



Ministry of Tourism, Commerce, Industry and Cooperatives

Strategic Plan

2020-2023



FOREWORD

Mauri!



I am pleased to present the 2020-2023 strategic plan for the Ministry of Tourism, Commerce, Industry and Cooperatives.

This strategic plan, covering the period 2020 – 2023, will guide the Ministry of Tourism, Commerce, Industry and Cooperatives (MTCIC) in creating “**A transformed economy through a resilient, fair and competitive business environment for achieving wealth and prosperity for all**” by 2023.

The Ministry of Tourism, Commerce, Industry and Cooperatives strategic plan is an important document and is a product of consultation with relevant MTCIC divisions and establishes a strategic framework for planning and delivering the Ministry’s mandates as well as for monitoring and evaluating performance.

In the plan, the Ministry defines its vision and mission, objectives, and strategies, and sets out the performance benchmarks envisaged for the next four years. The plan builds on the lessons learnt during the implementation of the previous strategic plan implemented between 2016 and 2019.

The Ministry will use available resources efficiently to maximise results and receive value for money to achieve the KV20 vision. The plan will provide guidance towards resource allocation and assessing performance towards the achievement of results. It provides clear goals, strategies, and objectives to be realised over the planning period.

I believe that all stakeholders will find this plan a valuable tool for collaboration and implementation of the various strategies outlined herein and that the plan will enable us to use our limited resources more efficiently and increase accountability as we enhance the overall standard of living of I-Kiribati.

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Bootii Nauan (MP)
Honourable Minister
Ministry of Tourism, Commerce, Industry and Cooperative

ACRONYMS

| | |
|-------|---|
| APLMF | Asia Pacific Legal Metrology Forum |
| APMP | Asia Pacific Metrology Programme |
| BCRD | Business Companies Regulatory Division. |
| BIPM | Bureau International des Poids et Mesures |
| BIU | Business Information Unit |
| BPC | Business Promotion Centre |
| BPD | Business Promotion Division |
| BRC | Business Regulatory Division |
| CCURD | Cooperative and credit union Regulatory Division |
| CSDS | Coconut Sector Development Strategy |
| CSN | Commonwealth Standards Network |
| CI | Consumer International |
| CU | Credit Union |
| DFQF | Duty-Free Quota Free |
| EA | Executive Assistant |
| EBA | Everything But Arms |
| EEZ | Exclusive Economic Zone |
| EIF | Enhanced Integrated Framework |
| EPA | Economic Partnership Agreements |
| ER | Established Register |
| EU | European Union |
| FICs | Forum Islands |
| FTA | Free Trade Agreement |
| GSP | Generalised System of Preferences |
| HACCP | Hazard Analysis and Critical Control Points |
| ICA | International Cooperative Alliance |
| ICT | Information, Communication and Technology |
| i-EPA | Interim Economic Partnership Agreement |
| IP | Intellectual Property |
| IPD | Intellectual Property Division |
| IPD | Investment Promotion Division |
| IPF | Investment Policy Framework |
| IPR | Intellectual Property Rights |
| IYB | Improve Your Business |
| JD | Job Description |
| KCCI | Kiribati Chamber of Commerce and Industry. |
| KNSO | Kiribati National Statistics Office |
| KNTO | Kiribati National Tourism Office |
| KPA | Kiribati Ports Authority |
| KV-20 | Kiribati 20-Year Vision |
| LDCs | Least Developed Countries |
| MTCIC | Ministry of Tourism, Commerce Industry and Cooperatives |
| M&E | Monitoring & Evaluation |
| MEHR | Ministry of Employment and Human Resources |
| MFED | Ministry of Finance and Economic Development |
| MSMEs | Micro Small and Medium Enterprise |
| MOP | Ministry Operation Plan |
| NBA | National Business Award |
| NCS | National Conditions of Services |
| NIPS | National Intellectual Property Strategy |
| NOM | National Online Marketplace |
| NQP | National Quality Policy |

| | |
|-----------|--|
| NSO | National Statistics Office; |
| NTAC | National Trade Advisory Committee |
| OHS | Occupational Health Safety |
| OIM | Open Integrated Market |
| OILM | International Organisation of Legal Metrology |
| PACER | Pacific Agreement on Closer Economic Relations |
| PFTAC | Pacific Financial Technical Assistance Centre |
| PICTA | Pacific Island Countries Trade Agreement |
| PICTA TIS | Pacific Island Countries Trade Agreement Trade in Services |
| PMU | Project Management Unit |
| PPIU | PACER Plus Implementing Unit |
| PPSR | Private Property Security Register |
| PQR | Position Qualification Requirement |
| PSO | Public Service Office |
| PT&I | Pacific Trade & Invest |
| QCC | Quality Coordination Committee |
| QMS | Quality Management System |
| QPD | Quality Promotion Division |
| REX | Registered Exporters System (REX) |
| ROO | Rules Of Origin |
| SEZ | Special Economic Zone |
| SMEs | Small and Medium Enterprises |
| SPS | Sanitary Phytosanitary |
| SWOT | Strength Weaknesses, Opportunities and Threats |
| SYB | Start Your Business |
| TAK | Tourism Authority of Kiribati |
| TBT | Technical Barriers to Trade |
| TIP | Trade and Investment Portal |
| TOR | Terms of Reference |
| TPD | Trade Promotion Division |
| TPF | Trade Policy Framework |
| TWG | Technical Working Group |
| UNCDF | United Nations Capital Development Fund |
| UNCTAD | United Nations Conference on Trade and Development |
| VCO | Virgin Coconut Oil |
| VFR | Visiting Friends and Relatives |
| WAIPA | World Association Investment Promotion Agencies |
| WIPO | World Intellectual Property Organisation |
| WTO | World Trade Organization |

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EXECUTIVE SUMMARY

The 2020-2023 Strategic plan overviews the Ministry’s mandate and functions. It outlines the key objectives and strategies to be pursued. It sets out the framework within which the Ministry will discharge its functions in line with its vision and mission for four years. It further identifies critical factors and issues to be addressed by the plan. The critical factors and issues form the basis through which the strategic issues underpinned in this plan have been formulated as a core support to achieving the 20-Year Vision Development Plan (KV20) and the goal of the Kiribati Development Plan 2020-2023

The vision statement of this plan is to create “A transformed economy through a resilient, fair and competitive business environment for achieving wealth and prosperity for all”. In contrast, the mission statement is “A transformed economy through a resilient, fair and competitive business environment for achieving wealth and prosperity for all”.

As the Ministry pursues the vision and mission, it will be guided by the following core values: *Integrity and Transparency; Teamwork and Productive Partnerships; Innovativeness and Creativity; Professionalism and Commitment in Service Delivery; Equity, Respect, Fairness and Inclusivity; People-centred and Customer-oriented*

Achieving a conducive business environment requires a whole government approach to enhance policy coherence. The plan will therefore coordinate and ensure effective implementation of the Investment Policy framework, National Trade Policy Framework, National Quality Policy, and Intellectual Property Strategy to achieve a broader conducive business environment. Key strategies and objectives will inform the implementation of these policies of the Strategic plan. These strategic areas include:

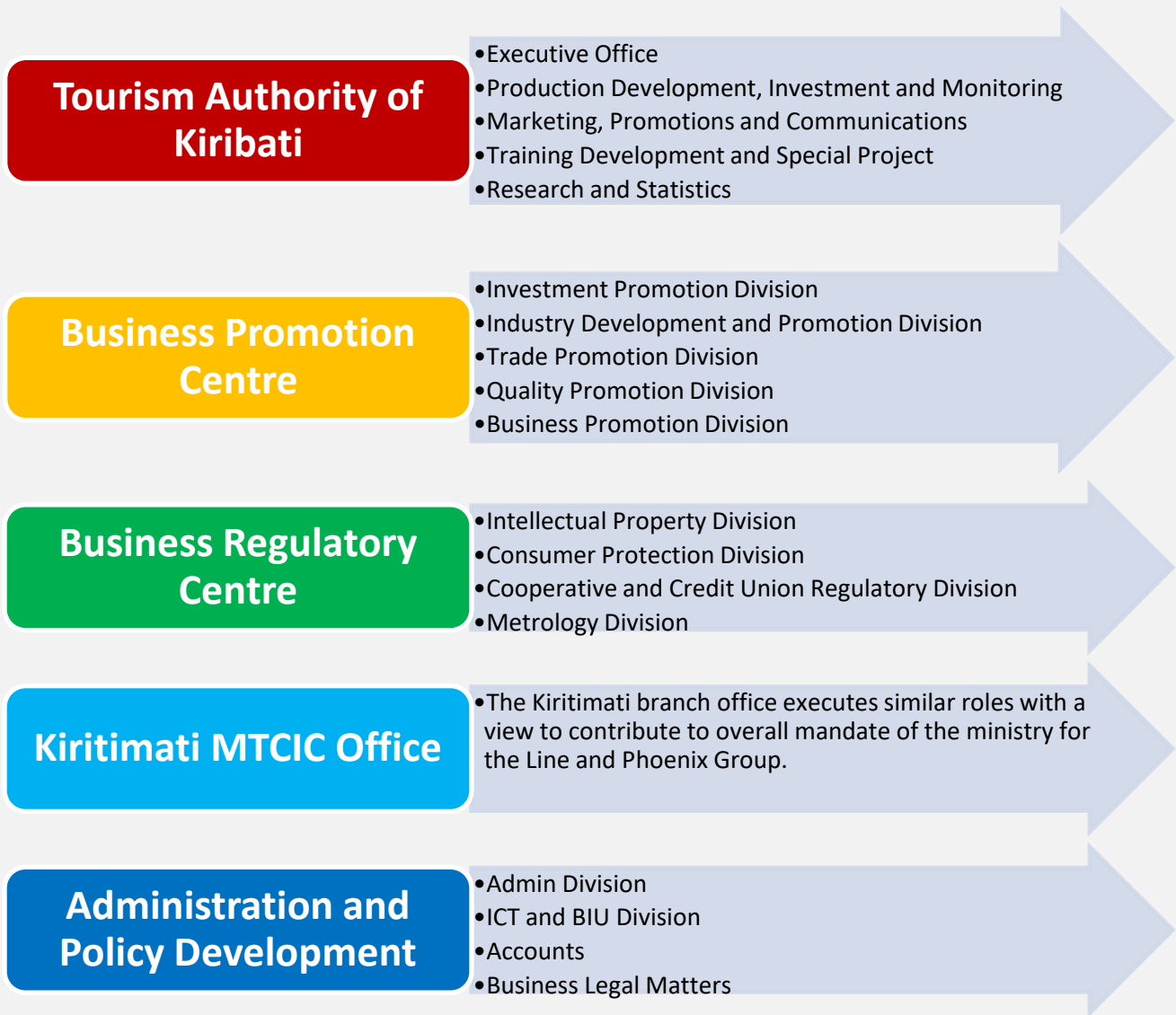
| |
|-------------------------------------|
| 1. Sustainable Tourism Development; |
| 2. Partnership and Connectivity; |
| 3. Conducive Business Environment; |
| 4. Innovative and Creativity; |
| 5. Support Services (Governance). |

Strategies and activities have been formulated, and corresponding key performance indicators have been identified against each Strategic objective for monitoring and evaluating the implementation of this strategic plan. Monitoring, evaluation and reporting will form a critical component of this plan. M&E Reports will be prepared to provide feedback on progress made and form a basis for the next steps in implementing the plan.

1. Management and Organisation Structure

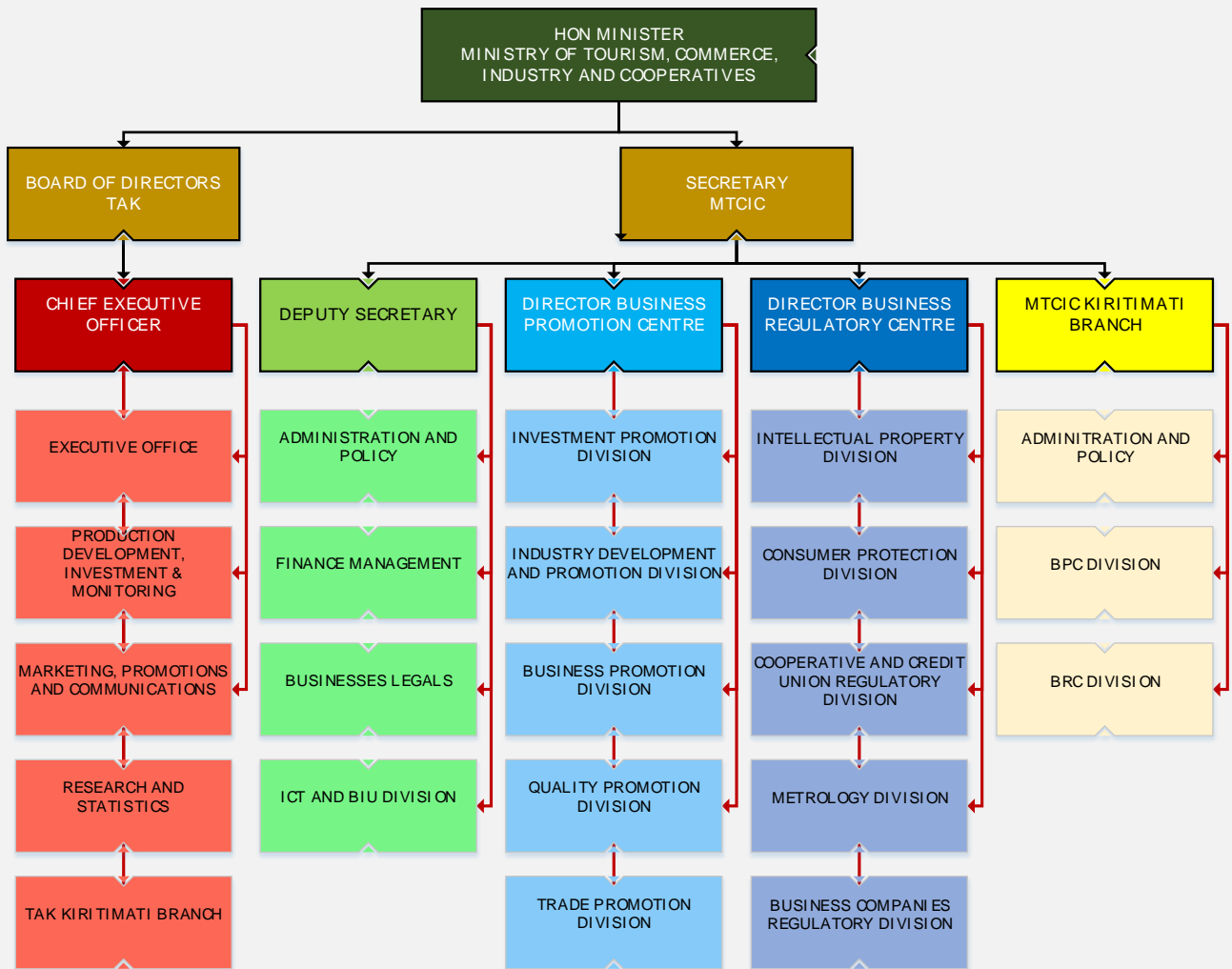
MTCIC comprises of Administration Unit, Tourism Authority Kiribati (TAK), Business Promotion Centre (BPC), the Business Regulatory Centre (BRC), and a branch Office in Kiritimati. The key divisions of the Ministry in the respective centres include:

Figure 1: Centres and Key Divisions of the Ministry



The Administration and Policy development centre oversee the overall Policy and operations of all centres and divisions. The Centres are headed by the Directors, while the Head of Divisions oversee the Different divisions of the Ministry. To date, there are a total of 106 staff, with 16 staff in Kiritimati and 95 in Tarawa. The detailed Organisation structure of MTCIC is covered in Figures 2, 3 and 4.

Figure 2: Overall MTCIC Organisational Structure



Vision, Mission, and Core Values

Our Vision

“A transformed economy through a resilient, fair and competitive business environment for achieving wealth and prosperity for all”

Our Mission

“Strengthening local and international partnerships, developing an enabling business environment, thriving creativity and innovation, facilitating and promoting trade and investment, and protecting local businesses and consumers for a wealthier and prosperous Kiribati.”

Our Values



Figure 3: Core Values

Recent Ministry History

The review of the previous strategic plan 2016-2019 highlights key achievements as envisioned in the Kiribati Development Plan 2016-2019. These include;

Table 2: MTCIC Key achievements 2016-2019

| Policy area | Achievements |
|--|--|
| Support for Sustainable Tourism Development | <ul style="list-style-type: none"> ▪ Establishment of Tourism Act 2018 ▪ The transition of the Kiribati National Tourism Office (KNTO) to the Tourism Authority of Kiribati (TAK), June 2019 ▪ Kiribati International visitors survey 2019 ▪ Revamp of TAK website ▪ Development of TAK Strategic plan 2019-2023 ▪ Development of Kiribati Sustainable Tourism Development Policy Framework ▪ Tourism Creativity Award for Plastic Waste Repurposing 2019 ▪ TAK Statement of Intent 2019-2022 ▪ Mauri Mark Accommodation Standards Accreditation. |
| Formulation of Relevant Policies | <ul style="list-style-type: none"> ▪ National Investment Policy Framework was developed and adopted in 2019; ▪ 4 Annual National IP Day successfully organised; ▪ 3 Annual Quality day celebrated since 2019; ▪ 3 annual coconut days are Celebrated in 3 different islands; ▪ National Trade Policy Framework formulated and adopted in 2017; ▪ National Quality Policy formulated and adopted in 2017; ▪ National Intellectual Property Strategy formulated and Adopted in 2017; ▪ Quality Promotion Division was established in 2018 to coordinate the implementation of the National Quality Policy; ▪ Coconut Sector Development Strategy developed in 2019 and launched in 2021; ▪ Metrology Capacity needs Assessment undertaken in 2019; ▪ Financial Sector gap analysis undertaken in 2018 and recommendations adopted in September 2019; ▪ UNCTAD E-trade readiness assessment undertaken in 2019; ▪ An evaluation of the Supervision Framework for credit Unions was undertaken in November 2017; ▪ Amendment of Prices Ordinance review undertaken in 2021; ▪ Mass Weighing Instruments calibrated after 20 Years at the National Metrology Laboratory in Australia; ▪ Consultation paper developed on proposed policy changes to the Companies Ordinance 1979 and the Registration of Business Names Act 1988 in 2017; ▪ Cooperative policy paper to the proposed review and amendments of the Cooperative Societies Ordinance (Cap 14) and Regulations 1990 developed in 2017; ▪ An assessment of Supervision Framework for Credit Unions undertaken in November 2017; ▪ Phased process of pro-competitive and consumer protection reforms undertaken in 2019; ▪ Consumer Protection Law Reform undertaken in 2021; ▪ Legislative assistance received from WIPO for drafting the new Patent Law in 2021; ▪ Metrology Division was established in 2022; and ▪ National Cooperative Policy Framework is now formulated under the United Nations Development Programme (UNDP). |
| Legislative Reform and institutional Strengthening | <ul style="list-style-type: none"> ▪ The review and enactment of the Foreign Investment Act 2018. The new act seeks to improve and harmonise foreign investment administration, application and approval process and align the national investment policy regime with international best practices; ▪ Newly enacted Companies Act 2021, Company Insolvency Act 2021, Business Names Act 2021, and Metrology Act 2021; |

| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ Review and development of the Foreign Investment Regulations 2019 to facilitate the implementation of the Foreign investment Act 2018; ▪ Intellectual Property Division was established in 2018 with 3 additional staff to coordinate the implementation of the National Intellectual Property Strategy (NIPS); ▪ The patent Bill will undergo first reading in April 2022 and second reading in August 2022; ▪ The review and enactment of the new Copyright Act 2018 to strengthen the national copyright system in line with the International Best practices; ▪ Reform of the outdated Weight and Measures Act to Metrology Bill completed; ▪ Trade Marks Act 2019 enacted; ▪ Copyright Act 2018 enacted; ▪ Trade Portal was developed in 2019 to increase transparency in trade and business-related laws and procedures; ▪ Enactment of E-transaction Act 2021. The new legislation provides a conducive business environment for E-commerce and related initiatives; ▪ E-commerce Policy 2022 developed; ▪ The review of the KCCI Act 2013 to be in line with the current business environment in Kiribati; ▪ Price Control Bill 2022 will undergo its first reading in August 2022; ▪ Consumer Protection Bill 2022 will undergo its first reading in the last parliament session of 2022; and ▪ Ongoing review and reform of the outdated Cooperative Societies Ordinance (Cap 14) and Regulations 1990 to promote good governance that will facilitate rebuilding and revitalizing the cooperative movement in Kiribati. |
| <p>Alignment and accession to International treaties</p> | <ul style="list-style-type: none"> ▪ Measures to facilitate Announcement to Trade under PICTA completed, and Kiribati is able to implement PICTA trade in Goods; ▪ PACER Plus trade agreement was successfully negotiated and signed in June 2018. Kiribati ratified the Agreement in November 2019, and the Agreement entered into force on 13th December 2020; ▪ Kiribati acceded to Berne Convention for the protection of Literary and Artistic Work in 2017; ▪ Kiribati acceded to Marrakesh Treaty in July 2019 to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled; ▪ Kiribati is now a corresponding member of International Organisation of Legal Metrology (OILM) to assist in the development of an internationally recognised Metrology infrastructure; ▪ Kiribati is now a member of Asia Pacific Metrology Program (APMP) to strengthen the policy aspects of metrology in 2019; ▪ Kiribati has now been signed to the OIML Certification System in September, 2019; ▪ Kiribati is now a full member of Asia Pacific Legal Metrology Programme (APLMF) since 2018; ▪ Kiribati is now a member of International Cooperative Alliance (ICA) since 2018 to strengthen strong movement of cooperatives and support good governance; ▪ Kiribati is now a member of Consumer International (CI); ▪ Kiribati is now a member of the Corporate Registers Forum (CRF); ▪ Kiribati is now a member of Commonwealth Standards Network (CSN); ▪ Kiribati membership in the Commonwealth Standards Network; ▪ Kiribati is now a member of the Oceania Confederation of Credit Union League (OCCUL); ▪ Kiribati is now a member of the International Trademark Association (INTA); ▪ Kiribati became a member of the World Intellectual Property Organization (WIPO) in 2013; ▪ Kiribati is now a member of the International Trademark Association (INTA) in November 2020; ▪ Kiribati acceded to the Paris Convention in November 2021; ▪ Kiribati acceded to the WIPO Copyright Treaty in March 2021; ▪ Kiribati acceded to the WIPO Performances and Phonograms Treaty in March 2021; and ▪ Kiribati acceded to the Beijing treaty on Audiovisual Performances in March 2021. |
| <p>Website and ICT Connectivity</p> | <ul style="list-style-type: none"> ▪ MTCIC and KCCI Websites were developed; ▪ System and server developed; |

- MTCIC server room developed;
- Staff attendance, monitoring and analysis system developed;
- Internal ICT Policy developed;
- Grain DataBase system developed;
- Christmas Island MTCIC Office system developed;
- Consumer Complaint Database and Price Control database developed;
- Metrology database developed;
- Business Names database developed;
- Companies database developed;
- Cooperative and Credit Union database developed;
- IP registration database developed;
- Copyright registration database developed;
- Kiribati E-Mwakete developed; and
- Trade and Investment Portal developed.



4.Situation Analysis

4.1 Sustainable Tourism Development

Pillar 1 of the KV20 recognises that sustainable tourism development presents opportunities for economic development, through employment creation, and income generation, as well as supporting the retention of cultural traditions, sustainable management of national environmental assets and wider contributions towards social-economic benefits.

The sector can also support the development of other sectors like agriculture through forward and backward linkages. Tourism is currently approximately 3.6% of the country’s GDP. However, the Ministry believes that Tourism can become a major contributor to the economy if the right approach is adopted. Some of the economic benefits have been seen on Kiritimati Island. Tarawa also obtained significant income but mostly from business travellers.



Figure 4: International Visitor Arrival

The tourism growth has not been uptrend from previous years, with limited tourism products and markets. Although the number of visitors increases, there is great potential for more, it can be improved by better tourism products and services. The number of holiday visitors has been increasing moderately. In 2019 it was 7,917 recorded visitors which shows an increase of visitors more than 50% from the 2015 figure. It is estimated that the rise will continue, and therefore the Government will need to improve infrastructure for tourism to meet the increasing demand.

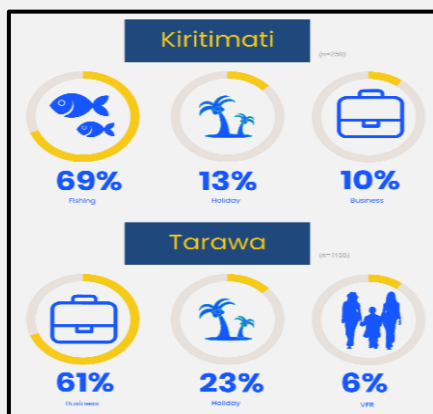


Figure 5: Purpose of Visit.

Government initiatives drive the tourism industry. To incorporate the Public and Private sectors in the Government-led programs, first, TAK had to help the locals understand what tourism can do for them and also to encourage the private sector to come on board. That’s key to TAK’s role – to provide that linkage between the public and the private sectors.

By way of response to the Government, TAK has put in place its plans for multiple activities toward its objectives. However, the significant challenges affecting TAK overall progress in 2020 were due to the lack of finance and the Covid-19 pandemic, which affects travelling worldwide.

The progress from TAK's MSP 2020 activities, despite the travel restrictions for covid-19, was about 87% overall for the year 2020 activities. This shows a promising sector which will thrive when borders are open again.

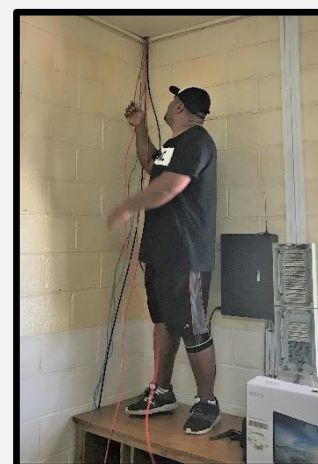
TAK is also looking into establishing tourism zones such as for developing hotels in Kanton Island and other selected islands in the Line and Phoenix, and Gilbert Island groups, and making Tabuaeran a major surfing destination.

Moreover, TAK is developing mandatory Tourism and Hospitality operations and standards for all tourism business operators that will incorporate Covid-19 protocols.

4.2. Partnership and Connectivity

The partnership and connectivity goal aims at improving networking with key local and overseas stakeholders to access information, technical assistance and benefits. It also recognises the significant strategic partnership between the Government, private sectors and international bodies to create an enabling environment for developing productive sectors and business environments. Accordingly, the Ministry has established an effective partnership with international bodies to access technical assistance, capacity-building programs, and benefits. The accession to international bodies is regarded as one of the Ministry's achievements, as presented in table 2 provide above.

To create a productive sector, the Ministry has established a VAT Registered database for Private Sectors. This database will provide a staff list to VAT registered Private Sectors eligible for a leave grant. The database has been updated and monitored by the Ministry.



4.3 Conducive Business Environment

Pillar 3 of the Ministry aims to: (1) strengthen business laws and policies; (2) strengthen support to businesses and non-government bodies through free auditing and awareness; (3) enforce business laws through regular compliance inspection and compliance auditing, and (4) promoting public-private partnership (PPP) to engage in bigger and productive investments that are aligned with the KV20

A supporting and enabling legal framework supports the creation and growth of local businesses (privately and publicly owned companies) and creative industries and also attracts foreign investment to establish in Kiribati, including cooperatives and credit unions, by:

- coordinating the implementation of the Ease of Doing Business Reform Action Matrix
- enacting and implementing the *Companies Act 2021*;
- enacting and implementing the *Business Names Act 2021* and associated regulations;
- passing and implementing the *Company Insolvency Act 2021*;
- enacting and implementing the Copyright Act 2018;
- enacting and implementing the Trade Marks Act 2019;
- instituting Personal Property Security Legislation to allow the use of movable assets as collateral in financial institutions;
- reviewing *Moneylenders Act 1988* and associated regulations;
- reviewing the Credit Unions Act 1990 and associated regulations in line with recommendations in the 2017 PFTAC Report;
- reviewing *Kiribati Cooperative Societies Ordinance* and related Regulations;
- enacting new *Industrial Design Legislation* in line with the NIPS;
- enacting the *Patent Legislation* in line with Paris Convention and NIPS;
- reviewing outdated *Consumer Protection Act 2001* and associated regulations;

- reviewing outdated *Prices Ordinance Cap 75 1981* and related regulations; and
- enacting the new *Metrology Act 2021*.

4.3.1: Improve Ease of Doing Business in Kiribati

While the KV20 seeks to develop and be inclusive of the private sector, Kiribati ranking in the World Bank **ease of Doing Business** deteriorated to 164 in 2019 from 158 in 2018. To improve our ranking in the Ease of Doing Business in Kiribati, the Government has carried out two important reforms associated with Business Registration, these are the Business Laws Reform and the Business Registry Reform. The Business law reform focus on the review of the *Companies Ordinance* and the *Registration of Business Names Act 1979*, while the Business Registry Reform focus on institutional development of the Business and Companies Regulatory Division including the implementation of the Online Business Registration System and other critical business registry features, such as PPSR. The aim for undertaking these reforms is to promote the ease of doing business in Kiribati.

However, a whole government approach is needed to support the broader business law reform agenda to improve ease of doing business indicators across government agencies. There is a need to support the implementation of the One-stop Shop for Business Registration in the short term as the Government works toward the online business registration system to reduce the possible barriers associated with logistic constraints given the geographical isolation and scattered islands. The Trade and Investment Portal also provides information related to business registrations, export and import procedures, and trade-related legislative measures.

4.3.2. Development of Cooperatives

The Kiribati Trade Policy Framework 2017-2027 mentioned the development of cooperatives as a way to make communities economically sustainable. The cooperative movement received a boost in 2018 as it expanded beyond copra cooperatives to producers in fisheries and agriculture. It also promoted service-oriented cooperatives in the tourism industry, as shown in the pie graph below.

Cooperative development can be a good vehicle for sustainable development through which the community can generate income and improve livelihood because they create employment, operate a business to make profits and invest shareholders' capital. Cooperatives can provide a good platform through which the community can exploit the opportunities in productive sectors like Fisheries, Tourism and Coconut. Strengthening the performance of cooperatives can support the Government in achieving development aspirations in line with the KV20.

The Ministry has commenced a review of the outdated Co-operative related laws to improve the performance of the Co-operative sector, support good governance and enhance regulatory capacity of the Government to enable sustainability and strong movement of cooperatives in Kiribati. While there is ongoing reform to create an enabling environment to support the evolution of the cooperatives, there is also a need to promote the establishment of cooperatives in more value-added products. The pie chart below shows different cooperative activities that also engaged in productive sectors such as fishing, agriculture and tourism.

Cooperative Activity By Sector Year 1975 - 2021

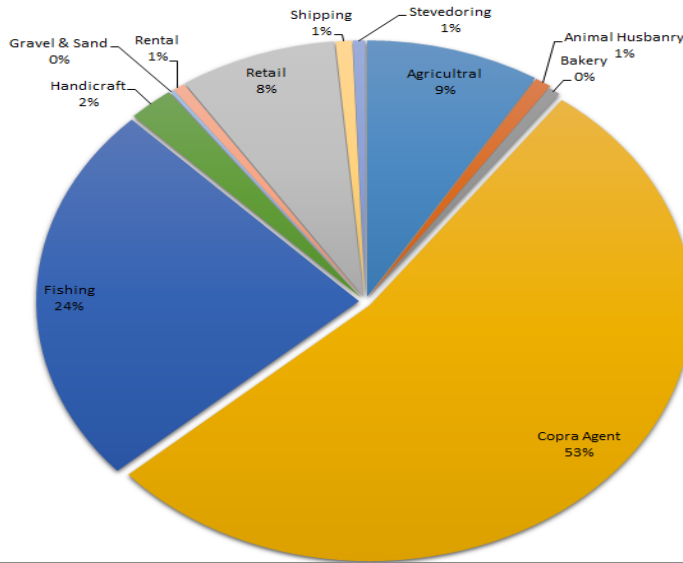


Figure 6: Cooperative Activity by Sector.

Source: Cooperative and Credit Union Regulatory Division Records



Further to the above graph, it is evidenced that the number of registered cooperatives has increased given the ongoing registration every year. In 2017, the Government offered a grant to fishing cooperatives such as boats, fuel tanks and outboard engines, therefore, a dramatic increase was experienced from 2017 to 2018.

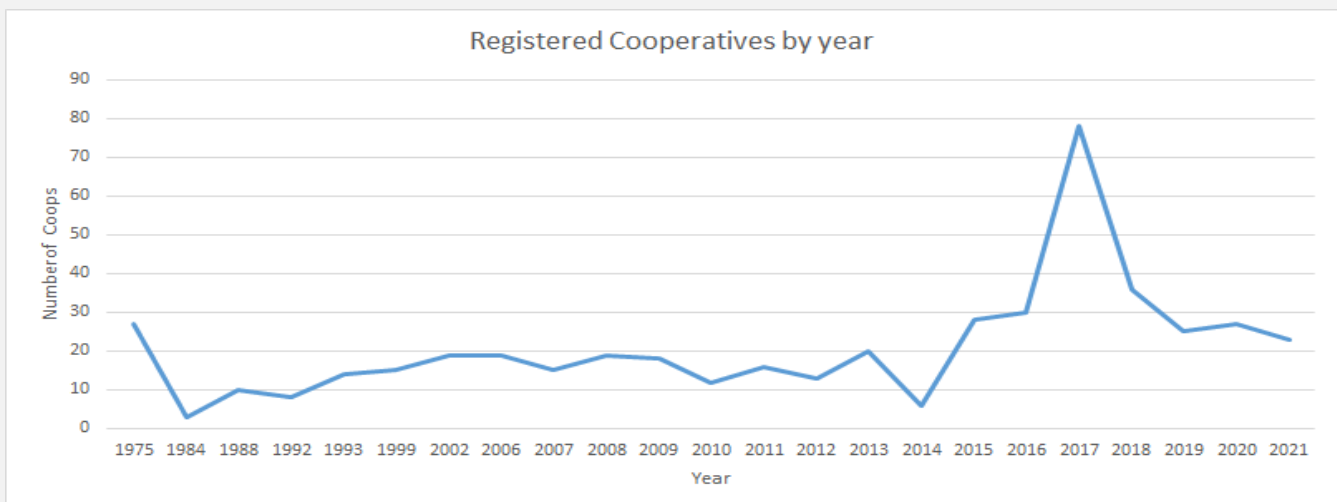


Figure 7: Registered Cooperatives by Year

Cooperatives are required to prepare the financial statements and submit their accounts thereon in accordance with the Cooperative Regulations. The Registrar is empowered under Section 37 to appoint auditors (Cooperative and Credit Union Regulatory Division staff). However, compliance auditing of cooperatives is an essential part of the strategic plan, offered for free at the cost of the Government. The statutory cooperative auditors have powers to inspect books, documents, cash, and securities under Section 38.

4.3.3: Development of Credit Unions in Kiribati

The existence of credit unions in Kiribati started in 1999 to 1990, with the Development of Labour, Employment and Cooperatives. The credit union sector is regulated under the Credit Unions Act 1990, with the Cooperative Division and then the Cooperative and Credit Union Regulatory and Compliance Division from 2005. In 2014, the credit union sector was regulated by the Credit Union Regulation 2014, followed by a formal registration. In reference to MTCIC records, the number of registered credit unions is growing, and is thirty-seven (37) in total. Fig 11 provides the number of registered credit unions by island.

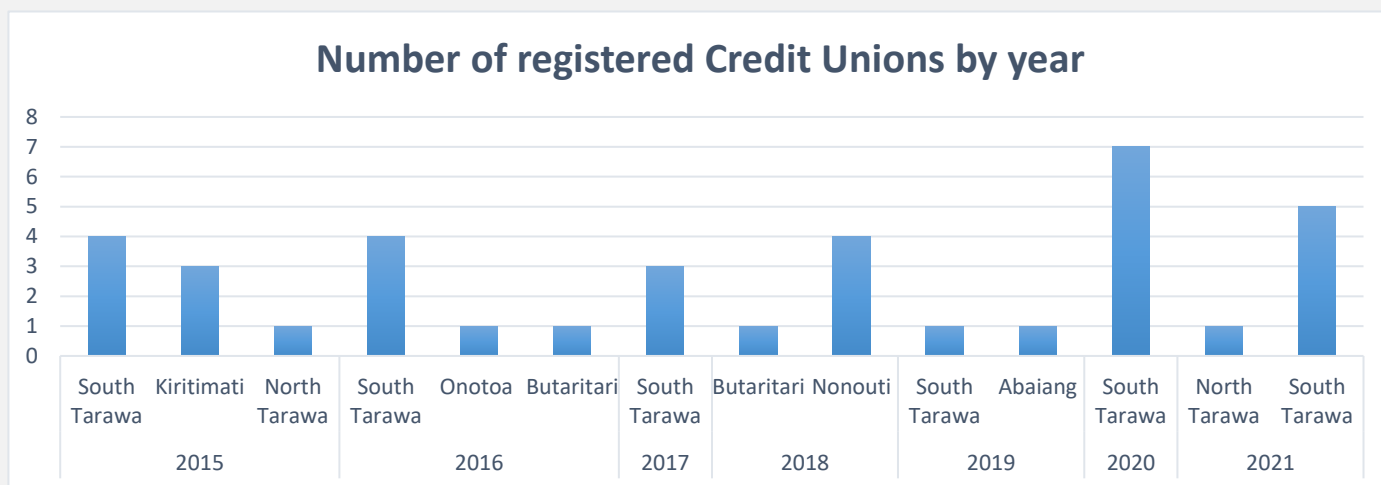


Figure 8: Number of Registered Credit Unions

Source: Cooperative and Credit Union Regulatory Division Records

The total number of registered credit unions reflects the progress of the credit union movement in Kiribati, the growth in the number of registered credit unions, and the established credit unions on different islands by year. Still, more promotional activities need to be done to establish credit unions in all islands.

The development of the credit union is however constrained by weak and poor governance due to weak regulatory framework. The Credit Unions Act 1990 does not sufficiently provide for, inter alia, the necessary powers of the supervisory authorities, prudential requirements, financial statements and audits, resolution measures, and administrative and judicial review of actions taken by the authorities. As such, the Act needs to be amended to provide a fundamental basis for credit union regulation and supervision. In a broader context, there is a need to implement the specific recommendations in the PFTAC 2017 report on Supervision Framework for Credit Unions.

4.3.4: Development of Companies

Over the past four years, the reform of the Companies Ordinance was undertaken to support the development of companies and contribute to economic growth in Kiribati. The Ministry considers that a well-adapted legal framework will ease a substantial constraint to private sector development and to:

- provide a system that enables simple and inexpensive incorporation;
- provide standard rules for company organisations that are flexible enough to meet the needs of different organisations;
- identify the duties and powers within the corporate structure designed to be understood and applied by directors and shareholders;
- be the primary source for identifying rights and duties within a company; and
- ensure that safeguards to prevent abuse are appropriate and proportionate to the risk of abuse so as not to work against companies' economic and social benefits.

In this context, companies in terms of non-limited liability (individuals and firms) and limited liability companies play critical roles in sustainable economic development. These are the common business models that are used in the local economy. Non-limited liability companies dominate the private sector community with 99% concentrated on retailing. On the other hand, limited liability companies account for 1% with a more diversified business nature but are relatively small. The newly enacted Companies Act 2021, Company Insolvency Act 2021 and Business Names Act 2021 are promising in favour of the private sector and the Government.

Figure 9 illustrates that the formation of limited companies in the local economy account for 1 company per year for the last 5 years.

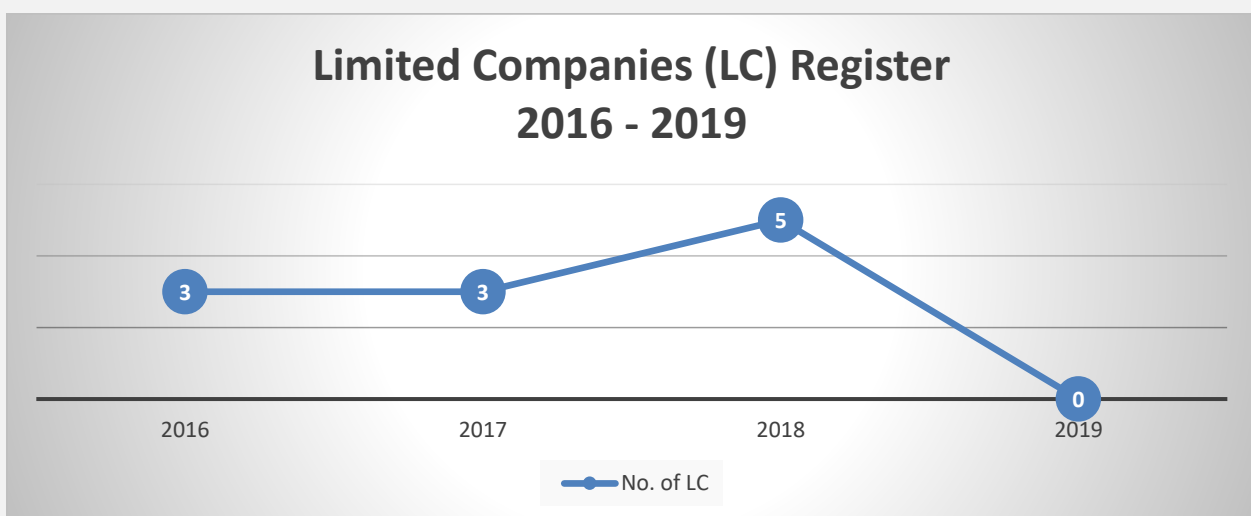


Figure 9: Non-Limited Companies

Business name registration is relatively popular in Kiribati to open a business account with the Bank and access loans as one of the requirements with financial institutions. However, the business name registrations rose from 261 to 439 in 2019. The reform and shift from the Registration of Business Names Act 1988 to the Business Names Act 2021 would make the system more accessible and reliable, including for women and rural I-Kiribati.

Anticipated benefits will increase willingness to contract with new business partners, increase capacity to check for fraudulent transactions, existing businesses and entities to be empowered to proactively protect their business goodwill and/or defend against detriment, the ability for consumers to identify with whom they are dealing in the event of a dispute, and Government will have better information on the distribution and composition of the Kiribati private sector.

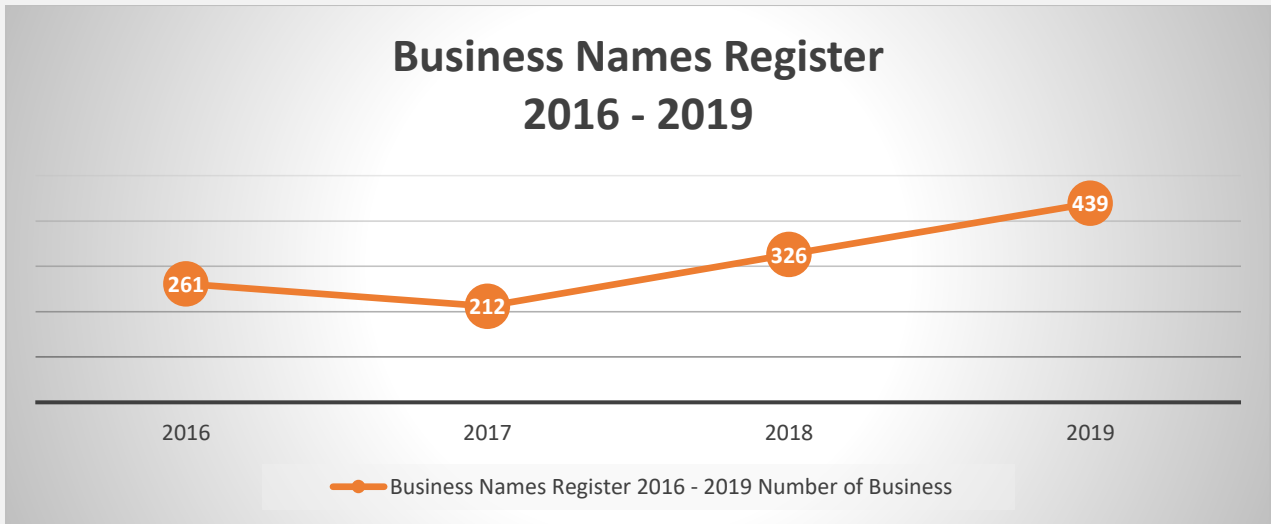


Figure 9A: Business Name Register

While the non-limited liability companies (firms and individuals) dominated the local market, it is vitally important for the government to consider promoting the development of limited liability companies in terms of privately-owned and publicly owned companies. These companies can enjoy the advantages of a limited liability company, such as minimising personal liability and pooling financial resources to engage in the blue economy for inclusive economic growth effectively. The ocean distribution of 24,411.76 square kilometres per capita is a considerable opportunity for inclusive economic growth in terms of tourism and fisheries, and promoting publicly-owned companies a potential vehicle in this development aspect ([Every Resident Is A Millionaire. The Wealthiest Village In China - YouTube](#))

4.3.5: Consumer Complaints on goods and services

The Consumer Protection Division is mandated to enforce and implement the Consumer Protection Act 2001. The current Act and Regulation have gaps/loopholes leading to consumer violation of rights and responsibilities. From 2019 to 2022, the reform has been undertaken to address the current market situation and practice and strengthen the protection of consumers from unfair trading. The realisation of consumer welfare gains has been constrained by a weak consumer protection regime in Kiribati.



Violations of consumer rights and non-compliance with approved standards of goods for trading under the Consumer Protection Act 2001. In 2022 the first Consumer Protection Bill will be drafted completed, and ready for public consultation. This new law incorporated need to address consumer's complaints.

Below is a graph of the total number of consumer complaints received yearly on overpricing, misleading information, unfair trading, expired products, deceptive conduct and defective goods.

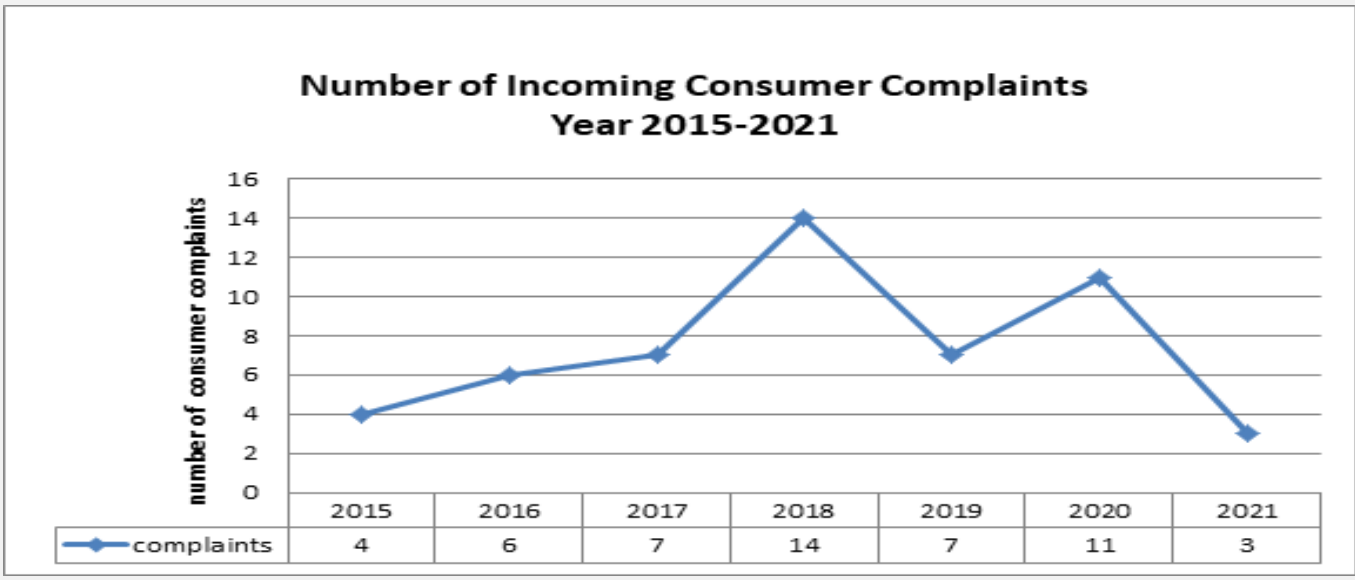


Figure 10: Number of Incoming Consumer Complaint

Source: Consumer Complaint Records

4.3.6: Price Control

The Government aims to improve living standards through price controls on basic household goods and enforcement of relevant legislation. The index consists of 18 basic household commodities – rice, flour, sugar, bar soap, tobacco (Irish cake/twist tobacco), exercise books, baby foods, bicycles, batteries, benzene, kerosene, cereals, powdered milk, potatoes, sugar, sunquick juice, mosquito netting and oil 50. The recent increase in inflation worldwide caused by the COVID-19 pandemic also greatly impacted prices of basic household commodities in Kiribati. Such fluctuations were based on changes with overseas costs, high demand and low supply compared to the past four years. This is further illustrated in the graph below.

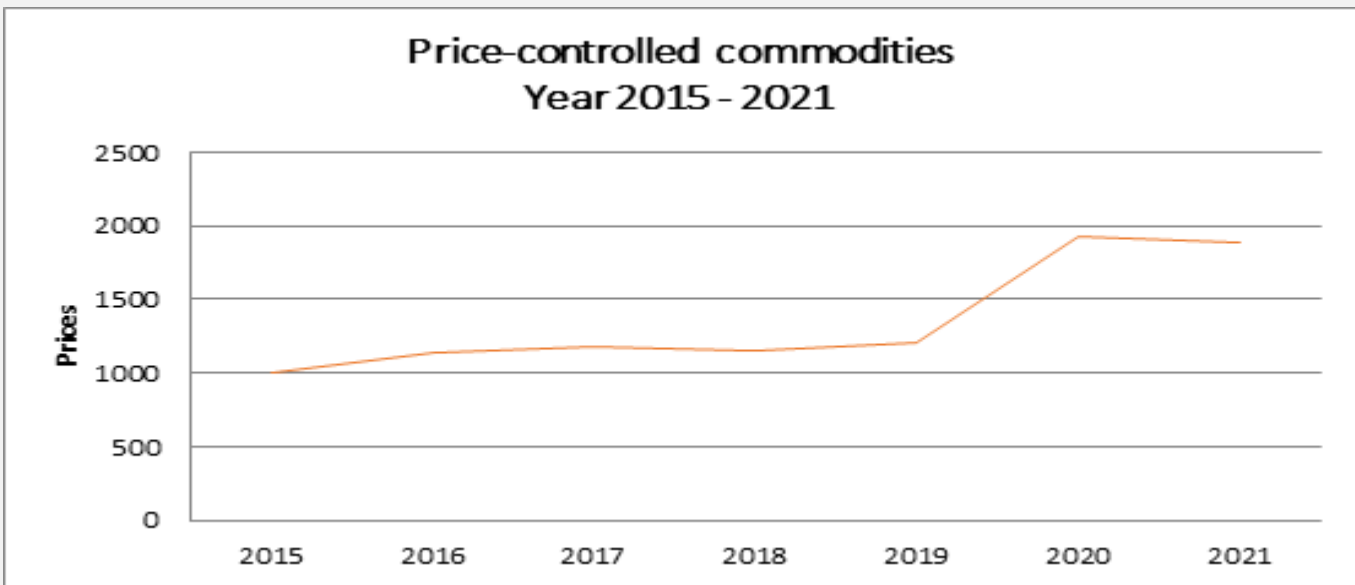


Figure 11: Price Controlled Commodities

Prices of price-controlled commodities are regularly regulated through onsite inspections and investigations when a complaint is filed with the Ministry. Currently, the outdated Prices Ordinance is being reviewed to address current issues with the market, traders, businesses and consumers, as well as to improve compliance and reduce public complaints on price control, and health, welfare and living standards.

4.3.7: Intellectual Property system and development

Intellectual property (IP) is an increasingly important area of trade policy. At the global level, there is growing recognition that a significant share of the economic value created within particular supply chains comes not just from manufacturing goods and producing services but from their initial design as well as branding and marketing initiatives. Rights over intellectual property ownership, including works of art such as music and cinema, and traditional knowledge, are increasingly subject to international rules to ensure that the rights owners are protected and rewarded for their work. There is a need to establish and strengthen the intellectual property regime that creates economic value by protecting and rewarding owners of IP rights. Strengthening the national IP regime is expected to support the development objectives of the KV20, which seeks to attract investment and develop cultural capital.

To strengthen the national intellectual Property Regime, the Government adopted a National Intellectual Property Strategy (NIPS) in February 2017 to enhance the intellectual property regime. The strategy's vision is to achieve a modern, well-balanced IP system, which enhances inclusive sustainable and economic development and supports the country's traditions and culture. The government through this strategic plan will seek to strengthen the capacity and capability to facilitate the effective implementation of the national IP system in Kiribati to ensure that the national IP policy's potential economic, social and cultural value is supported and realised.



Whilst the IP regime is in the transition of law reviews and system developments since the National Intellectual Property Strategy (NIPS) initiation in 2017. Revenue is still being remitted from applications via the UK Patent and UK Trademarks legislations. Revenue is expected to be channelled via the newly reviewed legislations of the Copyright Act 2018 and the Trademarks Act 2019. Likewise, revenue will be remitted for Patents when the Patent Bill is formally enacted. For relevant information, the current revenue collections from the UK Patents and Trademarks, as well as the number of registered works under the new Copyright Act for the year ending 2021, are specified in figures a), b), and c) below: -

UK Trademarks Revenue Trend by year

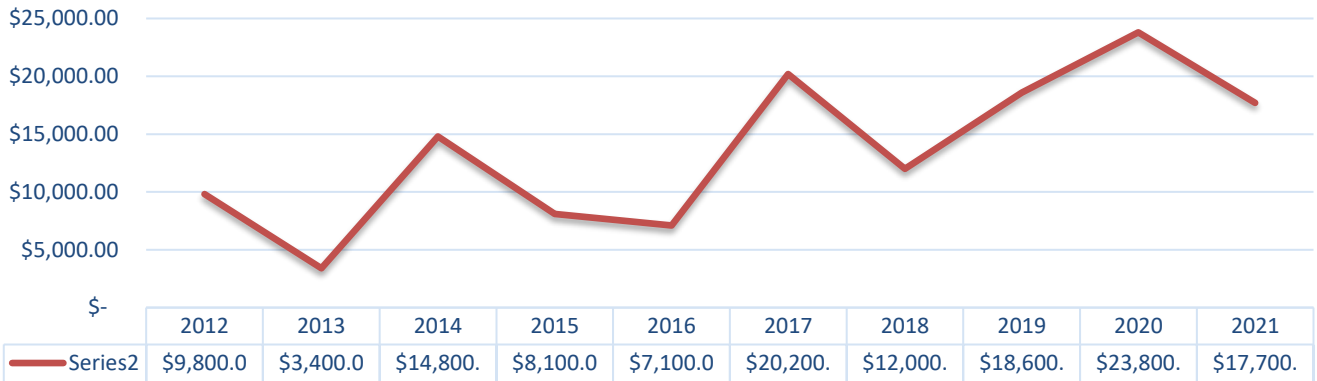


Figure 12: UK Patenrs Revenue Trend by year

Source: Intellectual Property Division Records

UK Patents Revenue Trend by year

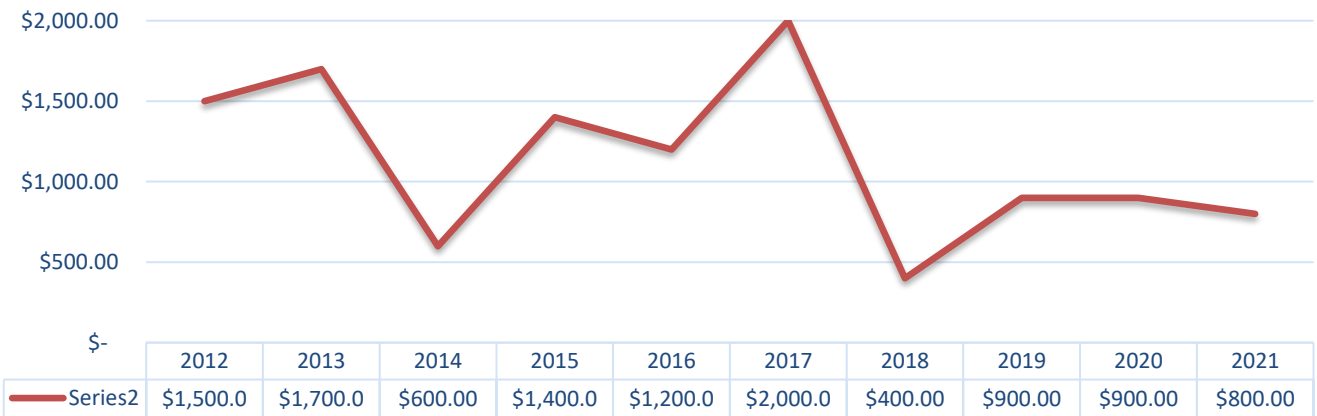


Figure 13: UK Trademarks Revenue Trend by year

Source: Intellectual Property Division Records

Registered Copyright works by category & type

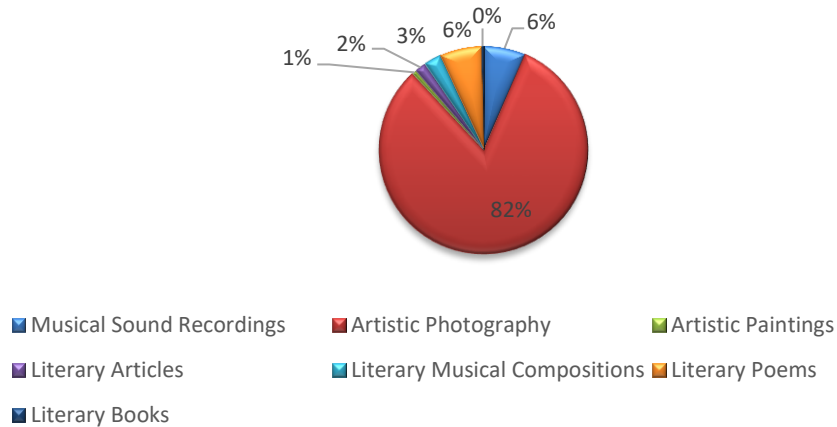


Figure 14: Registered Copyright works by Category & Type

Source: Intellectual Property Division Records

4.4 Innovative and Creativity

This goal seeks to promote innovative and creative productivity through increased domestic consumption of Kiribati-made Goods and Services and expanding our export base through the following activities.

- Diversify revenue-generating sources through the export of our niche products such as salt, tuna, high-value fish and marine species and services (bunkering) etc.
- Maximise returns from coconut (build copra mills, increase production of coconut virgin oil etc)
- Facilitate tools to support the production of value-added products from coconut
- Encourage cottage industries
- Increase the price of copra to \$4 per kg and incorporate KPF for copra cutter.
- Promote coconut replanting schemes
- Creating businesses that produce food products from our agricultural resources, such as pork and many more
- Promoting production from both local and imported materials

It is also imperative that the enforcement element of the E-transaction Act 2011 is maintained respectively, and this can only be achieved through partnership and close collaboration with key authorities. Furthermore, the financial institutions and commercial banks should adhere strictly to the legislative measures and financial regulations.

Businesses and the general public may require guidance and assistance on trade and related matters. The Ministry is obligated to assist businesses with its support services in providing correct and reliable information for the import and export of products.

The market access of goods with trading partners under the preferential treatment under the GPS and FTAs is fundamental in tracking whether Kiribati is taking advantage and maximizing the benefits of preferential market access or not. In addition, meeting the RoO benchmark will guarantee our trading partners' market penetration.

The E-transaction Act 2021 has been recently enacted and still at its early stages of enforcement however there is always room for improvement in the legislation. The E-trade Readiness Assessment 2019 was definitely resourceful in assessing the E-Commerce readiness for Kiribati in terms of the key policy recommendations. In addition, the recent development in formulating the E-Commerce Policy in 2022 has kept track of E-Commerce-related activities.



4.4.1: Trends in Trade performance

Kiribati exports are mainly fish and coconut-related products. Key imports include food, beverages and tobacco. While a trade deficit of AUD\$ 131M was recorded in 2017, export increased from 3.3M in 2006 to 19.8M in 2017 (Figure 6). The deficit is attributed to limited supply capacity and product diversification strategies to foster the export of value-added products. In 2018 the trade deficit declined by 3.8% with minimal import of copra and coconut crude oil.

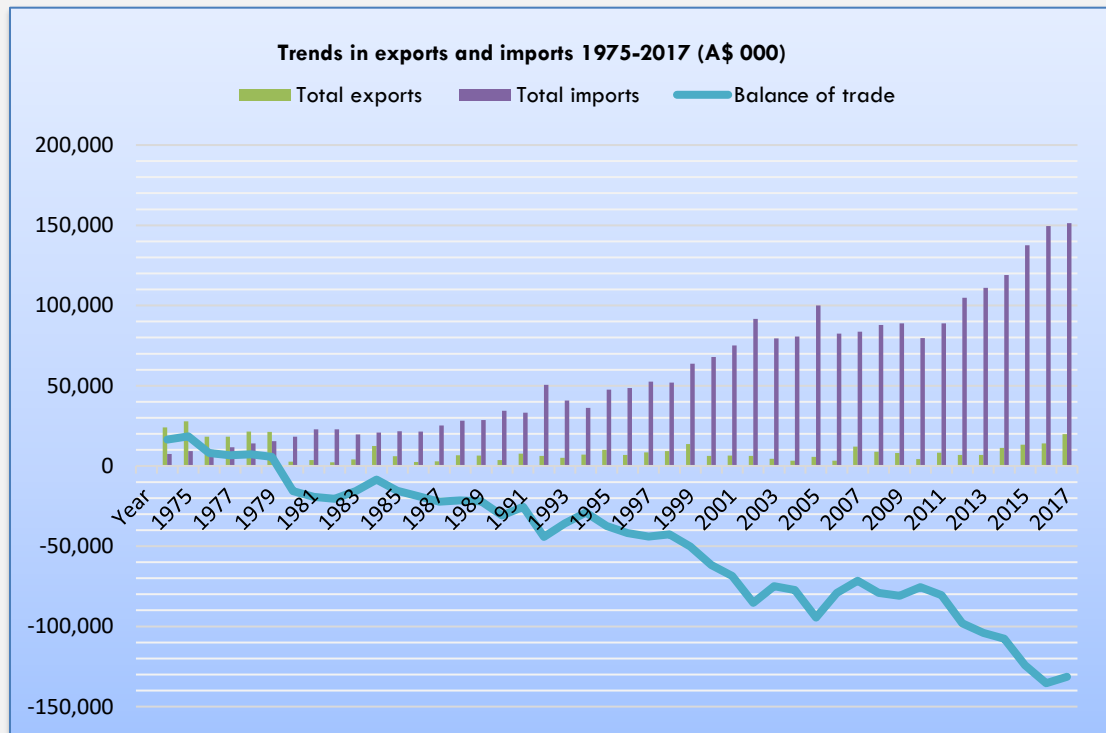


Figure 15: Trends in Exporting and Importing

Source: Kiribati National Statistics Office (KNSO)

The coconut-related products dominated the export bracket until 2013. The growth in fisheries and marine exports has been on a positive trend since 2013 due to the establishment of Kiribati Fish Limited in 2012 (Figure 7). The development of diversified products from Fisheries and coconut related products can significantly increase the value of exports as envisaged in the KV20.



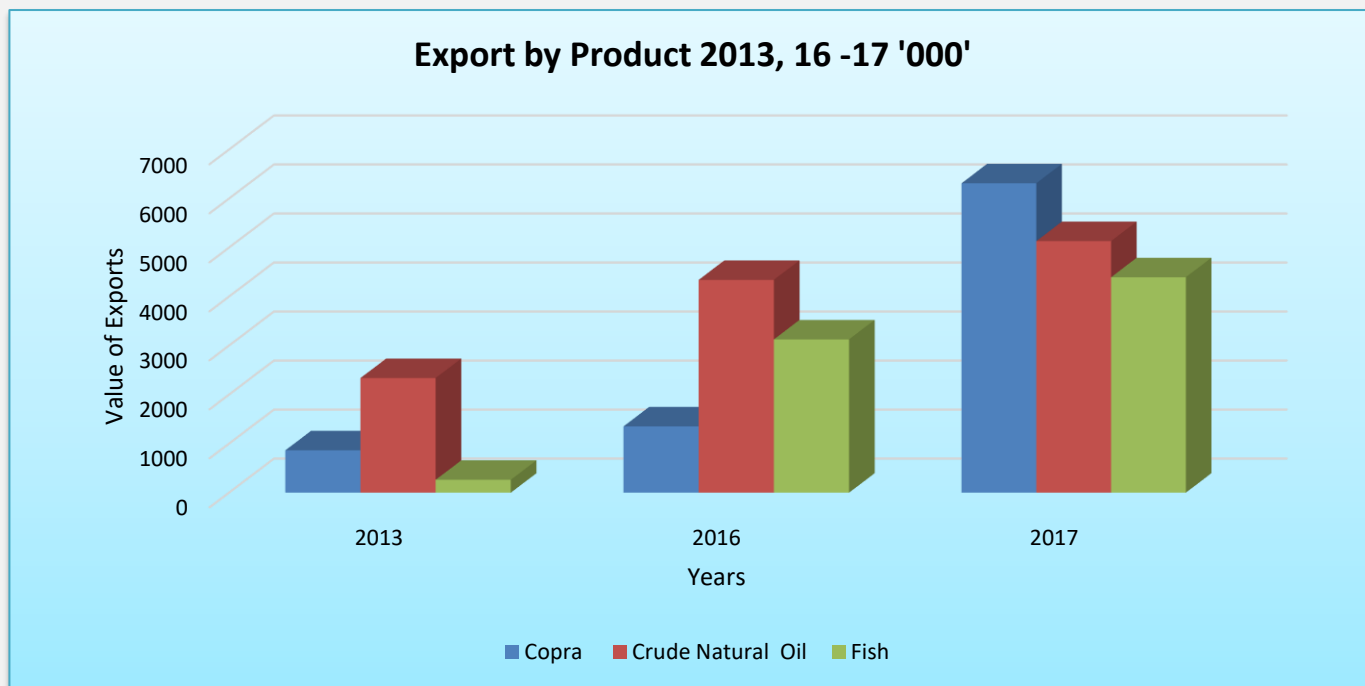


Figure 16: Export by Product

Source: Kiribati National Statistics Office (KNSO)

4.4.2: Export Destinations

Asia remains the primary export market over the Years with the USA being the second. (Figure 8). In the absence of export trade data in 2018, there is a slight decline in the (note for update from the NSO, AgSTO to complete this!)

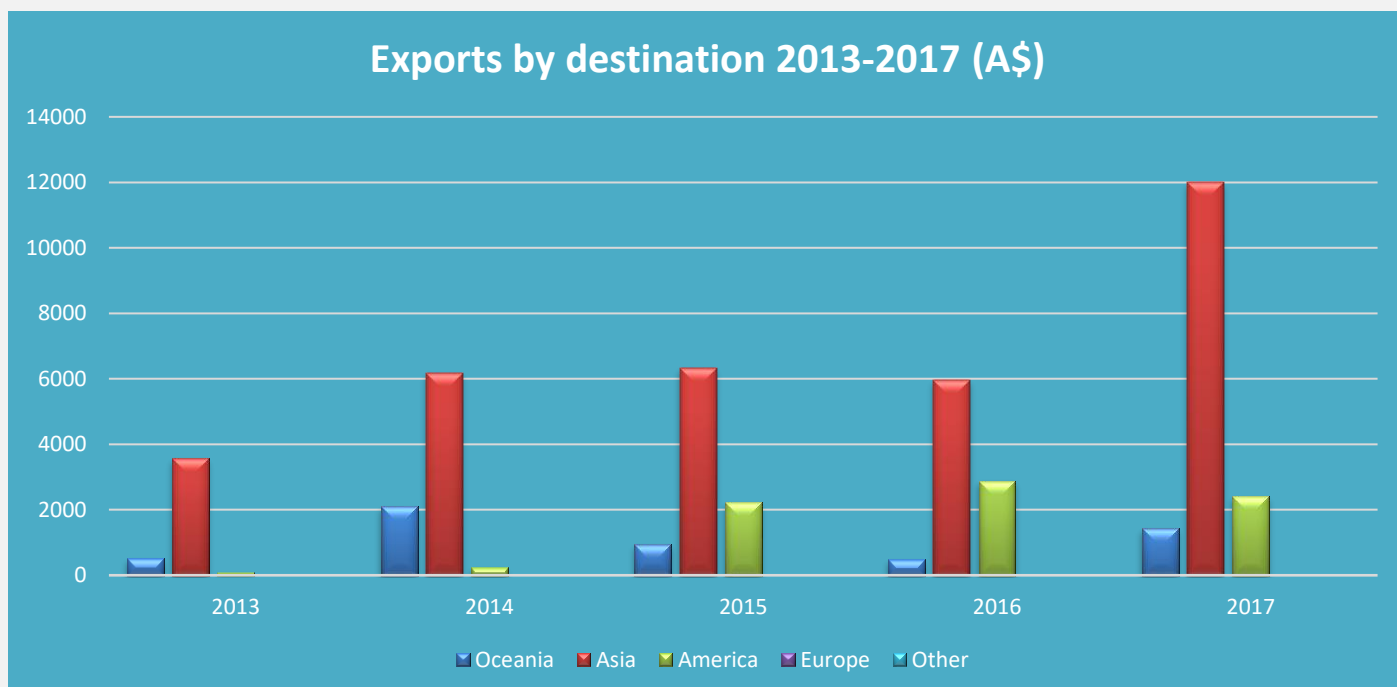


Figure 17: Export by Destination

Source: Kiribati National Statistics Office (KNSO)

4.4.3: Preferential Free Trade Arrangements and Market access

Kiribati benefits from several preferential arrangements that give Duty-Free and Quota Free (DFQF) access to major developed country markets, including the EU, Australia, New Zealand, the United States and Japan. The key preferential market access arrangements include.

4.4.4: Trade with the EU and preferential market access

Kiribati's preferential market access to the EU is under the Everything But Arms (EBA), where goods except armaments from LDCs are imported into the EU duty-free and quota-free. The table below indicates the other range of current market access opportunities to the EU.

Table 3: Comparative Analysis of the Existing Market Access schemes with the EU Table numbering revised

| EBA | Standard GSP | GSP + |
|---|--|---|
| <ul style="list-style-type: none"> ▪ DFQF market access to EU market for all products (except arms and munitions) from LDCs ▪ Unilateral and Unbound: possibility of withdrawal of the preferences; in case of serious violation of fundamental human rights and labour conventions ▪ Graduation from EBA initiative: when a country is excluded from the UN List of LDCs; 3 Year transition is established upon removal from the LDC list ▪ Expiry Date: EBA as established by the current Regulation (978/2012) has no expiry Date ▪ Not valid after LDC graduation | <ul style="list-style-type: none"> ❖ For low and lower-middle income countries ❖ The standard General Scheme of Preferences reduces EU import duties for about 66% of all product tariff lines ❖ Withdrawal: EU can withdraw standard GSP preferences in some exceptional circumstances, notably serious and systematic violation of fundamental human rights and labour rights conventions ❖ Expiry: The Standard GSP as established by the current Regulation (978/2012) is valid until 2023 | <ul style="list-style-type: none"> ▪ For vulnerable lower-middle income countries ▪ Special Incentive Arrangement for Sustainable Development and Good Governance (GSP+) grants full removal of EU customs tariffs on over 66% of product tariff lines ▪ GSP+ helps developing countries manage the new responsibilities that come from ratifying and implementing 27 core international conventions on human and labour rights, environmental protection and good governance ▪ GSP+: valid until 2023 |

Source: i-EPA Feasibility Study 2019

The government policy's objective is to secure long-term market access opportunities for its key exports to the EU. However, the potential LDC graduation remains a significant threat to sustaining preferential market access arrangements for Kiribati given the potential loss of preferential market access under EBA in the event of LDC graduation.

The Trade Policy Framework (TPF) recommends the need to consider accession to i-EPA based on a -benefit analysis, considering the existing market access arrangements and the implications of the potential LDC graduation.

A feasibility study undertaken in 2019 has recommended the need to accede to Pacific i-EPA as an immediate alternative preferential market access arrangement to the EU Market, given the potential LDC graduation and expiry of the GSP schemes by 2023.

4.4.5: Preferential Market Access with Japan post LDC Graduation

The Potential LDC graduation is likely to harm preferential market access in Japan. To date, there is no alternative market access arrangement for Japan in the event of LDC Graduation. therefore, there is a need to undertake a study to explore the potential impact of LDCs graduation on market access and to explore possible preferential market access options in the event of LDCs graduation.

4.4.6: Kiribati and World Trade Organisation

Kiribati is not a member of the World Trade Organisation Kiribati is a party to regional trade agreements like PACER Plus. The PACER Plus a free trade agreement is based on WTO principles. The linkages between PACER Plus and WTO principles implies the need to ensure that trade officials and trade related agencies have competencies in key WTO principles. TPF has recommended the need to keep abreast of relevant WTO developments through the Pacific Office set up in Geneva to influence WTO negotiations on issues of concern such as fisheries subsidies and to participate in WTO-organised capacity-building activities where possible.

4.4.7: Pacific Agreement on Closer Economic Relations Pacer Plus

The PACER Plus Agreement represents one of the pathways through which the government can achieve its KV20 objectives related to trade and investment. The agreement seeks to lessen and eliminate barriers to trade in pursuit of improved market access, higher living standards, economic growth and poverty reduction.

The Agreement represents a far-reaching trade cooperation arrangement between Australia and New Zealand and the Forum Island Countries (FICs), which pursues the liberalisation of trade in goods and services and further features dimensions of development, economic cooperation, and investment. Other elements of this new trade and development agreement include provisions governing Sanitary and Phytosanitary (SPS) measures, technical regulations, standards and conformity assessment procedures, trade-in services, move of natural persons and trade services.



Kiribati, as a party to the PACER Plus Trade Agreement, is expected to comply with various obligations in the PACER Plus trade agreement. Kiribati Signed the PACER Plus trade agreement in June 2017 and ratified the agreement in November 2019. The TPF recommends implementing Policy Measures to facilitate the maximisation of development benefits related to the PACER Plus trade agreement .The key challenge is to effectively implement the PACER Plus trade agreement to maximise development benefits associated with the trade agreement to achieve the KV20 vision.

The PACER Plus Work Programme addresses the capacity gaps of its parties. Kiribati is currently implementing its activities at the national level with funding support from the PACER Plus Implementing Unit (PPIU). The Work Programme is part of the Development and Cooperation Chapter of the Agreement that ties its development component with the implementation of the Agreement

4.4.8: The Pacific Island Countries Trade Agreement (PICTA)

The Pacific Island Countries Trade Agreement (PICTA) represents a Free Trade Agreement (FTA) entered into by 14 FICs to eliminate all trade barriers, inclusive of import tariffs and quotas, amongst the parties. PICTA was signed in 2001 and entered into force in 2003. While Kiribati ratified PICTA Trade in Goods in 2003, it only announced its readiness to trade under PICTA in September 2017. While Kiribati signed the PICT Trade in Services Protocol in 2012; it is yet to ratify the protocol. There is a need to implement necessary measure to strengthen the private sector's capacity to take full advantage of the market access opportunities offered by PICTA.

4.4.9: Utilisation of Preferential Market Access

The KV20 seeks to increase the level of exports under KV20. Successful utilisation of the market access, depicted by an increase in export volumes, ultimately depends on how well the businesses can produce and access the preferential markets in the respective regional trade agreements. The utilisation of current market access is constrained by limited supply capacity, non-tariff measures related to meeting SPS/TBT and Rules of Origin measures in the respective export destinations. In addition, limited awareness among the producers and potential exporters of the REXsystem, especially for the EU market, also constrained the utilisation of preferential Market Access. The government, through the TPF, seeks to assist producers in taking advantage of the potential development benefits of the regional trade agreements and preferential market access schemes to increase the value of exports as envisaged in the KV20.

4.4.10: Strengthening Domestic Trade

While KV20 seeks to enhance the volume of domestic trade, linking producers to markets remains a major constraint to the development of the supply chain. The constraint to the domestic supply chain is attributed to limited inter-island connectivity, poor marketing infrastructure where producers can store and sell their goods, inadequate skills amongst private sector groups on supply chain management and a general lack of awareness amongst producers on the opportunities available within the domestic market for programmes put in place by Government to assist them. In addition, there is also a lack of awareness on how to make use of new technologies such as ICTs to facilitate domestic trade by improving buyers and sellers' connectivity along the supply chain.

The TPF recommends the need to Establish an Open Integrated Market for local produce to enhance domestic trade. Fortunately, the Government of Australia is currently funding the OIM. The Project

Management Unit (PMU) was established to oversee the establishment of the OIM. The National Trade Advisory Committee (NTAC) serves as an advisory body to the PMU, and the Technical Working Group provides technical inputs and addresses emerging issues in implementing the OIM activities. The outcome of consultations with key stakeholders and the outer island missions to Betio, North and South Tarawa and Abaiang informs the functional and technical design of the OIM.



Strengthen the capacity of business associations, cooperatives and their networks on production, supply chain management and marketing to enhance producer market linkages. Implement awareness programmes to encourage producers to take advantage of the existing government-established incentives to promote domestic trade.

4.4.11: Investment Performance and Policy Framework

While KV20 seeks to increase the level of Foreign Direct Investment, only six applications are received annually with an average of only 3 applications approved each year.

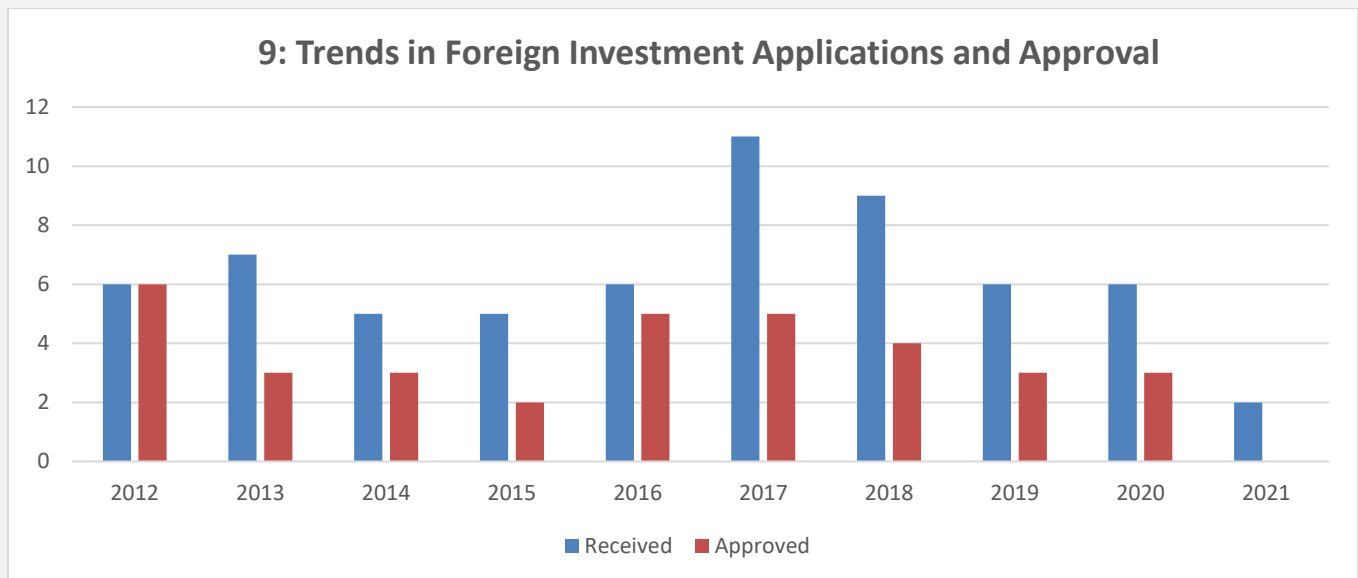


Figure 18: Trends in Foreign Investment Applications and Approval

Source: MTCIC data.

The government adopted the Investment Policy Framework in 2019 and launched it on 15th June 2021. The IPF seeks to create a broader enabling environment to boost investor confidence. A new Foreign Investment Act was enacted in 2018 to improve and harmonise the foreign investment administration, application and approval processes and align the national investment Policy regime with international best practices. The critical challenge is to effectively implement the key policy measures in the Investment Policy Framework through the Investment facilitation Sub Committee to stimulate investment development.

4.4.12: Strengthening National Quality Infrastructure System

Improving the quality of goods and services is one of the major aspects of achieving the KV20 vision. The government adopted the National Quality Policy to support the development of the key functions of Quality Policy which include Regulatory and institutional framework, Accreditation, standardisation, Metrology, Conformity Assessment, Quality Promotion and use. The NQP is a high-level document reflecting the country's goals and objectives regarding quality of goods and services produced and traded nationally and abroad. The Policy defines the levels of quality and safety for the goods and services placed on the market. It also seeks to help businesses, including the SMEs producers from the Outer Islands, to improve their processes, add value, and increase their competitiveness.

The National Quality Policy is expected to contribute to saving public money by enhancing effective institutional coordination in the area of quality promotion. The implementation of the NQP and the Action Plan will contribute to greater awareness of national quality infrastructure in the country and consequent continual improvement of quality and productivity.

Quality Promotion Division (QPD) was established in 2018 as a new structure under the Ministry of Tourism, Commerce, Industry and Cooperatives to coordinate the implementation of the National Quality Policy (NQP) and to act as a national standards Unit. A Quality Coordination Committee has been established to act as an Inclusive Multi-Stakeholder Consultative Mechanism on Quality Infrastructure issues.

A feasibility study has been undertaken to inform the establishment of the Centralised Lab and SPS Facility to improve conformity assessment procedures in line with the recommendations in the National Quality Policy. Metrology Capacity needs assessment has been undertaken, and a costed Metrology Capacity Development plan has been developed to support the development of Metrology in Kiribati. There is a need to implement the recommendations in the Metrology Capacity Development plan, develop standardisation legislation to give QPD mandate to coordinate the development /adoption and implementation of standards and to coordinate effective implementation of National Quality Policy in order to achieve a functional Quality Infrastructure System and broader quality culture.

4.4.13: Development of Trade and E-Commerce.

E-Commerce is critical to the development of a sound business environment, as it leads to the integration of SMEs into the global economy. The successful implementation of the E-Commerce in “Strengthening Stakeholder Engagement in E-Commerce in Kiribati” really set the wheel in motion for E-Commerce during the COVID-19 pandemic lockdown and restrictions. The project's three components include the promotion of digital business operations, redesign of the KCCI Website and the establishment of the National Online Marketplace (NOM), also known as the Kiribati E-Mwakete. The NOM provides a platform for online transactions and promoting domestic trade in selling goods online.



While E-Commerce is significant in eliminating barriers between marketplaces, Kiribati recently enacted the E-transaction Act in 2021. Other laws like the Cybercrime Act 2021 also support E-Commerce (administered by the MICT and enforced by the Kiribati Police Services (KPS). The legal framework aims to validate the acceptability and legality of electronic documents and transactions and similarly support electronic payments and funds

transfers. Other challenges in respect of the E-Commerce regime include the lack of a comprehensive framework for consumer protection on electronic transactions. The TPF seeks to promote the use of E-Commerce by the business community and develop and effectively implement E-Commerce Policy and Regulatory framework to support the development of E-commerce.

4.4.14: SME development and financial inclusion

Developing SMEs can reduce the unemployment rate, especially where women and the youth are directly participating in the productive sectors like fisheries, tourism and, by extension, agriculture. SMEs, however, continue to operate informally and are excluded from the formal decision-making process, owing to the fact that they are not registered. Moreover, the integration of the youth and women into investment-oriented initiatives is confronted by limited access to finance among SMEs, which does not favour financial inclusion among the low-income population. Other factors affecting SMEs include inadequate access to market information, inability to access a skilled workforce, inadequate business development and management skills, limited inter-island transport connectivity and a complex regulatory framework, especially in the area of business registration and licensing.

Inadequate access to finance is also attributed to a lack of personal property security legislation to allow people and entities to pledge movable personal property to secure finance and for the lenders to secure their interest in personal property. Such legislation will ensure better access to credit by Micro, Small and Medium Enterprises (MSMEs). The government, through the Investment Policy Framework, seeks to;

- ❖ **implement a “Grow Local” Incentives Programme through grants for SMEs and loan schemes targeting new start-up businesses especially women and the youth in the sectors supporting the development priorities of KV20;**
- ❖ **enact and implement a personal Property Security Legislation to facilitate access to finance for SMEs with movable assets;**
- ❖ **Implement capacity-building programmes on proposal writing, business plan development, project management, bookkeeping and accounting and Improve access to market and business information to SMEs**

4.4.15: Industry and Enterprise development

While KV20 seeks to increase the volume of domestic trade and the value of exports, inadequate value-added products remain to be a significant constraint to boosting domestic and international trade. Inadequate value addition strategies imply reduced net returns to producers and denial of other multiplier benefits from further processing into higher value products and by-products (e.g. employment in processing, forward and backward linkages with other service and complimentary raw material suppliers etc.).

Failure to add value precludes technology transfer, especially to those on the outer islands where further processing ought to occur to create income and employment opportunities. A coconut Sector Development Strategy has been developed to facilitate value addition in the coconut sector. The key challenge is to work closely with the key stakeholders and line Ministries in promoting value-added products in the Agro-industry, and other potential sectors for value chain development.

4.4.16: Institutional Capacity of MTCIC

Given the existing organisational structure of MTCIC, the recently adopted policies imply the need to respond to the emerging policy challenges. The implementation of these emerging policy issues calls for the need to undertake a continuous review of the MTCIC Structure to enhance service delivery. One of the notable areas is the need to consider retitling of posts, review the Job descriptions to be consistent with the emerging policy issues and establish specific technical divisions of MTCIC as recommended in relevant policies.

MTCIC activities currently rely on a development budget that requires competence in project design and implementation. This strategic plan will seek to establish a Senior Project Management position under Administration and Policy Development. Establishing the Project Management post will respond to the need to have a sustainable exit strategy at the end of donor-funded projects like the Enhanced Integrated Framework (EIF) Project. The position will also support the continuous design and implementation of MTCIC projects to support the implementation of the relevant policies.

Governance

The Ministry has already implemented and created awareness and trained staff on Human Resources Development through training services provided by the Public Service Office and other external training partners related to the Ministry of Tourism, Commerce, Industry and Cooperatives.

The Ministry has aligned its Salary scales in line with other government Ministries to support the long-term retention of staff. The Job Descriptions were revised in light with the emerging policy issues. The exercise of revising a Job Descriptions has been carried out by the Public Service Office.

To achieve a successful timely financial management process, the ministry had conducted training and awareness including review of internal controls to achieve prudent and eliminate audit queries. The ministry along with MFED usually carry out the internal audit every 2 years. Training is also carried out to MTCIC staff on Budget Making Process to ensure the Budget proposals are inclusive, transparent, and aligned with the MTCIC priorities.

Related to other regulations and to guarantee that NIPS objectives are achieved, some important areas that targets the promotion and development of IP in Kiribati is by ensuring that Kiribati conforms to International Treaties it accedes to; builds a strong network with other IP Offices as well as local stakeholders; develop databases to record registrations of trademark, copyright and patent; celebrates the annual IP Day to raise awareness; and developing relevant enforcement measures in partnership with the Police, Customs and OAGs office.



4.5.1: SWOT Analysis

This section carries out an analysis of factors that impact on the MTCIC performance of its duties and the realization of its strategies and objectives, from both internal and external perspectives. It evaluates the competencies within the organization with a view to establishing whether it has the requisite capability to achieve its objectives and realize its mission and vision. The analysis has focused on the management systems, technical capacity, human and financial resource capacity as well as other pertinent factors within the existing setup of the Ministry. The analysis is tabulated below: -

Table 4: Strengths and Weaknesses

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> ❖ Existence of: National Trade Policy Framework; ❖ National Quality Policy; ❖ National Intellectual Property Strategy; ❖ Investment Policy Framework; ❖ National Trade Advisory Committee (NTAC) and Technical Working Groups for all aspects of trade related elements; ❖ E-Trade Readiness assessment Report and Implementation Matrix; ❖ Metrology Capacity needs assessment Report and Development plan; ❖ E-transaction Act 2021 and Commerce Policy ❖ Quality Coordination Subcommittee; ❖ PFTAC Report and recommendations on Supervision of credit Union; ❖ IPR Sub-committee ❖ E-Trade and investment Portal ❖ Expansive EEZ. ❖ Rich culture and traditions ❖ Existence of Internet Content Filter ❖ Copyright Act 2018 ❖ New Companies Act 2021 ❖ Trademarks Act 2019 ❖ Company Insolvency Act 2021 ❖ Business Names Act 2021 ❖ Metrology Act 2021 ❖ Tourism Act 2018 ❖ Kiribati Sustainable Tourism Development Policy Framework 2021 | <p>1. Lack of:</p> <ul style="list-style-type: none"> ❖ Metrology Calibration Laboratory and verification instruments; ❖ National Cooperative Policy; ❖ Testing facilities /laboratories to facilitate Quality control and exports; ❖ Processing equipment for value addition; ❖ Online Business Registration System; ❖ Modern Consumer Protection legislative framework; ❖ Modern Cooperative legislative framework; ❖ Modern Credit Union Act ❖ Credit schemes for SMEs; ❖ M&E framework ❖ Data or robust system to track domestic trade; ❖ Clear Organisation Structure for Metrology; ❖ Metrology Strategy ❖ Legal framework for Standardisation ❖ Weak business management and development skills; ❖ Poor Producer- market linkages; ❖ Weak ICT infrastructure connectivity ❖ Limited Consumer awareness on their rights <p>High level of non-compliance with business related laws and regulations Small number of limited companies (LC).</p> |

4.5.2 Opportunities and Threats

In carrying out its mandate, MTCIC is faced with several threats that might impact negatively on performance. At the same time, there are plenty of opportunities, which MTCIC can take advantage of to enhance performance;

Table 5: Opportunities and Threats

| Opportunities | Threats |
|--|---|
| <ul style="list-style-type: none"> ▪ Political will ; ▪ Untapped potential in tradable products and markets; ▪ Wide variety of unexploited potential value-added products; ▪ Target niche markets for higher value products; ▪ Membership to International Bodies; ▪ Reform of outdated business laws; ▪ Development funds; ▪ Development of Mauri Mark product branding; ▪ Recognition of Trade and Private sector in the 20 Year Vision Development Plan (KV20) ▪ Expansive marine resource ▪ Emerging markets in regional and global arena; ▪ Ratification and Implementation of the PACER Plus Trade Agreement ▪ Ability to Trade under PICTA Framework ▪ Growing emphasis on value addition of products. Kiribati 20 Year Vision (KV20) recognises tourism as a potential contributor to economic growth ▪ Global shift towards experiential and sustainable holiday experiences improvement in infrastructure that supports tourism development, World War II history including the battle of Tarawa PIPA Islands and Southern Line Islands | <ul style="list-style-type: none"> ▪ Poor ranking in World Bank Ease of Doing business; ▪ High staff turnover due to inconsistency of Salary level compared to other Ministries; ▪ Duplication of activities across government Ministries and lack of close collaboration amongst relevant authorities in complementing activities; ▪ Erosion of Preferential Market Access due to Potential LDC graduation; ▪ Growing Non-Tariff Barriers to Trade; ▪ Dependence on few global markets; ▪ Lack of collaboration between licensing authorities; ▪ Poor state of core infrastructure (roads, ports and airports) ▪ Unreliable telecommunication networks ▪ Inadequate access to finance ▪ High start-up costs for doing business ▪ Climate change ▪ Reduction in air services and access ▪ Global competition in the tourism marketplace ▪ Prolonged international border closure due to COVID-19 |

5.Objectives, Strategies and Key Performance Indicators

| Public Policy Objective | Strategy (Activities) | Pillars | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
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| | | | | | | 2020 | 2021 | 2022 | 2023 |
| Objectives: | <i>Goal 1: Develop and Strengthen Sustainable Tourism</i> | | | | | | | | |
| Develop policies and regulations that will be conducive to sustainable tourism development | Develop the Kiribati Sustainable Tourism Policy Framework | 1 | 50000 | Kiribati Sustainable Tourism Policy (KSTP) | TAK | 0% | 10% | 50% | 100% |
| | Co-develop the Kiribati Tourism Investment Policy with MTCIC and other relevant authorities | | | Kiribati Tourism Investment Policy (KTIP) incorporated in Foreign Investment Policy | TAK | 25% | 50% | 75% | 100% |
| To develop the roadmap for tourism development | Develop the Kiribati National Tourism Masterplan 2023-2036 | | \$500,000 | Kiribati National Tourism Development Masterplan (KNTDM) 2023 - 2036 | TAK | 0% | 0% | 50% | 100% |
| Develop Sustainable Ecotourism focusing on niche markets such as game-fishing, bird watching, snorkelling, surfing and scuba diving, battlefield and cultural tourism, cruise tourism and Dark Sky tourism | Support battlefield tourism / war relics preservations, beautification & security | | \$5m | Zoned and preserved World War 2 war relic sites | TAK | 40% | 60% | 80% | 100% |
| | Develop and promote cultural tourism | | | Mapped cultural sites, Community based cultural tours - LDCF pilot islands and others. | TAK | 40% | 60% | 80% | 100% |
| | Promote sport fishing market | | | 20 Trained and certified game fishing guides including supply of fishing tools. Replicate LDCF pilot islands. | TAK | 50% | 75% | 80% | 100% |
| | Develop dive market infrastructure | | | Certified PADI dive instructors & acquisition of decompression chamber in Tarawa & Kiritimati (improve) | TAK | 25% | 50% | 75% | 100% |
| | Support infrastructure development for marine tourism | | | Cruise & Yachting - Sounding survey for cruise ship anchorage spots, yacht marina development in Tarawa and Kiritimati, Kiritimati Cruise ship Port facilities | TAK | 30% | 60% | 80% | 100% |
| | Establish Kiribati Dark Sky tourism market | | | Fulfil International Dark Sky destination compliance standards | TAK | 10% | 30% | 60% | 100% |
| Establish tourism zones in the LINNIX and Gilbert groups | Survey and identify potential tourism development zones and work with Lands Department, Island Council and relevant authorities to rezone identified areas. | | \$250,000 | Tourism development zones in Linnix & Gilbert Islands | TAK | 25% | 50% | 75% | 100% |

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| Develop hotels in Kanton and selected islands in LINNIX and the Gilbert group to support tourism to cater for the high-end niche market | Support the implementation of the Line and Phoenix Tourism Management Plan (TMP). | | \$100,000 | Integrated Tourism Development (RFP developed) - Tourism Development Masterplan & Infrastructure development | TAK | 25% | 50% | 75% | 100% |
| | Support development and promotion of tourism development zones in Line Islands for investment purposes. | | | Long Beach Resort Development portfolio (RFP to be developed) | TAK | 25% | 50% | 75% | 100% |
| | Support tourism development zoning in North Tarawa for investment promotion purposes. | | | Naa & Biketawa Resort Development portfolio | TAK | 25% | 50% | 75% | 100% |
| Increase tourist arrivals through the development of appropriate marketing strategies and the requisite infrastructure | Development and implement Reset Kiribati Strategy | | \$100,000 | Reset Kiribati 2021 - 2022 and beyond (Post Covid Strategy) | TAK | 10% | 60% | 100% | 100% |
| | Develop and launch Kiribati Tourism Restart Program & Hospitality Protocols for the new normal. | | | Kiribati Tourism & Hospitality Protocols for the new normal | TAK | 50% | 100% | 100% | 100% |
| Make Tabuaeran (Fanning Island) a major surfing destination | Co-develop Island tourism bylaw to incorporate commitment to Surf market through clearly defined fees and levies and responsibilities of the host and visitor to the sustainability of the surf adventure market. | | \$500,000 | Fanning Island Surfing Development & Marketing Plan | TAK | 10% | 20% | 50% | 100% |
| | Establish pro surf shop on Fanning Island and document all surf sites. | | | Fanning Island Pro Surf Shop and Promotion information portfolio | TAK | 10% | 40% | 60% | 100% |
| Encourage group tours | Assist tourism operators to develop niche Group Tour Packages. | | \$10,000 | Group tour packages for key island destinations | TAK | 25% | 50% | 75% | 100% |
| Develop mandatory Tourism & Hospitality operational and service standards for all tourism business operators | Re-develop, re-launch, implement and monitor compliance to the Kiribati Mauri Mark standards that will incorporate COVID protocols for the new normal. | | \$125,000 | 100% compliance to Mauri Mark standards by applicable tourism business operators | TAK | 70% | 80% | 100% | 100% |
| Implement Tourism Licences and Permits | Implement Licence and Permit Policy and payment Regulations for tourism business operations as per Tourism Act 2018. | | 10,000 | Collection of licences and permits for all tourism operations in Kiribati. | TAK | 10% | 30% | 50% | 100% |
| <i>Goal 2: Partnership and Connectivity</i> | | | | | | | | | |
| Objective 1: Strengthening Ministry's ICT infrastructures | Tarawa and Kiritimati Server to connect each other for their shared network. | 1 | Recurrent | Tarawa network completed whereas the Kiritimati network need to install a server and VPN | ADMIN and ICT | 30% | 50% | 75% | 100% |

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| | | | | router for linking to Tarawa MTCIC | | | | | |
| Objective 2: Establishing E-Commerce and payment Online. | Establish the server for the E-Commerce Online payment with the assistance from the Trade Promotion Division | 1 | Donor | The Project ended on 31st January. | ICT and TPD | 100 | 100 % | 100% | 100% |
| | Timely and Accurate budget reporting | 1 | Recurrent | Daily balance on Operational Costs. Can be viewed | Account | 100% | 100% | 100% | 100% |
| | Budget balance available on server | 1 | Recurrent | | Account | 100% | 100% | 100% | 100% |
| Objective 3: Headquarter, KCCI and KCDL Data Centralization | Staff-lists Database for Vat Registered Private Sectors maintained and controlled by MTCIC. | 1 | Recurrent | Collection of Stafflist completed by 2020 and to be continually updated. | ADMIN and ICT | 50% | 100% | 100% | 100% |
| Objective 4: Introducing Online Services to the General Public | The e-registry and administration of e-filing. | 4 | Recurrent | Scanning of all files completed by 2021 and e-filing improved by 2023. | ADMIN | 10% | 50% | 80% | 100% |
| Objective 5: Accurate and Timely Accounting Information to Management | Update entering of data and reconciliation | 1 | Overtime for Reconciliation | Monthly report and Quarterly report | Account | 50% | 60% | 80% | 100% |
| | All commitment should be entered and recorded (Lpo and DW | 1 | To confirm figures from MFED | Low Level of complaints | Account | 50% | 60% | 80% | 100% |
| | MFED reporting to Ministries should be timely e.g. latest General Ledger and unconsolidated for PE etc sent to Ministries was June for reconciliation. | 1 | Overtime Costs | The Accuracy of Information | Account | 100% | 100% | 100% | 100% |

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| Objective 6: Promoting partnerships between businesses that are well established, key stakeholders and international bodies. | Organise Public – Private Dialogue with the Kiribati chamber of Commerce and Industry to strengthen engagement with the Private Sector. | Pillar 1 | | At least 4 Public Private Dialogue organised annually. | BRC - BCRCD, CCURCD, CPD and IPD | 4 | 4 | 4 | 4 |
| | Establish Online Business Registry System. | Pillar 1 | | Online Business Registry System developed by 2022. | BRC -BCRCD | 10% | 70% | 100% | 100% |
| | Through the enhancement of engaging foreign investors with local business. E.g. Joint Ventures companies | Pillar 1 | Recurrent | At least 50% of total foreign investors applicants must establish a Joint venture with a Local partner. | BPC - Investment Division | 50% | 50% | 50% | 50% |
| | Implement joint partnership with key agencies in marketing and position Kiribati as a good investment destination; | Pillar 1 | | At least 5 new Foreign Investment Applications received annually | BPC – Investment Division | 5 | 5 | 5 | 5 |
| | Prepare and Facilitate Kiribati accession to WIPO administered treaties in line with the NIPS. | Pillar 1 | No cost implication | at least Kiribati accedes to all IP Related treaties BY 2020. | BRC - IPD | 100% | 100% | 100% | 100% |

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| | Prepare, Participate and Advocate Kiribati Interest in international and regional Forums organised by OILM, APLMF, and APMP etc. | Pillar 1 | Recurrent | at least 1 strategic Partnership Established annually. | BRC - CPD | 60% | 100% | | |
| | Advocate Kiribati Interest in the International Business Registry Programmes; | Pillar 1 | Recurrent | At least 1 strategic Partnership established annually. | BRC – BCRD | 1 | 1 | 1 | 1 |
| | Organize National Business Award (NBA) | Pillar 1 | 40,000 | At least 1 NBA organized annually | BPC - BPD | 1 | 1 | 1 | 1 |
| Objective 7: Strengthening partnerships with privately owned tourism business operators | Design and develop Investment packages/incentives targeting key priority sectors | Pillar 1 | Donor | Investment Incentives covering Fisheries, Tourism etc. Designed for all key priority sectors to attract investment. | BPC – Investment Division | 10% | 50% | 70% | 100% |
| Objective 8: Encourage business contribution to Churches | Promote registration of church cooperatives in productive business sectors. | Pillar 1 | | at least 10 church groups formed up a cooperative or credit union. | BRC - CCURCD | 100% | 100% | 25% | 100% |
| | Facilitate trainings for cooperatives and credit unions through targeted interventions | Pillar 1 | | at least 10 church groups formed up a cooperative or credit union. | BPC - BPD | 100% | 100% | 25% | 100% |
| | Engage communities, churches, youths, women and families in cooperative business activities. | Pillar 1 | | at least 10 communities established new cooperatives every year and contribute to churches. | BRC - CCURCD BPC – BPD | 100% | 100% | 25% | 100% |
| Objective 9: To broaden and deepen the export markets for Kiribati made goods and services | Sensitise business community on potential opportunities in free trade agreements [PICTA, i-EPA, PACER Plus] | | | Number of awareness workshops conducted | BPC - TPD | 1 | 1 | 1 | 1 |
| | Facilitate Kiribati Accession to I-EPA; | | | Number of stakeholders sensitised | BPC - TPD | 30 | 30 | 30 | 30 |
| | Ratify I-EPA | | | Market access offers approved and accepted by parties | BPC - TPD | 100% | | | |
| | Train contact points (operational and focal points) on obligations in PACER Plus, i-EPA; PICTA to enhance compliance; | | | Kiribati Signs i-EPA | BPC - TPD | 60% | 100% | 100% | 100% |
| | Undertake a study to Inform implications and possible options for Preferential market access to Japan Market in the event of LDC graduation; | | | 100% Internal Requirements and Procedures completed by 2022 | BPC - TPD | 10% | 40% | 100% | 100% |

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| | Train Government Stakeholders and private sector on Registered Exporters System (REX). | | | At least 60 contact points trained by 2022. | BPC - TPD | 20 | 20 | 20 | - |
| | Support Private Sector participation in international trade Fairs | | | Recommendations of the feasibility study endorsed by cabinet by 2021 | BPC - TPD | 50% | 100% | 100% | 100% |
| | Train Private sector and other stakeholders on Rules of Origin (ROO) in relation to PACER Plus, I-EPA; PACER Plus, PICTA and Bilateral agreements in collaboration with customs; | | | 100% of the study recommendations implemented by 2022. | BPC - TPD | 0 | 60% | 100% | 100% |
| | Train policy makers on WTO Principles and free trade agreements; | | | 40 Private sector players trained on REX System by 2023 | BPC - TPD | 10 | 10 | 10 | 10 |
| | Ensure Effective use of PT&I and diplomatic missions to promote Kiribati products; | | | 60 Policy makers trained on REX System by 2023 | BPC - TPD | 20 | 20 | 20 | 20 |
| | Facilitate the implementation of SPS and TBT Agreements | | | At least 100% of exporters registered in the REX System by 2023 | BPC - TPD | 10% | 40% | 60% | 100% |
| | | | | At least 10 SMEs Supported Annually | | 10 | 10 | 10 | 10 |
| | | | | At least 60 Stakeholders trained by 2023 | | 20 | 20 | 20 | 20 |
| | | | | At least 10 Officials undertake WTO Online Trade Policy Courses Annually | | 10 | 10 | 10 | 10 |
| Objective 10: Establish aggregation centres for markets | Establish Open Integrated Market (OIM); | Pillar 1 | DFAT | At least 4 Trade and investment missions held in host countries by 2023 | BPC - TPD | 10% | 15% | 40% | 80% |
| | Establish Mini Market in Teaoaereke, TUC | Pillar 1 | | At least 4 Workshops organized on TBT/SPS by 2023 | TPD | 1 | 1 | 1 | 1 |
| | Establish Market infrastructure at Airport | Pillar 1 | | Established Market by 2022 | BPC - TPD | 1% | 100% | 100% | 100% |
| | Integrate local produce Market at the TUC new Market in Bairiki | Pillar 1 | | Established by 2023 | BPC - TPD | 10% | 50% | 70% | 100% |

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| | Establish an online Marketplace | | DFAT | Established by 2021 | BPC - TPD | 10% | 100% | 100% | 100% |
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| Public Policy Objective | Strategy (Activities) | Pillars | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
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| | | | | | | 2020 | 2021 | 2022 | 2023 |
| Objectives: | <i>Goal 3: Conducive Business Environment.</i> | | | | | | | | |
| Objective 1: To improve institutional capacity for effective service delivery. | Establish a commercial hub for cargoes and food supplies in the Southern Islands | 1 | Recurrent | | ADMIN – ICT/BIU | 20% | 50% | 80% | 100% |
| | Establish 17 Commerce Officer posts on the Outer Islands with broader mandate, | 1 | Recurrent | At least 3 Commerce Officers recruited by 2022 and 14 recruited by 2023 | ADMIN | 10% | 20% | 40% | 100% |
| | Establish a Project Management Unit in the ER to coordinate mobilisation of resources and implementation of MTCIC projects, | 1 | Recurrent | Project Officer recruited by 2021, Senior project Officer recruited by 2022 and Assistant Project Officer will be recruited by 2023 | ADMIN | 10% | 40% | 80% | 100% |
| | Review the JD of to Business and Companies Registry Officer to include key tasks related to the implementation of the Ease of Doing Business Reform | 4 | Recurrent | JDs reviewed by 2021 | ADMIN | 10% | 100% | 100% | 100% |
| | Procure Additional Office transport for effective support services (i.e. inspections and other support services) | 1 | Recurrent | Additional Transport procured by 2021 | ADMIN | 20% | 100% | 100% | 100% |
| | Procure Additional Registry Computers for effective customer service delivery | 1 | Recurrent | At least 1 new desktop computer procured by 2021 and another computer procured by 2022 | ADMIN | 10% | 50% | 100% | 100% |
| | Restructure MTCIC Kiritimati branch Divisions to strengthen the branch and to match the current organizational structure and functions of MTCIC Tarawa HQ | .1 | Recurrent | New MTCIC Organisational structure for Kiritimati branch established by 2021 & New Director position with BRC Senior position are to be recruited by 2022. | ADMIN | 20% | 50% | 80% | 100% |
| | Establish Metrology Division in line Metrology Capacity Need assessment. | 1 | Recurrent | Metrology Divisions established in the ER by 2022 & Additional Officers recruited by 2023. | ADMIN | 20% | 40% | 70% | 100% |
| | Improve cleanliness to the office building and campus | 1 | Recurrent | Beautification of Office building improved by 2021 | ADMIN | 70% | 100% | 100% | 100% |

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| | Review job descriptions to include Good Customer service | 2 | Training costs | Low level of complaints | Account | 70% | 100% | 100% | 100% |
| | Counter to serve and comfortable waiting area | 2 | Construction costs | Same as above | Account | 70% | 100% | 100% | 100% |
| Objective 2: Strengthening laws and policies | Enact the Company Insolvency Bill 2019. | Pillar 2 | | Reform Action Matrix Developed by December 2020 | BRC - BCRCD | 100% | 100% | 100% | 100% |
| | Enact the Etransaction Act 2021 | Pillar 2 | PACER Plus funding | Inhouse training of Trade Officials | TPD | 1 | 1 | 1 | 1 |
| | | | | Community outreach to 5 outer islands | TPD | | | 5 | 5 |
| | Review and Update the Trade and Information Portal | Pillar | PACER Plus funding | Update legislative and procedural measures | BPC and BRC | 100% | 100% | 100% | 100% |
| | Coordinate the implementation of Ease of Doing Business Reform Action Matrix. | Pillar 2 | Various | At least 100% of the Reform actions implemented by 2022 | BRC - BCRCD | 40% | 60% | 100% | 100% |
| | Enact the Company's Bill 2019 and effective implementation | Pillar 2 | 2000 | New Company Act and Regulations adopted by 2020 | BRC – BCRCD | 40% | 60% | 80% | 100% |
| | Enact Business Names Bill 2019 and associated regulations and effective implementation | Pillar 2 | 2000 | New Business Names Act and Regulations adopted by 2020 | BRC - BCRCD | 40% | 60% | 80% | 100% |
| | Enact the Company Insolvency Bill 2019 and effective implementation. | Pillar 2 | 2000 | Company Insolvency Act and Regulations adopted by 2020 | BRC - BCRCD | 40% | 60% | 80% | 100% |
| | Enact and Implement Personal Property Security Legislation to allow use of movable assets as Collateral in the financial institutions. | Pillar 2 | 30,000 | Personal Property Security Legislation enacted by 2022 | BRC - BCRCD | 20% | 30% | 40% | 50% |
| | Review Money Lending Act and Associated Regulations. | Pillar 2 | 30,000 | New Money lending act enacted by 2022 | BRC - BCRCD | 10% | 40% | 100% | 100% |
| | Institutional development of Publicly Owned Companies | Pillar 2 | - | New publicly owned companies | BRC – BCRD | - | - | 10% | 20% |
| | Review Credit Union Act and associated regulation in line with recommendations in the 2017 PFTAC Report. | Pillar 2 | 30,000 | New Credit Union Act enacted by 2021 | BRC - CCURCD | 10% | 30% | 40% | 20% |
| | Review Kiribati Cooperative Societies Ordinance and associated Regulations. | Pillar 2 | 40,000 | New Cooperative Act and regulations enacted by 2021 | BRC - CCURCD | 10% | 100% | 100% | 100% |
| | Enact new Industrial design legislation in line with the NIPS. | Pillar 2 | | New Industrial Design Act and legislation enacted by 2021 | BRC - IPD | 50% | 100% | 100% | 100% |
| | Enact Patent Legislation in line with Paris Convention and NIPS. | Pillar 2 | 30,000 | Patent legislation enacted by 2021 | BRC - IPD | 50% | 100% | 100% | 100% |

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| | Review outdated Consumer protection Act 2001 and associated regulation. | Pillar 2 | 40,000 | Consumer Protection Act enacted by 2021 | BRC - CPD | 50% | 100% | 100% | 100% |
| | Review outdated Price Ordinance Cap 75 1981 and Regulation. | Pillar 2 | 30,000 | Price Ordinance Act enacted by 2021 | BRC - CPD | 50% | 100% | 100% | 100% |
| | Enact new Metrology Act. | Pillar 2 | | Metrology Act enacted by 2020 | BRC - CPD | 100% | 100% | 100% | 100% |
| Objective 3: Establishing a Management Body that targets to increase the number of small and medium enterprises (SMEs) and offer support programmes to them. | Design Access to finance scheme for micro and small businesses and young entrepreneurs in consultation with key stakeholders; | Pillar 2 | 1,000,000 | SMEs Grant /Loan Scheme established by 2021 | BPC - BPD | 50% | 100% | - | - |
| | Coordinate the implementation of the Financial inclusion Gap Analysis Report recommendations in partnership with UNCDF | Pillar 2 | Various | At least 33% of the priorities implemented annually | BPC - BPD | 33% | 66% | 77% | - |
| | Seeking support from development partners to establish an incubation Centre | Pillar 2 | | At least 1 central incubation Centre for business development established | BPC - BPD | 33% | 66% | % | |
| | Establish Appeal panel to facilitate rejected Investment application proposals. | Recurrent | | Appeal panel established and have undertaken its quarterly annual meeting. | BPC- Investment Division (IPD) | - | 100% | 100% | 100% |
| | Establish Investment Taskforce committee to fast-track current and available investment opportunities areas from other ministries | Recurrent | | Investment Taskforce committee established and approved by cabinet to enhance and fast-track investment opportunities from different ministries that are members in the Taskforce. | BPC- Investment Division (IPD) | - | - | 1 | 1 |
| | Review Training Materials and Training manual for cooperatives and credit unions to be user friendly | Pillar 2 | | At least 10 Cooperatives Trained Annually | BPC - BPD | 10 | 10 | 10 | 10 |
| Objective 4: Facilitating the creation of new SMEs businesses | Develop and effectively implement National Cooperative Policy | Pillar 2 | 50,000 | National Cooperative Policy adopted by Cabinet by 2021 | BPC - BPD | 10% | 10% | 15% | 100% |
| | Train and promote awareness for cooperatives and credit unions through targeted interventions; | Pillar 2 | 30,000 | Training needs assessment undertaken by 2020 | BPC - BPD | 100% | | | |
| | Organize Annual Cooperative and credit Union Day rotationally in different islands; | Pillar 2 | - | A least 1 National Cooperative day and Credit Union organized annually | BPC - BPD | 1 | 1 | 1 | 1 |
| | Promote diversification of cooperatives to add value domestically and to our resources | | - | At least 20 new cooperatives and credit unions established in value added | BPC - BPD | 20 | 20 | 20 | 20 |
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| | | | | sectors annually beyond | | | | | |
| | Promote the establishment of Credit Unions | various | | At least 10 New credit Unions established annually | BPC - BPD | 10 | 10 | 10 | 10 |
| *Public Policy Objective | Strategy (Activities) | Pillars | Financial Implications | Key Performance Indicator | | 2020 | 2021 | 2022 | 2023 |
| Objectives: | <i>Goal 4: Innovative and Creativity.</i> | | | | | | | | |
| Objective 1: Diversify revenue-generating sources through export of our niche products such as salt, tuna, high-value fish and marine species and services (bunkering) etc. | Promote Joint venture investment through establishment of Tuna Cannery Factory to enhance utilisation of Global Sourcing Rules of Origin under the i-EPA | Pillar 3 | - | At least one Tuna cannery Factory established by 2023 | BPC - IPD/IDD/TPD | - | - | - | 1 |
| | Established a Centralized laboratory to assist the quality of niche products. | Pillar 3 | Donor | Centralized Laboratory established by mid-2022 | BPC - QPD | 10% | 20% | 30% | 40% |
| Objective 2: Maximize returns from coconut (build copra mills, increase production of coconut virgin oil etc. | Promote the concept of One Island One Product initiative in the selected outer Islands to boost supply capacity and product diversification | | | At least 1 island 1 product processing center established | BPC - IDD | 1 | 1 | 1 | 1 |
| | Conduct and rotate venue for National Coconut day | | | At least 1 Coconut Day organized every year | BPC - IDD | 1 | 1 | 1 | 1 |
| | Established a VCO centre in the outer islands | Pillar 3 | Donor | At least 4 VCO centre in outer islands | BPC-IDD | 1 | 1 | 1 | 1 |
| | Established mini copra mill in Kiritimati island | Pillar 3 | Donor | At least 1 Mini copra mill in Kiritimati Island | BPC-IDD | | | | 1 |
| Objective 3: Facilitate tools to support production of value-added products from coconut | Procure processing equipment to facilitate value addition including agro-processing and selected value chains | Pillar 3 | Donor | At least 5 islands in the outer islands | BPC-IDD | 1 | 1 | 1 | 1 |
| Objective 4: Encourage cottage industries | Organize Annual National Trade Shows; | Pillar 3 | | At least 1 National Trade Show organized every year | BPC - TPD | 1 | 1 | 1 | 1 |
| | Facilitate participation of local producers in Annual National Trade Shows; | Pillar 3 | | At least 50% participants are Women | BPC - TPD | 50% | 50% | 60% | 60% |
| | Explore training opportunities in non-traditional coconut products to establish coir industry and other related cottage industries | Pillar 3 | Donor | At least 1 coir industry | BPC-IDD | | | | 1 |

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| | Host trade and investment Missions to explore opportunities available in Kiribati | | | At least 50 Participants supported Every year | BPC - TPD | 50 | 50 | 50 | 50 |
| | Link domestic producers with potential Markets /buyers | | | At least 5 Joint ventures established annually | BPC - TPD/IPD | 5 | 5 | 5 | 5 |
| | Identify potential foreign investors to tie in with domestic business | | | At least 5 New buyers for local produce secured annually | BPC - TPD | 5 | 5 | 5 | 5 |
| | Sensitize producers on government programmes on existing Trade/ marketing incentives; | | | At least 5 Joint Ventures established annually | BPC - IPD | 5 | 5 | 5 | 5 |
| | Promote marketing of Local produce through the Hotels and Restaurants | | | At least 3 sensitization programmes implemented annually | BPC - TPD | 3 | 3 | 3 | 3 |
| | Promote marketing of Local produce through the Hotels and Restaurants | | | At least 3 Contracts established with Hotels to facilitate marketing of local produce | BPC - TPD | 3 | 3 | 3 | 3 |
| | Celebrate World Quality Day; | | RB | At least 1 Quality Awards organized Annually | BPC - QPD | | | 1 | 1 |
| | Organize Kiribati Quality Awards; | | RB | At least 1 Quality award event organized annually | BPC - QPD | | | 1 | 1 |
| | Promote the Development /adoption of minimum quality standards for prioritized products based on international best practices (coconut, Fish/Marine; Mauri Wear; Handicraft); | Pillar 3 | RB | At least 1 Standards developed / adopted annually | BPC - QPD | 1 | 1 | 1 | 1 |
| | Promote adoption of HACCP Certification for all processing facilities; | Pillar 3 | RB | At least 100% of all processing facilities adopts the HACCP standards by 2023 | BPC - QPD | 10% | 20% | 30% | 40% |
| | Promote awareness of existing product standards; | Pillar 3 | RB | At least 4 Awareness initiative implemented annually | BPC - QPD | 4 | 4 | 4 | 4 |
| | Train local producers, business associations on the economic benefits | Pillar 3 | RB | At least 1 Training undertaken annually | BPC - QPD | 1 | 1 | 1 | 1 |

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| | of meeting standards | | | | | | | | |
| Objective 5: Increase price of copra to \$4 per kg and incorporate KPF for copra cutter. | Conduct training needs analysis for each selected value chain; | Pillar 3 | Donor | Training Needs analysis Report undertaken BY 2021 | BPC - IDD | 1 | 1 | 1 | 1 |
| | Construct food processing centers and copra mills in the outer Islands to facilitate the development of value-added products; | Pillar 3 | Donor | At least 5 copra mills established in the outer islands | BPC - IDD | 5 | 5 | 5 | 5 |
| | Procure processing equipment to facilitate value addition including agro-processing and selected value chains | Pillar 3 | Donor | At least 5 processing centres have 100% equipment installed | BPC - IDD | 5 | 5 | 5 | 5 |
| Objective 6: Promote coconut replanting schemes | Identify niche areas for value addition in line with the CSDS and other sector policies like fisheries and marine | Pillar 3 | | At least 5 Niche products identified and included in the implementation Action Matrix by 2020 | BPC - IDD | 5 | 5 | 5 | 5 |
| | Coordinate effective implementation of Coconut Sector Development Strategy | Pillar 3 | | At least 25% of the Actions implemented annually especially coconut replanting | BPC - IDD | | | | |
| | Facilitate the engagement of stakeholders in the area of coconut sector development through Coconut Sector Advisory Committee | Pillar 3 | | At least 4 Meetings organized Annually | BPC - IDD | 4 | 4 | 4 | 4 |
| | Learn Best Practices through Participation in regional and international meeting on value addition, value chain development and broader industry development | Pillar 3 | | At least 1 Industry Staff participate in the ICC every year | BPC - IDD | 1 | 1 | 1 | 1 |
| Objective 7: Creating businesses that produce food products from our agricultural resources such as pork and many more | Established Agriculture and Poultry Industry | Pillar 3 | | At least 1 Agriculture & Poultry Industry | BPC-IDD | | | | 1 |
| | Established Food Processing Plant in the outer island | Pillar 3 | | At least 1 Food processing plant | BPC-IDD | | | | 1 |

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| Objective 8: Promoting production from both local and imported materials | Facilitate Mauri-wear training to local producers on the production of quality Mauri-wear garments to ensure they remain competitive in the Domestic and international market. | Pillar 3 | Donor | At least 1 workshop training is conducted per year. | BPC | 1 | 1 | 1 | 1 |
|--|--|----------|-------|---|-----|---|---|---|---|

| Public Policy Objective | Strategy (Activities) | Pillars | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
|---|--|----------|-------------------------------|---|----------------------|---------------------|------|------|------|
| | | | | | | 2020 | 2021 | 2022 | 2023 |
| Objectives: | <i>Goal 5: Support Services (Governance)</i> | | | | | | | | |
| Objective 1: An effective and productive workforce supported by modern and effective work environment | Implement, create awareness and train staff on Human Resource development training. | 4 | Recurrent | At least 4 awareness programmes implemented annually. | ADMIN | 4 | 4 | 4 | 4 |
| | Align MTCIC salary scales in line with other government ministries to support the long-term retention of staffs | 1 | Recurrent | All MTCIC salary levels aligned with other Ministries by 2023 | ADMIN | - | 10% | 70% | 100% |
| | Review and align job descriptions in light of the emerging policy issues, | 4 | Recurrent | All JD reviewed by 2023 | ADMIN | 10% | 30% | 80% | 100% |
| Objective 2: To deliver timely financial support services through transparent and accountable financial management process | Timely preparation and submission of Ministry budget | 1 | Meal costs and overtime costs | Timely submissions to Accounts and DS | Account | 50% | 100% | 100% | 100% |
| | Meet MFED, PSO for ER due dates | 1 | Same as above | Meet MFED budget date line and PSO ER date line | Account | 50% | 100% | 100% | 100% |
| | Promote awareness on financial regulations including review of internal controls to achieve prudent and to eliminate audit queries | 1 | Recurrent | at least 2 awareness initiatives implemented annually | Account | 2 | 2 | 2 | 2 |
| | Train MTCIC Staffs on Budget Making Process to ensure the Budget proposals are inclusive, transparent and aligned with the MTCIC programmatic priorities | 1 | Recurrent | at least 2 training initiatives implemented annually | Account | 2 | 2 | 2 | 2 |
| | Convened Internal Financial auditing twice a year. (1 st Quarter & 2 nd Quarter) | 1 | Recurrent | Internal Auditing convened twice a year. | Account | 50% | 100% | 100% | 100% |
| Objective 3: Strengthening support to businesses and non-government bodies | Conduct awareness on business laws and obligations to | Pillar 4 | 8000 | At least 1 awareness programme implemented annually | BRC - BCRC | 1 | 1 | 1 | 1 |

| | | | | | | | | | |
|--|---|----------|---------|--|--------------|------|------|------|------|
| through free auditing and awareness. | enhance compliance. | | | | | | | | |
| | Register business names, companies and money lenders. | Pillar 4 | - | At least 10 new Registered Business names | BRC - BCRCD | 100% | 100% | 100% | 100% |
| Objective 4: Enforcing business laws through regular compliance inspection and compliance auditing. | Effectively implement the recommendations in the PFTAC 2017 report on Supervision Framework for Credit Unions to strengthen the broader governance. | Pillar 4 | Various | At least all recommendations implemented by 2021 | BRC-CCURCD | 60% | 100% | | |
| | Undertake periodic Auditing of cooperatives to strengthen the implementation of prudential measures | Pillar 4 | - | Improvement in performance of cooperatives | BRC - CCURCD | 10% | 90% | 100% | |
| | Develop partnerships and close collaboration with key stakeholders to enforce the Etransaction Act 2011 | | | 4 series of consultation meetings in a year | TPD | | | 4 | 4 |
| | Develop Operational Plan and Marketing plan for Metrification of Kiribati; | Pillar 4 | 10,000 | Operation and Marketing Plan for Metrification developed by 2020 | BRC - CDP | 10% | 40% | 20% | 30% |
| | Implement the operation plan and marketing plan for metrification; | Pillar 4 | 30,000 | Metrification target achieved by 2023 | BRC - CPD | | 40% | 30% | 30% |
| | Develop Metrology Strategy. | Pillar 4 | 30,000 | Metrology Strategy Adopted by 2022 | BRC - CDP | | 40% | 30% | 30% |
| | Procure Working standards and related equipment for verification of Fuel, Dispensers, Non –Automatic Weighing Instruments, Thermometers; bulk water meters, electricity meters; Blood Pressure. | Pillar 4 | 200,000 | At least all Working standards procured by 2023 | BRC - CPD | 20% | 50% | 100% | |
| | Train Metrology Officers on verification of Fuel Dispensers, Non –Automatic Weighing Instruments, Thermometers; bulk water meters, electricity meters; Moister Meters, Blood Pressure. | Pillar 4 | 30,000 | At least 20 Metrology related officers trained annually | BRC - CPD | 2 | 4 | 4 | 4 |
| | Train key stakeholders on standardisation process. | Pillar 4 | | At least 20 Stakeholders trained on standardisation process annually | BRC - CPD | 1 | 4 | 4 | 4 |

| | | | | | | | | | |
|--|----------|----------------------|--|--|---------------|------|------|------|------|
| | | | | | | | | | |
| Promote awareness on metrology and its importance for industrial development, trade, Consumers and the welfare of all –Kiribati. | Pillar 4 | | | At least 2 awareness programme/initiatives implemented annually | BRC - CPD | 1 | 4 | 4 | 4 |
| Train policy makers on Good Regulatory Practices. | Pillar 4 | | | At least 60 stakeholders trained on GRP by 2023 | BRC | | 1 | 1 | 1 |
| Calibrate National Legal Metrology Standards at BIPM recognised National Metrology Institute laboratory. | Pillar 4 | 10,000 | | All Working standards calibrated by 2023 | BRC - CPD | 20 | 20 | 20 | 20 |
| Promote awareness on new Metrology Act to ensure compliance; | Pillar 4 | 8,000 | | at least 2 awareness programmes initiatives implemented annually | BRCCPD | 30% | 60% | 100% | - |
| Establish Calibration Laboratory as part of the Centralised Analytical Laboratory. | Pillar 4 | | | Calibration Laboratory established as part of centralised Laboratory by 2023 | BRC - CPD/QPD | | | | 1 |
| Train key stakeholders on Quality Management System. | Pillar 4 | 200,000 30,000 | | at least 20 Stakeholder trained annually on Quality Management System | BRC - CPD/QPD | 10% | 20% | 30% | 40% |
| Organise Annual World Metrology Day. | Pillar 4 | 24,000 -Variables | | at least 1 World Metrology Day event organised annually | BRC - CPD | 2 | 2 | 2 | 2 |
| Develop and maintain IP Registers and database system | Pillar 4 | - - | | IP Register and Database system developed by 2021 | BRC - IPD | 1 | 1 | 1 | 1 |
| Coordinate the implementation of National Intellectual Property Strategy | Pillar 4 | | | At least 25% of the actions implemented annually | BRC - IPD | | | | |
| Review the NIPS. | Pillar 4 | | | New NIPS adopted based on the review undertaken in 2020 | BRC - IPD | 15% | 30% | 30% | 25% |
| Process IP registration and renewal certificates. | Pillar 4 | - | | All IP renewal certificates are timely processed | BRC - IPD | 100% | 100% | 100% | 100% |
| Conduct Outreach and public awareness programmes on IP related laws and activities targeting the business and Civil Society to develop IP culture. | Pillar 4 | 8,000 | | at least 2 awareness programmes implemented annually | BRC - IPD | 25% | 50% | 75% | 100% |
| Conduct the Annual World IP Day. | Pillar 4 | 8,000 | | At least 1 IP Day Organised annually. | BRC - IPD | 100% | 100% | 100% | 100% |

| | | | | | | | | | |
|--|---|----------|-----------|--|-----------|-----------|-----------|-----------|-----------|
| | Organise IPR Sub Committee to facilitate the implementation of NIPS. | Pillar 4 | | At least 4 IP Sub committee's organised annually. | BRC - IPD | 2 | 2 | 2 | 2 |
| | Participate and Advocate Kiribati Interest in regional and global IP related meetings. | | | At least 1 strategic partnership established annually. | BRC - IPD | 1 | 1 | 1 | 1 |
| | Develop and maintain IP Registers and database system. | Pillar 4 | | IP Register and Database system developed by 2021 At least 25% of the of the actions implemented annually | BRC - IPD | 1 | 1 | 1 | 1 |
| | Coordinate the implementation of National Intellectual Property Strategy. | Pillar 4 | | At least the implementation plan is fulfilled annually. | BRC - IPD | 20% | 30% | 30% | 20% |
| | Inspect businesses to ensure compliance with IP related laws and regulations. | Pillar 4 | | At least all inspections issues resolved annually. | BRC - IPD | 50% | 100% | | |
| | Train IP officers on the Implementation and enforcement of new IP laws and WIPO administered treaties. | Pillar 4 | | At least 2 Training workshops implemented annually. | BRC - IPD | 4 | 4 | 4 | 4 |
| | Facilitate training on online WTO IPR Agreements, WIPO academy, ICA programs, MTCP programs, APLMF/APMP/OI ML programs, and CI UNCTAD programs. | Pillar 4 | | At least all IP staffs undertake 2 online IP Courses annually. | BRC - IPD | 1 | 1 | 1 | 1 |
| Objective 5: Strengthening support to businesses and non-government bodies | Coherence (policy) and private sector voice. | Pillar 4 | | at least 4 meetings held every year | BPC | 4 | 4 | 4 | 4 |
| | Provide advice on trade and related matters | Pillar 4 | | Number of walk in clients, online enquiries through emails/TIP | BPC-TPD | 4 | 4 | 4 | 4 |
| | Facilitate certification Rules of Origin | Pillar 4 | Recurrent | Number of exporter certification | BPC-TPD | 12 | 12 | 12 | 12 |
| | | | | Volume of exports in tonnage | BPC-TPD | 3 tonnage | 3 tonnage | 3 tonnage | 3 tonnage |
| Objective 6: Enforcing monitoring and safekeeping of publicly owned properties | | Pillar 4 | | | BPC | | | | |
| Objective 7: Enhancing Kiritimati as the centre for all business's categories | Promoting Foreign investment Opportunities Areas in Kiritimati Island | Pillar 4 | Recurrent | At least 3 Foreign investors companies establish | BPC - IPD | - | 1 | 1 | 1 |
| | E-Transactions Act enacted by 2020 | | Nil | E-Transactions Act enacted by 2020 | BPC - TPD | 40% | 90% | -100% | 100% |

| | | | | | | | | | |
|---|--|----------|---------|--|-----------|------|------|------|------|
| | E-Commerce Policy adopted by Cabinet in 2021 | | EIF | E-Commerce Policy adopted by Cabinet in 2021 | BPC - TPD | 10% | 20% | 100% | 100% |
| | Coordinate the implementation of e trade Readiness Assessment Report | Pillar 4 | Various | At least 25% of the actions implemented annually | BPC - TPD | 25% | 50% | 75% | 100% |
| Objective 8: Strengthening laws and policies; and | Develop Investment Status Annual Report in line with Foreign Investment Act 2018 | Pillar 4 | - | investment adopted by cabinet in February annually | BPC - IPD | Feb | Feb | Feb | Feb |
| | E -Transactions Act enacted by 2020 | | Nil | E-Transactions Act enacted by 2020 | BPC - TPD | 100% | - | - | - |
| | E-Commerce Policy adopted by Cabinet in 2021 | | EIF | E-Commerce Policy adopted by Cabinet in 2021 | BPC - TPD | 60% | 100% | - | - |
| | Coordinate the implementation of e trade Readiness Assessment Report | Pillar 4 | Various | At least 25% of the actions implemented annually | BPC - TPD | 25% | 50% | 75% | 100% |
| | Coordinate the implementation of Trade Policy Framework | Pillar 4 | Various | At least 80% of the Measures implemented by 2023 | BPC - TPD | 20% | 20% | 20% | 20% |
| | Participate and advocate Kiribati trade development agenda in international and regional trade related conferences, Seminars; | Pillar 4 | Various | At least 200,000 Aid for Trade secured to support the implementation of Trade Policy | BPC - TPD | 200k | 200k | 200k | 200k |
| | Coordinate the implementation of National quality Policy through QCC | Pillar 3 | Donor | A least 15% of the NQP actions are implemented annually | BPC - QPD | 15% | 30% | 45% | 60% |
| | Develop Mauri Mark as Kiribati Quality Brand and logo to promote in country quality and abroad; | Pillar 4 | EIF | Mauri Mark adopted as National Quality Brand by 2023 | BPC - QPD | | | 25% | 50% |
| | Develop National Guideline on Good Regulatory Practices; | Pillar 4 | Donor | National Guideline on Regulatory Practices Adopted by Cabinet in 2023 | BPC - QPD | | 10% | 20% | 30% |
| | Train policy makers on Good Regulatory Practices; | Pillar 4 | Donor | At least 60 stakeholders trained on GRP by 2023 | BPC - QPD | | | 20 | 20 |
| | Enact standard legislation to recognise Quality Promotion Division as a National Standardisation unit in line with Quality Policy; | Pillar 4 | Donor | Standard legislation enacted by 2021 | BPC - QPD | | | 20% | 40% |
| | Facilitate accession to regional and international standards related treaties and networks | Pillar 4 | Donor | At least Kiribati acceded to all standards related networks by 2023 | BPC - QPD | 10% | 20% | 30% | 40% |

BUDGET

Table 8: Four Year Budget Forecast (Expand the table to right)

| Ministry Budget Categories | 2018/2019 (Baseline) | 2019/2020 (Projected Estimate) | 2020/2021 Projected (Estimate) | 2021/2022 Projected Estimate | 2022/2023 Projected Estimate |
|----------------------------|-------------------------|-----------------------------------|--------------------------------------|------------------------------------|------------------------------------|
| 1. Operational Budget | 2026273 | 17864999 | 17813945 | 17888896 | 1785188 |
| 2. Development Budget | - | 8,033,500 | 2,235,500 | 594,500 | 410,000 |
| Total | 2026273 | 10,203,409 | 4450435 | 4,157,126 | 4,507,019 |

RISKS

The implementation of this Plan is subject to various risks, among them operational, financial, strategic and technological risks. The specific risks under each of these categories and how the Ministry will mitigate them is outlined in Table 9 below;

Table 9: Risk and Mitigation Measures

| Risk | Mitigation of Risk |
|---|--|
| Strategic Risks <ul style="list-style-type: none"> ▪ Weak monitoring and evaluation framework; ▪ Global political and economic instability ▪ Shocks and externalities | <ul style="list-style-type: none"> ▪ Institutionalize monitoring and evaluation system framework in all departments ▪ Diversify product lines including trade in services labour mobility and product diversification through value addition; |
| Operational/ Organizational Risks <ul style="list-style-type: none"> ▪ Inadequate skilled manpower; ▪ De-motivated staff; ▪ Low levels of support from stakeholders; ▪ Unclear reporting framework; ▪ High staff Turnover | <ul style="list-style-type: none"> ▪ The Ministry will recruit additional staff and train existing staff; ▪ Review schemes of service and improve working environment to boost staff morale, and ensure productivity; ▪ Stakeholders' fora will be strengthened to ensure support; ▪ Ministry's organizational structure to spell out clear roles and responsibilities ▪ Review the salary scale and align with the Broader PQR Framework |
| Financial Risks <ul style="list-style-type: none"> ▪ Inability to meet targets due to inadequate and/or delayed funds; ▪ Noncompliance with financial regulations ▪ Miss-application of funds; ▪ Reduction of funds meant for the Ministry due to austerity measures | <ul style="list-style-type: none"> ▪ The Ministry to pursue additional Government funding from the Ministry of Finance; ▪ Strict adherence to Work-Plans; ▪ Strict compliance with financial regulation ▪ The Ministry to explore Donor funding for projects; ▪ Incorporate Public Private Partnership; |

Ministry Operational Plan

| Public policy Objective | Strategy (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
|---|---|------------------------|--|----------------------|---------------------|------|------|------|
| | | | | | 2020 | 2021 | 2022 | 2023 |
| KPA Outcome 1: | | | | | | | | |
| Objective: 1 To broaden and deepen the export markets for Kiribati made goods and services | Sensitise business community on potential opportunities in free trade agreements [PICTA, i-EPA,PACER Plus] | 40,000 | Number of Awareness workshops conducted | TPD | 1 | 1 | 1 | 1 |
| | | | Number of stakeholders sensitised | TPD | 30 | 30 | 30 | 30 |
| | Facilitate Kiribati Accession to i-EPA; | 100,000 | Market access offers approved and accepted by parties | TPD | 100% | | | |
| | | | Kiribati Signs i-EPA | TPD | 60% | 100% | 100% | 100% |
| | Ratify i-EPA | 70,000 | 100% Internal Requirements and Procedures completed by 2022 | TPD | 10% | 40% | 100% | 100% |
| | Train contact points (operational and focal points) on obligations in PACER Plus, i-EPA; PICTA to enhance compliance; | 30,000 | At least 60 contact points trained by 2022. | TPD | 20 | 20 | 20 | - |
| | Undertake a study to Inform implications and possible options for Preferential market access to Japan Market in the event of LDC graduation; | 100,000 | Recommendations of the feasibility study endorsed by cabinet by 2021 | TPD | 50% | 100% | 100% | 100% |
| | | | 100% of the study recommendations implemented by 2022. | TPD | 0 | 60% | 100% | 100% |
| | Train Government Stakeholders and private sector on Registered Exporters System (REX). | 40,000 | 40 Private sector players trained on REX System by 2023 | TPD | 10 | 10 | 10 | 10 |
| | | | 60 Policy makers trained on REX System by 2023 | TPD | 20 | 20 | 20 | 20 |
| | | | At least 100% of exporters registered in the REX System by 2023 | TPD | 10% | 40% | 60% | 100% |
| | Support Private Sector participation in international trade Fairs | 400,000 | At least 10 SMEs Supported Annually | TPD | 10 | 10 | 10 | 10 |
| | Train Private sector and other stakeholders on Rules of Origin(ROO) in relation to PACER Plus ,i-EPA; PACER Plus ,PICTA and Bilateral agreements in collaboration with customs; | 40,000 | At least 60 Stakeholders trained by 2023 | TPD | 20 | 20 | 20 | 20 |
| | Train policy makers on WTO Principles and free trade agreements; | - | At least 10 Officials undertake WTO Online Trade Policy courses Annually | TPD | 10 | 10 | 10 | 10 |

| | | | | | | | | |
|--|--|-------------------------------|---|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Ensure Effective use of PT&I and diplomatic missions to promote Kiribati products; | 40,000 | At least 4 Trade and investment missions held in host countries by 2023 | TPD | 1 | 1 | 1 | 1 |
| | Facilitate the implementation of SPS and TBT Agreements | 10,000 | At least 4 Workshops organised on TBT/SPS by 2023 | TPD | 1 | 1 | 1 | 1 |
| | Coordinate the implementation of Trade Policy Framework | - | At least 80% of the Measures implemented by 2023 | TPD | 20% | 20% | 20% | 20% |
| | Participate and advocate Kiribati trade development agenda in international and regional trade related conferences ,Seminars ; | - | At least 200,000 Aid for Trade secured to support the implementation of Trade Policy | TPD | 200k | 200k | 200k | 200k |
| Public policy Objective | Strategy (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 2: Promote domestic consumption of Kiribati made goods and services | Establish Open Integrated Market (OIM); | 1,500,000 | OIM established by 2021 | TPD | 60% | 100% | 100% | 100% |
| | Organise Annual National Trade Shows; | 240,000 | At least 1 National Trade Show organised every year | TPD | 1 | 1 | 1 | 1 |
| | Facilitate participation of local producers in Annual National Trade Shows; | | At least 50% participants are Women | TPD | 50% | 50% | 60% | 60% |
| | | | At least 50 Participants supported Every year | TPD | 50 | 50 | 50 | 50 |
| | Host trade and investment Missions to explore opportunities available in Kiribati | 100,000 | At least 5 Joint ventures established annually | TPD/IPD | 5 | 5 | 5 | 5 |
| | Link domestic producers with potential Markets /buyers | 10,000 | At least 5 New buyers for local produce secured annually | TPD | 5 | 5 | 5 | 5 |
| | Identify potential foreign investors to tie in with domestic business | 20,000 | At least 5 Joint Ventures established annually | IPD | 5 | 5 | 5 | 5 |
| | Sensitise producers on government programmes on existing Trade/ marketing incentives; | 40,000 | At least 3 sensitisation programmes implemented annually | TPD | 3 | 3 | 3 | 3 |
| | Promote marketing of Local produce through the Hotels and Restaurants | 8,000 | At least 3 Contracts established with Hotels to facilitate marketing of local produce | TPD | 3 | 3 | 3 | 3 |
| Public policy Objective | Strategy (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | 0 | | | 2020 | 2021 | 2022 | 2023 |
| Objective 3 :To improve ease of doing business through | Design investment packages/incentives targeting key priority sectors | 80,000 | Investment Incentives Covering Fisheries, Tourism etc. designed for all key Priority sectors to attract investment. | IPD | 60% | 100% | 100% | 100% |

| | | | | | | | | |
|---|---|---------|---|------------|------|------|------|------|
| conducive investment and business climate | Implement joint partnership with key agencies in marketing and position Kiribati as a good investment destination; | 50,000 | At least 5 new Foreign Investment Applications received annually | IPD | 5 | 5 | 5 | 5 |
| | Coordinate the implementation of Investment Policy Framework through Investment Facilitation Committee | Various | % level of Implementation | IPD | 40% | 60% | 100% | 100% |
| | Establish and effectively operationalise Investment Appeal panel | - | All Investment Appeals are resolved annually | IPD | 100% | 100% | 100% | 100% |
| | Facilitate training for key government contact points on e-trade and investment portal implementation; | 10,000 | 100% Compliance with Transparency obligations in the trade agreements | IPD | 100% | 100% | 100% | 100% |
| | Facilitate the processing and approval of Foreign investment applications in line Foreign Investment Act 2018 | - | At least 5 Foreign investment Applications approved annually | IPD | 5 | 5 | 5 | 5 |
| | Develop Investment Status Annual Report in line with Foreign Investment Act 2018 | - | investment adopted by cabinet in February annually | IPD | Feb | Feb | Feb | Feb |
| | Facilitate membership to World Association Investment Promotion Agencies (WAIPA) | - | At least 3 Initiative implemented annually. | IPD | 3 | 3 | 3 | 3 |
| | Manage the container Yard and Small Industry Centre | - | 100% of expected Revenue timely collected Annually | BPD | 100% | 100% | 100% | 100% |
| | Facilitate IYB and SYB Trainings for private sector | 24,000 | At least 10 new SMEs registered annually | BPD | 10 | 10 | 10 | 10 |
| | Organise National Business Award (NBA) | 40,000 | At least 1 NBA organised annually | BPD | 1 | 1 | 1 | 1 |
| | Facilitate identification of required targeted reform agenda on improving ease of doing business ranking | - | Reform Action Matrix Developed by December 2020 | BCRD | 100% | 100% | 100% | 100% |
| | Coordinate the implementation of Ease of Doing Business Reform Action Matrix | Various | At least 100% of the Reform actions implemented by 2022 | BCRD | 40% | 60% | 100% | 100% |
| | Organise Public –Private Dialogue with the Kiribati chamber of Commerce and Industry to strengthen engagement with the Private Sector | - | At least 4 Public Private Dialogue organised annually | BCRD & BPD | 4 | 4 | 4 | 4 |
| | Enact new Company’s Act | 2000 | New Company Act and Regulations adopted by 2020 | BCRD | 100% | - | - | - |
| | Review Business Names Act and associated regulations | 2000 | New Business Names Act and Regulations adopted by 2020 | BCRD | 100% | - | - | - |
| | Enact Company Insolvency Act | 2000 | Company Insolvency Act and Regulations adopted by 2020 | BCRD | 100% | - | - | - |
| | Enact Electronics Transaction legislation | 2000 | E-Transactions Act enacted by 2020 | TPD | 100% | - | - | - |
| | Develop E- Commerce Policy | 70,000 | E-Commerce Policy adopted by Cabinet in 2021 | TPD | 60% | 100% | - | - |

| | | | | | | | | |
|---|---|-------------------------------|--|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Establish Online Business Registry System | - | Online Business Registry System developed by 2022 | BCRD | 10% | 70% | 100% | - |
| | Develop online business registry database | - | Online Business Data base developed by 2022 | BCRD | 10% | 70% | 100% | - |
| | Conduct awareness on business laws and obligations to enhance compliance; | 8000 | At least 1 awareness programme implemented annually | CPD, IPD, CCURD & BCRD | 1 | 1 | 1 | 1 |
| | Conduct Inspections for business and companies to ensure compliance with the business laws | - | At least all compliance issues resolved annually | CPD, IPD, CCURD & BCRD | 100% | 100% | 100% | 100% |
| | Advocate Kiribati Interest in the International Business Registry Programmes; | - | At least 1 strategic Partnership established annually | BCRD | 1 | 1 | 1 | 1 |
| | Register business names ,companies and money lenders | - | At least 10 new Registered Business names every quarter. | BCRD | 40 | 40 | 40 | 40 |
| | Register trade marks, patents and copyright | - | At least 10 new registrations every quarter. | IPD | 40 | 40 | 40 | 40 |
| | Register cooperatives and credit unions. | - | At least 10 new Registered Cooperatives and Credit Unions every quarter. | CCURD | 20 | 20 | 20 | 20 |
| | Coordinate the implementation of e trade Readiness Assessment Report | Various | At least 25% of the actions implemented annually | TPD | 25% | 50% | 75% | 100% |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 4 : Improved livelihood through Cooperatives, Credit Unions, young entrepreneurs and Micro and Small enterprises development | Train and promote awareness for cooperatives and credit unions through targeted interventions ; | 30,000 | Training needs assessment undertaken by 2020 | BPD | 100% | | | |
| | Review Training Materials and Training manual for cooperatives and credit unions to be user friendly | | At least 10 Cooperatives Trained Annually | BPD | 10 | 10 | 10 | 10 |
| | Develop and effectively implement National Cooperative Policy | 50,000 | National Cooperative Policy adopted by Cabinet by 2021 | BPD | 50% | 100% | - | - |
| | Design Access to finance scheme for micro and small businesses and young entrepreneurs in consultation with key stakeholders; | 1,000,000 | SMEs Grant /Loan Scheme established by 2021 | BPD | 50% | 100% | - | - |
| | Coordinate the implementation of the Financial inclusion Gap Analysis Report recommendations in partnership with UNCDF | Various | At least 33% of the priorities implemented annually | BPD | 33% | 66% | 100% | - |
| | Organise Annual Cooperative and Credit Union Day rotationally in different islands ; | - | A least 1 National Cooperative day and Credit Union organised annually | CCURD & BPD | 1 | 1 | 1 | 1 |
| | Process registration certificates of cooperatives and credit unions; | - | At least 20 Cooperatives and credit union registration certificates | CCURD | 20 | 20 | 20 | 20 |

| | | | | | | | | |
|---|---|-------------------------------|---|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Advocate Kiribati Interest through participation in the International Cooperative alliance ,Oceania Congress of Credit Union League and World Confederation of credit union league or other agencies; | - | At least 1 new initiative established annually | CCURD | 1 | 1 | 1 | 1 |
| | Promote diversification of cooperatives to add value domestically and to our resources | - | At least 20 new cooperatives and credit unions established in value added sectors annually beyond | BPD | 20 | 20 | 20 | 20 |
| | Enact and Implement Personal Property Security Legislation to allow use of movable assets as Collateral in the financial institutions; | 30,000 | Personal Property Security Legislation enacted by 2022 | BCRD | 10% | 20% | 70% | 100% |
| | Review Credit Union Act and associated regulation in line with recommendations in the 2017 PFTAC Report. | 30,000 | New Credit Union Act enacted by 2021 | CCURD | 10% | 30% | 50% | 100% |
| | Effectively implement the recommendations in the PFTAC 2017 report on Supervision Framework for Credit Unions to strengthen the broader governance | Various | At least all recommendations implemented by 2021 | CCURD | 60% | 100% | - | - |
| | Promote the establishment of Credit Unions | various | At least 10 New credit Unions established annually | CCURD | 10 | 10 | 10 | 10 |
| | Review Money Lending Act and Associated Regulations | 30,000 | New Money lending act enacted by 2022 | BCRD | 10% | 40% | 100% | - |
| | Review Kiribati Cooperative Societies Ordinance and associated Regulations | 40,000 | New Cooperative Act and regulations enacted by 2021 | CCURD | 10% | 100% | - | - |
| | Undertake periodic Auditing of cooperatives to strengthen the implementation of prudential measures | - | Improvement in performance of cooperatives | CCURD | 10% | 90% | 100% | |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 5: To promote product diversification through value addition | Identify niche areas for value addition in line with the CSDS and other sector policies like fisheries and marine | - | At least 5 Niche products identified and included in the implementation Action Matrix by 2020 | IPD | 5 | - | - | - |
| | Promote investment in selected niche products like agro industry related ; | - | A least 5 New investments on agro industries established | IPD | 1 | 2 | 1 | 1 |
| | Promote Joint venture investment through establishment of Tuna Cannery Factory to enhance utilisation of Global Sourcing Rules of Origin under the i-EPA | - | At least one Tuna cannery Factory established by 2023 | IPD | - | - | - | 1 |
| | Conduct training needs analysis for each selected value chain; | 50,000 | Training Needs analysis Report undertaken BY 2021 | IPD | 10% | 100% | 100% | 100% |
| | Construct food processing Centres in the outer Islands to facilitate the development of value added products; | 400,000 | 5 Processing centres Constructed by 2023 | IPD | 1 | 2 | 1 | 2 |

| | | | | | | | | |
|---|---|-------------------------------|---|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Procure processing equipment to facilitate value addition including agro-processing and selected value chains | | At least 5 Processing centres have 100% equipment installed | IPD | 100% | 100% | 100% | 100% |
| | Promote the concept of At least One Island One Product initiative in the selected outer Islands to boost supply capacity and product diversification | - | At least all islands have one tradable product BY 2023 | IPD | 10% | 50% | 60% | 100% |
| | Coordinate effective implementation of Coconut Sector Development Strategy | Variable | At least 25% of the Actions implemented annually | IPD | 25% | 50% | 75% | 100% |
| | Facilitate the engagement of stakeholders in the area of coconut sector development through Coconut Sector Advisory Committee | - | At least 4 Meetings organised Annually | IPD | 4 | 4 | 4 | 4 |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 6: To be a premier standards and quality promotion Organisation for product safety and competitiveness. | Establish Centralized Laboratory in line with the recommendations in the feasibility study report | 5,500,000 | Centralised Laboratory established by 2021 | QPD | 60% | 100% | - | - |
| | Coordinate the implementation of National quality Policy through QCC | Variable | A least 25% of the NQP actions are implemented annually | QPD | 25% | 50% | 75% | 100% |
| | Promote the Development /adoption of minimum quality standards for prioritised products based on international best practices (coconut ,Fish/Marine ; Mauri Wear; Handicraft); | 20,000 | At least 1 Standards developed / adopted annually | QPD | 1 | 1 | 1 | 1 |
| | Promote awareness of existing product standards; | 16,000 | At least 4 Awareness initiative implemented annually | QPD | 4 | 4 | 4 | 4 |
| | Train local producers, business associations on the economic benefits of meeting standards | 4,000 | At least 1 Training undertaken annually | QPD | 1 | 1 | 1 | 1 |
| | Promote adoption of HACCP Certification for all processing facilities; | 8,000 | At least 100% of all processing facilities adopts the HACCP standards by 2023 | QPD | 10% | 50% | 80% | 100% |
| | Celebrate World Quality Day; | 40,000 | At least 1 Quality Awards organised Annually | QPD | 1 | 1 | 1 | 1 |
| | Organise Kiribati Quality Awards; | 8,000 | At least 1 Quality award event organised annually | QPD | 1 | 1 | 1 | 1 |
| | Develop Mauri Mark as Kiribati Quality Brand and logo to promote in country quality and abroad; | 50,000 | Mauri Mark adopted as National Quality Brand by 2021 | QPD | 60% | 100% | | |
| | Develop National Guideline on Good Regulatory Practices; | 30,000 | National Guideline on Regulatory Practices Adopted by Cabinet in 2022 | QPD | 10% | 70% | 100% | - |
| Train policy makers on Good Regulatory Practices; | At least 60 stakeholders trained on GRP by 2023 | | QPD | 20 | 20 | 20 | 20 | |

| | | | | | | | | |
|---|---|-------------------------------|--|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Enact standard legislation to recognise Quality Promotion Division as a National Standardisation unit in line with Quality Policy; | 30,000 | Standard legislation enacted by 2021 | QPD | 50% | 100% | - | - |
| | Train key stakeholders on standardisation process; | 8,000 | At least 20 Stakeholders trained on standardisation process annually | QPD | 20 | 20 | 20 | 20 |
| | Engage key stakeholders on Quality Promotions issues through Quality Coordination Committee (QCC) | Variable | At least 25% of the actions implemented annually through the QCC | QPD | 25% | 25% | 25% | 25% |
| | Facilitate accession regional and international standards related treaties and networks | - | At least Kiribati acceded to all standards related networks by 2023 | QPD | 10% | 30% | 80% | 100% |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 7 : To promote standardisation in measurements in line with international best practices to support the development of a functional quality infrastructure | Enact new Metrology Act; | 2000 | Metrology Act enacted by 2020 | CPD | 100% | | | |
| | Develop Operational Plan and Marketing plan for Metrication of Kiribati; | - | Operation and Marketing Plan for Metrication developed by 2020 | CDP | 100% | | | |
| | Implement the operation plan and marketing plan for metrification; | 10,000 | Metrication target achieved by 2023 | CPD | 10% | 30% | 70% | 100% |
| | Develop Metrology Strategy; | 30,000 | Metrology Strategy Adopted by 2022 | CDP | 10% | 40% | 100% | - |
| | Procure Working standards and related equipment for verification of Fuel Dispensers, Non –Automatic Weighing Instruments ;Thermometers; bulk water meters, electricity meters; Blood Pressure | 200,000 | At least all Working standards procured by 2023 | CPD | 30% | 50% | 100% | - |
| | Train Metrology Officers on verification of Fuel Dispensers, Non –Automatic Weighing Instruments ;Thermometers; bulk water meters, electricity meters; Moister Meters ;Blood Pressure | 30,000 | At least 20 Metrology related officers trained annually | CPD | 20 | 20 | 20 | 20 |
| | Conduct verifications of measuring instruments used in Trade; | - | at least all Measuring instruments are verified by 2023 | CPD | 30% | 60% | 100% | - |
| | Promote awareness on metrology and its importance for industrial development, trade ,Consumers and the welfare of all –Kiribati | 10,000 | At least 2 awareness programme/initiatives implemented annually | CPD | 2 | 2 | 2 | 2 |
| | Calibrate National Legal Metrology Standards at BIPM recognised National Metrology Institute laboratory ; | 10,000 | All Working standards calibrated by 2023 | CPD | 10% | 50% | 100% | - |
| | Promote awareness on new Metrology Act to ensure compliance; | 8,000 | at least 2 awareness programmes initiatives implemented annually | CPD | 2 | 2 | 2 | 2 |

| | | | | | | | | |
|---|---|-------------------------------|--|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Establish Calibration Laboratory as part of the Centralised Analytical Laboratory. | See Centralised Laboratory | Calibration Laboratory established as part of centralised Laboratory by 2021 | CPD/QPD | 60% | 100% | - | - |
| | Train key stakeholders on Quality Management System; | 8000 | at least 20 Stakeholder trained annually on Quality Management System | CPD/QPD | 20 | 20 | 20 | 20 |
| | Organise Annual World Metrology Day | 24,000 | at least 1 World Metrology Day event organised annually | CPD | 1 | 1 | 1 | 1 |
| | Prepare, Participate and Advocate Kiribati Interest in international and regional Forums organised by OILM,APLMF ,APMP etc. | -Variables | at least 1 strategic Partnership Established annually | CPD | 1 | 1 | 1 | 1 |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 8: To strengthen national intellectual property regime to support IP development | Develop and maintain IP Registers and database system | - | IP Register and Database system developed by 2021 | IPD | 50% | 100% | - | - |
| | Coordinate the implementation of National Intellectual Property Strategy | - | At least 25% of the of the actions implemented annually | IPD | 25% | 50% | 75% | 100% |
| | Review the NIPS | - | New NIPS adopted based on the review undertaken in 2020 | IPD | 100% | | | |
| | Process IP registration and renewal certificates | - | All IP renewal certificates are timely processed | IPD | 100% | 100% | 100% | 100% |
| | Conduct Outreach and public awareness programmes on IP related laws and activities targeting the business and Civil Society to develop IP culture | 8,000 | at least 2 awareness programmes implemented annually | IPD | 2 | 2 | 2 | 2 |
| | Conduct the Annual World IP Day ; | | at least 1 IP Day Organised annually | IPD | 1 | 1 | 1 | 1 |
| | Enact new Industrial design legislation in line with the NIPS | 30,000 | New industrial design enacted by 2021 | IPD | 50% | 100% | - | - |
| | Organise IPR Sub Committee to facilitate the implementation of NIPS; | - | At least 4 IP Sub committee's organised annually | IPD | 4 | 4 | 4 | 4 |
| | Prepare , Participate and Advocate Kiribati Interest in regional and global IP related meetings; | - | at least 1 strategic partnerships established annually | IPD | 1 | 1 | 1 | 1 |
| | Inspect businesses to ensure compliance with IP related laws and regulations; | | at least all inspections issues resolved annually | IPD | 100% | 100% | 100% | 100% |
| | Train IP officers on the Implementation and enforcement of new IP laws and WIPO administered treaties | | at least 2 Training workshops implemented annually | IPD | 2 | 2 | 2 | 2 |
| | Facilitate training on online WTO IPR Agreements | | at least all IP staffs undertake 2 online IP Courses annually | IPD | 2 | 2 | 2 | 2 |
| | Prepare and Facilitate Kiribati accession to WIPO administered treaties in line with the NIPS | | at least Kiribati accedes to all IP Related treaties BY 2020 | IPD | 30% | 50% | 70% | 100% |

| | | | | | | | | |
|--|---|-------------------------------|---|-----------------------------|----------------------------|-------------|-------------|-------------|
| | Enact Patent Legislation in line with Paris Convention and NIPS | 30,000 | Patent legislation enacted by 2021 | IPD | 50% | 100% | - | - |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 9: To enhance and Strengthen consumer protection through fair trade Policies, laws and enforcement | Review outdated Consumer protection Act 2001 and associated regulation; | 40,000 | Consumer Protection Act enacted by 2021 | CPD | 50% | 100% | - | - |
| | Review outdated Price Ordinance Cap 75 1981 and Regulation; | 30,000 | Price Ordinance Act enacted by 2021 | CPD | 50% | 100% | - | - |
| | Establish and facilitate the implementation of the Consumer Protection committee | - | All consumer related Cases annually resolved | CPD | 100% | 100% | 100% | 100% |
| | Formulate consumer and comprehensive Competition Policy | - | Diagnostic Report finalised and adopted by cabinet by 2020 | CPD | 100% | - | - | - |
| | Train Consumer Protection Officials on Inspection and enforcement of consumer protection related legislations and laws; | 20,000 | at least 2 Training workshops implemented annually on consumer protection | CPD | 2 | 2 | 2 | 2 |
| | Undertake inspections and market surveys on compliance with consumer protection related laws; | - | at least all inspections issues resolved annually | CPD | 100% | 100% | 100% | 100% |
| | Initiate complaint, investigation procedures upon receipt of the complaints. | - | All complaints are resolved annually | CPD | 100% | 100% | 100% | 100% |
| | Develop and maintain a database on consumer issues and complaints | | Database developed by 2021 | CPD | 50% | 100% | - | - |
| | Increase awareness and campaign on Consumer rights and responsibilities | 32,000 | at least 4 awareness programmes/initiatives implemented annually | CPD | 4 | 4 | 4 | 4 |
| | Organise Annual Consumer Rights Day | 24,000 | | CPD | 1 | 1 | 1 | 1 |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 10: An effective and productive workforce supported by modern and effective work environment | Implement, create awareness and train staffs on NCS; | 8,000 | At least 2 awareness programmes implemented annually | ADMIN | 2 | 2 | 2 | 2 |
| | Align MTCIC salary scales in line with other government ministries to support the long-term retention of staffs | - | All MTCIC Salary levels aligned with other Ministries by 2020 | ADMIN | 100% | - | - | - |
| | Enhance Office space to accommodate the increasing number of staffs | | New Office structure established by 2022 | ADMIN | 10% | 50% | 100% | - |
| | Review and align job descriptions in light of the emerging policy issues; | - | All JD reviewed by 2023 | ADMIN | 10% | 50% | 70% | 100% |
| | Promote the adoption of OHS at work place | - | All the OHS Requirements are included in the MTCIC Office structure | ADMIN | 100% | - | - | - |
| | Strategies (Activities) | | Key Performance Indicator | | Performance Targets | | | |

| Public Policy Objective | | Financial Implications | | Division Responsible | 2020 | 2021 | 2022 | 2023 |
|---|--|--|--|----------------------|---------------------|------|------|------|
| Objective 11: To improve institutional capacity for effective service delivery | Maintain and operate Updated website; | | All the information in the MTCIC Website is 100% accurate and updated at all times | ADMIN | 100% | 100% | 100% | 100% |
| | Establish Senior Project Officer position in the ER to coordinate mobilisation of resources and implementation of MTCIC projects; | 55,000 | Senior Project Officer recruited by 2021 as part of the MTCIC ER | ADMIN | 80% | 100% | - | - |
| | Train all staffs on Project Design ,formulation and implementation | | At least 1 training workshop implemented annually | ADMIN | 1 | 1 | 1 | 1 |
| | Recruit Enforcement Officers to facilitate implementation of business related laws | | at least 1 enforcement officer recruited by 2022 | ADMIN | | | 1 | |
| | Review the JD of to Business and Companies Registry Officer to include key tasks related to the implementation of the Ease of Doing Business Reform | | JD Reviewed by 2020 | ADMIN | 100% | - | - | - |
| | Establish Commerce Officer Posts on the Outer Islands with broader mandate; | | Commerce officers recruited by 2021 | ADMIN | 80% | 100% | | |
| | Procure Additional Office transport for effective support services(I.e. Inspections and other support services) | 50,000 | Additional Transport procured by 2021 | ADMIN | 80% | 100% | | |
| | Restructure and rationalise Divisions and functions based on Policy implications for better service delivery; | | New MTCIC Organisational structure established by 2023 | ADMIN | 10% | 20% | 60% | 100% |
| | Establish Metrology Division in line Metrology Capacity Needs assessment | 833,810 | Metrology Divisions established in the ER by 2021 | ADMIN | 80% | 100% | - | - |
| | Strengthen ICT and BIU Infrastructure connectivity in Kiritimati and Tarawa | | New ICT Infrastructure and Bandwidth acquired by 2021 | ADMIN | 80% | 100% | | |
| Consider retitling of Posts based on consultations with PSO and policy implications | | at least 10 Posts are retitled by 2023 | ADMIN | 10% | 20% | 60% | 100% | |
| Public Policy Objective | Strategies (Activities) | Financial Implications | Key Performance Indicator | Division Responsible | Performance Targets | | | |
| | | | | | 2020 | 2021 | 2022 | 2023 |
| Objective 12: To deliver timely financial support services through transparent and accountable financial management process | Promote awareness on financial regulations including review of internal controls to achieve prudent and to eliminate audit queries | 8,000 | at least 2 awareness initiatives implemented annually | ADMIN | 2 | 2 | 2 | 2 |
| | Train MTCIC Staffs on Budget Making Process to ensure the Budget proposals are inclusive ,transparent and aligned with the MTCIC programmatic priorities | 8000 | at least 2 training initiatives implemented annually | ADMIN | 2 | 2 | 2 | 2 |

Result Management

The Ministry Senior Management Team (SMT) consisting of heads centres and divisions, headed by the Secretary, will oversee the implementation and evaluation of the plan. The Ministry Strategic Plan progress reports including budget performance reporting (outputs and expenditures) against Ministry Operational Plans (MOPs) will be done on a quarterly basis. Implementation of the Strategic Plan will focus on the Ministry's strategic goals, objectives and strategies.

The proposed activities, corresponding output and outcomes have been stated with their respective lead and implementing divisions. The Ministry will continuously review the process to ensure smooth and effective implementation of the plan.

The Monitoring and Evaluation system will provide a framework for regular assessment of the implementation of the Strategic Plan. It will be designed to ensure the following:

- Establishment of clear reporting schedules, channels and feedback mechanisms on an on-going process requiring time and commitment of all and upholding accountability and transparency practices;
- Candid specifications of the roles of individuals submitting or receiving the documents taking into consideration internal progress reports to feed into the next Ministry's HRD plan 2020-2023 and the National HRD plan and recognition awards to individuals, Divisions and Businesses.
- to ensure the Ministry is operating within its approved budgets and should there be additional needs for the budget, the Ministry will seek financial assistance from the government or development partners;
- The Ministry is reporting on a bi-annual basis to the NEPO that will feed into a Mid-Term Review of the KDP and the national performance of the post 2015 SDGs and Framework for Pacific Regionalism, Istanbul Plan of Action and SAMOA pathway.