

REPUBLIC OF KIRIBATI

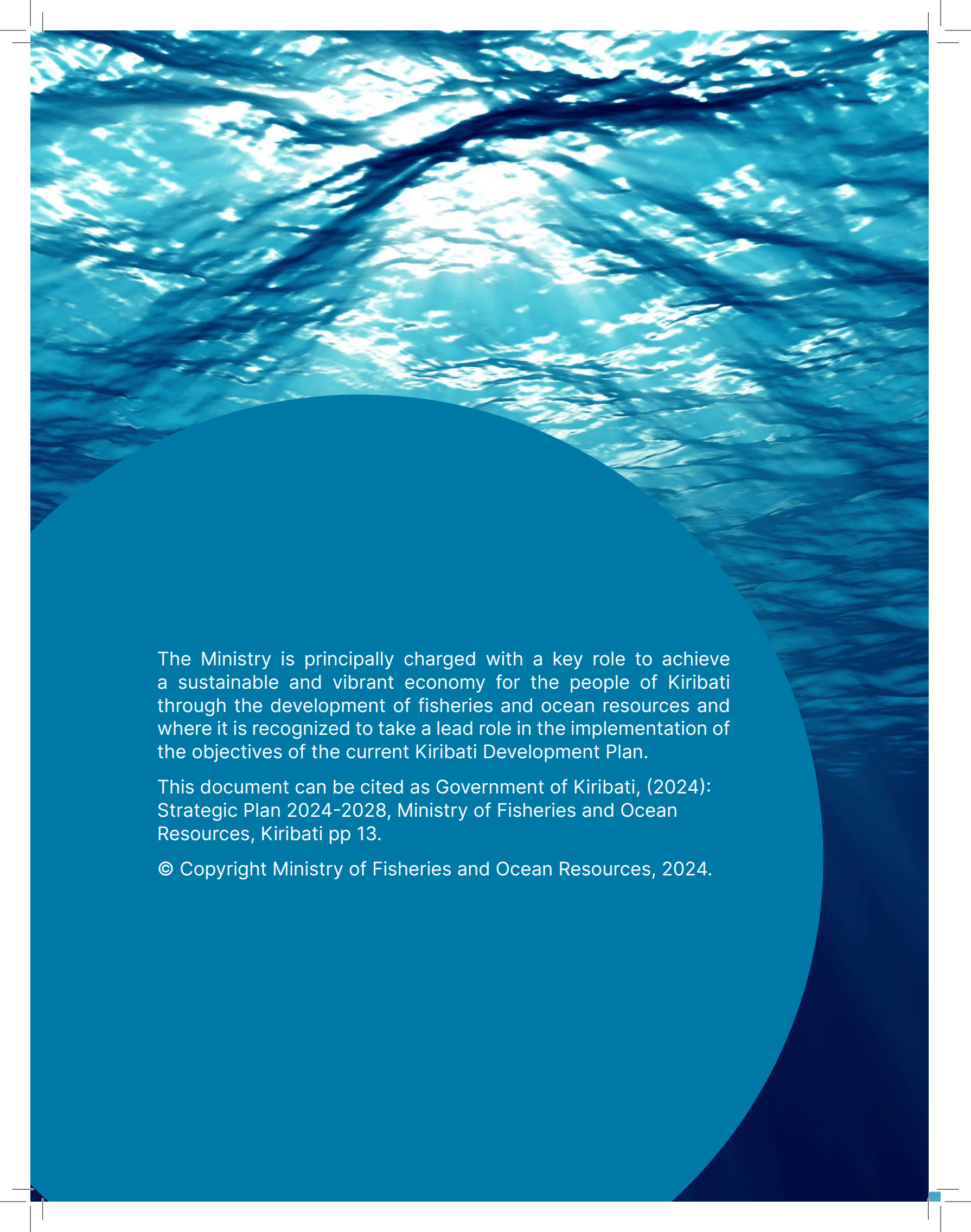


MINISTRY OF
FISHERIES &
OCEAN
RESOURCES

STRATEGIC PLAN

2024 -2028





The Ministry is principally charged with a key role to achieve a sustainable and vibrant economy for the people of Kiribati through the development of fisheries and ocean resources and where it is recognized to take a lead role in the implementation of the objectives of the current Kiribati Development Plan.

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Foreword

This is indeed a privilege and a unique opportunity for me to coincide the delivery of this new Ministry Strategic Plan 2024-2027, with the renaming of our Ministry of Fisheries and Marine Resources Development, to a new name Ministry of Fisheries and Ocean Resources or MFOR, as its acronym.

Adopting a new Ministry's name illustrates, amongst others, our sincere endeavour to encapsulate the sustainable development of our entire ocean resources including fisheries, living and non-living resources, intrinsic elements associated with our ocean such as culture, gender, blue economy, strategic considerations, and other areas of national interests.



The inclusion of the word 'Ocean' in the Ministry's name demonstrates the depth of our respect for the ocean, which is envisioned from the meaning of our words 'Marawa', the local dialect for 'Ocean' that signifies our inherent deep bonding, and "Taari", our local word for 'Sea' which literally means 'Brotherhood'.

The new name was further strengthen our cohesion, synergy, and coordination amongst and between the relevant line Ministries, Authorities, and Stakeholders involved in the different facets of the ocean.

I am very pleased to present, our Ministry Strategic Plan for the next 4 years, a product of our collective contributions, which focuses on Five Key Results Areas, viz.:

- Building the Ministry Infrastructures and Enabling Environment.
- Advancing Sustainable Ocean Investments, Blue Finance and Economic Prosperity
- Ensuring Sustainable Management and Building Resilience of Ocean Resources
- Sustaining Institutional Strengthening, Partnerships, and Inclusive Human Capital Development
- Mainstreaming Innovative Research, and Traditional Knowledge for Ocean Development

The Strategic plan compels our Ministry to pragmatically execute these 5 KRAs complementing the priorities articulated in the various high-level policy documents such as, 'Kiribati Vision for 20 Years – KV20', 'Government Manifesto - Te Motinnano', and the 'Kiribati Development Plan, 2024-2027'.

Accordingly, this Strategic Plan continuously serves as a fundamental bridge connecting us to our aspiration that one day, Kiribati, will be well-positioned to be a powerful Fishing Nation that would aim to incrementally control and influence the supply and where possible the price of tuna for the benefit of our people.

In addition, it calls for the start of ambitious work on prospecting the deep-sea areas and resources belonging to Kiribati as specified in our national laws. It involves diverging into emerging technologies and activities relating to deep-seabed resources in ensuring a need to balance the sustainable use of these ubiquitous non-living resources with our environmental conservation priorities.

In consideration of these ambitious responsibilities, I would like to challenge while encourage all my Ministry staff along with our various State-owned Enterprises (SOEs) as well as our Joint Ventures companies to work cohesively as one strong team in advancing this Strategic Plan with the ultimatum of achieving the results presented herein, as 'Alone we can do so little, together we can do so much'.

At this juncton, I wish to convey our sincere appreciation and acknowledgment to our esteemed donor, the New Zealand Government for their funding support in materialising the formulation of this strategic plan. At the same time, I would like to thank other prestigious donors and other significant partners for their unwavering commitment to the vision and mission of the Ministry.

Finally, let me express our heartfelt thanks to those who have contributed in one way or another to the successful completion of this MSP.

Te Mauri (Good Health), Te Raoi (Peace), ao Te Tabomoa (Prosperity) on all of us!



Hon. Ribanataake. Tiwau

Minister - Ministry of Fisheries & Ocean Resources



List of Abbreviations and Acronyms

CBFM	Community Based Fisheries Management
CPPL	Central Pacific Producers Limited
DFZ	Domestic Fishing Zone
DRR	Disaster Risk Reduction
DSM	Deep Sea Minerals
FFA	Forum Fisheries Agency
GEDSI	Gender Equality Disability and Social Inclusion
GIS	Geographic Information System
GoK	Government of Kiribati
IATTC	Inter American Tropical Tuna Commission
ISA	International Seabed Authority
KFL	Kiribati Fish Limited
KIFL	Kiritimati Island Fish Limited
KV20	Kiribati Vision for 20 Years
MCS	Monitoring, Control and Surveillance
M&E	Monitoring and Evaluation
MPA	Marine Protected Area
MSC	Marine Stewardship Council
MSP	Marine Spatial Planning
MSR	Marine Scientific Research
PNAO	Parties to the Nauru Agreement Office
SBE	Sustainable Blue Economy
SDG	Sustainable Development Goal
SOE	State-Owned Enterprise
SPC	Pacific Community

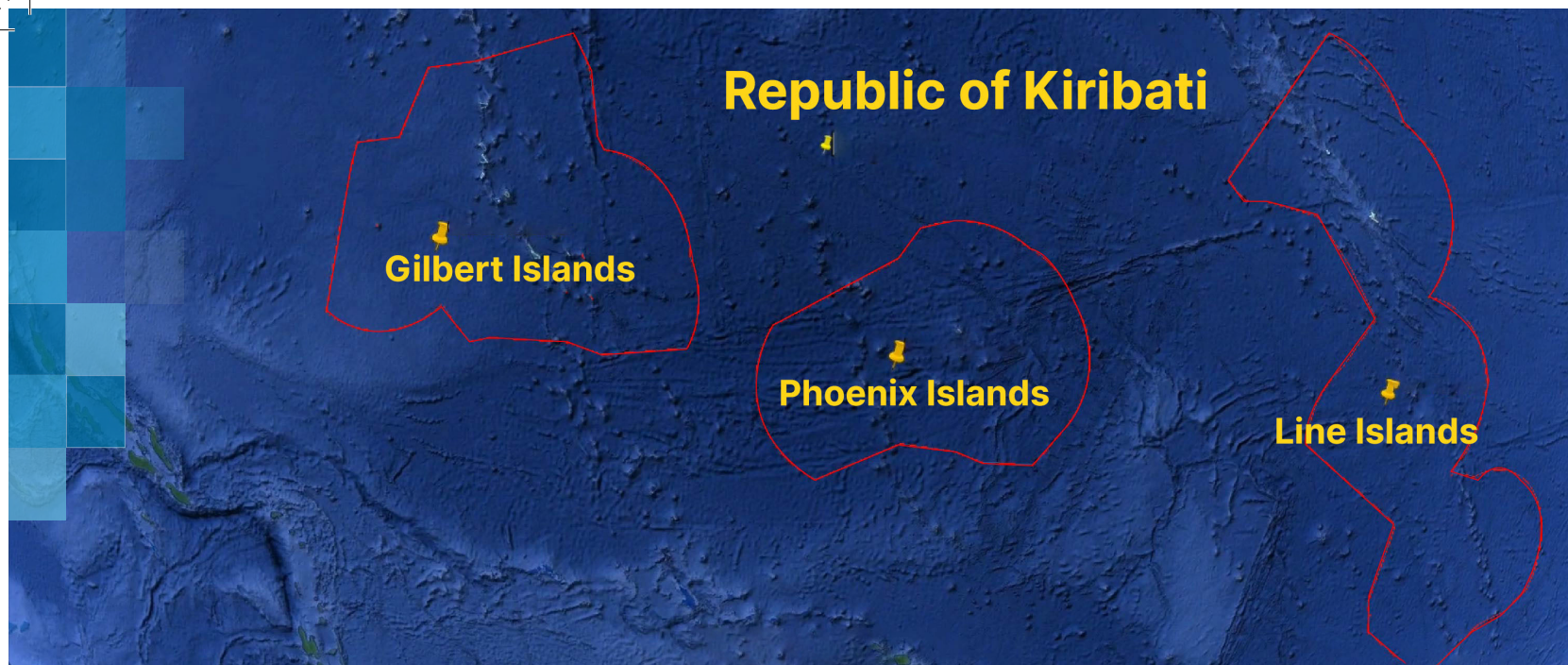
VDS	Vessel Day Scheme
WCPFC	Western and Central Pacific Fisheries Commission

MFOR DIVISIONS

CFD	Coastal Fisheries Division
CSD	Corporate Services Division
GSD	Geo-Science Division
OFD	Oceanic Fisheries Division
PDD	Planning and Development Division
SVD	Seafood Verification Division

Government of Kiribati Ministries

OB	Office of the Beretitenti
MELAD	Ministry of Environment, Lands and Agricultural Development
MHMS	Ministry of Health and Medical Services
MISE	Ministry of Infrastructure and Sustainable Energy
MFED	Ministry of Finance and Economic Development
MICT	Ministry of Information, Communication and Transport
MLPID	Ministry of Lines and Phoenix Islands Development
MCIA	Ministry of Culture and Internal Affairs
MTCIC	Ministry of Tourism, Commerce, Industry and Cooperatives
MOJ	Ministry of Justice
MFAI	Ministry of Foreign Affairs and Immigration
MWYSSA	Ministry of Women, Youth, Sports, and Social Affairs
MOE	Ministry of Education
MEHR	Ministry of Employment and Human Resources



Executive Summary

Kiribati is one of the world's largest ocean States with an Exclusive Economic Zone extending across 3.55 million square kilometres spanning over three island groups, Gilbert, Phoenix, and Line Group. It is the only country in the world that sits in all four hemispheres and lies strategically in the Western and Central Pacific Ocean.

The Ministry of Fisheries and Ocean Resources (MFOR) plays a key role in achieving a vibrant economy for the people of Kiribati through the sustainable development of its fisheries and ocean resources. These resources significantly contribute to the national budget and accounts for more than 70% of Kiribati's fiscal earnings emanating from fishing access fees, making the ocean a crucial part of our economic development and sustainable livelihood.

The management of the entire fisheries and ocean resources is delicate, multifaceted, and a challenging role that calls for a need to compromise a balance between a wide range of ecological, economic, social, cultural, regional, and international issues. Since fisheries and the ocean ecosystem are a shared resource, effective management in the public interest is very crucial and of utmost importance.

In the Kiribati context, the stakes are arguably higher with the observed impact of climate change on the fisheries sector. The risks and impacts that climate change will have in Kiribati and its neighbouring Small Island Developing States, would include the declines in reef-associated species due to coral bleaching and a shift in the migration pattern of highly migratory pelagic fish. Many studies of future fishery productivity in a changing climate, suggest that yields will fall because of ocean productivity reductions, projected ocean acidification, local species extinction and or migration of fish stocks. Future projections for marine

biodiversity and the maximum catch potential of coastal fisheries in Pacific Island countries have concluded that Kiribati could experience over 50% decline by 2100 (SPC 2011).

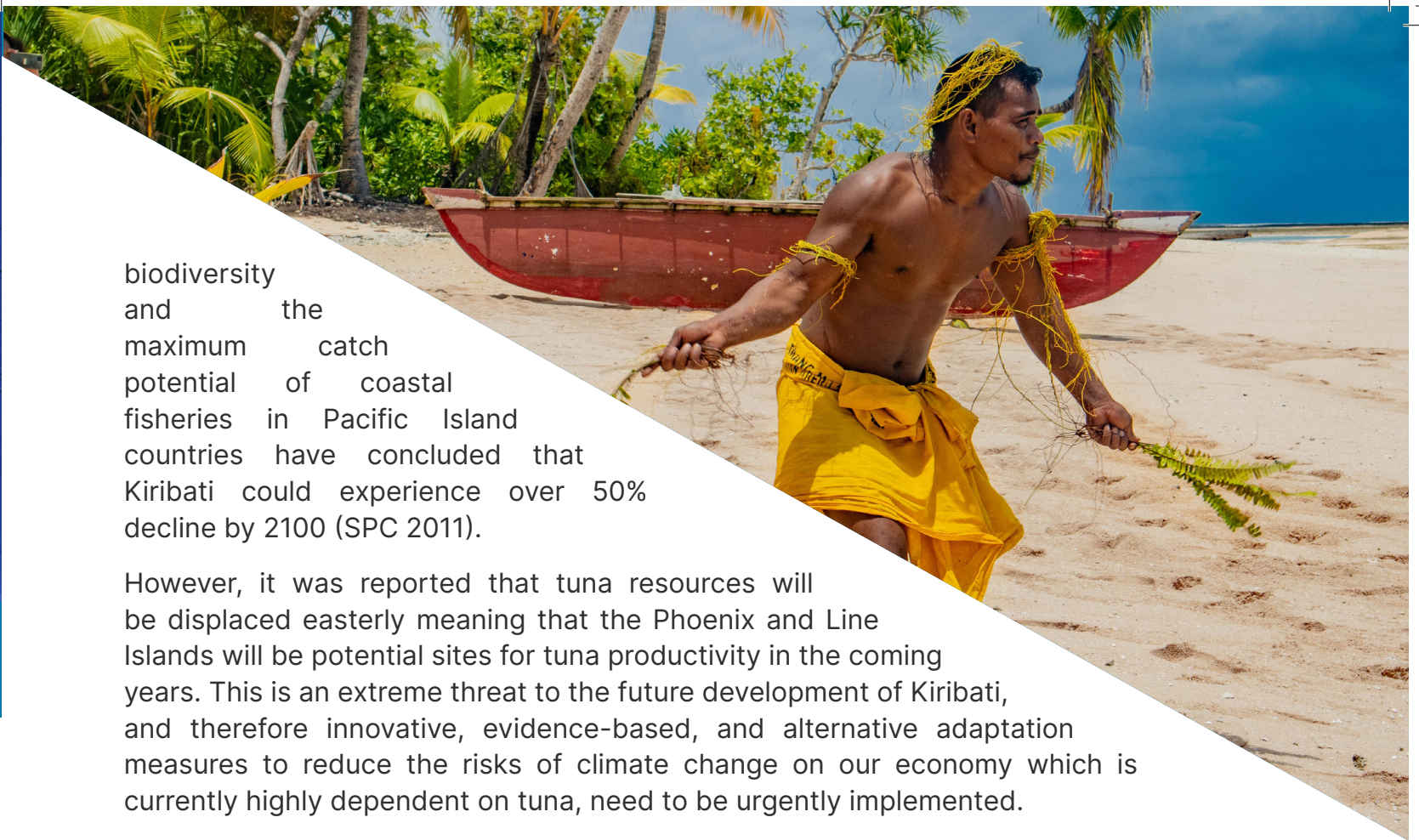
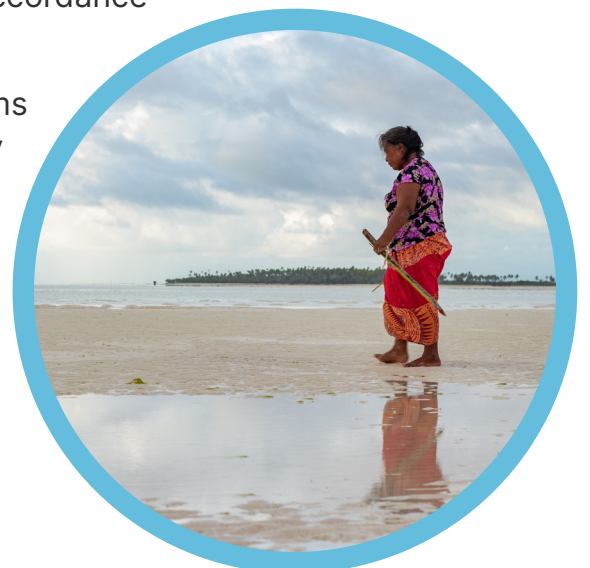
However, it was reported that tuna resources will be displaced easterly meaning that the Phoenix and Line Islands will be potential sites for tuna productivity in the coming years. This is an extreme threat to the future development of Kiribati, and therefore innovative, evidence-based, and alternative adaptation measures to reduce the risks of climate change on our economy which is currently highly dependent on tuna, need to be urgently implemented.

A paradigm shift in thinking and planning is needed for a transformative approach towards innovative fisheries and ocean-related investments and proceeds from fishing access arrangements that contribute positively to the affluent economy of Kiribati.

This Ministry Strategic Plan underscores the ambition, desire, and commitments of the Ministry of Fisheries and Ocean Resources in its embedded mandate to rationally manage, conserve, and sustainably develop the fisheries and entire ocean resources of Kiribati. The plan emphasises good stewardship and effective governance, that aims to balance conservation with economic development. Through inclusive processes, the plan prioritises nurturing the enabling environment and capacity-building of our human capital, sustainable ocean investments, scientific research, culture, public awareness, and engagement of our interested stakeholders.

MFOR aims to implement this MSP within its given financial resources, as well as in line with financial assistance provided from donor partners in accordance with best international fiduciary practices.

With strategic partnerships and innovation, MFOR further aims to reaffirm its dedication to Kiribati's long-term prosperity by enhancing the fisheries and ocean sector contribution to national economic growth, while ensuring environmental and resource sustainability, improving community livelihoods, strengthening the food security needs, job-creating investments and sustainable revenue-generation for all I-Kiribati.





Introduction

The name of the Ministry has evolved over the past decades. As a government institution responsible for safeguarding the natural bounties of the Republic of Kiribati; the initial founding name was the Ministry of Natural Resources Development (MNRD). The mandates of MNRD captured both the terrestrial and marine natural environment and its associated resources. The name of this Ministry was further changed to the Ministry of Fisheries and Marine Resources Development especially to streamline and focus the work of the institution to focus only on fisheries and marine resources.

In the past few years, there has been a global movement towards recognizing the ocean expanse as an important holistic system and important development agenda. The fisheries and other important marine issues need to be part of this system. This was cemented by the adoption of UN Sustainable Development Goal 14 which was part of the 2030 Agenda for Sustainable Development. Several international forums and development partners have since aligned their support towards an ocean agenda. In addition, the Pacific Island Forum Leaders have also strategically frame themselves as the Blue Pacific Continent, placing ocean at the centre. There has also been a movement towards linking culture, people and the ocean agenda which are all integral to sustainable development.

Importantly, this Ministry Strategic Plan presents the new name from the Ministry of Fisheries and Marine Resources Development to the Ministry of Fisheries and Ocean Resources, to align with the current global interests and sentiments on the catchphrase 'Ocean agenda'.

This four-year Strategic plan (2024-2028) guides the Ministry of Fisheries and Ocean Resources (MFOR) as it fulfills its responsibilities as good stewards and custodian of the oceanic and coastal fisheries resources. It was developed following a comprehensive policy review guided by MFOR statutes, national policies such as the Kiribati Development Plan, sectoral policies focused on tourism, environment, climate change, infrastructure, and other relevant international and regional ocean policy instruments supported by a monitoring and evaluation framework.



Vision & Mission Statements

Vision

To create a dynamic and sustainable ocean development opportunities for current and future generations of I-Kiribati.

Mission Statement

Our Mission at the Ministry of Fisheries and Ocean Resources is to create a vibrant and sustainable fisheries and ocean-related developments for our nation.

We will achieve this through a commitment to policies informed by science, research, and innovation, embracing traditional knowledge and pursuing ocean development and management through partnership and inclusivity.

Our ultimate mission is to ensure inclusive economic growth while preserving the social benefits, health and longevity of our vast ocean resources through adopting resource management approaches.

Guiding Principles

Our strategic plan builds on a foundation of shared, forward-thinking principles, guiding sustainable development of the ocean resources sector. These are the principles that underpin our vision:

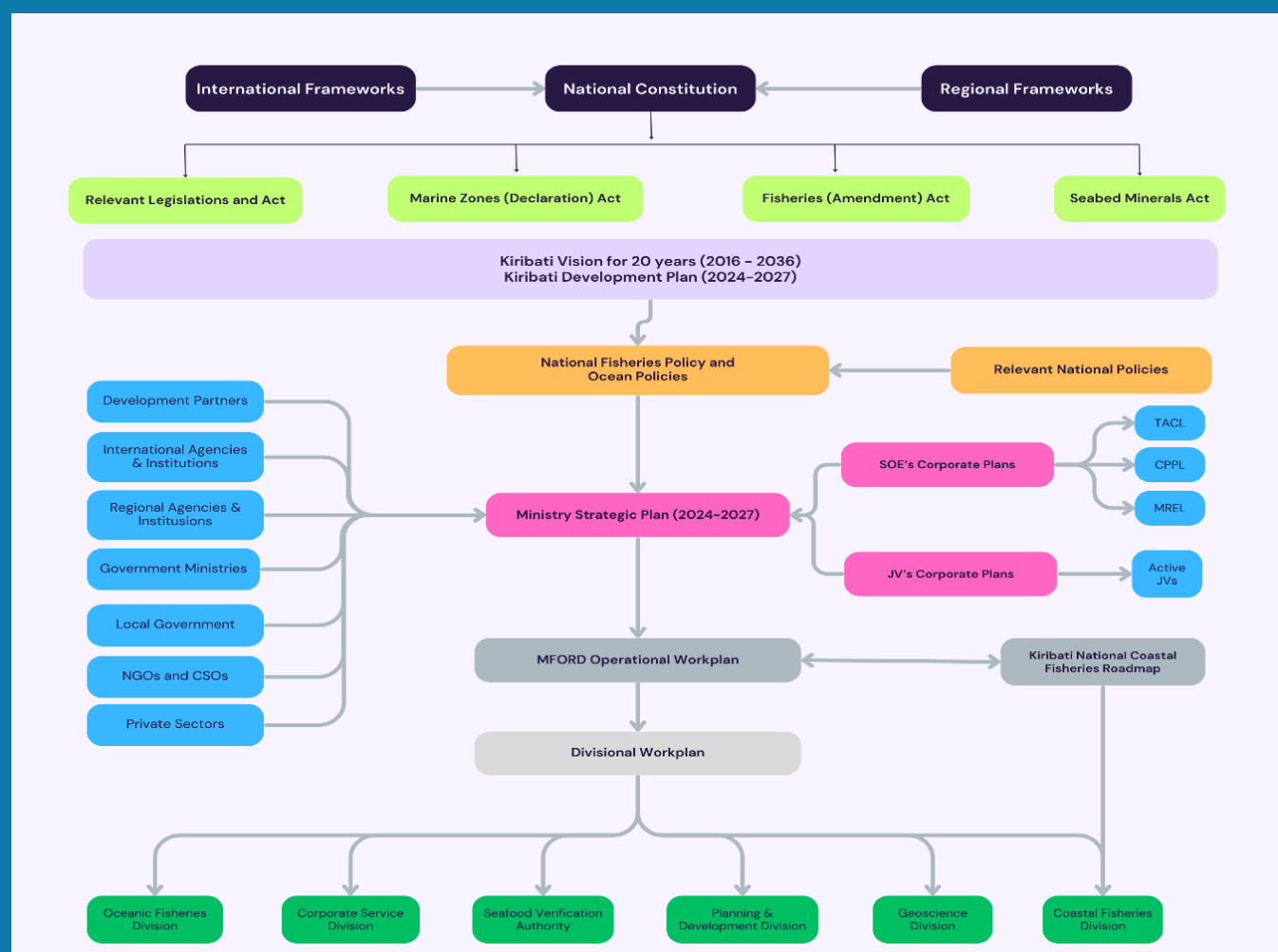
- **Ocean Management: Integration** of ocean management approaches into national policies and frameworks.
- **Sustainability:** The natural capital of our ocean resources is a common property resource to be **sustainably** developed and rationally managed by the Ministry to ensure maximum benefits from ocean **investments** while ensuring the health and resilience of the ocean.
- **Inclusivity:** Build a thriving sustainable and equitable blue economy through strong **partnerships** and **inclusive** economic empowerment/livelihood opportunities (GEDSI).
- **Resilience:** To promote **climate-smart solutions** to build **resilience** to support healthy and productive ocean ecosystems.
- **Innovative:** Integration of **traditional knowledge**, **science-based research** and **innovative approaches** for informed decision making.
- **Quality:** Enhance and promote national accessibility of **safe** and **quality** seafood products for potential niche markets.



Governing Instruments and Stakeholder Mapping

The two overarching national policies are central to the development of the Ministry's strategic plan, namely the Kiribati Vision for 20 years (2016 -2036) and the Kiribati Development Plan (2024-2027). At the Ministry level, the MSP must align to these overarching national policies with the aim to support a sustainable ocean resources and fisheries for a healthy, productive vision for sustaining our communities and the wider national interest.

The chart below illustrates the governing instruments and the relationship of this Ministry Strategic Plan document with the current legislations, policies, strategies, the Divisional work plans, encompassing the overall fisheries and ocean governance. The Ministry will engage a variety of stakeholders to support the implementation of its strategic plan, including donor partners, international and CROP agencies, Government Ministries, local governments, NGOs, CSOs, and the private sector.





Core Values

Principal Values

The Ministry of Fisheries and Ocean Resources upholds the following values to guide the sustainable development and management of its ocean resources:



Organizational Structure





Key Result Areas & Key Strategic Actions

Several consultations were held to formulate the strategic plan yielded five Key Result Areas (KRAs) outcomes intended to guide the operations of the Ministry of Fisheries and Ocean Resources over the ensuing four years. The supporting Key Strategic Actions (KSA) outputs contained under each corresponding KRA will be operationalised through each individual Divisional Work Plans. This is to enable a timely monitoring of every activity that the Ministry implements that directly align and support the achievement of the KSA outputs and widely contribute to the achievements of the KRA outcomes.

Regular reporting will be submitted on a quarterly basis as necessary across the Ministry Divisions, with reporting to be coordinated through the Corporate Services Division. This will ensure that progress against the objectives of this Strategic Plan is achieved and its contribution to achieving the objectives of the latest Kiribati Development Plan 2024 – 2027 is monitored regularly through the reporting obligation as aligned with the template and as agreed for the Ministry updates under this MSP.



Key Result Area 1: Ministry Infrastructure & Enabling Environment.

Objective: To enhance the operational efficiency and effectiveness of the Ministry of Fisheries and Ocean Resources (MFOR) by prioritising infrastructure development, increase organizational visibility and fostering a supportive regulatory environment for sustainable ocean governance.

- KSA 1.1** Operationalise and maintain new and existing infrastructure and other physical assets.
- KSA 1.2** Develop, adopt, and implement ocean resources and fisheries policies, legislation, robust plans, and governance frameworks.
- KSA 1.3** Develop and implement ICT solutions to support and strengthen the efficiency of the Ministry.
- KSA 1.4** Implement effective communication, messaging, visibility, and awareness raising on the operation of the Ministry.
- KSA 1.5** Develop and seek support for long-term, predictable financing initiatives for fisheries resource management institutions at national and local levels and ensure they are appropriately funded.
- KSA 1.6** Creating an enabling environment for GEDSI mainstreaming through enhanced policy and by building GEDSI capacity.

Key Result Area 2: Advancing Sustainable Ocean Investments, Blue Finance and Economic Prosperity

Objective: To promote sustainable economic growth and prosperity through strategic investments in ocean-related activities, while prioritising the conservation and responsible management of ocean resources.

- KSA 2.1** Maximise and diversify access proceeds and income streams from viable ocean resources.
- KSA 2.2** Invest in integrated, climate-smart and sustainable ocean resources development initiatives.
- KSA 2.3** Create and explore inclusive employment opportunities from ocean investments.
- KSA 2.4** Strengthen and promote inclusivity in sustainable marine and aquaculture value chains to enhance food security, improve livelihoods, and expand market accessibility.
- KSA 2.5** Explore and implement innovative blue finance mechanisms to support sustainable ocean-based economic development.
- KSA 2.6** Review and seek to rationalise and maximize revenue from ocean resource exploitation, such as licenses, penalties, and management fees.





Key Result Area 3: Sustainable Management and Building Resilience of Ocean Resources

Objective: Implement comprehensive ocean conservation strategies, including ecosystem restoration, fisheries assessments, coastal assessment, responsible practices, marine spatial plans, adaptive rehabilitation, and promote awareness raising. Ensure compliance to national and international obligations to safeguard the ocean and its fisheries resources.

- KSA 3.1** Design, implement and enforce effective programs to address the management of fisheries and ocean resources including community-based fisheries management plans.
- KSA 3.2** Expand and sustain community-based fisheries management approaches that enable all communities in Kiribati to actively manage coastal and atoll resources to achieve sustainable fisheries and biodiversity.
- KSA 3.3** Enhance surveys, monitoring, surveillance, and data collection to strengthen stock assessments for sustainable fisheries and ocean resources management.
- KSA 3.4** Implement ocean diversification and restoration programs to reduce climate-related risks and bolster community resilience.
- KSA 3.5** Develop and implement national marine spatial plans, coastal assessment and survey work to better manage the uses of ocean space.

Key Result Area 4: Institutional Strengthening, Partnerships, and Inclusive Human Capital Development

Objective: To enhance the capacity and effectiveness of the MFOR, foster strategic partnerships and promote inclusive human capital development.

KSA 4.1 Improve professional efficiency and competency of MFOR staff and wider ocean and fisheries sectors.

KSA 4.2 Enhance data collection, management, and analysis including socio-economic and GEDSI analysis to support the Ministry Strategic Plan, ICT systems, and financial management.

KSA 4.3 Develop robust post-harvest and quality assurance systems to comply with food safety and market access requirements.

KSA 4.4 Foster strategic and inclusive partnerships with key government ministries, research institutions, CSOs/NGOs, private sectors, and international organisations for institutional strengthening.





Key Result Area 5: Innovative Research for Ocean Development and Promoting Traditional Knowledge

Objective: To advance ocean development through the integration of scientific research, climate-smart practices, technologies, and traditional knowledge in fisheries and ocean resources, to address the challenges of climate change to promote sustainable fisheries development and management.

- KSA 5.1** Promote and conduct scientific research that contributes to ocean resources and fisheries development.
- KSA 5.2** Support the integration of traditional knowledge and practices into fisheries and ocean resources initiatives.
- KSA 5.3** Develop and implement innovative, climate-smart practices, and technologies related to ocean resources and fisheries development.
- KSA 5.4** Support and conduct scientific research on traditional knowledge in fisheries (with gender perspectives) that contributes to ocean resources and fisheries development and management.

Monitoring and Evaluation of the Strategic Plan

This Monitoring and Evaluation (M&E) Framework outlines the Ministry’s approach to measuring progress, ensuring accountability, and driving continuous improvement throughout the strategic plan’s implementation.

Aspect	Description
Purpose of M&E	Assess performance, track progress toward goals, inform decision-making, support accountability, ensure efficient resource use.
Components	Monitoring: Continuous tracking of Key Result Areas (KRAs) and Key Strategic Activities (KSAs) throughout the plan’s four-year duration. Evaluation: Periodic assessment of overall strategic plan success against agreed indicators.
Framework	Outline M&E Framework: Developed during strategic plan preparation. Detailed M&E Framework: A separate ‘living’ document with SMART indicators (specific, measurable, achievable, realistic, timebound) includes GSI-specific indicators aligned with national, regional and international development goals.
Data & Systems	The Ministry will invest in robust data collection and information systems for monitoring and reporting to inform sound decision-making.
Approach	Excellence-Driven: Emphasis on achieving targets to foster staff motivation and pride. Holistic approach: Ministry will promote inclusive partnership and collaboration cross different stakeholders. Adaptive Management: Ministry will embrace learning, adaptation, and continuous improvement.



Ministry of Fisheries & Ocean Resources
STRATEGIC PLAN 2024-2028