



KIRIBATI 20-YEAR VISION 2016-2036

KV20

CONSULTATION DRAFT

TOBWAAN AO KARIKIRAKEAN KIRIBATI

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Foreword

Executive Summary

The KV20 is a long term development blueprint for Kiribati. It covers the period 2016 to 2036. It is motivated by a collective aspiration for a better society by the year 2036. The vision of the KV20 is for Kiribati to become a wealthy, healthy and peaceful nation. It seeks to achieve the development aspiration by maximising the development benefits from fisheries and tourism as key productive sectors. The development of the sector is expected to stimulate the development of other sectors through backward and forward sectoral linkages.

The contribution of the fisheries and tourism sectors to the country's development aspirations is expected to directly contribute towards meeting the Sustainable Development Goals (SDGs) for I-Kiribati by 2036. The Vision is a product of a participatory and inclusive consultative process involving views from I-Kiribati and widely informed by the underlying challenges and inputs from various sector plans.

The Vision is anchored on four pillars: Wealth; Peace and Security; Infrastructure; and Governance. The **Wealth Pillar** aims to develop the natural capital, human capital and cultural capital to improve economic growth and reduce poverty.

Development of the natural capital will include implementing measures to maximising revenue from the fisheries and marine resources, improving contribution of the tourism sector to GDP, implementing strategies to support the development of inclusive trade and private sector, and to improve land use and planning to create additional land for commercial development.

The human capital component seeks to create highly educated and skilled population, increase access to decent employment; develop a highly skilled, qualified and efficient work force and accessible and affordable quality healthcare system. The vision recognises that creating a globally competitive and healthy human resource base is critical towards achieving the overall goal of the vision given its linkages to employment opportunities.

The Vision further seeks to develop cultural capital by implementing measures to safeguard and revive traditional skills and knowledge. The development of cultural capital is expected to support the development of the tourism industry.

The Vision recognises the importance of security towards creating a more secure living and working environment. **Peace and Security Pillar** aims at creating a secure, safer and peaceful Kiribati by strengthening the National Security governance policy frameworks, strengthen the relevant institutions and strategic partnerships.

The **Infrastructure Pillar** aims at improving connectivity and accessibility in relation to economic and social infrastructure. The Vision will seek to improve the air, land and sea transport infrastructure, and ICT infrastructure. It also aims to improve access to utility and social infrastructure. The Vision recognises significant cross cutting role of infrastructure in providing basic services and creating an enabling environment for the development of the fisheries and tourism.

The **Governance Pillar** aims to create a corrupt-free society by: strengthening national and local traditional and governance policy and legislative framework; fostering and strengthening the integrity and independence of institutions mandated to promote good governance and eliminate corruption; strengthen strategic partnerships and institutionalize anti-corruption and good governance principles in the public service and education systems in Kiribati.

In addition to the core Pillars, the Vision is also anchored on gender, youth, vulnerable groups, equity and partnership as cross cutting principles. The Vision will underscore equity in all the sector programmes and projects to be implemented. The aim is to implement measures across all sectors to create equal opportunities for all clusters in society including women, youth, people living with disability and other vulnerable groups.

The Vision further recognises that Kiribati's vulnerability to climate change as a key constraint to achieving the desired outcomes. The Vision therefore recognises the need to further mainstream climate change adaptation and mitigation into various programmes to ensure that the working environment is sensitive to environment conservation, climate change and sustainable development. The environment conservation adaptation and mitigation measures will reduce risks and ensure that the development programmes implemented creates sustainable development for all.

The Vision has earmarked transshipment hub to be developed in Betio and Kiritimati as major flagship projects under the fisheries priority sector. While the flagship projects are expected to take lead role in generating rapid widely shared growth, they are by no means the only projects the country will be implementing. By the same token there are many ongoing projects and others

planned for the future. All of these deserve attention and support. The full details will be found in the successive Sector Plans or Ministry Strategic Plans.

Introduction

Vision

The vision of the KV20 is for Kiribati to become a wealthy, healthy and peaceful nation with the people at the centre of it all.

Mission

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

Guiding Principles and Values

Our KV20 will be guided by the following principles:

- a) Integrity;
- b) Accountability;
- c) Responsibility;
- d) Transparency;
- e) Good governance;
- f) Cultural values;
- g) Respect;
- h) People-centred;
- i) Efficiency;

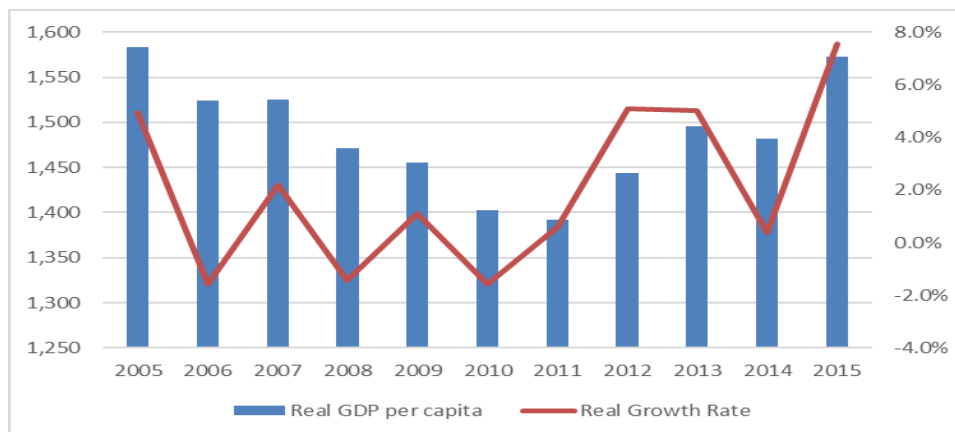
PILLAR 1: WEALTH AND HEALTH

Natural Capital

Accelerating Macroeconomic Stability for Long Term Development

Kiribati acknowledges the pivotal role of macroeconomic stability towards achieving Sustainable Development Goals. While economic growth has fluctuated widely in the previous years, the real GDP growth rates increased to 7.5% in 2015 (Figure 1). The GDP growth rate in 2015 was attributed to increase in construction, wholesale & retail trade industries, transport and storage and financial intermediation activities. The Real GDP per capita has also improved since 2012 due to higher economic growth rates, despite the population growth rate.

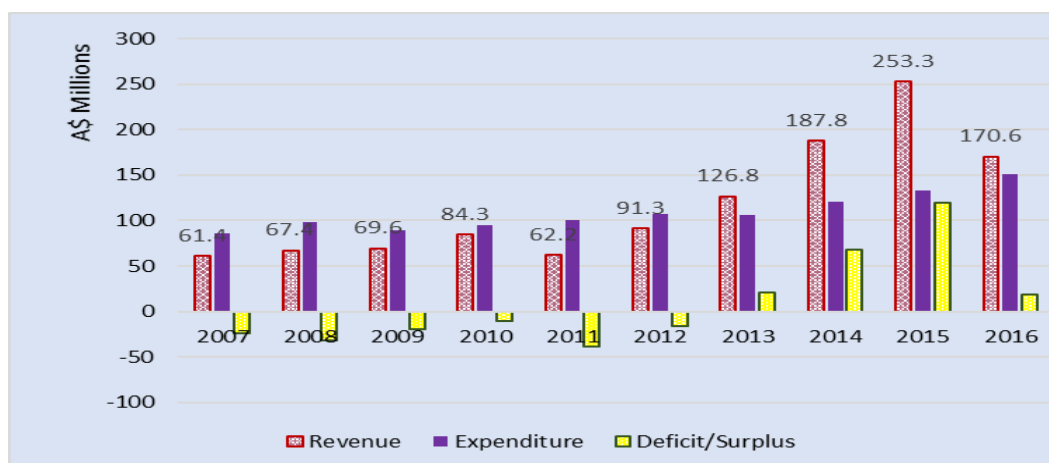
Figure 1: Kiribati Real Growth Rate and GDP Per Capita 2005-2015



Source: Kiribati National Statistics Office

The role of fiscal dispensation in sustaining macroeconomic stability is critical towards strengthening the overall growth and development of the private sector. Generally, Kiribati has experienced a relative fiscal stability over the years due to strong public expenditure, infrastructure development and the growth in revenue from the fishing licence and expansion of revenue base through tax reforms through the implementation of the VAT. Kiribati has maintained tremendous improvement in revenue generation since 2010. A total revenue in 2016 was \$176.9 million while Expenditure was \$175.4 million in 2016, resulting into a surplus of \$1.5 million. This is higher than the total revenue of 84.3 million generated and total expenditure of 95.1 million incurred in 2010 (Figure 2).

Figure 2: Revenue, Expenditure, Deficits and Surpluses, Kiribati, 2007-2016



Source: MFED

The Revenue Equalisation Revenue Fund (RERF) also provides a financing function for recurrent deficits. While the value of the RERF is at \$897 million, Government will work towards improving the value of the RERF to 1 billion by 2020. Improving the value of the RERF will however require strengthening the management of RERF to ensure long term macroeconomic sustainability.

The Vision places a high premium on a stable macroeconomic environment. A stable macro economic environment is the only way in which the confidence among the investors and I-Kiribati can be maintained. A stable macro-economic environment also works in favour of the poor who tend to lose the most during periods of inflation. In this context, the Vision will implement measures to manage expenditure prudently and provide the necessary resources to achieve sustainable economic growth. The Government will work towards improving the GDP growth rate by 5% in 2019 and 10% by 2036.

Achieving macroeconomic stability will, however, require the implementation of the fiscal measures to accelerate macro-economic stability for long term sustainable development. In this context, the projects to be implemented under the Vision will be subjected to the parameters within the macro-economic stability framework. The Vision strategies will ensure that the development expenditure will continue to benefit the priority sectors, such as fisheries, tourism and tourism related sectors, infrastructure and social sectors (health and education) and trade and private sector development, in order to realise the overall vision of KV20. Government will scale-up resources towards these sectors, while ensuring efficiency and effectiveness in their use and management.

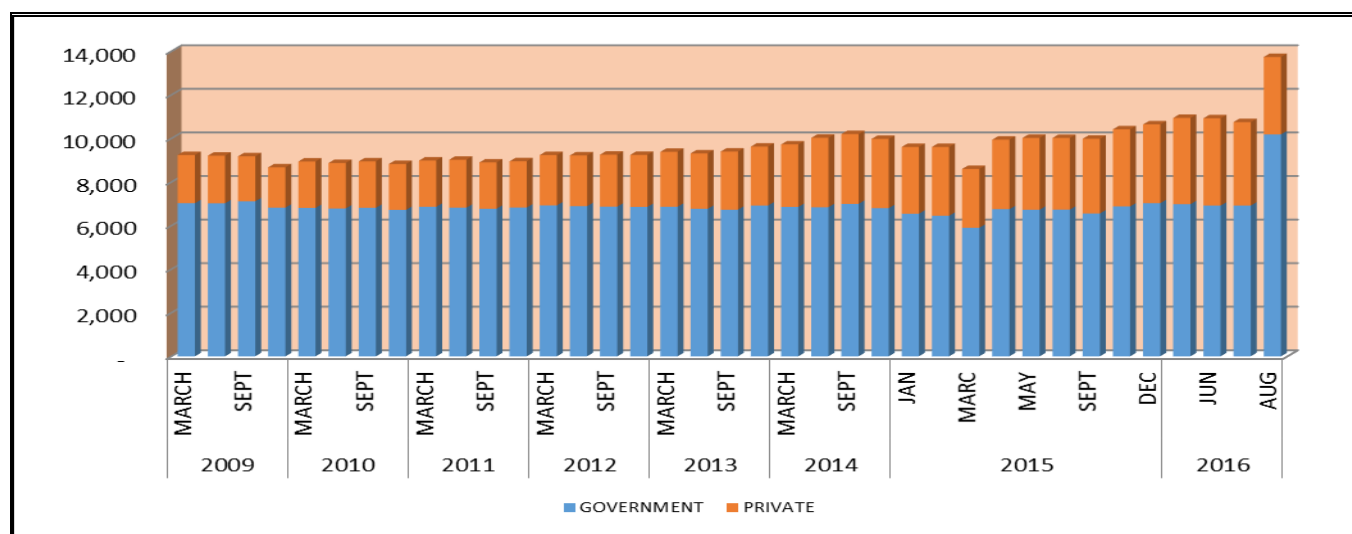
Promoting Inclusive Trade and Private Sector for Sustainable Development

Private sector can be engine of economic growth and development. While the private sector is small in relation to the public sector, its contribution to GDP has increased from 47.3% in 2005 to 54.5% in 2015. The private sector formal employment has increased at the rate of over 12% per year since 2010. As a result, the number of private sector contributors has increased from 2,130 in June 2010 to 3,982 in June 2016, which depicts a rise of 87%. The number of contributors from the public sector however rose from 6,789 in 2010 to 6,917 in 2016 (Figure 3).

While the private sector has experienced growth over the years, majority of the businesses are mainly based in Tarawa and Kiritimati. The total number of registered businesses in South Tarawa and Kiritimati are 1892 and 232 respectively, contrasted by the Other Outer Islands which has recorded less than 100 registered businesses per island (Figure 4).

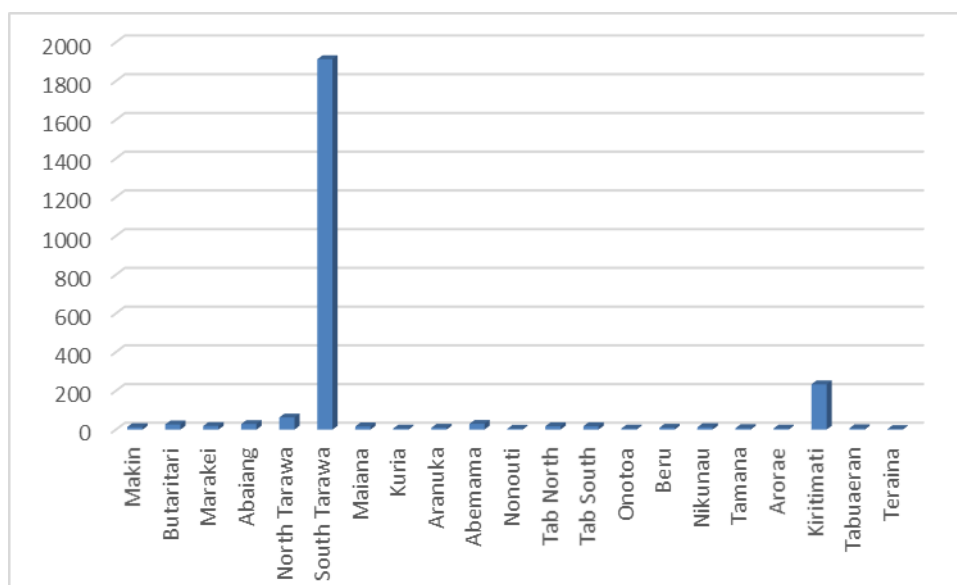
Developing an inclusive private sector will also require investment to support the development of private sector on the outer Islands, which have dismally performed in terms of business development. Although, foreign investment can be a good ingredient to private sector development to the economy, only 18 foreign investors have established their enterprises in Kiribati.

Figure 3: Public and Private Sector KPF Contributors, Kiribati, 2009-2016



Source: KPF Records

Figure 4: Number of Registered Businesses per Island



Source: 2017 MCIC Business Registry Records

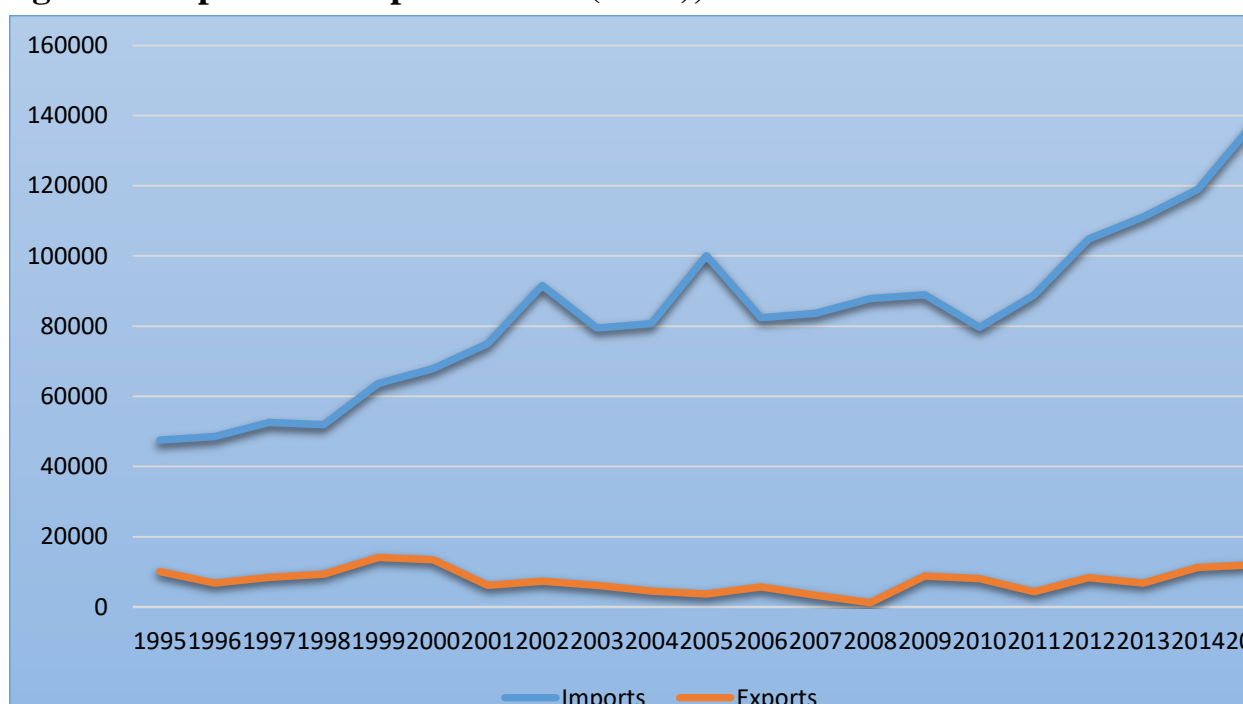
Trade Performance

Trade can be an important instrument towards achieving the Sustainable Development Goals. While trade has been instrumental towards ensuring food security, generating income and livelihoods, and trade deficit, a measure of overall trade performance has increased from AUD\$71536 000 in 2007 to AUD\$125,444,000 in 2015.

The growth in trade deficit is attributed to high import bill mainly from food stuff and low export trends attributed to limited product varieties and supply capacity in the sectors where Kiribati has comparative advantage especially in the fisheries, coconut and tourism sectors. Cross cutting supply side constraints related to inadequate energy and water for commercial activities also remains to be a bottleneck to supply capacity development.

Domestic trade measured by the movement of inter-island goods is dominated by imported goods. While Government has been implementing various measures to support the development of inter-island trade, domestic trade in local products is still constrained by limited supply capacity, producer market linkages and poor inter-island connectivity. Other constraints to trade and private development include the existence of outdated business laws, which are incompatible with the current private sector and trade development regime, thus negatively impacting on the inflow of the Foreign Direct Investment (FDI).

Figure 5: Export and Import Trends (AUD), 1995-2015



Source: National Statistics Office

Government recognises the significance of inclusive trade and private sector growth especially on the outer islands. Through the KV20, Government will work towards improving the private sector contribution to GDP from 48% to 55% by 2019 and to 65% by 2036. To strengthen the contribution of private sector to GDP, the number of established foreign investments will be increased from 18 to 23 by 2019 and 100 by 2036. The value of domestic trade will be increased from 2.7MT in 2017 to 5.4MT by 2019 and 81MT by 2036. The value of exports is also expected to increase by 7% in 2019 and 30% by 2036. The development of the private sector will depend on the effective implementation of the trade and investment policy frameworks which seeks to stimulate trade development and create an enabling environment to support the development of the fisheries and tourism related sectors. While implementing these strategies, Government will ensure that inclusive private sector development is achieved by implementing policy measures to stimulate the development of investment in the outer islands.

Maximising Returns through Sustainable Fisheries and Marine Development

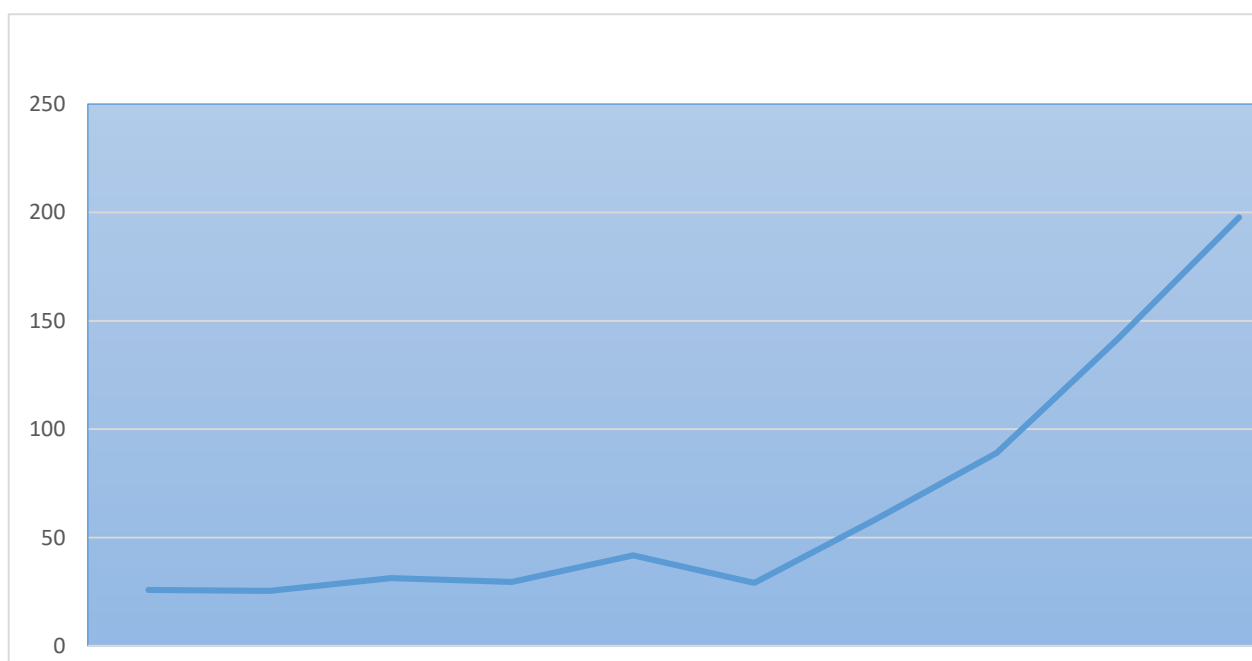
Fisheries is one of the growth sectors for the development of Kiribati. The sector has been the main source of revenue in addition to other revenue sources attributed to improved revenue base. Over the last four years, there has been a significant increase in the revenue from fishing licenses (Figure 6).

Revenue collected from fishing licenses increased to AUD 197.8 million in 2015 from AUD 29.5 million in 2009. The total increase between 2009 and 2015 was 57.1 per cent. To further increase fisheries and marine revenue, Government recognises the need to add value to the local fisheries resources and explore seabed minerals.

Given the importance of fishing in traditional subsistence and economic activity in Kiribati, small scale fishing activities are supported through innovative programmes such as the distribution of fiberglass boat and engines and Waa n Oo to communities, fishing safety tools at nominal price, medium size long liner vessels, among others. While the solar powered ice plants have been constructed in the outer islands to support commercialization of fishing activities, such facilities continue to face management and maintenance challenges.

While fisheries is one of the priority sectors under KV20, Kiribati Fish Ltd (KFL) is the only fishing company engaged in processing and exporting of fresh and frozen fish. The key export markets include Australia, Japan and the United States (US). Government will continue to improve market access opportunities for its fisheries products, including the EU in line with its trade policy framework. Investment in higher value added fisheries products, however, will require improvement in economic and social infrastructure to support the investment in the fisheries sector.

Figure 6: Total Trends in Fishing License Revenue (AUD Million), 2006-2015



Source: MFED

While there is need to ensure that fisheries delivers inclusive development participation of the community is constrained by limited domestic and international infrastructure connectivity to ensure efficient and reliable transportation of Kiribati Fish to the existing and potential markets, including strengthening the domestic and regional value chain. In the context of maximising sustainable returns from the marine resources, policy and legislative framework have been established to govern the sector.

In addition to developing fisheries products, there is also potential for Kiribati to expand into greater provision of **services** both for fishing vessels and leisure craft. Kiribati's favourable location in the central Pacific region, together with the fact that it lies outside the cyclone belt makes it ideal for the development of the Transshipment Hub. A Transshipment Hub will involve developing the capacity of the jetty and wharf to be able to resupply, service and repair vessels in the sub-region including purse seiners and long liner boats, small fishing vessels, ferries and inter-island transportation and pleasure vessels such as cruise ships and yachts.

Maximising returns from sustainable fisheries and marine resources will be an ultimate goal of the Government. In this context, revenue from fisheries and marine resources will be increased from 154 million to 227 million by 2019 and 1.2 billion by 2036. Government will develop a transshipment hub in South Tarawa by 2027 and in Kiritimati by 2036 to refuel, resupply, service and repair fishing and other vessels operating in the region due to the vast distances between fishing grounds and other current hub locations.

In order to achieve overall fisheries development objectives, Government will continue to implement policy measures to support the participation of the local private sector in the fishing industry, create a good investment climate to increase Foreign Direct Investment (FDI) in the fisheries sector, work with outer islands in promoting foreign investment in integrated catching and processing and facilitating exports of value added fisheries products. Government will also implement policy measures to enhance the development of aquaculture and seabed mining and at the same time ensure sustainability of fisheries and marine resources.

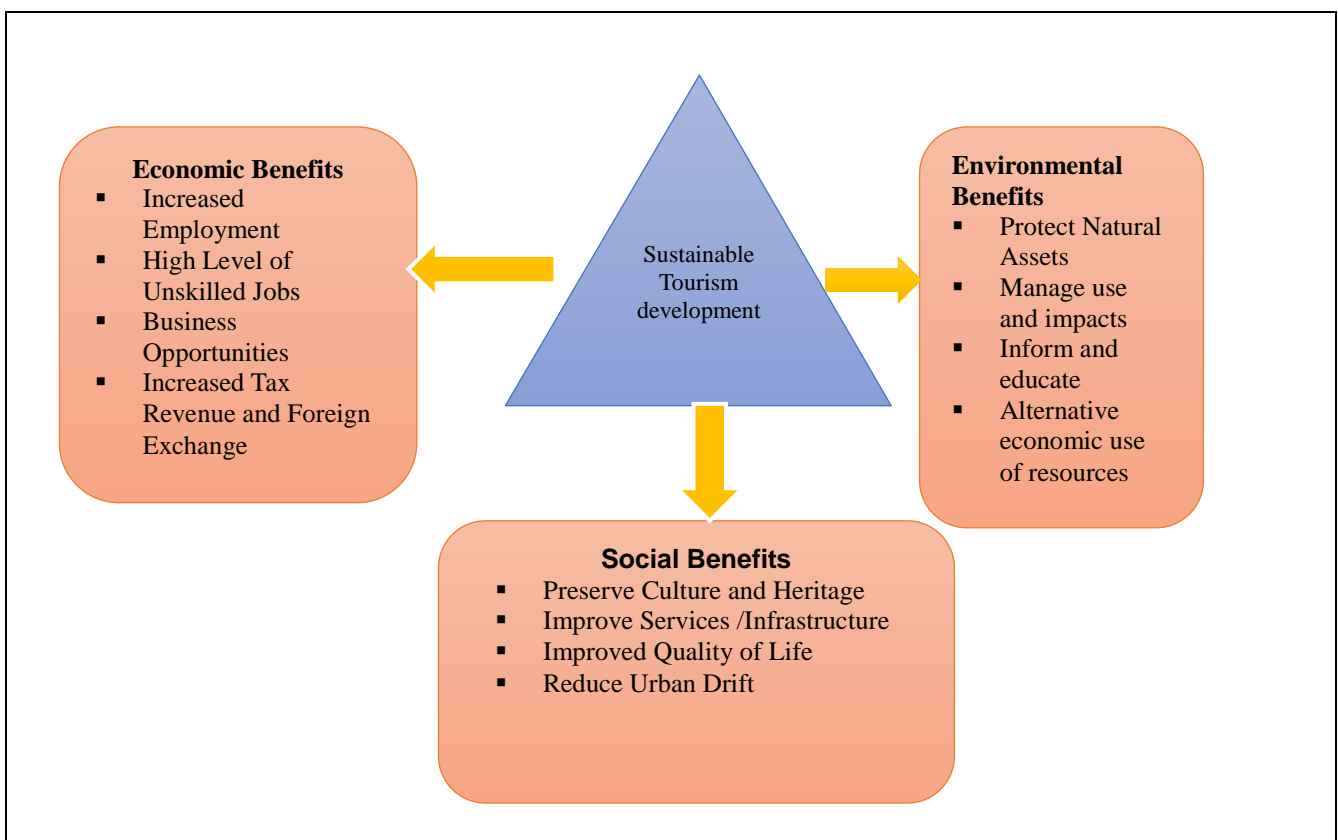
Developing Sustainable Tourism

Government recognises the potential contribution of tourism towards enhancing economic

development, providing employment, income generation as well as supporting the retention of cultural traditions, sustainable management of national environmental assets and wider contribution towards social benefits.

Tourism sector has strong backward and forward linkages, which can support viability of associated primary and service sectors. The development of the tourism sector offers a significant alternative towards realising a sustainable source of revenue and employment opportunities for the future generations.

Figure 7: Potential Benefits of Sustainable Tourism

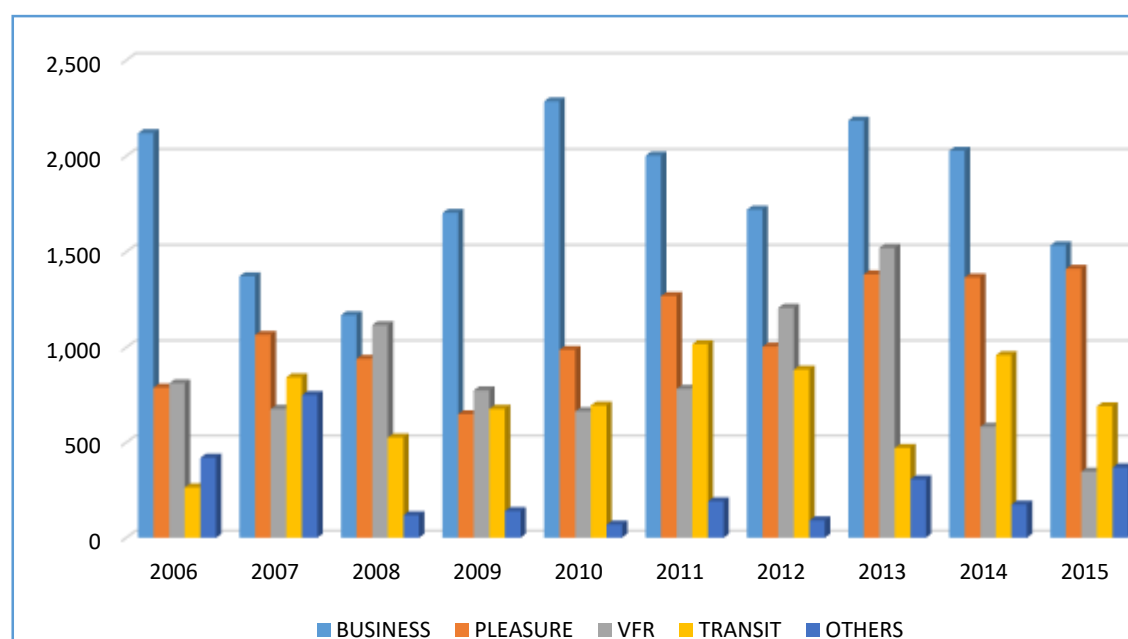


While there is potential contribution of tourism towards sustainable development, the growth of the sector has been stagnant and limited to narrow tourism products and market over the years. The current tourism industry is only focused on South Tarawa and Kiritimati. A breakdown of visitors by purpose of visit shows business related travel as the dominant category of tourist visitors (Figure 8) while pleasure travel is largely made up of fishing focused visitors.

Total holiday arrivals, however, were estimated at 1383 in 2013 and 1412 in 2015, with growth in

holiday arrivals remaining statistic since 2011. Other potential niche markets like Phoenix Islands Protected Area (PIPA) and outer islands remain under exploited. The PIPA can be a jewel in the crown of Kiribati national tourism industry. The vision of PIPA is to become a premier location for small number of high yield travelers seeking to explore unique aquatic and terrestrial environment.

Figure 8: Visitors arrival by Air and Purpose: Tarawa and Kiritimati



Source: KNTD Data

Tourism sector in Kiribati does not provide a rich range of activities and experiences based on its cultural and environmental resources. The typical visitor to Tarawa may possibly see cultural performance at the hotel or be limited to cultural gathering, but it is difficult for the visitors to access and learn about the local way of life and traditions. There are some tours available that focus on WWII relics, but there are insignificant avenues that opens up the culture to the visitors. The World War II heritage sites which could be a significant point of interest for some visitors, still receives relatively scanty attention. At the same time, most of the significant gun emplacements and bunker sites are not in attractive state that could market Kiribati as a tourist destination.

Marketing Kiribati to inform the tourists on the potential attractions and facilities, also remains to be a key constraint to tourism development. Tourism promotion related websites remains underdeveloped and information outdated. Lack of dive operators also creates a major gap in the array of tourism products.

In order to maximise benefits from the sector, the government will aim at increasing % of contribution of tourism to GDP from 3.6% in 2016 to 20% by 2019 and to 50% by 2036. Achieving growth in contribution to GDP will require the implementation of tourism development measures aimed at increasing investment in high yielding tourism products such as cultural tourism, eco-tourism, strengthening human capacity in the tourism and hospitality sector in high end tourism products, increasing awareness of Kiribati and yield for tourism products and improving tourism related infrastructure connectivity including upgrading tourism related sites and facilities.

Improving land use for sustainable development

Land is a vital factor of production in the economy. The total land area is 811 km², of which 37% is under customary land ownership and the remaining is state land including all islands in the Line and Phoenix Group. The country's population is heavily concentrated in the urban areas of South Tarawa, where 51% of the population lives. The performance of key growth sectors of the economy and the attachment of the communities to land, all affect access and utilisation of land in Kiribati.

Large proportion of land in South Tarawa are leased by Government for a term of 99 years under the Native Lands Ordinance. General land use plan for designated areas is determined by the Central Land Planning Board established under the Land Planning Ordinance. Land tenure in state lands such as Kiritimati, Tabuaeran and Teraina is governed by the State Lands Act, which combines land tenure with planning requirements for the sustainable use of land resources

Secure access to land can contribute to social and economic development and guarantees tenure which builds more confidence to the investors, be they small or large. While improving land use is critical towards sustainable development, land scarcity, squattering, contesting of land ownership titles, policy requirements in subleasing Government leased lands in regards to 100% landowner's (consent which usually comes at an expensive price) are major obstacles to private sector development in urban areas and to a less extent, to expansion of public services.

Weak monitoring and enforcement and political governance challenges related to land ownership contributes to non-compliance to general land use plan. This is evident in disorderly development in most areas of South Tarawa and limited land to support commercial activities. Land scarcity, especially for Commercial purposes in South Tarawa, implies that there is need for substantive

investment towards land reclamation. Lack of National Land policy and weak administration of the relevant legislative framework has significantly contributed to poor land use especially for commercial purposes, thus affecting investment the establishment.

In addition to land issues, soil quality in Kiribati is generally poor thus constraining the development of agricultural activities. Other factors that constrain agricultural activities include weak and/or absence of essential infrastructure and supporting mechanisms to facilitate large scale production for domestic trade. There is need to promote and sustain knowledge, information and good practices for sustainable management of natural resources.

Government recognises the need to strengthen land use Planning and administration to create transparent procedures for obtaining land for private sector development by strengthening the national land policy and legislative framework. In this context, an updated General Land Use Plan (GLUP) for South Tarawa will be developed by 2019. GLUPs will also be developed for Kiritimati, Tabuaera, Teraina and PIPA by the year 2023. Additional investment will be targeted towards increasing land area designated for commercial purposes from 121.4 acres to 219.5 acres on South Tarawa and Kiritimati by the year 2023.

Providing commercial zones is constrained by limited natural land area hence the need to reclaim land for additional commercial development. The vision seeks to reclaim and raise land up to 2m above sea level to address land scarcity and minimize the impacts of climate change. The targeted areas for land reclamation are mainly on South Tarawa (Temaiku, Bikenibeu, Bairiki, Betio, and lagoon) and Kiritimati where additional 705 acres of land will be developed by the year 2036.

Figure 9: Outcome and Strategies for Natural Capital

Outcome Improved Economic Growth and Poverty Reduction					
Strategies	Performance Indicators	Targets			
		2019	2023	2027	2036
Accelerating macroeconomic stability for long term sustainable development	Improved GDP growth Rate	5%	7%	8%	10%
	Improved Value of the REFR	950M	1.2 Billion	1.3 Billion	1.4Billion
Developing sustainable tourism	% Contribution to GDP	20%	40%	45%	50%
Maximising returns from sustainable fisheries and Marine resources	Increase in Revenue from fisheries and marine resources	227 Million	427 Million	627 Million	1.2 Billion
	Number of Transshipment Hub Developed	0	1	1	2
Developing inclusive sustainable trade and private sector	% Private Sector Contribution to GDP	55%	60%	62%	65%
	number of Foreign Investments	23	33	50	100
	% increase in Value of Exports	7%	10%	15%	30%
	value of Domestic trade.	5.4MT	10.8MT	27MT	81MT
Improving land use and planning for sustainable development	Land allocated for commercial investment		219.5 Acres	219.5 Acres	
	General land use plan for government owned land	2	3	5	5
	Size of new reclaimed and raised land area	19.88	26 acres		619 Acres

Human Capital

Having highly educated and skilled population by the year 2036 for Quality Outputs

Kiribati's main potential lies in its major asset, its people through their creativity, work ethic, education, and their entrepreneurial skills and soft skills. Creating a globally competitive and adaptive human resource base is critical towards achieving the overall outcome of the vision.

Just like any other country, the nuclear family is the basic social unit, which is the main genesis of human resource development. The role of the nuclear family in the context of Human Capital is crucial, as it is a child rearing institution. The constituents of human capital are nurtured through a family system starting from the womb to tomb. Investment in human capital, through the family system, is also critical during the early childhood development. Early childhood development is important in laying the social and attitudinal foundation of the Human Capital.

Strengthening the roles of parents towards early childhood development through Positive Parenting and Young Couples Program is important towards nurturing the development of human capital. There is need to implement such programme to equip the parents and child caregivers such as grandparents and members of the extended family and community, with the ability to apply positive parenting styles. The use of positive parenting can create a new generation of young I-Kiribati with positive attitudes and behaviour.

The Positive Parenting and Young Couples programme should be complemented with the existing formal education system. The basic education system consists of the first twelve years of schooling. It is made up of pre-school (years 1 to 3) primary school (grades 1 to 6) and Junior Secondary School (Forms 1 to 3). The Primary and JSS are supplemented by 4 years of Senior Secondary Schooling which starts from Forms 4 to 7. The primary and junior secondary components of schooling are compulsory and free. Government also approved subsidisation of stationery for students in 2015.

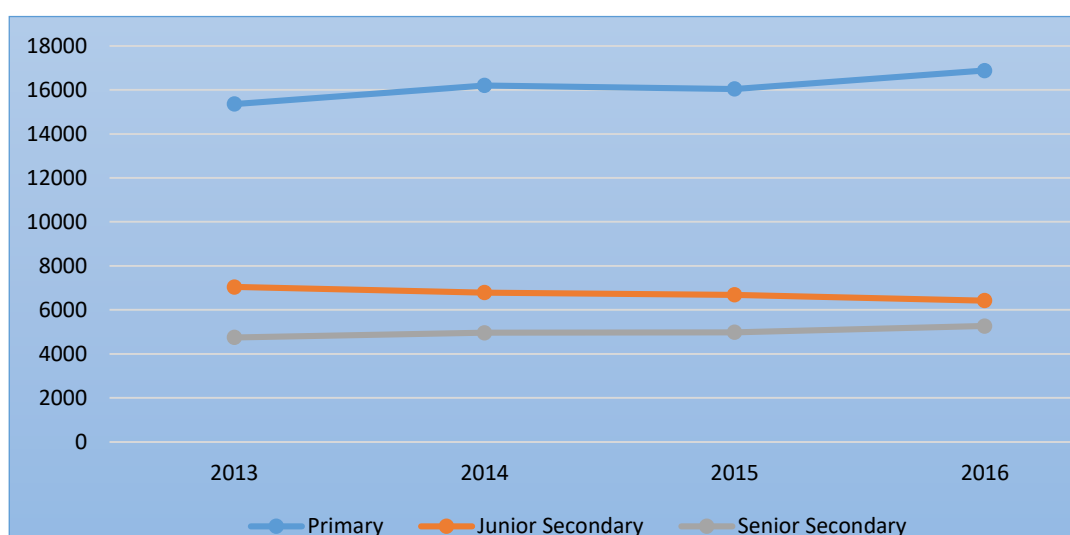
The total school enrolment has increased from 27,140 in 2013 to 28,565 in 2016. The trend in

enrolment for junior secondary, however, has decreased from 7,038 to 6,423 during the same period (Figure 11).

Table 1: School Enrolment 2013-2016

Education Level	Year			
	2013	2014	2015	2016
Primary	15357	16201	16043	16880
Junior Secondary	7038	6788	6683	6423
Senior Secondary	4745	4960	4980	5262
TOTAL	27140	27949	27706	28565

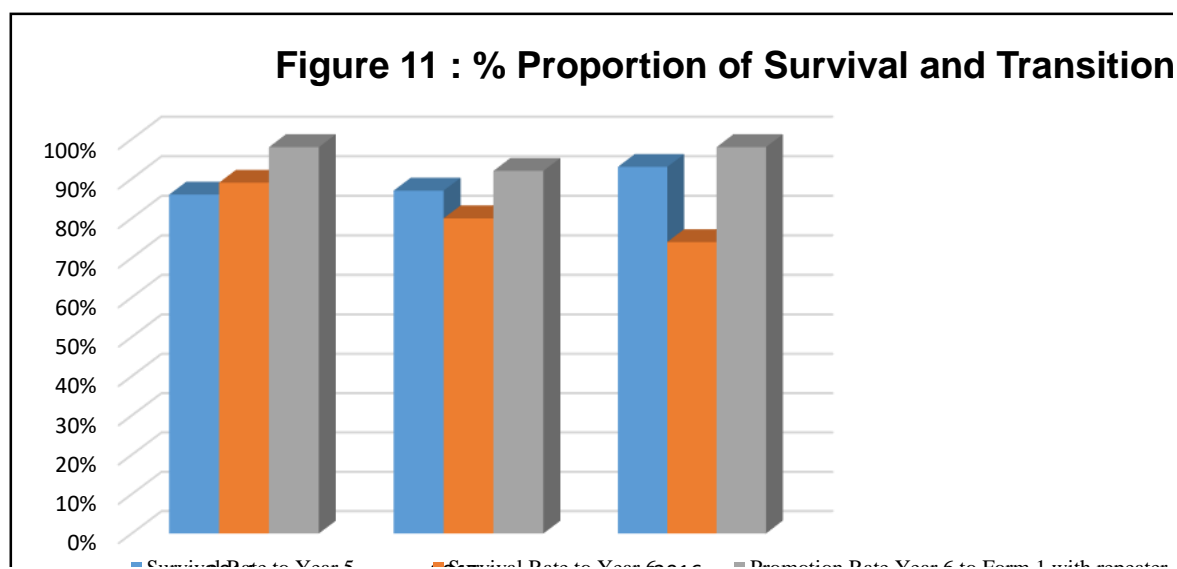
Figure10: Trends in School Enrolment 2013-2016



Source: KEMIS 2017

In terms of specific level analysis, the school enrolment for JSS and SSS School, is lower than the primary school enrolment. The survival rate at the primary level has decreased from 89% in 2014 to 74% 2016 (Figure 9) indicating that majority of the young population still do not receive basic education, thus reducing the employability of the I-Kiribati. On the other hand the transition rate from primary to secondary level is over 90% (Figure 10).

Figure 11: Proportion of Survival and Transition Rate



The Gender Parity Index (GPI) which measures the ratio of females to males was 1.08 in 2011 and 1.04 in 2014. The trend in GPI implies that the number of enrolled girls have been greater than the boys across the four-year period.

Table 2: Gender Parity Index 2011-2014

Year	2011	2012	2013	2014
Gender Parity Index	1.08	1.06	1.07	1.04

The literacy level has improved from 29% in 2012 to 73% in 2015 for Year 4, while numeracy has also improved from 66% in 2012 to 93% in 2015 for the same level. For Year 6, literacy and numeracy levels have also improved from 40% in 2012 to 56% in 2015 and from 43% in 2012 to 72% in 2015, respectively (Table 3).¹

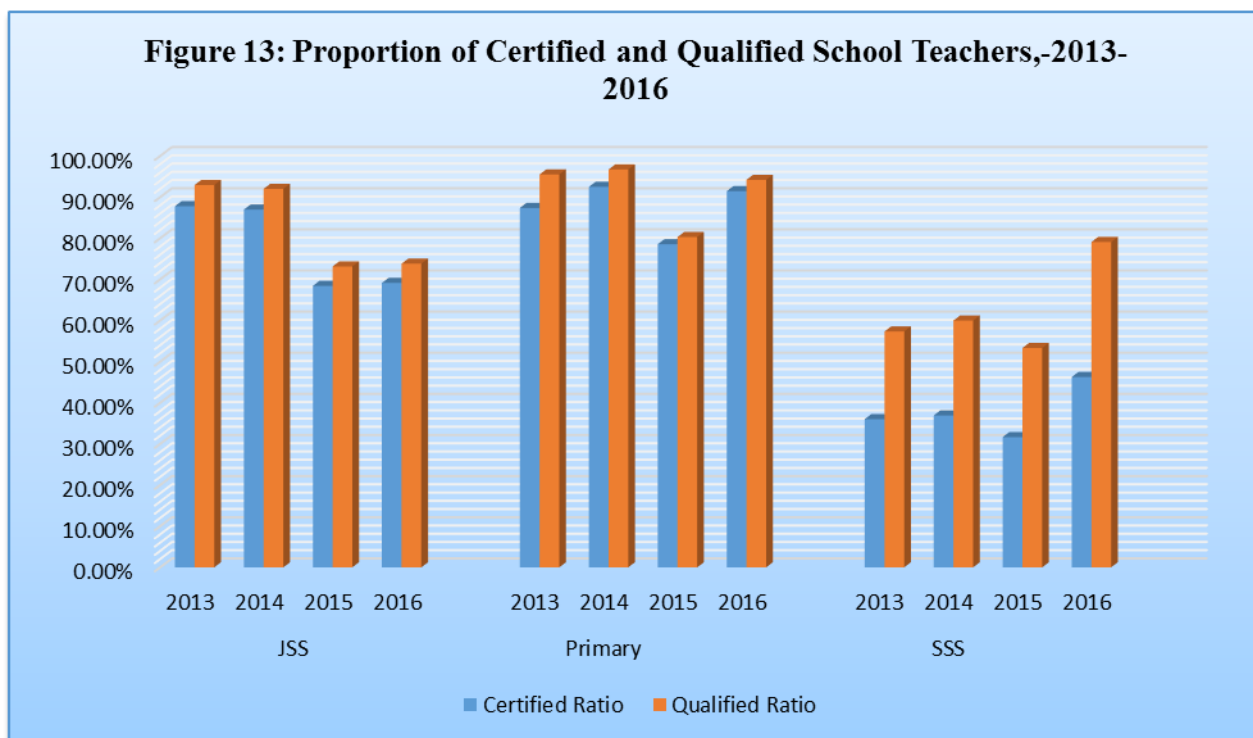
Table 3: Literacy and Numeracy Proficiency Level (%)

	Year 4		Year 6	
	2012	2015	2012	2015
Numeracy	66	93	43	72
Literacy	29	73	40	56

The minimum academic qualifications required by national authorities for teachers at schools is Form 5 for Primary Teachers and Form 7 for JSS and SSS. Certification requires a two year teaching certificate. While the trend appears to be showing overall better qualifications for teachers in

¹ Pacific Islands Literacy and Numeracy Assessment (PILNA) Surveys

Kiribati Schools (Figure 12), the number of certified teachers in SSS are lower than that of the JSS and Primary level.



Source: MOE

The Pupil Teacher Ratio (PTR) is high (1:35) in the Primary schools and JSS on South Tarawa and lower on the outer islands (1:20). The government goal to have qualified teachers through the Kiribati Teachers College (KTC) over the years is expected to reduce the PTR to a desired level. The Primary curriculum has undergone major reforms and the reform for JSS curriculum is expected to be finalised in 2019.

Kiribati Teachers College (KTC) aims at training qualified diploma teachers for both Primary and JSS, while teachers for the SSS are serviced by graduate teachers from USP and other tertiary institutions in the region. The scholarship awards are given to students who meet the minimum entry requirements for tertiary institution like USP.

Kiribati has four (4) tertiary institutions. These include the Kiribati institute of Technology (KIT), Marine Training Centre (MTC), KTC and University of South Pacific (USP). Tertiary institutions have an intake of approximately 25% of school leavers per year, which is comparatively lower in relation to the number of school leavers per year and Government’s aim to promote inclusive formal

education. In this context, there is need to implement measures to improve access to vocational training in tourism and fisheries related skills and other cross-cutting technical courses that would support the development of fisheries and tourism sectors.

Government will continue to implement measures aimed at having highly educated and skilled population. In this context ,the number of school aged children receiving formal education that includes primary and secondary level will be increased from 80% to 85% by 2019 and 100% by 2036. The percentage number of school drop outs will be reduced from 15% to 10% by 2019 and 3% by 2036 at all education levels.

Government will also work towards improving English language literacy across all levels from 30% to 50% by 2019 and 100% by the year 2036. The competency of teachers in the teaching and learning from will be improved from 70% to 80% by 2019 and 100% by the year 2036 in order to promote quality education.

In order to ensure quality outputs, the Pupil Teacher Ratio (PTR) will be reduced from the average ratio of 1:40 to 1:25 by the year 2023 to address the shortage of qualified teachers. However, this will require additional investment towards training of more qualified teachers.

The survival/retention rate in primary level education will also be improved from 75% to 80% in 2019 and 100% by year 2036. On the other hand, the number of truancy across all levels of education will be reduced from 40% to 30% in 2019 and 3% by the year 2036.

In order to increase the proportion of employable population, Government will increase the number of vocational training centres in the outer islands from 1 to 4 by 2019 and 23 by 2036. This will ensure that the number of trained outputs from the outer islands are increased from 0 to 160 by 2019 and 8800 by 2036.

Figure 13: Outcome and Strategies for Education and Training

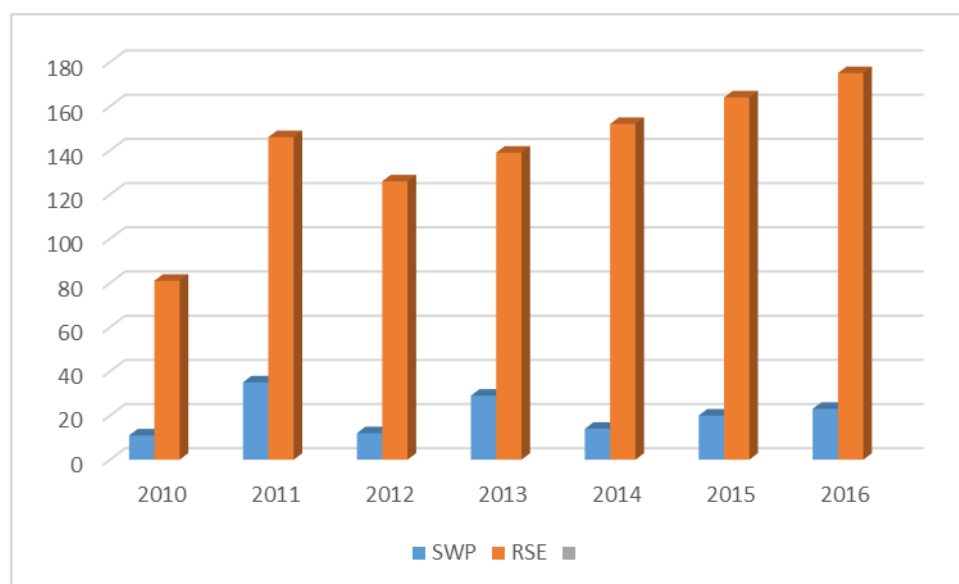
Outcome Having Highly Educated and Skilled Population for Quality Outputs					
Strategies	Performance Indicators	Targets			
		2019	2023	2027	2036
Promoting education oriented communities	Improvement in % of school Aged children that receive formal education	85%	100%	100%	100%
	% of school drop outs	10%	5%	3%	3%
	Improvement in the Number of students that meet and exceed benchmark	50%	80%	100%	100%
	% Improvement in English Language Literacy	50%	70%	100%	100%
	Improvement in Competency of teachers	80%	90%	100%	100%
	Reduction in Pupil Teacher Ratio				
	Survival /retention rate in primary education	80%	90%	100%	100%
	number of truancy	30%	10%	5%	3%
Strengthening support programmes for family welfare	Improvement in parents support towards school activities	60%	80%	90%	90%
Increase access to Vocational Training	Increase number of Islands with Vocational Training Centre	4	10	15	23
	Number of trained outputs from outer Islands vocational training Centre.	160	800	3000	8800

Increasing Employment Opportunities for I-Kiribati

While creating employment opportunities will be a key pillar of KV20, the overall unemployment² rate still stands at 30.6%, with youth unemployment rate at 54%. The Annual Labour force entrants in the formal and informal sector including the international market is 3,200. The total number of employed I-Kiribati has increased from 2,033 in 2009 to 3,435 in 2015. The upward trend in employment is attributed to a strong growth in the private sector registered at 59% during the period of 2009 to 2015.

Government has established strategic partnerships with overseas employment countries and agencies with a view to expanding employment opportunities through the overseas employment markets. The current overseas employment schemes include Recognised Seasonal Employers (RSE) Scheme, Seasonal Workers Programme (SWP), Micro-States Employment Pilot Scheme in Northern Australia, and Seafarers. The RSE contributes 2% of total employment in Kiribati while SWP contributes 0.8%.

Figure 14: Trends in Overseas Employment for SWP and RSE (2010-2016)



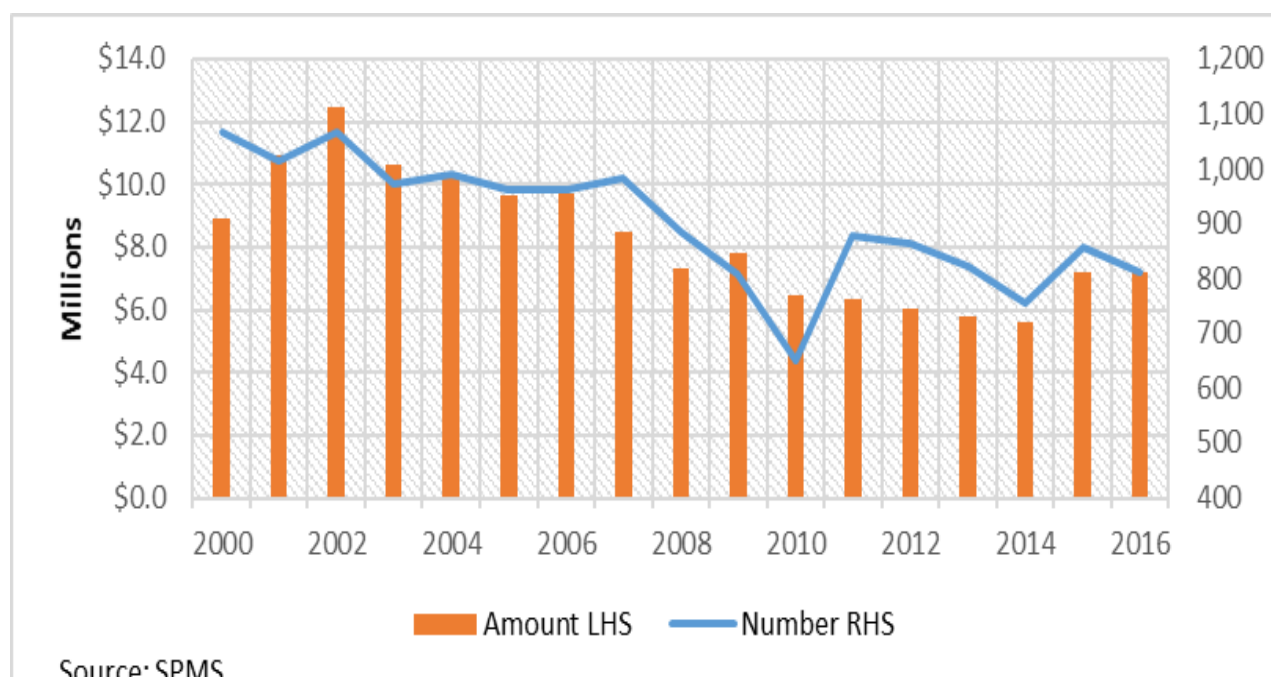
Source: MLHRD

While seasonal employment schemes, through the RSE and SWP, have successfully contributed to a more reliable and sustainable mobile labour force in recent years, the number of seafarers employed

² Kiribati Population Census 2010, KNSO

overseas have steadily declined, contributing to a decline in remittance. Seafarers' remittances were \$7.2 million at the end of 2015 compared to \$5.6 million in 2014 and \$12.5 million at its peak in 2002 (Figure 15). In addition, 855 seamen were employed at the end of 2015. The growth in remittance experienced in 2015, however, may not be sustained in future years due to lower forecasts for international shipping.

Figure 15: Seafarers' Remittances (2000 to 2016)



Although increasing access to employment opportunity is one of the priorities of Government, the principle of decent work should be equally considered as important and complementary element in the labour market. Decent work ensures good employment conditions, safe working environment, workers' rights and fair treatment. Complaints regarding the abuse of workers and other matters related to working conditions and environment have been an issue in the recent past. This can be affirmed by 5 complaints related to recruiting agencies employing I-Kiribati on fishing vessels and 10 onshore individual complaints received in 2016 and 2017 (Table 4).

Government will implement measures to increase access to descent employment opportunities. The Vision will support the effective implementation of the National Labour Migration Policy in order to increase the number of overseas workers and create new labour markets. Policy measures will aim at increasing employment of seasonal overseas workers from 300 by 30% by 2019 and to 100% by 2036. New overseas labour markets will also be increased from 4 by 30% in 2019 and 100% by

2036. Government will work towards reducing the high unemployment rate. In this context, the Vision will seek to reduce unemployment rate of 31% to 25% by 2019 and to 5% by 2036. However, reduction of unemployment rate will require development of the private sector, including through investment in fisheries and tourism sectors, and improving the overall enabling environment, including through the development of basic infrastructure in the outer islands.

Table 4: 2016 - June, 2017 Complaints Record

No.	Recruiting Agencies - Fishing vessels Complaints	No. of cases
1	Family allotment	1
2	No return airfare	1
3	Mistreatment at workplace	3
No.	Onshore Workplace Individual Complaints	
1	Termination without notice	1
2	Unpaid allowance	1
3	Underpaid below minimum wage	2
4	Unpaid overtime	1
5	Unfair Termination	1
6	OHS Issues	4
	Total	10

Addressing national unemployment and improving basic infrastructure through the implementation of the Vision will assist in reducing the rural-urban drift measured through the current rural-urban population distribution of 43%-57%. The Vision aims at reducing this rate to 45%-55% by 2019 and 70%-30% by 2036. While creating employment opportunities will be a core element of the Vision, Government will ensure that complaints from workers in relation to labour welfare issues are reduced from 197 by 80% by 2019 and 100% by 2036. The Vision further aims at increasing the proportion of domestic work places that practise OHS and tripartism from 5% to 20% by 2019 and 95% by 2036. Ensuring decent employment will however require effective enforcement of relevant labour laws and good contract negotiations with domestic and overseas employers.

Government will also implement policy measures aimed at addressing cross-cutting issues related to improving access to quality training, increasing labour supply, matching the tertiary training with the domestic labour demand, and strengthening the implementation of a strong English policy to ensure that all I-Kiribati are highly educated and competitive in the domestic and overseas labour markets will be coherently addressed.

Figure 16: Outcome and Strategies for Increasing Access to Decent Employment Opportunities.

Outcome
Increased Access to Decent Employment Opportunities

Strategies	Performance Indicators	Targets			
		2019	2023	2027	2036
Increasing overseas and domestic employment opportunities	% increase in seasonal overseas workers	30%	60%	80%	100%
	% increase in new overseas labour markets	30%	60%	80%	100%
	National Unemployment rate	25%	15%	10%	5%
	% decrease in rural –urban drift	45%-55%	50%-50%	60%-40%	70%-30%
Decent work for all	% of domestic workplaces practised OHS and tripartism	20%	50%	75%	95%
	% reduction in complaints from workers in relation to labour welfare issues	80%	100%	100%	100%

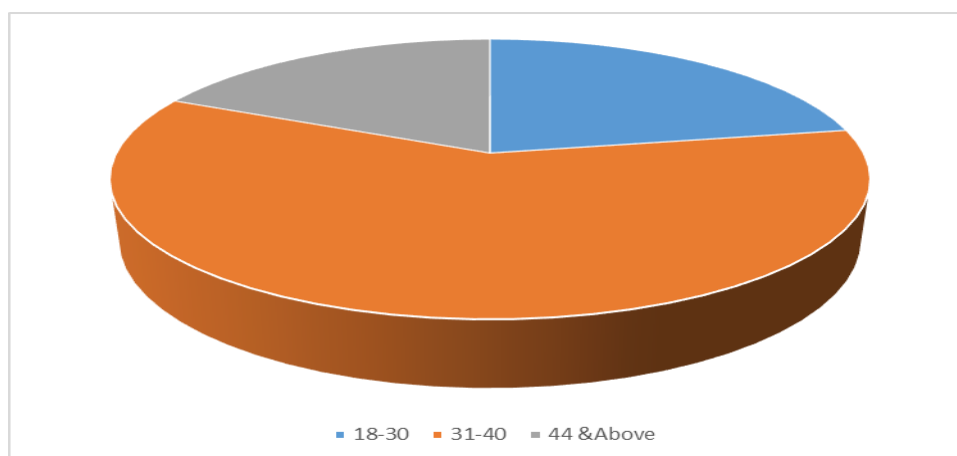
Developing a Highly Skilled, Qualified and Efficient Workforce

Kiribati recognises that a modern, highly skilled, highly qualified, productive, efficient, active and results-oriented public service is a prerequisite for the country's sustainable development. The Kiribati Public Service comprises 4,952 officials spread across 23 Ministries and Offices, including the Legislature and Judiciary. Currently, 59% of public service employees are aged between 31-40 while 22% are aged between 18-30 with the remaining 18% of the employees are aged 44 and above (Table 4 and Figure 17).

Table 4: Age Distribution of Public Service Employees

Age	18-30	31-40	44 and Above
% of Public Service Employees by Age	22%	59%	18%

Figure 17: % of Public Service Employees by Age



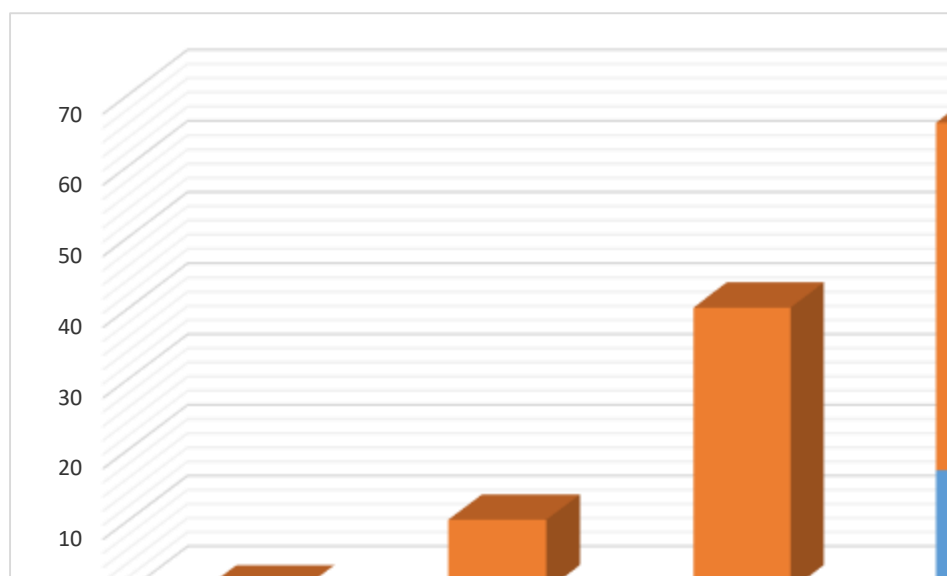
Source: Public Service Office (PSO)

There is a need to address the current skills and qualification gap in the public service which is at the rate of 40%. With the extension of retirement age from 50 years to 55 years in 2016, retention of skilled and qualified employees will assist in service delivery improvement. According to Workforce records, there will be no retirees in 2018 but there will be 10 retirees in 2019.

Table 5: Number of Retirees (2018-2021)

	2018	2019	2020	2021
Number of Retirees	0	10	40	59

Figure 18: Potential Skills Gap (2018-2021)



Source: Public Service Office

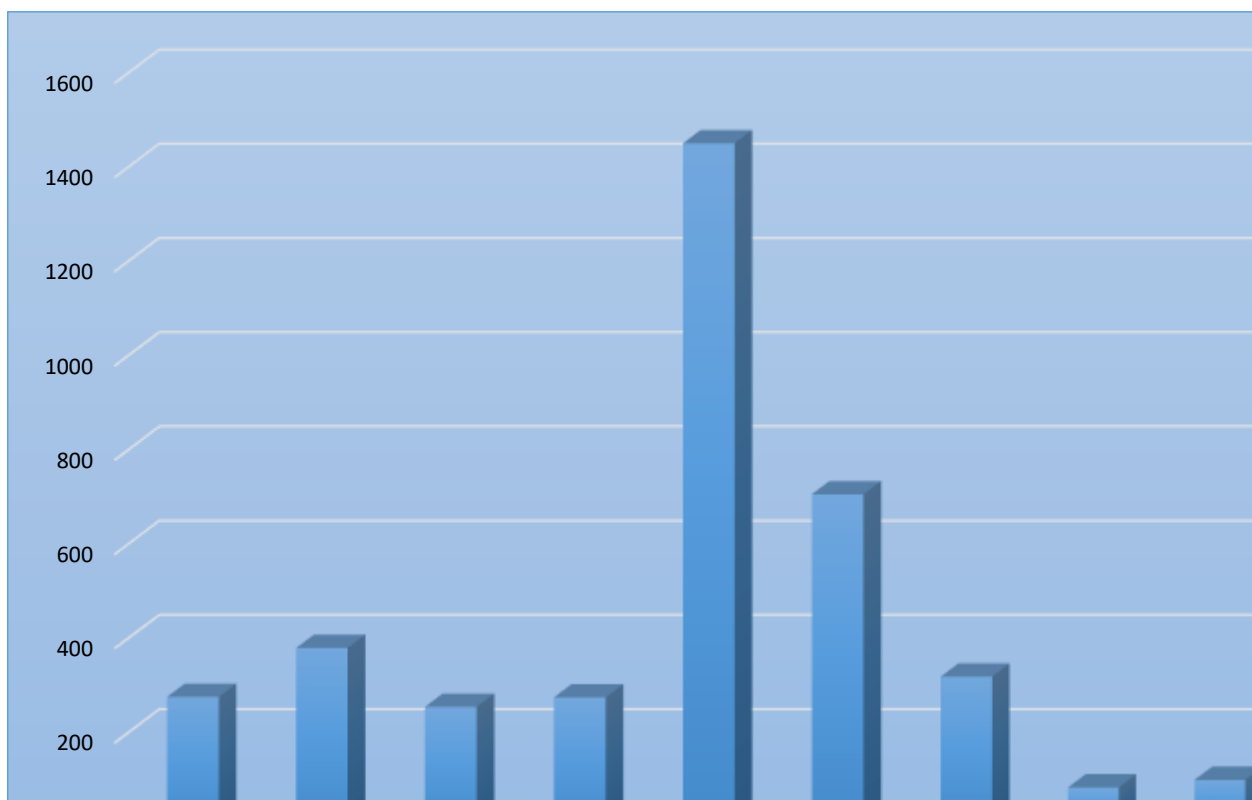
While there has been a steady increase in the number of Bachelors’ and Masters’ Degree holders over the years, there are only 99 officials with Masters Degrees and 1 with PhD (Table 6 and Figure 19). Investment in higher level of qualifications would not only strengthen the capacity of the public service, but will also support Government’s agenda towards the development of the national tertiary system.

Table 6: Number of Staff with Qualifications

Qualification	F3	F5	F6	F7	Tertiary Certificate	Diploma	Degree	Post Graduate	Masters	PHD	Others
Number	275	397	254	274	1450	705	318	83	99	1	144

Government’s quantum leap approach for undertaking change and reform will depend on the ability to create a qualified and robust human resource base. Government will implement measures towards ensuring a highly skilled and qualified workforce. In this context, the skills and qualification gap of 40% will be reduced to 20% by 2019 and to zero by 2036. To address the potential skills gap, percentage of the total national budget allocation to staff training and human resource development will be increased from a baseline of 0.03% to 1% by 2019 and to 5% by 2036. Government will also strengthen the monitoring and evaluation systems to support effective implementation of human resource development policy and strategies.

Figure 19: Public Service Employees' Qualifications



Source: Public Service Office

In achieving the KV20, Government will undertake a number of changes and reforms to improve the quality and efficiency of the public service and service delivery to better the lives of the people. Anti-corruption in the public service, better use of ICT in service delivery, an integrated Human Resource Management reform such as the institutionalisation of Results-Based Management (RBM), transforming leadership, new training and capacity building approaches, analysis and evidence-based Workforce and Human Resource Development plans, data-based performance management system, fair and transparent job evaluation and performance-based assessment, and developing new competencies for Government will be among the initiative to be implemented to enhance service delivery.

A job evaluation exercise will be conducted in 2017 to make sure fair reward and compensation to all public service employees. In this context, increase in employees' salary of 62% by 2019 and 100% by 2036 is being targeted. A national public service competency framework will be developed by 2019 to facilitate the public service change process in direct response to improving customer service, performance management and delivery of service.

Reform related to anti-corruption in the public service will tackle inefficiencies associated with corrupt practices and cultures. Eliminating inefficiencies in the public service will result in high productivity and high efficiency returns in the service delivery. It will also improve and promote integrity and accountability in the public service which could result in the reduction of unnecessary costs of Government operation and achievement of higher public service management and governance. Anti-corruption reform aims at covering the entire public service by 2023.

Better utilization of ICT in the public service, including through innovation and creativity, will strengthen the capability of the public service to achieving high efficiency, cost-effectiveness and productivity. It is envisaged that better utilization of ICT in the public service will reduce inefficiency cost of Government's operation by 15% by 2019 and by 80% by 2036.

Citizen satisfaction will be at the heart of policy making and service delivery. In this context, the KV20 will seek to reduce the number of complaints by 20% by 2019 and by 75% by 2036. These reforms will create a Fast, Reliable, Efficient, High-Spirited and Honest (FRESH) Public Service through the Care, Assess, Reward and Evaluate (CARE) principles. This will involve fast-tracking the development of competencies, including transformative and executive leadership to ensure professionalism and continuous learning.

Achievement of public service reforms and improved service delivery and citizen satisfaction will be guided by clear strategic planning and sound leadership at Ministry and Divisional levels.

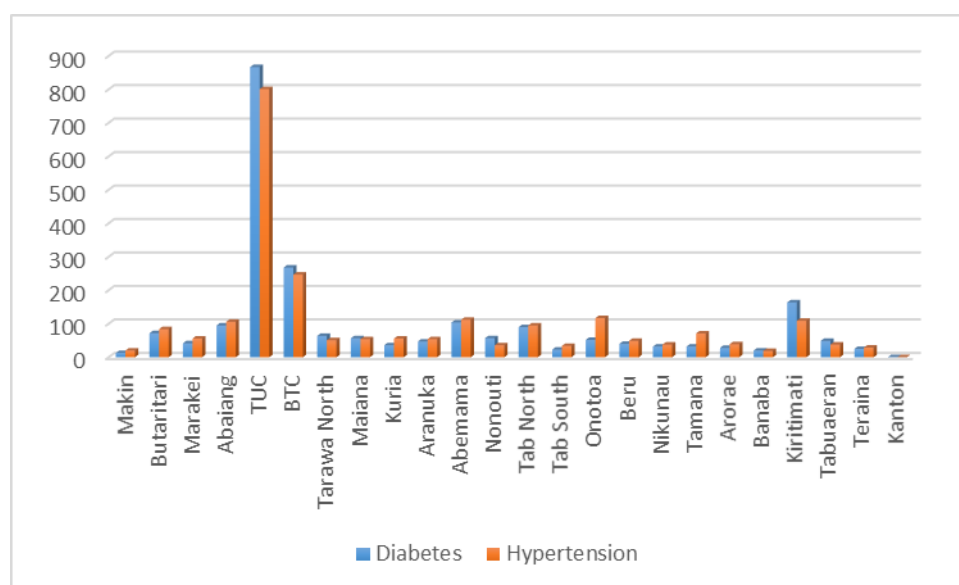
Figure 20: Outcome and Strategies for Developing a Highly Skilled and Qualified Workforce

Outcome A Highly Skilled and Qualified Workforce					
Strategies	Performance indicators	Targets			
		2019	2023	2027	2036
Increasing the efficiency and productivity of the public service by enforcing the CARE Principles	% decrease in complaints	35%	75%	80%	90%
	% decrease in skills and qualification gap	20%	7%	5%	0%
	% of staffs training budget of the national budget	1%	2%	3.5	5%
	National Public Servants Competency Framework	100%	100%	100%	100%

Ensuring Accessible and Affordable Quality Healthcare System

A healthy population is a productive population. Good health is therefore a pre-requisite to economic growth, poverty reduction and the realization of the KV20. While Government is implementing various measures to ensure a healthy society, the prevalence of both Communicable (CDs) and Non-Communicable Diseases (NCDs) remain significant threats to the lives, wellbeing and productivity of I-Kiribati. In this context, prevalence rate of diabetes is 15.7%.³ TUC and BTC have registered the highest cases of diabetes and hypertension (Figure). The cases with more than the 3 risk factors in developing NCDs has also increased from 79% in 2006 to 83.6% in 2015.⁴

Figure 21: Number of Registered Cases of Diabetes and Hypertension per Island (2016)

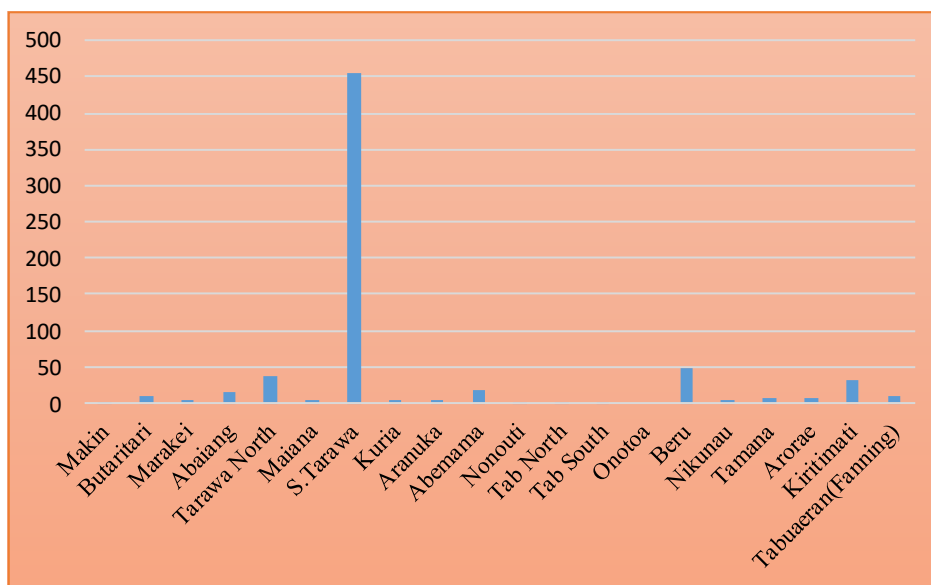


Source: MHMS

Cases of Communicable diseases (CDs) mostly associated with overcrowding and poor hygiene also remains to be a great challenge to the health and wellbeing of I-Kiribati. Tuberculosis (TB) and Leprosy are the most common cases of CDs. Leprosy is highest at 17 cases per 10,000 population in South Tarawa compared to the outer islands (Figure 22).

³ WHO steps Survey 2015

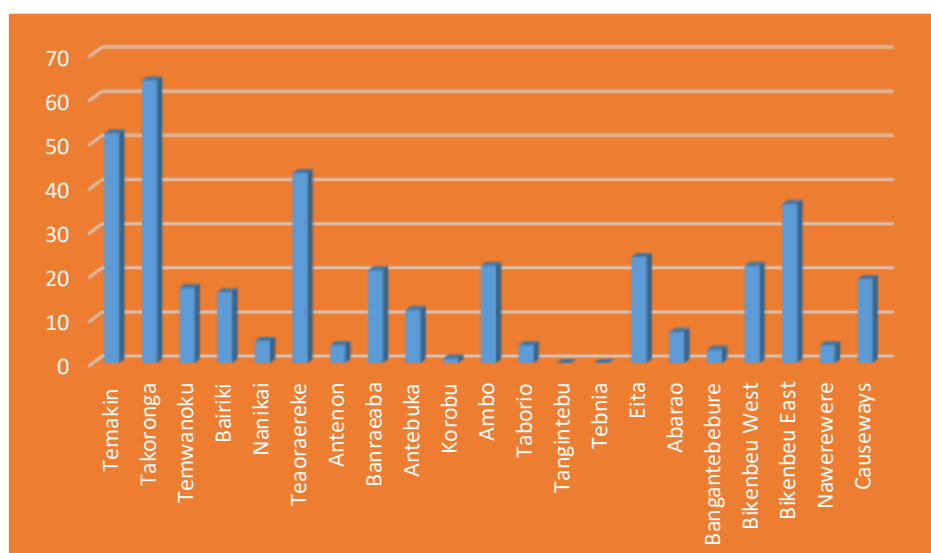
Figure 22: Incidence of Leprosy by Island in Kiribati (2010-2015)



Source: MHMS

The prevalence rate of TB is estimated at 749 cases per 100,000 population. Significant number of TB cases are found in Betio in South Tarawa. Temakin and Takoronga recorded the highest cases of TB with 52 and 64 cases, respectively, while no cases were recorded in Tangintebu and Tebunia (Figure 23). Other cases of CDs include outbreaks of diarrhoea which affects under 5 years.

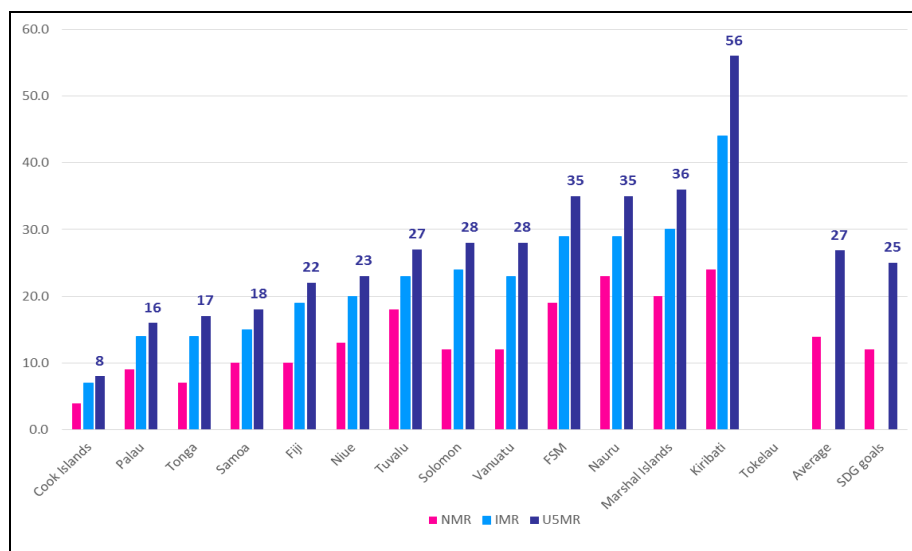
Figure 23: Incidence of TB Cases on South Tarawa (2015)



While policy measures are being implemented through Reproductive, Maternal, Neonatal, Child and Adolescence Health (RMNCA) program, high population growth remains to be a significant development concern. The total fertility rate has increased from 2.7 in 2011 to 3.7 in 2016. Despite

the overall high total fertility rate, a comparative analysis of the mortality rate across the Pacific Island Countries at different age groups of under 5 year old shows Kiribati with the highest child mortality rate in the Pacific (Figure 24).

Figure 24: Under 5 Infant and Neonatal Mortality Rate in Pacific



In the context of the social health infrastructure, there are 103 public health clinics from Makin to Arorae, including the Line and Phoenix groups. There is one main referral hospital on South Tarawa, TCH, with specialized doctors, as well as one hospital in Betio. In the outer islands, there is one Southern Kiribati Hospital servicing the isolated islands in the South and 1 hospital in Christmas Island delivering health services for the Line and Phoenix Groups. Clinics have public health nurses, medical assistants and nurse aides who administer the health service in the health facilities. Doctor-patient ratio and nurse-patient ratio in South Tarawa is still high at 1:2240 and 1:1000 respectively.

Given the growing population and rising cases of NCDs, there is need to implement measures to promote accessible and affordable quality healthcare system. Improved healthcare system will reduce the fertility rate from 3.1 to 2.8 by 2019 and to 1.8 by 2036. Looking at the complexity of the population growth, the diversity of our culture and religious beliefs, the reduction rate is set at a minimum rate of 0.3. While the Vision will work towards the reduction of the 5 mortality rate (per 1000 live births) from 59.1% to 49.1% by 2019, the outcome will depend on the combined effect of social determinants as well as behavioral preferences of parents and caretakers as well as parents' commitment to address the same. Government will, however, ensure that services are available for parents and caretakers, and there is ongoing awareness and advocacy among the communities on

appropriate preventive policy measures.

Early detection of leprosy and diabetes is key in managing the cases of NCDs. In this context, the TB and leprosy detection rate will be enhanced from 80% to 85% by 2019 and 100% by 2036. The full coverage will ensure that who have been diagnosed are on routine medication, recorded and monitored. Achieving full detection rate coverage will however require full staff capacity, sufficient staff, efficient testing equipment and sufficient financial resources to sustain good health care system. In order to reduce the growing cases of NCDs, Government will implement preventive policy measures in line with the Multi-Sectoral NCD Master Plan which is currently being developed.

Improving healthcare system will also require strengthening the capacity of the hospitals and health centres. In this context, the capacity of the health facilities will be enhanced by 50% by 2019 and 100% by 2036. In this context, the nurse-patient ratio will be reduced to 1:800 by 2019 and 1:300 by 2036. The capacity of the health service delivery will also be enhanced by reducing the doctor-patient ratio to 1:1860 by 2019 and 1:1000 by 2036. Improving the desired capacity will require additional investment towards basic hospital equipment, training of more nurses, doctors, public health workers, midwifery and medical officers.

Figure 25: Outcome and Strategies towards Ensuring Accessible and Affordable Quality Healthcare System.

<p style="text-align: center;">Outcome Ensuring Accessible and Affordable Quality Healthcare System</p>						
Strategies	Performance Indicators	Target				
		2019	2023	2027	2036	
Reducing the prevalence of common NCD	Adult mortality rate (30-69 year old per 100,000 population)	40%	35%	30%	25%	
Reducing the fertility rate	Fertility rate	2.8	2.5	2.2	1.8	
Reducing the child mortality rate	Under 5 mortality rate (per 1,000)					
Reducing the prevalence of communicable diseases	TB detection rate, leprosy detection rate	85%	90%	95%	100%	
Improving the hospital and health centre services	% of hospitals with 5 specialized services	50%	75%	100%	100%	

Cultural Capital

I-Kiribati are culturally and ethnically homogeneous with a shared genetic history, cultural traditions, values, historical experience, and language. Traditional knowledge and cultural skills is a rich resource for Kiribati. Culture is implicit in the Kiribati community, although the intrinsic value tends to be overlooked. Traditional knowledge and cultural practices have become increasingly undervalued and have also deteriorated.

Each island has its own unique history. While some stories and myths link one island to another, the individual islands are possessive over and proud of their versions of Kiribati prehistoric times, which commonly linked to land ownership. Rich stories that each islands has to offer and the need to revive the local taboos that existed before the European visit to the islands are the key focus of the cultural development. It is the unique cultures that will enrich the island and restore its uniqueness from each other and be distinct among the other Pacific Islands states

In the cultural context, there are a number of cultural heritage sites and monuments that have been identified and documented in the cultural mapping reports for all islands. The sites and monuments will be preserved and protected. 'Te Maneaba' amongst others, is one of major cultural icons and sites that have been identified. These sites require care, preservation and promotion to ensure that they will still be enjoyed by future generations of I-Kiribati and visitors.

Many cultural producers and practitioners are focused on deepening their cultural knowledge and practice, with a strong emphasis on education and awareness and less emphasis or will on sustainable cultural industry development. There is considerable investment and support at the government, corporate, producers and community with focus on generating income in order to continue their practice but not necessarily for profit. However, all the successful initiatives and enterprises has adopted a 'family business model'.

Economic opportunities for the local communities in the outer islands are limited to copra and small scale fishing activities. Development of cultural industry on the outer islands can bring to life an important cultural heritage site and create additional economic opportunity for the local people. The cultural industry can revive and connect intangible cultural heritage and knowledge, while at the

same time creating employment opportunities for traditional craftspeople, composers, dance groups and their dancers, musicians and singers.

While there is high activity and a strong local market for cultural products and services, there is little will or the need for export. The uniqueness in Kiribati's culture create a distinction from the neighboring Pacific families and thus what the world would like to experience.

The Phoenix Islands Protected Area (PIPA) has been inscribed as a World Heritage Site under the Convention on the Protection of World Cultural and Natural Heritage. PIPA is now a marine protected area and many more cultural properties and cultural treasures need to be nationally identified and registered.

The nexus between tourism and culture is one of the priority areas for the KV20. It is in this context, that Government will strive to safeguard, revive and promote tangible and intangible cultural and historical heritages evident across the chants, music, dance and craft heritage sectors as well as the significant remnants from World War II. Government will also redefine the mission, the goals, the functions and the strategies of our national museum for the promotion and better understanding of our cultural heritage and our agenda for national growth and development in the next twenty years.

The KV20 will seek to safeguard and revive the traditional knowledge and skills. Relevant policy and legislation framework to support the sustainable development of the cultural capital will be strengthened. In this context, a National Plan will be developed by 2019 and two by 2036. Government will maintain 17 cultural sites, shrines and monument will also be maintained by 2019 and 18 sites by 2036 in order to implement Government's vision towards reviving and safeguarding cultural and historical heritages. Government will also implement strategies towards building 6 new cultural institutions by 2019 and 23 cultural centers by 2036. The development of the cultural capital will be complemented by local cultural training on relevant cultural arts, cultural industries, local food preservations, and performances to local communities and in regional or international showcasing events.

Fig 26: Outcome and Strategies for Developing Cultural Capital

Outcome Traditional Knowledge and Skills Safeguarded and Revived					
Strategies	Performance Indicators	Targets			
		2019	2023	2027	2036
To safeguard ,revive and promote tangible and intangible cultural and historical heritage	National Plan/framework to safeguard and revive tangible and intangible cultural and historical heritages	1	2	2	2
	Number of cultural sites and monuments/shrines maintained	17	17	17	18
	Number of historical sites maintained	8	8	8	9
	Number of cultural institutions/attractions/centers built	6	10	16	23
	Number of cultural festive	4	6	8	10
	Number of cultural groups tours/exchange programs	4	6	10	10

PILLAR 2: PEACE AND SECURITY

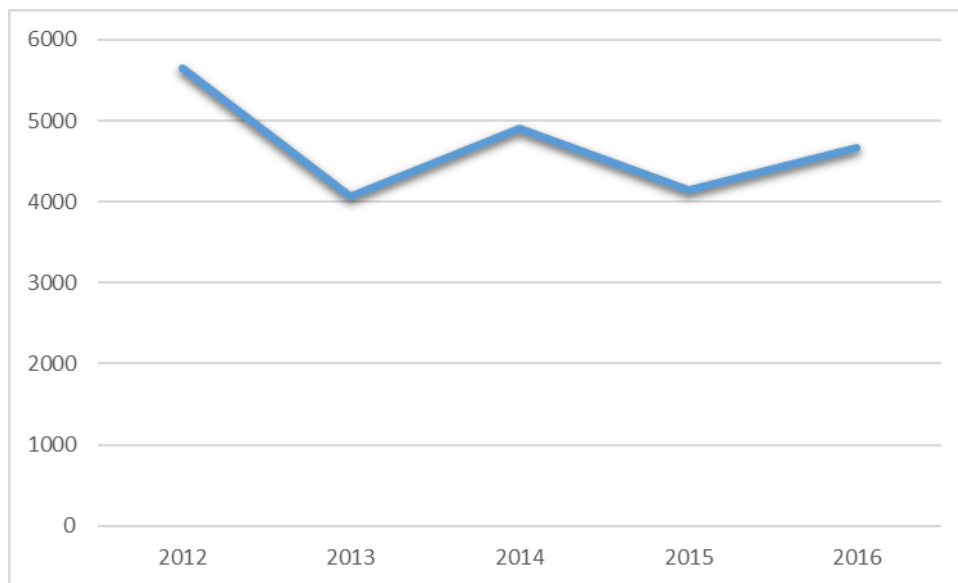
Developing a Secure and Peaceful Kiribati

Peace and security contributes towards socio-economic stability. While peace and security is important towards achieving sustainable development goals, there has been a general increase in the number of crimes over the years (See Table 7 and Figure 27).

Table 7: Trend in Crime Rates (2012-2016)

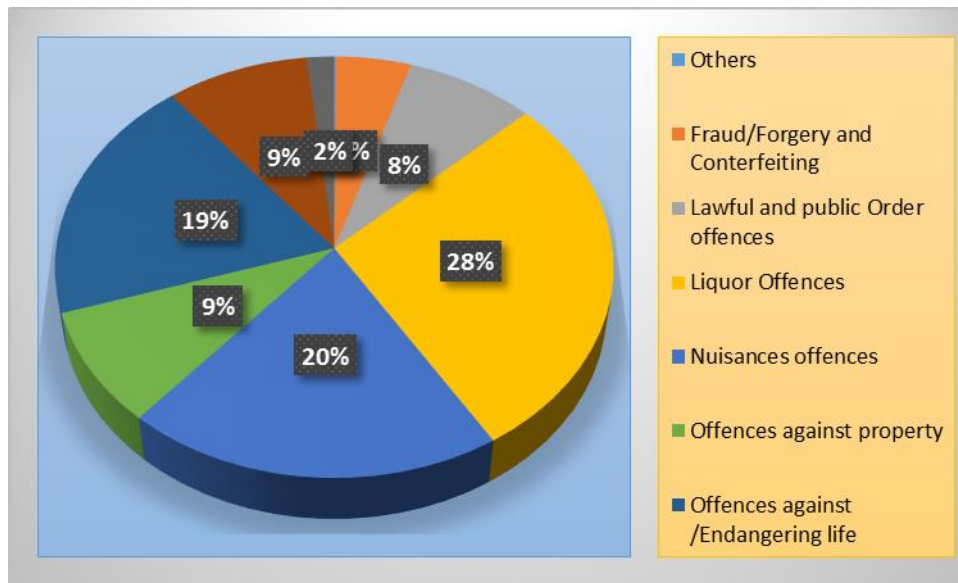
Year	2012	2013	2014	2015	2016
Number of Crimes	5655	4060	4903	4148	4670

Figure 27: Trend in Crime Rates (2012-2016)



While there are various cases of crime, Liquor offences remains to be the highest among the common cases of crime at 30% followed by lawful and public order offences at 22% and offences against endangering life at 20% among others.

Figure 28: Proportion of Criminal Cases in 2016



Source: KPS

Although Government recognises the importance of peace and security towards creating sustainable development there is lack of centralized and coordinated border management mechanism, and policy to serve as a guide on security issues.

In broader context, security to Kiribati comes in the form of climate change and disaster risk management in light of its everyday impact on the lives of our people, policing for a safer and secure Kiribati and other border control and management authorities.

Security is also in the form of the traditional system of government. Unimwane or elders or community councils are the ultimate traditional authorities on the islands and they play a critical role in ensuring that there is peace and security in the country. The traditional system can settle conflicts and tensions and have the authority to punish those who have misbehaved or caused trouble to particular communities. This traditional system is predominantly practiced in the Outer Islands.

Climate change and disaster risk management are the greatest challenges of our time and have loaded extra burden on the Government's shoulder. It is a cross sectorial issue warranting attention and requires a whole of nation partnership. The main concerns on climate change are those related to rising sea levels and changes to weather patterns. Kiribati will continue to battle against this

phenomena through our robust and strengthened adaptation and resilience programmes and a continued strong and effective partnership with our donor communities.

Border control authorities are faced with an institutional challenge ranging from an outdated and ineffective legislation and lack of upgraded and efficient system. This is further exacerbated with limited resource and capacity, weak and inefficient monitoring system, poor filing and data management system and a lack of established communication strategy with internal and international partners. The approach is very agency focused which applies similarly to other border control management agencies making it additionally difficult to have a consistent and interoperable national security system.

Of essence to note is the need for effective and updated legislations which underpins peace and security. Equally important is the need to undertake capacity strengthening through trainings and provision of the necessary equipment, systems and tools necessary to implement enforcement and monitoring activities. A national enforcement curricula will be complementary to ensure consistency when national laws are enforced.

A new but exciting challenge warrants a need to consider putting in place a new coordinated system for border management authorities that will address overstretching the capacity and ability of existing institutional limitations. Inshore patrolling and joint border control through pooling of resources will provide a conducive and enabling environment that would promote tourism and fisheries.

In terms of policing services, there is a clear need to enhance police capacity and capabilities through trainings, adequate resources and better infrastructure. There is need to build strong partnership in order to address all crime issue, strengthen maritime policing to support the generation of revenue to the Government of Kiribati (GOK) through safeguarding our marine and environmental resources. There is also a need to maintain the traditional governance system to make Kiribati the safest and most peaceful nation.

Government will implement measures to create a safer Kiribati through the provision of timely and quality policing services to mediate and reduce overall crime rate in Kiribati in order to make it the safest nation in the Pacific. In this context, a national Security Policy Framework will be put in place by 2019 .Positive impact of policy framework will however, depend on the joint effort towards

effective implementation of the policy framework. In order to strengthen the Border control framework, the % number of modernized security management systems will be increased by 50% in 2019 and 100% by 2036. The establishment of the security framework will also aim at strengthening the biosecurity control measures. The 50% of the necessary regulations will also be reviewed and updated by 2019 and 100% by 2036. In the context of managing the potential impact of climate change, number of well-equipped stations will be increased by 65% in 2019 and 100% by 2036. Government will also strengthen strategic partnerships by 60% in 2019 with the local NGOs and international organisations by 60% in 2019 and 100% by 2036.

Figure 31: Outcome and Strategies for Developing a Secure, Safer and Peaceful Kiribati

Outcome A Secure, Safer and Peaceful Kiribati					
Strategy	Performance indicator	2019	2023	2027	2036
Strengthening National Security governance –policy frameworks	National Security Strategic Policy framework established	100%	100%	100%	100%
Institutional strengthening	% Number of modernized security management systems (border control system and Kiribati Metrological services weather and climate variability data and information)	50%	75%	85%	100%
	% number of legislations reviewed and updated	50%	90%	95%	100%
	% number of policies /national plans reviewed and updated	25%	50%	100%	100%
	% increase in the number of well-equipped stations /institutions established and operational	65%	95%	100%	100%
Strengthening strategic partnerships	Increase in the number of partnerships with communities ,NGOs ,faith based organisations and Island Councils	60%	75%	85%	100%
	% increase in the number of International Partnerships	60%	75%	80%	100%

PILLAR 3: INFRASTRUCTURE FOR DEVELOPMENT

Improving Connectivity and Accessibility

Airfields

There are 2 international airports (1 in Bonriki & 1 in Kiritimati) and 19 domestic airports in the outer islands. The airfields in the outer-islands are below international standards with reef mud surface and regularly closed off for domestic flights due to poor conditions. 4 of the airfields in the outer islands can accommodate the Dash 8 airplane. The Government maintains airfields with reef mud resurfacing. While the airfield in Kanton was closed down due to poor condition, there is need to rehabilitate the airfield in order to support eco-tourism development in PIPA and emergency flights in the line and Phoenix Islands.

Air Transport

Air Kiribati Limited (AKL) is the only airline servicing domestic market in Kiribati. AKL is 100% Government owned. It has a fleet of 4 aircrafts - 1 twin otter and 3 Y-12. Fleet capacity is currently insufficient to meet the domestic demand for air services, compounded by the poor condition of runways, unreliable Jet A-1 supply causing occasional flight disruptions. Prior to 2017, the airfare structure was heavily controlled by Government and the recent review of the fees has enabled AKL to gain a reasonable profit margin. There is one private air service provider but its current service is limited to chartered air service.

There are only 3 available routes for international travel, through Nauru, Nadi and Republic of the Marshall Islands. These are operated by Nauru Airlines and Fiji Airways. Fiji Airways is the most popular service due to its direct connection to Nadi, as a transit hub, as well as its comparatively efficient and reliable services. While Fiji Airways is considered competitive, the airfare costs are comparatively high and considered to be the most expensive in the world.

In order to improve transport connectivity through air transport, Government intends to purchase bigger aircrafts like Dash 8 to supplement existing fleets to meet the growing domestic demand, and

to establish an international link to neighbouring countries as a stepping stone towards a full international air service. This long term plan includes the institutional strengthening of AKL to improve its domestic and international air service capability, improvement of runways on the outer islands, procurement of an Airbus, review and establishment of Air Service Agreements with target countries and others. The plan aims to promote competitive air services and international access in support of trade in goods and services.

In terms of improvement of runways to support the Dash 8 operation and domestic air service, Dash 8 rated airfields will be developed in 6 islands by 2019 and 19 islands by 2036. In order to improve connectivity and accessibility through the aviation industry, the number of flight schedules per month will be increase to 30 by 2019 and to 50 by 2036. Improving flights per month will support Government's vision towards the development of the tourism and fisheries sector. Government will also complement the development of the aviation industry by training of qualified pilots, engineers and accounting specialists.

Sea Transport

Seaports

There are two international seaports in Kiribati - Betio and Kiritimati. Betio Port was first expanded between 1998 and 2000 with the provision of a reclaimed land area as a container yard. Betio Port was further developed between 2012 and 2014, through Japan's ODA to accommodate the birth of international medium-sized container ships. KPA's container yard at Betio is running out of space as the volume of national imports has significantly increased over the years.

While there are two ports in Kiritimati, the port is only good for use by small fishing boats due to sedimentation and coral regrowth within the channel connecting London Port to the open sea. The Port near Tabwakea (known simply as KPA) consists of a pier that extends well beyond the reef. It was built by the Japan Aerospace and Exploratory Agency (JAXA), previously NASDA, in 2012 to service JAXA's HOPE-X Project (space launch project) which unfortunately was unsuccessful. As a result, the usability of the pier remains limited and considered unsafe given its great height compared to the small size of local vessels.

The international ports are relatively well-equipped with lifting machinery and delivery equipment as well as experienced personnel. As such, their efficiency in the handling of cargoes is therefore good

in comparison to other Pacific countries.

In the outer islands, seaports (or shipping points) exist only in the form of narrow channels cut through the reef-flat, with docks in select few islands, but mostly without proper facilities and equipment. As a result, shipping operations are inefficient, cumbersome and unsafe. In worst cases, vessels offload passengers and cargoes miles out at sea onto small outboard motor boats which then have to traverse the expansive reef flats to the shore. This operation is restricted to high tides contributing to prolonged shipping turnaround times. In bad weather and rough seas, such kind of operation is extremely risky and cases of injury, death and cargo loss have been experienced.

Domestic sea transport is largely dominated by the private sector though their presence is only prominent in lucrative sectors. While KSSL is the only Government owned shipping company that provided shipping service in Kiribati prior to the entry of the private sector, it currently focuses on providing shipping services to those routes considered to be non-lucrative by the private sector shipping services. The situation of KSSL has been deteriorating over the years, with only 1 vessel which currently does not operate. To avert the situation, the Government has purchased 2 vessels to be operated by KSSL to address market failure in the domestic shipping service sector.

Connectivity and accessibility to the Outer Islands from the Capital (South Tarawa) is challenging due to inadequate infrastructure (wharves, ramps, piers & ports), boat channels and passages. To address the current situation, there are development plans to improve maritime infrastructure on the outer islands. This will enable smooth connectivity and fast accessibility with the aim to facilitate domestic trade and migration between islands in order to improve social and economic benefits.

Government will work towards improving connectivity in the shipping industry. In this context, the number of shipping voyages per month will be increased to 30 by 2019 and to 50 by 2036. However, the development of the shipping industry will require additional investment towards maritime infrastructure, building human resource capacity through training of qualified Marine Surveyors, Marine Officers (Classes), Naval Architects, Hydrographers and Marine Engineers as well as Marine Infrastructural Engineers. Development of maritime infrastructure will create an enabling environment to support an efficient shipping operation which will improve the economic viability of currently uneconomical sectors.

Coastal Infrastructure

The impact of climate change remains to be a great challenge to the sustainability of coastal infrastructure. The devastating impacts of Cyclone Pam in 2015 is an example. Government continues to implement various coastal protection programmes to replace the popular “sandbag” seawall with a more robust seawall design. A “mass concrete” seawall design was successfully trialed in mid-2015. The design is being adopted for protecting coastal public assets throughout the country.

While seawall construction one of the programmes being implemented to reinforce coastal protection, it is not always the best solution to coastal erosion. As such, Government, through Kiribati Adaptation Programme (KAP) III under the Office of Te Beretitenti (OB), is also implementing alternatives eco-friendly coastal protection programmes such as mangrove planting, and groin and beach replenishment. Non-structural options include “inaction” and community resettlement/asset relocation.

ICT

Development of ICT infrastructure has been one of the development priority areas given its linkages with other drivers of growth. The ICT Policy and regulatory framework developed provides a sustainable benchmark through private sector participation in the ICT industry to foster improved ICT connectivity. While Amalgamated Telecom Holdings (Kiribati) Limited (ATHKL) is the major player in the ICT industry, a second service provider (OceanLink) has been issued with a license to operate in Kiribati thus improve a healthy competitive environment in the ICT industry.

The 4G services are available in South Tarawa, Abemama, Tabiteuea North and Onotoa, while 3G services is only available on South Tarawa, North Tarawa, Abaiang, Marakei, Maiana and Kiritimati. In addition, 2G services are also available on Abemama, Tabiteuea North and Onotoa. Other islands have VSAT systems setup at Island Council premises which the people on the islands can access.

The current internet connectivity use satellite technology due to lack of submarine cables landing on the islands. The Government plans to improve internet and mobile connectivity on the outer islands. It is expected that most of the outer islands would have internet and mobile services by the end of 2018 or early 2019.

In order to improve international connectivity, there is need to upgrade international gateway connectivity for the major hubs of South Tarawa in the Gilberts Group and Kiritimati in the Line Group to a more reliable and efficient connectivity. Government, in partnership with the World Bank and ADB intends to address this by connecting South Tarawa and and Kiritimati to a fiber optics submarine cable. The Tarawa connection will increase internet penetration to 67% once the submarine cable has been established. Improved connectivity in the Line and Phoenix Islands is expected to enhance internet penetration by 6% of the population in Kiritimati thus contributing to about 72% of the total internet penetration by the second quarter of 2019 once the project is completed.

Government further intends to improve ICT connectivity in Butaritari, Abemama and Tabiteuea North through fiber based submarine cable, which can further be used to connect neighbouring islands of Makin, Aranuka and Kuria and Tabiteuea South. It is expected that such additional connectivity will increase internet penetration to 87% through submarine cable capacity. In general, the % of internet penetration will be increased to 47% by 2019 and 85% by 2036. While it would be important to target 100% connectivity, challenges linked to high operational and maintenance costs of submarine cables, will pose a challenge to achieving the 100% connectivity.

Land Transport

While the South Tarawa road network has vastly improved since the completion of the South Tarawa Road Rehabilitation Project in November 2016, the road condition on the outer islands is still in very poor condition. The core material of reef mud used in road construction is prone to premature damage from heavy rain. In a dry season, the reef mud generates dust, stirred by wind and rushing traffic, creating a health hazard and community nuisance. Poor roadwork also implies limited linkages with the other productive sectors like tourisms, fisheries and agriculture thus limiting the development of any potential economic opportunities.

Government is committed to improving road infrastructure, especially in the outer islands, as a matter of priority. In this context, Government plans to use the Revenue Equalisation Reserve Fund (RERF) as collateral for a \$70 million loan to develop infrastructure (road, runways, ports). This initiative will allow Government to take charge of its development through the use of its own resources to finance infrastructure projects, especially on the outer islands. In this context, Government will develop 9 tar-sealed roads by 2019 and 19 tar-sealed roads by 2036 in the outer

islands.

Figure 29: Outcome and Strategies for Improving Connectivity and Accessibility

Outcome Improved Connectivity and Accessibility					
Strategy	Performance Indicators	Targets			
		2019	2023	2027	2036
To improve air, land and sea transport infrastructure	Number of islands with tar-sealed roads (out of 19)	6	19	19	19
	Number of islands with Dash 8 rated airfields (out of 19)	6	19	19	19
	Number of Flight Schedules Per month	50	60	70	70
	Average number of shipping voyages per month	30	40	45	50
To develop and improve ICT infrastructure	Number of mobile connectivity	30,000	40,000	45,000	50,000
	% of internet penetration	47%	60%	65%	85%
	Number of broadband users	5000	10,000	15,000	20,000

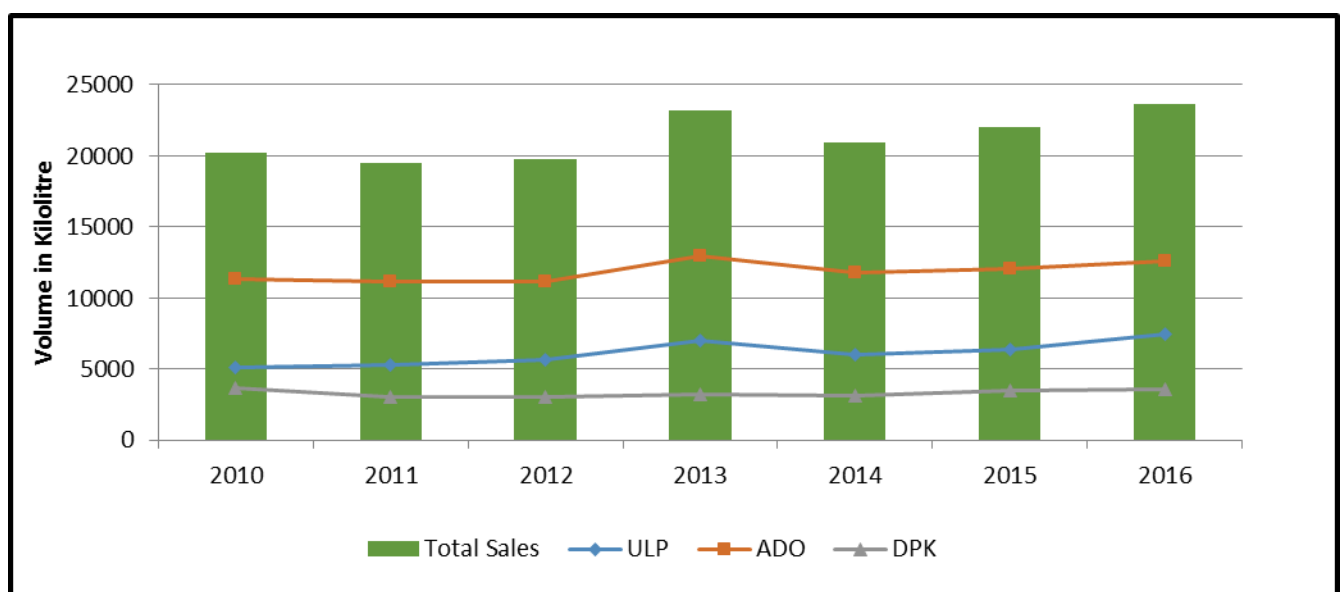
Improving Access to Utility and Social Infrastructure

Energy as a foundation of the KV20

Energy

Energy is one of the infrastructural enablers of the pillars of the KV20. The level and intensity of energy use depicted by annual Petroleum Sales in a country is a key indicator of the degree of economic growth and development. The trend in total sales has increased from 20,188 kilolitres in 2010 to 23,648 kilolitres in 2016, depicting a growing demand for petroleum products (Figure 30).

Figure 30: Annual Petroleum Sales by Product (2010-2016)



Kiribati relies heavily on imported fuel, which is 90% of the Kiribati Oil Company Ltd's (KOIL) annual total imports. The total imports have increased by 14% between 2010 and 2016 (Figure 31).

While fuel supply stability is important for supporting all economic and social activities, KOIL has been facing increasing demand for fuel since 2014. A new fuel farm which provides additional supply capacity of 3,170 tonnes was completed in December 2016 and commissioned in April 2017. It assists in addressing challenges of fuel supply shortage due to increasing demand for fuel.

Figure 31: Annual Petroleum Import by Product (2010-2016)

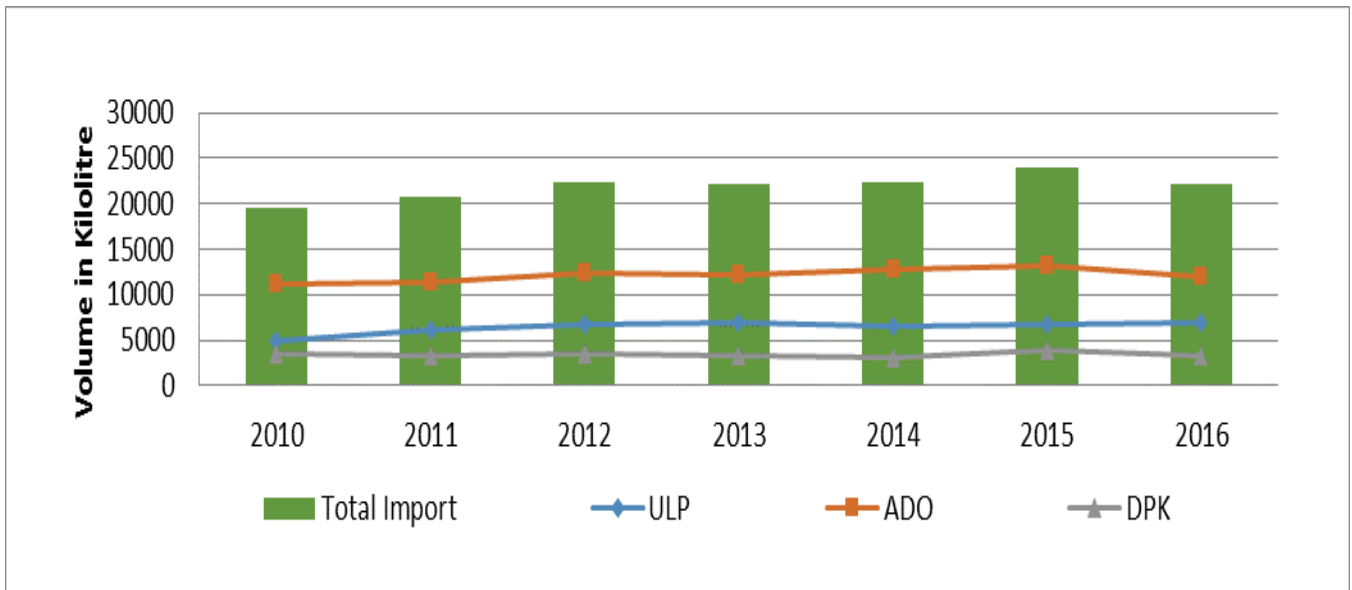
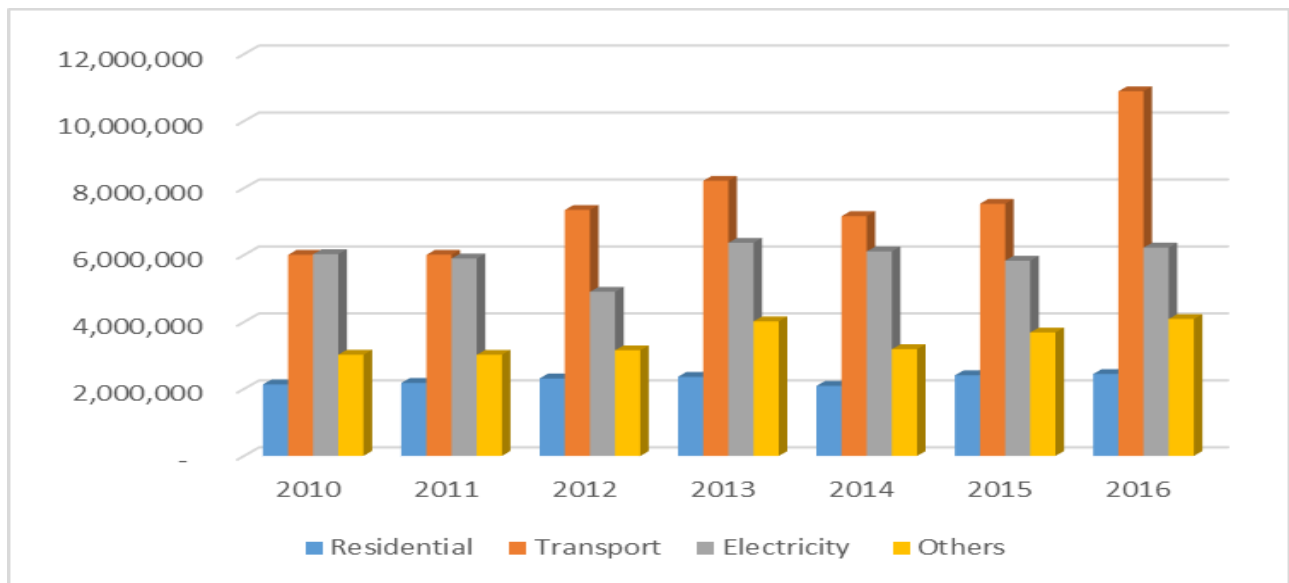


Figure 32: Consumption Trend by Sector



There has been an increasing trend in consumption of fuel by sector. In this context, consumption from the transport sector increased from 6,006,962 kilolitres in 2010 to 10,891,220 kilolitres in 2016 while electricity consumption increased from 6,025,310 kilolitres in 2010 to 6,222,000 kilolitres in 2016. On the other hand, the residential consumption increased from 2,136,205 kilolitres in 2010 to 2,446,556 kilolitres in 2016 (Figure 32).

As the national income level is expected to rise and urbanisation to intensify, household and commercial demand for energy will also increase. The Tourism and Fisheries Sectors are expected to

consume more energy as more tourist resorts, transshipment hubs and fish processing plants are established.

Utilities

Electricity, reticulated water and sewerage services are provided by PUB. Prior to 2016, the quality of PUB services was mediocre to average. There has been a major improvement in PUB's services following a reform programme funded by the World Bank, Asian Development Bank and New Zealand Government (through the Pacific Regional Infrastructure Initiative (PRIF)). The reform contributed to a reduction of domestic tariff from 55 cents per unit of consumed electricity for the first 100 kilowatt hours (kWh) to 45 cents and the new connection fee from \$380 per connection to \$50. Unplanned and planned power outages has also decreased in frequency and duration. Other development also include the SMS billing system, increased debt collection effectiveness and dramatic improvement of its customer service.

Power generation continues to increase at an annual increase of 1.7% to try to meet the public demand even though the number of PUB customers has been on a declining trend (Figure 33). The reduction in the number of PUB customers shows that people in South Tarawa have shifted from using PUB electricity services to solar systems. This may be attributed to the wide use and positive impacts of solar systems and partially the high tariff of electricity.

In terms of Power Generation Compared to Diesel use and Energy Efficiency, there has been a rapid reduction in diesel use for PUB generators during the period of 2014 and 2015. The reduction is attributed to the full installation and use of Solar PV Systems connected to PUB grid in 2015 (Figure). While a slight increase of diesel use from 2015 to 2016 depicts the need to improve generation efficiency of PUB generators given that the existing efficiency is lower than recommended standard of 3.8 kWh/l.

Figure 33: Power Generation and Sales Compared to Number of Utility Customers

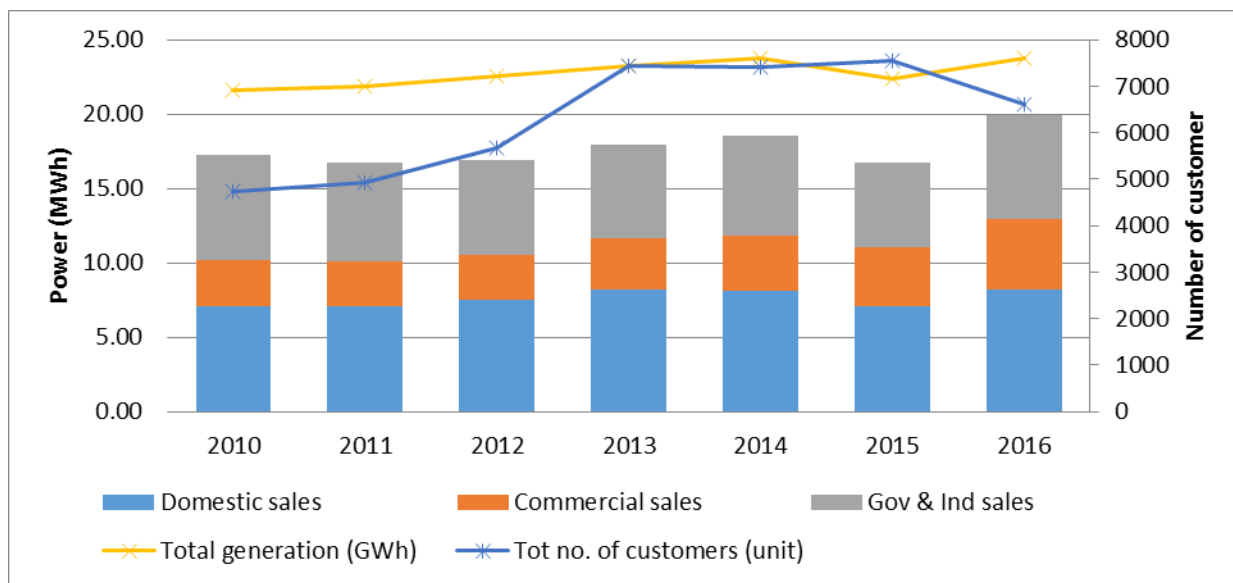
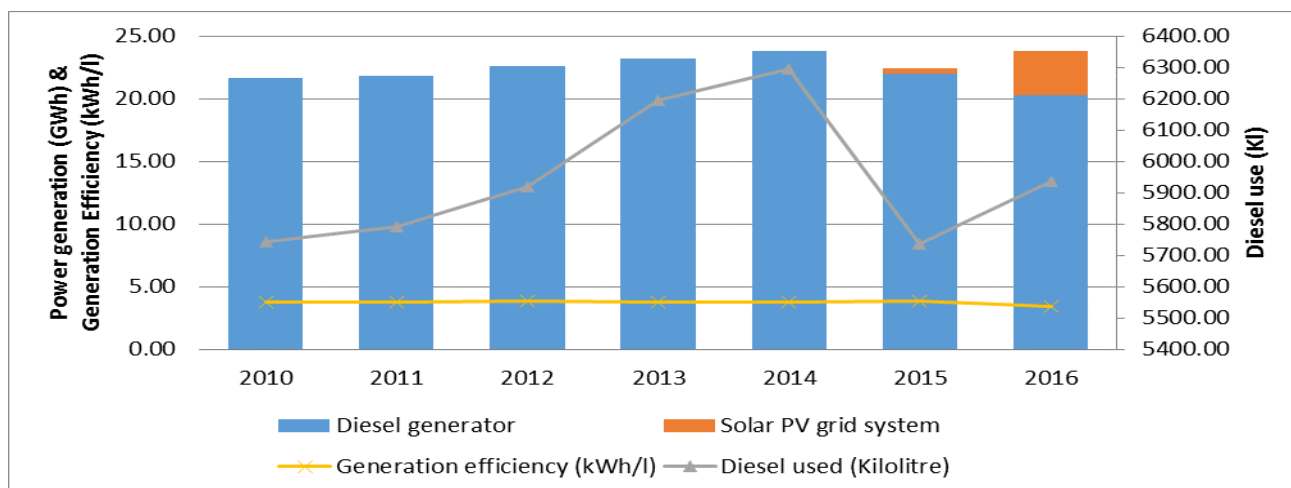


Figure 34: Power Generation Compared to Diesel Use and Energy Efficiency



Reticulated water and sanitation services is currently provided for free by PUB to domestic customers. PUB, however, charges water delivery to domestic, commercial and industrial customers. As largely non-revenue generating, these services are heavily subsidised by electricity sales and this practice has negatively affected the financial performance of PUB. Since 2016, PUB has been relying on the annual Community Service Obligation (CSO) payments from Government to assist with the delivery of water and wastewater services.

At the same time, there have been development projects implemented to improve water and sanitation services in South Tarawa, including the South Tarawa Sanitation Improvement Sector

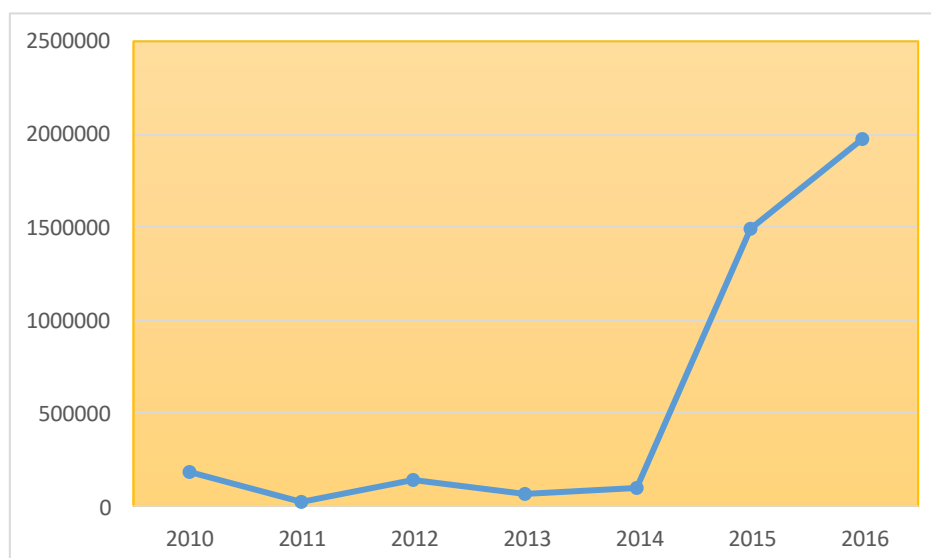
Project (STSIISP), Water, Sanitation and Hygiene (WASH) for Schools, Kiribati Water and Sanitation Project (KIRIWATSAN), Kiribati Adaptation Programme Phase III (KAPIII) and Kiribati Outer Island Food and Water Project (KOIFWP) to name some.

Government will continue to provide support towards the provision of improved water and sanitation services. Government aims to extend access to potable water to 75% of households by 2019 and to all households by 2036. Government also aims to increase access to suitable sanitation facilities to 50% by 2019 and to all households by 2036.

Renewable Energy

From 2014 to 2017, PUB has benefitted from three renewable energy projects based on Solar Photovoltaic (PV) linked to the main grid to supplement electricity supply from diesel generation and reduce fuel consumption. The first project was commissioned in 2014 under Japanese funding through the Pacific Environment Community (PEC) Fund. The second project was completed in 2015 with financial assistance from the United Arab Emirates (UAE). The third project was also completed in early 2016 under World Bank funding. The solar PV systems has contributed to PUB saving on fuel cost of \$800,000.00 per annum.

Figure 35: Trend in Power Contribution from Solar System Installed



The Kiribati Solar Energy Company (KSEC), a Government owned Company, also provides solar-

powered products and related services to the public with a focus on the outer islands. The performance of KSEC depicts a mixed result. A decrease in kWh from 2010 to 2014 follows the lack of maintenance to KSEC systems rented by the public in the outer islands. This is due to poor commitment of the public to pay monthly fee (\$9.00) to KSEC to cater for the system maintenance cost. A rapid increase of solar power (kWh) in 2015 and 2016 follows the full installation and use of Solar PV Systems connected to the PUB grid.

KSEC sells small solar-lighting systems suitable for households and medium-sized ones for communities. Since 2014, all households in the outer-islands have been donated with a solar lighting kit through the Solar Lighting Kits Project funded by the Government of Taiwan. Efficient backup service for solar lighting products and, in some cases, the lack thereof is an emerging concern. In a feat to improve its operations, KSEC is currently in negotiations with a Taiwanese Company to form a Joint Venture (JV) in the near future.

Figure 36: Outcome and Strategies for Improving Access to Utility and Social Infrastructure

Outcome Improved Access to Utility and Social Infrastructure					
Strategy	Performance Indicators	Targets			
		2019	2023	2027	2036
To improve access to quality utility and social infrastructure	% increase in number of health facilities/clinics	10%	30%	40%	60%
	Number of new classrooms	P20, J10, S0	P50, J50, S0	P100, J100, S40	P200, J200, S60
	% of energy service coverage	100%	100%	100%	100%
	% of household accessing portable water	75%	100%	100%	100%
	% of household with suitable toilet facilities	50%	75%	100%	100%

PILLAR 4: GOVERNANCE

Creating a Corrupt-free Society

Good Governance is an overarching issue that underpins the independence, integrity and sovereignty of a nation. As a democratic republic, Kiribati is founded on the principles of democracy, good governance, rule of law, Christian and cultural values.

Current policies and legislation promote good governance, however there is a strong need to revise and strengthen them to address emerging challenges. There are limited established institutions within the public and private sectors that deal specifically with good governance. Further to that the fact that the public has a lack understanding on the negative impact of corruption on the economy and the society.

Government initiated the development of the Parliamentary Anti-Corruption Select Committee. Government also developed the *Leaders Code of Conduct Act 2016* which will establish a Leadership Commission to provide a watchdog role over current leaders of Kiribati. A Public Service Anti-Corruption Strategy is also in place to ensure a corrupt-free public service.

In order to promote fisheries and tourism and good governance as a whole, Government, Island Councils, private and public institutions and the whole community must unite and support good governance reform programs.

Figure 37: Outcome and Strategies for Creating a Corrupt-free Society

Vision
Creating a corrupt free -society

Strategy	Performance Indicator	Targets			
		2019	2023	2027	2036
Strengthening the national and local /traditional /cultural governance policy and legislative framework	% number of Revised updated and introduced legislations ,bylaws and policy frameworks underpinning good governance	65%	75%	80%	100%
Strengthening the strategic Partnerships	% increase in number of partnership programme with faith based and community based organisations	55%	85%	90%	100%
Foster, and strengthen the integrity and independence of institutions mandated to promote good governance and eliminate corruption	% increase in compliance to UNCAC integrity and independence requirement	75%	80%	100%	100%
	% increase in compliance to international transparency, integrity and independence requirement	75%	80%	100%	100%
Institutionalizing anticorruption and good governance principles in the public service and education system in Kiribati	Develop and implement education and public awareness	60%	90%	100%	100%

Cross Cutting Issues

Gender, Youth, Vulnerable Groups, Equity

The participation rate of women in the labour force is around 58 percent (2015 census). Unemployment rate among women is at 43.5 percent compared to men which is at 33 percent. Women are disadvantaged in accessing labour markets and productive resources as they do not have equal opportunity as men to take on employment or develop a business, due to their greater share of home-based duties and responsibilities for children. A majority of I-Kiribati, especially women, are exposed to vulnerabilities from domestic violence, economic shocks and environmental hazards. Women are more vulnerable to poverty than men, especially if they are sole parents.

The extent of representation of women in Parliament also demonstrates the extent to which a society regards women as having an equal role in decision-making. Kiribati has only three female members of Parliament representing 9% of all members of Parliament. At the local government level, there are only 10 women Councillors, out of a total of 332. Getting more women into elected positions would improve the political demand for a systematic investigation of the gendered impacts of policies.

High female youth unemployment is likely to contribute to the vulnerability of young women to early pregnancy. In terms of higher paid work abroad, women have been deterred from working as seafarers due to harassment by men, and are underrepresented amongst those accessing short-term agricultural work in New Zealand.

Vulnerable groups include widows and widowers, orphans and children at risk, persons with disabilities, under-age mothers, the poor of the poorest, and the elderly. The groups are faced with multiple challenges in their daily life, such as economic hardship and various forms of deprivation.

The Government of Kiribati is committed to equal opportunities, equal human rights, and equal access to services so that everyone can reach their potential in economic, political and social life. The constitution of Kiribati guarantees men and women equality before the law. The Government is a signatory to the Convention of the Elimination of all forms of Discrimination against Women (CEDAW), the Convention on the Rights of persons with Disabilities (CRPD), the Revised Pacific

Platform for Action on the Advancement of Women and Gender Equality (2005-2015), and the Pacific Leaders Gender Equality Declaration in 2012.

Government will provide opportunities for all including women, youth and all disadvantaged groups. In this context, gender will be mainstreamed in government policies, plans, budgets and programmes to enhance equal opportunity for men and women. Government will also implement measures through a gender development policy to increase the participation of women in all economic, social and political decision making processes (e.g. higher representation of women in Parliament); improve access to disadvantaged groups to businesses opportunities, health and education services, housing, justice, etc; and minimize vulnerabilities by upscaling the training for people with disabilities and special needs.

In partnership with all stakeholders, public and private partners, including development partners, Government will build a society that guarantees equality of opportunity in accessing public products, services and resources. Government will support income generating activities through the implementation of the youth and gender policy to ensure equity in distribution of economic opportunities. This will include expanding coverage of essential healthcare service, equitable distribution of and access to water, sewerage and sanitation services and delivery of justice.

Environment, Climate Change and Sustainable Development

Kiribati is one of the most vulnerable countries in the world to the effects of climate change. The country's ability to respond to climate risks is hampered by its highly vulnerable socio-economic and geographical situation. Low-lying atolls, isolated location, small land area separated by vast oceans, high population concentration, and the costs of providing basic services make Kiribati, like all Small Island Developing States (SIDS), especially vulnerable to external shocks including the adverse impacts of climate change. Sea-level rise and exacerbated natural disasters such as drought and weather fluctuations pose significant and direct additional threats to sectors and resources central to human and national development and the provision of basic human needs.

The country's vulnerability is exacerbated by a high dependence on natural marine resources for tourism and fisheries, which are already being affected by the rise in temperature and ocean acidification. The impacts of climate change and variability can seriously and disproportionately affect the community who are vulnerable to climate change due to their heavy reliance on climate-sensitive sectors such as rain fed agriculture, tourism, fisheries and their limited asset base.

In order to reduce vulnerability to climate change, Government will continue to implement and build on existing policy measures towards building adaptive and mitigation capacity, particularly of the most vulnerable people. The policy measures will also reduce exposure or sensitivity to climate impacts. In addition, Government will mainstream climate change adaptation and mitigation through development and effective implementation of strategies that fully integrates climate change concerns into various programmes to ensure that the working environment is sensitive to climate change and sustainable development given the overreliance on tourism and fisheries sectors which are highly vulnerable to the impact of climate change. Sufficient technical capacity and human resources to successfully mainstream climate change adaptation and mitigation measures will also be enhanced for effective implementation of climate change related adaptation measures. Government will enhance its capacity towards accessing and utilizing the existing Climate Finance Mechanisms. Government will also undertake an evaluation of risks to poverty reduction activities associated with climate variability and change, and identify effective, efficient and equitable adaptation measures to reduce those risks and harness opportunities for building adaptive capacity for greater and more sustainable development for all.

Strategic and Inclusive Partnerships

A sustainable development agenda requires strategic and inclusive partnership between Government and national and international stakeholders - the private sector, civil society at all levels, intergovernmental organisations and development partners. Inclusive partnerships built upon shared principles, values, vision, and goals that place people at the centre of policy and decision making are a strong foundation of national, regional and global sustainable development programmes.

Government acknowledges the important role of strategic and inclusive partnership in the development and implementation of KV20. Government will develop and strengthen collaborative mechanisms for engaging various stakeholders to enhance a participatory approach during the implementation, monitoring and evaluation of the KV20.

Government will actively engage local governments, civil society, academia and the private sector in strengthening partnership during the implementation of the KV20. Government will implement the Public-Private-Civil Dialogue at the community level. Consultative mechanisms will provide an inclusive platform, where civil society will be engaged in the KV20 decision-making process to enhance national ownership of the KV20 programmes and outcomes.

Government recognises the need to forge stronger partnerships with intergovernmental organisations and development partners to implement the KV20 in the context of the broader UN 2030 Agenda for Sustainable Development. The international partnership will be strengthened for effective resource mobilisation and sustained good governance guided by the relevant international treaties and obligations.

DELIVERING THE KV20

Implementation

The strategies to deliver the overall vision of the blueprint will be executed through concrete flagship projects like the Transshipment Hub to be established in Betio and Kiritimati and tourism investment projects. Complementary projects will also be undertaken in line with the various Ministries Sector Plans in order to achieve the various targets embedded within the KV20.

The KV20 is a long term process that requires dedication and focus beyond Government's 4-year life span. During the life of the Vision, action plans will be systematically reviewed and adjusted on an annual basis in order to effectively respond to the changing local, regional and global environment.

The Kiribati Development Plan

The Kiribati Development Plan (KDP) will become the medium-term implementation plan of the KV20. The current KDP 2016-2019 will therefore continue to be implemented together with ongoing projects. The KDP is now up for review, providing an opportunity to reorganize and realign its priority programmes to the KV20 outcomes, strategies and targets. As most of the Key Policy Actions under KDP are closely linked to the Pillars of the KV20, no major change is envisaged except the articulation of KV20 priorities and targets in the revised KDP.

The Vision Delivery Secretariat

As a national development planning document, the implementation of the KV20 will be administered by the Ministry of Finance and Economic Development, through the Development Coordinating Committee (DCC). MFED will work with Ministries to ensure timely implementation of flagship projects and various projects within the respective Ministry Strategic Plans aligned to key outcomes and strategies of the KV20.

Monitoring and Evaluation

To ensure continued relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability of the on-going or completed projects, programme or policy, design, implementation and the results of the KV20, Government will undertake periodic monitoring and evaluation. Monitoring shall entail a systematic collection of information to assess progress towards the achievement of KV20 objectives, outcomes, and impacts.

The KV20 Implementation Matrix shall provide the basis for monitoring the development blueprint. The overall monitoring and evaluation will remain a key responsibility of the Ministry of Finance and Economic Development (MFED) as the coordination Ministry but specific activities, monitoring and evaluation will be an internal management activity conducted by the implementing agencies as specified in the implementation matrix. The KV20 M&E system shall take a participatory approach to allow the active engagement of stakeholders and to ensure that all information collected and analysed is used to improve the planning and implementation process of the KV20.

The MFED, in consultation with the key stakeholders, will play a key role in providing output indicators to quantify the measures of progress towards the intended inputs, outputs, outcomes and impacts of the KV20 strategies. The indicators in the implementation plan, which should be independent of possible bias of the observer, and fulfil the SMART criteria by being ‘Specific, Measurable, Achievable, Relevant and Time bound’, will be instrumental in assessing the quantitative and qualitative impact of KV20 and its development efforts.

The National Economic Planning Office of MFED will compile an analytical Progress Report of the KV20 national performance on an annual basis through the KDP Annual Progress Report. The Development Coordinating Committee (DCC) will provide quality assurance of the KV20 through oversight and approval of progress reports. The performance of implementation presented in the KV20 Progress Report will be discussed and assessed by the DCC and decisions will be made in relation to management actions required. Progress Reports will then be submitted to Cabinet for information and endorsement on actions requiring Cabinet’s decision.

A five-year review of the KV20 will be undertaken to align outcomes, strategies, indicators and targets to reflect current realities. An independent mid-term review will be carried out after 10 years and the report to be reviewed by DCC before submission to Cabinet for its endorsement and

decision. A final independent evaluation of the KV20 will be conducted at the end of the KV20 period. The evaluation will be administered by MFED with support from development partners. The underlying principle of the evaluation will be to ensure independence and objectivity.