



STRATEGIC PLAN

2020 -2023

MINISTRY OF FISHERIES & MARINE
RESOURCES DEVELOPMENT

FOREWORD BY THE HONOURABLE MINISTER

It is indeed a great honour and privilege for me to present the 2020-2023 Ministry Strategic Plan (MSP) for the Ministry of Fisheries and Marine Resources Development (MFMRD), which I trust, aligns well with the Kiribati Development Plan and the Kiribati Vision for 20 Years, also known as KV20.

The KV20 is indeed a stepping stone that will holistically steer Kiribati to become a wealthy, healthy and peaceful nation, while simultaneously enabled our nation to become a leading advocate in responsible, responsive and sustainable fisheries and marine resources management and development.

This MSP lays down a significant and feasible conduit which will certainly guide us into aspiring for a nation that will sustainably fish for our own fish stocks, culture our own aquatic resources, process our own catch, market and trade in our own fish and marine products, and cautiously harvest, in a conservative and precautionary approach, our own deep ocean minerals while ensuring intergenerational equity.

Our commitment to champion a new Action Group on Sustainable Coastal Fisheries as part of the Commonwealth Blue Charter, also forms a significant part of this MSP. In this MSP we commit to our role in taking the leadership in actions that promote and support sustainable coastal fisheries. We commit to this action group because we want to initiate change that will improve both the health of the resource and those who depend on them.

A strategic plan needs a dedicated and skillful human capacity and capability, thus seeks to strengthen a preeminent commitment and perseverance on the part of all the individual Ministry staff. In this light, I would like to challenge and urge each and every one of you to do your best by working in a mutual and unitary team spirit so that we can all be proud, at the end of the day, of our imminent successes attained through our hard earned sweats and coordinated efforts.

As the saying goes, 'To go fast we go alone but to go far we go together', I would earnestly call on our genuine development partners who, I trust, would support us as we thrive forward with materializing the strategic goals and objectives encompassed in this MSP, and where necessary provide us with their most desired inputs without hesitation, indecision and reservation on their part.

Finally, it is customary on my part to share with you all our traditional blessing of Te Mauri (Good Health), Te Raoi (Peace) ao Te Tabomoa (Prosperity) as we progressively advance and as we evolutionarily operationalize this strategic guiding living document over the course of the coming years.



Hon. Tetabo Nakara

Minister of Fisheries and Marine Resources Development

LIST OF ABBREVIATIONS & ACRONYMS

AFA	Artisanal Fishing Area	LFA	Longline Fishing Area
CCZ	Clarion Clipperton Zone	LG	Line Group (Te Aono n Raina)
CFD	Coastal Fisheries Division	MEL	Monitoring Evaluation and Learning
CPPL	Central Pacific Producers Limited	MFMRD	Ministry of Fisheries and Marine Resources Development
CSD	Corporate Services Division	MOU	Memorandum of Understanding
DFA	Distant-water Fishing Area	MOW	Ministry Operational Workplan
DFZ	Domestic Fishing Zone	MPA	Marine Protected Area
DSM	Deep Sea Minerals	MSC	Marine Stewardship Council
EEZs	Exclusive Economic Zones	MSP	Ministry Strategic Plan
ENSO	El Niño Southern Oscillation	MSR	Marine Scientific Research
FAO	Food and Agriculture Organization of the United Nations	NCS	National Condition of Service
FFA	Pacific Islands Forum Fisheries Agency	NMP	National Marine Product
FFPs	Fish and Fishery Products	OVP	One Village Product
FMP	Fishery Management Platform	PDD	Planning and Development Division
FRC	Functional Responsibility Chart	PFA	Purse-seine Fishing Area
GG	Gilbert Group (Te Aono n Tungaru)	PG	Phoenix Group (Te Aono n Rawaki)
GIS	Geographic Information System	PIPA	Phoenix Islands Protected Area
GMD	Geoscience and Mineral Division	PNAO	Parties to the Nauru Arrangement Office
GoK	Government of Kiribati	RS	Remote Sensing
HACCP	Hazards Analysis Critical Control Points	SFA	Small-scale Fishing Area
HRD	Human Resource Development	SMS	Seafloor Massive Sulphides
IATTC	Inter American Tropical Tuna Commission	SPC	Pacific Community
ISA	International Seabed Authority	SVD	Seafood Verification Division
KFL	Kiribati Fish Limited	SWOT	Strengths Weaknesses Opportunities Threats
KIFL	Kiritimati Island Fish Limited	TIP	Three Island Product
KV20	Kiribati Vision for 20 Years	TOWS	Threats Opportunities Weaknesses Strengths
LCD	Licensing and Compliance Division	VDS	Vessel Day Scheme
		WCPFC	Western and Central Pacific Fisheries Commission

EXECUTIVE SUMMARY

Kiribati spans across three separate Archipelagos that stretch from about 167.47°E to 146.50°W longitudes, and from 7.55°N to 13.50°S latitudes, viz. Gilbert Group, Phoenix Group and Line Group, thus straddles both the Equator and at one time the International Date Line. It comprises of 33 Islands with a total land area of 810 km² with a vast non-contiguous Exclusive Economic Zones of 3.5 million km². Figure 1

Moreover, Kiribati is located in a cross-road where the tuna stocks that are highly migratory across the equatorial region in pursuit of their prey thus resulted in the formation of the abundant rich tuna foliage. The displacement of this tuna foliage is highly dictated by a recurring climate pattern across the tropical Pacific due to the seasonal and inter-annual ocean cycles known as the El Niño Southern Oscillation.

Given that Fisheries is strongly favored as an economic driver and as a leading catalyst in its national sustainable quest to drive for a wealthy, healthy and peaceful nation, the Ministry of Fisheries and Marine Resources Development (MFMRD) is committed to approach this national edict and entreaty by working in conjunction with other dedicated Ministries and development partners through this Ministry Strategic Plan.

The Ministry's high-level affirmations collectively and jointly formulated, in a unitary teamwork atmosphere, to fulfill its:

- Mandate - 'To Create an Enabling Environment in Sustaining the Development, Management, Conservation and Suitability of our Fisheries and Marine Resources'.
- Vision - "Enabling the Life and Health of the Ocean to sustainably achieve and ensure a SMART, Adoptive and Quantum Leap approach based on strong partnership'.
- Mission - 'To ensure effective management, optimal utilization, and sustainability of marine resources, aquatic ecological resources and non-living resources based on best scientific information and advice in ensuring to improve social and economic returns and maintaining food security'.

Kiribati exclusive economic zones (EEZ) is known as one of the top global fishing grounds, that contributes the majority of the tuna catches regionally and globally. The Line Group offer the best fishing ground for longline fishing while the Gilbert Group EEZ and to a certain extent the Phoenix Group EEZ offer the best fishing ground for purse seine fishing particularly during the El Niño tuna fishing seasons.

Although blessed with a vast ocean with tuna-rich resource, Kiribati is challenged with its immense remoteness from the major metropolitan market destinations coupled with the high cost of transporting fish and marine products not just between and amongst its inhabited islands but to external markets beyond its borders as well.

These challenges, strengths and opportunities provide physical and significance platform for the development of marine and fisheries policy design embedded in the Kiribati Vision for 20 Years and thus reflected herein.

This MSP aligns with the Pillars of the Kiribati 20 Year Vision (KV20), but transformed and consequently translated to fit in the Ministry's Vision. In that light, this MSP focuses on four Pillars that it must excel upon in order to deliver value and concurrently attain and meet its national commitment as a major driver in elevating Kiribati:

- i. Natural Capital – the natural capital endowment that the Ministry is responsible for its stewardship, management and sustainable development are in the form of productive fisheries and abundant oceanic resources;
- ii. Governing Instrument – effective and appropriate instruments and institutions to govern, facilitate and guide the management, conservation and development of fish and marine resources are available, updated and enforced;
- iii. Infrastructure Facilities – efficient infrastructure facilities to support management and development objectives of this MSP. These are broadly classified into: i) Landing Ports or Transshipment Hubs; ii) Unloading and Processing Facilities; iii) Marketing; iv) Logistics; v) Vessel Servicing Facilities; and vi) Navigation Aids and Electronics;
- iv. Human Capital – the success of this MSP is contingent on the human resource capacity, capability, dedication and commitments to deliver the services needed, demanded and required by the Ministry's relevant stakeholders and genuine development partners.

In order to lead strategically in elevating Kiribati to become a wealthy and prosperous big ocean sovereign State, the Ministry has identified seven distinct key Goals that will significantly contribute overall to the attainment of this MSP's high-level affirmations.

These Goals, describe the situation that the Ministry aspires to attain by the end of the MSP timeline by end of 2023 and to reach that ultimate apex certainly requires each individual divisional concerted efforts and inputs:

GOAL	NARRATIVE DESCRIPTION
1	To create an enabling environment to support all MFMRD team members to deliver effective and efficient services, and to strengthen Ministry’s whole operations.
2	Promote enabling environment for effective management and development through Blue Growth
3	Improve food security and sustainable livelihoods of I-Kiribati
4	Promote and support responsible exploration and conservation of deep ocean resources
5	Foster partnership and stakeholder support in nurturing Ministry priorities
6	Advance operational efficiency through reliable and secure infrastructure facilities and digital transformation
7	Maximize human resource potentials to foster innovation and competency

The four Pillars and seven Strategic Goals along with divisional Strategic Objectives would provide key guiding principles for fisheries and ocean conservation, management and development for the four-year period of this MSP. Throughout the course of the four-year period, the Ministry is expected to develop its annual Ministry Operational Workplan that will be translated into key outputs and budgeted work programme with defined, meaningful and detailed activities and milestones for attainments of this MSP’s sustainable goals, strategic objectives and targets.

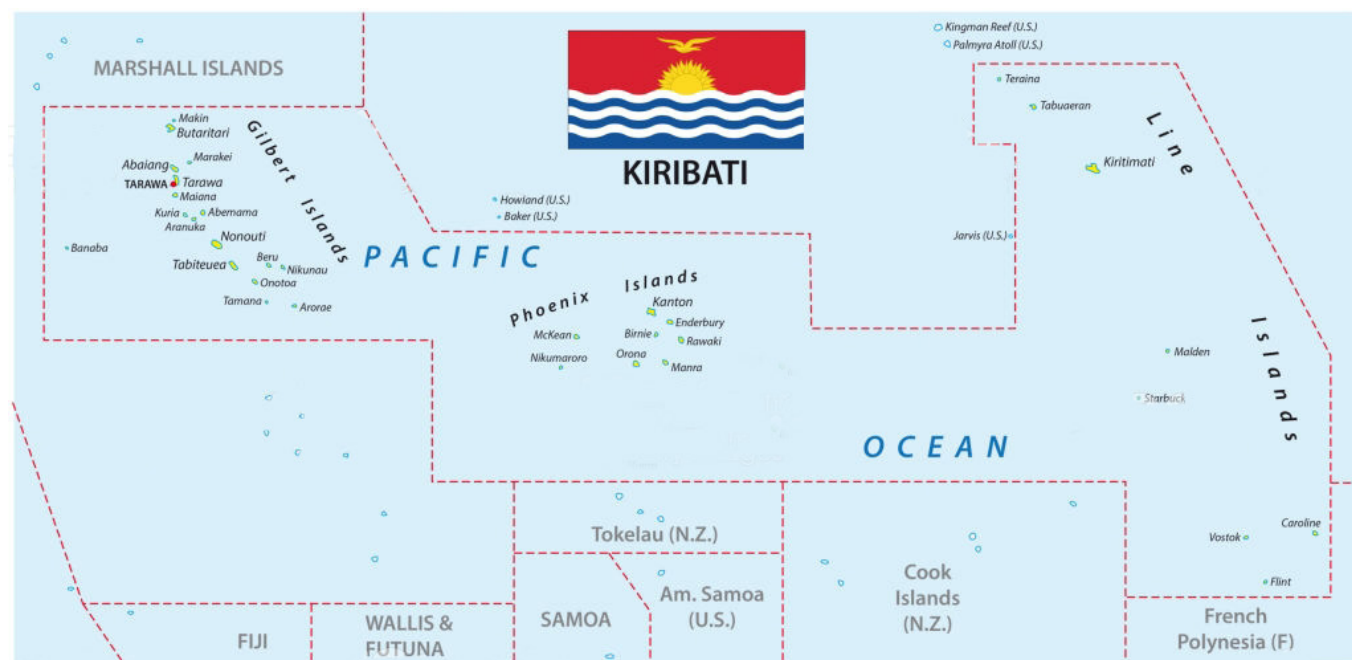


Figure 1: Map of Kiribati

Table of Contents

FOREWORD BY THE HONOURABLE MINISTER	III
LIST OF ABBREVIATIONS & ACRONYMS	IV
EXECUTIVE SUMMARY	VI
MINISTRY’S ORGANISATIONAL STRUCTURE	XI
1.0 INTRODUCTION	1
2.0 HIGH LEVEL AFFIRMATIONS	2
2.1 Mandate	2
2.2 Vision	2
2.3 Mission	2
2.4 Guiding Principles	3
2.5 Core Values	4
2.6 National Aspirations	4
3.0 PILLARS, GOALS AND STRATEGIC OBJECTIVES	5
3.1 Key Pillars	5
3.2 Natural Capital	5
3.3 Governing Instrument	7
3.4 Infrastructure Facilities	8
3.5 Human Capital	10
4.0 SUSTAINABLE GOALS	10
5.0 STRATEGIC OBJECTIVES	11
6.0 HIGH LEVEL LINKAGES	13
6.1 Island Councils	14
6.2 Government Ministries and Agencies	14

6.3	State Owned Enterprises	14
6.4	Joint Venture Companies	15
6.5	Fishing Partners	16
6.6	Development Partners	17
6.7	Regional and International Organisations	17
7.0	MONITORING, EVALUATION AND LEARNING	17
8.0	MINISTRY OPERATIONAL WORKPLAN	18

MINISTRY'S ORGANISATIONAL STRUCTURE

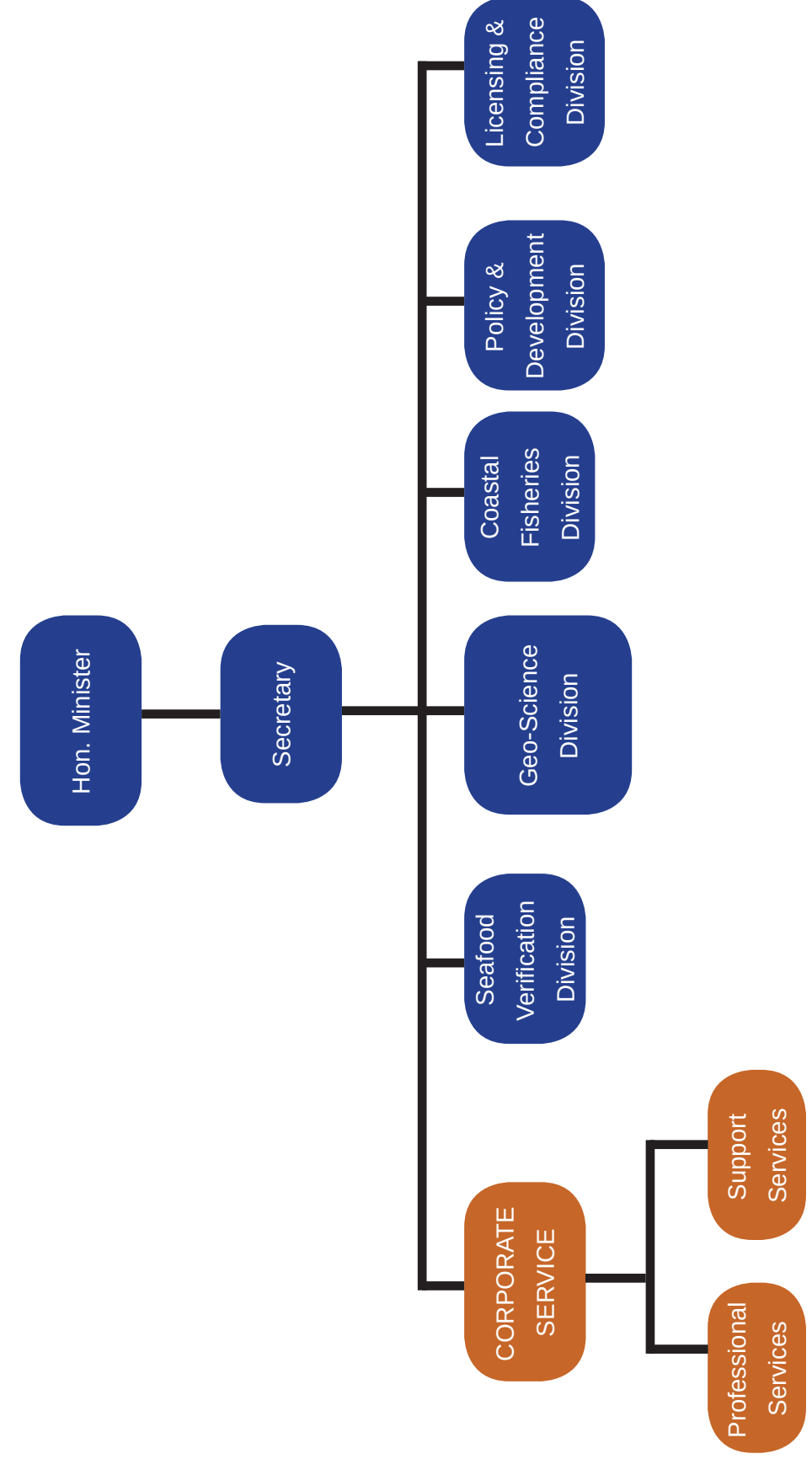


Figure 2: MFMRD Organizational Structure depicting its various Divisions



Image: Minister and HoDs at Ministry's Retreat North Tarawa

1.0 INTRODUCTION

This Ministry Strategy Plan (2020 – 2023) was an extension of the current Strategic Plan (2016 – 2019) which was guided by the Government long term development blueprint called “Kiribati Vision 20” however, the strategies have been refined and developed by management, staff divisions and technical advisors in-country to reflect multiple perspectives on how the ministry will contribute to achieving its short- medium term and long-term goals and objectives.

Given the ocean dynamic environment and its significance to the Government and people of Kiribati, we have revised our Mission and Vision statement that will encapsulate a more focus approach as we strive for sustainable fishery that is able to contribute to the social-economic needs of all I-Kiribati.

As we moved into this next four year plan, there will be new challenges and opportunities requiring different approach, Our collective approach to regional and international commitments also embedded in this Strategic plan through the development of divisional goals and objectives to align closely with regional frameworks such as the Blue Pacific Strategic (2020 – 2050) and our international commitment to 2030 Agenda for Sustainable Development Goals (SDGs) to name a few.

This Ministry Strategic Plan aims to serve as an important living and navigating document that provides, inter alia, steering guidance in the strategic work of the Ministry and especially in how it strategizes its substantial input, effort and responses in order to accomplish its high-level affirmations.

The management, administrative and organizational structure of the Ministry comprises of six individual divisions with its Functional Responsibility Chart (FRC) depicted in Figure 2

2.0 HIGH LEVEL AFFIRMATIONS

The Ministry is committed, dedicated and devoted to ultimately lead in the economic growth, quantum leap, and sustainable development of Kiribati through optimal utilization of the nation's natural capital in the form of its productive fisheries and vast natural marine capital resources.

The Ministry is also committed in taking the leading role of Championing an Action Group on Sustainable Coastal Fisheries, as part of the Commonwealth Blue Charter.

The high level affirmations listed hereunder were collectively and jointly formulated, in a unitary teamwork atmosphere that ensures inclusive participation at all levels from community to government, non-government organizations, regional and international organizations are recognized and encouraged to fulfill the Ministry's overarching Mission, Vision and Mission: :

2.1 MANDATE

To Create an Enabling Environment in Sustaining the Development, Management, Conservation and Suitability of our Fisheries and Marine Resources in line with the Kiribati 20 Years Vision and within the bounds of our National Laws and International Obligations.'

This mandate aligns well with the commitments of the Ministry as laid down in the KV20, Fisheries Act 2010 and Seabed Mineral Act 2017, the National Fisheries Policy, and as in line with high-level bilateral, regional and international agreements and arrangements that Kiribati acceded to.

2.2 VISION

'Enabling the Life and Health of the Ocean to sustainably achieve and ensure a SMART, Adaptive and Quantum Leap approach based on strong partnership.'

This vision reflects the ultimate desire for Kiribati to prosper through a wealthy, resilient, and healthy natural marine capital based on a strong partnership approach where the involvement of genuine stakeholders and development partners is significantly essential.

The life and health of the ocean encompasses not just fisheries and marine resources per se, but also other living and non-living resources and ecological habitats occurring and found inhabiting the vastly non-contiguous exclusive economic zones of Kiribati.

2.3 MISSION

'To ensure effective management, optimal utilization, and sustainability of marine fisheries, aquatic ecological resources and myriad non-living resources based on best scientific information and advice while ensuring to improve social and economic returns and supporting food security.'

This mission compels the Ministry to ensure that implementation of its required programs, plans, projects, and schemes, including bilateral and multilateral arrangements are complete with strong emphasis for sustainability, food security and improved socio-economic returns to I-Kiribati.

It incredibly orients the Ministry in a direction that will make it a leading advocate in responsible, responsive and sustainable fisheries management and development thus providing for a more secured populace of today and tomorrow.

2.4 GUIDING PRINCIPLES

The Ministry agreed to these guiding principles that would be used to influence decision making when important matters of interest in relation to the rational management, sustainable development, and optimal utilization of fisheries and marine resources are considered.

The following guiding principles will immensely enable the Ministry to work earnestly and diligently in ensuring the attainment of its efficacious strategies contained in this MSP:

- Natural capital in the form of fisheries and marine resources are a common property resource rationally managed and sustainably developed by the Ministry to ensure intergenerational equity;
- Sustainable blue economy offers the prospect of sustained, ecologically-sound, and socially inclusive economic growth;
- Innovative approaches rooted in appropriate and adaptive new approaches inclusive of private and market based approaches for a supportive enabling environment to enable mutually beneficial and reinforcing outcomes;
- Ecologically sustainable development to ensure that our social, economic, and ecological dimensions of development through utilization of our natural marine capital sustains our future quality of life;
- Recognize gender equity and inclusivity in policies and practices that enable equitable access, representation, opportunities and meaningful participation of socially diverse people;
- Effective and efficiency in accomplishing expected quality outcomes in the best possible and consistent manner within the least expended time, input and effort; and
- Good governance is essential in providing appropriate and suitable legal, social, economic, ecological and institutional arrangements.

2.5 CORE VALUES

The Ministry is committed to conduct and uphold its service delivery, as a responsible key driver and as a unitary team in the economic growth, through the rational management and sustainable development of fisheries and marine resources by adhering with the ensuing seven core values:

- **Accountability:** The Ministry will aim to respond promptly, efficiently and effectively in an accountable, receptive and timely manner;
- **Collaboration:** The Ministry will seek to collaborate with genuine stakeholders as well as reliable development partners in its quest to deliver a mutually beneficial and meaningful service;
- **Commitment:** The Ministry must ensure the creation of a conducive working environment for all staff members to enable the conduct of their services and contributions with proficiency and commitment;
- **Excellence:** The Ministry will strive to excel in every aspect of its work with a determination to succeed through simple, easy and relevant solutions thus able to cultivate a culture of operational excellence;
- **Fairness:** The Ministry is dedicated to deliver and provide its required services in a fair, nondiscriminatory and reasonable manner in line with the needs and desires of its customers and stakeholders;
- **Integrity:** The Ministry will endeavor to uphold the delivery of its essential services with integrity in an honest, professional, consistent and uncompromising adherence to strong moral and ethical values; and
- **Transparency:** The Ministry will aim to deliver its core work in a transparent and obvious manner so as to breed trust, innovation and to grow as a unitary team that enjoy and embrace respected views and constructive opinions.

2.6 NATIONAL ASPIRATIONS

While offshore management is well developed to support and maintain Government revenue from access, we often claim that Government revenue from fishing is a portion of the total landed value of tuna taken from the Kiribati waters.

- i. **Offshore** - Our long-term inherited aspiration is to be able to fully participate and partake in the harvesting of our own offshore fish stocks, processing of our own catch, marketing and trading in our own fisheries and marine products, and to proceed with a precautionary approach on the conservation and concomitantly exploration of our intact deep-sea minerals. This is to fulfil the ultimate goal of maximizing of economic returns from tuna resources to Kiribati.

- ii. **Championship** - Coastal fisheries, on the other hand, is to be reserved for prospective domestication schemes and to be utilized exclusively by our own nationals as these particular near-shore marine resources will serve as the main common source and provider of food security and livelihoods for our current and future generations. To this extent, our commitment to the Global Ocean under the Commonwealth Blue Charter initiatives has been recognized and acknowledged internationally as we are now becoming a Champion of the Sustainable Coastal Fisheries action group calling for ambitious, coordinated actions to sustainably manage, protect and preserve our coastal fisheries now for the sake of present and future generation.
- iii. **Deep Sea Minerals** - The continual harvesting from inshore and offshore marine resources to support our livelihood and economic development will put huge pressure on the fisheries resource in the future. Exploring deep sea mineral resources within our vast ocean can be an avenue that may or could substitute Kiribati reliance on fishing licenses. Studies have confirmed the existence of Manganese Nodules and Cobalt Rich Crust within Kiribati Area yet, the economic viability of these mineral resources need to be confirmed. Exploration and exploitation of these deep sea mineral may contribute to the future development of Kiribati, assist the country to expand its narrow economic base, and will provide career opportunities for I-Kiribati. It is paramount that legal frameworks and capacity building at a national is established to ensure this industry is sustainably managed, operated in an environmentally-friendly manner, adopt precautionary-approach measures and comply with national International standards, guidelines and legal framework.

3.0 PILLARS, GOALS AND STRATEGIC OBJECTIVES

3.1 KEY PILLARS

In line with the key pillars identified under the Kiribati 20-Year Vision (KV20), the Ministry has identified four key strategic Pillars, listed hereunder, upon which it must excel in order to deliver value and concomitantly attain and meet its national commitment as a major driver in elevating Kiribati to become a wealthy, healthy and peaceful nation.

3.2 NATURAL CAPITAL

The Natural Capital endowment that Kiribati through the Ministry is responsible for its stewardship, management and sustainable development are in the form of productive marine fisheries and abundant oceanic resources.

Currently, it is the highly migratory fish stocks, notably the tuna resources that remarkably provide on average up to 80% of the GoK annual budgetary expenditure emanated from trading of fishing access rights, alone, mostly through the vessel day scheme.

The role of fishery trade is extremely important for many economies, especially for a big ocean small island developing State such as Kiribati. Trade in fisheries products such as fresh tuna loins to the EU markets and highly demanded live marine aquarium petfish species along with tropical spiny lobsters to the United States markets represent a significant source of foreign currency earnings.

Improved market access is essential in order to enable small-scale fish operators to generate better returns, albeit, the increased application of complex food safety and quality requirements may constraint this access.

Amazingly, Kiribati is renowned for having created one of the world's largest marine protected area, known as the Phoenix Islands Protected Area (PIPA), which covers 11% of its entire non-contiguous EEZs, and one that is recently identified as a protected spawning haven for tropical skipjack, yellowfin and bigeye tunas.

In contrast, it is the coastal fisheries resources that provide food security and livelihood for the majority of the population who live entirely in villages obviously encroached along the coastal areas of each individual inhabited Islands of Kiribati.

The average fish consumption of about 118 kg per capita is amongst the highest in the region which illustrates the heavily dependence of the populace on fish protein as a readily available source of food security and as a must traditional part of their national stable diet.

Kiribati also offers a world class destination for international sport fishing in the form of Bonefish Angling, that attracts fish anglers and amateurs alike from overseas countries such as the United States (USA), Australia, and Argentina from South America, to name a few.

In addition to providing income and food, aquaculture development in the form of cage farming can also contribute immensely to creation of employment opportunities, community development, supply of commercial baitfish, and as an alternative to reduction in overexploitation of fisheries resources.

In its vast oceanic deep seabed areas, Kiribati non-contiguous EEZs is fortunate enough to be also a haven for the finite deep sea precious metals, minerals and vast quantities of untapped energy resources that are found as deep as more than 1,000 meters below the surface.

Interestingly, in certain parts of the deep ocean seabed areas of Kiribati EEZs and within its extended continental shelf, are found three types of potentially economically viable mineral resources viz., seafloor massive sulphides (SMS), cobalt-rich ferromanganese crusts, and polymetallic manganese nodules.



Image: Joint Venture signing at KFL, Betio

3.3 GOVERNING INSTRUMENT

The powers to govern the entire fisheries and marine resources of Kiribati is legally vested with the Minister who is responsible for the management, conservation and development of fish and marine resources found to inhabit the non-contiguous Exclusive Economic Zones of Kiribati.

The term 'Governing Instruments' refers to the key legal frameworks and policy documents of the Ministry that consists of national fisheries and minerals laws, regulations, standards, agreements, institutions, and policies that, among others, provide guidance, direction and as an essential navigational trajectory.

Such Governing Instruments are important in ensuring that an enabling environment for the Ministry's national, regional and international stakeholders' participation is well in place when it comes to delivery of its regulatory and compliance adherence exercise.

The Marine Zones Declaration Act of 2011 is an Act that make provisions in respect of the Internal Waters, the Archipelagic Waters, the Contiguous Zone, the Territorial Sea, the Exclusive Economic Zone, and the Continental Shelf of Kiribati.

The Domestic Fishing Zone Limit Regulations 2015, establishes an exclusive domestic fishing zone as follows:

- For a domestic purse seine fishing vessel, the exclusive area the breadth of 21 nm measured from the outer limits of the contiguous zone as specified under the Contiguous Zone Outer Limits Regulation 2014 that is from at least 24-45 nm of the Gilbert Group Exclusive Economic Zone (EEZ) and the Line Group EEZ; and
- For a domestic longline fishing vessel, from at least the entire Contiguous Zone of 12 nm measured from the outer limits of the Territorial Sea as specified under the Territorial Sea Outer Limits Regulation 2014.

Similarly, under the Domestic Fishing Zone Limit Regulation 2015, a qualified domestic fishing vessel must be approved in writing by the Minister, on the recommendation of the Director of Fisheries. A domestic fishing vessel is any longline or purse seine fishing vessel that is: i) licensed to fish in the Kiribati non-contiguous EEZs beyond the Contiguous Zone; ii) operated by a joint venture fishing company or fly a Kiribati flag; iii) landed their catch for onshore processing; and iv) subject to any other qualifications as imposed by the Minister.

Moreover, commercial fishing in Kiribati is designated and well aligned with the Domestic Fishing Zone Limit Regulation 2015 as per the following delineated fishing areas within the proximity and environs of both the Gilbert Group EEZ (GG EEZ) and Line Group EEZ (LG EEZ):

- Artisanal Fishing Area (AFA) is confined within and extend to at least 3 nm from the breadth of where the highest water mark is measured from;
- Small-scale Fishing Area (SFA) is confined within and extend to at least 12 nm from breadth of where the highest water mark is measured from and adjacent to the AFA outer limits or sandwiched between the AFA and LFA;
- Domestic Longline Fishing Area (LFA) is confined within and extend to at least 12-24 nm measured from the SFA outer limits;
- Domestic Purse-seine Fishing Area (PFA) is confined within and extend to at least 24-45 nm measured from the LFA outer limits;
- Distant-water Fishing Area (DFA) is confined within and extend to at least 45-200 nm measured from the PFA outer limits for fishing vessels that are licensed to fish in the GG EEZ and LG EEZ whereas those that are licensed to fish in the Phoenix Group EEZ are confined to fish within the area sandwiched between the PIPA outer limits and the 200 nm limits; and
- Non-contiguous EEZs and Adjacent High Seas Area is an entire fishing area for Fishing Vessels Flying the Kiribati Flag but must be licensed and authorized before each fishing vessel can access these entire productive fishing areas.

3.4 INFRASTRUCTURE FACILITIES

Infrastructure facilities in relation to fisheries and marine resources could be broadly classified into: i) Landing Ports; ii) Unloading and Processing Facilities; iii) Vessel Servicing Facilities; iv) Navigation Aids and Electronics; and v) Digital Transformation:

- Landing Ports - Among the crucial factors that have to be examined and evaluated in the location of landing ports such as transshipment hubs are: distance from the fishing grounds; proximity with international airports; availability of adequate sea and land area for development of auxiliary industries such as boats repair facilities, fish processing areas, fuel depots, to name a few;

- The Landing Ports can be further subdivided into:
 - i. The Fish Transshipment Hubs providing fish landing facilities for Offshore Fisheries especially deep-sea foreign fishing vessels that mainly fish for the highly migratory fish stocks (tropical tunas). Other facilities required in a well-functioning transshipment hub that would be gradually progressed are: Bonded Warehouse; Net Mending Yard; and Salt, Water and Food supply; and
 - ii. Minor landing sites providing facilities and services for the domestic and the small-scale coastal fishing vessels. The Bairiki wharf and Betio port adjacent to both the Shipyard and Copra Mill are well protected zones.
- Unloading and Processing Facilities – This includes spacious wharf area for unloading tuna catches and for initial inspection of vessels' catch as well as Onshore Processing Facilities such as loin processing plants with the aim to provide semi-processed products destined for export market niches or for further processing overseas. In the case of domestic vessels and artisanal fishermen, proper berthing facilities is required to expedite unloading to local market outlets. In the case of deep sea exploration, on board processing is carried out on these exploration vessels but still need a place to unload their deep sea minerals.
- Vessel Servicing Facilities – The current vessel slip yard can repair and service medium sized fishing vessels, including small-scale fishing skiffs and given this limitation, a larger vessel servicing facility is required that would cater for more commercial longline fishing vessels above 25 m in length overall. There are plans to invest in more purse seine fishing vessels and as such vessel servicing facilities should be able to provide service and cater for large purse seine and longline fishing vessels. A floating slipway is one that could be established given the availability of limited land areas large enough to accommodate such large scale fisheries developmental schemes along with the high capital required in the first place.
- Navigation Aids and Electronics – The use of electronics is increasingly important as it reduces the actual searching time a vessel spent on searching for fish schools. Some of the purse seine fleets are also encroaching into the adoption and use of unmanned flying objects or remotely controlled drones as well as high tech fish finders, echo sounder and other latest navigational aids and electronics. In order to keep abreast with these latest gadgets, there should be a servicing facility to provide much needed repair and proper maintenance of these high-tech fishing equipment, tools, machineries and electronics.
- Digital Transformation – The Ministry endeavors to have in place digital formats that would gradually make it possible to do business more effectively, while the administration and management of its abundant fisheries and vast ocean resources would be more efficient through the use of the latest digital technology. It would at the same time able to track metrics and analyze the data gained through log-sheets and observer reports.



Image: Fisherman from Arorae Island.

3.5 HUMAN CAPITAL

The success of the MSP will be contingent on the human resource capacity, capability, dedication and commitments to deliver the services needed, demanded and required by the Ministry’s stakeholders and genuine developmental partners. This will certainly require continuous upgrading of the Ministry staff skills, knowledge and practical understanding of their roles, inputs and efforts.

Developing personal skills is also critical and essential as it is acknowledged that in the short-term the Ministry may be unable to deliver all the services needed and required. As such, the Ministry will work closely with other relevant Government ministries and agencies to ensure coordination and cooperation amongst relevant sectors.

Where appropriate, the Ministry will work collaboratively with other developmental partners and training institutions as well as with regional organisations in designing a cohesive approach and in the consequent implementation of a comprehensive Human Resource Development programme for all staff at all levels.

4.0 SUSTAINABLE GOALS

In order to lead strategically in developing Kiribati to become a wealthy and prosperous big ocean nation, the Ministry has identified seven distinct key Goals that will significantly contribute to the attainment of its high-level affirmations. These seven goals describe the situation that the Ministry aspires to attain by 2023 and to reach that ultimate apex will certainly require divisional concerted efforts.

The main Strategic Goals are listed in the specified table below along with their respective overall linkages to the MSP key Pillars. It should be noted that although these agreed strategic objectives are all relevant to the 4 key Pillars of this Ministry Strategic Plan, it is those key pillars that have the major contributions that are correspondingly indicated:

Goal 1: To create an enabling environment to support all MFMRD team members to deliver effective and efficient services, and to strengthen Ministry’s whole operations.

Goal 2: Promote enabling environment for effective management and development through Blue Growth

Goal 3: Improve food security and sustainable livelihoods of I-Kiribati

Goal 4: Promote and support responsible exploration and conservation of deep ocean resources

Goal 5: Foster partnership and stakeholder support in nurturing Ministry priorities

Goal 6: Advance operational efficiency through reliable and secure infrastructure facilities and digital transformation

Goal 7: Maximize human resource potentials to foster innovation and competency

5.0 STRATEGIC OBJECTIVES

The MSP Strategic Objectives listed hereunder depict the respective Ministry’s division responsibly charged as the main principal lead in its implementation and of its completely successful attainment:

Goal 1: To create an enabling environment to support all MFMRD team members to deliver effective and efficient services, and to strengthen Ministry’s whole operations.	
1.1	To continually update financial reports, policies and regulations and to have a robust mechanism in place for information sharing across all division in a timely manner.
1.2	To mobilized and utilize all resources effectively and efficiently
1.3	Having a well-trained and qualified Workforce with the required skill sets.
1.4	To have a state-of-the-art permanent office for all staff for MSC in Betio, Main office building in Bairiki and Coastal Fisheries office in Tanaea.
1.5	Improving Customer Services and staff performance appraisals.
Goal 2: Promote enabling environment for effective management and development through Blue Growth	
2.1	To maximize economic return from marine resources and fisheries sustainable development in the pursuant of: i) Vessel Day Scheme; ii) Marine Bonded Warehouse; iii) Purse Seine Net Mending Yard; and iv) Marine Stewardship Council Certification
2.2	To promote evaluation of fisheries economic values and ecosystem services through: i) Establishment of Evaluation Guidelines and Protocols; and ii) Conduct economic evaluation studies of selected marine habitats
2.3	To foster the integration of adaptive and sound approaches in fisheries through: i) Promote farming of ecologically friendly and resilient cultured species; and ii) Conduct training on climate-resilient fisheries management practices

2.4	To support coordination and integration of ocean planning and decision making via development and implementation ocean governance blue growth
2.5	To strengthen capacity on management and development of Offshore Fisheries via: i) Yellow Card Lifted; ii) Policy for Kiribati Flagged Vessels; iii) Investment Policy; iv) Best Practice Crew Employment Welfare and Conditions
2.6	To improve and strengthen the compliance level of all listed establishments to meet food safety and market access requirements
2.7	To facilitate internal Rapid Alert and Crisis Management (RACM) pertaining to fish and fishery products
2.8	To promote sustainable development of mineral resources such as: i) Nearshore sustainable dredging for construction aggregate; and ii) Viable re-mining of Banaba limestone (phosphate)
2.9	To support effective management mechanisms to govern fisheries and mariculture through: i) Formulation of mariculture regulations and business investment strategy; ii) Strengthen monitoring capacity of illegal inshore and coastal fishing; iii) Improve coastal fisheries licensing system and trade in key marine resources
Goal 3: Improve food security and sustainable livelihoods of I-Kiribati	
3.1	To provide support in maximizing sustainable livelihood of artisanal and small-scale fishers
3.2	To develop advocacy materials to support food security and livelihoods
3.3	To promote diversification of sustainable and adaptive fishing schemes
3.4	To promote and strengthen culture of aquatic resources and MCS schemes
Goal 4: Promote and support responsible exploration and conservation of deep ocean resources	
4.1	To strengthen coordination mechanisms for Marine Scientific Research Cruises
4.2	To promote responsible Marine Scientific Research to inform Deep Ocean Minerals Exploration and Conservation
4.3	To strengthen regulations to manage and monitor deep sea mining within and beyond non-contiguous EEZs
4.4	To produce media awareness in support of responsible DSM exploration
Goal 5: Foster partnership and stakeholder support in nurturing Ministry priorities	
5.1	To strengthen collaboration and partnership with relevant stakeholders and potential development partners
5.2	To strengthen partnerships and stakeholders to support domestication of tuna industry
5.3	To establish, maintain and strengthen professional network with local, regional and global stakeholders and development partners
5.4	To create synergy outcomes with GIS and RS Users at domestic and external levels

5.5	To promote inclusion of women, youths and vulnerable groups in viable small- scale fisheries schemes
Goal 6: Advance operational efficiency through reliable and secure infrastructure facilities and digital transformation	
6.1	To promote, improve and Implement a digital workplace platform for the whole Ministry electronic users and its relevant customers
6.2	To provide safe facilities that will provide comforts for staff to encourage delivery of effective and efficient output
6.3	To strengthen proficiency to sustainably manage and develop the offshore fisheries resources
6.4	To strengthening electronic monitoring, control and surveillance of Large-Scale Oceanic Fisheries
6.5	To promote and encourage scientific study and research on deep sea ocean resources
6.6	To foster development of food supply chain for selected fisheries and potential cultured aquatic species
6.7	To support effective coastal fisheries and aquaculture database system
Goal 7. Maximize human resource potentials to foster innovation and competency	
7.1	To enhance human resource capacity through proper training and capacity building for project documentation and management.
7.2	To strengthen capacity in MCS, aquaculture, research, project planning, seafood technology and good leadership
7.3	To provide capacity building in the areas of offshore fisheries such as: i) Industrial Training Scheme; ii) Specialized Fisheries Entrepreneurship Training Scheme; and iii) National Fisheries Observers Training School

6.0 HIGH LEVEL LINKAGES

The overarching guiding frameworks that additionally provide maximum high level linkages to the achievement of this MSP High Level Affirmations depend to a certain extent in ensuring attainment of synergy outcomes envisaged through consulting among others the following national policies and plans:

- Kiribati 20 Year Vision 2016-2036, aka the KV20
- Kiribati National Development Plan 2020-2023
- Kiribati National Fisheries Policy 2013-2025
- MFMRD Operational Workplan

Likewise and in the same aforesaid manner, the attainment of the high level affirmations contained herein also rely to a certain extent on an incremental or gradual but significant contribution and support from

reliable and genuine national, regional and international programs and institutions that have common fisheries objectives aligned with their interests and are conspicuously reflected herein.

6.1 ISLAND COUNCILS

Island Councils are empowered through the Local Government Act to administer the welfare and manage the functions of the Island in relation to maintaining of order and proper municipal administration of the whole Island annexed under its authority.

In terms of fisheries and marine resources, each and every individual Island Council is enlisted to oversee the internal administration and management of its surrounding 3 nm internal waters measured from the highest water mark, including the entire lagoon where it naturally occurs. In this light, the Ministry is obligated to consult with the concerned Island Councils on plans, programs and schemes that it desires to embark on or to undertake on each individual outer islands.

The mainstay of the majority of the Kiribati populace in urbanized and especially in rural areas in the outer islands live on subsistence fishing, albeit, surplus catches in most cases are transported for internal marketing in urbanized areas. In certain outer islands, catches of the small-scale artisanal fishery were at times sold to onshore processing facilities in Betio, before being exported to external markets.

6.2 GOVERNMENT MINISTRIES AND AGENCIES

In accepting such a national entreaty of leading Kiribati in developing into a wealthy, healthy and peaceful nation, the Ministry is bounded to liaise, consult and work cohesively with other Government Ministries and Agencies on plans, programs and schemes while at the same time harmonizing synergy outcomes in their subsequent service delivery.

For instance, development of a Transshipment Hub requires much needed support of other key Government Ministries such as those responsible for transport, ports, marine, communication, commerce, environment, legal and finance, to name a few.

This can be easily accommodated through the establishment of a task force or working committee comprised of various stakeholders including representatives from those communities who will be impacted the most.

6.3 STATE OWNED ENTERPRISES

Central Pacific Producers Limited

Given that the Ministry is the official regulator of commercial fishing and other potentially commercial marine resources related endeavors, the Central Pacific Producers Limited (CPPL), currently act as the commercial arm of the Ministry.

CPPL currently focuses on purchasing, processing and in the domestic marketing of the artisanal small-

scale fishers' catches and especially catches taken within the nearshore coastal marine resources. It also manages on behalf of certain Island Councils the operation of domestic commercial longline fishing vessels of less than 25 m in length.

Likewise, it also virtually involves with the purchasing and marketing of commercially farmed seaweeds now flourishingly grown and farmed in lagoons of certain potential outer islands.

Like other vessels agents, CPPL is also a recruiting agency and provider of vessel services to several foreign fishing vessels in assisting to coordinate with their boarding and clearance on arrivals and on exits.

Te Atinimarawa Company Limited

Given that the Ministry's related endeavors is to also sustainably manage and monitor coastal erosion and destruction of the natural protective beach profile, Te Atinimarawa Company Limited (TACL) was established to support the community of South Tarawa to combat coastal erosion.

TACL aims to protect vulnerable beaches of densely populated South Tarawa from damage caused by aggregate mining on the lands and beaches of the atoll by providing an alternative supply of material through environmentally safe lagoon dredging.

TACL currently focuses on selling lagoon dredged aggregates, sand and gravels, to the whole population of South Tarawa, in an environmentally responsible manner.

Marawa Research and Exploration Limited

Marawa Research and Exploration Limited (MREL) was established to conduct exploration activities of Polymetallic nodules in the Clarion Clipperton Zone – an Area beyond national jurisdiction in order to access benefits and shares from the resources of the common heritage of mankind.

MREL subcontracted a Canadian-based private mining company to conduct exploration and research activities of polymetallic nodules in the CCZ on behalf of Marawa.

MREL currently focuses on enhancing knowledge from these researches and exploration activities while simultaneously ensuring compliance to national, regional and international standards, guidelines and legal frameworks.

6.4 JOINT VENTURE COMPANIES

Several overseas fishing and mining companies have established joint-venture operations with the GoK through the Ministry under some form of legal arrangements and entities based on a mutually beneficial Memorandum of Understanding.

Some of these purse seine joint-venture fishing entities are also fishing under a reciprocal FSM Arrangement,

where access fishing rights are managed regionally through the Parties to the Nauru Agreement Office (PNAO).

The Kiribati Fish Limited (KFL) operates a state of the art processing facility and also offers employment opportunities for the locals on fish loin processing and other fisheries processing related schemes. It has also raised the profile of Kiribati by exporting its processed products to certain lucrative overseas markets such as those in the European Union, United States and in Asia.

Two exploratory mining entities have an MOU with the Government of Kiribati through the Ministry to conduct exploration trials contracted to harvest deep sea minerals assigned to Kiribati in the Clarion-Clipperton Zone (CCZ). As a sponsoring State, Kiribati is proud to be part of a nurturing relationship it has established with its partners to work in tandem in realizing the full potential of what the deep sea marine minerals and resources have to offer.

6.5 FISHING PARTNERS

The Ministry through its bilateral and multilateral fishing agreements signed with virtually all of the distant water fishing partners frequenting our waters has developed a good working relationship that entail in providing Kiribati with the much needed foreign currency earnings to stabilize its economy.

Furthermore, there is also scope to invest in more joint venture fishing arrangement, including through a hybrid charter arrangement that will gradually result in the transfer of harvesting technology and more importantly in the effective management of viable fishing entities.



Image: Fishing vessel at Betio Port

6.6 DEVELOPMENT PARTNERS

Like all other small Island developing States, Kiribati not just lacks the technology and expertise needed in the harvesting of fisheries resources and for that matter in the mining of deep sea minerals but of more inevitability the capital required to kick start a commercial scheme.

A good working relationship and mutual beneficial scheme is important to build and to ensure synergy outcomes are achieved by both sides, namely the recipient country and the developmental donor partners accordingly. This will also ensure that unnecessary duplication is not occurring but instead try to cultivate a spirit of cooperation and where possible supplementary and complimentary work is harmonized where it is mostly needed.

One promising and appropriate way to ensure no duplication occurring is to set up a working committee that could be comprised of representatives from developmental donor partners and the various Ministry divisions as well as other Government relevant Ministries. If possible to convene an internal meeting of such a committee every quarter or whenever urgent matters are to be considered.

6.7 REGIONAL AND INTERNATIONAL ORGANISATIONS

Relevant regional and international organizations that the Ministry will work closely with in advancing this MSP, include but not limited to:

- Parties to the Nauru Agreement Office (PNAO)
- Pacific Islands Forum Fisheries Agency (FFA)
- Pacific Community (SPC)
- Western and Central Pacific Fisheries Commission (WCPFC)
- Inter American Tropical Tuna Commission (IATTC)
- Food and Agriculture Organization of the United Nations (FAO)
- International Seabed Authority (ISA)

7.0 MONITORING, EVALUATION AND LEARNING

The importance of Monitoring, Evaluation and Learning (MEL) process is to enable the Ministry the ability to monitor its resources, its activities, and its results. It will inform the Ministry on how periodic assessments and analyses will guide and accompany implementation of this MSP; and how the information generated from monitoring and evaluation will be reflected upon and used to improve the performance of such an MSP.

Monitoring can be defined as a continuation function that aims primarily to provide the executive management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievements of envisaged results.

Furthermore, monitoring helps the Ministry to track achievements through a regular collection of information to purposely assist timely decision making, ensure accountability, and thus provide the basis for evaluation and learning.

Evaluation, on the other hand, is the systematic and objective assessment of an on-going or completed project, program, policy or scheme; and its design, implementation and results. The aim of the evaluation is to determine among others the relevance and fulfillment of this MSP Strategic Objectives, development efficiency, effectiveness, efficacy, impact, and sustainability.

It is extremely useful for an evaluation assessment to provide information that is credible and recent, thus enabling the incorporation of lessons learnt into the decision making process of both the recipients and development partners, accordingly.

8.0 MINISTRY OPERATIONAL WORKPLAN

It is important that the services delivered by the Ministry over the duration of the MSP timeline which is 2020-2023 are fully backed up with sufficient funding to enable the implementation of the various strategic objectives that each division is expected to deliver.

There are two main sources of funding for enabling the implementation of this MSP with the Government of Kiribati on one side and development partners on the other hand. Each division will work collaboratively with each respective development partners for funding support with respect to their individual annual operational workplans to come up with the Ministry Operational Workplan that will provide guidance on implementing the Ministry Strategic Plan

The individual divisions of the Ministry have to formulate their individual annual budgeted work programme with defined, meaningful and detailed activities and milestones with respect to each of the four key Pillars of the MSP along with their own identified Strategic Objectives to ensure that the seven Goals are achieved by 2023.



Ministry of Fisheries & Marine Resources Development

Tel: 686 75021099 P.O Box 64

Bairki Tarawa, Rep of Kiribati

Email: info@mfmrd.gov.ki | Website: www.mfmrd.gov.ki