1.1. Enhanced public and private sector work proficiency		MLHRD (L) PSO & MoE (S)	<b>AusAid, ILO, Japan, NZAid, ROC, UNESCO, UNICEF, SPBEA</b>

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
	<p>1.4.3. Providing a conducive teaching and learning environment in Kiribati schools</p> <p>1.4.4. Develop a competent and effective school education work force</p>				
<p>1.5. Ineffective delivery of essential services to schools due to lack of good facilities and resources plus a highly centralized education system</p>	<p>1.5.1. Review organizational structure of MoE and develop policy on decentralization implemented school Improvement Plan</p> <p>1.5.2. Rehabilitation of primary school facilities and resources</p>	<p>1.5.1.1 Improved delivery of services and decentralization implemented school grant program implemented</p>		<p>MoE</p>	<p><b>AusAid, Japan, NZAid, ROC, UNESCO, UNICEF</b></p>

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
1.6. Unbalanced school curriculum	1.6.1. Deliver a high quality, coherent and relevant school curriculum for Kiribati children	1.6.1.1 Implementation of new school curriculum syllabuses for Class One up to Form 3		MoE	<b>AusAid, Japan, NZAid, ROC, UNESCO, UNICEF SPBEA</b>
1.7. Declining in quality of teaching workforce	1.7.1. Develop training plans and upgrade on-going professional development for all education sectors  Provide training for untrained teachers at secondary level	1.7.1.1 A competent and well trained teachers in Primary up to Senior Secondary level		MoE (L)	<b>AusAid, Japan, NZAid, ROC, UNESCO, UNICEF, SPBEA</b>
1.8. Limited education opportunities for children and adults with disabilities	1.8.1. Develop policy Inclusive  1.8.2. <b>Implementation of School Grant Program</b>	1.8.1.1. Improved inclusive education opportunities for children with different learning abilities		MoE  MISA	<b>AusAid, Japan, NZAid, ROC, UNESCO, UNICEF SPBEA</b>

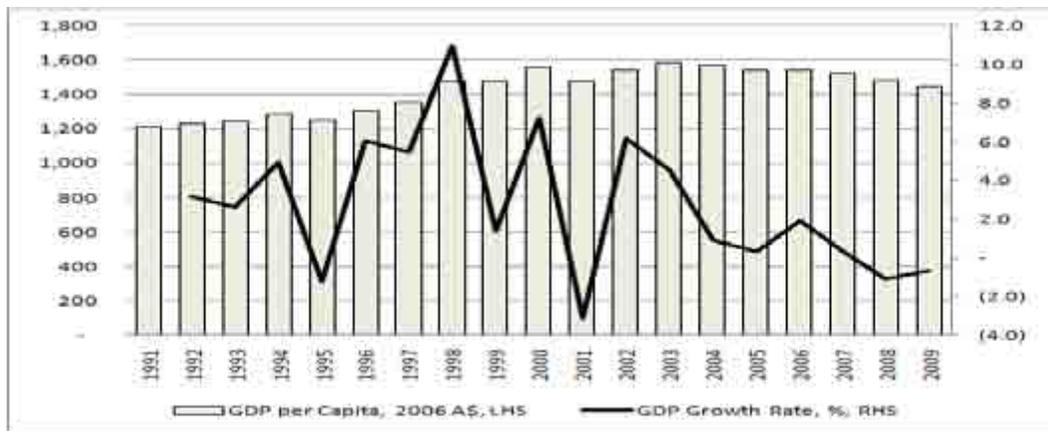
# CHAPTER FIVE

## KPA 2 (ECONOMIC GROWTH & POVERTY REDUCTION)

### SITUATION ANALYSIS

Kiribati has experienced unstable economic growth between 2008-2011 with a negative GDP growth both 2008 and 2009 and positive increase between 2009 and 2010. The country still remains vulnerable to wider economic constraints including global economic downturns as well as an increasing population causing general reduction in GDP per capita.

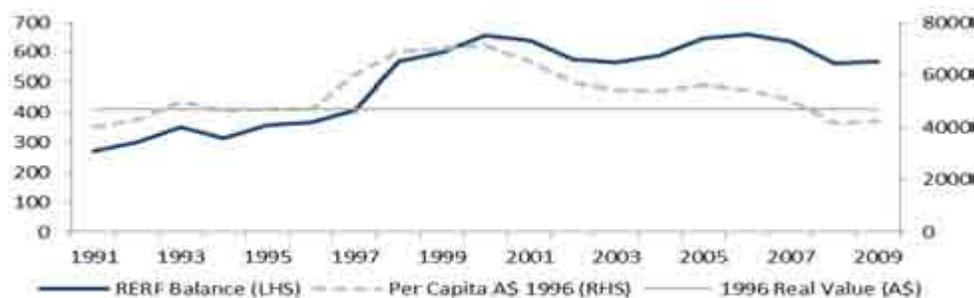
Figure 7: Kiribati GDP per capita, and % growth in GDP: 1991 - 2009



Global economic trends impacted seriously on the Kiribati economy during the 2008-2011 periods, raising the costs of basic items including fuel and food, and limiting employment opportunities overseas and in the shipping industry which are a key source of income for many Kiribati families.

The government operated consecutive budget deficits between 2008-2011 which were financed through concessional loans and RERF drawdowns substantially reducing the value of the fund.

Figure 8: Revenue Equalistaion Reserve Fund-Varioues Measures



In summary the country still faces major challenges stemming from; Limited opportunities for economic growth; small government revenue base, obsolete tax system, limited opportunities especially for youth; under developed private sector; increasing trade deficit; inadequate public finance management system and declining government fiscal position.

## KEY OBJECTIVE& STRATEGIES



**Key Objective 2:** Taking the above situation into context therefore the national development priority will be to effectively implement structural and fiscal reforms under the Kiribati Economic Reform Priorities Program.<sup>10</sup>

**Macro Strategies:** Key macro strategies will include: expanding and diversifying government revenue base, implementing a new tax regime as well as modernising tax system, reviewing vocational training and tailoring courses to internal and external labor markets, accelerating private sector development (including the creation of a conducive environment for public private partnerships in eco tourism, in country fish processing and sea-bed exploration/research) improving public finance management system , improving government fiscal position by improving performance of SoEs and lastly improving livelihoods through effective

implementation of subsidies such as copra and sea weed.

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<sup>10</sup> Supported by World Bank and AusAid

## KPA 2: ECONOMIC GROWTH & POVERTY REDUCTION

**Table 5: KPA 2 Expected Results**

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
<b>Core Issue 2.1: Slowed economic growth and worsening standard of living for all I-Kiribati</b>			<b>2.1. Increased sustainable economic growth and improved standard of living for all I-Kiribati by 2015</b>		
2.1. Inadequate employment opportunities and means of income generation for youths	2.1.1.1. Enhancing the development of the private sector (business community) and providing business and vocational training	2.1.1. Enhanced youth empowerment through participation in gainful employment		MCIC MLHRD, MISA, MFED	<b>AusAid, Taiwan, ADB, FFA, ILO, PIFS, SPC, UNDP</b>
2.2. Limited support to private sector development (including non-state actors) to expand trade and employment base	2.2.1.1. Enhancing the development of the private sector  2.2.1.2. Increase financial support and access to credit	2.2.1..Increased support to private sector development		MCIC MLHRD, MISA, MFA, MFED	<b>AusAid, Taiwan, ADB, FFA, ILO, PIFS, SPC, UNDP</b>

<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
2.3. Inadequate development and marketing of Kiribati tourism industry to regional and international markets	2.3.1.1. Upgrading infrastructure to enhance development of tourism in Kiribati	2.3.1. Strengthened development and marketing of Kiribati tourism industry to regional and international markets		MCTTD MISA, MPWU, MELAD	<b>AusAid, Taiwan, ADB, FFA, ILO, PIFS, SPC, SPTO, UNDP</b>
2.4. Inadequate development of local industries for value added products	2.4.1. Enhanced skills & knowledge for development of value added products	2.4.1.1. Enhanced business environment for public private partnerships for development value added products		MFED OB, PSO, MCIC, MFMRD, MCCTD, MELAD	<b>AusAid, Taiwan, ADB, FFA, ILO, PIFS, SPC, SPTO, UNDP</b>
2.5. Limited capacity in maximizing the benefits of our fisheries and marine resources through the principles of sustainable development	2.5.1. Developing of Kiribati National Fisheries/Marine Resources Policy Framework 2.5.2. Explore potential for seabed mining	2.5.1.1. Maximized economic benefits from marine and fisheries resources		MFMRD MFED	<b>AusAid, Taiwan, ADB, FFA, ILO, PIFS, SPC, SPTO, UNDP</b>

<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
2.5. Limited flow of funds into Kiribati	<p>2.5.1 Improve aid effectiveness within the Government system</p> <p>2.5.2. Broaden revenue base and safe guard existing revenue sources</p> <p>2.5.3. Enhance the flow of foreign direct investment (FDI)</p>	2.5.1.1. Increased flow of resources to Kiribati		MFA MFED, OB	<b>AusAid, Taiwan, ADB, FFA, ILO, PIFS, SPC, SPTO, UNDP</b>
2.6. Poor performance of State Owned Enterprises	2.6.1. Undertaking of SOEs structural reforms	2.6.1.1.Improved the performance of State Owned Enterprises			
<b>Core Issue 2.1 Increasing household hardship</b>			<b>2. 1. Reduced hardship for households in Kiribati</b>		

<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
2.7. Ineffective financial inclusion through micro-credit finance and financial literacy and limited financial assistance.	2.7.1. Create employment/business scheme to enable youth/women to earn income for loan repayment  2.6.2. Agreement between loan agencies/banks to provide access to loan to youth/women	2.7.1.1. Enhanced financial inclusion through low interest micro credit finance and financial literacy assistance		MISA  MFED, MCIC, MLHRD	<b>AusAid, Japan, NZAid, Spain, Taiwan, ADB, FFA, ILO, PIFS, SPC, SPTO, UNDP</b>
2.7. Limited vocational and business skill training.	2.7.1. Enhance technical and vocational training to achieve Australian standards	2.7.1.1. Enhanced vocational and business skill training to achieve Australian standards.		MLHRD  MFED, MFA, MoE, MISA	<b>AusAid, Japan, NZAid, Spain, Taiwan, ADB, FFA, ILO, PIFS, SPC, SPTO, UNDP</b>

# CHAPTER SIX

## KEY PRIORITY AREA 3 - HEALTH

### SITUATION ANALYSIS



Kiribati has an adequate health delivery infrastructure including physical facilities, staffing, supplies and referral system, free of charge. Some progress was achieved in key health indicators under the KDP 2008-2011 as measured in the 2009 Kiribati Demographic Health Survey (KDHSO including

However a number of critical areas requiring attention still persist; including an increasing rate of under-five mortality<sup>11</sup> and a generally stagnant trend in maternal mortality<sup>12</sup>. High levels of fertility connected to low contraceptive prevalence, especially for young women (97 percent of 15-19 years and 78 percent of 20-24 year olds have never used

contraceptives), which leads to high levels of teenage pregnancy and motherhood (10 percent for girls aged 15-19 and 28 percent for 19 year olds). Low rates of condom use, increasing prevalence of Sexually Transmitted Infections (STI) and misconceptions about the spread of HIV.

The country is faced with a "double burden disease": communicable diseases are still not under control (especially in the very crowded areas on South Tarawa). Non-Communicable Diseases are taking an ever increasing toll on Kiribati's population. High rates of diabetes, combined risk factors for cardiovascular diseases, obesity and overweight, heavy daily smoking, unbalanced diet and lack of physical activity compound the problem.

The 2009 KDHS found that about 90 percent of households now have access to an improved water source, but the sources of water require systematic protection due to the effects of climate change. Still some houses have inadequate sanitation facilities and share toilets.

The health information system is still struggling to provide sufficient, accurate and timely information for decision making in planning, strategy and policy development. This is also true for a disease surveillance and response systems, which are not currently meeting international agreed standards.<sup>13</sup>

<sup>11</sup> 46% per 1,000 live births (2009 Kiribati DHS)

<sup>12</sup> 80 % per 100,000 live births (2009 KDHS)

<sup>13</sup> An analysis of the causes of death is a matter of urgency especially in the new sub sector of Non-Communicable diseases, to better target future interventions.

## NATIONAL DEVELOPMENT OBJECTIVE& STRATEGIES



**Key Objective 3:** The national development priority will be to increase access to (& delivery of) quality health services including health awareness and healthy lifestyles so as to improve health and well- being for all Kiribati citizens by the year 2015.

**Macro Strategies:** The strategies in health sector present a balanced mix of preventive (health awareness) and curative approaches as reflected in the health sector strategic plan. For example in response to MCH concerns, the continuity of care program for at risk neonates and young infants has been introduced and the scaled up to integrate management of childhood illnesses (IMCI) as a way of curbing child morbidity and mortality. For HIV, currently, the national response involves participation by national and local- government, non-government and private sector entities, and research and academic institutions and is coordinated under the oversight of the Kiribati HIV and AIDS and TB (tuberculosis) Task Force, where issues pertaining to HIV prevention, treatment and care are discussed. This strategy will be carried forward to the next phase 2012-2015.

### KPA 3: HEALTH

**Table 6: KPA 3 Expected Results**

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
<b>Core Issue 3.1: High population growth</b>			<b>3.1. Reduced population growth</b>		
3.1.1 Limited understanding of family planning services	3.1.1.1. Promote family planning services	3.1.1. Strengthened family planning services		MHMS MISA ,MFED OB	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
3.1.2. Lack of partnership with Faith Based Organizations (FBOs)	3.1.2.1. Strengthen partnership with Faith Based Organizations (FBOs)	3.1. 2. Increased uptake of modern family planning services		MoH MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
<b>3.2. High maternal morbidity (including macro and micro nutrient deficiency) and mortality</b>			<b>3.2. Reduced maternal morbidity (including macro and micro nutrient deficiency) and mortality</b>		
3.2.1 Inadequate delivery of emergence and obstetric care services	3.2.1.1. Improve delivery of emergency and obstetric care services	3.2.1. Improved delivery and access to emergency obstetric care services		MHMS MISA (S)	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
3.2.2. Limited access to antenatal and post natal care	3.2.2.1. Improve access to antenatal and post natal care	3.2.2. Improved access to antenatal and post natal care		MHMS MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
<b>3.3. High child morbidity (including malnutrition and childhood injuries) and mortality</b>			<b>3.3. Reduced child morbidity (including malnutrition and childhood injury prevention) and mortality</b>	MHMS MISA	
3.3.1 Lack Continuity of Care (CoC), EPI coverage and IMCO services for children at risk	3.3.1.1. Expand Continuity of Care (CoC), EPI coverage and IMCO services for children at risk	3.3.1. Increased usage of Continuity, coverage of EPI and IMCI services		MHMS MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
<b>Core issue 3.4. :High burden &amp; incidence of communicable diseases (TB, leprosy, lymphatic filariasis, STIs and HIV/AIDS)</b>			<b>3.4. Reduced burden &amp; incidence of communicable diseases (TB, leprosy, lymphatic filariasis, STIs and HIV/AIDS)</b>		

<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
3.4.1. Limited DOTs services and existing diseases surveillance and outbreak response for TB, leprosy, lymphatic filariasis, STIs and HIV/AIDS	3.4.1.1. Strengthen DOTs services and existing diseases surveillance and outbreak response for TB, leprosy, lymphatic filariasis, STIs and HIV/AIDS	3.4.1. Improved case detections/response for communicable diseases.		MHMS MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
3.4.2 Increased prevalence of STIs and HIV especially among the youth		3.4.2. Reduced STIs and HIV Spread with a focus on youth		MHMS MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
<b>Core issue 3.5. High burden and incidence of other diseases (Non Communicable diseases)</b>			<b>3.5. Reduced burden and incidence of other diseases (Non Communicable diseases)</b>		

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
3.5.1. Ineffective community awareness and advocacy in relation to healthy lifestyles leading to slowed behavior change towards positive lifestyles.	3.5.1.1. Improve outreach of NCD services (Curative)  3.5.1.2. Improve and expand coverage on awareness of the root causes of NCD (Prevention)	3.5.1. Increased community awareness and advocacy of healthy lifestyles including greater community involvement and participation		MHMS MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
3.6.1. Inadequate screening & detection equipments and poor access to treatment services for all NCDs	3.6.1.1. Improved screening, detection and access to treatment services for all NCDs	3.6.1. Enhanced detection and treatment for all NCDs		MHMS MISA	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
<b>Core issue 3.6. Apparent gaps in health service delivery</b>			<b>3.6. Improved health services delivery</b>		

<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
3.6.1. Limited capacity in health delivery services	3.6.1.1. Re-assess human resources needs and address gaps/issues  Strengthen post and basic training amongst service providers	3.6.1. Improved capacity amongst health service provider especially on the outer islands including post basic training for nurses		MHMS  MISA, PSO	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>
3.6.2. Limited Equipment for detecting complex health issues	3.6.2.1. Provide equipment and maintenance including training on how to operate complex health machines.	3.6.2. Improved provision of equipment and technical capacity to operate and maintain complex health machineries		MHMS  MISA, MFED	<b>AusAid, Japan, NZAid, Taiwan, EU, SPC, UNFPA, UNICEF, WHO</b>

# CHAPTER SEVEN

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## KEY PRIORITY AREA 4: ENVIRONMENT

### SITUATION ANALYSIS



Kiribati is one of the most vulnerable countries in the world to the effects of global climate change. Accordingly, the effects of global climate change represent the singular most important long term challenge for Kiribati. Kiribati's vulnerability to climate change already manifests itself in changing weather patterns, high tides, sea-level rise, storms, drought, salt-water intrusion of freshwater lenses, coastal erosion, and deterioration and loss of vegetation and food crops. This vulnerability is exacerbated by environmental degradation due to high population concentration on South Tarawa in the Gilberts Islands Group (as the capital island) and Kiritimati in the Line Islands Group as two of the main urban centres in Kiribati, and unsustainable human interventions. These unsustainable practices include groundwater depletion, mining of beach sands and aggregates, poor sanitation and management of non-biodegradable waste, pollution by waste oil and other chemicals, poorly planned coastal area defences, limited food security, land clearing and de-vegetation. Other environmental problems include loss of island biodiversity, threats to fresh water resources and marine water quality, degradation and overuse of coastal and marine resources, unsustainable forestry and land use practices and degradation of critical habitats.

Kiribati contributes about 7% of global average to greenhouse gas emissions because of little use of fossil fuels within the country. National efforts focus on building and enhancing the resilience of Kiribati, its local communities and people through adapting rather than mitigating the impacts of global climate change. These include Kiribati in supporting voluntary deployment of clean and green energy resources as mitigation and sustainable development measures.

The impacts of global climate change are felt first and most acutely by disadvantaged and marginalized population groups, including women and children, youth, minorities, and the urban poor. Associated global climate change human impacts include health issues related to quality and quantity of water supply and poor sanitation, food supply and security

and displacement of settlements. Children aged 0-5 and the elderly are the most at-risk to climate change-induced diseases and malnutrition, with diarrheal diseases. Adolescents will face the greatest level of stress and uncertainties when livelihood, culture, employment and homeland are uncertain<sup>14</sup>. Erosion and sea level rise have forced populations living on the coastal areas of low lying coral atolls to relocate to the interior parts of the islands, causing overcrowding, dispute over land boundaries, and exerting pressure on the already stressed water, sanitation and food resources. The internal migration to further inland, of those mostly affected will likely to face discrimination as they compete for limited resources and scarce land.

The formulation of the National Integrated Environment Policy (NIEP) within the Ministry of Environment, Lands and Agriculture Development (MELAD) towards the end of 2010, provides a comprehensive roadmap towards addressing national priority problems that affect the overall health of the environment as well as affecting the environment protection and management at the national level. This also involves a consultative process that involves nine outer island visits and national consultations. The NIEP is also structured in a way that reflect the important roles of other Line Ministries outside MELAD that have direct or indirect roles to supporting



environment protection and management from their respective portfolios. The NIEP is a blueprint document that will provide direct technical support towards achieving expected outputs under the relevant strategies of this key priority area, especially in areas concerning environment protection and management. The implementation of the NIEP in support of this key priority area will have crucial role towards the Government of Kiribati's and as a country's long term preparation and planning to respond to global climate change.

Kiribati's adaptation plan is one of the few in the region that clearly indicates a pathway in including children's views in the adaptation process, and the resettlement policy requires the inclusion of women and youth in decision-making processes by villages, the capacity to include vulnerable groups in national adaptation planning may not be sufficient.

Although Kiribati has a clear vision in how to adapt still there are several factors that constrain citizens from upholding their responsibilities effectively. These include the lack of knowledge and skills to tap/access to climate change adaptation funds, a lack of understanding of the links between global climate change impacts, environment sustainability and economic growth/development; the need to implement long term planning and preparations to address and respond to global climate change into the national development planning process across all levels;

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<sup>14</sup>[UNICEF, 2010b]

poor coordination, collaboration and integration among Government Ministries, lack of availability of data; constraints on financial resources; staff mobility and high turnover of essential key staff.

## NATIONAL DEVELOPMENT OBJECTIVE& STRATEGIES



**Key Objective 4:** In light of the above situation therefore the national development priority will be to facilitate sustainable development by responding and mitigating the effects of global climate change and through approaches that protect island biodiversity and supports the reduction of environmental degradation by the year 2015 through deployment of the strategies mentioned herein.

**Macro Strategies:** Kiribati has an advanced level of awareness of the impact of climate change and climate-related hazards, a well-developed policy framework, and has embarked in the process of mainstreaming climate change adaptation and disaster risk reduction in its development processes through a series of legislative, policy and program initiatives. With very little fossil fuel use and high susceptibility to climate change effects, Kiribati is much more focused on adapting to rather than mitigating climate change. However, nationally mitigation actions supported from development partners was recognized to have added-value to domestic sustainable development efforts.

Program initiatives include the National Integrated Environment Policy (NIEP), coastal protection and management through hard and soft options (e.g. hard options such as the building of seawalls and soft options such as mangrove conservation and management), “green revolution” (an agricultural project to encourage replanting of food crops to address food security issues), water and sanitation projects, and introduction of renewable energy. The development of other policies and plans: NBSAP, waste management strategies are also part of these initiatives. Other measures are currently being considered. Water management is a particular area of concern given the strong effect of the El-Nino Southern Oscillations (ENSO) on water shortages and salt-water intrusion.

Kiribati tirelessly uses the international fora to advocate and put more pressure on industrialized nations to cut emissions and support the cause for greener development models, and development of human resources into more skilled areas to enable them to be more marketable and access overseas job opportunities. As a signatory to the United Nations Convention on Biological Diversity, Kiribati actively tries to fulfil its commitments. An important and high profile development in this area is the establishment of the Phoenix Islands Protected Area, which is one of the largest marine protected areas and world heritage site in the Pacific Islands region. While numerous laws provide for the protection of the natural environment, environmental monitoring, enforcement, collaboration and coordination of responses have been weak. This calls for a more effective coordination and implementation of environmental monitoring and enforcement by key line Government Ministries and agencies. . Government agencies involved in environment protection, management, monitoring and enforcement need to

be strengthened and adequately resourced. This is also crucial for the effective delivery of services at the national level.

The institutional set up for national management of climate change is being reviewed to ensure better coordination and coherence in the implementation of the National Adaptation Programme of Action (NAPA) and the Kiribati Adaptation Programme (KAP) that are administered now under different departments. MELAD plans to expand on several fronts undertaking initiatives that promote participatory approaches and engagement of the general public in environment protection and management, including the involvement of volunteers in wetlands improvement, coastal zone management, increasing food security, among others.

## **SITUATION ANALYSIS**

Kiribati is one of the most vulnerable countries in the world to the effects of global climate change. Accordingly, the effects of climate change represent the singular most important long term challenge for Kiribati. Kiribati's vulnerability to climate change already manifests itself in changing weather patterns, high tides, sea-level rise, increasing sea surface temperatures, storms, drought, salt-water intrusion of freshwater lenses, coastal erosion, and deterioration and loss of vegetation and food crops. This vulnerability is exacerbated by environmental degradation due to high population concentration on South Tarawa, as the capital and main urban centre in Kiribati, and unsustainable human interventions. These unsustainable practices include groundwater depletion, mining of beach sands and aggregates, poor sanitation and management of non-biodegradable waste, pollution by waste oil and other chemicals, poorly planned coastal area defences, limited food security, land clearing and de-vegetation.

Other environmental problems include loss of island biodiversity, degradation and overuse of coastal and marine resources, unsustainable forestry and land use practices and degradation of critical habitats.

Poor coordination of the response in the environment sector (particularly in climate change and water related constraints) between government sectors/ministries as well as development partners amplifies these constraints.

Erosion and sea level rise have forced populations living on the coastal areas of low lying coral atolls to relocate to the interior parts of the islands, causing overcrowding, and disputes over land boundaries exerting pressure on the already stressed water, sanitation and food resources

Kiribati contributes about 7% of global average to greenhouse gas emissions because of little use of fossil fuels within the country. Kiribati therefore supports voluntary deployment of clean and green energy resources for protection of her ozone layers.

A sound knowledge base of the sector is essential for understanding and for informed planning and decisions. Lack of baseline, accessible information, irregular reporting and lack of analysis of information exacerbate the problems. The gaps in knowledge at the country level span many different facets such as hydrology, meteorology, environmental health, community mobilisation and these issues cut across ministerial/sector boundaries. It requires improvements in information systems, better coordination and ensuring that there is free access to information, regular analysis of data and reporting of information in the sector.

**Key Objective 4:** GoK seeks to facilitate sustainable development by responding and mitigating the effects of climate change through approaches that protect biodiversity and supports the reduction and management of environmental degradation by the year 2015.

**Macro Strategies:** The Republic of Kiribati recognizes the challenges that Climate Change poses to its developmental effort. It has developed a National Framework for Climate Change and Climate Change Adaptation identifies six key areas to be undertaken so as to establish a firm foundation for future adaptation and mitigation action against climate change. These areas are; Mitigation, Integration into national planning capacity, External Finance and Technical Assistance, Population, Governance and Services, Survivability and Self – reliance.

Other program initiatives include the National Integrated Environment Policy (NIEP), coastal protection and management through building of seawalls, “green revolution” (an agricultural project to encourage replanting of food crops to address food security issues), water and sanitation projects, and introduction of renewable energy. The development of other policies and plans, waste management strategies also part of the initiatives.<sup>15</sup>

Other measures are currently underway include the National Water Resources Implementation Plan. The focus is three fold that is: Provide safe, socially equitable, financially, technically and environmentally sustainable water supplies, Protecting and conserving freshwater sources for public water supplies and lastly delivering freshwater efficiently and effectively. Structural adjustments such as The National Water and Sanitation Committee/Water Quality Monitoring Committee should be enhanced to better coordinate interventions in this area.

Kiribati is a signatory to the United Nations Convention on Biological Diversity. An important and high profile development in this area is the establishment of the Phoenix Islands Protected Area, which is one of the largest marine protected areas and World Heritage Site.

The institutional set up for national management of the environment sector (including climate change) is being reviewed to ensure better coordination and coherence in the implementation of the National Adaptation Programme of Action (NAPA) and the Kiribati Adaptation Programme (KAP) that are administered now under different departments.

GoK plans to expand on several fronts adding specialist positions in climate change planning, waste management, biodiversity conservation, monitoring and evaluation; undertaking initiatives that promote participatory approaches and engagement of the general public in environment protection and management, including the involvement of volunteers in wetlands improvement, coastal zone management, increasing food security, among others.

An overall strategic objective for the development of the agriculture sector is to maximize sustainable agricultural production to enable the Kiribati people to have: adequate food, a generally healthy diet and increased cash income. However, agricultural conditions are extremely difficult in Kiribati because of poor soil conditions and scarce fresh water on the atoll

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<sup>15</sup> While numerous laws and plans provide for the protection of the natural environment, environmental monitoring, enforcement, collaboration and coordination of responses have been weak. This calls for, a more effective coordination and implementation of environmental monitoring and enforcement by all involved Government agencies.

islands. A central focus of the agriculture department is to increase availability of planting materials; to increase production and productivity of traditional staple crops and for the development of home gardens to produce nutritious vegetables and fruits.<sup>16</sup>

Copra remains the principal agricultural export commodity along with sea weed, fish and shark fins. Coconut is still considered the “tree of life” with good potential to produce multiple valuable products both for food security and income generation. However, an estimated 40 per cent of the coconut population is senile, therefore rehabilitation and replanting of coconut plantations has high priority.<sup>17</sup>

Livestock production in the country is mainly at subsistence level, with pigs and free-range chicken being the main livestock kept. Most households at the outer islands keep a few pigs and a number of local chickens. Opportunities for import substitution through improved livestock management and production is a key strategic objective for the agriculture department.<sup>18</sup>

Aquaculture is seen as another important area for further development to enhance employment and income opportunities. Export oriented aquaculture will continue to face stiff competition from countries with low production costs and efficient transportation links to major markets. There is already a body of knowledge available in the country on mariculture production and commercial aspects of such operations. The major task is developing models that can translate this knowledge, including ongoing research and experimentation, to the community level.<sup>19</sup>

In summary mitigating the threats of climate change and sea level rise/temperatures is of paramount importance for continued survival and it is therefore vital to effectively coordinate and implement the ongoing-contingency/adaptation plans in the sector. Community-based management of natural resources and maintenance of the environment is critical for sustainable green growth in the water management, agriculture, land development, marine resources and eco-tourism sub sectors.

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<sup>16</sup> An agriculture sub sector plan that provides a coherent policy framework and medium term financing plan for promoting agriculture development is urgently needed to progress work in the sub sector.

<sup>17</sup> Coconut value chain development is now the strategic objective, but because of the current vital importance of copra for livelihoods on the outer islands the government continues to maintain a copra price subsidy.

<sup>18</sup> A decisive factor determining increased livestock production is the cost of animal feed since such feed has to be imported. Further experimentation with local feed materials and appropriate animal breeds is warranted. Improvement of local breed of pigs and chicken through breeding and introduction of improved breeds is a priority.

<sup>19</sup> A clear strategic program for development which is well coordinated and has strong private sector involvement needs to be implemented. Innovative financing solutions for budding entrepreneurs need to be considered; including credit guarantee schemes coupled to business and technical skills training

## KPA 4: ENVIRONMENT

**Table 7: KPA 4 Expected Results**

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
<b>Core Issue 4.1: Limited national capacity to adapt and respond to existing and future adverse impacts of global climate change</b>			<b>4.1. Improved national capacity to adapt and respond to the existing and future adverse impacts of Climate Change</b>		
4.1.1. Increased threats to bio-physical, socio-cultural, and economic, environments from adverse impacts of Climate change	4.1.1.1. Undertake climate proofing of infrastructure and developments through relevant systems (e.g. Environmental Impact Assessment, building codes, design and engineering protocols)  4.1.1.2. Scaling up the conservation and management of terrestrial and marine ecosystems and island biodiversity.	4.1.1. Reduced threats to bio-physical, socio cultural and economic, environments from the adverse impacts of climate change		MELAD MPWU, MFEP, OB, MISA, MFMRD, MHMS	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
<p>4.1.2. Limited capacity of (government &amp; non-government entities) to plan and respond effectively to the adverse impacts and harness opportunities from climate change</p>	<p>4.1.2. 1. Improve the quality and dissemination of climate change information using information technology</p> <p>4.1.2.2. Promote formal and non-formal education initiatives on climate change</p> <p>4.1.2.3. Wide dissemination of climate change information to motivate public to adapt and respond effectively to climate change</p> <p>4.1.2.4. Strengthen the enforcement of the Environment Act to control the environmental impacts of developments</p>	<p>4.1.2. Enhanced institutional and financial capacity of government &amp; non-government actors to plan/implement/evaluate environmental impacts so as to effectively adapt to climate change (including harnessing emerging opportunities)</p>		<p>MELAD</p> <p>OB, MoE, MISA, MFEP, MCTTD, MHMS, KANGO, PSO, KNCC</p>	<p><b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b></p>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
4.1.3. Lack of effective coordination among sectors, communities, and private sectors on building island resilience to the impacts of global climate change	<p>4.1.3.1. Support sectors and communities to develop plans on climate change that are complementary to national development aspirations from their respective areas</p> <p>4.1.3.2. Improve coordination and monitoring systems over sectoral climate change plans to avoid conflicts and duplication</p>	4.1.3. Enhanced coordination among sectors, communities and the private sectors in building island resilience to the impacts of climate change		OB MELAD, MPWU, MFED, MISA	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
4.1.4. Difficulty in accessing external climate change funding sources	<p>4.1.4.1. Strengthen fiduciary and financing systems</p> <p>4.1.4.2. Strengthen institutional capacity to plan and implement climate change intervention</p>			OB (L) MELAD, MPWU, MFED, MISA	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
	4.1.4.3. Foster enabling environment to enhance community and non-government organizations access to climate change funding	4.1.4. GOK financial system meet climate change financing requirements 4.1.5. Enhance access to external climate change funding 4.1.6. Diverse and increased value of initiatives undertaken and implemented by ministries and communities		MFED OB, MELAD	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
<b>Core Issue 4.2. Increased threats to island biodiversity from unsustainable use; impacts of invasive species; and other human induced phenomena (pollution, climate change (CC), etc)</b>			<b>4.2. Reduced threats to island biodiversity resources from unsustainable use; impacts of invasive species; and other human induced phenomena (pollution, CC)</b>		

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
4.2.1 Increased in unsustainable utilization and poor management of biodiversity-based resources,	<p>4.2.1.1. Endorsement and implementation of Protected Areas and Oceans and Protected Species Regulations</p> <p>4.2.1.2. Establishment of community-based conservation protected areas and protected species</p> <p>4.2.1.3. Identification, revival and integration of appropriate traditional knowledge systems and practices into the conservation and management of biodiversity based resources</p> <p>4.2.1.4. Recovery and rehabilitation of threatened species</p>	<p>4.2.1. Revise and update the Invasive Species Strategic Action Plan for Kiritimati and the Gilbert Group</p> <p>4.2.2. Strengthen management of invasive species</p> <p>4.2.3. Promotion of education and public awareness</p>		MELAD MFMRD, MLPID, MISA	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
	<p>4.2.1.6. Undertaking formal and informal environmental outreach that provides enabling environment for building and enhancing natural resilience through environment protection and management</p> <p>4.2.1.7. Revise and update the Invasive Species Strategic Action Plan for Kiritimati and the Gilbert Group</p> <p>4.2.1.8. Strengthen management of invasive species</p> <p>4.2.1.9. Promotion of education and public awareness</p>			<p>MELAD MFMRD, MLPID, MISA</p>	<p><b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b></p>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
4.2.2. Limited measures to eradicate, control and manage the impacts of invasive species	<p>4.2.2.1. Revising and updating the Invasive Species Strategic Action Plan for Kiritimati and the Gilbert Group</p> <p>4.2.2.2. Strengthening and resourcing the management of invasive species</p> <p>4.2.2.3. Eradicating, controlling and managing invasive species that adversely impact the Kiribati's biodiversity and livelihoods</p> <p>4.2.2.4. Undertake formal and informal environment outreach that provides enabling environment for building and enhancing natural resilience through environment protection and management</p>	4.2.2. Strengthened measures to minimize the impacts of invasive species		MELAD MFMRD, MLPGD, MISA	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
<b>Core Issue 4.3. Food Insecurity</b>			<b>4.3. Improved food security</b>		
4.3.1 Declining number of high yield and productive food	<p>4.3.1.1 Increase number of coconut trees and other food crops (te kaina, te mai, te bero, te babai, te kumara, te taororo, te tapioca)</p> <p>4.3.1.2. Improve livestock facilities and breeds</p> <p>4.3.1.3. Promote research on best agricultural practices including food crop varieties that withstand impacts of climate change</p>	4.3.1. Increased number of high yield and productive food crops and livestock production		MELAD MISA	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
4.3.2. Incidence (including outbreaks) of pests and diseases	4.3.2.1. Strengthen bio-security and pest control	4.3.2. Reduced incidence (including outbreaks) of crop pests and animal diseases		MELAD MCTTD, MFED	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
4.3.3. Decline in usage of traditional food preservation and processing methods	4.3.3.1. Promote traditional preservation and processing methods	4.3.3. Enhanced usage of traditional food preservation and processing methods including increased community engagement/participation in agricultural activities		MELAD MISA, MCIC	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
<b>Core Issue 4.4. Poor quality of water</b>			<b>4.4. Improved water quality</b>		
4.4.1. Declining quality & quantity of national water lenses	4.4.1.1. Consolidation & coordination of national water quality monitoring programs  4.4.1.2. Implementation and enforcement of water protection and conservation measures	4.4.1. Water quality and integrity of freshwater lenses protected		MPWU MELAD, MHMS, MFEP, OB	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
	4.4.1.3. Improved national capacity plus enforcement and coordination mechanism in protecting water quality and quantity			MPWU MELAD, MHMS, MFED, OB	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
<b>Core Issue 4.5.</b> <b>Increased threats to human health and environment due to poor chemical and waste management waste</b>			<b>4.5. Improved human health and environment through effective and sound management of waste and chemicals</b>		

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
4.5.1. Limited public awareness and inadequacy of data	<p>4.5.1.1. Support the implementation of the Governance provisions related to NIEP</p> <p>4.5.1.2. Increasing public awareness at all levels of the public through formal/informal education programs</p>	4.5.1. Improved public awareness and accessibility of data and information		PSO MELAD, OB, MISA	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
	<p>4.5.1.3. Establishing data base on quantity of waste disposed in landfills and exported for recycling</p> <p>4.5.1.4. Conducting research and field studies to generate new information needed for improving waste and chemical management</p>			MELAD  MELAD	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
4.5.2. Inadequate national capacity and limited enforcement of provisions of relevant legislation including the Environment Act 2007	<p>4.5.2.1. Enhancing national capacity of technical sectors within Government and key stakeholders in waste and chemicals management</p> <p>4.5.2.2. Strengthening and expanding the operation of the Joint Enforcement Team (JET) of Environment Health, Police and Council</p> <p>4.5.2.3. Seeking and participating in waste and chemical management training opportunities locally and internationally</p>	4.5.2. Strengthened national capacity and improved enforcement of provisions of relevant legislations including the Environment Act 2007		<p>MELAD</p> <p>OB, MISA, POLICE, MHMS, MPWU, OAG, Kaoki Maange, MOE, MFEP, MCIC, KPS</p>	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
4.5.3. Ineffective mainstreaming of waste and chemicals management in the national and relevant sectoral plans	<p>4.5.3.1. Integrating chemical and waste management priorities into national and sectoral plans</p> <p>4.5.3.2. Implementing MEAs dealing with waste and chemical cluster</p>	4.5.3. Sound chemical and waste management integrated into national and relevant sectoral plans		<p>MELAD</p> <p>OB, MISA, MHMS, MPWU, OAG, Kaoki Maange, MoE, MFED, MCIC, KPS</p>	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

Issue	Strategies	Key Expected Output	Key Expected National Outcome	Responsibility	Development Partners
<b>Core Issue 4.6. Limited national capacity to address the increasing impacts of urbanization</b>			<b>4.6. Improved quality of the environment in urban areas</b>		
4.6.1. Poor collaboration and coordination & limited capacity to address land development issues in urban areas including rural growth centers	4.6.1.1. Improve and strengthen urban development policies and land planning for sustainable urban growth	4.6.1. Enhanced measures to address land development issues in Urban, South Tarawa and Kiritimati		MELAD MISA, OB, MFED, MPWU	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>
4.6.2 Limited public understanding of the issue of urbanization	4.6.2.1. Promote and enhance public awareness on the issues of urbanization and to protect the urban environment	4.6.2. Improved public understanding of how to protect the urban environment		MELAD MISA, OB, MFED, MPWU	<b>AusAid, NZAid, Taiwan, ADB, FAO, FFA, GEF, SOPAC, SPC, SPREP, UNDP, WB</b>

## CHAPTER EIGHT: Governance

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Article 12 of the Kiribati constitution gives citizens the right to free speech and association. To exercise such freedoms requires a vehicle so as to achieve greater transparency and accountability. There are number of governance constraints limiting transparency, accountability, proactive public participation, constructive partnership with stakeholders (including the Media) and inclusion of vulnerable and disadvantaged groups. To overcome some of the constraints, the people need the right information to make the right decisions and be part of national processes they can trust.

### SITUATION ANALYSIS



While there are early indications that the governance sector strategy is meeting its objectives, there are still considerable constraints in the sector. Problems of transparency and accountability, lack of clarity of roles and responsibility, lack of clear coordination within the sector, absence of proper governance information systems still persist. In addition there is very little opportunity for the community, especially the women and youth, to participate in overall broader governance areas.

Kiribati has ratified only the Convention on the Elimination of all forms of Discrimination against Women (CEDAW)<sup>20</sup> in 2004, and Convention on the Rights of the Child (CRC) in 1995. Kiribati's reservations on CRC Articles 24, 26 and 28 (health, social security, education) remain. An Initial report was submitted in 2005 to the CRC Committee and reviewed in September 2006. Preparation of a consolidated periodic report (second, third and fourth) is currently on-going for submission to CRC Committee. Kiribati has not signed the two Optional Protocols of the Convention on the Rights of the Child. Full compliance with CEDAW is yet to be achieved. In general, implementation is slow and submission of reports is untimely.<sup>21</sup>

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<sup>20</sup> The long overdue CEDAW report is still under preparation

<sup>21</sup> Notably, Kiribati has not yet ratified several core UN human rights conventions, namely the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention against Torture, the Convention on the Elimination of all forms of Racial Discrimination and the Convention on the Rights of Persons with Disabilities.

Women have achieved or exceed parity in primary and secondary education but are still lagging far behind in tertiary education. Violence against women and children is a widespread issue and is manifested in many forms although it remains largely unreported. The best understood are recently recorded levels of intimate partner violence (68 percent of couples) and child sexual assault (19 percent)<sup>22</sup>. Unsafe and unhealthy urban environments with no traditional social safety net puts many children at risk and requires a child protection response coordinated with gender and domestic violence initiatives<sup>23</sup>.

Youth are increasingly being affected most by deficiencies in the education system, unemployment and increasing inequalities, sexual exploitation, teenage pregnancy and risk of STD and HIV/AIDS, changing values and habits and disruptions in the traditional social systems, and the threats of climate change to their vision of their future.

## **NATIONAL DEVELOPMENT OBJECTIVE & STRATEGIES**

**Key Objective 5:** The national development priority will be to strengthen national governance systems so as to promote the principles of good governance including accountability, transparency, equality and inclusiveness so as to ensure social, cultural, political safety and security.

### **Macro strategies:**

Aspects of governance that need to be strengthened include: planning, implementation, monitoring and evaluation functions and capacities as well as performance-monitoring; proper execution of financial systems; a stronger dialogue with development partners on the broader governance challenges, improving local governance and rural development by promoting planning at the Local Government level; and improving the quality of parliamentary debate and youth parliament efficiency of parliamentary processes. Other aspects include leadership, accountability and greater commitment by the Government in upholding the law human rights and applying international standards of human rights that would significantly change the lives of marginalized and vulnerable groups.

Achieving strengthened development coordination in the country remains a major priority<sup>24</sup> including the tracking of effectiveness of development efforts, and the roadmap for strengthening social welfare and addressing disconnect between policy and its actual application in the governance sector

Priority actions will include the finalisation and effective implementation of the socio welfare/protection policy document, strengthening accountability systems such as public finance managements structures systems and implementation of the PAC report recommendations, enhancing monitoring and evaluation systems in line with international and regional commitments such as Paris Declaration for Aid Effectiveness, Compact, Pacific Regional Millennium Development Goals and improving coordination in service delivery especially for island councils

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<sup>22</sup>[MISA 2008]

<sup>23</sup>[UNICEF 2009c]

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**Table 8: KPA 5 Expected Results**

<b>KPA 5: GOVERNANCE</b>					
<b>EXPECTED RESULTS</b>					
<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
<b>Core issue 5.1 Limited transparency, accountability, gender equality and inclusiveness in the Governmental and decision making process</b>			<b>5.1. Enhanced openness, transparency, accountability, gender equality and inclusiveness in the governmental and decision making process.</b>		
5.1.1 Inactive or inefficient communication protocols and channels within Government as a platform of Government information dissemination and flow.	5.1.1.1. Approval of draft Communication Strategy 2012-2014 and to be adopted as sector plan to guide Government communication needs.  5.1.1.2. Implement media partnership	5.1.1. Enhanced flow, disclosure and publication of Government information and data resulting in positive engagement of the public, creating a society of informed citizens.		OB  AG's office, MISA, MFED, MFAI, MCTTD, PSO, PARLIAMENT	AusAID, NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
	<p>5.1.1.3. Enhanced disclosure and publication of governmental data and information</p> <p>5.1.1.4. Implement training of government officials in how to deal with the media, and in communication skills</p> <p>5.1.1.5. Launch Government web-portal to bridge information gap</p> <p>5.1.1.6. Require consistent and constructive messaging in all communication from Government institutions and agencies</p>			<p>OB</p> <p>AG's office, MISA, MFED, MFAI, MCTTD, PSO, PARLIAMENT</p>	<p>AusAID. NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO</p>

<b>ISSUES</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DEVELOPMENT PARTNERS</b>
5. 2.2 Lack of capacity building for professionalism including customer care	5.2.2.1. Communication and information sharing for customers including demand driven training	5.2.2 Improved customer service/ professionalism standards in service delivery		PSO  ALL MINISTRIES	AusAID. NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO
5. 2.3 Poor local government capacity to deliver governance and coordination services especially in the outer islands	5.2.3.1. External employment opportunities to outer islands	5.2.3 Enhanced local government capacity to deliver governance and coordination services		MISA	AusAID. NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO
<b>5.3.1.</b> Inadequate rural development services and governance infrastructure especially in the outer islands	5.3.1.1. Provide self-employment options for youths on outer islands	5.3.1. Strengthened rural development services and governance infrastructure		MISA	AusAID. NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO
5.4.1 Enhanced efficiency in the production of audited public annual accounts		5.4.1. Enhanced efficiency in the production of audited public annual accounts		KNAO  ALL MINISTRIES	AusAID. NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO

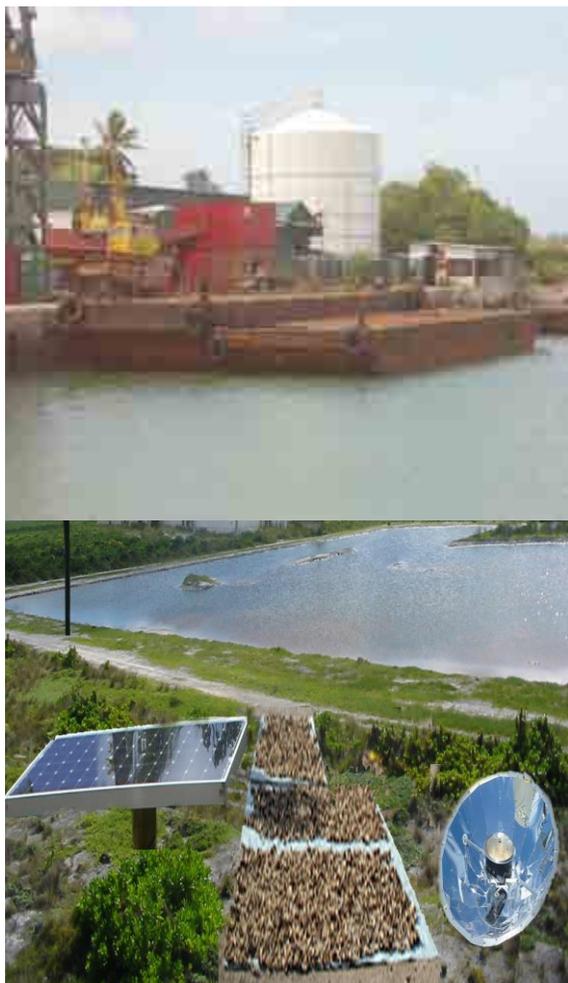
ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
5.5.1. Ineffective civil service reforms	<p>5.5.1.1. Implement civil service reforms in line with national, regional and international best practices.</p> <p>5.5.1.2. Review and reform of civil service and State Owned Enterprises</p> <p>5.5.1.2. Strengthened, modernized and update of laws governing leadership and operations of different sectors</p>	<p>5.5.1. Effective civil service reforms proposed, enacted and implemented</p> <p>5.5.2. Enhance cost effectiveness and efficiency of delivery of services to the public</p> <p>5.5.3. A strong and functional legal framework</p>		<p>PSO (L)</p> <p>ALL OTHER MINISTRIES (S)</p>	<p>AusAID. NZAid, Commonwealth, EU, PIFS, UNDP, UNICEF, UNESCO</p>

# CHAPTER NINE

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## KPA 6: INFRASTRUCTURE

### SITUATION ANALYSIS:



Kiribati's remoteness, and the harsh atoll environment, create challenges for infrastructure including roads, airports and airstrips, information and communications technology (ICT), shipping services and facilities, housing, and buildings including Government buildings. Costs of construction are high, with most materials, tools and equipment needing to be imported. This in turn creates challenges for maintenance as recurrent budgets are often inadequate to the task and spare parts and equipment are not always available. The salty, humid environment leads to rapid deterioration of equipment, while lack of funds means that much plant and machinery is being used beyond its planned economic life.

Kiribati is highly dependent on petroleum imports for electricity generation in the urban areas, land transport, sea transport and air transport. With the outer islands dependent on solar and biomass for energy, the growth of petroleum imports is almost entirely due to increased population and economic growth on Tarawa and, to a much smaller extent, on Kiritimati Island. The traditional use of biomass for cooking and copra drying remains the largest use of renewable energy providing around 25% of the gross national energy production. Solar water heating and solar photovoltaic (PV) are other

renewable energy technologies used thus far, producing less than 1% of total energy used in Kiribati and with biofuels offering a greater potential.

Petroleum supply to the outer islands is by 200-litre drums and inconsistent shipping schedules cause shortages. Petroleum use in the outer islands is mainly kerosene which is used for lighting or cooking; petrol for motorcycles, outboard powered boats and a few private and community generators; and diesel is mainly used for land transport and for power generation in some institutions. Traditional sailing canoes are used extensively for subsistence fishing keeping petrol use low on outer islands. The other sources of renewable energy such as livestock wastes and wind continue to remain undeveloped.

## NATIONAL DEVELOPMENT OBJECTIVE & STRATEGIES



**Key Objective 6:** The national development priority will be to facilitate economic growth, trade, industrialization and well-being for technological and social transformation through the development of new/upgrade of physical infrastructure such as sea passages/airports and roads by the year 2015.

### **Macro strategies:**

The strategies in Infrastructure are to support the major re-investment, by international donors, in upgrades to the core infrastructure lifelines of Kiribati – the airport, port, road, water mains and trunk sewer. This will include considering structural changes to ensure that these lifelines are maintained over time, and renewed at the end of their useful life.

- ❖ Priority actions for infrastructure sector in the next four years will include the following:
- ❖ Reconstruction of South Tarawa's main road, funded by the World Bank and Asian Development Bank, with construction commencing in 2012 Upgrades to the airstrips and airport facilities on Tarawa and Kiritimati islands, funded by the World Bank, Asian Development Bank and Government of Japan
- ❖ A planned upgrade to the Port at Betio, to be funded by the Government of Japan
- ❖ Replacement of South Tarawa's main water trunk sewer, saltwater intakes and ocean outfalls under the ADB South Tarawa Sanitation Improvement Program, and investments in water supply by multiple donors.
- ❖ A review of Telecommunications Services Kiribati Ltd (TSKL), including mechanisms to encourage competition in the communications sector
- ❖ A review of the Building Code, including consideration of locally available materials and of rainwater harvesting.
- ❖ Installation of solar power points and exploration of wind energy options on the outer islands.

Maintenance of assets is a critical issue across all of the diverse Infrastructure sectors. The major projects listed above all include consideration of how vital infrastructure will be maintained, and how components will be replaced at the end of their useful life. In many cases these will require changes to the way things have been done in the past.

## KPA 6: INFRASTRUCTURE

**Table 9: KPA 6 Expected Results**

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
<p><b>Core Issue 6.1. Infrastructure to facilitate economic growth, poverty reduction, trade, industrialization, technological and social transformation</b></p>			<p><b>6.1. Improved infrastructure to facilitate economic growth, poverty reduction, trade, industrialization, technological and social transformation</b></p>		
<p>6.1.1 Limited, aging and poorly maintained infrastructure such as airports, seaports, government buildings and roads</p>	<p>6.1.1.1. Improve and upgrade international and domestic airports</p> <p>6.1.1.2. Upgrade and improve navigation and security requirements</p> <p>6.1.1.3. Renewing of KSSL fleets and improving control of Open Ship Registry</p> <p>6.1.1.4. Exploring the possibility for increasing the number of air service providers</p> <p>6.1.1.5. Undertaking road improvements both in the urban and rural areas</p>	<p>6.1.1 Improved infrastructure</p>		<p>MPWU &amp; MCTTD MFED, MLPID</p>	<p>AusAid, Japan , Taiwan, ADB, EU, PIF, UNDP, WB</p>

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
	6.1.1.6. Raise awareness of the building code and ensure compliance  6.1.1.7. Improve capacity of KHC to maintain its housing stock				
6.1.2. Expensive and limited access to internet and fixed and mobile connections in rural areas	6.1.2.1. Explore usage of appropriate technology, e.g. Open BTS <sup>25</sup>  6.1.2.2. Encourage competition to improve quality and reduce costs  6.1.2.3. Explore option for other service providers	6.1.2 Improved communication infrastructure including internet and telephone connections		MCTTD MPWU, MFED, MLPID	AusAid, Japan , Taiwan, ADB, EU, PIF,UNDP, WB
6.1.3. Under developed professional local capacity in the infrastructure sector, e.g. engineers, technologists, etc.	6.1.3.1. Encourage international experts to build local capacity of local professionals and to recruit skilled, semi-skilled and labourers to be in Kiribati	6.1.3. Improved professional local capacity in the infrastructure sector		MPWU MCTTD, MFED, MLPID, PSO	AusAid, Japan , Taiwan, ADB, EU, PIF,UNDP, WB
6.1.4. Insufficient energy supply e.g. limited fuel for aviation	6.1.4.1. Increase fuel storage capacity to 2-3 months' supply by constructing new storage facilities  6.1.4.2. Bulk purchasing of	6.1.4. Sustainable supply of energy		MPWU MFED, MISA	AusAid, Japan , Taiwan, ADB, EU, PIF,UNDP, WB

<sup>25</sup> Business Technology Services

ISSUES	STRATEGIES	OUTPUTS	OUTCOMES	RESPONSIBILITY	DEVELOPMENT PARTNERS
	Fuel through use of medium range tanker.  6.1.4.3. Energy Demand Management  6.1.4.4. Encourage use of renewable energy				
6.1.5. Poor coverage/maintenance of water and sanitation	6.1.5.1. Encourage and enhance community participation in maintaining national infrastructure  6.1.5.2. Increase financial support for coverage and maintenance  6.1.5.3.	6.1.5. Increased coverage/maintenance of water and sanitation systems		MPWU MISA, MFED, MLPID	AusAid, Japan , Taiwan, ADB, EU, PIF,UNDP, WB

# CHAPTER TEN

## KDP IMPLEMENTATION ARRANGEMENTS

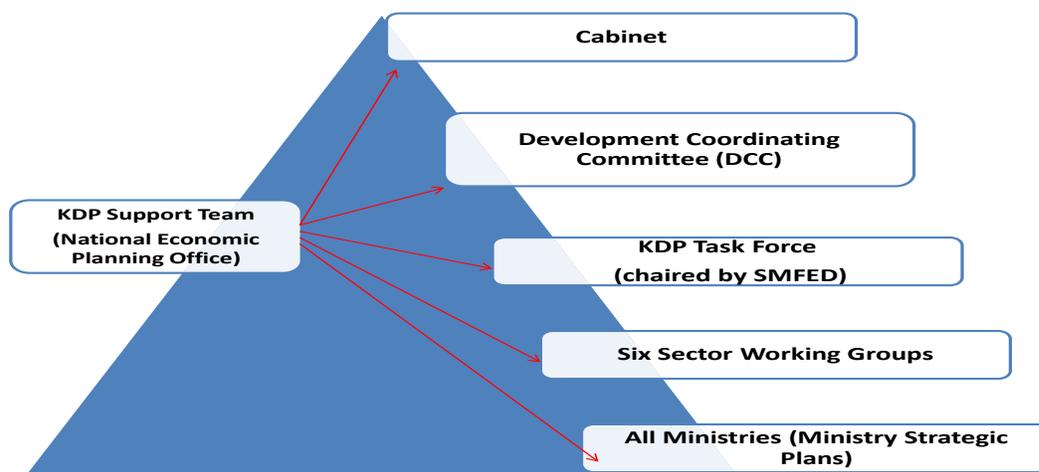
### 10.0. Introduction

The purpose of this implementation strategy is to enhance the operationalization of the new KDP for the next four years, from 2012-2015 in how GOK achieves her objectives and aspirations. It will help as a checklist or a guide for ministries and other key players such as civil society, non-government organizations and development partners in implementing their respective roles in the KDP. It will also encourage more coordination and collective efforts, minimize duplication and promote synergies. The strategy will be regularly updated and shared among stakeholders to accommodate the needs of new changes to enable the continuing implementation of the plan.<sup>26</sup>

### 10.1 KDP Implementation and Organizational Structure

The implementation of public policies, programs and projects is largely through defined Government structures and systems. The framework in implementing the KDP 2012-2015 which is displayed in the organizational structure below entails setting up of three separate bodies such as the KDP Taskforce Committee – KDPTFC; the KDP Support Team Committee – KDPSTC; and Six Sector Working Groups – SWGs. These bodies play different and fundamental responsibilities in the formulation, monitoring and evaluation of the KDP. On top of these committees is Cabinet followed by the Development Coordinating Committee (DCC).<sup>27</sup>

#### KDP Implementation Organisational structure:



<sup>26</sup> The bottlenecks and failures and failures that contributed to implementation weaknesses in the past KDP included : Inadequate capacity coupled with poor definition of roles and responsibilities; resource wastage and duplication of effort; lack of implementation planning or disjointed policy and program implementation; lack of direct linkage between planning, budgeting and prioritization of programs

<sup>27</sup> The responsibilities of these different committees including Cabinet are well explained in this KDP Implementation Strategy section.

Starting from the top end is Cabinet. Cabinet plays a significance role in the implementation of the KDP 2012-2015;

- ❖ In ensuring that the plan is consistent with the current Government direction and mechanisms.
- ❖ To provide further comments or recommendations on the implementation of the KDP
- ❖ To give approval on the implementation of the plan.

The Development Coordinating Committee (DCC) consists of all Secretaries under the Chair of the Secretary to Cabinet, which meets once every two months. The main roles of DCC in the implementation of the plan are;

- ❖ To ensure that the implementation of the KDP is in-line with Cabinet decisions.
- ❖ To ensure that shared responsibilities under cross cutting issues which falls under their own ministry are well implemented and reflected in the national progress report and the relevant sector plan.
- ❖ To review and comment on the KDP national progress report plus the sector plans

The KDP Taskforce chaired by SMFED consists of secretaries from six ministries which play lead roles under the six KPAs. The lead ministries are MoE – KPA1, MFED – KPA 2, MHMS – KPA 3, MELAD – KPA 4, MISA – KPA 5 and MPWU – KPA 6. The terms of reference of the KDP Taskforce are;

- ❖ To coordinate, consolidate and submit individual progress report to the NEPO, every six month on the implementation of their sector plans in which they play lead roles
- ❖ To review and comment on a half yearly national progress report in order to ensure that all their efforts and inputs are well documented.
- ❖ To identify and recommend solutions to the challenges encountered in the implementation of the KDP.

In order for the individual KPAs to be operational or workable six Sector Working Groups under the name of each KPA are established. The Deputy Secretary of the lead ministry is the chair to the different committees. Members of the working groups are deputy secretaries plus required technical staff from lead and supporting ministries. The roles of the SWGs are;

- ❖ As a lead ministry its main role is to coordinate all efforts from supporting ministries on the implementation of the KDP
- ❖ More specifically to work closely with supporting ministries in coordinating efforts and inputs on the cross cutting responsibilities reflected in the KDP
- ❖ To produce a four year sector plan and submit it NEPO
- ❖ To compile and submit two progress reports every six months on the implementation of their sector plan in how to achieve the outcomes of the KDP

The KDP Technical Support Team consists of a Deputy Secretary from the Ministry of Finance who is also a Chair for this team, Director and Divisional Heads from National Planning Office, Republic Statistician from National Statistics Office and Accountant General from the Accounting Department. The team members are all from the Ministry of Finance and Economic

Development and are responsible for analyzing two progress reports for the periods January to June and then July to December of the calendar year from all Ministries.

The National Economic Planning Office is responsible for

- ❖ Compiling the analytical work done by the KDP Support Team,
- ❖ Producing a bi-annual progress reports on the implementation of the KDP and sharing the reports to key stakeholders and development partners.
- ❖ Provide continuous assistance to line ministries and key-stakeholders in how to report their progress
- ❖ To ensure that policies, priorities and strategies identified in the KDP are implemented by relevant public institutions;
- ❖ To ensure that the institutions required to deliver the KDP have the requisite capacity and the institutional arrangements and are operating effectively;
- ❖ To ensure regular and full attendance of KDP teams at the respective levels
- ❖ To ensure that sector working groups KDP meet to review progress against sector targets, and provide timely performance reports to Cabinet

## **10.2. Coordination of KDP Implementation**

It is important that the implementation of this new KDP 2012 to 2015 is coordinated and monitored so that efforts and resources put into the planning are not wasted. The collaboration approach used to develop this KDP will also be used to manage its implementation. Each Key Policy Area has a lead Ministry, which will be responsible for coordination and reporting of the programs and projects which fall within their KPA. In all cases, the lead Ministry will need to involve other Ministries, donors, and community stakeholders in order to make progress.

Lead Ministries will be encouraged to work with stakeholders to develop or update strategies setting out how the goals of this KDP will be achieved. Where strategies are in place, the task of setting annual Ministry Strategic Plans (MSPs) which are aligned with the KDP becomes much easier. Key work programs including Urban Growth Management, Climate Change, and Public Sector Reform will require ongoing coordination through a KPA Working Group. The lead ministries are responsible for coordinating implementation of KDP at the sector or output level.

## **10.3. Project Selection Design & Implementation**

All development projects will go through the approved procedure to get Government approval prior to implementation. First, the projects will be developed in line with the objectives, priorities and strategies in the KDP. The National Planning Office is responsible for appraising project proposals (to ensure alignment with KDP/sector results) against the appraisal checklist and then tabling to DCC meeting for further review and recommendations for Cabinets' approval.

The lead ministries in the Key Priority Areas will work together where appropriate, and with their stakeholders to formulate a combined proposal rather than an individual ministry proposal

so as to share the limited resources and avoid duplication of activities and enhance monitoring and coordination during the implementation.

#### **10.4. Link to Ministry and Sector Budgets**

Ministry Strategic Plans (MSPs) provide key link between the KDP and Ministry and Sector budgets. Each Ministry will prepare and submit its own operational budgets against the set budget ceiling to the Ministry of Finance and Economic Development. A single budget document will be put up to Parliament consisting of two budgets namely the recurrent and the development budgets. The recurrent budget will be up for Parliament consideration whilst the development budget will be brought up to Parliament as a motion, if passed this will become a budget bill or an act. Since the sector approach will be adopted, lead ministries will be asked to work in their KPA Working Groups (along with supporting ministries) and discuss how the funding of their activities be sourced including how to manage these funds.

## **CHAPTER ELEVEN**

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### **MONITORING AND EVALUATION**

#### **11.0. INTRODUCTION**

This section provides an overview of the measurements, analysis and reporting/communication arrangements to monitor and evaluate the KDP 2012-2015. The results matrix shows the proposed macro (national) and sector level performance indicators that will be used to measure implementation performance and results achievement over the implementation period (2012-2015).<sup>28</sup>

#### **11.1 SITUATION ANALYSIS:**

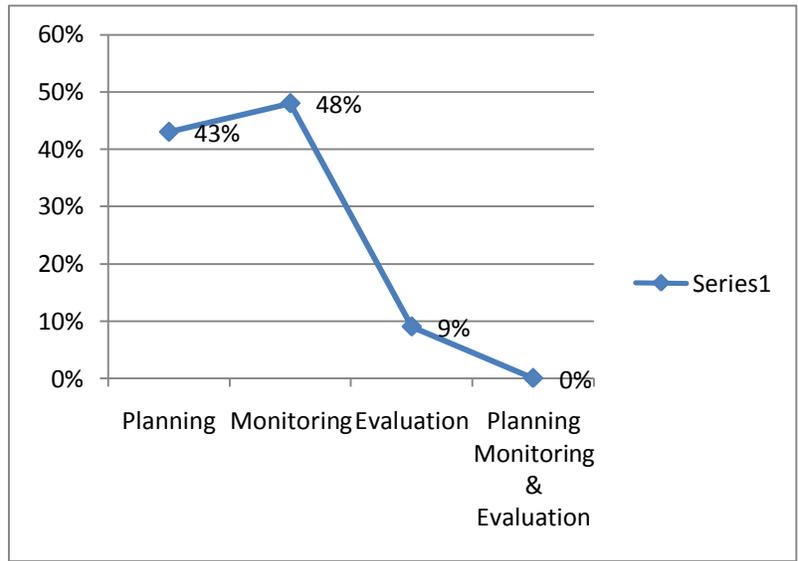
The current national M&E system comprises only a few functional information systems at sector level (health and education)<sup>29</sup>. This has led to the lack of consistent data over time to support any progress made towards achieving the goals and targets committed to under the Kiribati Development Plans as well as ratified regional and international commitments.

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<sup>28</sup>It will be the basis for generating information on key milestones, progress or formulation/analysis; assessment/evaluation of immediate and long term effects arising from implementation.

<sup>29</sup>There is fragmentation in planning, monitoring and evaluation across the sectors leading to limited effectiveness and sustainability of development projects.

Figure 9: Summarised Nature of Result Based Roles within departments in Line Ministries



An M&E Training Needs Analysis (TNA) conducted by the GoK MFED)<sup>30</sup> between August to November 2011 revealed that there were enormous training gaps in M&E largely clustered in five themes: Results Planning, Performance Measurement, Data Management, Report Writing and Information Usage.<sup>31</sup>

**11.3. POLICY & GUIDING PRINCIPLES**

The M&E strategy is underpinned by the current macro-economic policy framework which prioritises efficiency and effectiveness in service delivery. The underpinning principles include: i) simplicity ,ii) flexibility, iii) progressiveness (i.e. strengthening and aligning existing systems and processes, iv) harmonisation) alignment, vi) enhanced ownership and buy in by executive arm of government, island councils, local government, private sector, CSOs and development partners.

**11.4. OBJECTIVES**

Generally the KDP M&E Results Matrix will provide guidance and leadership in the strengthening of the Kiribati Development Plan M&E framework . The specific objectives for M&E are:

- ❖ Constitute a robust, government wide management tool for tracking progress and demonstrating results of the KDP over the medium term

<sup>30</sup>Supported by UN One Fund

<sup>31</sup>for advocacy and policy formulation (see figure below).

- ❖ Coordinate and facilitate sectors and ministries in assessing performance in accordance with the agreed objectives and performance indicators to support evidence based for decision making for policy formulation/evaluation.
- ❖ Providing technical back stopping and training for M&E
- ❖ Strengthen statistical systems and databases, analysis and reporting systems through collation of relevant data for indicators and population of the M&E database
- ❖ Promote continuous learning, collective responsibility, advocacy and awareness on M&E functions and responsibilities across government and key partners

## 11.5. SCOPE

Operationally the scope for monitoring and evaluation will cover all aspects of the KDP including: i) implementation (i.e. inputs, activities and outputs); ii) results (outcomes) iii) relevance of government and donor programs and projects, iv) efficiency (optimal use of resources; v) effectiveness of strategies and objectives, vi) and finally assessment of the impact of the KDP and sustainability of gains made in due course of implementation.

## 11.6. ARRANGEMENTS

### 11.6.1. Approach

A well-coordinated government-wide M&E system for effective tracking, evaluation and feedback on the KDP implementation and results based management system will be established. This implies that ministries, local governments, CSOs, donors and other stakeholders will be involved directly or indirectly in the M&E activities.

### 11.6.2. Institutional Framework

Operationalization of the M&E strategy will involve all institutions at various levels of government as outlined in the implementation chapter above:

### 11.6.3. Roles and Responsibilities

In order to avoid over-laps, role conflicts and uncertainty in the monitoring and evaluation function during the implementation of the KDP, specific M&E roles and responsibilities of key actors are specified below;

#### (a) National Level/Central Government Actors

**DCC:** The roles of the DCC will be to offer quality assurance through oversight and approval of M&E products including evaluation reports, structures for M&E such as task forces.

**Ministry of Finance and Economic Development- NEPO** The roles of the NEPO will be to provide leadership in the overall M&E function for the KDP including managing reporting of the sector/MOPs reports, leading evaluations, coordinating feedback through M&E advocacy and forums.

**NSO:** The roles of the NSO will be to provide statistics that are crucial for the KDP monitoring and evaluation indicator framework to support actions and results. These statistics will be generated through regular national surveys and censuses.

**Leading and Supporting Ministries:** The roles of the NSO will be to provide ongoing day to day non routine data obtained through monitoring on completed activities and outputs produced. These statistics will be generated through Division/ MoPs reports.

**Development Partners:** The development partners are donors, international development agencies, NGOs/CSOs, among others) who will support the M&E strategy by providing financial and technical assistance; for the operationalization and maintenance of the M&E strategy; participation in the refinement and further alignment of indicators to regional and global commitments, tools and processes, and participation in the implementation of M&E activities especially reviews and evaluations of the KDP, integration of development partners' monitoring and evaluation frameworks into the government systems, supporting capacity building for M&E and promoting the use of M&E products for example through publishing in international journals.

## **11.7. SUPPORT PLANS**

### **11.7.1. Ministry Strategic plans**

Every ministry will be required to produce Strategic plan. This will contain a four year operational workplan (MoWP). It is important that all plans regardless of level must and will be aligned to the KDP to ensure proper measurement of results. To ease monitoring and reporting the templates for these plans have been standardized by NEPO and all ministries are therefore expected to comply with the new improved formats. It is these work plans that will be reported against by ministries bi-annually and annually.

### **11.7.2. Sector work plans**

Currently only human resource development and health sectors have attempted to produce sector work plans. Emphasis has been mainly on ministry strategic plans which caused fragmented/incomplete picture of sector challenges/achievements/lessons learned. It is critical that all sectors (6 KPAs) produce a four year sector plan by KPA. It is the responsibility of the lead ministry to make this happen. This will be done with support from the concerned support ministries in the sector, civil society and development partners. NEPO will reprimand sectors that do not submit sector plans reports on time. It is these sector plans that will be reported against and summarized into a sector report for KPA/sector.

## **11.8 REPORTING**

Generally reporting will be a shared responsibility between the leading ministry in the sector, the support ministries, NSO and NEPO. All sector working groups will report bi-annually to NEPO on key expenditures, actions, outputs and MOPs progress towards outcomes (where

outcome data becomes available) and outputs (on successful implementation of strategies/activities) as spelt out and in alignment to the KDP.

#### **11.8.1. Bi-Annual/Annual Ministry Strategic Plan Reports**

Every ministry will be required to produce a MOPs progress report using the enhanced results reporting template every six months and annually. A copy will be given to NEPO and the lead ministry per KPA/Sector.

Budget Performance Reporting (outputs and expenditures) against work plans will also follow the above outline process and will form part of the MOPs/Sector and resultantly the National Government Performance Report. Therefore there will be both a six monthly budget performance report by ministry and sector and then an annual National Government budget performance report. It is important to note that both fiscal and non-fiscal reports will be presented jointly by NEPO to DCC to ensure complete coverage of financial and non-financial performance issues.

#### **11.8.2. Bi annual & Annual Sector Performance Reports**

It is the responsibility of the lead ministry per KPA/Sector to compile and summarize these MoPs progress reports into a sector progress report every 6 months and annually. It is these 6 sector reports which will then result into the production of a National Government Performance report every six months and every year.

#### **11.8.3. National Performance Reports**

As mentioned above the six sector progress reports will then be summarized into National Government Performance report every six months and every year. This report will be quality assured by the DCC (every six months) and the performance information presented, discussed and decisions made and taken by the DCC to Cabinet. The six monthly reports will be produced in August each year and the annual report in February each year.

#### **11.8.4. Reporting on the Budget**

Budget Performance Reporting (outputs and expenditures) against work plans will also follow the above outline process and will form part of the MOPs/Sector and resultantly the National Government Performance Report. Therefore there will be both a six monthly budget performance report by ministry and sector and then an annual National Government budget performance report. It is important to note that both fiscal and non-fiscal reports will be presented jointly by NEPO to DCC to ensure complete coverage of financial and non-financial performance issues.

## **11.9. REVIEWS AND EVALUATIONS**

### **11.9.1. Sector Reviews**

Sector reviews will take place for all sectors every six months. Annual reviews will be based on the findings of the annual sector performance report. In order to promote horizontal accountability, the participation of representatives from the Private sector, CSO, and general public will be encouraged. Sector Working Groups will coordinate such meetings with support from NEPO

### **11.9.2. KDP Mid-Term Review**

A mid-term review of the KDP will be conducted two-and –half years into the plans implementation. The review will be led by NEPO and NSO and will address performance against the intended objectives and key MOPs/Sector Outputs. It will recommend any changes required into the plan in order to achieve the objectives (albeit-outcomes) by 2015.

### **11.9.3. Final KDP Evaluation**

A final evaluation of the KDP will be conducted after four and half years of the plans implementation. The evaluation will be led by NEPO and NSO in collaboration with Office of the President. The underlying principle of the evaluation will be to ensure independence and objectivity. The evaluation will assess the overall effectiveness of the KDP against its objectives, targets, and where possible, it will look at impacts (albeit short-term).The purpose of conducting the evaluation prior to the conclusion of the KDP is to generate lessons learned and recommendations to inform the next KDP 2016-2020.

### **11.9.4. CAPACITY DEVELOPMENT**

GoK is committed to ensuring that there is an M&E system that is robust, comprehensive, fully integrated harmonised and well-coordinated to monitor the operationalization and implementation of national development plan. To support technical capacity development for M&E within government, a monitoring and evaluation capacity building strategy will be developed and implemented by MFED- NEPO so as to continuously enable government measure performance across the sectors.

### **11.9.5 RESULTS FRAMEWORK**

The results framework for the KDP has been developed and presented as Addendum 1 to the KDP. The framework contains key intended results (outputs and outcomes) of the strategies/activities and contains key performance indicators at national level (outcome) and sector level (outputs) only. MoPs indicators at activity level will be reflected in detail within the ministry strategic plans.

### **11.6.7 MONITORING & EVALUATION PLAN**

A KDP Monitoring & Evaluation plan will be developed in due course. The M&E plan will contain data collection methods, timetables and responsibilities. It will further entail an evaluation plan detailing specific policy and program evaluations to be conducted during the life of this KDP.

# APPENDIX ONE

## COUNTRY RESULTS MATRIX FOR 2012-2015

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
<b>KEY PRIORITY AREA 1 : HUMAN RESOURCE DEVELOPMENT</b>									
<b>Key Objective:</b> To increase access to (and delivery of) quality, inclusive, equitable opportunities as well as strengthening acquisition of relevant technical and professional skills for the domestic and export market through a revamped education & training system and through human development policies for I-Kiribati by the year 2015									
<b>Outcome 1: An education &amp; training system where quality, inclusive, equitable, technical and professional development opportunities are enhanced.</b>		1. Net intake ratio <sup>33</sup>	68% <sup>39</sup>	100% (likely)	DoES 2010 <sup>42</sup>	Survey/Census	PHST <sup>48</sup>	MoE/MFED	Statistics/NSO
		2. Net enrolment ratio in primary education <sup>34</sup>	85%	100% (likely)	DoES 2010	ESEC <sup>44</sup>	PSSF <sup>49</sup>	MoE	Statistics
		3. Literacy rate of 15–24 year-olds <sup>35</sup>	96%	100%(likely)	3.DHS Report 2009	DHS	M/W: Q <sup>50</sup>	MFED	NSO
		4. Transition rate from primary (class 6) to JSS <sup>36</sup>	96.5% <sup>40</sup> 88.8% <sup>41</sup>	100% (likely) 100% (likely)	DoES 2010 KEMIS, DoES	Analysis <sup>45</sup> ECS <sup>46</sup>	PSSF <sup>51</sup> PSSF- ER <sup>52</sup>	MoE MoE	Statistics Statistics
		3. Primary school retention rate <sup>37</sup>							

<sup>32</sup> Means of Verification or data sources

<sup>33</sup> The Net Intake Rate (NIR) is defined by the UNESCO Institute for Statistics as: "New entrants in the first grade of primary education who are of the official primary school-entrance age, expressed as a percentage of the population of the same age." NIR is disaggregated by gender and by region and rural/urban. The purpose of this statistical indicator is to measure the level of access to primary education as a percentage of children of the eligible age. This is a very important indicator in measuring rates of Access to Education, when considering gender inequality issues, as well as regional or rural/urban inequalities.

<sup>34</sup> "Net Enrolment ratio" number of children of official school age (6 years) who are enrolled in primary school (data from the KIES) as compared to the total population of children of official school age i.e. 6 years (data from the census). Implication: This indicator measures the extent to which children are accessing education at the right age at various levels of the education school system.

<sup>35</sup> "Literacy rate" is the percentage of the population 15–24 years old who can both read and write with understanding a short simple statement on everyday life. The definition of literacy sometimes extends to basic arithmetic and other life skills. Implication: This indicator reflects the outcome of primary education over the previous 10-15 years. It therefore can be taken as a measure of the effectiveness of the primary education system.

<sup>36</sup> The number of pupils (or students) admitted to the first grade of a higher level of education in a given year, expressed as a percentage of the number of pupils (or students) enrolled in the final grade of the lower level of education in the previous year. Purpose: To convey information on the degree of access or transition from one cycle or level of education to a higher one. NB: JSS to SSS (no data as there is no necessary- no screening exams to JSS)

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
		4. 1.% increase in the number of learners (class 2,4,6 and form 2) above benchmark in all literacy (English and Kiribati) and numeracy areas <sup>38</sup>	-	-	KLNR 2010 <sup>43</sup>	STAKI <sup>47</sup>	L/N:T <sup>53</sup>	MoE	KCDRC <sup>54</sup>
	1.1 Revitalized enabling for the	1.Level of functionality& implementation of the new	Low	High	3. MoE MoPs Progress	Policy Review	-. <sup>56</sup>	MoE	Secondary Unit

<sup>37</sup> Definition: Percentage of a cohort of pupils (or students) enrolled in the first grade of (class 1) who are expected to reach class 6. Purpose: To measure the retention capacity and internal efficiency of an education system. It illustrates the situation regarding retention of pupils (or students) from grade to grade in schools, and conversely the magnitude of dropout by grade.

<sup>39</sup> Primary school system only.

<sup>40</sup> Class 6 to Form 1 (Females-99.2% and Males 93.8%) of ages range 9-10 years

<sup>41</sup> data for ages 9-10 years disaggregated by gender (females-98.3% and males 80.2%)

<sup>42</sup> Kiribati Educational Management Information Systems (KEMIS) Work Analysis Book/NIR/Summary/K1-MoE Stat Department

<sup>44</sup> Education School Enrollment Census

<sup>45</sup> Of KEMIS data 2010

<sup>46</sup> Education Census Survey

<sup>48</sup> Population Housing Census Tool

<sup>49</sup> Primary School Survey Form

<sup>50</sup> Men's/Women's Questionnaire

<sup>51</sup> In conjunction with admission register

<sup>52</sup> Primary School Survey Form –Enrollment Register

<sup>38</sup>

<sup>43</sup> Kiribati Literacy and Numeracy Assessment Report 2010

<sup>47</sup> Standard Test Assessment for Kiribati (STAKI)

<sup>53</sup> Literacy and numeracy tools

<sup>54</sup> Kiribati Curriculum Development Resource Centre

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	education sector ECD, Primary, Secondary, TVET and Tertiary.	education act (previously education ordinance) <sup>55</sup>			Report/HRD Sector Report	and Consultations		MLHRD	
	1.2 Enhanced access to and quality Early Childhood Education (ECD)	1. % increase in number of teachers involved(direct/indirect) in preschool by gender <sup>57</sup>	-	-	-	ECS	TBE	MoE	ECCE <sup>61</sup> Unit
		1.0.% in number of pupils enrolled in ECD schools by gender <sup>58</sup>	33.7% <sup>60</sup>	50% (likely)	DoES 2011	ECS	TBE	MoE	ECCE Unit
		3. % increase in number of preschool teachers trained at the Kiribati Teachers Colleges <sup>59</sup>	TBE	TBE	TBE	ECS	TBE	MoE	KTC <sup>62</sup>
	1.3 Enhanced tertiary and vocational training for the youth to meet	% increase in number of training programs developed/upgraded and	-	-	Institutional Reports	-	-	MLHRD	KIT/FTC/MTC <sup>65</sup> /Nursing School

<sup>56</sup> The tool is yet yet to be developed

55

<sup>57</sup> This data is indirectly reported through proxy questions in the Education Census Survey (ECS). There are indirect questions asking teachers on whether they have ever taught in pre-school or have ever received any pre-school training

<sup>58</sup> This data is indirectly reported through proxy questions in the Education Census Survey (ECS). There are indirect questions asking children in class 1 intake on whether they underwent or attended pre-school prior to joining class 1

59

60

Age group=5years

F	34%	
M	33%	
T	33.7%	N=9672

<sup>61</sup> Early Childhood Education Unit

<sup>62</sup> Kiribati Teachers College

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	Australian standards.	offered by vocational training institutes <sup>63</sup>  % increase in number of trained graduates taking up employment including overseas <sup>64</sup> .	85%	95%	3.Figures for MTC/FTC (Sec Labor)	-	-	MLHRD	-
	1.4 Improved inclusive education opportunities for children with different learning abilities.	Proportion of children with different learning abilities attending school <sup>66</sup>	-	-	-	-	-	MoE-SODK <sup>67</sup>	IIECU <sup>68</sup>
	1.5 Enhanced public and private sector work proficiency	Average staff turn-over and number of new staff recruited <sup>69</sup>	4/10	1/10	Establishment Register, Staff Lists	Survey	-	PSO	TBE
		Improved <u>working conditions</u> (payment, allowances, benefits, etc.) <sup>70</sup>	Low	High	Labor inspection Reports , Union/Associ	Survey	-	MLHRD	-

<sup>65</sup> Kiribati Institute of Technology, Fisheries Training Centre, marine Training Centre

<sup>63</sup> This indicator includes the ability of institutions to provide/streamline demand driven courses)

<sup>67</sup> School of the Disabled Kiribati

<sup>68</sup> Inclusive Education and Early Childhood Unit (IIECU)

69

70

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
					ation Reports e.g. KTUC				
<b>KEY PRIORITY AREA 2 : ECONOMIC GROWTH &amp; POVERTY REDUCTION</b>									
<b>Key Objective:</b> To enhance inclusive economic development through improving and increasing sustainable employment, financial inclusion for vulnerable groups, structural and fiscal reforms and accelerating private sector development by the year 2015									
<b>Outcome 1. Increased sustainable economic development and improved standard of living for all I- Kiribati</b> <sup>71</sup>		1. Real GDP <sup>72</sup>	2.5%	3% <sup>76</sup>	NSO GDP account ,2010	EMA <sup>77</sup>	GET <sup>78</sup>	MFED	NSO
		2.0. Proportion of population below \$1 (PPP) per day <sup>73</sup>	21.8 %	14.9%	HIES 2010	Survey	ED <sup>79</sup>	MFED	NSO
		3. Life Expectancy <sup>74</sup>	63.1F, 58.9 M	69 F 65 M	Census Report	Survey	PHCT <sup>80</sup>	MFED	NSO
		4. Poverty gap ratio <sup>75</sup>	7.2%	6%	HIES 2010	Survey	ED <sup>81</sup>	MFED	NSO

<sup>71</sup> A proxy indicator to be considered is % of public expenditure on infrastructure (health facilities, roads, aviation systems, telephone systems, internet) expressed as a % of GDP.

<sup>72</sup> As a measure for economic growth

<sup>73</sup> Proportion of population below \$1 per day is the percentage of the population living on less than \$1.08 a day at 1993 international prices. The one dollar a day poverty line is compared to consumption or income per person and includes consumption from own production and income in kind. Kiribati has set her own PPP at 14.9% within the MDG target of 10.9%.

<sup>74</sup>

<sup>75</sup> Poverty gap ratio is the mean distance separating the population from the poverty line (with the non-poor being given a distance of zero), expressed as a percentage of the poverty line. The indicator measures the "poverty deficit" of the entire population, where the poverty deficit is the per capita amount of resources that would be needed to bring all poor people above the poverty line through perfectly targeted cash transfers.

<sup>76</sup> (0.5% nominal growth)

<sup>77</sup> Expenditure Method Approach

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	1.1 Enhanced youth empowerment through participation in gainful employment	Unemployment rate of young people aged 15-24 years, each sex <sup>82</sup>	41% <sup>83</sup>	TBE	2010 Kiribati Draft Census Report/DHS	Survey	PHCT	MFED	NSO
	1.2 Increased support to private sector development	Proportion of Private sector contribution to GDP per annum	51%	-	GDP account Report 2010	Expenditure Approach	NDGEPS <sup>84</sup>	MFED	NSO
		Proportion of Government budget to private sector development	0%	25%	MTFF <sup>85</sup>	-	-	MFED	NEPO
	1.3 Strengthened development and marketing of Kiribati tourism industry to regional and international markets <sup>86</sup>	Average number of tourists coming into the country annually	3,915 <sup>87</sup>	-	Database, NSO	-	-	MTCTD	-

<sup>78</sup> GDP estimates Tool

<sup>79</sup> Expenditure Diary

<sup>80</sup> Population & Housing Census Tool –Mortality Question

<sup>81</sup> Expenditure Diary

<sup>82</sup> data to be disaggregated by gender and region( rural and urban areas)

<sup>83</sup> Females-44% and males-38%

<sup>84</sup> NSO data base/GDP Estimates/Private Sector

<sup>85</sup> Medium Term Fiscal Framework

<sup>86</sup> Another proxy indicators is the Proportion of GoK Budget in developing tourism industry

<sup>87</sup> Data is for 2010

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
		Proportion of tourism sector contribution to GDP	1.2%	-	Kiribati GDP Manual and Estimate Report 2010	-	-	MFED	NEPO
	1.4 Enhanced environment for Public Private Partnerships <sup>88</sup>	Consensus acquired on SoE Reform Program	Low	Maximum	-	-	-	MFED	NEPO
	1.5 Maximized economic benefits from Kiribati tuna fisheries.	% increase in fisheries sector contribution to GDP <sup>89</sup>	7%	-	KGPA <sup>90</sup> 2010	-	-	MFED	NSO
	1.6 Increased flow of resources to Kiribati	% increase in ODA <sup>91</sup>		10% of ODA	-	-	-	MFED MFA	NSO,MAD
<b>2. Reduced hardship for households in Kiribati especially in the outer islands</b>		1. Poverty headcount ratio <sup>92</sup>	-%	-%	1. HIES 2006/10	Survey	ED	MFED	NSO
		3. Share of poorest quintile in national consumption <sup>93</sup>	7.8%	6%	1. HIES 2006/10	Survey	ED	MFED	NSO
	2.1 Enhanced financial inclusion through low	# of people attending and successfully completing financial	-	-	-	-	-	MCIC	-

<sup>88</sup> Long term indicators will include % reduction in SOE losses or % increase in SOE profits

<sup>89</sup> Data is only for fishing licenses

<sup>90</sup> Kiribati GDP Production Account & GDP Report 2010

<sup>91</sup> Official Development Assistance

<sup>92</sup> (% of the population below the national poverty line) The poverty headcount ratio is the proportion of the national population whose incomes are below the official threshold (or thresholds) set by GoK (see G oK MIDG Report 2006). The indicator allows for monitoring the proportion of the national population that is considered poor by a national standards of Kiribati.

<sup>93</sup> Quintile” means the income that accrues to the poorest fifth of the population. It provides information about the distribution /consumption of income of the poorest fifth of the population

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	interest micro credit finance and financial literacy assistance	literacy training.  # of people (especially youth ) successfully managing business as a result of financial literacy assistance including training	-	-	-	-	-	MCIC	-
	2.2 Enhanced vocational and business skill training to achieve Australian standards	Number of trained graduates starting up gainful IGAs by gender (female and male)	KIT- 141 MTC -61 FTC-36 (# of graduates per year)	KIT-50% (71) - 564 MTC-100% (61)- 244 FTC-70% (26)- 144 (% of graduates getting jobs)	-	-	-	MLHRD	-

### KEY PRIORITY AREA 3 : HEALTH

**Key Objective:** To increase access to (& delivery of) quality health services (including awareness and promoting healthy lifestyles) by xx % so as to improve health and well- being for all I-Kiribati by the year 2015.

<b>3.1 Reduced population growth</b>		Fertility rate (women aged 15-49 years) <sup>94</sup>	4.1	< 3.5 <sup>95</sup>	KDHS Report 2009	Survey	-	MHMS	Statistics
	Output 3.1.1 Strengthened family planning services	% unmet need for family planning <sup>96</sup>	28% <sup>97</sup>	40%	KDHS 2009	Survey	Men/ Women	MFED/MHMS	NSO/ Statistics
		% of health service delivery points that offer at least 3 family planning methods	85%	100%	KDHS Report 2009	Survey	Men/ Women	MHMS	Statistics

<sup>94</sup> Data will be reported as disaggregated by gender. A proxy indicator % reduction population growth can also be used to counter check this trend (Baseline is 2.1% as sourced from Population Analytical Report Volume 2, 2007) Responsibility is with the MFED NSO. The tool for collection of this data is the population and housing census tool –women's questionnaire and the method is the census survey. NB: Eventual final calculation of Population growth will also depend on a number of things like death rate and migration statistics.

<sup>95</sup> This suggested as it gets Kiribati back to 2005 rate. It's a 15% reduction on the 2010 rate which seems achievable.

<sup>97</sup> Disaggregated by region: 31.4 % -Urban and 25.5% in rural

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	Output 3.1.2 Increased uptake of modern family planning services	Contraceptive prevalence rate <sup>98</sup>	46% <sup>99</sup>	100%	KDHS Final Report 2009	Survey	Men/Women	MHMS	Statistics
		Condom use rate of the contraceptive prevalence rate <sup>100</sup>	41.4% <sup>101</sup>	60%	KDHS 2009	Survey	Men/Women	/MFED MHMS	NSO /Statist's
		% women in the reproductive age group using modern contraceptive methods <sup>102</sup>	18%	23%	WHO-WPRO CHIPS	-	-	-	-
<b>3.2 Reduced maternal morbidity including micro nutrient deficiency and mortality</b>		Maternal mortality <sup>103</sup>	3 deaths (2010)	<2 deaths	WHO-WPRO CHIPS	-	-	MHMS	Statistics
	Output 3.2.1	SDPs within 2 hours of a						MHMS	-

<sup>98</sup> The *contraceptive prevalence rate* is the percentage of women who are practicing, or whose sexual partners are practicing, any form of contraception. It is usually reported for women ages 15–49 in marital or consensual unions. The indicator is useful in tracking progress towards health, gender and poverty goals. It also serves as a proxy measure of access to reproductive health services that are essential for meeting many of the goals, especially the child and maternity mortality and HIV/AIDS goals. Contraceptive methods include condoms, female and male sterilization, injectable and oral hormones among others.

<sup>99</sup> Disaggregated by gender 39.1% women and 53% men

<sup>100</sup> Condom use rate of the contraceptive prevalence rate is the number of women aged 15–49 years in marital or consensual unions who are practising contraception by using condoms as a proportion of all of women of the same age group in consensual unions who are practising, or whose sexual partners are practising, any form of contraception. Statistics on contraception prevalence rates are based primarily on women, mainly because contraception is more easily measured in this way. Further, contraception, or its absence, affects the health and well-being of women more than it does their sexual partners. Similarly, condom use is still at the discretion of male partners, and the female condom is not as widely available.

<sup>101</sup> 3.5% women and 37.9% men

<sup>103</sup> The maternal mortality ratio is the number of women who die from any cause related to or aggravated by pregnancy or its management (excluding accidental or incidental causes) during pregnancy and childbirth or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy, per 100,000 live births. The indicator, which is directly related to the target, monitors deaths related to pregnancy. Such deaths are affected by various factors, including general health status, education and services during pregnancy and childbirth. However with it is suggested that with few deaths in Kiribati the ratio is a bit un realistic and non-factual, and reporting on the actual number is more 'real' and applicable to the country context.

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	Improved delivery (and access to) emergency obstetric care services	comprehensive Emergency Obstetric Care facility <sup>104</sup>	-	-	-	-	-		
	Output 3.2.2 Improved access to antenatal and post natal care	<u>Antenatal care coverage:</u> % who had at least one ANV visit:	At least one visit – 100% (2005)	Maintain the 100% (at least one visit)	MDG Indicator 5.5	-	-	MHMS	Statistics
		% who had at least 4 ANC visits:	-	-	-	-	-	MHMS	Statistics
<b>3.3 Reduced child morbidity (including malnutrition and childhood injury prevention) and mortality<sup>105</sup></b>		Infant mortality (per 1,000 live births) <sup>106</sup>	37	22	1.KDHS 2009	Survey	-	MHMS	Statistics
		Proportion of 1 year old immunized against measles <sup>107</sup>	89%	>90%	KDHS 2009	Survey	-	MHMS	NSO

104

<sup>105</sup> Prevalence of underweight children under 5 years of age

5. Kiribati is currently not collecting data on Prevalence of underweight children under 5 years of age.

<sup>106</sup>The infant mortality rate is typically defined as the number of infants dying before reaching the age of one year per 1,000 live births in a given year. Infant mortality rates measure child survival. They also reflect the social, economic and environmental conditions in which children (and others in society) live, including their health care. However with it is suggested that with so few deaths in Kiribati the ratio is a bit un realistic and non-factual , and reporting on the actual number is more 'real' and applicable to the country context

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
<b>3 4. Reduced burden and incidence of communicable diseases (including TB, leprosy, lymphatic filariasis, STIs including spread HIV AIDS)</b>	Output 3.3. 1 Increased usage of continuity, Coverage of EPI and IMCI services	Under 5 mortality <sup>108</sup> (per 1000 live births)	46	30	2. Kiribati DHS Survey 2009	Survey	-	MHMS	Statistics
		Prevalence and death rates associated with tuberculosis (per 100,000 population) <sup>109</sup>	Prevalence : 550 Mortality: 47	Declining	WHO Global TB Control	Survey	-	MHMS	Statistics
		HIV prevalence in the entire population (specific focus on pregnant women)	-	-	-	-	-	MHMS	Statistics
	Output 3.4.1 Improved case detections for communicable diseases	Incidence and prevalence of TB (per 100,000 population)	Incidence – 351 & Prevalence -288 (2009)	Declining	WHO-WPRO CHIPS	Survey	-	MHMS	Statistics
		TB cases detected and cured under DOTS <sup>110</sup>	Detected – 81% & Cured – 96% (2008)	-	WHO-WPRO CHIPS	Survey	-	MHMS	Statistics

<sup>107</sup> The proportion of 1-year-old children immunized against measles is the percentage of children under one year of age who have received at least one dose of measles vaccine. The indicator provides a measure of the coverage and the quality of the child health-care system in the country. Immunization is an essential component for reducing under-five mortality.

<sup>108</sup> The under-five mortality rate is the probability (expressed as a rate per 1,000 live births) of a child born in a specified year dying before reaching the age of five if subject to current age specific mortality rates. The indicator, which relates directly to the target, measures child survival. It also reflects the social, economic and environmental conditions in which children (and others in society) live, including their health care. However with it is suggested that with few deaths in Kiribati the ratio is a bit unrealistic and non-factual, and reporting on the actual number is more 'real' and applicable to the country context

<sup>109</sup> Tuberculosis prevalence is the number of cases of tuberculosis per 100,000 people. Death rates associated with tuberculosis refers to the number of deaths caused by tuberculosis per 100,000 people. A tuberculosis case is defined as a patient in whom tuberculosis has been bacteriologically confirmed or diagnosed by a clinician. Detecting tuberculosis and curing it are key interventions for addressing poverty and inequality. Prevalence and deaths are more sensitive markers of the changing burden of tuberculosis than incidence (new cases),

<sup>110</sup> The tuberculosis detection rate is the percentage of estimated new infectious tuberculosis cases detected under the internationally recommended tuberculosis control strategy DOTS. DOTS combines five elements—political commitment, microscopy services, drug supplies, surveillance and monitoring systems and use of highly efficacious regimes—with direct observation of treatment. Since tuberculosis is an airborne contagious disease, primary control is effected through finding and treating infectious cases and thus limiting the risk of acquiring infection. The recommended approach to primary control is the DOTS strategy, an inexpensive strategy that could prevent millions of tuberculosis cases and deaths over the coming decade.

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	Output 3.4.2 Reduced STIs and HIV spread, with a focus on youth	Condom use <sup>111</sup>	2.4%F, 29.6%M	100%	2. Kiribati DHS Report 2009	Survey	Men/Women	MHMS	Statistics
		% of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS <sup>112</sup>	44.4% women, 48.6% men	100%	3. Kiribati DHS Report 2009	Survey	Men/Women	MHMS	Statistics
<b>3.5 Reduced burden and incidence of other diseases (NCD)</b>		Prevalence of NCD <sup>113</sup>	-	-	-	-	-	-	Statistics
	Output 3.5.1 Increased community awareness and advocacy of healthy lifestyles including greater community involvement and participation	% reduction in adult population aged 25-64 years who smoke	Males 74% females 45%	Males=59% Females=36%	SPC NCD Statistics	Survey	-	MHMS	Statistics
	Output 3.5.2 Enhanced detection and treatment for all NCDs	Number of new cases of diabetes	842	<b>674</b>	WHO-WPRO CHIPS	Survey	-	MHMS	Statistics
		% of population aged 20+ years who are obese	males=42%, females=59%	Males=34% Females=47%	SPC NCD Statistics	Survey	-	MHMS	Statistics

<sup>111</sup>Condom use at last high-risk sex is the percentage of young people ages 15–24 reporting the use of a condom during sexual intercourse with a non-regular sexual partner in the last 12 months. Consistent use of condoms in non-regular sexual partnerships substantially reduces the risk of sexual HIV transmission. This is especially important for young people, who often experience the highest rates of HIV infection because they have low prior exposure to infection and (typically) relatively high numbers of non-regular sexual partnerships.

<sup>112</sup>“Proportion means” the share of women and men aged 15–24 years who correctly identify the two major ways of preventing the sexual transmission of HIV (using condoms and limiting sex to one faithful, uninfected partner), who reject the two most common local misconceptions about HIV transmission and who know that a healthy-looking person can transmit HIV. The indicator reflects the success of national information, education and communication programmes and other efforts in promoting knowledge of valid HIV-prevention methods and reducing misconceptions about the disease.

<sup>113</sup> Non Communicable Diseases (High Blood Pressure, diabetes and water borne diseases) prevalence rate is only the reported cases, which is far lower than actual sometimes

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
<b>3.6 Improved health services delivery</b>		Proportion of births attended by skilled health personnel <sup>114</sup>	95%	<b>98%</b>	2. Kiribati DHS Report 2009/ MHMS, reported in WHO-WPRO CHIPS	Survey	-	MHMS	<b>Statistics</b>
	Output 3.6.1 Improved capacity amongst health service providers especially on the outer islands including post basic training for nurses	% increase in number of health service personnel trained in modern medicine and practices	-	-	2. Kiribati DHS Report 2009	-	-	MHMS	Statistics
	Output 3.6.2 Improved provision of equipment and technical capacity to operate and maintain complex health machineries	% increase in the number of complex health machinery effectively maintained.	-	-	-	-	-	MHMS	<b>Statistics</b>

#### KEY PRIORITY AREA 4 : ENVIRONMENT

**Key Objective:** To facilitate sustainable development by mitigating the effects of climate change through approaches that protects biodiversity and supports the reduction of environmental degradation by the year 2015

<b>Outcome1. Improved</b>		Level of successful implementation of the climate	Low	Medium	Sector Plan & Progress reports	Policy Review	-	OB	-
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<sup>114</sup> The proportion of births attended by skilled health personnel is the percentage of deliveries attended by personnel trained to give the necessary supervision, care and advice to women during pregnancy, labor and the post-partum period; to conduct deliveries on their own; and to care for newborns. Skilled health personnel include only those who are properly trained and who have appropriate equipment and drugs. Traditional birth attendants, even if they have received a short training course, are not to be included.

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
resilience (of islands, natural resources, local communities and people of Kiribati ) to the impacts of Climate Change		change policy framework. <sup>115</sup>  Number and status of policies, sector plans and legislation integrating on DRM and DRR	-	-	-	-	-	OB	-
	1.1 Reduced threats to bio-physical, socio-economic, environments from adverse impacts of climate change	Improved preparedness <sup>116</sup> (human and physical infrastructure) to adapt and respond to impacts (socio economic, political, cultural) of climate change	Low	Medium	1.Adaptation Assessment Report 2.National Communication Report of Kiribati	Survey and direct stakeholders consultation	Matrix of Adaptation assessment	MELAD	ECD
	1.2 Enhanced institutional and financial capacity of (government & non-government actors) to plan/ implement/evaluate/assess environmental impact so as to effectively adapt to climate change-including harnessing of emerging opportunities.	% increase in funds sourced from successful resource mobilization with a focus on climate change adaptation <sup>117</sup>	-	-	1.Sector Plan and Progress reports  2.Annual Report for Climate change resources in Kiribati (analysis of how much external/internal/ recurrent/development funds have been expended for CC)	Analysis of Reports and/or inquiry from respective sectors	Format of Progress report	MFED and MELAD	NEPO and MELAD Admin
	1.3 Enhanced coordination among sectors, communities and private sectors on	Number of joint climate change initiatives (Programmes, projects, committees etc)	Less than 10 in South Tarawa	More than 10 in South Tarawa and At least 1 in	1.Inventory on Climate Change Projects	Constant periodic updating of Inventory by	Matrix of Inventory of CC	MELAD	ECD

<sup>115</sup> This indicator is yet to be fully defined so as to offer full scale measurement

<sup>116</sup> Preparedness is yet to be fully defined by the ECD unit of MELAD

<sup>117</sup> Annual actual commitments and expenditure

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	building island resilience to the impacts of climate change		and minimal in outer islands	each outer islands		submission to stakeholders and analysis of the inventory.	Projects		
<b>Outcome 2. Reduced threats to island biodiversity resources from unsustainable use: impacts of invasive species and other human induced phenomena (pollution, CC)</b>		Ratio of area protected to maintain biological diversity to surface area <sup>118</sup>	22.6%	-	1. Pacific MDG Regional Tracking Report 2010	National & outer island Participatory consultation <sup>120</sup>	-	MELAD	ECD
		National 'protected species' list finalized	-	1	2. Programme of Work on Protected Areas for Kiribati's report	Survey	-	MELAD	ECD
		Protected areas & protected species regulations under the Environment Act 1999 (as amended) endorsed & implemented <sup>119</sup>	-	-	Revised NBSAP 2012 - 2016 report	Policy Review	-	MELAD	ECD
	2.1 Reduced unsustainable use of biodiversity resources	The number of protected species managed within the safe biological limits <sup>121</sup>	-	-	IUCN redlist species/ Kiribati 1 <sup>st</sup> Country	Data Survey <sup>123</sup>	Literature review	MELAD	FD,MRD

<sup>118</sup> The ratio of area protected to maintain biological diversity to surface area is defined as nationally protected area as a percentage of total surface area of Kiribati. In addition to protecting biodiversity, protected areas have become places of high social and economic value: supporting local livelihoods; protecting watersheds from erosion; harboring an untold wealth of genetic resource and forming a basis for cultural and other non-material values in Kiribati.

<sup>119</sup> Revised & updated NBSAP 2012 – 2016 is in place

<sup>120</sup> Biodiversity conservation and management community-based approaches, Participatory Learning Actions (PLA) Workshops Ecosystem-based adaptation approach

<sup>121</sup> Maximum sustainable yield

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
		The number of terrestrial and marine species identified as of national priority concern and appropriately managed	-	-	Report PoWPA II Key Biodiversity Areas Report 5 <sup>th</sup> National Report to the CBD <sup>122</sup>	National and outer islands participatory consultations <sup>124</sup>	-	MELAD	ALD,TSM, KOFA
	2.2 Strengthened measures to minimize the impacts of invasive species	Number of invasive species successfully monitored	25%	25%	PIPA Island Expedition 2011	Island survey, bait usage and data recording	- <sup>125</sup>	MELAD & external technical partners	CIECD/WCU SPREP PII
<b>Outcome 3. Improved food security</b>		% food poverty (MDG)	5.3% (TBC)	TBE	1.Kiribati,NSO,UNDP Pacific Centre, Kiribati HIES 2006	TBE	TBE	MFED	NSO
	3.1 Increased number high yield and productive food crops and also livestock production. <sup>126</sup>	% increase in supply of local food products including animal products (including genetic material)	-	-	-	-	-	MELAD	Agriculture unit
	3.2 Reduced incidence (including outbreaks)	% reduction and livestock morbidity (including pest	-	-	-	-	-	MELAD	Agriculture unit

<sup>123</sup> As well as biodiversity technical meetings & discussions

<sup>122</sup> Revised NBSAP 2012 - 2016

<sup>124</sup> Participatory Learning Workshop Ecosystem based adaptation approach tools

<sup>125</sup> Engagement of expert and used of large ships and helicopters to make survey easy including bait for eradication of invasive species

<sup>126</sup> Subject to Improved research in the agricultural sub sector by 2015

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	of crop pests and animal diseases <sup>127</sup>	outbreaks)  Level of improvement in bio-security efficiency including but not limited to IRA (Import Risk Assessment)	-	-	-	-	-	MELAD	Agriculture unit
	3.3 Enhanced usage of traditional food preservation and processing methods including increased community engagement/participation in agricultural activities	% increase in usage of traditional food preservation and processing methods	-	-	-	-	-	MELAD	Agriculture unit
		% increase in number of home gardens and livestock farmers/number of animals distributed/reared.	-	-	-	-	-	MELAD	Agriculture unit
<b>Outcome 4: Improved water quality<sup>128</sup></b>		% population using an improved water source (safe drinking water) <sup>129</sup>	90%	100%	1.Pacific Regional MDGs Tracking Report 2010/Draft DHS 2009	TBE	TBE	MELAD	TBE

<sup>127</sup> With Improved research in livestock epidemiology and crop protection

<sup>128</sup> Portfolio falls under MPWU/MELAD/MHMS portfolio so will be finalized at the sector committee meeting to be convened later this month. Environmental health (MHMS) and PUB (water and sewerage unit) have also their own water monitoring mechanisms.

<sup>129</sup> The proportion of the population with sustainable access to an improved water source, urban and rural, is the percentage of the population who use any of the following types of water supply for drinking: piped water, public tap, borehole or pump, protected well, protected spring or rainwater. Improved water sources do not include vendor-provided water, bottled water, tanker trucks or unprotected wells and springs. The indicator monitors access to improved water sources based on the assumption that improved sources are more likely to provide safe water. Unsafe water is the direct cause of many diseases in developing countries.

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	4.1 Water quality and integrity of freshwater lenses protected	Safe water available per person per day on South Tarawa	-	-	KAP (Kiribati Adaptation Project Phase III)	-	-	MELAD	-
	4.2 Improved national capacity to protect water quality and quantity	Level of effective implementation of the national water policy action plan	-	-	-	-	-	MELAD	-
Outcome 5: Improved human and health and environment through effective and sound management of waste and chemical		Level of implementation of sound management of chemicals and waste	Low						
	Support the implementation of the Governance provisions related to the NIEP  Improved public awareness and accessibility of data and information  Strengthened national capacity and improved enforcement of provisions of relevant legislation including								

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	the Environment Act 2007  Sound chemical and waste management integrated into national and relevant sector plans	NWMS is endorsed and implemented  Number of cases contravening pollution provisions (littering, pigsty, waste disposal, pollution, black smoke) under the Env.Act 2007 is reduced.  No of sustainable financing initiatives for wastes items currently not covered under the Waste Material Recovery Act is 2004 increased	NWMS still in draft  High  PET bottles, Lead-acid batteries, Aluminum cans under Te Kaoki Maange  Environment Act 1999 (as amended 2007) Enforcement & Compliance report	NWMS endorsed (2012)  Low Inclusion of scrap metal and e-wastes	Environmental impact analysis  Community consultations  ECD Communication Strategy  Cabinet Information Paper, NWMS RWMS, NIEP  Env.Act 2007/Cabinet information paper  Reports/Cabinet information paper	Patrolling/Inspection/Site visits/Telecommunication  Survey/stakeholders consultation	Questionnaires/ Participatory Learning Approaches  PLA (Stakeholders participatory consultative process)  Questionnaire/	MELAD	
<b>Outcome 6: Improved quality of the environment in urban and rural</b>		% population using an improved sanitation facility <sup>130</sup>	35.1%	17.55%	Kiribati DHS 2009	Survey		MFED	NSO

<sup>130</sup> Proportion of the urban and rural population with access to improved sanitation refers to the percentage of the population with access to facilities that hygienically separate human excreta from human, animal and insect contact. Facilities such as sewers or septic tanks, pour-flush latrines and simple pit or ventilated improved pit latrines are assumed to be adequate, provided that they are not public. Good sanitation is important for urban and rural populations, but the risks are greater in urban (South Tarawa) areas where it is overcrowded and more difficult to avoid contact with pollutants and waste.

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
<b>areas.</b>									
	5.1 Enhanced measures to address land development issues in urban South Tarawa and Kiritimati <sup>131</sup>	Residential land per household on South Tarawa and Kiritimati  The number of EIA studies carried out in rural and urban areas	20%	Environment Act 1999 (as amended 2007) Enforcement & Compliance report <sup>132</sup>	Site visits (rural and urban areas)  Environmental impact analysis  Community consultations	GIS Survey  Environment Act 1999 Enforcement & Monitoring  EIA Study <sup>133</sup>		MELAD  MELAD	Lands  ECD
	5.2 Improved public understanding of how to protect the urban environment.	Level of implementation of the ECD Communication Strategy			ECD Communication Strategy			MELAD	ECD
<b>KEY PRIORITY AREA 5 : GOVERNANCE</b>									
<b>Key Objective:</b> To strengthen national governance systems so as to promote the principles of good governance including accountability, transparency, inclusiveness and public/private sector reforms for I- Kiribati by the year 2015									
<b>Outcome 1. Enhanced transparency,</b>		Number and type of governance reform laws enacted and policies introduced at National level for		100%	<b>A Baseline Report for Creating a future free from violence, abuse and exploitation of</b>	Survey, Workshops, outer island Consultations	Published Report	MISA	CDS

<sup>131</sup> Subject to Improved monitoring of rural to urban migration data

<sup>132</sup> MELAD ECD Public Complaints register

<sup>133</sup> Public Participatory Approaches

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
accountability, equal opportunities including upholding the rule of law/access to justice, inclusiveness in decision making process		children's protection and women's empowerment  Proportion of women holding senior management level positions(public sector including local government)  Enhanced environment for the successful implementation of CEDAW and CRC commitments	Un-conducive	Conducive	girls and boys in Kiribati <sup>134</sup>  CRC/CEDAW Reports	Outer island consultation, workshops, literature review  Surveys	Draft Law on Child Protection	Parliament  MISA	  CDS
	1.1 Improved empowerment <sup>135</sup> and constructive involvement of special interest groups such as youth, elderly and disabled in decision making process	% representation and constructive participation of special interest groups( youth, elderly and PWD) at parliament  Relevant Policies developed covering the needs/issues of People with Disability	Women:6 Youth: PWD:  90%	100%	Parliament Reports  Kiribati National Disability Policy 2012-2015 (DRAFT FORM)	Consultations	-	Parliament  MISA	
	1.2 Increased compliance with business related laws and standards	% reduction in number of evasion related cases	TBE	TBE	TBE	TBE	TBE	MCIC,KNAO POL	TBE
	1.3 Improved	% increase in level of PAC	TBE	TBE	TBE	TBE	TBE	HOP,KNAO	TBE

<sup>134</sup> Legislation Review on Child Protection and young people in conflict with the law

<sup>135</sup> Proxy indicators for empowerment in education will include Ratio of girls to boys in primary, secondary and tertiary education<sup>135</sup> and Ratio of literate women to men, 15–24 years old<sup>135</sup>

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	implementation of PAC recommendations in parliament including review of PAC mandates/TOR	recommendations implemented							
	1.4 Increased resourcing (technical and financial) to support public sector special units such as staffing in order to boost capacity of special units (KPPS, High Court, MISA, KNAO, Youth parliament)		TBE	TBE	TBE	TBE	TBE	KPPS, High Court, MISA, KNAO	TBE
	1.5 Enhanced enabling environment for socio welfare <sup>136</sup> /protection of national security/social/cultural interests	Child /socio welfare policy document successfully completed and implemented <sup>137</sup>			CRC/CEDA W Reports for Kiribati	Surveys	-	MISA	CDS
		Reduced Number of illegal immigrants in Kiribati	10-15	0	Immigration Reports	Analysis	-	MFA	Immigration
	1.6 Sustainable support services including legal aid and access to justice, counseling and safe home established and accessible by all (especially by the most vulnerable-women, children and youth) in	Number of women and children accessing legal aid and counseling services.	-	-	-	-	-	MISA	Women

<sup>136</sup> Legal framework strengthened for child and family welfare system and gender-based violence; enhanced capacity of law enforcement and the justice system.

<sup>137</sup> Preventative, protective, social and support services strengthened and adequately resourced, including use of existing, community capacity for prevention and response to child abuse and gender-based violence.

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	Kiribati on outer islands								
<b>Outcome 2.</b> <b>Improved timely and quality delivery of services in the public sector</b>		Stronger implementation of Paris declaration (2005)/CAIRN Compact for Aid Effectiveness/Monterrey Declaration (2002)	-	-	-	KDP Reports	M&E tools	MFED - All ministries	NEPO
		Better measurement of service and performance outcomes from the KDP sector plans and MOPs	Weak	Evidence Based	-	-	-	MFED	NEPO
	2.1 Improved compliance to business laws	% in Number of businesses successfully remitting tax returns	-	-	-	-	-	MFED	NEPO
	2.2 Improved customer service requirements/standards and incentives for employees reviewed.	% customer satisfaction and confidence in public goods	-	-	Consumer Survey Report	Survey	-	MFED	NSO
	2.3 Enhanced local government capacity to deliver governance and coordination services	Proportion of island councils enhance do deliver governance and coordination services	-	-	-	-	-	Town Councils	Island Councils
	2.4 Strengthened rural development services and governance infrastructure	Number of complex programs and projects successfully implemented in partnership/by local government	-	-	-	-	-	Town Councils	Island Councils

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
	2.5 Enhanced timely audited public annual accounts to help the users and decision makers for review, assessments and analytical requirements	Timeliness of audited public annual accounts of government	-	-	-	-	-	KNAO	Audit
	Effective civil service reforms proposed, enacted and implemented	Number of functional civil service reforms	-	-	-	-	-	MISA	-

#### KEY PRIORITY AREA 6 : INFRASTRUCTURE

**Sector Objective:** To facilitate economic growth, trade, industrialization and well-being for technological and socio transformation through the development of new/upgrade of physical infrastructure such as sea passages/airports and roads by the year 2015

<b>Outcome 1. Improved Infrastructure to facilitate economic growth, poverty reduction, trade. Industrialization, health for economic, technological and socio</b>		Telephone lines and cellular subscribers per 100 population <sup>138</sup> =MDG	4.1%	-	Kiribati Telecom Services, 2008	-	-	TSKL MCTTD	-
		Personal computers in use per 100 population and Internet users per 100 population <sup>139</sup>	-	-	-	-	-	-	-

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National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
transformation	1.1 Improved transport infrastructure including roads, airports and water passages	Number of roads, airports and water passages successfully maintained/upgraded	Major road, Sealed =22% Unsealed =78% Minor road Seal =5% Unseal = 95% Airport Upgraded=6% To upgrade=94% Sea passage upgraded =6% To upgrade =94%	Major road, Sealed =90% Unsealed =10% Minor road Seal =50% Unseal = 50% Airport Upgraded=10% To upgrade=90% Sea passage upgraded =10% To upgrade =90%	PRIF report	-		MCTTD/MPWU	
	1.2 Improved communication infrastructure including internet and telephone connections	Internet users per 100 population <sup>140</sup>	2.1%	TBE	UN statistics division estimate 2008	TBE	TBE	TSKL MCTTD	-
	1.3 Improved professional local capacity in the infrastructure sector	Number of apprentice opportunities	<30	300-400	-	-	-	MPWU	-
	1.4 Sustainable Production, supply and Use of energy	% increase of energy production on the national grid and rural area.  % Increase size of total petroleum storage.  Standard and electrical appliance labeling (Energy efficiency and conservation)	108kwhr /person  28-30 days  0	-  2-3 month supply (2014)  Appropriate	-  EPU  EPU	Kiribati infrastructure review (PRIF)	EPU database  EPU	EPU/PUB/ KSEC  EPU/KOIL	

National Results Outcomes	Sector Results Outputs	Performance Indicators	Baselines	Targets (2012-2015)	MOV <sup>32</sup>	Methodology	Tools	Responsibilities	
								Ministry	Department
				standard adopted and compulsory appliance labeling operational (2015)					
	1.5 Increased coverage of water and sanitation systems	<p>No. of outer islands covered by hydro-geological assessment.</p> <p># of additional rainwater tanks installed and used</p> <p># of additional groundwater infiltration gallery systems installed and used</p>	<p>(Baseline: 1; Target: 16 Islands )</p> <p>Baseline: 0</p> <p>Baseline 0</p>	<p>16 islands</p> <p>350 of 5,000 litres tank installed in the outer islands by 2013)</p> <p>2 nos of infiltration Galleries installed at Tabonibara and Notoue</p>	<p>KIRIWATSAN Project EU agreement Annex 1</p> <p>KAPIII</p>	<p>EU agreement Annex 1 Indicative Activity Schedule</p> <p>AUSaid KAPIII</p>	<p>Excel spread sheet, EM34</p> <p>KAPIII PAD</p>	<p>MPWU</p> <p>MPWU</p>	<p>WEU/PMU/Contractors.</p> <p>WEU/PMU/Contractors</p>

# APPENDIX TWO

## 2. KDP Link with International & Regional Strategic Plans

