



REPUBLIC OF KIRIBATI

**Ministry of Environment, Lands
& Agricultural Development**

**STRATEGIC PLAN
2016– 2019**

18th August, 2017

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ACRONYMS

ACIAR	Australian Centre Agricultural Research
ALD	Agriculture and Livestock Division
ANZ	Australia and New Zealand
CBD	Convention on Biodiversity
CC	Climate Change
CLPB	Central Land Planning Board
ECD	Environment and Conservation Division
ERP	Emergency Response Plan
FAO	Food and Agriculture Organisation
GIS	Geographical Information System
GIZ	German Institute
HIES	Household Income and Expenditure Survey
IAS	Invasive Alien Species
JET	Joint Enforcement Team
KDP	Kiribati Devolvment Plan
KIEP	Kiribati Integrated Environment Policy
KPI	Key Performance Indicator
LMD	Lands and Management Division
MELAD	Ministry of Environment, Lands and Agricultural Development
MFED	Ministry of Finance and Economic Development
MOP	Ministry Operational Plan
NEPO	National Economic Planning Office
OAG	Office of the Attorney General

Vision: *'Better quality of life for the present and future generations'*

Mission: *'Working together to nurture and deliver clean, green, blue services to ensure sustainable development for the people of Kiribati'*

MELAD STRATEGIC PLAN 2016-2019

ODS	Ozone Depleting Substances
PMU	Policy and Management Unit
PIPA	Phoenix Islands Protected Area
SAAC	Sublease Allocation Advisory Committee
SPC	Secretariat of the Pacific Community
SPREP	South Pacific Regional Programme
VSA	Volunteer Service Association

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FOREWORD



The MELAD Strategic Plan 2016-2019 has been prepared through a consultative and collaborative effort of the Senior Management Team of the MELAD under close coordination by its Administration arm and guidance by NEPO in MFED.

The Vision has carefully been chosen to reflect MELAD's aspired but less ambitious destiny in the environment, land and agricultural sectors over a medium to long term development in Kiribati. The Vision also reflects where Kiribati wants to be in 4 to 5 years time in line with the post-2015 sustainable development agenda, our KDP 2016-2019, GoK Manifesto and the KV20.

This Ministry Strategic Plan provides a roadmap to achieving the Vision and the related development outcomes in the KDP 2016-2019. Translation of such a roadmap into results rests with the implementation of MELAD Operational Plan comprised of annual Work Plans of all Divisions of the Ministry. Undoubtedly, this will require adequate resources, time and moreover the spirit of commitments and cooperation from all stakeholders to ensure successful implementation our Strategic Plan and hence, achievement of its Vision and intended development objectives.

I wish to thank the Senior Management Team and staff of my Ministry including anyone who has contributed in one way or another in the preparation of our Ministry Strategic Plan without which its successful completion will not be possible. I wish you all 'Te Mauri, te Raoi ao te Tabomoa'.

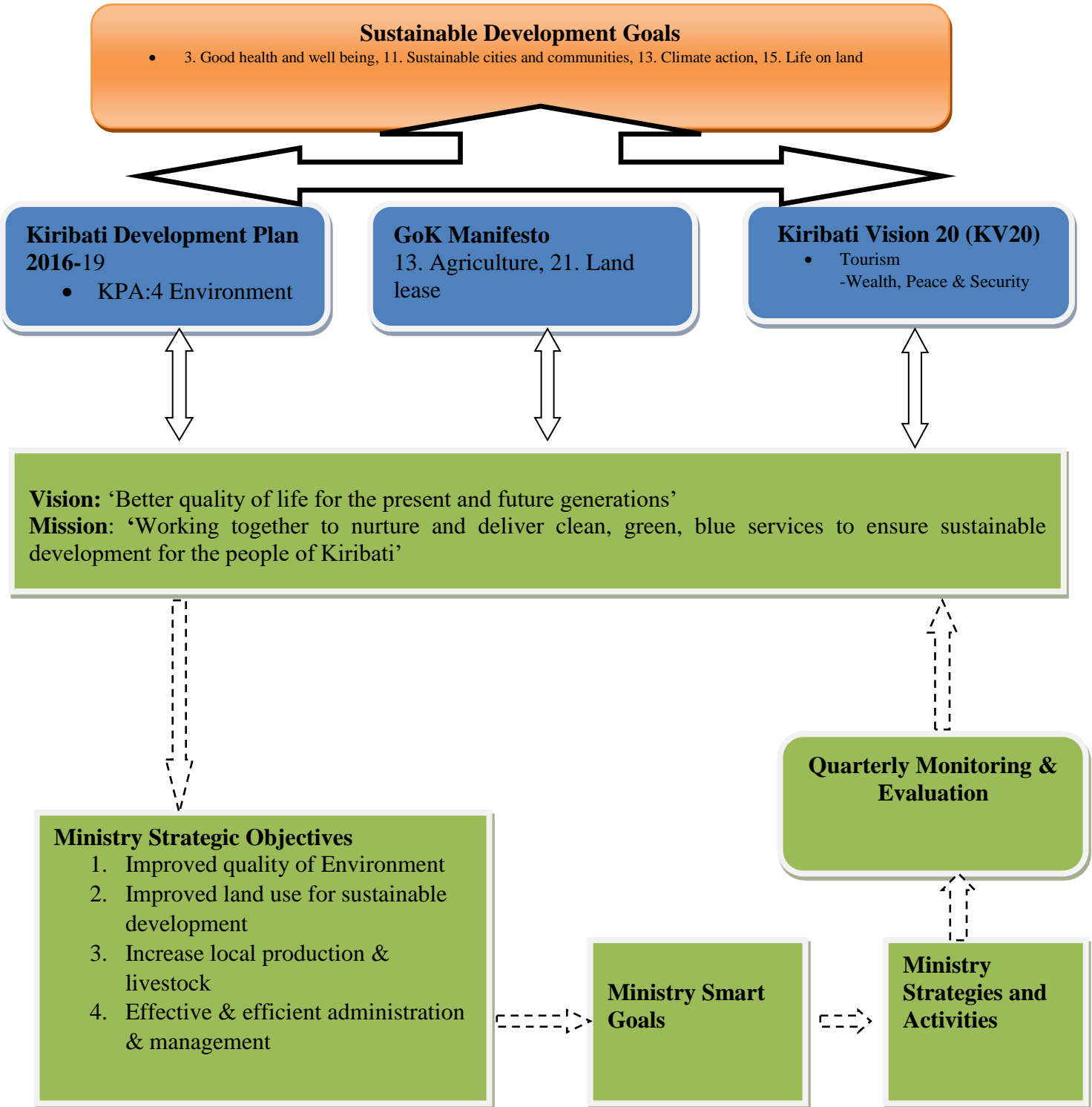
.....
Honorable Alexander Teabo

Minister MELAD

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EXECUTIVE SUMMARY



1.0 MANAGEMENT STRUCTURE

The Ministry of Environment, Lands & Agricultural Development standing structure is holding 4 key divisions, including 1 major development unit which are serving the same purpose, mission and vision of this Ministry. The Divisions are as follows:

1.1 Policy and Management Unit (PMU)

The Policy and Management Unit is based in Bikenibeu. It has a total number of 23 staff which consist mainly of Administrative Officers, Project Planning Unit Officers, Account staff, registry staff, Information Technology and drivers. The PMU key role is to provide administrative guidance and supports to the three main division operated under this Ministry known as, Lands & Management Division, Environment & Conservation Division and Agriculture & Livestock Division. One of the key important roles of PMU is to ensure that these 3 divisions carry out their activities and meet their obligations in line with the Kiribati Development Plan and Kiribati Vision 20 (KV20), National guidelines, Regulations and Act and more importantly to work in accordance to the budget approved. The higher authority of the PMU is the Honourable Minister and Secretary.

1.2 Land and Management Division (LMD)

With an increasing population and the overcrowding of people living in South Tarawa, this division comprehended this as one of its major challenges in terms of planning and managing land use whilst providing an enhanced environment in which economic and social sustainable developments could flourish. Population pressures have resulted in overcrowding that is putting stress on crucial public infrastructure and the natural environment including the underground water reserves.

Kiritimati Island in which an entry is highly strict in those years is recently open for citizens to visit or stay. The incoming of more people into Kiritimati also put more pressure to the Government and the LMD Kiritimati branch in terms of squatter and other land issues.

LMD has a total number of 32 technical officers and 5 supporting staffs that are based at LMD office in Bairiki, while 8 technical officers are stationed at LMD office in Kiritimati Island. The total number of staffs both in South Tarawa and Kiritimati is limited to tackle the on-going land issue such as land use management, and land squatters.

1.3 Environment and Conservation Division

The Environment and Conservation division play a critical role in ensuring that the natural resources are not over exploited, extracted in proper manner and that all development to be happening in Kiribati are well conducted in accordance to the law of Kiribati. ECD has two offices, one is based in Tarawa with a total number of 29 and the other office is responsible for the Wildlife section based in Kiritimati with a total of 9 staffs.

The main office is based in Bikenibeu, Tarawa comprising of units namely, Environment Inspectorate Unit, Environment Outreach Unit, Chemical Waste & Management Unit,

Biodiversity & Conservation Unit, Climate Change Unit, Project Finance Unit and Development Control Unit. Despite, a number of issues and in particular the limited number of staffs, the ECD make an effort in mobilizing their resources to ensure its obligations are met.

ECD is an operational focal point of the Global Environment Fund, SPREP and other international and regional agencies where ECD/MELAD can also get accessed to technical and financial supports through these agencies.

1.4 Agriculture and Livestock Division

Agriculture and Livestock Division consists of six main sections namely; Crops Research and Development, Extension, Livestock, Biosecurity and the sub-branch located in Christmas island that serves the need of islands in the Line and Phoenix group.

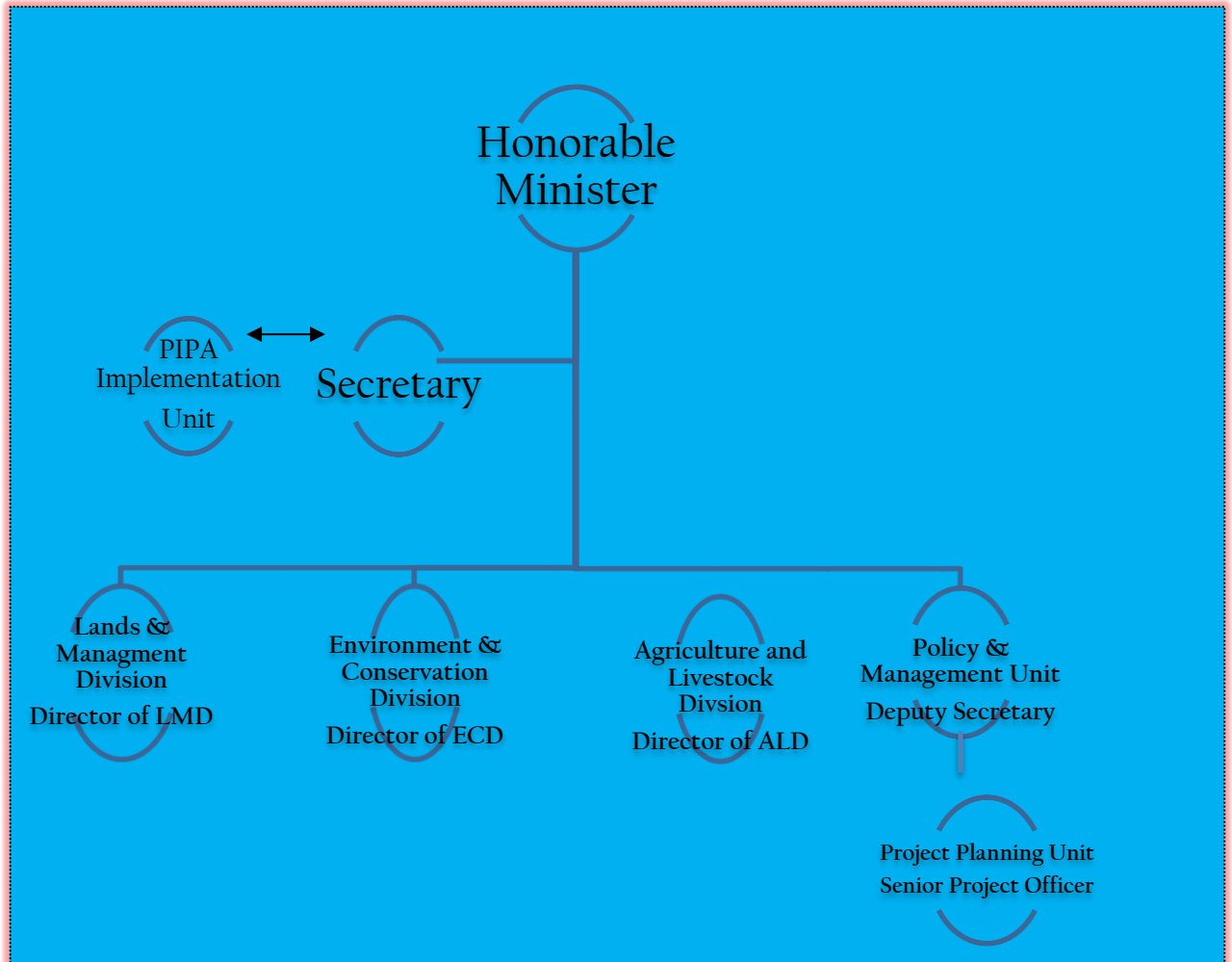
There are Agricultural Assistant and nurseryman who manned each of these islands in the outer islands and their task is very specific and clear to providing necessary support to people in the community with means of improving local food production.

1.5 PIPA Implementation Unit

The PIPA Implementation Unit was established to manage the implementation of the PIPA project that involves protection of the PIPA designated area from commercial or other exploitation activities. The total PIPA area is 408,250 sq km near Kanton Island in the Phoenix Islands group. The PIPA is therefore, the Government of Kiribati's conservation and sustainable use strategy for the Phoenix Islands and surrounding marine environment.

The PIPA Management Unit consists of 4 staff headed by the Project Director. The other 5 subordinate staff includes the Education and Media Officer, Finance Officer, Administrative Assistant, Kanton Coordinator, and Kanton Assistant. The latter 2 will be based in Kanton and will move in into their office and residence there when they have been completed while the rest are based in Tarawa and their Office is located within MELAD.

ORGANIZATIONAL CHART



2.0 PURPOSE, VISION AND MISSION OF THE MINISTRY

2.1 PURPOSE:

The purpose of this plan is to give leadership, monitoring, financial and administration guidance to activities of this Ministry. It is intended to serve as a reference point for Ministry activities, performance indicators, monitoring, evaluation and reporting guide. The plan has been strategically aligned with the Kiribati Development Plan of 2016-2019 in a manner that strengthens the achievement of Key Priority Area 4- Environment and other KPAs.

The new government master plan/vision of KV20 prioritized two sectors ‘Fisheries and Tourism’ and it’s of paramount important that our goals also contribute where relevant to further maximize the future benefit from this vision. In this regard, this plan is also aligned to the Kiribati Vision 20 (KV20) in particular pillar of ‘wealth’ and ‘peace and security’. Improved and better land planning, cleaned and healthy environment and Agricultural activities are three key areas within the Ministry that could assist in the realization of KV20.

MELAD’s role toward achieving KV20 is crucial in terms of conservation such as in PIPA – potential site for tourist destinations and the beautification of our islands to ensure a clean, pristine and attractive environment. Likewise proper land plan use will complement the beautification through proper organization of government’s land. Tourism industry requires sustainable food supply and that where agriculture and livestock play an important role to ensure a sustainable and abundance of fresh and healthy food supply. The Natovatu strategic plan which was designed and aligned to this plan will also contribute to this sector in terms of sustainable food supply or food security to serve both the needs of locals and tourist.

The KDP and KV20 also gear up to the international so called ‘Sustainable Development Goals’ – SDG 3. Good health and well being, 11. Sustainable cities and communities, 13. Climate action, 15. Life on land

Development Partners working with the Ministry may also use this plan in order to align their support to the Ministry’s key activities. Finally this strategic plan is not meant to replace in any manner the functions and purposes of the KDP 2016-2019 but rather, it is to complement these plans.

2.2 VISION: ‘Better quality of life for the present and future generations’

2.3 MISSION: ‘Working together to nurture and deliver clean, green, blue services to ensure sustainable development for the people of Kiribati’

3.0 MINISTRY HISTORY

3.1 Agriculture and Livestock Division

The ALD strategic plan specific for this KDP period (2016 – 2019) emphasises the development goal of achieving a food and nutrition secured nation through the following key outputs;

- Improving production systems, boarder control services, and community mobilisation. As food security is a cross cutting issue, partnership with relevant stakeholders in agricultural value chain has been recognised to promote synergy and collaboration.

Although most of the agricultural development effort are locally funded through a recurrent budget, there are also externally funded project that broadening the scope of the Division towards achieving its goals. These projects are implemented in collaboration with regional and national implementing agencies through funding support from the development partners namely FAO, ACIAR, GIZ, Taiwan, ACIAR, IFAD, Japanese Government, etc.

3.2 Environment & Conservation Division

The Environment and Conservation Division (ECD) is mandated to implement the Environment Act (as amended in 2007) and its regulations, the Wildlife Ordinance and the Recreational Reserves Act. These Acts guide various core environmental programs implemented by different Units within ECD. These Units include Climate change, Biodiversity, Environment Inspectorate Unit, Development Control Unit, Chemical and Waste Management Unit and Environment Outreach Unit. These Units play different roles within the ECD, however, they all contribute to the overall protection and management of the environment.

The Kiribati Integrated Environment Policy (KIEP) is a guiding document for determining key environmental priorities for the next 4 years, i.e, 2016 – 2019.

The ECD activities are financed by the ECD recurrent budget, however, externally funded projects implement other unfunded environmental programs that are essential for further protection and management of the environment. Key partners that are crucially involved in the implementation of the externally funded projects include SPREP, UNEP, NZ Government, etc.

3.3 Lands & Management Division

LMD is responsible to look after all Land Registers in Kiribati where there should be one copy to be kept at Lands Court in each respective island as well. However, LMD plays major role in the managing of all Government state lands, including leased lands in the Gilbert group and the state lands in Kiritimati or in the Line & Phoenix groups. One of the major responsibilities is the surveying of all land boundaries that have been defined by the appropriate Court. The management and planning roles of LMD is broadly governed by several Acts/Ordinance such

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as the Native Land Ordinance Cap 61, the Land Planning Ordinance Cap 48 (1977) and other Acts such as State Land Act and other Act which falls under its portfolio.

LMD has gone through some changes or reforms for improving of land management and planning in the allocations of subleases or leaseholds in which Government is stately owned or through 99 year leasing. The Sublease Allocation Advisory Committee (SAAC) is created to improve in the allocation and monitoring of subleases applications for new applications and renewals. The strengthening of Land Management Divisional Chart and enhancing of capacity buildings for staff, introduction of Kiribati Land Information System (KLIS) in replacing manual land registers where all land information is kept is also part of the change or reform.

LMD main functions that falls under her portfolios are as follows:

1. Administration and Management of State and Native Lands

State Lands (Crown Lands)

All lands that are owned and registered under Government of Kiribati are known as State Lands. This includes “Uea” Lands (Crown Lands) at Butaritari & Makin. All lands in the Line and Phoenix Islands are all Kiribati Government Lands (State Lands). Reclaimed lands that have been formed as a result of Government doings that have caused accretions is also owned by Government of Kiribati. Good example is Temaiku Bight Reclaimed Land is owned by Kiribati Gov’t.

Native Lands

Native Lands are lands that are owned by the natives or natives (Indigenous). Example: Makin to Arorae

2. Lands National Register and Boundary Register

Lands National Register

Every island in Kiribati should have a native lands register established under the provisions of the Native Lands Ordinance and maintained by the Court. This is where all the registered land titles and land ownership details are kept and updated by the Court.

Boundary Register

Boundary Register is where all the land boundaries which have been determined by the Court are recorded and kept. There should be existing mark for fixing land boundaries and it is the Court’s duty to fix it once dispute is settled. Surveyors are to survey or mark out the boundaries between adjacent landowners which have been determined by the Court. The Surveyors kept record of the boundary marks in a Survey Record Register known as SR. Then plot out the survey marks or points to make them into a diagram or plan. Boundaries marks on the ground can be removed or destroyed but could be easily replaced by the Surveyors since they have recorded it.

3. Government Leases of Native land and lease of Government Land

Government Leases of Native Lands

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The Government has leased native lands for Government use. In the Capital of South Tarawa almost lands are leased by Government for office buildings, Medical Centers (Hospitals and Clinics), Schools, living quarters, etc. These are paid to the landowners by the Gov't every year. They are leased for 99 years and for some leased lands are about to expire in quite a few years. Some are more or less than 30 years now. In South Tarawa (Capital), there are two kinds of lease payment and they are categorized as Commercial (Business) Lease and Residential Leases. The lease rate used now for Commercial is \$2,500.00 per acre per annum and \$2,000.00 for Residential per acre per annum. The rate has been used for the last 3 years since 2013 – 2015. The new rent review has been carried out and the new rates which has been approved is 40% of the current rates. The new rate is now in effective since beginning of 2016 until 2018 where the rent review will be done again for the next following 3 years.

For Outer Islands from Makin to Arorae, the Gov't is subsidizing for Clinics, Schools and Airfields. The rate is standardized and flat. For the last 3 years the rates for outer islands is \$1,000.00 per acre per annum.

Lease of Government Lands

The Kiribati Government has lands that are registered under and these are known as State Lands. All Islands in the Line & Phoenix such as Kiritimati Island, Fanning & Washington, Canton...etc are all Government State Lands. These Lands area governed under the provisions in the State Lands Act 2001 and the State Pre-Emptive Right of Purchase Act 2001. The purpose of the Acts is to make land available for development including permanent settlement of Kiribati citizens and families who have no or limited access to Land. This is where the formulation of Resettlement Scheme for Kiribati citizens on Kiritimati Islands, Fanning and Washington started.

In Kiritimati Islands the Gov't granted business leases and residential leases. Freehold lands were granted to the people who were working for Atoll Plantation and Copra Cutters. They bought these lands for \$1,000.00 an acre. Although they have absolute enjoyment of the land they are not allowed to assign, transfer; sell without the approval of the Gov't.

All ¼ Lands registered as "Uea" Lands in Makin and Butaritari are owned by the Gov't after the Uea has been dissolved.

4. Lands Acquisition and Reclamation

Lands Acquisition

Under the State Lands Acquisition Act Cap 95B Government has the right to acquire some lands for public interest. Mostly for roads reservation, constructions of ports, other public work that need to be undertaken. However, reasonable compensation needs to be paid for such. Usually this takes place when landowners refuse or disagree to give part of their lands to Gov't for public interest.

An example of State Acquisition of land is the Water Reserve in Buota and Bonriki during Colonial times but the lands have revert to the landowners and leased during 'Teburoro' Reign in 1995 to beginning of 2003.

Land Reclamation

Under the provisions of the Foreshore and Land Reclamation Act Cap 35,

"reclamation of land" or "reclamation" includes the construction of causeways, bridges, viaducts, piers, docks, quays, wharves, embankments, sea-walls, landing-places and other structures;

Designated areas that have been reclaimed and owned by the Governments are causeways between Bairiki and Nanikai, Nanikai to Anderson Causeway and Temaiku Bight... etc..

Reclaimed lands within foreshores and sea beds are vested in the Republic.

5. Urban Land Use Plans

Under the provisions of Land Planning Ordinance, there are Boards that have been established for urban land planning and developments. Such Boards are Central Land Planning Boards, Local Boards (BTC LLPB, TUC LLPB) and Kiritimati Local Land Planning Board. There are areas that have been designated for development by the Central Land Planning Board such as: Betio, Bairiki, Nanikai and Bikenibeu, Makin and Kiritimati.

Also it is under the Central Land Planning Boards that the General Land Use Plans is established. Under the Local Land Planning Boards, Detailed Land Use Plans are established as well.

Any person wishing to develop or redevelop any land within a designated area must first make application to the appropriate Local Land Planning Board.

6. Maps and Mappings

Land Management Division produces maps of islands within Kiribati province as well as War Relics maps of Betio, etc.

Site Plans, Diagrams and land boundary that have been surveyed after court determination, are also provided.

4.0 SITUATIONAL ANALYSIS

4.1 Agriculture & Livestock Division

Agriculture in Kiribati is challenging. The soil composition is sandy and calcareous, lacking essential nutrients for good growth of plants. Kiribati has only one water source, the underground which is prone to salinity in times of drought which are frequent. The monotonous climate of hot tropical summer throughout the year coupled with rainfall as an only other source of water varies between islands which ranges as little as 2,000 mm per annum for most islands prohibits the ability of plants to survive well.

Nonetheless, the people of Kiribati have survived and developed crop and livestock management skills to support their living on the atoll. This include how to cultivate these poor soils and are able to produce enough food for their own consumption even in times of long period of droughts or in off-seasons as they have also skills for food preservations. With the increase in population, domestic food production is challenged. The change of lifestyle now persisting made I-Kiribati favour imported foods which are not only cheaper than locally produced foods but are more convenient in their preparations as well. Such dependency on

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food imports erodes the traditional knowledge of cultivation and preservation of traditional foods. The high incidence of NCD is alarming and costly to the Government.

Agriculture is our livelihood and it is the mainstay for all people of Kiribati, especially our communities on the outer islands. Food security as echoed by many, is everybody's business. Rural communities historically accustomed to facing diversity in relative isolation are experiencing growing hardship as they increasingly affected by climate change and external economic shocks in the form of increasing food prices. Kiribati has very limited land and

agriculture resources. The soils are shallow, alkaline and very low in organic matter content while water sources are mostly fragile shallow water lenses that are easily made saline by salt water incursion due to over-use, drought and sea level rise. The tyranny of the distance between the islands placed more complexities in the ALD working environment coupled with the poor means of communication to monitor the progress of activities.

Most agricultural food production (crops and livestock) are mainly at subsistence level while there has also been initiatives and commercial programs operating on a very small scale that have provided local markets with eggs, vegetables and other small farm products.

4.2 Environment and Conservation Division

ECD has faced many internal and external challenges during the implementation of its work programs during the time of the previous KDP. Internal challenges include the insufficient budget to meet the costs for ground activities that could be more visible to the general public. Staff turnover is one of the recurring issues within ECD as most staff financially supported by projects have moved to permanent positions in other Ministries. Pending regulations still remain as a challenge due to the absence of a legal officer stationed within ECD that could assist to progress the completion of the regulations. The overqualified staffs with low salary scale have prompted them to explore other opportunities that can meet their financial needs.

External pressures that could impede the effective implementation of ECD programs include the poor land use planning, overpopulation, general public interventions, etc.

To address the internal issues highlighted above ECD has made an effort to restructure its division so that more permanent positions can be established and salaries scales could be leveraged for overqualified staff. ECD has continuously worked with AG's office to progress the pending regulations; however, having a legal officer stationed at ECD could fast-track the completion of these regulations. The increase of budgetary allocations could assist to fully meet the implementation of ECD work programs.

The external pressures could be dealt with by the proper coordination to strengthen the land use planning, establishing the population policy to address the issues on overpopulation and finally seeking the general public support towards the environmental programs, for instance, clean ups, avoiding illegal waste disposal in the open space, etc.

4.3 Land Management Division

In Kiribati Land is considered one of the most fundamental natural resources. People said it is a 'Heart' of an I-Kiribati since the time of our ancestral reign when bloodshed war and battles was fought by tribes to gain access to land. The more courageous and brave one tribe is will surely have more lands than the others. Land in Kiribati is considered to be the most 'taboo' or sacred as it has a very unique culture with link to people and the spirits. The absolute scarcity of land imparts special value and far-reaching importance to land in Kiribati society. Apart from being a means of production and a basis of food, land is also a social and political significance as a source of identity, wealth and standing in the community.

The pressure of population growth on the limited supply of land has long been identified as one of the major risks facing people living in Kiribati especially in the Gilbert Group.

Issues relating to land in the urban and rural areas (Outer Islands) of Kiribati differ. In urban areas, the primary land issues are:

1. The demand for land outstrips the supply because almost all of the land in the urban centers of Bairiki, Betio and Bikenibeu is leased by the Government of Kiribati, there is a shortage of land for developments in these centres.
2. Illegal occupation of government leased lands and state lands (squatters) on South Tarawa are increasing. A major contributing factor is the incompatibility in landowners' understanding of their traditional rights, and the provisions of land laws such the Land Planning Ordinance Cap48 and the Foreshore and Land Reclamation Ordinance. Many landowners, whose lands on South Tarawa are being leased by the Government, grant right to others to use and live on their already leased lands, especially to the accretions to that land. This is known as informal handshake agreements between landowners and the others which result in the squatting on Government leased properties.
3. Land disputes are on the increase resulting from migration from outer islands and historically claimed their rights and contest the rights of indefeasible titles of registered landowners and to attempt to gain their land rights and to live on the land. This is one of a nightmare and has worsened with the growing migration or urban drift to urban areas and the destruction of the land registers for Tarawa by fire in the 1980s.

In Kiribati, the total customary land of ownerships is 37% which includes all land in the Gilbert Group, and 63% is state owned, including all islands in the Line and Phoenix Group. Most of the population growth concentrated in Betio town.

5.0 STRATEGIC OBJECTIVES & SMART GOALS

5.1 Environment and Conservation Division

Strategic Objective 1: Improved quality of Environment

SMART GOAL 1: Effective enforcement of the Environment Act by 2020 (55k)

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SMART GOAL 2: Enhanced programs and participation in biodiversity protection and conservation by 2020 (270k)

SMART GOAL 3: Improved waste and chemical management by 2022 (78.5k)

SMART GOAL 4: Coastal adaptation programs are established by 2020 (390k)

Smart Goals & Strategies

SMART GOAL 1: *Effective enforcement of the Environment Act by 2020*

STRATEGIES:

- Full compliance with the Environment Act & environment related regulations
- Enhancing public awareness on Environment Act and Regulations
- Strengthen collaboration between enforcement partners
- Effective Enforcement & monitoring on South Tarawa & outer islands
- Revision of environment act (provision), regulations (pollution & conservation)

SMART GOAL 2: *Enhanced programs and participation in biodiversity protection, conservation and sites beautification by 2020(270k)*

- Enhancing public Awareness and Outreach on conservation measures.
- Strengthening Conservation legislations
- Promoting Community based Conservation programmes/projects and Protected Areas
- Ensuring IAS are controlled and eliminated
- National reporting to MEAs related to biodiversity which Kiribati is party to
- Creating new recreational areas/parks

SMART GOAL 3: *Improved waste and chemical management by 2022(78.5k)*

- Establishing a national committee or body with a mandate to oversee waste & chemical management
- Develop and finalise existing waste management policies, plans and strategies
- Mainstreaming chemical and waste management into national/sectoral strategies, plans and policies
- Establish and Improve waste management and pollution control facilities
- Supporting best waste management practices including the 3R+Return
- Raising awareness on waste and chemical management
- Establish database on quantity and type of waste disposed in the landfills and exported for recycling
- Enforcement of pollution provisions of the Env.Act 2007 at the national level

SMART GOAL 4: *Coastal adaptation programs are established by 2020(390k)*

- Encourage local communities to protect their coastline
- Awareness raising on mangrove and ecosystem based adaptation significance
- Promoting community based mangrove management plans to vulnerable communities
- Promoting ecosystem based adaptation (soft measures – native coastal vegetation, etc) measures
- Promoting mangrove planting programme
- Implement food security program in terms of promoting food crops (bwabwai plantation and native plants (fruit trees and medicinal plants)

5.2 Land Management Division

Strategic Objective 2: Improved land use for sustainable development

SMART GOAL 1: Improving access to land in urban

SMART GOAL 2: Improving Land Tenure and Management

SMART GOAL 3: Strengthening land use management

SMART GOAL 4: Enhancing Public engagements

Smart Goals & Strategies

SMART GOAL 1: *Improving access to land in urban*

- Reclaiming and raising up land up to 2 m
- Land allocation for commercial purposes

SMART GOAL 2: *Improving Land Tenure and Management*

- Upgrading land registry
- Developing Land Master Plan
- Reviewing land policies, laws, and legislative framework
- Assessing and Scrutinizing pending sublease applications
- Improved Database Management system
- Strengthening monitoring and enforcement on land use
- Government Lease Inspection
- Preparing land use plan and guidelines for Urban areas

SMART GOAL 3: *Strengthening land use management*

- Improving land development control
- Surveying the land plot allocated for commercial and residential lease in the Line group and some in the Phoenix Islands.
- Designing LMD e-services

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SMART GOAL 4: *Enhancing Public engagements*

- Monitoring of community development activities
- Developing and implementing outreach program and public awareness

5.3 Agriculture and Livestock Division

Strategic objective 3 – Increase local production and livestock

SMART GOAL 1: Increasing no of animal cross breeding by 10% at end of 2019

SMART GOAL 2: Establish local markets produce by 2019

SMART GOAL 3: Community are aware on animal and crop farming productions and ALD staff are equipped with knowledge and skills by 2019

SMART GOAL 4: Soil management technologies appropriate for atoll conditions developed and adopted by 2018

SMART GOAL 5: Boarder control strengthened and existing pest and disease are under proper control by 2018

SMART GOAL 6: Adequate fresh water supply, land space is available

SMART GOAL 7: Varieties of plants to be planted at public sites

Smart Goals & Strategies

SMART GOAL 1: *Increasing no of animal cross breeding by 10% at end of 2019*

- Selection of pilot islands in which the piggery and poultry will be distributed for mass production.
(Pilot islands are; Aranuka & Butaritari)
- Local communities to be selected and monitored for implementation
- Formulation of local feed (piggery and poultry)

SMART GOAL 2: *Establish local markets produce by 2019*

- Value chains analysis, first trial on Abaiang and Butaritari and to extend to other islands after outcome of trial is successful
- Set up Taskforce Committee to oversee implementation of the trial project

SMART GOAL 3: *Community are aware on animal and crop farming productions and ALD staff are equipped with knowledge and skills by 2019*

- Public awareness through radio newsletter, leaflets and video clip programs
- Promotion of leafy plants and cooking recipes

- Training workshops on crop & animal husbandry for ALD staff and farmers (long term training programs to be specialised on animal, biosecurity and crop)

SMART GOAL 4: *Soil management technologies appropriate for atoll conditions developed and adopted by 2018*

- Promotion & adoption of underground planting methods for root crops through AAs at all outer islands
- Composting through use of organic matters

SMART GOAL 5: *Boarder control strengthened and existing pest and disease are under proper control by 2018*

- To develop effective methods against pest and diseases
- Public awareness strengthened and promoted
- To provide proper facilities

SMART GOAL 6: *Adequate fresh water supply, land space is available*

- To establish simple water irrigation system
- Allocation of lease for crop and agricultural productions

SMART GOAL 7: *Varieties of plants to be planted at public sites*

- intercropping of multi-purpose ornamental plants

5.4 Administration – Policy & Management Unit

Strategic Objective 4: Effective and efficient administration & management

SMART GOAL 1: *To support and enhance Human Resource Development*

- Training needs analysis for all staff
- Training plan established and reviewed
- Develop personnel data base for the Ministry
- Improve staff capacity to deliver service required

SMART GOAL 2: *To strengthen financial system (monitoring)*

- Effective and efficient processing of financial transactions
- Constant financial monitoring and reporting
- Improved financial data base records

SMART GOAL 3: *Development or coordination and implementation of policies and projects*

- Development of new policies, project documents..etc

SMART GOAL 4: *To improve Service delivery*

- Constant monitoring of staff attendance
- To constantly update filing records/system
- To create an electronic filing system
- Assessing staff performance output

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- Constant divisional inspection
- To promote good customer service

6.0 BUDGET

While the operational budgets for the Ministry may not be available in this Plan, they can be sighted in the annual Recurrent Budgets of the Government. The average total recurrent budget for MELAD is around AUS\$3.4 million for 2018.

The slight increase in budget this year is for the significant extra activities and resources required to specifically accommodate and full fill;

- GoK Manifesto under Environment,
- Ministry's supporting role to tourism sector under Kiribati Vision 20 (KV20),

7.0 RISKS

The implementation of what has been laid out in this strategic plan could be impeded through anticipated risks. These risks may pose uncertainties in the achievement of the MELAD Strategic Plan. Some of these assumptions and risks include the followings:

- ❖ Inadequate number of staff members stationed in South Tarawa and Kiritimati only;
- ❖ Population growth especially South Tarawa and Kiritimati which put stress on ECD resources to effectively deliver its services;
- ❖ Officials with higher qualification are not motivated to perform their role due to low salaries.
- ❖ The need to expand the existing structure of each sector.
- ❖ Pending regulations and guidelines; for example, the delay in the endorsement of environment regulations and Sublease Policy Guidelines may hinder decision making process and enforcement of Act.
- ❖ Limited voluntary support of the general public to ensure that the environment is protected from pollution and other activities;
- ❖ The change in Government interest/policy;
- ❖ Isolation and distance between islands which makes monitoring of activities a real challenge;
- ❖ Community support and interest in agricultural and environment activities;
- ❖ Unpredicted climate change scenario such as salt water inundation in ground water on food and livestock production;
- ❖ Coastal damage impact on coastal vegetation and food crops;
- ❖ Strong salt water spray;
- ❖ Lack of data;
- ❖ Lack of capacity and skills for instance, lack of Monitoring & Evaluation (M&E) skills to measure the progress of activities implemented and
- ❖ Lack of resources both human and capital
- ❖ The soil composition is sandy and calcareous, lacking essential nutrients for good growth of plants.

- ❖ The underground water source is prone to salinity in times of drought which are frequent as well as the monotonous climate of hot tropical summer throughout the year.
- ❖ Complexity and sensitivity of land issues/ownership usually lead to dispute among land owners even with lands staff.

8.0 RESULT MANAGEMENT

This plan will be reviewed and evaluated by Senior Management Members which comprises Honorable Minister, Head of Divisions and is chaired by the Secretary. The SMM meets on a monthly basis to go through any emerging issues and development in achieving its target and goals specified in this Strategic Plan. SMM is responsible for the performance monitoring of the achievement of this Ministry Strategic Plan therefore, in its monthly meetings, each division is required to provide a divisional progress report. These progress reports are part of the division's work plan which is derived from the Ministry Operational Plan.

9.0 MINISTRY OPERATIONAL PLAN

SMART GOALS	Strategy (Activities)	Financial Implications	Key Performance Indicator	Division Responsible	Performance Targets					
					Baseline 2015	2017	2018	2019	beyond	
KPA: 4 ENVIRONMENT										
Strategic Objective 1: Improved land use for sustainable development										
Smart Goal 1: Improving access to land in urban	<ul style="list-style-type: none"> Reclaiming and raising up land up to 2 m Land allocation for commercial purposes 		<ul style="list-style-type: none"> 2m raised and Built-up Land Commercial area 	LMD in partnership with stakeholders						2023 for 219.5 acres
Smart Goal 2: Improving Land Tenure and Management	<ul style="list-style-type: none"> Upgrading land registry 		No of staff fully-equipped with computer-technology system.							
	<ul style="list-style-type: none"> -Equipments-Printer for ID card & finger print -Capacity building 		Needed equipment in place Trainings provided				1 set ID card printer & finger print machine	2	2	
	<ul style="list-style-type: none"> Developing Land Master Plan 		Consolidated Land Master Plan				All LMD sections to compile one master plan			

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	<ul style="list-style-type: none"> Reviewing land policies, laws, and legislative framework 		No of policies, legislation	LMD/Admin				<p><u>Policies</u> Sublease policy Seawall guideline Planning guideline Land registration policy</p> <p><u>Ordinances</u> -Land planning ordinance -Native land ordinance -Foreshore and Land reclamation ordinance</p> <p><u>Acts</u> State land Acts State acquisition Acts</p>	
	<ul style="list-style-type: none"> Assessing and Scrutinizing pending sublease applications 		No of approved lease	LMD				150 South Tarawa subleases	

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	<ul style="list-style-type: none"> Improved Database Management system (Capacity building) 		Integrated Database system	LMD/I.T				Kiribati Land Information system and Kiribati land management system	
	<ul style="list-style-type: none"> Strengthening monitoring and enforcement on land use Government Lease Inspection 		No of Inspections	LMD			6 inspections/ Quarter		
	Preparing land use plan and guidelines for Urban areas		Updated General Land use plan and planning guidelines						
Smart Goal 3: Strengthening land use management	Improving land development control		No of inspections No of squatters/ non-compliance cases	LMD & ECD				Target squatters in Lands that are restricted for living Including illegal development	

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	<ul style="list-style-type: none"> Surveying the land plot allocated for commercial and residential lease in the Line group and some in the Phoenix Islands. 	<p>\$ 367,669.26</p>	<ul style="list-style-type: none"> No of surveyed plots. <p>Requisition of survey equipment</p>	LMD	South Tarawa & Kiritimati			<p>2,500 State land plot, Kiritimati</p> <p>As approved from DCC</p>	
Capacity building	<ul style="list-style-type: none"> Designing LMD e-services 		<p>No of e-services</p> <p>Number of overseas trainings to I.T specialist</p>	LMD/I.T			2	<p>Webpages, Online application forms, LMD Portfolios as stipulated in the MSP and aligned with the KDP Services online e.g Land Development online application, accessibilities to LMD awareness</p> <p>2</p>	

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Smart Goal 4: Enhancing Public engagements	Monitoring of community development activities		<ul style="list-style-type: none"> • %Communities engagements/developments • No of programs visits • Progressive report 	LMD			South Tarawa and Line islands		
	<ul style="list-style-type: none"> • Developing and implementing outreach program and public awareness 		<ul style="list-style-type: none"> • Number of Radio programs/ • Number of awareness program • Communities engagements/developments • 	LMD					

SMART GOALS	Strategy (Activities)	Financial Implications	Key Performance Indicator	Division Responsible	Baseline	Performance Targets				
					2015	2017	2018	2019	Beyond	
KPA: 4 ENVIRONMENT										
Strategic Objective 2: Improving quality of the environment										
Smart Goal 1: Effective enforcement of the Environment Act by 2020	Full compliance with the Environment Act & environment related regulations	\$10,000	Reduced rate of non-compliance notices	ECD	87	60	40	20	0	

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	Enhancing public awareness on Environment Act and Regulations		Increased number of complaint		60	70	85	90	
	Strengthen collaboration between enforcement partners	\$5,000	Reduced rate of non-compliance notices	ECD					
	Effective Enforcement & monitoring on South Tarawa & outer islands	\$35,000	Reduced rate in illegal activities	ECD	48	30	20	10	0
	Revision of environment act (provision), regulations (pollution & conservation).	\$5,000	Number of revisions made to Environment Act (provisions)	ECD	1	0	1	0	1
			Number of Environment regulations endorsed		0	1	0	1	0
			Increased number of environmental cases prosecuted		1	2	4	6	8
Smart Goal 2: Enhanced programs and participation in biodiversity protection ,conservation including	Enhancing public Awareness and Outreach on conservation measures.	\$50,000	Number of School visits, Maneaba consultation, radio & newspaper announcement, Social media	ECD	22 Communities consulted	25	27	29	33

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management of national parks by 2020	Strengthening Conservation legislations	\$70,000	Number of Regulations, Policies & local constitution(NGO) adopted and enacted	ECD	5(NBSAP, KIEP, NISSAP, KBA, PIPAMP),	2 NBSAP, NISSAP,	2 (regulation for protected areas/species, 3 local constitutions	3 local constitutions	2
	Promoting Community based Conservation programmes/projects and Protected Areas	100k p.a	Number of Islands' communities involved and relevant project implemented	ECD	1 Communities/ 1 Islands 0 1 RAMSAR sites	6	11	17	24 2 Ramsar sites
	Ensuring IAS are controlled and eliminated	\$50,000	Number of new invasive species detected and eradicated	ECD	2(myna, yellow crazy ant)	IAS free	IAS free	IAS free	IAS & Pest-free
	National reporting to MEAs related to biodiversity which Kiribati is party to	ECD5 th NR to CBD		6 th NR to CBD	Strengthen national and international collaboration and information sharing among stakeholders National reporting	ECD5 th NR to CBD		6 th NR to CBD	Strengthen national and international collaboration and information sharing among stakeholders National reporting to MEAs related to biodiversity which Kiribati is party to

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					to MEAs related to biodiversity which Kiribati is party to				
	Setting up of new recreational areas (phase 1-Nanikaai site only)	\$63,800	New recreational area/park is created	ECD			1	1	
Smart Goal 3: Improved waste and chemical management on South Tarawa by 2022	Establishing a national committee or body with a mandate to oversee waste & chemical management	\$5,000/yr for meeting coordination and secretarial work	National committee is established and functional number of waste	ECD	No committee with this mandate established		National committee on waste and chemical management established	5,000/yr for meeting coordination and secretarial work	National committee is established and functional number of waste
		Nil	Key stakeholders identified with clear roles/responsibilities	ECD			Key partners from government, community and private sector are fully engaged in waste and chemical management		
	Develop and finalise existing waste management policies, plans and strategies	5,000	NSWMS, KIEP reviewed & endorsed	ECD	Draft plans	Finalised and endorsed	Implementation of NSWMS		

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	Mainstreaming chemical and waste management into national/sectoral strategies, plans and policies	2,000	Number of entries addressing chemical and waste management in national and sectoral management plans and policies	ECD	1(environment issues considered in year 4-5 national school curriculum			All existing plans related to environment protection incorporate waste and chemical management	2 existing plans are implemented
	Establish and Improve waste management and pollution control facilities	\$500	Proper Landfill site is Identified	ECD	1 landfill site identified for BTC only		1 landfill site identified for TUC		
		\$50,000	Number collection points	ECD	28 waste collection points		3 waste collection points per village		
	Supporting best waste management practices including the 3R+Return	\$500	Recyclable waste items shipped	ECD	1.5M beverage cans exported, 1,400 car batteries exported	3 20ft containers exported in june 2017	Scrap metal currently stockpiled is exported including ship wreck in Betio lagoon	10% increase on each waste recyclable item exported through KM	
		\$500	3R promotion projects	ECD	none		School Waste minimisation projects (using waste materials		

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							for other purposes)		
		\$5,000	No of imported goods considered unfriendly to the environment are banned or restricted	ECD	none		1(eg, plastic bag)	1(imported vehicles)	
	Raising awareness on waste and chemical management	\$10,000	Number of awareness raising materials including community/school consultations	ECD	None	5 environment awareness consultations to communities, schools.	10 consultations to schools, communities 5 radio awareness programs	15 consultations to schools, communities 10 radio awareness programs	
	Establish database on quantity and type of waste disposed in the landfills and exported for recycling	\$5,000	National Database on waste and chemical is established	ECD	none		Database is established	Database is accessible via internet	
	Enforcement of pollution provisions of the Env.Act 2007 at the national level		Number of Compliance/infringement notices issued	ECD	87 (compliance notices)	80	60	40	
	Coordinate and implement projects related to chemical and waste management at national level including those under MEAs which Kiribati is party to	Funding is always provided	Number of projects implemented Number of Project proposals developed	ECD	4	5	6	7	

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Smart Goal 4: Coastal adaptation programs established by 2020	encourage local communities to protect their coastline	\$10,000	Number of communities participated to protect their coastline (one community per island)	ECD	0	3	6	9	13
	Awareness raising on mangrove and ecosystem based adaptation significance	\$20,000	<ul style="list-style-type: none"> Number of public/community awareness conducted communities engaged voluntarily (at least 2 communities per island participated) 	ECD	0	6	12	18	26
	Promoting community based mangrove management plans to vulnerable communities	320k	<ul style="list-style-type: none"> Number of CBMMP established 	ECD	0	6	12	18	26
	Promoting ecosystem based adaptation (soft measures – native coastal vegetation, etc) measures	\$10,000	Number of EBA established	ECD	0	3	6	9	13
	Promoting mangrove planting programme	\$20,000	Number of mangrove planted. Mangrove coverage	ECD	26864 plants 0.2162hectare	30864 plants	34864 plants	38864 plants	42864 plants
	Implement food security program in terms of promoting food crops(bwabwai plantation and native plants(fruit trees and medicinal plants)	\$20,000	Number of islands practiced food security programs	ECD	none	0	2	4	6

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SMART GOALS	Strategy (Activities)	Financial Implications	Key Performance Indicator	Division Responsible	Performance Targets			
					2017	2018	2019	beyond
KPA 4: ENVIRONMENT								
Strategic Objective 3: Increased local production and livestock								
Smart Goal 1: Increasing no of animal cross breeding by 10% at end of 2019	Selection of pilot islands in which the piggery and poultry will be distributed for mass production. (Pilot islands are; Aranuka & Butaritari)	\$60,000	<ul style="list-style-type: none"> Number of cross breeds increased 	ALD	100			
	Local communities to be selected and monitored for implementation		<ul style="list-style-type: none"> Number of active community 	ALD	0	4	8	
	Formulation of local feed (piggery and poultry) (Genetic diversification)		<ul style="list-style-type: none"> Number of feed formulated 	ALD	0	1	2	
	Waste management		<ul style="list-style-type: none"> artificial insemination -shipment live boar Biogas facility operational 	ALD	0	30%	100%	
Smart Goal 2: establish local markets produce by 2019	Market value chains analysis, first trial on Abaiang and Butaritari and to extend to other islands after outcome of trial is successful	\$85,000	<ul style="list-style-type: none"> Quantity of produce sold Number of Commodities 	ALD	0	600kg	1200kg	
	Food processing							

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	Capacity building of post harvest of vegetables products		<ul style="list-style-type: none"> Number of qualified/specialized staff 			20%	60%	100%
	Set up Taskforce Committee to oversee implementation of the trial project	\$4,000	<ul style="list-style-type: none"> Number of meetings conducted 	ALD	NA	NA	NA	
Smart Goal 3: community are aware on animal and crop farming productions and ALD staff are equipped with knowledge and skills by 2019	Public awareness through radio newsletter, leaflets and video clip programs	\$58,970	<ul style="list-style-type: none"> Number of Extension outreach information produced & disseminated 	ALD		12 radio production	24 Radio program	
	Promotion of leafy plants and cooking recipes					4 video clip a year	4 video clip a year	
	Training workshops on crop & animal husbandry for ALD staff and farmers (long term training programs to be specialised on animal, biosecurity and crop)		<ul style="list-style-type: none"> Number of farmers/staff trained Number of farmers efficiently applying skills 	ALD		500 farmers	800 famers	
Smart Goal 4: Soil management technologies appropriate for atoll conditions developed and adopted by 2018	Promotion & adoption of underground planting methods for root crops through AAs at all O/Is	\$10,000	<ul style="list-style-type: none"> Number of farmers adopting method Through departments monthly report 	ALD		10 by each island	20 farmers by each island	
	Composting through use of organic matters					<ul style="list-style-type: none"> Number of households using appropriate organic compost 	ALD	

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Smart Goal 5: Boarder control strengthened and existing pest and disease are under proper control.by 2018	To develop effective methods against pest and diseases	\$85,000	Number of complaints from farmers	ALD		0	0	0
	Public awareness strengthened and promoted		Number of awareness programs produced & disseminated (radio programs)		6	12	12	
	to provide proper facilities		Number of equipment		scanner	Inspection lap	Full sets equipment	
Smart Goal 6: Adequate fresh water supply, land space are available	To establish simple water irrigation system	\$50,000	Number of simple technology (bucket irrigation, agricultural implement, shredder) introduced	ALD/MELAD		3 bucket irrigation	3 bucket irrigation	
	Allocation of lease for crop and agricultural productions	\$10,000	Number of targeted communities			1 plough disc	2 plough disc	
Smart Goal 7: Varieties of plants to be planted at public sites	intercropping of multi-purpose ornamental plants	\$20,000	Size of land-lease approved and developed			3ha	3ha	
			Number of ornamental plants established	ALD	10	20	30	
			Number of sites/communities planted/provided with ornamental plants		5	10	20	

SMART GOALS	Strategy (Activities)	Financial Implications	Key Performance Indicator	Division Responsible	Performance Targets			
					2017	2018	2019	beyond
KPA 4: ENVIRONMENT								
Strategic Objective 3: Effective and efficient administration and management								

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Smart Goal 1: To support and enhance Human Resource Development	<ul style="list-style-type: none"> • Training needs analysis for all staff 		Analysis report in place	Admin		1	1	
	<ul style="list-style-type: none"> • Training plan established and reviewed 		Training plan completed	Admin		1	1	
	<ul style="list-style-type: none"> • Develop personnel data base for the Ministry • Improve staff capacity to deliver service required 		Electronic data base established Number of workshops/trainings delivered/attended.	I.T		80%-100% 5	100%	
Smart Goal 2: To strengthen financial system (monitoring)	<ul style="list-style-type: none"> • Effective and efficient processing of financial transactions 		Timely assistance to customers	Account				
	<ul style="list-style-type: none"> • Constant financial monitoring and reporting 		Timely production of financial reports	Account				
	<ul style="list-style-type: none"> • Improved financial data base records 		Electronic financial database updated and produced.	I.T		80-100%		

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<p>Smart Goal 3: <i>To improve service delivery</i></p>	Constant monitoring of staff attendance and absence		Weekly reports on staff attendance	Admin/Registry				
	To constantly update filing records/system		Updated filing records	Registry				
	To create an electronic filing system		Electronic filing system created	I.T/Registry		To complete(end of 2018)		
	Assessing staff performance outputs		Staff performance Assessment reports completed and submitted	Admin				
	To conduct regular divisional inspection		No. inspections carried out with guidelines developed	Admin		Once a fortnight	Once a fortnight	Once a month
To promote good customer service		Number (in %)of complaint decreased (figures available from PSO complain centre)	Admin/Registry		40%	80%	100%	
<p>Smart Goal 4: <i>Development or coordination and implementation of policies and projects</i></p>	<ul style="list-style-type: none"> Development of new policies, project documents..etc 		Number of policies ,prodocs & Cabinet papers developed	PPU/Admin				

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