



## KIRIBATI DEVELOPMENT PLAN: 2008-2011



*Enhancing economic growth for sustainable development*

*A vibrant economy for the people of Kiribati*

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## Foreword

It is with great pleasure and an honor to present to the people of Kiribati the Kiribati Development Plan 2008 to 2011. This plan is the 8<sup>th</sup> in the series of development plans which started in 1979 when we first became an independent nation. It builds on the previous plans extending it for a further four years and it is a combined effort of all relevant stakeholders.

Though the formulation of this plan is entrusted to my Ministry, without the assistance from the relevant stakeholders through a consultative process, the plan would not be as comprehensive as it is now.

The theme of this plan is “*Enhancing economic growth for sustainable development*” and the vision is ‘*A vibrant economy for the people of Kiribati*.’ This is what Government is all about. It is for the people and to ensure that the benefits derived from the growth of the economy is felt and enjoyed by all its people.

This plan incorporates important contemporary issues, issues that Kiribati people, as well as international and regional communities, perceive as of great importance, such as poverty (***Hardship***) reduction, sustainable development through prudent environmental regulation and monitoring, good governance, and so forth. Most of these issues in fact are reflected in the MDG Declaration, the Mauritius Strategy, and the Pacific Plan therefore this plan is also consistent with the international and regional agenda. It is also important to note that this plan is very much linked to the policies of the government and therefore implementing the strategies and activities stated in this plan is in fact translating government policies into reality.

I have no doubt that we, the Government, the people of Kiribati and our Development Partners, will continue to work together in the years ahead in order to address the needs and aspirations of the people of Kiribati.

I thank and acknowledge all those who have put a lot of work into this document which will be our guide towards a vibrant economy for the people of Kiribati in the years ahead of us. I am also very proud to note that for the very first time, the compilation and formulation of this plan has been nationally driven with our own local consultants, local officials and the community at large.

Te Mauri, Te Raoi ao Te Tabomoa.



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**Honourable Natan Teewe**  
**Minister of Finance and Economic Development**

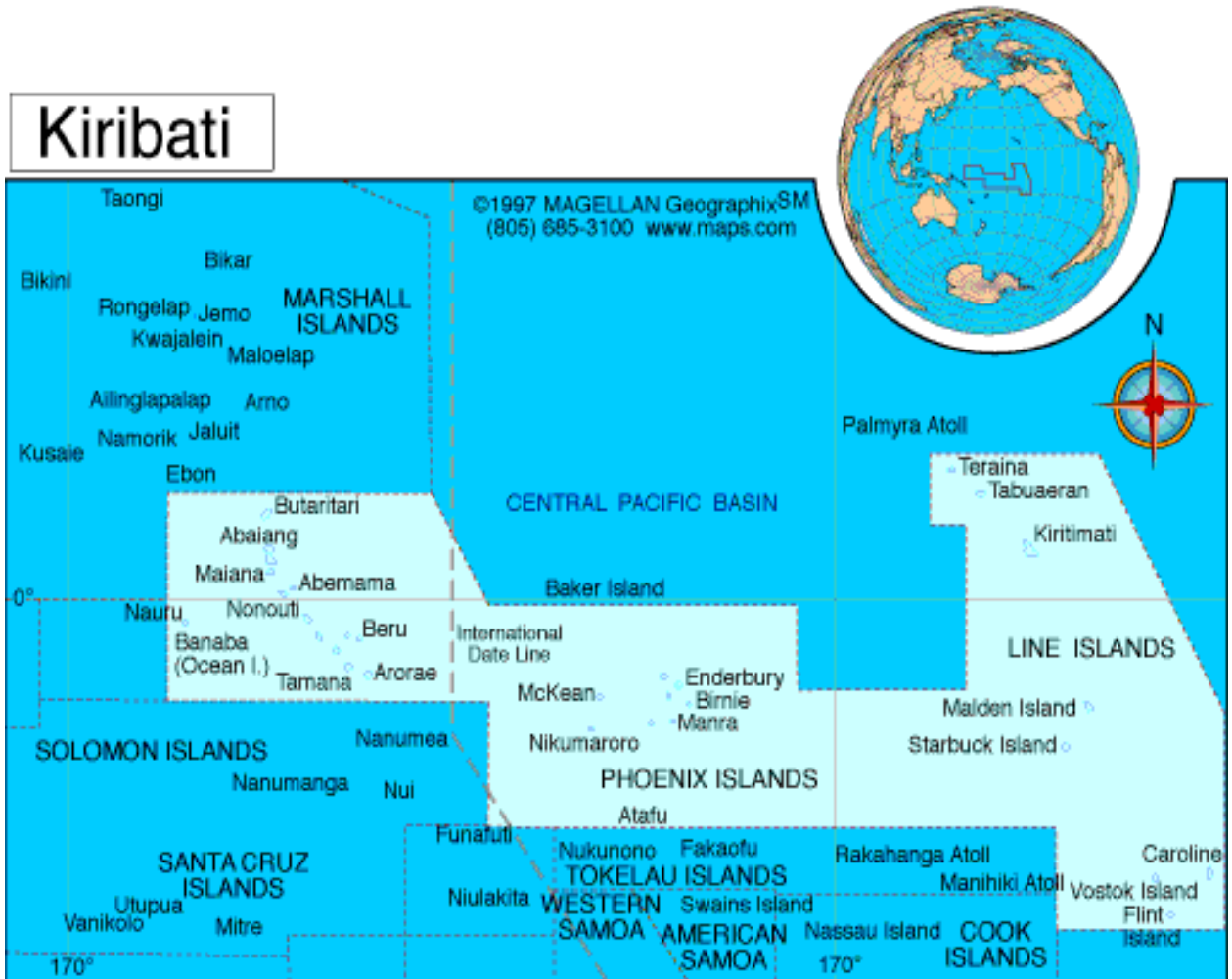
April  
2008

## Abbreviations and Acronyms

ADB	Asian Development Bank
AKL	Air Kiribati Ltd
AUSAID	Australian Aid Agency
BOK	Bank of Kiribati
BOP	Business Operational Plan
CPAP	Country Programme Action Plan
CPPL	Central Pacific Producer Limited
DOTS	Disease Observed Treatments
EAC	Environment Advisory Committee
EDF	European Development Fund
EEZ	Exclusive Economic Zone
EPA	European Partnership Agreement
ESCAP	Economic and Social Commission for Asia and the Pacific
EU	European Union
FAO	Food and Agriculture Organization
FMIS	Financial Management Information System
FFA	Forum Fisheries Agency
FTC	Fisheries Training Centre
GDP	Gross Domestic Product
GOK	Government of Kiribati
HRD	Human Resource Development
HRPC	Human Resource Planning Committee
IMCI	Integrated Management of Childhood Illness
ILO	International Labour Organization
KANGO	Kiribati Non-Governmental Organizations
KANI	Kiribati and Australia Nursing Initiative
KAP	Kiribati Adaptation Project
KIT	Kiribati Institute of Technology
KPA	Key Policy Area
KPS	Kiribati Police Service
KNAO	Kiribati of National Audit Office
KSSL	Kiribati Shipping Services Ltd
KTC	Kiribati Teachers College
MDG	Millennium Development Goals
MFAI	Ministry of Foreign Affairs and Immigration
MFED	Ministry of Finance and Economic Development
MFMRD	Ministry of Fisheries and Marine Resource Development
MCIC	Ministry of Commerce, Industry and Cooperatives
MCTTD	Ministry of Communication, Transport, Tourism Development
ME	Ministry of Education
MELAD	Ministry of Environment, Lands and Agriculture
MEYS	Ministry of Education, Youth, and Sport
MHMS	Ministry of Health and Medical Services
MISA	Ministry of Social and Internal Affairs

MLPID	Ministry of Line and Phoenix Islands Development
MLHRD	Ministry of Labour and Human Resource Development
MPWU	Ministry of Public Works and Utilities
MTC	Marine Training Centre
NBSAP	National Biodiversity Strategies and Actions Plan
NCD	Non-Communicable Diseases
NDS	National Development Strategies
NEPO	National Economic Planning Office
NZAID	New Zealand Government Aid Agency
OAG	Office of Attorney General
OB	Office of the Beretitenti (President)
PAC	Public Account Committee
PACER	Pacific Agreement on Closer Economic Relations
PE	Public Enterprise
PFTAC	Pacific Financial and Technical Assistance Centre
PICTA	Pacific Island Countries Trade Agreement
PIF	Pacific Islands Forum
PIPA	Phoenix Island Protected Area
PRPI	Pacific Regional Policing Initiative
PSC	Public Service Commission
PSO	Public Service Office
PUB	Public Utilities Board
RERF	Revenue Equalisation Reserve Fund
RSES	Recognised Seasonal Employment Scheme
ROC	Republic of China (Taiwan)
SDGK	Strengthening Decentralization Governance in Kiribati
SEC	Solar Energy Company
SOPAC	South Pacific Applied Geoscience Commission
SPC	Secretariat of the South Pacific Commission
SPMS	South Pacific Marine Services
SPREP	South Pacific Regional Environment Programme
SPTO	South Pacific Tourism Organization
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nation Children's Fund
VB	Village Bank
WB	World Bank

# MAP of KIRIBATI



## **CHAPTER 1: Introduction and Arrangement of KDP 2008-2011**

The Government Policy Statement delivered to Parliament during the second session of the 9<sup>th</sup> Parliament on 10<sup>th</sup> December of 2007, remains the guiding principle for the Kiribati Development Plan. The thrust of Government's policy statement is Kiribati main assets, - its people - and how their lives can be improved through further development of the economy and their capabilities. This will ultimately lead to creation of employment opportunities and a skilled workforce that can access not only the national but the international labour market as well.

The theme of this Development Plan: - *'Enhancing economic growth for sustainable development'* - encompasses the thrust of Government's policy statement and the vision: - *'A vibrant economy for the people of Kiribati'* - puts in focus the ultimate goal of pursuing economic growth.

### *Arrangement of KDP 2008 – 2011:*

Chapter 2 of the Kiribati Development Plan (KDP) reviews the previous National Development Strategy highlighting achievements or ongoing strategies based on the Key Policy Areas (KPA) or Issues stressed during the formulation of that strategy. For the new KDP, though the KPA identified may differ from the previous plan, the underlying issues remain basically the same. The main difference is in broadening the scope of the KPA by using titles that are more general and wide-ranging.

Chapter 3 shows the linkages between the Government Policy Statement, regional and international conventions and declarations and the KDP. It also shows the linkage with the previous NDS.

Chapter 4 shows the KPA for this plan and incorporates Ministry strategic plans that complement and address the KPA. It identifies Lead and Supporting Ministries that will be responsible for addressing the KPA, as well as the Development Partners who will assist the various agencies in accomplishing the strategies outlined. It highlights how Government will proceed for the next four years.

Chapter 5 shows how this plan will be monitored to ensure that it remains the guiding document for achieving our National Goals. In the past, monitoring has been inadequate largely due to lack of participation from Line Ministries in the monitoring process as well as a lack of measurable Key Indicators.

The plan is envisaged as a workable and implementable document and incorporates the issues raised during the consultation period, as well as being aligned with the current Government Policy Statement.

## **CHAPTER 2: Review of Past Developments 2004-2007**

This chapter presents a brief overview on the 6 KPAs of the past NDS for the period 2004 – 2007 followed by a matrix detailing the performances.

On the whole despite the many limitations, responsible Ministries and Public Enterprises were performing quite well in implementing their designated activities in addressing priority issues highlighted in the last NDS.

### **KPA 1: Economic Growth**

With the lack of appropriate indicators and up-to-date data, it is difficult to assess accurately the past economic growth for the period 2004-2007. However, based on the information obtained from the responsible Ministries, the implementation of the strategies to help bolster economic growth under KPA1 as provided in the matrix depicts a slow progress overall. This is attributable mainly to lack of capacity, lack of financial and skilled human resources, and some other related issues confronted by the responsible Ministries. Though these Ministries have done some projects and initiatives as reflected in the matrix, the outcomes cannot be measured until later in the following years to come.

### **KPA 2: Equitable Distribution**

A lot of infrastructure and capacity building developments have taken place on the outer islands with the support of international funding agencies, eg EU in funding the building of new clinics and dispensaries, UNDP to support growth centres and strengthening outer island governance and administrations, and Taiwan in building the new hospital on Tabiteuea North for the needs of the southern islands. Studies are still on going to identify other sources of income earnings for the people on outer islands other than copra. Providing labour opportunities abroad is a scheme that people both from urban and rural outer islands are now benefiting from. Ensuring good working conditions for our people working abroad is still ongoing. With regard to telecommunications development has already started on four outer islands.

The water and sanitation project and extension of the solar project under the EU 10<sup>th</sup> EDF will be another major development for the outer islands.

### **KPA 3: Public sector performance**

The overall progress on this KPA has been mixed. Work on creating a more competitive core public sector to address inefficiency has been slow. More work is required in the area of employee performance and public service regulation.

Monitoring of the budget process continues to be a challenge. A major setback to advancing this important activity has been the Financial Management Information System (FMIS). The system which is used to monitor the output budgeting has not been working as expected.



Monitoring of Public Enterprises (PEs) as well as public resources assigned to them still requires major work. While guidelines for board membership in these government entities envisaged to increase overall efficiency has been endorsed and currently in operation, more work in certain areas is still needed. The more urgent of these include; the formulation and formalizing of the use of Service Agreements (SAs), further improvement to the current performance monitoring mechanism in use, and enforcing of stricter subsidy allocation criteria. In addition to these, public tender of public services is yet to be implemented. Perhaps more fundamental is the need to set in place the right environment likely to facilitate the improvement of PE performance. Unfortunately, work on this is yet to start.

#### **KPA 4: Equipping people to Manage Change**

A lot of review studies were carried out on the curriculum in Primary and Secondary schools with a view to improve and upgrade the level of literacy. The outcomes of these review and Education Summit convened last year have been incorporated as part of the next Ministry of Education Operational Plan.

Intensive Health campaign awareness programs for preventive measures on TB, STT and HIV/AIDS were done through use of media (Radio and Newspapers) and workshops. Access to health services for HIV/AIDS was improved through the establishment of a clinic. Special programs were developed geared specifically for young people. Increasing the number of qualified Doctors and Nurses was a major achievement during the last two years. The 30 intakes of nurses to be trained in Australia every year and the 50 medical students under Cuba assistance shall contribute greatly towards national attempts in improving the provision of health services through out the country. With EU funding assistance under EDF 9, 20 Clinics and dispensaries on outer islands have been completed.

Cultural and Traditional Skills are promoted in schools and through national events. The Emerging Social issues are the outcome of how our people adapt to live in a “modernized” setting. In harmonising the situation the Ministry of Internal Affairs through its youth, women and social welfare section developed counselling, awareness and training programs to address the increasing social problems. Cultural and Traditional skills should not be ignored but to be promoted and supported.

Governance has been adopted by the present Government as a guiding instrument in all of its development programs to achieve growth and economic stability. Community Consultations and partnership with all key stakeholders in national undertakings, involving youth and women in the national decision processes are prominent in achieving Good Governance.

#### **KPA 5: Sustainable Use of Physical Resources**

Overall progress under this KPA is mixed in addressing the key issues surrounding maintenance of public assets, protection of the Environment, and sustainable use of our natural resources. As reflected in the following matrix, while maintenance of assets is still lagging, some progress can be noted in addressing some environment key issues in particular those relating to climate change and variability as evident in ongoing relevant projects such as KAP II , Urban Renewable, privatization of *Kaoki*

*Mange* (waste recycling), PIPA project, and so on. Some progress can also be noted in ensuring sustainable use of our marine, mineral, and land resources as reflected in ongoing and pipeline projects such as, feasibility study for remaining phosphate on Banaba, marine research and pilot projects, deep-lagoon aggregate mining, as well as PIPA project.

#### **KPA 6: Protection and Use of Financial Reserves**

Progress in implementing the strategies under this last KPA is generally limited. The only progress made include improving access to credit especially with DBK through streamlining its process and introduction of some services also offered by BOK, preparation of the Financial Institution Bill, legislation for the RERF that is still considered, and disclosure of the RERF performance to Parliament.

<b>Key Policy Areas</b>	<b>Strategies</b>	<b>Results</b>
<b>Economic Growth</b>		
<i>Issue 1.</i> Confidence in fiscal sustainability has been weakened by recent performance	<ol style="list-style-type: none"> <li>1. Consistently demonstrate commitment to fiscal prudence and sustainability of public financial policies</li> <li>2. Safeguard existing revenue sources, and develop new sources that will not deter private investment in productive enterprise</li> </ol>	<ol style="list-style-type: none"> <li>1. Multi-year budgeting framework still to be implemented,</li> <li>2. Fiscal prudence maintained through tight control of recurrent budget</li> <li>3. Revenue collection declining</li> <li>4. New sources of revenue yet to be developed</li> </ol>
<i>Issue 2.</i> Growth of population restricts income per head	<ol style="list-style-type: none"> <li>1. Design and implement comprehensive population policy to achieve stability of total population by 2020 – 2025</li> </ol>	<ol style="list-style-type: none"> <li>1. Population policy approved</li> <li>2. Policy yet to be properly implemented</li> </ol>
<i>Issue 3.</i> Climate Change brings potential costly risks to economic growth	<ol style="list-style-type: none"> <li>1. Develop participatory and cost-effective ways of minimizing and managing risk of loss from climate change</li> </ol>	<ol style="list-style-type: none"> <li>1. KAP II project is in the process of addressing these issues</li> </ol>
<i>Issue 4.</i> Access to flows of external income and transfers needs to be sustained and managed	<ol style="list-style-type: none"> <li>1. Maintain efficient contact with foreign governments, financial institutions and firms involved in trade and aid relations and employment of I-Kiribati abroad</li> </ol>	<ol style="list-style-type: none"> <li>1. KANI established as partnership between Australia and Kiribati</li> <li>2. RSES initiated as partnership between New Zealand and Kiribati</li> <li>3. Work schemes with ROC being pursued</li> </ol>

		<ol style="list-style-type: none"> <li>4. Exchange of Cuban doctors and Kiribati medical students</li> <li>5. SPMS, MTC and FTC maintained with expansion into employment on cruise ships</li> </ol>
<p><i>Issue 5.</i> Continuing rapid developments in IT need coherent responses from public and private sectors</p>	<ol style="list-style-type: none"> <li>1. Establish cooperative working group to take stock of IT situation, identify issues and develop responses including education and training, technical standards and equipment purchase and maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Working group now defunct</li> <li>2. IT private sector developing but unable to fully meet the needs of Government</li> <li>3. IT training still to be developed fully</li> </ol>
<p><i>Issue 6.</i> Private commercial investment is needed in marine and mineral resources and tourism</p>	<ol style="list-style-type: none"> <li>1. Promote new research-based investment openings for private capital (including partnerships and contracting out activities), and invite private investments in existing GOK-owned enterprises</li> </ol>	<ol style="list-style-type: none"> <li>1. Pearl farming still in research state</li> <li>2. Tuna processing venture still to be initiated</li> <li>3. External investment in tourism industry still being sought</li> <li>4. EU and GOK aggregate mining project agreement with SOPAC still being processed</li> </ol>
<p><i>Issue 7.</i> Publicly funded investment will be required in transport and utilities infrastructure to enable private investment to proceed</p>	<ol style="list-style-type: none"> <li>1. Upgrade air and sea port facilities and associated utilities at locations where natural and human resources can combine viable economic activity</li> <li>2. Ensure reliable power and water supplies in existing urban areas, eliminate subsidies to urban services and require PEs to meet performance standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Air and sea ports require further upgrading for both Tarawa and Kiritimati</li> <li>2. PUB will require further upgrading to cater for expansion of services</li> <li>3. Efficiencies of PEs providing these services will need to be improved</li> <li>4. Kiritimati power supply will need to be fully upgraded</li> <li>5. Kiritimati Growth Center project may be able to address upgrading of power supply on Kiritimati</li> </ol>

		6. KSSL purchased another container ship and looking into expanding service to cover region, especially neighbouring countries
<i>Issue 8.</i> Earlier initiatives to promote small business and encourage foreign investment have not been completed	<ol style="list-style-type: none"> <li>1. Complete implementation of Small Enterprise Development Act 2001 and partial credit guarantee scheme, and expand small industries workshops scheme and advisory services</li> <li>2. Implement streamlining of foreign investment regulatory system</li> </ol>	<ol style="list-style-type: none"> <li>1. Advisory unit for small industries set up</li> <li>2. Foreign Investment Committee reviewing investment regulatory system</li> </ol>
<i>Issue 9.</i> Rural production has been declining	<ol style="list-style-type: none"> <li>1. Strengthen agricultural and fisheries extension services, stabilize producer prices, motivate PEs in processing and marketing to more effective efforts to promote small holder production</li> </ol>	<ol style="list-style-type: none"> <li>1. Formal funding basis for price stabilization and support has yet to be established</li> <li>2. Performance requirements of relevant PEs has yet to be defined</li> </ol>
<b>Equitable Distribution</b>		
<i>Issue 1.</i> Infrastructure, services and incomes on outer islands are inferior to those in urban areas	<ol style="list-style-type: none"> <li>1. Strengthen outer island governance and administration, provide increased funding for OI social and infrastructure projects</li> <li>2. Devise cost-effective maintenance methodology for outer islands water supplies, roads, wharves, etc</li> <li>3. Upgrade telecoms in all outer islands</li> <li>4. Apply rigorous safety and efficiency standards to inter-island shipping and award shipping subsidy by open tender</li> <li>5. Identify most promising income earning opportunities in outer islands and demonstrate</li> </ol>	<ol style="list-style-type: none"> <li>1. Amendments to Local Government Act passed in Parliament</li> <li>2. Established funding for Island Council priority projects</li> <li>3. Strengthening outer island governance and administration still in process</li> <li>4. Water and sanitation issues to be addressed through EDF 10 project</li> <li>5. Telecoms established in 4 outer islands</li> <li>6. Radio broadcasting established in Line islands</li> <li>7. Rigorous safety and efficiency standards to inter-island shipping still to be implemented</li> </ol>

	feasibility	8. Still looking into most promising earning opportunities in outer islands other than copra
<i>Issue 2.</i> Household income and expenditure and employment data is deficient	1. Improve collection and analysis of statistics on employment, living standards, income distribution and access to services, and publish the information regularly	1. Quality and frequency of relevant data still needs to be improved as dependent on availability of information from relevant organizations 2. National population census carried out in 2005
<i>Issue 3.</i> Pressure on people to get jobs makes them vulnerable to exploitation by employers	1. Improve understanding and capability of trade unions to negotiate improved working conditions and earning power/productivity of employees 2. Promote compliance of Kiribati with international conventions on working conditions and rights of workers	1. Training of trade unions and employers ongoing 2. Working on compliance with international conventions on working conditions and rights of workers 3. RSES, KANI, cruise ship employments additional to existing opportunities
<i>Issue 4.</i> Traditional ways of helping poorer people are under strain and unacceptable levels of inequity are emerging	1. Develop partnerships with churches and NGOs to identify people and areas in need and work out ways of assisting them and how they can help themselves 2. Provide welfare payments to elderly people	1. Leadership Convention involving churches, NGOs and other stakeholders has been convened with a working committee set up to evaluate and monitor outcome of the Convention 2. Monthly welfare payment to elderly people has been implemented
<i>Issue 5.</i> Dealing in land is leading to emergence of landlessness, while some land leased by Government is not being efficiently used	1. Undertake broad-based study of trends in private land dealings and emerging issues, including examination of joint development of leased land so as to share economic benefits with landowners	1. Over-crowding in Tarawa remains an issue 2. Efficient and effective use of leased land also remains an issue 3. Updating and correction of outer island land registers still being processed

<b>Public Sector Performance</b>		
<i>Issue 1.</i> Incentives to be more efficient are lacking in public sector	<ol style="list-style-type: none"> <li>1. Create a competitive environment in the public sector by setting standards, monitoring performance, publishing results and rewarding success</li> <li>2. Modernise public service regulations to provide equal opportunity and recognize performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Public sector reform still an ongoing process</li> <li>2. Revision of National Condition of Services still ongoing</li> </ol>
<i>Issue 2.</i> Weak monitoring undermines GOK output budgeting system	<ol style="list-style-type: none"> <li>1. Base NDS performance monitoring system on FMIS and specify maintenance of FMIS in outputs to be monitored</li> </ol>	<ol style="list-style-type: none"> <li>1. FMIS system not working as expected</li> <li>2. Monitoring of outputs require further strengthening</li> </ol>
<i>Issue 3.</i> PEs control large amounts of public resources but are effectively unsupervised	<ol style="list-style-type: none"> <li>1. Incorporate PEs into NDS monitoring system, introduce Service Agreements and apply hard budget rules (accepting that some PEs may not be sustainable)</li> </ol>	<ol style="list-style-type: none"> <li>1. Guideline for Board Membership has been endorsed and implemented by Cabinet</li> <li>2. Service Agreements still to be formulated</li> <li>3. Review of PEs to be done soon</li> </ol>
<i>Issue 4.</i> Ready access to subsidies by PEs reduces pressure to be efficient	<ol style="list-style-type: none"> <li>1. Provide subsidies only for specific non-commercial services defined in Service Agreement, and open subsidies to tender by private service suppliers</li> </ol>	<ol style="list-style-type: none"> <li>4. PEs still being very heavily subsidized in terms of guarantees</li> <li>5. Public tender for services still to be processed</li> </ol>
<i>Issue 5.</i> Uncompetitive environment allows in-efficient operations	<ol style="list-style-type: none"> <li>1. Identify, test and install efficiency-enhancing changes in work practices of public enterprises</li> </ol>	<ol style="list-style-type: none"> <li>1. Still to be implemented</li> </ol>
<b>Equipping People to Manage Change</b>		
<b>Education and Training</b>		
<i>Issue 1.</i> Declining levels of literacy threaten ability of school leavers to adapt to changing economic environment	<ol style="list-style-type: none"> <li>1. Review of the English and vernacular syllabus, promote more effective language teaching methods and strengthen the support systems for language teaching and learning, including use of Internet</li> </ol>	<ol style="list-style-type: none"> <li>1. Review ongoing for improvement of English and vernacular syllabus</li> <li>2. Education summit has been convened and outcomes incorporated as part of ME strategies</li> </ol>

<p><i>Issue 2.</i> Post-school livelihoods may involve formal, informal or self-employment, with or without tertiary education</p>	<ol style="list-style-type: none"> <li>1. Ensure secondary school organization and curriculums prepare students for both formal and informal employment</li> <li>2. Manage tertiary training institutions so as to keep pace with level and quantity of expected employment opportunities</li> <li>3. Extend outreach to TTI to support vocational training on outer islands</li> <li>4. Strengthen scholarship selection process, monitor and counsel students overseas</li> </ol>	<ol style="list-style-type: none"> <li>1. Updating and upgrading the curriculum is an ongoing process</li> <li>2. Required skills and qualifications have been identified and incorporated as part of the HRD plans</li> <li>3. HRPC gradual shift in focus from formal education to professional and skills development</li> <li>4. TTI renamed to KIT to indicate move towards skills training for national and international labour markets</li> <li>5. Scholarship process strengthened with appeal process instituted</li> </ol>
<p><i>Issue 3.</i> Quality of education at all levels requires continuous and sustained improvement</p>	<ol style="list-style-type: none"> <li>1. Develop mixed-mode courses to upgrade teacher skills, including delivery methods suitable for outer islands teachers</li> <li>2. Increase support to church schools</li> <li>3. Redevelop Schools Broadcasting Service</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing review of KTC curriculum</li> <li>2. Support to church schools has increased in the form of increased subsidies for their students</li> <li>3. Ongoing review of Schools Broadcasting Service</li> </ol>
<p><u>Health</u></p>		
<p><i>Issue 1.</i> Outer Islands suffer shortages of medicines and intermittent services</p>	<ol style="list-style-type: none"> <li>1. Strengthen nursing and public health training and increase staff allocation to outer islands</li> <li>2. Implement recommendations from review of outer island drug order system</li> <li>3. Strengthen health service management, supervision and maintenance nationwide</li> </ol>	<ol style="list-style-type: none"> <li>1. EDF 9 rebuilding health centres and clinics on the outer islands is ongoing with a component that addresses training of outer island health staff including process of ordering essential drugs</li> <li>2. Strengthening, management and maintenance of health</li> </ol>

		services ongoing
<i>Issue 2.</i> Overall quality and timeliness of delivery of curative and basic public health services	1. Expand accommodation and facilities at existing hospitals and examine feasibility of district hospital for Southern Gilberts	1. Tab North hospital in the process of being opened to cater for Southern Gilbert patients 2. Home visits being done for more effective delivery of preventive health care
<i>Issue 3.</i> Increasing incidence of lifestyle diseases	1. Refocus health education activities on target groups in association with domestic and overseas NGOs	1. Campaigns and workshops focusing on lifestyle diseases are ongoing
<i>Issue 4.</i> Unlimited demand for free health services	1. Extend cost-recovery to optional levels of curative services, and promote the establishment of private medical practices and retail pharmacies	1. Charges levied for non-curative health services 2. Establishment of private medical practices and retail pharmacies still to be considered
<i>Issue 5.</i> Role of family planning services in population policy	1. Design comprehensive population policy to include family planning services with other social and economic components	1. Comprehensive population policy has been endorsed by Cabinet 2. Implementation of policy still to be effected
<i>Issue 6.</i> Threat to public health from unsafe urban sanitation systems and unsanitary practices in densely-populated areas	1. Strengthen public health education services to educate households on sanitation and human waste disposal 2. Improve enforcement of Environment Act and public health legislation 3. Identify cost-effective improvements to existing sanitation systems in South Tarawa and design projects for implementation over NDS period	1. Public health education ongoing 2. Enforcement of Environment Act and public health legislation still to be effected 3. Improvements to existing sanitation systems in South Tarawa still ongoing process
<u>Culture</u>		
<i>Issue 1.</i> Erosion of cultural identity and traditional values increases risk of social	1. Promote maintenance of traditional skills, values and community relations in a	1. Promotion of traditional skills, values and cultural aspects of life



breakdown under stress of economic change	monetized environment, through teaching, competitions and displays, and by public recognition of cultural achievements by individuals and communities	are being promoted through national events 2. Still need to address emerging social issues reflecting a move away from traditional values
<u>Governance</u>		
<i>Issue 1.</i> Monetisation, economic stress and access to alcohol are increasing crimes against public order, persons and property, and weakening adherence to law-abiding behaviour, particularly in heavily populated areas and among young persons	<ol style="list-style-type: none"> <li>1. Consult churches and NGOs to develop coordinated policies for community control of young persons and law-breakers</li> <li>2. Alert community leaders and parents to need for positive action on youth activities, vocational training, culture and sports</li> <li>3. Train and equip police and judiciary to deal promptly and appropriately with different types and levels of law-breaking and anti-social behaviour</li> </ol>	<ol style="list-style-type: none"> <li>1. Move towards community policing by KPS</li> <li>2. KPS strengthened but require corresponding updating of relevant laws</li> <li>3. Training of police ongoing in conjunction with PRPI</li> <li>4. Increased presence of police in the community</li> </ol>
<i>Issue 2.</i> How to strengthen the public accountability of government without weakening the authority of Parliament	<ol style="list-style-type: none"> <li>1. Continue public access to information on government policies and plans, and set up systems for performance reporting to public</li> <li>2. Develop and implement Leadership Code</li> <li>3. Strengthen capability of Public Accounts Committee to examine audit reports and call public officers to account effectively</li> <li>4. Improve public access to social and economic statistics</li> </ol>	<ol style="list-style-type: none"> <li>1. Have yet to develop systems for performance reporting to public though information is readily available upon request</li> <li>2. Leadership Code was not endorsed by Parliament and will be re-submitted</li> <li>3. Review of PAC ongoing</li> <li>4. Access to social and economic statistics is possible but up-to-date statistics is the main issue</li> </ol>
<i>Issue 3.</i> Local Government is not able to perform the tasks expected of it by national policies and legislation	<ol style="list-style-type: none"> <li>1. Outer Islands: see KPA2, strategy 1</li> <li>2. South Tarawa: see KPA5, strategy 3 under Environment</li> </ol>	<ol style="list-style-type: none"> <li>1. Kiritimati earmarked as a growth centre</li> </ol>

	3. Line and Phoenix Islands: establish development administration with local representation and accountability for economic, social and physical planning	
<i>Issue 4.</i> How to mobilize the potential of women and young people for self-development and participation in national development process	<ol style="list-style-type: none"> <li>1. Extend and connect up formal, informal and vocational training activities into realistic preparation for adult life</li> <li>2. Assist women and youth organizations with training and collaborative activities</li> <li>3. Promote sporting and cultural events and provide appropriate public facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Betio Sports Complex completed and ready for use</li> <li>2. Increased participation of young women in formerly male-dominated fields</li> <li>3. Promotion of sports ongoing process</li> </ol>
<b><u>Sustainable Use of Physical Resources</u></b>		
<b><u>Maintenance of Assets</u></b>		
<i>Issue 1.</i> Poor standards of asset maintenance in the public sector handicap service delivery and lower morale and productivity	<ol style="list-style-type: none"> <li>1. Ministries to identify physical assets and specify their maintenance arrangements and estimated costs in MOPs. Maintenance to be reported with other performance</li> <li>2. Protect maintenance input allocation in Budget against virement</li> <li>3. Minor maintenance to be contracted out by Ministries under procedural rules, major maintenance managed by MPWU</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintenance issues continue to be a problem with ageing infrastructure</li> </ol>
<b><u>Environment</u></b>		
<i>Issue 1.</i> Potential social and economic impact of climate change is costly and dangerous	<ol style="list-style-type: none"> <li>1. Identify participatory development strategies to manage increasing risk, and design cost-effective adaptation measures for use nation-wide</li> </ol>	<ol style="list-style-type: none"> <li>1. KAP II still in the process of addressing this issue</li> </ol>
<i>Issue 2.</i> Responsibilities for policies and actions affecting the environment are fragmented	<ol style="list-style-type: none"> <li>1. Confirm MELAD as responsible Ministry for policy coordination and legislation</li> <li>2. Use broad-based consultative and</li> </ol>	<ol style="list-style-type: none"> <li>1. MELAD is the responsible Ministry for policy coordination and legislation</li> </ol>

	coordinating machinery to assist MELAD on environmental issues and policy	
<i>Issue 3.</i> Urban local governments lack capacity and motivation to perform required roles	1. Overhaul structures and financing of urban local government for more effective governance and developmental activities	1. Institutional strengthening of urban councils still ongoing
<i>Issue 4.</i> Public open spaces in South Tarawa are among the worst kept in the Pacific	1. Government agencies, PEs and schools to be responsible for cleaning and maintenance of adjacent environment	1. Kaoki Mange privatized 2. Kiribati Te Boboto program with schools participating
<u>Marine Resources</u>		
<i>Issue 1.</i> Tuna: need to maximize sustainable economic benefits from the tuna resource	1. Maintain close collaboration with FFA and other PIC coastal states to obtain maximum sustainable EEZ access fees 2. Promote public-private partnerships with reputable foreign investors in catching and onshore domestic processing of tuna	1. Close collaboration with FFA and other PIC coastal states still ongoing 2. Public-private partnerships to develop fishing industry still being pursued
<i>Issue 2.</i> Other Fisheries: need to conserve stocks of vulnerable species, in face of rising demand for food and cash incomes	1. Conduct participatory education programmes with fishers and communities engaged with vulnerable species/stocks 2. Ensure legal sanctions are observed to enforce conservation regime and prosecute when necessary	1. Conservation of key fishing stock in Kiritimati for tourism purposes being enforced 2. Legal sanctions still being processed
<i>Issue 3.</i> Mariculture: managing the transition from government research to commercial production and export	1. Advertise investment opportunities based on research and pilot projects 2. Promote direct foreign and local private investment with no GOK participation, but subject to strong resource management and conservation oversight	1. Research and pilot projects are still being pursued 2. Direct foreign and local private investment has yet to be obtained

<b>Mineral Resources</b>		
<i>Issue 1.</i> Mining residual phosphate on Banaba (Ocean island)	1. Seek reputable foreign investment in mining the remaining phosphate, under strict environmental controls and sharing benefits with GOK and Banaban community	1. Feasibility study for mining of remaining phosphate on Banaba has been conducted
<i>Issue 2.</i> Replacing beach mining on Tarawa	1. Promote private investment in deep-lagoon dredging of aggregate for local use, as licensed monopoly under environmental controls and regulated pricing structure	1. Deep-lagoon aggregate mining is still in negotiation phase with SOPAC
<i>Issue 3.</i> Keeping abreast of developments in sea-bed exploration and mining	1. Maintain liaison with SOPAC and other organizations monitoring developments, and request specific TA when required	1. Liaison with SOPAC and other organizations still ongoing
<b>Land Resources</b>		
<i>Issue 1.</i> How to develop and enforce sustainable land use schemes in the social contexts of Tarawa (North and South) and Kiritimati	1. Undertake extensive consultations to develop public support for regulating land use in areas under population pressure 2. Introduce pilot schemes and expose to public scrutiny to build support for wider application	1. Land use plan for South Tarawa and Betio still being processed 2. Kiritimati land use plan covered under growth centre project
<b>Protection and Use of Financial Reserves</b>		
<b>Financial System</b>		
<i>Issue 1.</i> How to make greater use of domestic credit in financing development, while protecting financial stability and safeguarding public deposits	1. Increase funding of successful Village Banks and improve supervision and training of all VBs 2. Promote use of commercial loans for financial viable infrastructure projects 3. Promote access of new and small businesses to DBK and BOK credit 4. Establish prudent supervision and regulation of financial institutions	1. Financial Institutions Bill still being considered

<u>Revenue Equalisation Reserve Fund (RERF)</u>		
<p><i>Issue 1.</i> How to protect the capacity of RERF to underpin future budgets, while enabling access to RERF at sustainable level for current budget needs</p>	<ol style="list-style-type: none"> <li>1. Review existing guidelines for protecting RERF capital value and ensuring long-term sustainability of budget support</li> <li>2. Improve public and parliamentary understanding of RERF performance</li> <li>3. Consider legislative restructuring of RERF into national reserve fund not accessible to governments without special parliamentary approval, feeding a government reserve fund accessible by normal budget appropriation process</li> </ol>	<ol style="list-style-type: none"> <li>1. Legislation for RERF still being considered</li> <li>2. Information on RERF periodically submitted for Cabinet information</li> </ol>

### **CHAPTER 3: Linkages of KDP 2008-2011 with Government Policy Statement, Regional and International Conventions**

This chapter will show how consistent the KDP 2008 – 2011 is with the Government Policy Statement, as well as with regional and international conventions or declarations. This will be articulated by a matrix showing the Key Policy Areas covered under the KDP alongside the key issues highlighted in the Government Policy Statement. It will also highlight the particular regional and international conventions or declarations that are also covered under the KDP.

#### **Identifying Priority Issues and Formulation of KDP 2008 – 2011**

In order to identify and formulate national priority issues the National Economic Planning Office (NEPO) within the Ministry of Finance and Economic Development (MFED) organized several consultations with key stakeholders, such as government ministries and statutory bodies, public enterprises, and the private sector including civil society and churches.

While the plan draws much from these consultations, the current Government Policy Statement sets the guideline for determining priority focal areas and sectors. As such, human resource development – a priority area of the present government, features prominently in the KDP.

From the meetings, workshops, and extensive consultations made, six broad priority issues were identified:

- 1. Human Resource Development**
- 2. Economic growth and poverty reduction**
- 3. Health**
- 4. Environment**
- 5. Governance**
- 6. Infrastructures**

The key policy areas highlighted in this plan are similar to those highlighted in the previous plan (NDS 2004 – 2007), with the only difference in the title and re-grouping of the KPA. For instance, the previous plan uses the term '*equity distribution*', '*equipping people to manage change*', '*sustainable use of physical resources*' etc. whereas this plan simply uses '*human resource development*', '*health*', '*governance*', etc. Underlying this change in the titles is the need for simplicity, clarity and better linkages with current government roles and functions.

## Linkages with the Kiribati Government Policy Statement

The following matrix shows the linkages between the current Government Policy Statement and KDP 2008 – 2011.

<b>Government Policy Statement:</b>	<b>KDP 2008 – 2011</b>
1. <i>Objective/Goal:</i> Economic Growth through development and prudent management of our resources	1. <i>Objective/Goal:</i> Economic Growth
2. <i>Timeframe:</i> Government's term	2. <i>Timeframe:</i> Long-term, not necessarily the lifespan of the Plan
3. <i>Contents:</i> Development aspirations aiming at addressing more or less the same development issues in the KDP	3. <i>Contents:</i> Broad National & Sectoral Strategies to address the consulted development issues
4. <i>Focal Areas:</i>	4. <i>Focal Areas:</i>
❖ Financial Management	✓ KPA 1: Human Resource Development
❖ Rural Development including Line & Phoenix Development	✓ KPA 2: Economic Growth and Poverty Reduction
❖ Social Welfare	✓ KPA 3: Health
❖ Education & Training	✓ KPA 4: Environment
❖ Health Services	✓ KPA 5: Governance
❖ Private Sector Development	✓ KPA 6: Infrastructure
❖ Youth Employment	
❖ Governance	
❖ Foreign Policy	
❖ Public Sector Reform	
❖ Climate Change	

## Linkages with MDG, the Mauritius Strategy, and the Pacific Plan

In this age of globalization, national boundaries and borders have lost much significance, giving way to more economic, social, cultural and political integration. As a result, issues which once dominated the domestic sphere have become global issues. This overwhelming change in the scope and magnitude of issues requires a more collaborative and integrated approach to finding solutions. In much the same way, planning at the domestic level needs to be able to absorb these changes. As such, the need to link and harmonize KDP with regional and international conventions is crucial.

KDP 2008-2011 seeks to contribute to goals and agendas aspired to in three prominent conventions: the Mauritius Strategy; the Millennium Development Goals (MDG); and the Pacific Plan.

The **Millennium Development Goals** seek to achieve milestones in eight areas: poverty reduction; universal primary education, gender equality and empowerment of

women, child mortality, maternal health, HIV/AIDS, malaria and other diseases, environmental sustainability and global partnership for development

The **Mauritius Strategy** focuses on the three pillars of sustainable development, viz., *economic, social, and environment*. ESCAP countries, in particular the small island developing nations, are encouraged to consider all three in their development plans in order to have an integrated, holistic and sustainable development.

**The Pacific Plan** is an initiative of Pacific Islands Forum (PIF) leaders seeking to promote initiatives in four important areas: *Economic growth; Sustainable development; Good governance; and Security*.



## CHAPTER 4: Development Strategies 2008-2011

This Chapter puts into perspective the six broad Key Policy Areas derived from the wide consultations with the various stakeholders and aligns them with the Line Ministry strategic plans and key Development Partners. As mentioned earlier the key policy areas are:

1. **KPA 1: Human resource development**
2. **KPA 2: Economic growth and poverty reduction:**
3. **KPA 3: Health**
4. **KPA 4: Environment**
5. **KPA 5: Governance**
6. **KPA 6: Infrastructure**

These thematic areas are considered fairly comprehensive and encompassing and very much in line with peoples' areas of interest and concern. They also encompass the main thrust of Government's policy which is economic growth for the people and by the people.

**The Vision depicts the long term goal of Government which is - 'A vibrant economy for the people of Kiribati'. The Line Ministries' strategies are aligned towards this vision and are linked to the six broad key policy areas.**

The following Matrix shows the Key Policy Areas and the broad strategies required to address them. The Ministries responsible for implementing the strategies are listed alongside the strategy with the lead Ministry - the Ministry with the mandate to ensure the strategy is fully implemented - listed first followed by Ministries that are deemed to be able to offer support in each particular strategy.

Relevant development partners are then aligned with each particular strategy. The list of development partners is not intended to be exhaustive. It only shows those donors that we consider have a role in implementing the strategy mainly through financial and advisory supports.

### **KEY POLICY AREAS, ISSUES and BROAD STRATEGIES**

#### **HUMAN RESOURCE DEVELOPMENT**



The ‘strategies’ indicated here are actually ‘goals’ in the Education Sector Strategic Plan 2008-2011. For more details of these strategies, see the Education Sector Plan.

Human resources are of paramount importance in the development and future economic growth of the country. While ‘formal education’ is important in nurturing our human resources at all school levels, ‘human resource development’ (HRD) goes one step further in highlighting the need to build the capacity of our human resources for both domestic and external labour markets. The matrix below provides the strategies for formal education only. The strategies for further enhancement of the capacity of our human resource are detailed in *KPA 2: Economic Growth and Poverty Reduction* and *KPA 4: Governance* in addressing such issues as unemployment and weak public service delivery.

<i>Issue</i>	<i>Strategies</i>	<i>Responsible ministry/body</i>	<i>Development partners</i>
<b>1. Raising education standards and quality</b>	1. Improving the quality of curriculum and assessment, raising educational standards and providing quality curriculum resources for schools.	ME	AUSAID, UNESCO
	2. Providing healthy and safe school buildings and facilities, essential materials, resources and equipment for schools and improving the quality of teaching.	ME MPWU MISA	AUSAID UNICEF, Japan, ROC
	3. Improving work force planning for teachers and managers, developing conditions of service for teachers linked to professional standards, strengthening school administrations and providing effective support services to schools.	ME PSO OB, MFED	AUSAID, UNICEF NZAID AUSAID
	4. Improving policy development, monitoring and evaluation, financial planning and use of data as a tool for effective planning.	ME OB	AUSAID, UNICEF
	5. Strengthen relevant legislation and school auditing process	ME OAG	AUSAID, UNICEF

	<p>6. Strengthen and enhance partnerships with communities (including churches) and raise public awareness of education policies and initiatives</p> <p>7. Continue with the comprehensive reform on pre-schools, primary, secondary and tertiary schools</p> <p>8. Strengthen KTC by getting more qualified teachers and adequate teaching materials and facilities</p> <p>9. Develop and enhance sport facilities in schools</p> <p>10. Encourage and support existing and potential non-Government providers of formal education</p> <p>11. Encourage the use of computers and internet in schools</p>	<p>ME MISA</p> <p>ME</p> <p>ME</p> <p>ME MISA</p> <p>ME MFED</p> <p>ME MCTTD</p>	<p>AUSAID, UNICEF</p> <p>AUSAID, UNICEF</p> <p>AUSAID NZAID</p>
<p><b>2. Increase retention of school students to continue on to higher classes or forms</b></p>	<p>1. Encourage setting up of private schools, especially senior secondary schools</p> <p>2. Establish and promote vocational training centers for school leavers dropouts</p> <p>3. Promote partnership with communities including churches</p>	<p>ME MISA Churches</p> <p>MLHRD ME</p> <p>ME MISA Island Councils NGO</p>	<p>AUSAID NZAID UNICEF</p> <p>AUSAID NZAID UNICEF, ILO</p> <p>UNICEF SPC</p>



## **ECONOMIC GROWTH AND POVERTY REDUCTION**



**Economic growth and poverty reduction** can be broadly defined as: *Efforts to increase employment and income opportunities in the country which in turn should reduce poverty or hardships in the country. This will include efforts in developing productive sectors as well as developing our human resource. It will also include strategies to develop the private sector, a key sector in the economic development of any nation. Improving government and public enterprises delivery of goods and services is also covered in this KPA.*

<b><i>Issues</i></b>	<b><i>Strategies</i></b>	<b><i>Responsible ministry/body</i></b>	<b><i>Development partners</i></b>
<b>1. Increasing and expanding economic growth</b>	1. Develop and commercialize the fisheries, marine, and mineral resources	MFMRD MELAD	FFA, FAO, SOPAC, SPC, UNDP, EU, ROC
	2. Develop and further enhance tourism, in particular in the Line and Phoenix groups	MCIC MLPID MCTTD	SPTO, ADB AUSAID, GEF,

	3. Stimulate and expand the private sector	MCIC MLHRD, MFED	UNDP, ADB, PIF, AUSAID, WB
	4. Revitalize the replanting of staple food crops on all the islands	MELAD, MISA, Island councils,	FAO, SPREP, ROC
	5. Encourage human resource development for both domestic and foreign labour markets	MLHRD ME PSO	AUSAID, NZAID, ROC, ILO, UNDP
	6. Develop and improve economic infrastructure (e.g. airports, terminals, roads, shipping, telecommunication, utilities, etc)	MPWU, MCTTD PUB	Japan, ROC AUSAID,
	7. Improve and enhance efficiency of public enterprises	MFED	AUSAID, NZAID, PFTAC,
	8. Improve, strengthen and diversify the copra industry	MCIC MFED	PIF, ROC
	9. Expand and enhance production and export from Kiritimati (fish, prawns, solar salt, etc)	MLPID MCIC MFED MCTTD	ROC, UNDP, PIF, SPC
	10. Enhance business environment to make it conducive and attractive to foreign investors	MCIC OAG MFED	UNDP, ILO PIF
	11. Broaden insurance options as part of enhancing business environment	MFED MCIC	PIF AUSAID
	12. Maintain and develop good relationships with existing and potential development partners,	MFAI All Ministries	All donors and development partners
	13. Improve and update statistics	MFED	UNDP,

	and relevant information for planning and policy formulation	All Ministries	UNFPA, UNICEF, SPC, PFTAC
<b>2. Increase employment Rate and employment opportunities</b>	1. Expand and enhance vocational training centers	MLHRD(L) MFMRD( L) ME (L)	NZAID, AUSAID Germany, Japan, EU
	2. Stimulate and expand the private sector	MCIC, MFED MLHRD MCTTD	UNDP, ADB, PIF, USAID, WB
	3. Improving the quality of curriculum and assessment, raising educational standards and providing quality curriculum resources for schools	ME PSO MLHRD	AUSAID, NZAID, ROC, UNESCO
	4. Explore and pursue employment opportunities overseas	MLHRD MFAI	AUSAID, NZAID, ROC, Korea, Germany, EU Japan, PIF
	5. Strengthen and encourage small informal businesses and self employment	MCIC MLHRD	ILO, PIF
<b>3. Increase and expand investment in productive sectors</b>	1. Encourage private sector to invest in real or productive industries	MCIC MFED	PIF, ADB WB
	2. Promote creation of affordable and accessible credit facilities so that the private sector has access to financial capital	MFED	PFTAC, ADB, WB
	3. Invest in economic infrastructure, such as in electricity, water, transport, etc.	MPWU MCTTD MFED	Japan, ADB, ROC, EU
	4. Provide incentives, support and protection to pilot development projects or new businesses	MFED MCIC OB	PIF

	<ol style="list-style-type: none"> <li>5. Establish an effective unit or organization to explore and secure overseas markets</li> <li>6. Reduce excessive borrowings (including use of bank guarantees) by public enterprises</li> </ol>	<p>MCIC MFAI</p> <p>MFED</p>	<p>PIF, EU</p>
<b>4. Lowering the trade deficit</b>	<ol style="list-style-type: none"> <li>1. Diversify and broaden production and export base (e.g. solar salt ponds on Kiritimati, copra mill, pet fish, seaweed industry, etc)</li> <li>2. Reduce imports through import-substitution and promotion of local produce</li> <li>3. Improve quality of local products and promote them to tourists and overseas markets</li> <li>4. Encourage private sector participation and foreign investment</li> <li>5. Maximize benefits from regional and international trade agreements, e.g. PICTA, EPA, PACER, etc.</li> <li>6. Explore, harvest and market potential mineral resources</li> </ol>	<p>MCIC MFMRD MELAD, MLPID</p> <p>MCIC, MFMRD MELAD</p> <p>MCIC, MCTTD</p> <p>MCIC MFED</p> <p>MCIC MFED</p> <p>MFMRD</p>	<p>PIF, UNDP, FFA, FAO, ADB, EU</p> <p>PIF, SPC, FFA, FAO, UNDP</p> <p>PIF, ADB, UNDP</p> <p>PIF, UNDP ADB</p> <p>PIF, UNDP, EU, SPC</p> <p>SOPAC, France</p>
<b>5. Minimizing impact of increasing price of imported fuel</b>	<ol style="list-style-type: none"> <li>1. Strengthen the capacity of the Energy Unit</li> <li>2. Seek alternative sources of energy, such as solar power, wind energy; bio-fuel; etc.</li> <li>3. Promote and encourage the use of fuel- efficient plant, machinery, and equipment</li> </ol>	<p>MPWU</p> <p>MPWU</p> <p>MPWU MFED</p>	<p>UNDP, PIF AUSAID, EU</p> <p>UNDP, PIF, AUSAID, EU</p> <p>EU, PIF, Japan</p>
<b>6. Improving Government fiscal position</b>	<ol style="list-style-type: none"> <li>1. Demonstrate commitment to fiscal prudence and refrain from unnecessary over-spending</li> </ol>	<p>MFED KNAO OB</p>	<p>PFTAC</p>



	2. Safeguard existing revenue sources and develop new revenue sources, including expanding the tax base	MFED	PFTAC AUSAID NZ Aid
	3. Improve capacity of Tax and Customs Service in the collection of revenue	MFED	AUSAID
	4. Improve capacity of Tax Office to increase collection of taxes on production	MFED	PFTAC ADB
	5. Strengthen public financial management through long-term budget strategies, including multi-year budgets	MFED	PIF, ADB, AUSAID
	6. Encourage the private sector growth so that tax revenues can increase as well	MCIC MFED	PFTAC AUSAID
	7. Improve capacity of MFED to monitor and ensure value of RERF is not eroded	MFED OB AG	
	8. Explore and implement means of maximizing revenue from marine resources	MFMRD MFED	



## **HEALTH**

The bulk of the strategies shown here are taken from the Ministry of Health Strategic Plan 2008 – 2011, so for more details the MHMS Strategic Plan should be consulted.

<i>Issues</i>	<i>Strategies</i>	<i>Responsible</i>	<i>Development</i>
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		<i>ministry/body</i>	<i>partners</i>
<b>1. Minimize child mortality rate</b>	1. Expand and promote awareness programs on child health	MHMS	UNICEF, WHO, SPC
	2. Strengthen the implementation of IMCI programs	MHMS	WHO, EU, UNICEF, UNDP SPC,
	3. Develop and implement strategies to promote safe water and improve sanitation to improve child survival	MHMS	UNICEF WHO
<b>2. Minimize maternal mortality rate</b>	1. Improve delivery of services for maternal health through increased training of health workers	MHMS	EU, WHO UNICEF, UNDP
	2. Provide quality adequate skilled care attendants during prenatal, childbirth and postnatal	MHMS	UNICEF, WHO UNDP
	3. Expand, promote and implement awareness on women's specific health issues needs	MHMS	UNICEF, WHO
<b>3. Minimize and eliminate incidence of TB cases</b>	1. Improve coverage and delivery of TB control programs	MHMS	AUSAID, SPC
	2. Increase national awareness and capacity through partnership with civil society	MHMS	SPC, WHO
	3. Promote and increase coverage of preventive measures through public awareness	MHMS	SPC, WHO
<b>4. Minimize and control incidence of non-communicable diseases (NCD)</b>	1. Revise and implement the NCD prevalence plan	MHMS	WHO, UNICEF,
	2. Improve the outreach of the NCD services	MHMS	SPC, UNDP
	3. Improve the provision and delivery of public health services in terms of quality, accessibility, affordability, efficiency and effectiveness	MHMS	WHO, SPC, UNICEF  WHO, SPC, UNICEF

	4. Improve and expand coverage on awareness of the root causes and impact of NCD	MHMS	WHO, SPC
	5. Encourage the consumption of fresh nutritious local foods	MHMS MELAD	
<b>5. Minimize and control incidence of HIV/AIDS</b>	1. Improve and expand coverage on HIV/AIDS treatments and prevention	MHMS	WHO, SPC, UNDP
	2. Develop training course and build capacity for caring HIV patients	MHMS	UNDP, WHO
	3. Promote and implement practices that reduce the risk of HIV infection	MHMS	UNDP, WHO
	4. Build capacity to effectively implement HIV education programs	MHMS	WHO, UNDP
	5. Increase and improve availability of quality sexual and reproductive health services for youth	MHMS	UNDP, WHO
<b>6. Minimize and control sexually transmitted diseases</b>	1. Improve diagnostic skill, prevention and treatment	MHMS	WHO, SPC, UNDP
	2. Increase and improve accessibility to services for STDs	MHMS	WHO
	3. Improve and promote monitoring and provision of services for STDs	MHMS	WHO, UNICEF
	4. Increase awareness of such diseases	MHMS	WHO, SPC
<b>7. Minimize and control hepatitis cases</b>	1. Promote and increase awareness of the seriousness of hepatitis	MHMS PUB	UNICEF, WHO
	2. Improve and expand coverage of preventative measures	MHMS	WHO, UNICEF
	3. Improve and maintain quality delivery of curative services	MHMS	

	4. Encourage and promote alternative curative and preventive measures	MHMS	
<b>8. Ensuring adequate stock of medical supplies</b>	1. Improve the quality of health information as a tool for planning and decision making in the allocation of resources	MHMS	UNICEF SPC, EU
	2. Improve and maintain outer island medical supply	MHMS	UNICEF
	3. Improve and enhance communication between outer islands and the main hospital	MHMS	EU, UNICEF
<b>9. Improving status of medical clinics on the outer islands</b>	1. Improve and maintain provision of health services on the outer islands	MHMS Island Councils	EU FSM
	2. Improve and maintain delivery of health services on the outer islands	MHMS	EU, WHO
	3. Improve and maintain provision and delivery of health services in sub-urban areas	MHMS MLPID MPWU	EU, Japan, ROC
<b>10. Improving delivery of services and performance of Nowerewere Central Hospital</b>	1. Provide highly skilled, well supported, motivated and better performing health workforce	MHMS	WHO, EU, ROC, AUSAID
	2. Strengthen and enhance capacity of administration and supporting staff	MHMS PSO	WHO, UNICEF
	3. Provide more reliable health data and information	MHMS MFED PSO	WHO, UNICEF
<b>11. Monitor and control population growth</b>	1. Promote family planning	MHMS NGOs	WHO, SPC UNFPA, WHO,
	2. Increase public awareness on the effects of a rising population	ME MHMS NGOs	UNICEF, SPC
	3. Address population congestion and overcrowding	MISA MELAD	NZAID, ADB

## ENVIRONMENT



The **Environment** is considered as the surrounding ecosystems, such as land, coastal areas, fresh waters, lagoon waters, air, and all surrounding living trees and organisms. This section will therefore list potential strategies that could help maintain a healthy and sustainable environment and avoid excessive exploitation of natural resources. It also deals with health related activities, such as solid waste disposal, adoption of hygienic practices, etc. Strategies to mitigate global warming effects, in particular sea-level rise, are also included here.



<i>Issues</i>	<i>Strategies</i>	<i>Responsible ministry/body</i>	<i>Development partners</i>
1. <b>Protection and replenishment of natural resources</b>	1. Encourage replanting of both staple food crops and other native plants	MELAD	UNDP, ADB, ROC, GEF, FAO, SPREP
	2. Continue and expand fisheries projects on potential marketable marine resources	MFMRD	FFA, SPC, FAO, ROC
	3. Ensure and maintain protection and conservation of	MFMRD	FAO,

	agricultural and marine resources	MELAD	SPREP, GEF
	4. Develop and promote eco-tourism	MELAD MCTTD	SPTO, GEF, NEAq
<b>2. Protection of island bio-diversity (i.e. plants, animals, and living systems)</b>	1. Ensure and maintain protection and conservation of threatened island bio-diversity	MELAD	SPREP
	2. Encourage and promote use of staple food crops, traditional herbal medicinal, cultural and other important native plants/ trees	MELAD	FAO, GEF,
	3. Implementation and enforcement of the Environment Act and regulations	MELAD KPS, OAG	SPREP
	4. Prevent the introduction of dangerous foreign species	MELAD	ADB, GEF
	5. Establish and formalize the national Environment Advisory Committee (EAC)	MELAD	SPREP
	6. Develop and promote eco-tourism	MELAD	SPREP
	7. Strengthen the Wildlife Conservation Ordinance	MELAD OAG, KPS	
	8. Encourage and promote community participation	MELAD MISA	
<b>3. Minimize and control waste and pollution</b>	1. Address issue of solid waste and pollution	MELAD Island Councils	SPREP, NZAID
	2. Implementation and enforcement of the Environment Act and regulations	MELAD AG	
	3. Increase public awareness on proper waste disposal and minimizing pollution	MELAD	SPREP

	4. Encourage and increase education on environmental issues	MELAD ME	SPREP, UNDP
	5. Revive and review national plans for addressing environmental pollution through hazardous practices and disasters	MELAD OB	UNDP, SPREP
	6. Support and promote existing and potential environmental conscious and friendly projects and operations	MELAD	SPREP
<b>4. Improve and expand quality and supply of ground water</b>	1. Consolidation and coordination of national water quality guidelines	MPWU MELAD	AUSAID, WB
	2. Enhance and maintain the water quality monitoring system	MPWU MELAD	AUSAID, WB
	3. Increase public awareness on the sustainable use of water and the protection of water reserves	PUB MPWU MELAD	UNICEF, AUSAID WB
	4. Implementation and enforcement of water protection and conservation measures	MELAD	SPREP, UNDP AUSAID PIF,
	5. Enhance capacity of PUB water section	MPWU	
	6. Address issue of need for increased access to quality water	OB MELAD, MWPU	AUSAID UNICEF
<b>5. Monitor and control coastal erosion</b>	1. Encourage and enforce protection of shoreline	MELAD MFMRD	GEF, SPREP, PIF, Japan WB, SOPAC
	2. Explore and develop other sources of mineral resources necessary for capital projects	MFMRD MELAD	EU, SOPAC
	3. Increase awareness and education on the impact of climate change	MELAD OB MFED	WB AUSAID SOPAC

<b>6. Mitigate urbanization<sup>1</sup> (in particular South Tarawa and on Kiritimati))</b>	1. Promote proper town planning	MISA	AUSAID, NZAID, ADB
	2. Upgrade and maintain existing and potential water and sanitation systems	MPWU	ADB, NZAID, AUSAID,
	3. Expand and maintain decent housing and road systems	MPWU PSO	Japan, ROC, ADB
	4. Promote efficient waste management	MELAD MISA	NZAID, SPC SPREP
	5. Ensure ready and continuous supply of electricity	MPWU	NZAID, Japan
	6. Institute effective crime prevention strategies, involving community participation	KPS MISA	NZAID, UNICEF
	7. Implement 'outer island growth centre' project	MFED, MLPID MISA, MELAD	ADB, Japan NZAID
<b>7. Combating and controlling impacts of development projects</b>	1. Implementation and enforcement of Environment (Amendment) Act and regulations.	MELAD KPS OAG	SPREP, UNDP WB
	2. Increase awareness on environmental issues	MELAD ME, OAG	SPREP, UNDP, WB
	3. Promote and increase public awareness on the outcome and impact of projects	MELAD MPWU MISA, MFE	SPREP, UNDP, WB

<sup>1</sup> A project document entitled 'Kiribati Urban Renewal Program Scoping Study' done by NZAID explains the strategies regarding 'urbanization' in more detail.





## GOVERNANCE

***Governance** is used here to embrace 'best practices', for the effective, efficient and economic delivery and production of public goods and services. It also includes looking after the welfare of disadvantaged or vulnerable groups as well as promoting a peaceful and cohesive social and economic environment.*

<i>Issues</i>	<i>Strategies</i>	<i>Responsible Ministry/body</i>	<i>Development Partners</i>
<b>1. Improve auditing work</b>	1. Strengthen capacity of KNAO	KNAO	UNDP, PIF
	2. Encourage and enforce timely submission of public annual accounts	KNAO	
<b>2. Updating and improving legal framework and enforcement</b>	1. Review, update and develop regulations/legislation and strengthen enforcement mechanism at all levels	OB, OAG	UNDP,
	2. Promote awareness, education and understanding of legislation and regulations	OAG, Judiciary KPFS	AUSAID, ILO
	3. Enhance partnership in the	KPS	AUSAID,



	management and enforcement of legislation and regulations	OAG Judiciary	ILO
<b>3. Improve and expand attention to the problems and/or concerns of women</b>	1. Increase and promote the importance of the contribution of women to socio-economic development	MISA, MFED	UNICEF, ILO
	2. Increase public awareness on gender-related issues	MISA KPS	UNICEF, ILO
	3. Increase support to services addressing gender-related issues	KPS OAG	AUSAID, ILO
<b>4. Improve and expand attention to the problems and/or issues of youth</b>	1. Provision of quality services to youth	MISA, KPS, ME	AUSAID, SPC UNICEF
	2. Support and encourage programs and operations addressing youth problems and issues	KPS MISA	UNICEF SPC
	3. Encourage and maintain youth programs as part of formal education	ME	UNICEF, SPC AUSAID,
	4. Increase youth capacity and capability through vocational programs	ME MLHRD	AUSAID, NZAID, ILO
	5. Encourage and promote partnerships with the community to address youth problems	MISA	UNICEF, ILO, SPC
<b>5. Minimize and control disorder and breaches of law</b>	1. Involve churches, unimwane, and the community in fostering and maintaining law and order,	KPS Judiciary OAG, OB	UNDP, NZAID AUSAID, Canada, PIF
	2. Improve the capacity of KPS as well as update the laws necessary to allow effective and efficient policing	KPS OAG, OB, PSO	AUSAID ROC
	3. Strengthen and enhance	OAG,	AUSAID,

	capacities of the Office of the Attorney General and the Judiciary to help maintain law and order	OB MFED	NZAID, PIF
<b>6. Improve performance of Island Councils</b>	1. Improve and enhance the knowledge and skills of island council staff and strengthen their institutions and systems	MISA MFED	UNDP, Commonwealth
	2. Continue support required by Island Councils	MISA MFED	UNDP EU, Canada
<b>7. Improve development on outer islands</b>	1. Provide and maintain alternative renewable energy on the outer islands	MPWU MISA	EU, UNDP
	2. Develop appropriate water supply and sanitation systems	MPWU MISA	EU, PIF, ADB
	3. Develop telecommunication services on the outer islands	MCTTD	EU, UNDP
	4. Ensure reliable and efficient transport means to the outer islands	MCTTD	PIF, ADB
	5. Provide proper and adequate training on relevant and necessary skills	MLHRD MPWU, MISA	PIF, SPC EU, UNDP
	6. Improve and develop existing and potential credit facilities to support business environment	MISA MFED	ADB, PFTAC
	7. Strengthen and develop trade between outer islands and Tarawa	MCIC MISA, MFED	PIF, UNDP, ROC, SPC
	8. Improve transportation of local products from outer islands to markets	MCIC MFED, MISA	PIF, UNDP
	9. Improve delivery of cargo to the outer islands	MCIC MCTTD MISA, MFED	
	10. Review government	MISA	PIF, ADB

	presence and development assistance to the outer islands	MFED	
	11. Support and promote production and consumption of marine primary products	MFMRD	SPC, FFA
<b>8. Improve compliance to PAC recommendations</b>	1. Strengthen the PAC	Parliament, OB	UNDP, PIF
	2. Improve delivery and awareness of PAC output	Parliament	
	3. Improve awareness of PAC role and impact of output.	Parliament MFED	UNDP
<b>9. Improve employment conditions</b>	1. Review the NCS, including its Procedures Manual, with a view to addressing the issues concerned	PSO, PSC OB, OAG MLHRD	UNDP, ILO, PIF
	2. Strengthen enforcement of the NCS Procedures Manual	MLHRD PSO	AUSAID NZAID
<b>10. Promote and strengthen cultural values and traditions</b>	1. Support and strengthen the role of unimwane and other traditional forms of governance in the community	MISA	UNDP
	2. Support and strengthen outer island community activities	MISA	UNICEF, SPC
<b>11. Enhance support to disadvantaged and vulnerable groups (e.g. disabled, elderly, orphans, etc)</b>	1. Review and determine type of support and assistance to such groups	MISA KPS MHMS	UNICEF, ILO, SPC
	2. Provide support for capacity building opportunities for such groups	MISA MCIC MHMS	SPC, ILO UNICEF
<b>12. Improve status and conditions of public employees</b>	1. Review the NCS, including its Procedures Manual, with a view to addressing the issues concerned	PSO OB, MFED OAG	
	2. Encourage, support and	MLHRD	AUSAID

	<p>promote public sector reform</p> <p>3. Ensure provision of basic needs of employees</p> <p>4. Strengthen the roles of both PSO and PSC</p>	<p>OAG, PSO</p> <p>OB PSO</p> <p>OB PSO, PSC</p>	<p>NZAID, ADB</p> <p>ROC, UK</p> <p>AUSAID NZAID ADB</p>
<b>13. Strengthen public sector service delivery</b>	<p>1. Strengthen institutional capacity of the civil service and public enterprises</p> <p>2. Encourage, support and promote public sector reform programs</p>	<p>PSO PSC, MLHRD MCIC, MFED</p> <p>PSO PSC, MLHRD MCIC, MFED</p>	<p>AUSAID NZAID ADB</p> <p>AUSAID NZAID ADB</p>
<b>14. Improve and expand data or statistics for effective planning and policy formulation</b>	<p>1. Strengthen and enhance the capacity of statistical units in all Government agencies, and in the island councils</p> <p>2. Promote and strengthen use of statistics for management and planning purposes</p>	<p>MFED</p> <p>MFED</p>	<p>SPC, UNDP UNICEF, ADB</p> <p>SPC, UNDP UNICEF</p>
<b>15. Improve coordination of government activities on Kiritimati</b>	<p>1. Review and strengthen MLPID for provision of greater planning, management and coordination role of Government services for Line and Phoenix groups</p>	<p>OB MLPID MFED</p>	<p>ADB AUSAID NZAID</p>

## **INFRASTRUCTURE**



*Good social and economic infrastructure is important to support economic development. Its development and maintenance is therefore crucial for achieving sustained growth.*

<i>Issues</i>	<i>Strategies</i>	<i>Responsible ministry/body</i>	<i>Development Partners</i>
<b>1. Addressing status of Government buildings</b>	1. Increase financial support for building maintenance	MFED	EU, AUSAID
	2. Improve capacity of MPWU in delivering quality and timely maintenance	MPWU MISA	EU
	3. Improve capacity of island councils in delivering quality and timely maintenance	MPWU MISA	AUSAID EU
	4. Encourage and enhance private sector and community participation in maintaining national infrastructure	MPWU MCIC	PIF, AUSAID
	5. Improve capacity of KHC to maintain its housing stock	OB PSO	ROC UK
	6. Raise awareness of the Building Code and ensure compliance	MPWU OB	

<b>2. Improve standards of roads</b>	1. Improve capacity of MPWU in road maintenance	MPWU	Japan, AUSAID ROC
	2. Improve capacity of island councils in road maintenance	MPWU MISA	PIF, UNDP Japan, ROC
<b>3. Improve airports and terminals</b>	1. Expand and upgrade airports and terminals	MCTTD MPWU	Japan ROC, ADB
	2. Improve capacity of MPWU to maintain airports and terminals	MCTTD MPWU	
<b>4. Improve and expand shipping or navigation facilities</b>	1. Improve capacity of MCTTD to develop and facilitate efficient and effective sea transportation	MCTTD MPWU	Japan, ROC
	2. Encourage and support Island Councils to look after and maintain sea ports and navigation facilities	MISA	UNDP
<b>5. Improve and expand communication to outer islands</b>	1. Improve capacity of AKL for more effective and efficient linkages with outer islands	MCTTD MFED	AUSAID, PIF, Japan, ROC
	2. Continue extending telephone services to outer islands	MCTTD	EU, ADB
	3. Improve capacity of KSSL for more effective and efficient transportation to and linkages with outer islands	MCTTD MLPID	PIF, ADB
	4. Encourage and seek alternative cargo routes for islands outside main routes for cargo delivery	MCTTD MLPID	PIF
	5. Encourage private sector participation in improving means of communication and transportation between islands	MCIC MCTTD MFED	PIF, EU ADB



## **CHAPTER 5: Monitoring and Evaluation**

While the focus of the plan is to lay down strategies to address the problems and issues presently facing Kiribati, in order to develop and improve the socio-economy status of the country; it is important that monitoring and evaluation of activities is undertaken regularly so that efforts and resources put into the planning are not wasted.

This section will describe a system that will be used to monitor and evaluate the status and progress of development in each key policy area.

For overall monitoring, the National Economic Planning Office (NEPO) will be the ideal office to receive progress reports from ministries, statutory bodies and public enterprises. However it is the duty of the particular ministry or PE to undertake the timely and accurate monitoring and reporting of the programmes and projects under their direction and to submit these to NEPO twice a year, in August, and in February. The report in August is to cover the progress within the six months from January to June, and the second submission in February is to cover the June to December progress. The reports will be compiled by NEPO for analysis.

A task force comprising representatives from each Ministry and chaired by NEPO will analyse the reports and make comments and recommendations for submission to Cabinet through the Minister of Finance and Economic Development.

The reporting template will be the current MOP reporting template, as the activities in the plan will be very much interrelated with ongoing activities of the ministries, who are currently using MOP reporting template. The MOP template is fairly simple but informative. It consists of activities; outputs; progress so far; responsible officer; and funding source. For PEs, the term BOP will be used instead of MOP, but the column headings will be the same.

The reporting templates for Ministry Operational Plans and Business Operational Plans are presented in the appendix.

### **Indicators**

With the key policy areas already identified for 2008 – 2011, and with the reporting procedure explained above, the next step is to identify indicators that can be used, not only by government but also by international agencies, to measure and monitor the development progress in the country. These indicators should be measurable and can be reported on regularly, and be relevant to the government and to international agencies.

The task force responsible for analyzing the reports from individual Ministries will also be responsible for collecting and collating the indicators as a basis to analyse the progress and performance of the line Ministries. This will also form part of the report submitted to Cabinet and will be accessible to international agencies in line with the MDG , the Mauritius Strategies, and the Pacific Plan requirements.



## KEY POLICY AREAS and INDICATORS

The indicators for each Key Policy Area were derived following consultation with the various Ministries and agencies given that they will be foremost in analyzing and ensuring that they are meeting the intended target per Key Policy Area and corresponding strategy.

### Human Resource Development:

<i>Issue</i>	<i>Indicators</i>
<b>1. Raising education standards and quality</b>	1. Net enrolment ratio in primary and secondary education (MDG) 2. Gross enrolment rate 3. Proportion of government budget to primary and secondary schools 4. Ratio of teachers to students 5. Number of qualified teachers in primary and secondary education 6. Literacy rate of 15-24 years old (MDG) 7. Ratio of girls to boys in primary and secondary education
<b>2. Increase retention of school students to continue on to higher classes or forms</b>	8. Proportion of pupils starting Class 1 who reach Class 6 (MDG)

### Economic Growth and Poverty Reduction

<i>Issues</i>	<i>Indicators</i>
<b>1. Increasing and expanding economic growth</b>	1. GDP growth rate 2. Proportion of population below \$1 a day (MDG) 3. Rate of government deficit per annum
<b>2. Increase employment rate and employment opportunities</b>	4. Unemployment rate 5. Youth unemployment rate (MDG)
<b>3. Increase and expand investment in productive sectors</b>	6. Number of foreign investors 7. Proportion of private sector contribution to GDP per annum

4. <b>Lowering the trade deficit</b>	8. Proportion of exports to imports per annum (MDG)
5. <b>Improving Government fiscal position</b>	9. Gap between expenditure and revenue
	10. RERF drawdown as % of GDP

## HEALTH

<i>Issues</i>	<i>Indicators</i>
1. <b>Minimize child mortality rate</b>	1. Under five mortality rate (MDG) 2. Infant mortality rate (MGD) 3. Proportion of 1 year old children immunized (MDG)
2. <b>Minimize maternal mortality rate</b>	4. Maternal mortality ratio (per 1,000 live births) (MDG) 5. Proportion of births attended by skilled health personnel (MDG)
3. <b>Minimize and eliminate incidence of TB cases</b>	6. Prevalence and death rates associated with tuberculosis (MDG) 7. Proportion of population with tuberculosis 8. Proportion of TB cases detected and cured under DOTS (MDG)
4. <b>Minimize and control incidence of non-communicable diseases (NCD)</b>	9. Proportion of population with non communicable disease 10. Prevalence and death rate associated with NCDs
5. <b>Minimize and control incidence of HIV/AIDS</b>	11. Proportion of population with HIV/AIDS 12. Proportion of young people with HIV/AIDS 13. Death rate associated with HIV/AIDS 14. Increase rate of condom use
6. <b>Minimize and control sexually transmitted diseases</b>	15. Contraceptive prevalence rate 16. Coverage of awareness and trainings on sexually transmitted diseases

<b>7. Minimize and control hepatitis cases</b>	17. Proportion of population associated with hepatitis and by gender  18. Death rate associated with hepatitis cases  19. Proportion of population immunized against hepatitis
<b>8. Ensuring adequate stock of medical supplies</b>	20. Proportion of medical supplies against total population  21. Proportion of annual Government budget for drugs order
<b>9. Improving status of medical clinics on the outer islands</b>	22. Proportion of annual Government budget for maintenance for medical clinics.  23. Number of clinics' maintained per annum
<b>10. Improving delivery of services and performance of Nowerewere Central Hospital</b>	24. Total fertility rate  25. Age-specific fertility rate (15-19)  26. Proportion of population having adequate knowledge of more than three modern contraceptive methods (CPAP)  27. Proportion of the health budget allocated to contraceptives and family planning awareness/training (CPAP)  28. Number of new or revised national policies on family planning (CPAP)  29. Life expectancy
<b>11. Monitor and control population growth</b>	30. Population growth rate

## ENVIRONMENT

<i>Issues</i>	<i>Indicators</i>
<b>1. Protection and replenishment of natural resources</b>	1. Land area protected to maintain biological diversity
<b>2. Improve and expand quality and supply of ground water</b>	2. Proportion of population with sustainable access to an improved water source (piped to household or standpipe)  3. Proportion of population with access to improved sanitation (flush or water-seal latrines)
<b>3. Monitor and control coastal erosion</b>	4. Number of seawalls constructed

## GOVERNANCE

<i>Issues</i>	<i>Indicators</i>
<b>1. Improve auditing work</b>	1. Timeliness and number of accounts audited  2. Number of staff trained
<b>2. Updating and improving legal frameworks and enforcement</b>	3. Number of new or revised legal framework (CPAP)
<b>3. Improve and expand attention to women problems/concerns</b>	4. Incidence of domestic violence by gender  5. Incidence of sexual violence against women  6. Proportion of government budget by gender  7. Status of legislation against gender  8. Number of sector plans and policies that incorporate and address gender equality
<b>4. Improve and expand attention to youth problems/issues</b>	9. Rate of juvenile cases: drinking, stealing, rape, etc  10. Proportion of government budget for youth programme  11. Number of sector plans and policies that incorporate and address youth problem

## **INFRASTRUCTURE**

<i>Issues</i>	<i>Indicators</i>
<b>1. Addressing status of Government buildings</b>	<ol style="list-style-type: none"><li>1. Maintenance Annual Work Programme</li><li>2. 3 month progress report on maintenance work carried out</li><li>3. Actual expenses against government budget</li><li>4. Number of site inspection carried out</li><li>5. 5. Proportion of government budget on maintenance</li></ol>
<b>2. Improve standards of roads</b>	<ol style="list-style-type: none"><li>6. Proportion of government budget on road maintenance</li><li>7. Develop mechanism to ensure and maintain good standard</li></ol>
<b>3. Improve airports and terminals</b>	<ol style="list-style-type: none"><li>8. Proportion of government budget for maintenance of airports and terminals</li><li>9. 2. Report on site inspections of 4 airports/terminals every six months</li></ol>
<b>4. Improve and expand shipping or navigation facilities</b>	<ol style="list-style-type: none"><li>10. Proportion of government budget for maintenance of shipping ports</li><li>11. Number of maintenance work carried out</li><li>12. Actual expenditure on upgrading of ports</li></ol>

**Appendix**

**A1 -- MOP (Ministry Operational Plan)**

Ministry:..... Period: .....  
Programme (section):..... Responsible officer:.....  
Budget allocated: .....

<i>Issue</i>	<i>Strategies/Activities</i>	<i>Targets</i>	<i>Responsible person</i>	<i>Funding source</i>

**A2 -- BOP (Business Operational Plan)**

Public enterprise:.....Period: .....  
Mother ministry:..... Chief Executive/General manager.....  
Total budget approved: .....

<i>Issue</i>	<i>Strategies/Activities</i>	<i>Targets</i>	<i>Responsible person</i>	<i>Funding source</i>

**A3 -- MOP Progress Report**

Ministry:..... Period: .....  
Programme (section):..... Responsible officer:.....  
Budget allocated: .....

<i>Issue</i>	<i>Strategies/Activities</i>	<i>Progress and status</i>	<i>Responsible person</i>	<i>Funding source</i>

**A4 -- BOP Progress Report**

Public enterprise:..... Period: .....  
Mother ministry:..... Chief Executive/General manager.....  
Total budget approved: .....

<i>Issue</i>	<i>Strategies/Activities</i>	<i>Progress</i>	<i>Responsible person</i>	<i>Funding source</i>