



**MINISTRY OF LABOUR AND HUMAN RESOURCES  
DEVELOPMENT**

**STRATEGIC PLAN**

**2016-2019**



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## Acronyms

DWASC	Decent Work Agenda Steering Committee
ILO	International Labour Organisation
IMO	International Maritime Organisation
KIT	Kiribati Institute of Technology
KSON	Kiribati School of Nursing
MLC	Maritime Labour Convention
MTC	Marine Training Center
SONH	School of Nursing and Health
STCW	Standard of Trainings, Certification and Watchkeeping
STCW-F	Standard of Trainings, Certification and Watchkeeping in Fishing

## Foreword

A strategic plan is crucial for guiding the general direction of any Ministry or organization. It serves as a navigation system to steer the Ministry in the right direction to achieve its goals and also enables the Ministry to monitor and evaluate its progress as it moves and progresses into the future. It is my pleasure to present my Ministry's strategic plan for the next four years 2016-2019.

The Ministry of Labour and Human Resources Development (MLHRD) plays a vital role in human resource development, in promoting economic growth and in the reduction of poverty. In keeping with the Ministry's vision and mission, the overarching goal of this strategic plan is to expand a productive, healthy and competitive workforce through training, decent work and social dialogue. These activities are designed to promote the importance of training and skills development that link directly to safe and secure employment.

The achievement of sustainable, efficient and competitive workforce, supported by a safe and secure workplace environment will result in a strong and stable economy that benefits all I-Kiribati. Tripartite partnerships have an important role to play in the coordination of an effective human resources plan, which promote in good faith a close relationship between Government, the employers and employees.

The development of any strategic plan is not an easy task. It involves a culmination of the efforts of everyone in the Ministry, including the Divisions within the Ministry, and the various stakeholders. The successful production of this plan is a result of the cooperation and commitment of all the Ministry staff and key stakeholders working together as a team. I would like to take this opportunity to thank everyone in the Ministry, its Institutes and our tripartite partners i.e. the representative organizations of both employers and employees, for their efforts in formulating this plan.

The task of achieving the goals and undertaking the activities described in this plan is challenging. My Ministry is not only ready to meet this challenge, it is ready and committed to move forward with ***innovativeness, inclusiveness, teamwork and collaboration and above all, quality and excellence in the delivery of its services and programs for the people of Kiribati.***

I wish everyone every success in working towards achieving the goals set in this MLHRD Strategic Plan 2016-2019, goals intended to achieve future prosperity and security for our people and nation.

Honourable Ruateki Tekaiara  
Minister of Labour and Human Resource Development  
Bairiki, Tarawa

## Secretary's Overview

This Plan provides a four year direction for the Ministry. Progress against it will be monitored, and will feed into and inform the annual Ministry Operational Plan. Implementation of activities are distributed across its four divisions namely; Administrative, KIT, MTC and Labour.

Activities are aligned closely to the overall objectives and goals of the Kiribati Development Plan 2016-19 but shall be monitored and evaluated as and when appropriate to ensure its purpose is still of relevance.

Increasing decent employment opportunities, improving access and delivery of vocational and technical training and enhancing a sustainable and productive workforce are some of the key deliverables to our resolve in achieving the mission and vision of this strategic plan.

The previous Ministry Strategic Plan was closely aligned to the Kiribati Development Plan 2012-15 and the Millennium Development Goals. Following the structure of the preceding KDP, this new Plan will be linked to the KDP 2016-19 and the new Sustainable Development Goals as well as the Framework for Pacific Regionalism. This strategic plan is not exhaustive to the goals and objectives of this Ministry and should be used as a guide towards achieving our national aspirations.

The Ministry is committed to the implementation of this plan through close collaboration with our key partners; our traditional donors (DFAT, MFAT and ILO) and stakeholders (line Ministries and private sectors).

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**TaareUriamAukitino**  
**Secretary MLHRD**

## Executive Summary

This is the Ministry of Labour and Human Resource Development (MLHRD)'s Strategic Plan for the years 2016-2019. It is directly linked to the Government of Kiribati Development Plan 2016–2019, in particular **KPA 1: Human Resource Development** which the MLHRD takes a leading role in its development and implementation.

The Ministry, as highlighted in this Strategic Plan supports and contributes to:

- a) **KPA 2: Economic Growth and Poverty Alleviation** by providing training which will enhance the development of the private sector (business community), ensuring technical and vocational education and training (TVET) is focused and meets the needs of internal and external labour markets and enhance youth empowerment and employment;
- b) **KPA 5: Governance** by establishing and enforcing Labour Laws and Acts.

This Strategic Plan also reflects Kiribati's commitment and consistency with international policies such as the 2030 Agenda for Sustainable Development.

The following laws provide the Ministry with the mandate and authority to perform its functions: Employment Ordinance; Industrial Relations Code; Trade Unions and Employers Organisation Act; and Workmen Compensation Ordinance. In respect of International Labour Standards, the Ministry with technical assistance from ILO has produced important amendments to its labour laws in line with ILO Conventions. Kiribati has a long way to go to complete the exercise of aligning its laws to ILO labour standards. More work is needed in this direction.

The development of this MLHRD 2016-2019 Strategic Plan has involved extensive national consultation with the divisions and Institutes under the Ministry as well as social partners.

The Ministry expresses its appreciation to its donor and development partners for providing technical and funding assistance for the development and strengthening of its programmes. The Ministry looks forward to continue to work closely with its development partners in building this strong partnership over the plan period and beyond.

Copies of this Strategic Plan can be obtained through the office of:

The Secretary  
Ministry of Labour and Human Resources Development  
Bairiki,  
TARAWA  
Phone NO. 21092

## Management Structure

### *Organisation and Management*

MLHRD's existing organisational structure embraces 2 key divisions and 2 training institutes, which share and contribute to the goals of the Ministry;

- (i) **Administrative Services Division** which provides administrative support (including accounting and IT support) and advice for the efficient operation of the Ministry
- (ii) **Labour Division** manages and promotes employment both locally and overseas and ensures decent work for te I-Kiribati
- (iii) **Kiribati Institute of Technology** provides vocational training delivered to endorsed Australian and Pacific standards for local as well as international employment
- (iv) **Marine Training Center** provides training for the country's seafarers and fishermen for national and international employment.

### *Domestic and Overseas Contacts*

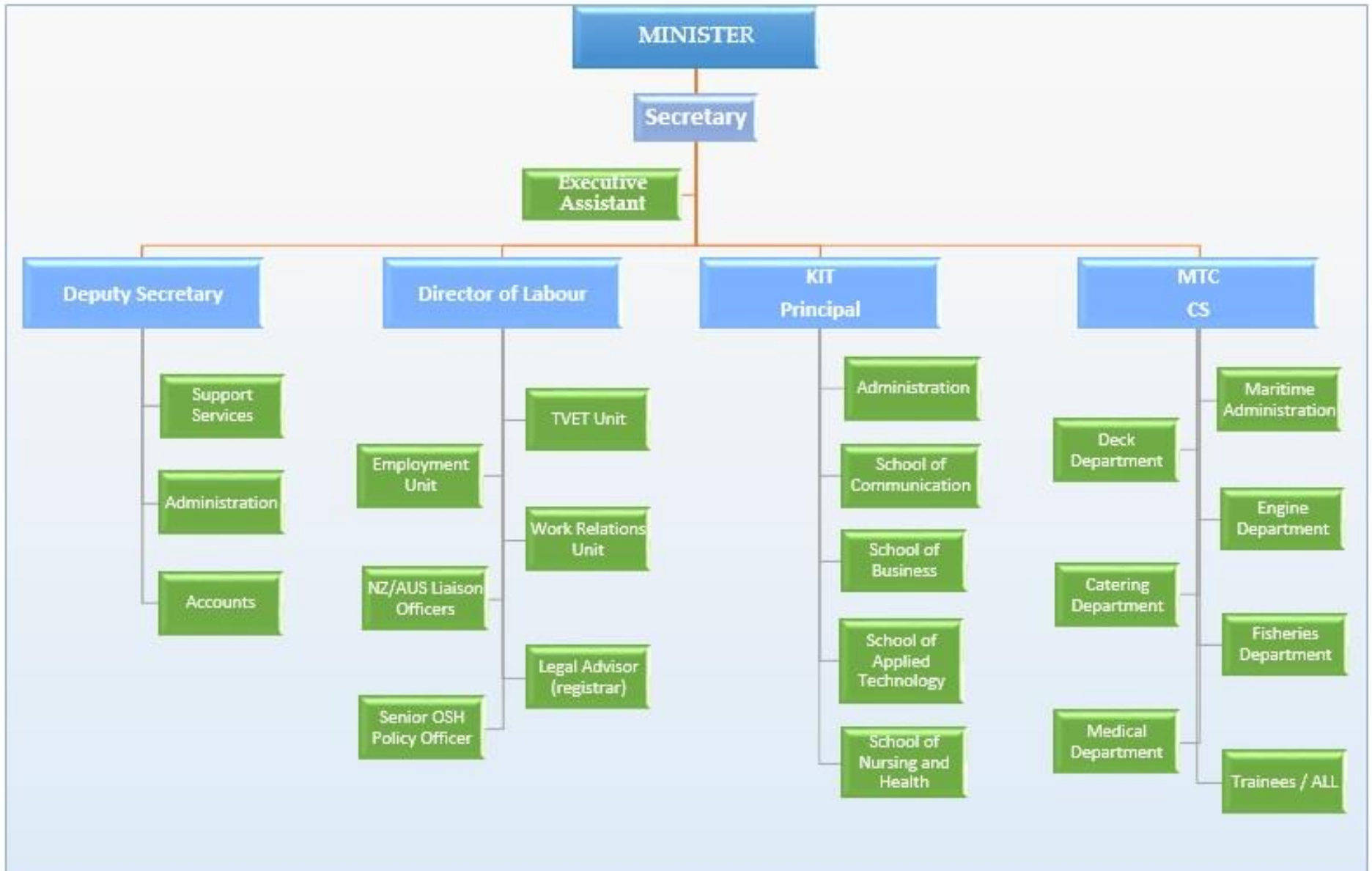
MLHRD's main domestic contacts include Government Ministries, Employer organisations (KCCI and KIMEO) and Kiribati National Trade Union Congress representing workers. The Ministry works closely with NGOs such as KHFA and Te Toa Matoa, recruiting agencies and island councils. Overseas contacts include ILO, IMO, Australian Department of Foreign Affairs and Trade (DFAT), New Zealand Ministry of Foreign Affairs and Trade (MFAT), Ministry of Business, Innovation and Employment NZ (MBIE), Fishing industry in NZ, Japan, Korea, Shipping Industry in Germany and NZ

### *Senior Management Team Members*

The Senior Management Team comprises of Secretary, Deputy Secretary, Director of Labour, KIT Director and MTC Captain Superintendent.

## Organisation Chart

The functional Organisational Chart showing the organisation of the Ministry's departments is provided below.





## *Supporting Policy Framework*

MLHRD is the responsible authority for and must implement the following Legislative Acts; Employment and Industrial Relations Act 2015 (which combines and supersedes the Employment Ordinance, Industrial Relations Code, Trade Unions Act) and Occupational Health and Safety Act 2015.

As internationally recognized institutions, training programmes in MTC and KIT reflect IMO Conventions and model courses, STCW and STCW-F Codes and MLC; and Australian qualification Australian TVET Qualification Framework respectively.

MLHRD in collaboration with MICTTD the issuing authority implement requirements of ILO convention C.185 Seafarers Identity Document to facilitate travelling and movement of the seafarers.

## **Purpose, Mission and Vision**

### *Background*

MLHRD has been implementing a Ministry Strategic Plan of 2012-2015 which was concluded simultaneously with the Kiribati Development Plan of 2012-2015. In the new planning phase the Ministry aims to further strengthen and expand on what has been achieved in the last plan through a process of consultation both internally within the Ministry and line Ministries and also externally with our social partners and development partners.

### *Purpose*

The purpose of this plan is to offer leadership and guidance in all administration, economic and financial activities of the Ministry. It is intended to serve as a reference point for Ministry activities, performance indicators, monitoring, evaluation and reporting guide. The plan has been strategically aligned with the Kiribati Development Plan of 2016-2019 in a manner that strengthens the achievement of both sector (Key Priority Area 2- Economic Growth and Poverty reduction) as well as national level results. Development Partners working with the Ministry may also use this plan in order to align their support effectively to the Ministry's key activities. Lastly this strategic plan is not meant to replace in any manner the functions and purposes of the KDP 2016-2019 nor the KPA 1 and KPA 2 sector plans but rather it is meant to complement these plans.

## Vision

*A highly trained, productive, healthy sustainable and internationally competitive and employable workforce in Kiribati.*

Kiribati is blessed to have a young and growing population base and it is the important responsibility of Government to nurture and enhance positive human resources development that will in turn contribute to overall sustainable national development. The Ministry is tasked with ensuring that this vision is realised, to nurture and develop this major resource, our young and growing population beyond compulsory education. This Strategic Plan sets out the Ministry's road map and strategic directions and goals over the next three years that will help with the realisation of this vision.

## Mission

Our mission is to create, provide quality, industry driven and inclusive technical and vocational educational training (TVET) programs to enhance workforce skills, productivity, employability, and to maximise decent work opportunities for I-Kiribati, nationally and internationally.

This will be achieved by developing closer linkages with industry, stronger alignment between the curriculum offered in schools and TVET institutions, delivering high-quality and relevant TVET programs, providing equitable access to an internationally respected TVET sector, and developing effective labour mobility strategies. This will provide I-Kiribati with the required skills to maximise their employability within Kiribati and abroad.

## Recent Ministry History

Some of the achievements from the Ministry of Labour and Human Resources Development during the 2012-15 KDP are:

- The passing of the OHS Act 2015 and Employment and Industrial Relations Act 2015 which supersedes the the Employment Ordinance, Industrial Relations Code, Trade Unions Act – the new acts modernises Kiribati labour laws and ensures compliance with ILO standards
- The establishment of a minimum wage as required under the EIR Act.
- Development of Labour Migration policy
- The merger of KSoN with KIT provides KIT a greater diversity of courses in the health and community services sector as well as the opportunity to establish an additional campus in Bikenibeu

- The merger of FTC with MTC as a fisheries department within the latter – as a result of the merger MTC now delivers fisheries training programmes.
- Fisheries curriculum developed in line with traditional overseas employment opportunities as well as emerging ones eg. trawling
- TVET Strategy developed but yet to be fully implemented.
- Establishment of Industry Training and Advisory Committees for KIT and MTC providing opportunity for industry stakeholders to dialogue on training requirements to meet industry demands.
- The establishment of Labour Mobility Committee to coordinate inter-ministerial activities on Labour Mobility
- Completion of new buildings and facilities for MTC through NZAID funded Institutional Strengthening Project (ISP).
- Completion of new buildings and facilities for KIT through DFAT’s TVET Sector Support Program (TVETSSP).
- The establishment of a Labour branch/office in Kiritimati for recruitment to Government posts on Kiritimati (excluding SOE posts) and coordinating Labour Division activities on Kiritimati
- The establishment of recruitment conditions for temporary migrant workers which links performance of workers to island quota – i.e. serious misconduct on the part of workers whilst on overseas employment will affect the quota from their island.

## Situation Analysis

The single most pressing challenge for Government and the Ministry is the rapidly increasing population and high unemployment rates of youth and school leavers (estimated to be at 2000 per year). Contributing to that challenge is the overcrowding living conditions of around half of the population on South Tarawa resulting in health and social problems and putting a strain on basic essential services.

Providing employment opportunities for our people and training them for employability will have positive socio-economic impacts to the people and the country as a whole including reducing the vulnerability of our people to climate change and sea level rise.

Kiribati has been participating in seasonal work schemes in Australia and New Zealand. Though our participation has been relatively low compared to other Pacific Islands, 2015 saw new developments in efforts to increase Kiribati’s participation in already existing seasonal employment schemes and also new employment schemes (semi-skilled to skilled). Such recent developments include signing of the Northern Australia Worker Pilot scheme, conditioning of fishing license to increase employment opportunities, SWP uncapped, RSE Cap increased to 9,500, and PACER PLUS negotiations resulting in the New Zealand Fisheries Pilot scheme.

The above has also required the Ministry to carry out reforms in order to strengthen management of unskilled employment through

- improved selection of workers to ensure best quality workers are sent
- improved and work tailored training of workers at KIT

- strengthened and enhanced pre-departure training package
- creation of new positions at the Ministry and at KIT for the effective management of the scheme and delivery of trainings at KIT
- database of work ready pool and ongoing workers
- Website for marketing our workers

The passing of the EIR and OSH legislations in 2015 also requires the expansion of MLHRD staffing for the effective implementation and enforcement of the Acts.

### *MTC*

Seafaring has been the main source of employment and income in Kiribati. Seafarers trained at MTC have for many decades been contributing to the economy through remittances making up 9.6% of the GDP (2014). However, based on the single source recruitment base for merchant vessels, the shipping crisis over the recent years has resulted in a significant drop in number of seafarers recruited from Kiribati.

MTC is currently recognized as a certified training provider under STCW-78, as amended at 1995 and 2010 (Standard of Training, Certification and Watch-keeping Convention); allowing I-Kiribati seamen to retain “White List” status which enable them to be employed on international vessels. In 2015, MTC started delivering fisheries training as a result of the merger with FTC. The FTSP funded by MFAT assisted with curriculum and training materials and equipment. To ensure the employability of MTC graduates, it is imperative that the institute maintains its “White List” status and this not only depends on the compliance of MTC but the whole maritime administration in Kiribati. An IMO Audit of Kiribati is to be carried out in 2017 and it is important that the whole maritime administration pass this audit for the future of our people.

The Institute will soon introduce Officer of Watch (OOW) training in the country to not only address the local demand due to the shortage of officers but will also target overseas market. MTC will work on the establishment of cooperation with partner organization (AMC - Australian Maritime College) or NZMS (New Zealand Maritime School) for co-delivery of Officers training at MTC. Recognition of our courses and certificates issued by NZ and/or AUS maritime authorities or possible approval of MTC as Training Provider by NZQA and recognition of our training programs by NZ Maritime which should lead to issuing of NZ Maritime Certificates at MTC Tarawa.

### *KIT*

The key strength of KIT is its ability to offer international standard TVET courses through partnerships with Australian and Pacific institutions. This means that KIT graduates now have the opportunity to qualify into national and international employment with Australian accredited qualifications.

As a partner with TVETSSP, KIT significantly benefits from the considerable resources provided for this program by Australian DFAT. Of particular value, is the high level of TVET and management expertise provided by long and short term International Advisors and crucial professional development programs which allow for the completion of Australian qualifications in the respective technical disciplines for trainers as well as in training and assessment. Also important is consumable resources provided for the KIT building program and the procurement and management of key assets and equipment.

The Australian Government has now committed to a further 3.5 years of TVET support through its new Skills for Employment Program (SfEP).

KIT has also invested heavily in developing a strong and positive brand within the Kiribati community. This has resulted in KIT being recognized as a high quality TVET institution, allowing KIT graduates to receive preferred employment opportunities from local and international companies operating in Kiribati.

The recent merger with KSON and now retitled SONH has strengthened KIT, providing the Institute a greater diversity of courses in the health and community services sector as well as the opportunity to establish an additional campus in Bikenibeu.

However, the unreliable and aging infrastructure in Tarawa impacts on KIT's ability to deliver reliable and high quality TVET full time and short courses. Occasional power outages can result in the closure of KIT and the cancellation of classes. Also poor performance and the high cost of the internet connectivity impacts negatively on KIT teaching and administration. It also limits KIT's ability to utilize modern technology and the internet to support online delivery of courses, to particularly to outer islands and internationally to other countries.

The introduction of internationally recognised TVET courses within KIT provides the Institute with opportunities to expand its full time courses and public and customized short courses both across Kiribati and into other countries in the Pacific region.

The considerable resource investment KIT has enjoyed by being supported by Australian Aid means that the Institute can capitalize on the opportunity to become a leading TVET institute, of high reputation, in the Pacific region.

This also means KIT needs to compete with other post secondary institutions locally and regionally such as FNU and USP who could provide competition for KIT in particular course disciplines. Careful strategic and operational planning should ensure that this potential threat is actually converted into opportunities.

The lack of jobs for graduates in Kiribati can also impact on the reputation of KIT in the future, with graduates losing motivation when they cannot obtain employment after graduation. Similarly, the barriers for KIT graduates to obtain international employment can also impact on graduate motivation and the future reputation of KIT.

The strengthening and enforcement of TVET quality standards required by Australia and the ability to consistently meet the standards can also be a threat to KIT's ability to fulfil its obligations arising from its training agreements with TAFE colleges in Australia.

## Alignment with Kiribati Development Plan 2016-2019

The Ministry's strategy or direction for the next 4 years as outlined in this plan is based on the KDP 2016-2019. The table below outlines the expected national outcomes and strategies that MLHRD has roles in Human Resource Development and enhancing inclusive economic growth through employment opportunities, both as leading role and as support role. These expected national outcomes and strategies provide the thrust of the Ministry's activities for the next 4 years as detailed in the Ministerial operational plan

Key Policy Area	National Outcomes	Strategies	Role
KPA 1: Human Resource Development	An education and training system where quality, inclusive, equitable, technical and professional development opportunities are enhanced.	<p>Goal 1: Improve the quality of education and training to provide students with the skills and capability to progress to a productive future by 2019</p> <p><i>Strategies</i></p> <p>1.1 Strengthen and enforce TVET quality standards so that TVET providers meet regional and international standards including accreditation of KIT with Pacific Regional qualification Framework</p> <p>1.2 Improve access and entry opportunities for I-Kiribati into TVET programmes and qualifications through a range of strategies including the development and</p>	Lead

		<p>implementation of an Outer Island and Kiritimati Island strategy and identify opportunities for skills testing and gap training for existing workers.</p> <p>1.3 Diversification of TVET training to match industry needs.</p> <p>1.4 Rehabilitation of KIT Bikenibeu Campus</p>	
<b>KPA 2 : Economic Growth and Poverty Reduction</b>	<b>Increased Sustainable economic development and improved standards of living for all I-Kiribati</b>	<p>Goal 2: To enhance inclusive economic development through increasing sustainable employment, financial inclusion for vulnerable groups, structural and fiscal reforms and accelerating private sector development by the year 2019</p> <p><i>Strategies</i></p> <p>1.1 Implementation of priorities under the Labour Migration Policy</p> <p>1.2 Expansion of international employment in new and existing markets through improved marketing and recruitment strategies.</p>	Support
<b>KPA 5: Governance</b>	<b>National governance systems improved to</b>	Objective 1: To strengthen national governance systems to	Support





Outcome	Verifiable Indicators	Means of Verification
	1.2 Officer of the Watch training introduced  1.3 Training in port operations undertaken	MTC data
<b>KPA 2</b> <b>Outcome: Increased Sustainable economic development and improved standards of living for all I-Kiribati</b>		
<b>Goal 2:</b> To enhance inclusive economic development through increasing sustainable employment, financial inclusion for vulnerable groups, structural and fiscal reforms and accelerating private sector development by the year 2019	1.1 Increased employment opportunities  1.2 Policy implemented  1.3 Number of hits on website  1.4 Participation of I-Kiribati workers in new markets	Labour data  Labour records  Labour records  KIT and Labour data
<b>KPA 5</b> <b>Outcome: National governance systems improved to promote the principles of good governance including accountability, transparency, and inclusiveness</b>		
<b>Goal 5:</b> To strengthen national governance systems to promote the principles of good governance including accountability, transparency, and inclusiveness.	1.1 Implementation and enforcement of the Employment and Industrial Relations Code and the Occupational Health and Safety Act.	Labour records

## Budget

MLHRD operates with a budget of slight over \$4million annually to cover for personnel emolument and operational overheads. This partly finances the activities of this plan while the Ministry relies on external financing from our traditional donors (DFAT, MFAT and ILO) for the implementation of key activities of this Strategic Plan.

## Risks

Rapid growing population, competitive labor markets, low participation in labor mobility programs, high airfares, limited resources, just to name a few, are posing challenges to our resolve in achieving a *highly trained, productive, healthy sustainable and internationally competitive and employable workforce in Kiribati*.

Statistical data is also a major risk to the Ministry; requiring timely and accurate data to inform decision making processes. Data needs to be manually and virtually ready.

Human resource as the most sustainable resource of this Government needs commitment of key partners including that of the private and non-government organisations. The sustainability of Human Resource will require investment and unavailability of adequate funding renders challenges that could eventually prolong the goals of this Ministry and stiffen the labour mobilization process.

## Ministry Operational Plan (MOP) 2016-19

Public policy Objective	Strategy (Activities)	Financial Implications	Key Performance Indicator	Division Responsible	Performance Targets			
					2016	2017	2018	2019
<b>KPA 1: Human Resource Development</b>								
<b>Goal 1: Improve the quality of education and training to provide students with the skills and capability to progress to a productive future by 2019</b>								
<b>Objective 1:</b> Strengthen and enforce TVET quality standards so that TVET providers meet regional and international standards including accreditation of KIT and MTC with Pacific Regional qualification Framework	1.1 Accreditation of KIT and MTC with Pacific Regional Qualification Framework	Within existing recurrent budget and SfEP budget	KIT and some of MTC courses accredited to PRQF	KIT/MTC	50%	100%	100%	100%
	1.2 To strengthen staff capability in management of maritime institution and curriculum development	Funding requirement to be determined	All courses fully compliant with STCW requirements and IMO guidelines	MTC	100%	100%	100%	100%
	1.3 Accreditation of MTC Officer training courses to International Qualification frameworks, or International VET	Funding requirement to be determined	All courses fully compliant with STCW requirements and IMO guidelines	MTC	25%	50%	75%	100%
	1.4 Ongoing trainer competency development to meet Australian VET Qualification	Within existing recurrent budget and SfEP budget	Completion of required technical and vocational course and work experience programmes	KIT/MTC	100%	100%	100%	100%

	Framework requirements							
	1.5 To carry out annual audits of training and assessment in line with Australian VET Qualification Framework requirements	Within existing recurrent budget	No. of successful internal and external audits	KIT/MTC	100%	100%	100%	100%
	1.6 To improve English teaching	Within existing recurrent budget	Acceptable English ratings for trainers and students	KIT/MTC	100%	100%	100%	100%
	1.7 Quality of course delivery is increased	Within existing recurrent budget	Course satisfaction ratings are greater than 90%	KIT/MTC	100%	100%	100%	100%
<b>Objective 2:</b> Improve access and entry opportunities for I-Kiribati into TVET programmes and qualifications through a range of strategies including the development and implementation of an Outer Island and Kiritimati Island strategy and identify opportunities for skills testing and gap training for existing workers.	1.7 To review opportunities to deliver TVET in selected schools.	Funding requirement to be determined	Number of secondary schools completing KIT courses	KIT/Labour	50%	100%	100%	100%
	1.8 To develop and implement KIT Outer Islands and Kiritimati Delivery Strategy	Funding requirement to be determined	Completion and implementation of this strategy	KIT	50%	75%	100%	100%
	1.9 Identify opportunities for skills testing and gap training for existing workers	Within existing recurrent budget	Number of existing workers completing testing and training	KIT	50%	100%	100%	100%
	2.0 To develop clear pathway from compulsory education to TVET programmes	Within existing recurrent budget	Number of lower level courses and short courses with lower entry requirement leading to TVET qualifications	KIT	50%	75%	100%	100%

	2.1 To develop diversionary courses for youth offenders (in consultation with Police and NGOs)	Funding requirement to be determined	Number of youth offenders completing diversionary courses	KIT	50%	75%	100%	100%
	2.2 Development and implementation of Gender strategies at KIT and MTC	Funding requirement to be determined	Gender strategies developed and implemented	KIT/MTC	75%	100%	100%	100%
<b>Objective 3:</b> Diversification of TVET training to match industry needs.	2.3 Introducing Officer of the Watch (Deck and Engine) to be delivered at MTC	Require additional funding	Number of officers trained per year	MTC	50%	100%	100%	100%
	2.4 Market research and training developed for new labour markets	Require Additional funding	Number of new labour market sectors tapped	All	75%	100%	100%	100%
	2.5 Develop pathways to FNU, USP and other TVET providers developed	Require additional funding	Number of KIT graduates enrolling and completing FNU, USP and other TVET providers courses.  Number of MTC graduates enrolling and completing cadetship for the deck, engine, fishing master with international VET providers. Number of MTC IDF graduates enrolling and completing Metal Fabrication courses at international VET providers.	KIT/MTC	25%	50%	75%	100%

	2.6 Maintain active pathway to APTC	Within DFAT funding	Number of KIT graduates enrolling and completing APTC courses.  Number of MTC Catering and Hospitality graduates enrolling and completing APTC courses.	KIT	100%	100%	100%	100%
	2.7 Officer Level Training	Additional funding required	It is important that marine training institutions are responsive to anticipated changes in the industry's human resource needs. The current state of the international maritime workforce with an over-supply of ratings and shortage of officers is well documented.	MTC	25%	50%	75%	100%
Objective 4: Rehabilitation of KIT Bikenibeu Campus	2.8 Refurbishment and resourcing of KIT Bikenibeu campus	Require additional funding	Refurbished and fully equipped Bikenibeu campus	KIT/ Admin	25%	50%	75%	100%
<b>KPA 2: Economic Growth and Poverty Alleviation</b>								
<b>Goal 2: To enhance inclusive economic development through increasing sustainable employment, financial inclusion for vulnerable groups, structural and fiscal reforms and accelerating private sector development by the year 2019</b>								
Objective 1: Implementation of priorities under the Labour Migration Policy	2.9 Conduct meetings of the Labour Mobility Working Group	Within existing recurrent budget	Number of action plan activities achieved	All/Stakeholders	100%	100%	100%	100%
Objective 2: Expansion of international employment in new and existing markets	3.0 Proactive and effective marketing of our workers	Within existing recurrent budget	Marketing "package" developed and used across ministries and embassies	ALL	80%	100%	100%	100%

through improved marketing and recruitment strategies								
	3.1 Regular dialogue with industry stakeholders on needs and requirements	Within existing recurrent budget	Number of meetings of the ITACS, MTEC, FITAC and SITAC.	All	100%	100%	100%	100%
	3.2 To increase employment of KIT and MTC graduates in skilled/semi-skilled work on development projects (as opposed to foreign workers)	Within recurrent budget and SfEP budget	Number of KIT and MTC graduates employed on infrastructure projects	All	50%	75%	100%	100%
3.3 Explore and to increase employment of MTC ex graduates to Industry employment opportunities.	Require additional funding.	<p>A, Active ex-Fishers to work ashore in the fish processing plants.</p> <ul style="list-style-type: none"> <li>Align our current curriculum to fish processing plants requirements on safe food handling and processing.</li> <li>MLHRD / MTC need MoU with KFL for use of its facilities as part of the training program.</li> </ul> <p>B, Ex-Seafarers to work in the international ports, shipyard, metal fabrication abroad as:</p> <ul style="list-style-type: none"> <li>Port workers in the operations of crane, stevedoring, ship's line-men for</li> </ul>	MTC	25%	50%	75%	100%	

			berthing, fishing vessel transshipment, etc. <ul style="list-style-type: none"> <li>Ship-yard welders, hull blasting and painting.</li> <li>Fitters and welders in the metal fabrication industry.</li> </ul> C, Ex-Catering & Hospitality Seafarers to work in the shore Tourism Industries <ul style="list-style-type: none"> <li>Cooks, Baristas, stewards and stewardess, laundresses for hotels, resorts, restaurants etc.</li> </ul>					
	3.4 Strengthen pre-departure training to ensure quality workers for local and overseas markets	Within recurrent budget and SfEP budget	KIT training programmes developed for unskilled workers	All	100%	100%	100%	100%
<b>KPA 5: GOVERNANCE</b>								
<b>Goal 5:</b> To strengthen national governance systems to promote the principles of good governance including accountability, transparency, and inclusiveness.								
<b>Objective 1:</b> Implementation and enforcement of the Employment and	3.5 Public awareness and consultations on existing and new policies and legislations	Within existing recurrent budget	Number of public awareness programmes	Labour	100%	100%	100%	100%



Industrial Relations Code and the Occupational Health and Safety Act.	3.6 Effective and regular engagement with social partners to harmonise working relations	Additional funding required	Quarterly meetings of tripartite partners	Labour	100%	100%	100%	100%
	3.7 Improve administration and enforcement of EIR and OHS	Additional funding required	Quarterly workplace inspections  Increased staffing for administration of legislations  Capacity Building of Staff conducted annually on areas required	Labour	100%	100%	100%	100%
	3.8 Documenting Courses Intake Criterion	Within existing recurrent budget	Standardized all KIT TVET Course and MTC Course Intake pre-requisite that English should be part of the compulsory intake pre-requisite.	MTC	25%	50%	75%	100%
	3.9 Implement and Enforce the following statutory requirements to our national relevant industries (restaurants, hotels, resorts, domestic shipping and domestic ferries):	Within existing recurrent budget	<ul style="list-style-type: none"> <li>• MLC 2006 - Catering and Hospitality outputs</li> <li>• STCW F 95 - FVP ratings outputs</li> <li>• STCW 78 as amended 1995, 2010 - Ratings and Officers, Engineers outputs</li> </ul>	MLHRD / MTC	25%	50%	75%	100%



## Results Management

The Senior Management Team comprising of divisional heads is responsible for the Performance Monitoring of the achievements of the Ministry Strategic Plan. In its quarterly meetings after the Ministry Strategic Plan is finalized, the Committee will monitor the progress of achievements of outcomes and outputs identified in the Ministry Strategic Plan for each division. Each division is therefore required to provide a full report of its progress to these Quarterly Performance Monitoring Reviews.

The report will be combined with other reports from supporting ministries in KPA's 1,2, and 5 eventually to form a sector report every year. Ministry Strategic Plan Reports including budget performance reporting (outputs and expenditures) against MOPs will be on a bi-annual basis.