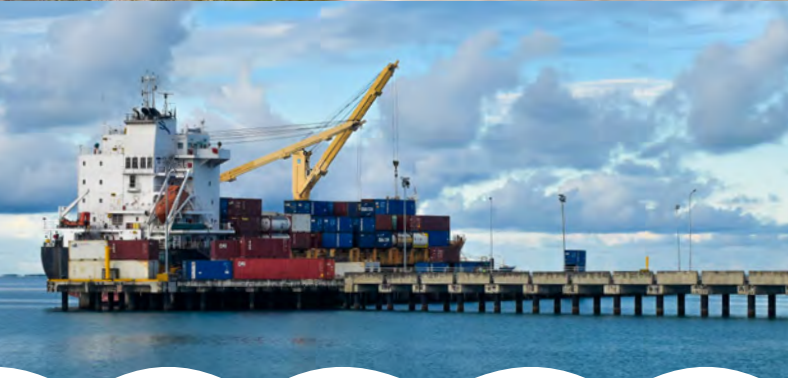


Kiribati National Infrastructure Investment Plan 2022–2032



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For more information, contact:



Government of Kiribati

Ministry of Finance & Economic Development
Bairiki, Tarawa
Kiribati
www.mfed.gov.ki



PRIF Coordination Office

c/o Asian Development Bank
Level 20, 45 Clarence Street
Sydney, NSW 2000, Australia
enquiries@theprif.org
www.theprif.org

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Introduction

The Kiribati National Infrastructure Investment Plan (NIIP) was prepared by the National Economic and Planning Office (NEPO) of the Ministry of Finance and Economic Development (MFED), assisted by the Pacific Region Infrastructure Facility (PRIF). The Kiribati NIIP strengthens key infrastructure planning processes, the ongoing management of the infrastructure pipeline and provides tools to assist with the early-stage screening and prioritization of projects using a process that is both systematic and transparent.

The Kiribati NIIP provides an investment screening and prioritization framework to ensure that future investments align with the national development priorities of Kiribati for the next 10 years. This publication is a summarized version of the Kiribati NIIP.

This is the first NIIP for Kiribati. Led by NEPO, the Kiribati NIIP processes were tested and piloted with extensive consultation and engagement with government agencies, public enterprises and development partners. The application of the NIIP process resulted in the identification of over 200 candidate infrastructure projects with a combined value of \$3.43 billion. A central database of development projects was compiled to provide a comprehensive and complete list of infrastructure projects that are likely to require funding over the next 10 years. While the database of projects and priorities was completed by the time of publication, it is expected that updates will occur as new projects are identified and priorities modified due to changing circumstances, including unforeseen events (e.g., a natural disaster).

All the projects cannot be delivered by 2032, given the fiscal constraints and the limitations on the government's capacity to deliver this volume of work, hence the need to prioritize the projects based on their contributions to the Kiribati's development objectives over time.

In compiling the first Kiribati NIIP, NEPO was assisted by a team of individual consultants that included Glenn Fawcett, Kerry McGovern, and Atanteora Beiauta, all of whom are working under the guidance from the PRIF Coordination Office.



Purpose of the Kiribati National Infrastructure Investment Plan

Public infrastructure assets exist to provide a service to users and the community. For example, ports allow goods to be imported and exported, roads allow those goods to get to market, and power transmission lines allow those markets to operate. When infrastructure fails, these services are interrupted. Reliable infrastructure is one of the foundation blocks of sustainable development in the Pacific. All the important services provided by the government and private sector that create jobs and build wealth are built on the foundations provided by infrastructure.

The creation of an infrastructure investment plan examines the needs across all sectors and drivers — be they economic, social, or administrative — drawing on the existing hierarchy of Kiribati's national development objectives, and on the government's sectoral and institutional level plans. The NIIP brings together a list of candidate infrastructure investment projects that are then screened and prioritized across sectors in a process that is both systematic and transparent and is aligned with the nation's development objectives. At the same time, an assessment is made of the likely economic viability of the projects and of the government's capacity to fund and deliver the infrastructure investment program, so it can be scaled appropriately.

The NIIP is a living document. It should be monitored, reviewed, and updated as necessary. It was assembled through a consultative process involving a wide range of stakeholders, including central government ministries, infrastructure management agencies, international advisors, and development partners.

As this is the first time Kiribati has developed a NIIP. Learning from the experience of other (Pacific Island Countries) PICs can be useful. The lessons learned of other PICs are presented in Box 1 below.

The NIIP is also not just a report, it provides a number of tools and process enhancements for the early-stage screening for prioritization of future investments. To be truly beneficial, Kiribati needs to review its priorities at least annually as new projects are identified and funding priorities change.

The early-stage screening and prioritization process were tested and piloted over the course of the NIIP's development and staff were trained in how to apply the tools and techniques. At its core was the multi-criteria prioritization analysis that enabled the relative merits/benefits of different projects to be compared across sectors. The subsequent development, funding, and budget approval for these priority projects will be through the project management processes already established by the Kiribati Government.

Through the NIIP development, NEPO is now able to put forward better, more transparent, clear and defensible recommendations to DCC and Cabinet.

Box 1: Lessons Learned in other Pacific Island Countries

Since 2010, eleven Pacific Island Countries have fully or partially implemented NIIPs; with some investing in second or third iterations of the plan. In 2022, participants engaged in the development of recent NIIPs were invited to provide feedback on their experience and offer any insight and lessons learned on the process¹. The key areas of value were:

- A stronger alignment of planned projects with national strategic objectives and key performance indicators.
- Allowing government and development partners to easily identify key infrastructure projects and priority areas for funding.
- An opportunity to review and improve governance and budget planning systems.
- Strengthening of alliances and commitment to the plan across government, the private sector, and development partners.
- Objective prioritization criteria allowing the comparison of projects across multiple sectors.
- A transparent screening process to ensure the best projects are pursued for funding.

The “lessons learned” or “success factors” are provided below:

1. **Clear Ownership of the Plan:** Preparing the NIIP is not a consulting study; rather it is collaboration between infrastructure agencies to consolidate a centralized list of projects which can be prioritized against the nation’s strategic goals. For this to be successful, there must be strong leadership support and governance structures in place (e.g., a coordinating unit and steering committee).
2. **Rolling Infrastructure Program:** The 10-year pipeline of projects needs to be maintained in a structured database and kept up to date to ensure its sustainability. A lead coordination unit needs to own this task and the multi-sector steering committee needs to have a standing agenda item to assess this list at least annually.
3. **Integration with Planning and Budget Process:** The NIIP delivers a 10-year pipeline of projects that identifies high priority areas for investment. This pipeline needs to be updated annually and integrated with the medium-term and annual budget processes.
4. **Regular Review of Priorities:** The MCA is based on the best information available at the time. From year to year, more information emerges about project impacts, especially those in the 3-to10-year horizon, and priorities can change (e.g., pandemic or natural disaster response). It is therefore necessary for the coordination unit and steering committee to review the priority list of projects feeding the medium-term budget every year or two.
5. **Business Case Development and Approval for Funding:** NIIPs provide an initial assessment of the economic, social, and environmental impact a project is likely to deliver. As priority projects get closer to approval for funding horizon it is important that the project concept notes feed a deeper evaluation of these impacts – in particular an assessment of a project’s economic and social benefits and costs.

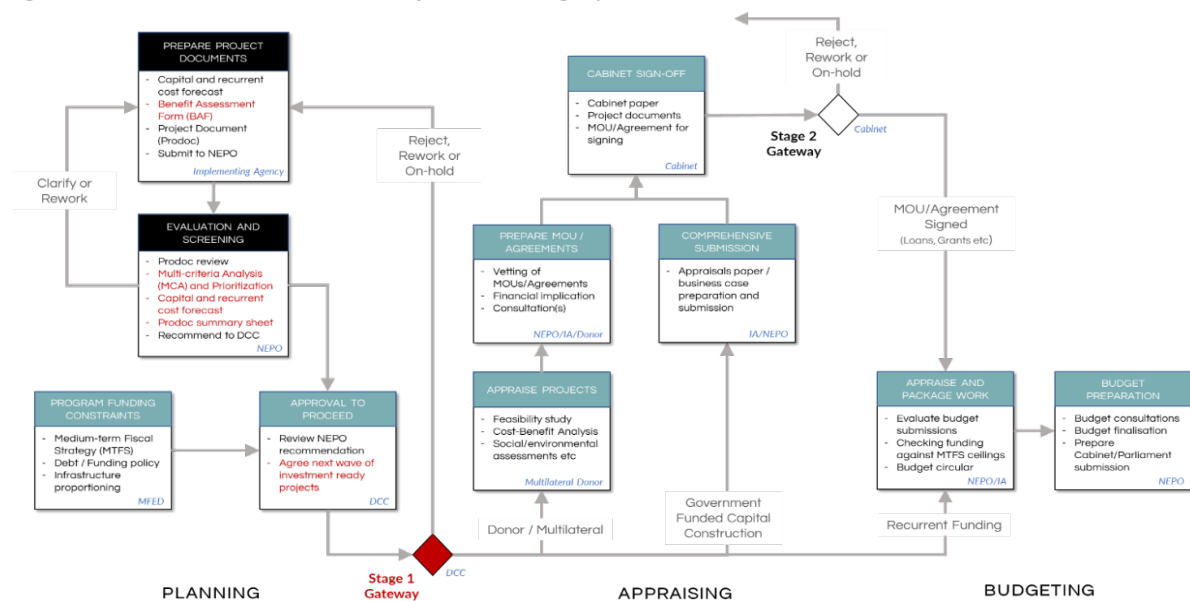
¹ PRIF (2022): Guideline to Preparing National Infrastructure Investment Plans

Governance of the National Infrastructure Investment Plan and Process Enhancements

Lessons learned in other Pacific Island Countries indicate that the NIIP is a dynamic process that requires collaboration between agencies. An appropriate governance structure is key to the effectiveness of the NIIP process.

The Kiribati NIIP project planning cycle is summarized in the chart below. The Kiribati NIIP strengthened the government’s infrastructure planning process by incorporating key steps for project identification and prioritization. It provides a transparent prioritization framework to ensure funding decisions are aligned with the national development objectives of Kiribati. The process was applied in February to December 2022 with the leadership of NEPO and the participation of relevant government agencies and public enterprises.

Figure 1: Kiribati Infrastructure Project Planning Cycle



BAF = Benefit Assessment Form, DCC = Development Coordination Committee, IA = implementing agency, MCA = multi-criteria analysis, MTFS = Medium-Term Fiscal Strategy, MOU = memorandum of understanding, NEPO = National Economic and Planning Office.

Notes:

1. The red colouring of some of the text in the chart signifies the enhancements to the government planning process implemented under the Kiribati NIIP.
2. The abbreviations of the agencies in the lower-right-hand corners of the boxes indicate the agency leading the activity

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

The key enhancements to the government planning process implemented under the NIIP include:

- (i) **NIIP project database.** A 10-year rolling programme of funded (budgeted) and unfunded (pipeline) infrastructure projects. An extract is included in Annex A.
- (ii) **Benefit assessment tool.** A structured Benefit/Impact Assessment Form (xls) for the early-stage capture and rating of economic, social, environmental and performance impact the project is expected to deliver. The tool is included in Annex D.

- (iii) **Multi-criteria Analysis (MCA) framework.** A framework process (and tool) for early-stage evaluation and screening of projects based on the overall benefit score and likely economic viability. The MCA is presented in Annexes B and C.
- (iv) **Screening Note.** A structured template/form (2-page) summarising the Stage 1 unfunded projects to enter the Dossier.

The Government roles and responsibilities to deliver the NIIP project planning cycle are already established in the Government of Kiribati. The NIIP governance takes advantage of already established roles and responsibilities to strengthen Gateway 1.

Roles and Responsibilities of Relevant Government Agencies in the NIIP process

Development Coordination Committee (DCC)

The Development Coordination Committee (DCC) reviews NEPO's recommendations and considers the outputs of the early-stage screening process to make decisions on the Government high priority short list of infrastructure projects. The DCC champions the lists endorsement by Cabinet. The role of the DCC in Gateway 1 (screening) includes to:

- Review the short-list recommendations.
- Monitor the appraisal and budgeting of the planned investment projects.
- Ensure the capital infrastructure program achieves national objectives.
- Review resource and budget requirements to ensure the program is achievable.
- Periodically report to cabinet on the program's progress.
- Assist in resolving planning and implementation roadblocks.

The Government has plans to re-establish the Kiribati Infrastructure Development Steering Committee (KIDSC). When re-established, it would be advisable to transfer the NIIP steering role from DCC to KIDSC.

National Economic Planning Department (NEPO)

The NEPO is responsible for managing the project planning process. NEPO establishes the project proposal document (Prodoc) templates and benefit forms, coordinates the development of project proposals with line ministries and agencies, compiles project proposals and manages the Kiribati NIIP database, screens and evaluates project proposal's benefits and alignment to national priorities, prioritizes infrastructure proposals and develops recommendations for DCC.

NEPO monitors the implementation of the NIIP and reports regularly to DCC. The role of NEPO as the NIIP lead coordination unit in Gateway 1 (screening) is to:

- Develop and update the prioritization framework.
- Liaison with infrastructure agencies to compile project long-list and NIIP database.
- Screen projects and assembling Prodocs and benefit forms for candidate projects.
- Evaluate project benefit assessment scores and costings.
- Apply the MCA prioritization methodology to candidate projects.
- Make recommendations to DCC on high priority projects.
- Report to DCC on NIIP implementation.

Infrastructure Agency / Implementing Agencies

These are the entities who submit infrastructure projects proposals for inclusion in the NIIP. Largely, they are the entities utilizing the infrastructure to deliver a service (e.g., a power authority), but for some sectors, the responsibility for infrastructure projects falls to a central agency (e.g., government buildings).

State-owned Enterprises (SOEs) and Trading Enterprises wholly owned by the government are included herein as their infrastructure is considered a public asset, either through a lease agreement or through legislated responsibility for its preservation. However, PUB will submit proposals for those projects requiring external funding only.

The role of infrastructure agencies in Gateway 1 (screening) is to:

- Understand overarching government policy and strategy and assess the role infrastructure plays in service delivery.
- Identify future infrastructure rehabilitation, renewal, upgrade and development needs.
- Prepare scope and budgets and submit capital project forecasts.
- Populate the prodoc and the benefit assessment form for candidate NIIP projects.
- Inform NEPO when projects have secured funding or have been discarded.
- Manage the delivery of projects.

Ministry of Finance and Economic Development (MFED)

The Ministry of Finance and Economic Development (MFED) supports the planning of infrastructure through NEPO. Additionally, MFED provides funding and budgetary directions through the Debt Policy, the Medium Term Fiscal Strategy, and budget ceilings. The Ministry of Finance utilizes the NIIP shortlisted priority projects in discussions with development partners and in donor roundtable meetings to ensure alignment with the KDP.

The role of the Ministry of Finance in Gateway 1 (screening) is to:

- Work with DCC to set investment envelopes/thresholds.
- Work with DCC to ensure projects are economically sound and that the whole-of-life operation and maintenance costs are accounted for.
- Monitor debt levels and ensure fiscal responsibility with loans and investment decisions.
- Ensure projects are aligned with national priorities and help achieve prosperity.
- Manage the development budget.
- Liaise with development partners to secure mutually advantageous investment conditions on projects that are a national priority.



Identifying and Compiling Funded and Unfunded Infrastructure Projects

A key enhancement to the investment planning process is the development of a structured, central register of all infrastructure projects and their key attributes (e.g., description, impact, costs, responsibilities, and time frame).

The central register or “NIIP Project Database” identified 211 infrastructure projects, 48 are in the 2024 budget and a further 31 have been endorsed by the cabinet for funding. The total estimated cost for these funded commitments is approximately \$545 million (2023 - 2032). It is envisaged that the “NIIP Project Database” will be managed and kept up to date by NEPO.

An extract of the NIIP Project Database is included in Annex A. It was assembled from:

- (i) the Kiribati Development Plan,
- (ii) National Development Budget (supporting spreadsheets),
- (iii) development partners’ project list from NEPO,
- (iv) National Development Coordination Plan (project list),
- (v) corporate plans of the lead infrastructure agencies,
- (vi) strategic reports and studies (e.g., the 2019 Kiribati Climate Change and Disaster Risk Finance Assessment and the Kiribati Utilities Reform Programme, 2022–2027),
- (vii) consultations with the 19 participating infrastructure agencies and PRIF partners, and
- (viii) two workshops held for all the participating agencies to validate the final project list.

The participating infrastructure agencies are:

Table 1: Participating Infrastructure Agencies

Abbreviation	Agency
AKA	Airport Kiribati Authority
KHC	Kiribati Housing Corporation
KNSL	Kiribati National Shipping Line Limited
KOIL	Kiribati Oil Company Ltd
KPA	Kiribati Ports Authority
MELAD	Ministry of Environment, Lands and Agricultural Development
MFMRD	Ministry of Fisheries and Marine Resource Development
MHMS	Ministry of Health and Medical Services
MIA	Ministry of Internal Affairs
MICT	Ministry of Information, Communication and Transport
MISE	Ministry of Infrastructure and Sustainable Energy
MLPID	Ministry of Line and Phoenix Island Development
MOE	Ministry of Education
MOJ	Ministry of Justice
MTCIC	Ministry of Tourism, Commerce, Industry and Cooperatives
MWYSSA	Ministry of Women Youth Sport and Social Affairs
OB	Office of President
PUB	Public Utilities Board

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Prioritization of Unfunded Pipeline Projects

The Kiribati NIIP grouped projects into three main categories.

- **Category A:** Projects already approved by Cabinet as a national priority.
- **Category B:** Projects proposed by Government agencies and SOE's that have not been approved by Cabinet and are seeking financing. These projects were prioritized.
- **Other:** Projects proposed by Government agencies and SOE's that lack detail or present challenges that need to be addressed before the screening and prioritization is conducted.

Category A Projects:

Those already approved by the Cabinet and in the negotiation or appraisal stage.

These projects (Table 2) were already screened and approved by Cabinet prior to the 2022 NIIP development. While funding had not been secured (at the time), these projects were under discussion with potential donors, but not yet been approved for inclusion in the budget.

Table 2: Category A Projects: Approved by Cabinet

ID	Sector	Lead	Project Name	Cost Est. \$
A103	Air	MFED	Establishing an X-ray Machine for Border Security	10.6
2301F171	Buildings	MOE	Kiribati Education Improvement Program (KEIP)	10.0
B117	Buildings	MTCIC	National Centralized Laboratory	5.4
B125	Buildings	OB	Outer Island Resilience and Adaptation Program	7.2
B146	Buildings	KHC	Urban Housing Project (Bairiki)	4.0
B147	Buildings	KHC	Urban Housing Project (Betio)	3.6
B184	Buildings	MEHR	KIT Upgrading	3.0
E101	Energy	PUB	Power System Upgrade - Betio Power Station Replacement	58.4
E106	Energy	MISE	South Tarawa Renewable Energy Project (STREP)	16.0
2704H119	Marine	MICT	Kiribati Outer Islands Transport Infrastructure Project, Phase 2	60.6
M133	Marine	MFMRD	Fish Collection Vessel	7.2
2704H108	Road	MISE	Outer Islands Infrastructure Program	216.8
R106	Road	MISE	Road Rehabilitation South Tarawa (roads not in Phase 1)	23.3
T106	Telecom	MICT	East Micronesian Cable Project	72.6

ID	Sector	Lead	Project Name	Cost Est. \$
T108	Telecom	MICT	Improvement Internet Connectivity for Micronesia Project	31.1
T109	Telecom	MICT	Kiribati Connectivity Project	28.8
2101A056	Urban	MFMRD	Fisheries New Office	10.9

Est. = estimate, ID = Identification, KHC = Kiribati Housing Corporation, KIT = Kiribati Institute of Technology, MEHR = Ministry of Employment and Human Resources, MFMRD = Ministry of Fisheries and Marine Resource Development, MICT = Ministry of Information, Communication and Transport, MOE = Ministry of Education, MOJ = Ministry of Justice, MISE = Ministry of Infrastructure and Sustainable Energy, MTCIC = Ministry of Tourism, Commerce, Industry and Cooperatives, OB = Office of President, PUB = Public Utilities Board.

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Category B Projects:

Next wave of investment-ready priority projects for cabinet consideration

The next wave of major infrastructure projects (over \$3 million each) was prioritized utilizing a Multi Criteria Assessment (MCA) framework based on criteria from the Kiribati 20-Year Vision (KV20) and the Kiribati Development Plan, 2020–2023 (KDP). The NIIP prioritization process assessed the relative beneficial impacts of each project against the following four criteria groups:

Table 3: NIIP Prioritization Methodology for Early-Stage Screening – Multi Criteria Assessment Framework

Criteria Groups	Considerations (When Assigning Relative Rating Score)
1. PERFORMANCE – 26% <i>Complexity and criticality of the project</i>	
1.1 Reliability and access to public services	Will the project improve asset reliability and deliver a more reliable or expansive service to the public? For instance, will there be fewer interruptions, higher quality, greater coverage?
1.2 Criticality of the project	What will the consequences be in terms of the capacity or coverage of infrastructure services if the project does not proceed? How urgent is the project?
1.3 Complexity and sustainable operation	How complex is the project? Is there adequate capacity to not only deliver, but also operate and maintain the assets?
2. SOCIAL BENEFITS – 16% <i>Enhances social services, well-being, and regional development.</i>	
2.1 Access to social services	Will the project facilitate improvements in the delivery of education, health, or community services?
2.2 Regional development	Will the project provide a stimulus to outer island development through improvements in infrastructure-related services in these areas?
3. ENVIRONMENTAL BENEFITS – 24% <i>Protects the environment and strengthens resilience to extreme events.</i>	
3.1 Resilience to climate change and natural disasters (adaptation)	Does the project have specific objectives or components related to climate change adaptation or to reductions in the impact of natural disasters, in order to make our infrastructure more resilient?
3.2 Impact on the environment	Will the project have a positive, neutral, or negative impact on the environment (e.g., land, coastal, and marine environments; or water resources)?
4. ECONOMIC BENEFITS – 34% <i>Promotes economic development of public and private sector, and is financially sustainable.</i>	
4.1 Growth of primary industries	Will the project contribute to the growth and development of tourism, fisheries, or agriculture?

4.2 Infrastructure cost efficiency (preservation of existing infrastructure)	Does the project focus mainly on the rehabilitation, replacement (to some extent), or upgrading of existing infrastructure? Or does it focus on building entirely new infrastructure to address unmet demand?
4.3 Growth of private sector and local expertise	Will the project stimulate the growth of existing businesses and the development of new businesses?
4.4 Economic viability of the project	How likely is it that the project will produce sufficient economic benefits to recover the capital cost and generate a reasonable economic internal rate of return?

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Annexes B and C present the MCA's alignment with the KV20 and KDP, and the assessment rating bands for each criterion-based group. The criteria weightings were established by the government in the first NIIP workshop.

The prioritization process also assessed the likelihood of each project's **economic viability**. As this assessment took place at an early stage of the project screening, it was only a best estimate of which priority projects would have a positive return on investment and would thus warrant further consideration. A more detailed economic analysis of each project will need to be completed ahead of final cabinet approval (Gateway 2) to ensure that scarce resources are allocated efficiently, and that the investment brings benefits to Kiribati and raises the welfare of its citizens.

Based on the MCA and economic-viability assessments, NEPO identified the following 15 projects as the next wave of major priority investments.

Table 4: Category B Projects: Investment Ready Priority Projects

ID	Lead	Project Name	Brief Description	MCA Impact	Likelihood Econ. Viability	Cost Est. (\$)
PRIORITY B1 Projects (10)						
W105	MISE	Water Tank for Outer Island Households	To provide 13695 x 3000L Water tanks for Outer Island Households	HIGH	Unlikely	15.1
T115	MICT	Outer Island Network Extension (Submarine Cable)	Replacing satellite communication with faster and more reliable submarine cable to outer islands.	HIGH	Probable	15.0
A102	MICT	Kanton Airport Terminal and Airport Upgrade	Upgrade of the runway to handle Jet operations of newly procure Embraer fleet. Critical dependency for national airline.	HIGH	Possible	21.9
B156	MHMS	Upgrading Works to Tungaru Central Hospital	Upgrading existing and addition of new units at Tungaru hospital to deliver appropriate primary and curative health care services	HIGH	Possible	150.0
A119	MICT	Resurfacing Outer Islands Airfields (Phase 2)	Rehabilitate old and failing runway surfaces on OI's. Phase 1 to pilot efficient technologies for maximising use of insitu materials and labour.	HIGH	Possible	22.6
B102	MTCIC	Butaritari Food Processing Plant	New food processing plant to support the community and access the abundant local fruits on the island.	LOW	Possible	3.9
M105	MFMRD	Transshipment Hub Kiritimati and Tarawa (Multi-purpose)	New transshipment port on Kiritimati (Poland) for Tuna processing and Tarawa (Betio) expansion and development.	MEDIUM	Possible	216.0
U103	MIA	Bairiki Market II	Development of new market on Bairiki to service South Tarawa agriculture, cultural and fisheries businesses.	MEDIUM	Probable	15.0

ID	Lead	Project Name	Brief Description	MCA Impact	Likelihood Econ. Viability	Cost Est. (\$)
M132	MFMRD	Boat and Engine Project Phase II	Continuation of phase 1 deployment of new motors and boats to local fishermen on outer islands	MEDIUM	Possible	3.7
T117	MICT	Outer Island Mobile Rollout Phase 3	Expansion of 3G mobile coverage to Abemama, Tab North, Onotoa, Makin, Butaritari, Marakei, Abaiang.	HIGH	Probable	10.8
PRIORITY B2 Projects (5)						
W110	MISE	Sanitation for all households in Kiribati	To provide proper sanitation facilities for outer islands 13695 households as per 2020 household listing. The long term objective is to improve sanitation, public health and the protection of groundwater to coincide with the Kiribati Vision 20 and Government Manifest that aim to provide “Sanitation for all”.	HIGH	Unlikely	125.2
B176	MHMS	Major Renovation for Southern Kiribati Hospital (SKH)	Renovation work at Southern Kiribati Hospital (Nth Tabiteuea) to restore quality hospital services outside South Tarawa.	HIGH	Probable	110.0
M115	KPA	Bairiki Old Wharf Redevelopment	Reconstruction of breakwater and mooring to provide safe harbour for passenger and commercial craft during high tide and weather.	HIGH	Possible	3.6
M122	MICT	Replacement of MV Nei Matangare	New mini container vessel with speed and capacity to link the Gilbert, Phoenix and the Line Islands (and Honolulu).	MEDIUM	Probable	20.0
R113	MICT	Maintenance and Upgrade of all National Roads	Capital maintenance and upgrade work to arterial road network to improve access to community services.	MEDIUM	Unlikely	200.0

Est. = estimate, ID = Identification, KPA = Kiribati Ports Authority, MFMRD = Ministry of Fisheries and Marine Resource Development, MHMS = Ministry of Health and Medical Services, MIA = Ministry of Internal Affairs, MISE = Ministry of Infrastructure and Sustainable Energy, MICT = Ministry of Information, Communication and Transport, MOE = Ministry of Education, MTCIC = Ministry of Tourism, Commerce, Industry and Cooperatives.

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Other Projects in the Pipeline

Ten projects were categorized as presenting challenges in implementation that would have to be overcome before a investment discussions can take place. For example, these projects had potential issues regarding land acquisition that would make it difficult to start before 2030, or they lacked the details needed for the Development Coordination Committee (DCC) to make a recommendation to proceed to a full appraisal.

A further five projects were classified as major risks, with very poor overall benefits, so they will not likely proceed in their current forms. These projects would require a re-evaluation of their overall design.

Opportunities for Infrastructure Financing

Analysis of the Development Budget and Future Cost of Infrastructure

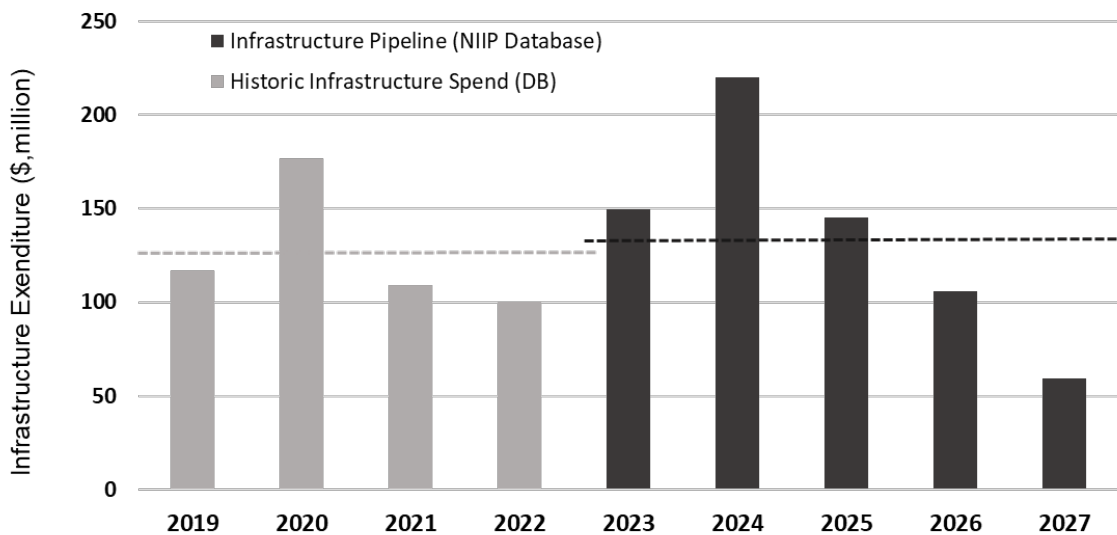
The Development Budget (DB) and its supporting spreadsheets are the main data sources and tools GoK utilizes to track the expenditure on projects in the infrastructure and other sectors.

From a review of historic investment levels and the current Development Budget¹, it is observed that 40-50% of the development budget is currently spent on infrastructure projects (both renewal of existing and construction of new assets). Over the past 4 years it has averaged 48% or approximately \$121.4m per year.

Due on part to COVID-19 recovery and border restrictions slowing construction, the Development Budget for 2022 was \$262.7 million with only \$98.1m (37%) being allocated to infrastructure projects of which only 5% (\$4.7m) was to be funded through GoK revenue.

As 80-85% of the funds are not managed through the government’s financial systems it is difficult to ascertain how much of this budgeted spend was delivered (at a project level).

Figure 2: Past vs Future Levels of Infrastructure Expenditure



Source: Kiribati NIIP Projects Database

From the NIIP project database and 10-year projections assembled for the NIIP program, we find that the ‘current’ committed program of capital construction is \$909 million (2023-2032) with 75% forecast over the next 5 years (an average of \$136m per year). This level of capital construction is 12% higher than average levels budgeted over the past 4 years and over 39% higher than levels budgeted for in 2022.

¹ The comprehensive review is described in detail in the Kiribati NIIP Report.

The 12% increase is conservative as it assumes no planned/pipeline projects will be started in the next 5 years and does not account for an apparent under investment in rehabilitation and renewal of existing infrastructure.

The fiscal impact of this level of change is significant given 95% of the funding for capital construction comes from development partners.

Additionally, a broad assumption is that every dollar spent on new infrastructure increases the annual recurrent operation and maintenance budget by 6%. On average, \$66 million is forecast to be spent on new infrastructure, each year, for the next 5 years. This would likely result in an additional \$61 million of fees and charges to be raised through the economy, either from taxes or fees and charges to cover this additional recurrent OPEX cost over the same period.

Financing from Development Partners

Funding from development partners is a major component of budget financing for the Government, averaging 40% of total revenue and 90% of development expenditure in the last four years.

Kiribati is heavily dependent on development partners for support. These include: Asia Development Bank (ADB), The World Bank (WB), Australia Department of Foreign Affairs and Trade (DFAT), New Zealand Ministry of Foreign Affairs and Trade (NZMFAT), PRC, UN Agencies and other. The main providers of grants are ADB (which also provides concessional loans), DFAT, the PRC, and other. While some development partners provide budget support and report their projects as part of the Development Budget, others, including NGOs, provide services or project outputs outside the budget process. It is not always possible for the GOK to gain a complete accounting for grants provided, and not all grants are for infrastructure. Some will be for studies, others for policy development and others for budget support. The current estimate of budget support is presented in Table 5.

Table 5: Sources of Budget Support as Percent of GDP

Table 5: Sources of Financing (percent of GDP)	2017	2018	2019	2020p	2021p	2022p	2023p
Fiscal balance (ex. budget support)	4.0	5.3	13.0	-20.6	-9.2	-1.1	-1.1
Financing	-4.0	-5.3	-13.0	20.6	9.2	1.1	1.1
Budget support grants	7.7	5.0	0.0	7.6	4.8	4.6	4.4
Asian Development Bank	2.6	1.3	0.0	0.0	0.0	0.0	0.0
Australia	0.2	0.2	0.0	1.5	0.2	0.2	0.2
European Union	0.0	0.0	0.0	1.5	1.4	1.3	1.3
New Zealand	1.0	1.0	0.0	2.2	0.9	0.8	0.8
World Bank	3.9	2.6	0.0	2.5	2.4	2.3	2.2
Use of cash reserves	-11.7	-10.3	-13.0	13.0	4.4	-3.5	-3.2
Cash reserves closing balance	59.4	66.0	75.9	62.5	54.8	55.6	56.2

Notes: WB staff estimates and projections. Australia and New Zealand budget support for 2020 has been disbursed, while other partners' support remains subject to approvals. Projections are based on the continuation of current budget support programs at existing levels of financing, and these amounts have not necessarily been committed. WB projections assume DPOs of US\$5m continue to be prepared on an annual basis.

Source: World Bank "Kiribati Second Inclusive Growth and Resilience Development Policy Operation (P169179).

Climate Financing

Bilateral partners currently provide the bulk of support for Climate Change and Disaster Risk Management (CCDRM)-related activities in Kiribati and thus a focus on strengthening strategic relations with multilateral funds is well placed. In 2016, The Cabinet approved the establishment of the Climate Finance Division (CFD) within MFED. The primary role of the CFD is to support the country to engage and access climate change finance from multiple multilateral sources, either directly or through partnerships with entities that are accredited to the multilateral fund(s). At this stage, the CFD is mandated to specifically engage with the GCF, AF and Climate Investment Funds (CIF). A number of larger-scale project proposals are in various stages of development, in consultation with these funds².

The Government has put a high priority on improving access to and management of climate change finance. As a SIDS and LDC, external support for both adaptation and mitigation activities within Kiribati is imperative for achieving its sustainable development objectives and specific adaptation and mitigation goals, as defined in the national policies and plans. The GoK has undertaken some institutional restructuring and change within recent times, to strengthen its response and coordination for CCDRM.

The Asian Development Bank (ADB), World Bank (WB), European Union (EU), and UNDP are the principal multilateral sources of funding to Kiribati. Their interventions are guided by their respective country partnership strategies with Kiribati and through regional programs. Their areas of focus cover a wider scope beyond CCDRM, according to their comparative advantages and preferred modalities. The ADB, UNDP and WB are all accredited multilateral implementing entities (MIEs) of the GCF and Adaptation Fund.

The three major regional organizations that undertake work in climate change financing are Pacific Island Forum Secretariat (PIFS), the Secretariat of the Pacific Regional Environment Program (SPREP), and the Pacific Community (SPC). These organizations are not strictly sources of funding. They do, however, play an important conduit role in advising and facilitating global climate change finance to Kiribati from (usually) bilateral and multilateral sources. SPREP has Regional Implementing Entity (RIE) status for the GCF and Adaptation Fund and had implemented the UNDP and DFAT-funded Pacific Adaptation to Climate Change (PACC) Project and Pacific Islands Green House Gas Abatement through Renewable Energy Project (PIGGAREP). SPC implemented the EU's Global Climate Change Alliance (covering both climate change, disaster risk management and capacity building) and has recently obtained Regional Implementing Entity status to the GCF. SPC, PIFS and SPREP are readiness delivery partners for the GCF.

Funding Options for Category A and B Projects

While most of the projects, especially those with higher scores, have important contributions to make to the well-being of the people of Kiribati, the majority have limited commercial viability, so they will likely require external funding.

Table 6 suggests possible funding options. All suggested sources of funding are only indicative and must still pass various stages of formal appraisal and approval within GOK and relevant

² Deutsche Gesellschaft für Internationale Zusammenarbeit, The Pacific Community, Pacific Islands Forum Secretariat and the Asian Development Bank, 2020

development partners. Some projects, particularly those in Category A, are already being discussed with development partners; However, in most cases, the funding has not yet been confirmed.



Table 6: Funding Options for Category A and B Projects

Category	ID	Sector	Lead	Project Name	Cost Est. \$	CAPEX	Grant	DP	PRIV
A	2101A056	Urban	MFMRD	Fisheries New Office	10.9			DFAT ADB/WB ADB/WB PRC WB MFAT and GOK MFAT ADB/MFAT PRC ADB JICA	
A	2301F171	Buildings	MOE	Kiribati Education Improvement Program (KEIP)	10.0				
A	2704H108	Road	MISE	Outer Islands Infrastructure Program	216.8				
A	2704H119	Marine	MICT	Kiribati Outer Islands Transport Infrastructure Project, Phase 2	60.6				
A	A103	Air	MFED	Establishing an X-ray Machine for Border Security	10.6				
A	B117	Buildings	MTCIC	National Centralized Laboratory	5.4				
A	B125	Buildings	OB	Outer Island Resilience and Adaptation Program	7.2				
A	B146	Buildings	KHC	Urban Housing Project (Bairiki)	4.0				
A	B147	Buildings	KHC	Urban Housing Project (Betio)	3.6				
A	B184	Buildings	MEHR	KIT Upgrading	3.0				
A	E101	Energy	PUB	Power System Upgrade - Betio Power Station Replacement	58.4				
A	E106	Energy	MISE	South Tarawa Renewable Energy Project (STREP)	16.0				
A	M133	Marine	MFMRD	Fish Collection Vessel	7.2				

Category	ID	Sector	Lead	Project Name	Cost Est. \$	CAPEX	Grant	DP	PRIV
A	R106	Road	MISE	Road Rehabilitation South Tarawa (roads not in Phase 1)	23.3			PRC	
A	T102	Telecom	MICT	Kiribati Digital Government Project	17.3			WB	
A	T106	Telecom	MICT	East Micronesian Cable Project	72.6			DFAT/US/ JICA	
A	T109	Telecom	MICT	Kiribati Connectivity Project	28.8			WB	
B1	A102	Air	MICT	Kanton Airport Terminal and Airport Upgrade	21.9				
B1	A119	Air	MICT	Resurfacing Outer Islands Airfields (Phase 2)	22.6				
B1	B102	Buildings	MTCIC	Butaritari Food Processing Plant	3.9				
B1	B156	Buildings	MHMS	Upgrading Works to Tungaru Central Hospital	150.0				
B1	M105	Marine	MFMRD	Transshipment Hub Kiritimati and Tarawa (Multi-purpose)	216.0				
B1	M132	Marine	MFMRD	Boat and Engine Project Phase II	3.7				
B1	T115	Telecom	MICT	Outer Island Network Extension (Submarine Cable)	15.0				
B1	T117	Telecom	MICT	Outer Island Mobile Rollout Phase 3	10.8				
B1	U103	Urban	MIA	Bairiki Market II	15.0				

Category	ID	Sector	Lead	Project Name	Cost Est. \$	CAPEX	Grant	DP	PRIV
B1	W105	Water	MISE	Water Tank for Outer Island Households	15.1				
B2	B176	Buildings	MHMS	Major Renovation for Southern Kiribati Hospital (SKH)	110.0				
B2	M115	Marine	KPA	Bairiki Old Wharf Redevelopment	3.6				
B2	M122	Marine	MICT	Replacement of MV Nei Matangare	20.0				
B2	R113	Road	MICT	Maintenance and Upgrade of all National Roads	200.0				
B2	W110	Water	MISE	Sanitation for all households in Kiribati	125.2				

Est. = estimate, ID = Identification, DP = Development Partner earmarked by Government, CAPEX = Capital Expenditure/ Development Budget, KPA = Kiribati Ports Authority, MFMRD = Ministry of Fisheries and Marine Resource Development, MHMS = Ministry of Health and Medical Services, MIA = Ministry of Internal Affairs, MISE= Ministry of Infrastructure and Sustainable Energy, MICT = Ministry of Information, Communication and Transport, MOE = Ministry of Education, MTCIC = Ministry of Tourism, Commerce, Industry and Cooperatives, ADB= Asian Development Bank, WB = World Bank, DFAT=Australia Department of Foreign Affairs, NZMFAT = New Zealand Ministry of Foreign Affairs, US = United States, JICA = Japan International Cooperation Agency, PRC = People's Republic of China

Notes:

1. Projects with more than one development partners earmarked by the Government are not always co-financing opportunities. Some projects have different component being discussed and negotiated with one or more development partners.

Source: Kiribati NIIP Project Database

Annex A

Long List of Projects – An extract of the Kiribati NIIP project database

Proj. Ref.	Sector Code	Project Type	Lead Agency	Project	Group	Project Sourced From	Status	Latest Estimate (\$)	Curr.	Estimate Quality	Capex	Grant	Donor	Private	Unknown	Secured funding/Earmarked
W101	Water	Upgrade	MISE	Governance for Resilience Project (Gov4Res)	National	NEPO	Approved	436,580	AUD	Excellent			X			UNDP
T106	Telecom	New	MICT	East Micronesian Cable Project	South Tarawa	NEPO	Approved	72,600,000	AUD	Excellent			X			DFAT, Usaid, Japan
T108	Telecom	New	MICT	Improvement Internet Connectivity for Micronesia Project	Phoenix and Line Islands	Agency	Approved	21,600,000	USD	Excellent			X			ADB
T109	Telecom	New	MICT	Kiribati Connectivity Project	South Tarawa	Agency	Approved	20,000,000	USD	Excellent			X			WB
T117	Telecom	Upgrade	MICT	Outer Islands Mobile Rollout (Phase 3)	National	Agency	Approved	10,835,579	AUD	Excellent			X		X	GoK
T110	Telecom	New	MICT	Kiribati Telecom & ICT Development Program	National	Agency	Approved	2,000,000	USD	Excellent			X			WB
T114	Telecom	Upgrade	MICT	BNL Facility Upgrade (IICMP)	National	Agency	Approved	1,100,000	USD	Excellent			X			ADB
T105	Telecom	New	MICT	Acquisition of BPA Transmitter and Solar System	Phoenix and Line Islands	NEPO	Approved	801,070	AUD	Excellent			X			India
2704H108	Road	Renew	MISE	Outer Islands Infrastructure Program	National	ADB	Approved	216,777,597	AUD	Excellent			X			ADB, WB, GoK
R106	Road	Renew	MISE	Road Rehabilitation South Tarawa (roads not in Phase 1)	South Tarawa	NEPO	Approved	23,300,000	AUD	Excellent			X			PRC
2704H119	Marine	New	MICT	Kiribati Outer Islands OI Transport Infrastructure Project, Phase 2	National	ADB	Approved	42,000,000	USD	Good			X			ADF/WB
M116	Marine	Renew	KPA	New Outer Island Wharfs	National	Agency	Approved	6,000,000	AUD	Excellent	X					KPA
M133	Marine	New	MFMRD	Fish Collection Vessel	South Tarawa	NEPO	Approved	5,000,000	USD	Good			X			JICA
M114	Marine	Upgrade	KPA	Landfill-Port Expansion	South Tarawa	Agency	Approved	3,000,000	AUD	Excellent	X					KPA
M113	Marine	Upgrade	KPA	Betio Yard Expansion	South Tarawa	Agency	Approved	1,160,000	AUD	Excellent		X				KPA
M125	Marine	Study	MFMRD	New Transhipment Hub on Kiritimati Island and Tarawa	Phoenix and Line Islands	NEPO	Approved	312,644	EUR	Fair			X			EU
M111	Marine	Renew	KPA	Seawall Repair at the West Mole, Betio Wharf	South Tarawa	Agency	Approved	220,000	AUD	Excellent	X					KPA

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Proj. Ref.	Sector Code	Project Type	Lead Agency	Project	Group	Project Sourced From	Status	Latest Estimate (\$)	Curr.	Estimate Quality	Capex	Grant	Donor	Private	Unknown	Secured funding/Earmarked
M134	Marine	Upgrade	MFMRD	Outer Islands Milk Fish Ponds	National	Agency	Approved	140,000	AUD	Poor		X				GOK
E106	Energy	New	MISE	South Tarawa Renewable Energy Project (STREP)	South Tarawa	NEPO	Approved	16,000,000	AUD	Excellent			X			ADB
2301F171	Buildings	New	MOE	Kiribati Education Improvement Program (KEIP)	National	NEPO	Approved	10,000,000	AUD	Excellent			X			DFAT
B146	Buildings	New	KHC	Urban Housing Project (Bairiki)	South Tarawa	Agency	Approved	4,000,000	AUD	Excellent		X	X			MFAT & GOK
B184	Buildings	Upgrade	MEHR	KIT Upgrading	South Tarawa	NEPO	Approved	3,000,000	AUD	Excellent			X			MFAT
B111	Buildings	Upgrade	MIA	Upgrading of Police Offices on Outer Islands	National	NEPO	Approved	552,306	AUD	Excellent			X			PRC
B185	Buildings	New	MFMRD	Sattelite Fish Center for Tabuarorae Onotoa	South Gilbert	NEPO	Approved	551,738	AUD	Poor			X			Japan
B128	Buildings	Upgrade	KPA	KPA Engineering Workshop Upgrade	South Tarawa	Agency	Approved	518,000	AUD	Excellent		X				KPA
B109	Buildings	Study	MISE	Governance for Resilience	National	UNDP	Approved	436,600	AUD	Excellent			X			UNDP
B127	Buildings	New	KPA	New KPA Office on Kiritimati	Phoenix and Line Islands	Agency	Approved	354,000	AUD	Excellent		X				KPA
B178	Buildings	Upgrade	MFMRD	Milk Fish Farm Mataroa 6 Kiritimati	Phoenix and Line Islands	Agency	Approved	145,150	AUD	Poor		X				GoK
A103	Air	New	MFED	Establishing an X-ray Machine for Border Security	South Tarawa	NEPO	Approved	10,570,000	AUD	Excellent			X			PRC
A105	Air	Upgrade	MICT	Resurfacing Outer Islands Airfields (Phase 1)	National	Agency	Approved	1,390,000	AUD	Excellent			X		X	GoK
A106	Air	Study	MICT	New Airstrip for Banaba	Central Gilbert	Agency	Approved	1,000,000	AUD	Fair		X				GOK
W104	Water	Upgrade	MISE	South Tarawa Sanitation Project	South Tarawa	WB	Budgeted	20,000,000	USD	Excellent			X			WB
T102	Telecom	New	MICT	Kiribati Digital Government Project	National	WB	Budgeted	12,000,000	USD	Good			X			WB
T119	Telecom	New	MICT	E-Government IDA 19	South Tarawa	NEPO	Budgeted	12,000,000	USD	Good			X			WB
R125	Road	Study	MISE	Buota Bridge	North Tarawa	NEPO	Budgeted	1,000,000	AUD	Poor			X			PRC
R124	Road	Renew	MISE	Causeway Improvements Between Anraei and Tanaea	South Tarawa	NEPO	Budgeted	446,962	AUD	Poor			X			PRC
2401L083	Marine	New	MICT	New Tug and Barge	National	PRC	Completed	4,752,000	AUD	Good			X			PRC
B166	Buildings	New	MWYSA	National Stadium (RKU Stadium)	South Tarawa	Agency	Budgeted	17,000,000	AUD	Excellent					X	GOK
B180	Buildings	Upgrade	MHMS	Kiribati Hospital Infrastructure (Betio hospital and contribution to TCH maintenance)	South Tarawa	NEPO	Budgeted	15,597,631	AUD	Good			X			MFAT/ADB

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B181	Buildings	New	MEHR	KIT School of Nursing (Infrastructure and Curriculum review)	South Tarawa	NEPO	Budgeted	10,459,604	AUD	Good			X			MFAT
B125	Buildings	New	MIA	Outer Island Resilience and Adaptation Program	National	NEPO	Budgeted	7,200,000	AUD	Excellent			X			WB
2303J046	Buildings	Renew	MOE	New Dormitory for King George V Secondary School	South Tarawa	NEPO	Budgeted	5,823,804	AUD	Excellent			X			Other
B182	Buildings	New	MEHR	Youth Learning Center	South Tarawa	NEPO	Budgeted	3,134,752	AUD	Good			X			MFAT
B120	Buildings	New	MOE	Upgrading of Teabike College	South Gilbert	NEPO	Budgeted	1,268,170	AUD	Excellent			X			MFAT
B183	Buildings	New	MTCIC	Open Integrated Market(OIM)	South Tarawa	NEPO	Budgeted	800,000	AUD	Good			X			DFAT
1502L022	Air	Upgrade	MIA	Upgrading Nikunau Airport Terminal	South Gilbert	NEPO	Budgeted	159,300	AUD	Excellent			X			Other
2101A056	Urban	New	MFMRD	Fisheries New Office	South Tarawa	NEPO	Committed	10,891,007	AUD	Excellent	X	X	X			to be determined
T101	Telecom	Upgrade	MFED	Upgrading of MFED Computer Network System	South Tarawa	NEPO	Committed	232,300	AUD	Good		X				to be determined
R115	Road	Upgrade	MISE	Outer Island Road Maintenance Program	National	Agency	Committed	1,906,130	AUD	Good					X	to be determined
R104	Road	Upgrade	MLPID	Rehabilitaion of Roads on Kiritimati Is	Pheonix and Line Islands	NEPO	Committed	700,000	AUD	Excellent			X			to be determined
R114	Road	Renew	MISE	Tangatau Bridge Rehabilitation	North Tarawa	Agency	Committed	471,750	AUD	Excellent					X	to be determined
M105	Marine	New	MFMRD	New Transhipment Hub on Kiritimati Island and Tarawa	Pheonix and Line Islands	NEPO	Committed	150,000,000	USD	Excellent			X		X	to be determined
M132	Marine	New	MFMRD	Boat and Engine Project Phase II	National	NEPO	Committed	3,747,804	AUD	Poor			X		X	to be determined
E101	Energy	Upgrade	PUB	Power System Upgrade - Betio Power Station Replacement	South Tarawa	NEPO	Committed	58,440,000	AUD	Excellent			X			ADB, MFAT and PRC
B189	Buildings	New	MOE	School Fence For All	National	Agency	Committed	31,928,000	AUD	Excellent			X		X	to be determined
B188	Buildings	Upgrade	MOE	Permanent Classroom for Primary Schools_Phase 1	National	Agency	Committed	8,713,500	AUD	Excellent					X	to be determined
B117	Buildings	New	MTCIC	National Centralized Laboratory	South Tarawa	NEPO	Committed	5,400,000	AUD	Excellent			X			to be determined
B147	Buildings	New	KHC	Urban Housing Project (Betio)	South Tarawa	Agency	Committed	3,600,000	AUD	Excellent	X		X			to be determined
B121	Buildings	New	MELAD	New PIPA Dream House	South Tarawa	NEPO	Committed	1,800,000	AUD	Excellent			X			to be determined
B123	Buildings	New	MTCIC	Kiritimati Copra Mill	Pheonix and Line Islands	NEPO	Committed	1,768,141	AUD	Excellent			X			Other/PRC
B116	Buildings	New	MTCIC	Establishing Mini Copra Mills on Outer Islands	National	NEPO	Committed	1,737,312	AUD	Excellent			X			Other/PRC

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B112	Buildings	New	OB	New Building for Kiribati Housing Corporation	South Tarawa	NEPO	Committed	1,716,858	AUD	Excellent			X			to be determined
B115	Buildings	Upgrade	MHMS	Expansion Tungaru Central Hospital Buildings	South Tarawa	NEPO	Committed	1,000,000	AUD	Excellent			X			to be determined
B113	Buildings	Upgrade	OB	Upgrading of Barracks and Library for Police HQ	South Tarawa	NEPO	Committed	951,700	AUD	Excellent			X			to be determined
B101	Buildings	Renew	MIA	Guest House for Butaritari, Onotoa and Tamana	National	NEPO	Committed	611,500	AUD	Fair		X				to be determined
B104	Buildings	Upgrade	MTCIC	Security and Beautification of WWII Battle of Tarawa Relics	South Tarawa	NEPO	Committed	203,400	AUD	Excellent			X			to be determined
B118	Buildings	New	MOJ	New Building for High Court	South Tarawa	NEPO	Committed	183,264	AUD	Excellent					X	to be determined
B107	Buildings	New	MLPID	Housing Project- E-Grade (3 E-Grade houses)	Phoenix and Line Islands	NEPO	Committed	181,740	AUD	Excellent			X			to be determined
B106	Buildings	New	MLPID	Construction of Kiritimati Fish Market	Phoenix and Line Islands	NEPO	Committed	178,506	AUD	Excellent			X			to be determined
A102	Air	Upgrade	MICT	Upgrading of Kanton Airport Runway	Phoenix and Line Islands	NEPO	Committed	21,889,338	AUD	Excellent			X			to be determined
2706L034	Water	Upgrade	PUB	South Tarawa Water Supply Project	South Tarawa	ADB	Ongoing	63,870,000	USD	Good		X	X			ADF, WB, GoK, GCF
2706J056	Water	Study	MISE	Kiribati Sanitation Roadmap Addendum	South Tarawa	NEPO	Ongoing	33,369,600	USD	Excellent			X			WB & MFAT
W108	Water	New	MLPID	Kiritimati Wastewater Management	Phoenix and Line Islands	NEPO	Ongoing	8,584,660	AUD	Excellent			X			EU
2901D023	Water	New	MLPID	Improvement of Water on Kiritimati	Phoenix and Line Islands	NEPO	Ongoing	8,299,320	AUD	Excellent			X			EU
2706L010	Water	New	MISE	Improving Access to Water (Banaba and Temaiku)	National	NEPO	Ongoing	193,018	AUD	Good			X			GoK
P159632	Telecom	Upgrade	MICT	Kiribati Connectivity Project (Phase 4)	National	Agency	Ongoing	20,000,000	USD	Excellent			X			WB
T112	Telecom	New	MICT	Outer Island Mobile Rollout (Phase 2)	National	Agency	Ongoing	7,200,000	AUD	Excellent		X				GOK
R123	Road	Renew	MISE	Buota Submerged Causeway	North Tarawa	NEPO	Ongoing	569,600	AUD	Excellent			X			PRC
15029183	Road	Renew	MIA	Maaman Kaburara Bridge Rehabilitation	Central Gilbert	Agency	Ongoing	387,290	AUD	Excellent					X	Other
M106	Marine	New	MLPID	New Landing Craft for the Line and Phoenix Groups	Phoenix and Line Islands	NEPO	Ongoing	4,540,000	AUD	Excellent			X			PRC
M112	Marine	Renew	KPA	Rehabilitation of Betio Container Yard	South Tarawa	Agency	Ongoing	4,400,000	AUD	Excellent	X					KPA
M135	Marine	Upgrade	OB	Disaster Management & Coastal Protection	National	NEPO	Ongoing	2,050,000	AUD	Poor			X			PRC
E104	Energy	New	PUB	South Tarawa Renewable Energy Project	South Tarawa	ADB	Ongoing	14,700,000	USD	Good		X	X			ADF, MFAT, SCF, GoK
E102	Energy	Renew	MISE	TUC Solar Streetlights	South Tarawa	NEPO	Ongoing	684,200	AUD	Good		X				GOK

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E118	Energy	New	MISE	POIDIER	National	Agency	Ongoing						X			GEF
B144	Buildings	Upgrade	MOE	Upgrading of Schools on Kiribati Phase 2 & 3	National	Agency	Ongoing	8,500,000	AUD	Excellent			X			DFAT
2901K057	Buildings	New	MLPID	Upgrading of Senior Secondary Schools	Phoenix and Line Islands	NEPO	Ongoing	6,438,320	AUD	Excellent			X			GOK
B179	Buildings	Upgrade	MHMS	Public Health Clinics	National	NEPO	Ongoing	2,486,880	AUD	Good			X			MFAT
2201M036	Buildings	New	MHMS	Construction of Outer Island Clinics	National	NEPO	Ongoing	1,400,000	AUD	Excellent			X			GOK
B177	Buildings	Upgrade	OB	Upgrade of State House	South Tarawa	NEPO	Ongoing	1,400,000	AUD	Poor					X	GOK
B119	Buildings	New	MLPID	New E-Grade Type Housing on Kiritimati	Phoenix and Line Islands	NEPO	Ongoing	1,000,000	AUD	Excellent			X			GOK
B103	Buildings	New	MLPID	Kiritimati Quarantine and Isolation Centre	Phoenix and Line Islands	ADB	Ongoing	800,000	AUD	Excellent			X			ADB
B145	Buildings	Upgrade	MOE	New Building for Exam Unit	South Tarawa	Agency	Ongoing	780,000	AUD	Excellent			X			DFAT
2705E027	Buildings	Renew	MHMS	Reconstruction of Tungaru Rehabilitation Centre	South Tarawa	NEPO	Ongoing	630,910	AUD	Good			X			DFAT
2705L033	Buildings	New	MHMS	Polymerase Chain Reaction Laboratory Construction	South Tarawa	NEPO	Ongoing	423,864	AUD	Good			X			DFAT
1502C023	Buildings	New	MIA	Beru Island Council Guest House	South Gilbert	Agency	Ongoing	369,804	AUD	Excellent			X			Other
2702L023	Buildings	New	MISE	PV Solar Off Grid system for boarding schools and village community	National	NEPO	Ongoing	322,566	AUD	Good			X			Italy
2705L043	Buildings	Upgrade	MWYSA	AMAK Rehabilitation	South Tarawa	NEPO	Ongoing	279,955	AUD	Good			X			DFAT
2705K045	Buildings	Upgrade	MHMS	Mental Health Rehabilitation Program	South Tarawa	NEPO	Ongoing	269,990	AUD	Good			X			DFAT
2705K043	Buildings	Upgrade	MWYSA	KSCCSN Facility Upgrade	South Tarawa	NEPO	Ongoing	249,993	AUD	Good			X			DFAT
B131	Buildings	Renew	MIA	New Council Office for Maiana	Central Gilbert	Agency	Ongoing	172,981	AUD	Excellent		X				Other
15029003	Buildings	New	MIA	New Women Centre on Aranuka Island	Central Gilbert	Agency	Ongoing	111,310	AUD	Excellent			X			Other
A107	Air	Upgrade	MICT	Tabuaeran and Teraina Airport Upgrading Works	National	Agency	Ongoing	2,501,025	AUD	Excellent		X				GOK
A104	Air	Upgrade	MICT	Upgrading of Air Kiribati Hangar and office	South Tarawa	Agency	Ongoing	1,000,000	AUD	Excellent		X				GOK
W113	Water	New	MHMS	Public Health Clinic's Distillation Plants	National	Agency	Pipeline	6,000,000	AUD	Poor			X		X	to be determined
W112	Water	New	MHMS	Desalination Plants for Hospitals	National	Agency	Pipeline	1,230,000	AUD	Poor					X	to be determined
R120	Road	New	MISE	Electric Vehicle Network Development (T11)	National	NDC Plan	Pipeline	31,500,000	USD	Poor			X		X	to be determined

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R121	Road	New	MISE	Whole of Lifecycle Vehicle Program	National	NDC Plan	Pipeline	1,500,000	USD	Poor					X	to be determined
M131	Marine	New	MTCIC	Zero-Impact Cruise Liner, Phoenix Islands (T9)	Phoenix and Line Islands	NDC Plan	Pipeline	7,000,000	USD	Poor			X		X	to be determined
M129	Marine	New	KNSL	Small Low Carbon Cargo / Passenger Freighter	National	NDC Plan	Pipeline	2,000,000	USD	Poor					X	to be determined
M110	Marine	New	KPA	Betio Port Rehabilitation Project	South Tarawa	Agency	Pipeline	2,238,160	AUD	Excellent					X	to be determined
E117	Energy	New	PUB	Improve Operation and Maintenance of Diesel Power Plants	South Tarawa	NDC Plan	Pipeline	1,300,000	USD	Poor					X	to be determined
E116	Energy	New	PUB	Lead Acid to Lithium Battery for Renewable Energy Storage	South Tarawa	NDC Plan	Pipeline	1,000,000	USD	Poor					X	to be determined
E115	Energy	New	MISE	Capacity Building in Energy Efficiency in Industry	National	NDC Plan	Pipeline	500,000	USD	Poor					X	to be determined
B122	Buildings	New	OB	Office Complex at Bairiki	South Tarawa	NEPO	Pipeline	47,800,000	AUD	Excellent			X			to be determined
B164	Buildings	New	MWYSA	Sport City at Temaiku and Ananau Causeway	South Tarawa	Agency	Pipeline	27,000,000	AUD	Poor			X		X	to be determined
B163	Buildings	New	MWYSA	Construction of Mini Gymnasium	South Tarawa	Agency	Pipeline	9,700,000	AUD	Good			X		X	to be determined
B126	Buildings	New	MIA	Building a New Museum Centre on Betio	South Tarawa	Agency	Pipeline	3,182,846	AUD	Excellent			X		X	to be determined
B165	Buildings	New	MWYSA	Island Sports Centers	National	Agency	Pipeline	2,300,000	AUD	Poor					X	to be determined
B173	Buildings	Upgrade	MISE	Supporting the Retrofitting of Major Hotels and Commerical Buildings	South Tarawa	NDC Plan	Pipeline	1,500,000	USD	Poor					X	to be determined
B143	Buildings	New	MIA	New Ice Plant for Abaiang Island Council	North Gilbert	Agency	Pipeline	700,000	AUD	Poor					X	to be determined
B194	Buildings	Upgrade	MOE	KGV feeder road	South Tarawa	Agency	Pipeline	537,500	AUD	Excellent					X	to be determined
B160	Buildings	New	MTCIC	KCCI Complex Building	South Tarawa	Agency	Pipeline	500,000	AUD	Poor					X	to be determined
B195	Buildings	Upgrade	MOE	MoE HQ Fence	South Tarawa	Agency	Pipeline	360,000	AUD	Excellent					X	to be determined
B135	Buildings	New	MIA	Relocation of Tebaukie Primary School	South Gilbert	Agency	Pipeline	234,090	AUD	Excellent					X	to be determined

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A117	Air	Upgrade	MICT	Airport and Airfield Infrastructure Upgrade (T14)	South Tarawa	NDC Plan	Pipeline	32,000,000	USD	Poor			X		X	to be determined
A116	Air	New	MICT	Sustainable Aviation Fuel Integration Initiative (T12)	South Tarawa	NDC Plan	Pipeline	5,800,000	USD	Poor			X		X	to be determined
W110	Water	New	MISE	Sanitation for all households	National	Agency	Planned	125,199,852	AUD	Excellent			X		X	to be determined
W111	Water	New	MISE	South Tarawa Septic Tank and Sewer Improvements	South Tarawa	Agency	Planned	50,000,000	AUD	Fair			X		X	to be determined
W118	Water	New	MFED	Compost Toilets for Outer Islands and Tarawa	National	GFD	Planned	37,000,000	AUD	Fair			X			Green Climate Fund
W105	Water	New	MISE	Outer Island Water Tanks	National	NEPO	Planned	15,083,617	AUD	Good			X		X	to be determined
W119	Water	New	MFED	WASH for Outer Islands (enhancing resilience)	National	GFD	Planned	10,000,000	USD	Fair			X			Adaptation Fund
W107	Water	New	MLPID	Linnix Desalination System	Phoenix and Line Islands	NEPO	Planned	793,969	AUD	Excellent			X			to be determined
U102	Urban	New	OB	Temaiku Reclamation Project	South Tarawa	NEPO	Planned	300,000,000	AUD	Excellent			X			to be determined
U103	Urban	Renew	MIA	Bairiki Market II	South Tarawa	Agency	Planned	15,000,000	AUD	Excellent		X	X		X	to be determined
U104	Urban	New	MIA	Betio Mixed Use Development (BTC Fish Market)	South Tarawa	Agency	Planned	4,680,000	AUD	Excellent		X	X		X	to be determined
U101	Urban	New	MTCIC	Abatao Agriculture and Livestock Project	North Gilbert	NEPO	Planned	3,368,580	AUD	Good			X		X	to be determined
T115	Telecom	New	MICT	Kiribati Domestic Fibre Network Project	National	Agency	Planned	15,000,000	USD	Fair			X		X	to be determined
T118	Telecom	New	MICT	Government Data Centre	South Tarawa	Agency	Planned	2,160,000	AUD	Excellent			X			to be determined
T107	Telecom	New	MICT	New Broadcasting Station	Phoenix and Line Islands	Agency	Planned	747,666	AUD	Excellent					X	to be determined
T116	Telecom	Upgrade	MICT	Upgrading of the Transmitter Building in Nanikaai	South Tarawa	Agency	Planned	125,000	AUD	Excellent					X	to be determined
R113	Road	Upgrade	MICT	Highway Upgrade	South Tarawa	Agency	Planned	200,000,000	AUD	Excellent			X		X	to be determined

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R116	Road	New	MISE	Procure Heavy Equipment for Island Councils	National	Agency	Planned	8,647,882	AUD	Excellent			X		X	to be determined
R101	Road	New	MICT	New KLTA Office	South Tarawa	NEPO	Planned	1,830,000	AUD	Good		X				to be determined
R105	Road	New	MLPID	VIP Vehicles in Kiritimati Island	Pheonix and Line Islands	NEPO	Planned	774,936	AUD	Fair					X	to be determined
R112	Road	New	MICT	New Tyre Alignment Machinerics	South Tarawa	Agency	Planned	500,000	AUD	Excellent					X	to be determined
R109	Road	Renew	MIA	Rarao - Otowae Causeway Rehabilitation	South Gilbert	Agency	Planned	303,270	AUD	Fair					X	to be determined
R117	Road	New	MISE	South Tarawa Feeder Road Street Lights	South Tarawa	Agency	Planned	300,000	AUD	Poor					X	to be determined
R111	Road	New	MICT	Traffic Lights at Cross-Roads to Betio	South Tarawa	Agency	Planned	200,000	AUD	Excellent					X	to be determined
R107	Road	Renew	MIA	Crescent Seawall Breaker	North Gilbert	Agency	Planned	127,584	AUD	Excellent		X				to be determined
M122	Marine	Upgrade	MICT	Replacement for MV Nei Matagare	National	Agency	Planned	20,000,000	AUD	Excellent			X		X	to be determined
M136	Marine	New	MFED	Seawalls	National	Agency	Planned	10,000,000	AUD	Poor			X			Green Climate Fund
M121	Marine	New	MICT	Roll-on Roll-off Passenger Ferry for the Gilbert Group	South Tarawa	Agency	Planned	9,500,000	AUD	Excellent			X		X	to be determined
M126	Marine	New	MISE	Banaba Island Boat Ramp	Central Gilbert	Agency	Planned	9,000,000	AUD	Fair			X		X	to be determined
M115	Marine	Renew	KPA	Bairiki Old Wharf Redevelopment	South Tarawa	Agency	Planned	3,600,000	AUD	Excellent	X	X				to be determined
M124	Marine	New	MIA	Upgrading of Wharf at Tabuaeran and Teraina	Pheonix and Line Islands	Agency	Planned	2,000,000	AUD	Poor					X	to be determined
M119	Marine	Renew	MIA	North Tarawa Boat Channel and Ramp	North Tarawa	Agency	Planned	1,700,000	AUD	Excellent		X				to be determined
M120	Marine	Renew	MIA	BTC Cemetry Seawall	South Tarawa	Agency	Planned	357,700	AUD	Excellent		X				to be determined
M108	Marine	Upgrade	MICT	Upgrading of Betio Wharf	South Tarawa	Agency	Planned	350,000	AUD	Good		X				to be determined

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M123	Marine	New	MICT	Small Landing Craft Type Ferry	South Tarawa	Agency	Planned	250,000	AUD	Poor					X	to be determined
15029006	Marine	Renew	MIA	Seawall and Causeway to Tereke Rawannawi	North Gilbert	Agency	Planned	235,598	AUD	Excellent		X				to be determined
M127	Marine	New	MISE	Outer Islands Port Navigation Lighting	National	Agency	Planned	100,000	AUD	Excellent					X	to be determined
E107	Energy	New	MISE	PUB Power Upgrade Programme	South Tarawa	Agency	Planned	594,900,000	AUD	Good			X		X	to be determined
E119	Energy	New	KOIL	Fuel Farm	National	Agency	Planned	10,000,000	AUD	Fair				X		to be determined
E112	Energy	New	MISE	Power to OI Church Headquarters	National	Agency	Planned	2,277,210	AUD	Fair					X	to be determined
E111	Energy	New	MISE	Power to OI Junior Secondary Schools and Community Buildings (13)	National	Agency	Planned	1,545,613	AUD	Fair					X	to be determined
E113	Energy	New	MISE	Power to OI Boarding Secondary School	National	Agency	Planned	1,170,089	AUD	Good					X	to be determined
E109	Energy	Renew	MISE	Rehabilitation of Outer Island Council Solar System	National	Agency	Planned	710,000	AUD	Poor					X	to be determined
E110	Energy	New	MISE	Outer Island Clinic Solar System	National	Agency	Planned	230,000	AUD	Poor					X	to be determined
E108	Energy	New	MISE	Desalination and PV Solar Power Plants for Rural Communities	National	Agency	Planned	115,000	AUD	Excellent					X	to be determined
B156	Buildings	New	MHMS	Upgrading Works to Tungaru Central Hospital	South Tarawa	Agency	Planned	150,000,000	AUD	Poor			X		X	to be determined
B176	Buildings	Renew	MHMS	Southern Kiribati Hospital (SKH) Renovation	South Gilbert	Agency	Planned	110,000,000	AUD	Poor			X		X	to be determined
B193	Buildings	Upgrade	MOE	Staff Housing at Outer Islands	National	Agency	Planned	73,905,000	AUD	Excellent			X		X	to be determined
B187	Buildings	Upgrade	KHC	Kiribati Housing Corporation - Upgrading of existing housing	South Tarawa	Agency	Planned	13,300,000	AUD	Excellent	X		X		X	to be determined
B167	Buildings	Upgrade	MWYSA	Upgrading of Betio Sport Complex	South Tarawa	Agency	Planned	10,000,000	AUD	Good			X		X	to be determined
B190	Buildings	New	MOE	School Multi-Purpose Hall (Permanent Maneaba)	National	Agency	Planned	9,620,000	AUD	Excellent			X		X	to be determined
B192	Buildings	New	MOE	Improving Access to JSS Education		Agency	Planned	9,255,326	AUD	Excellent			X		X	to be determined
B148	Buildings	New	KHC	Urban Housing Project (TBD)	South Tarawa	Agency	Planned	4,500,000	AUD	Excellent			X		X	to be determined
B102	Buildings	New	MTCIC	Butaritari Food Processing Plant	North Gilbert	NEPO	Planned	3,868,089	AUD	Excellent			X		X	to be determined
B191	Buildings	New	MOE	Computer Lab for JSS	National	Agency	Planned	3,729,000	AUD	Excellent			X		X	to be determined

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B110	Buildings	New	OB	Quarantine and Isolation Centres	South Tarawa	NEPO	Planned	3,700,000	AUD	Fair			X		X	to be determined
B154	Buildings	New	MIA	New Museum in Bikenibeu	South Tarawa	Agency	Planned	3,100,000	AUD	Fair					X	to be determined
B170	Buildings	New	MWYSA	Abatao Youth Training Centre	North Tarawa	Agency	Planned	2,300,000	AUD	Poor					X	to be determined
B172	Buildings	Renew	MISE	Relocation of Building and Furnishing Department	South Tarawa	Agency	Planned	1,300,000	AUD	Poor					X	to be determined
B130	Buildings	Renew	MIA	D.O Complex	South Tarawa	Agency	Planned	1,200,000	AUD	Excellent		X				to be determined
B155	Buildings	New	MIA	New Museum in Kiritimati	Pheonix and Line Islands	Agency	Planned	800,000	AUD	Poor					X	to be determined
B151	Buildings	New	MICT	CAAK New Office	South Tarawa	Agency	Planned	700,000	AUD	Excellent					X	to be determined
B161	Buildings	New	MOJ	Upgrading of Prison Cells (Betio, Bairiki and Kiritimati)	National	Agency	Planned	700,000	AUD	Poor					X	to be determined
B142	Buildings	New	MIA	New Shopping Centre for Kiritimati Island	Pheonix and Line Islands	Agency	Planned	661,112	AUD	Excellent					X	to be determined
B162	Buildings	New	MOJ	New HQ for Ministry of Justice	South Tarawa	Agency	Planned	500,000	AUD	Poor					X	to be determined
B171	Buildings	New	MISE	Multi-Storey Carpark	South Tarawa	Agency	Planned	500,000	AUD	Poor					X	to be determined
B175	Buildings	Upgrade	MHMS	Bairiki Mini Hospital	South Tarawa	Agency	Planned	500,000	AUD	Poor					X	to be determined
M124	Buildings	New	MIA	Tabuaeran Multi-Purpose Centre	Pheonix and Line Islands	Agency	Planned	457,747	AUD	Good		X				to be determined
B133	Buildings	New	MIA	New Maneaba and Health Centremon Kuria Island	Central Gilbert	Agency	Planned	373,707	AUD	Excellent		X				to be determined
B149	Buildings	New	MICT	New Office Building to Replace the Old BPA Office	South Tarawa	Agency	Planned	361,000	AUD	Excellent					X	to be determined
B139	Buildings	New	MIA	Community Centre for Nikunau island	South Gilbert	Agency	Planned	240,700	AUD	Excellent					X	to be determined
B150	Buildings	Upgrade	MICT	Upgrading of the BPA Office in Kiritimati	Pheonix and Line Islands	Agency	Planned	200,000	AUD	Excellent					X	to be determined
B153	Buildings	New	MICT	Aviation Museum	South Tarawa	Agency	Planned	200,000	AUD	Poor					X	to be determined
B159	Buildings	New	MTCIC	Cargo Warehouse	National	Agency	Planned	150,000	AUD	Poor					X	to be determined
B168	Buildings	New	MWYSA	Classroom and Dormitories for Sport Institution	South Tarawa	Agency	Planned	120,000	AUD	Poor					X	to be determined

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B169	Buildings	New	MWYSA	Women Centre Across Kiribati	National	Agency	Planned	100,000	AUD	Poor					X	to be determined
B196	Buildings	Upgrade	MTCIC	Enhancing Inclusive Sustainable Economic Development through Coconut Sector Development Phase II	North & South Gilbert	Agency	Planned	630,000	AUD	Poor			X			IBSA Fund
B196	Buildings	New	MLPID	Kiritimati senior secondary school phase 3	Pheonix and Line Islands	Agency	Planned	2,617,441	AUD	Excellent	x					to be determined
A119	Air	Upgrade	MICT	Resurfacing Outer Islands Airfields (Phase 2)	National	Agency	Planned	22,632,727	AUD	Excellent			X		X	to be determined
A110	Air	Upgrade	MICT	Bonriki Apron Extension	South Tarawa	Agency	Planned	12,500,000	AUD	Poor			X		X	to be determined
A111	Air	New	MICT	Banaba Airport Construction	Central Gilbert	Agency	Planned	6,700,000	AUD	Poor			X		X	to be determined
A112	Air	New	MICT	Cassidy Airport Fencing	Pheonix and Line Islands	Agency	Planned	2,500,000	AUD	Poor					X	to be determined
A118	Air	New	MICT	Standby Fire Trucks	National	Agency	Planned	2,135,618	AUD	Excellent					X	to be determined
A114	Air	New	MICT	New Maintenance Aircraft Hanger	South Tarawa	Agency	Planned	1,200,000	AUD	Excellent					X	to be determined
A109	Air	Renew	MICT	Commisioning for CXI and TRW NavAID	National	Agency	Planned	800,000	AUD	Excellent					X	to be determined
A113	Air	Renew	MICT	Renovation & Improvement of Existing Aircraft Hanger	South Tarawa	Agency	Planned	500,000	AUD	Excellent					X	to be determined

ID: Identification, ADB = Asian Development Bank, ADF = Asian Development Fund (ADB), Curr. = currency, DFAT = Department of Foreign Affairs and Trade (Australia), EU = European Union, GCF = Green Climate Fund (Republic of Korea), GOK = Government of Kiribati, JICA = Japan International Cooperation Agency, KHC = Kiribati Housing Corporation, KNSL = Kiribati National Shipping Line Limited, KPA = Kiribati Ports Authority, MEHR = Ministry of Employment and Human Resources, MELAD = Ministry of Environment, Lands and Agricultural Development, MFED = Ministry of Finance and Economic Development, MFMRD = Ministry of Fisheries and Marine Resource Development, MHMS = Ministry of Health and Medical Services, MIA = Ministry of Internal Affairs, MICT = Ministry of Information, Communication and Transport, MISE = Ministry of Infrastructure and Sustainable Energy, MLPID = Ministry of Line and Phoenix Island Development, MOE = Ministry of Education, MOJ = Ministry of Justice, MTCIC = Ministry of Tourism, Commerce, Industry and Cooperatives, MWYSSA = Ministry of Women Youth Sport and Social Affairs, NZMFAT = New Zealand Ministry of Foreign Affairs and Trade, OB = Office of President, Proj. Ref. = Project Reference, PRC = People's Republic of China, PUB = Public Utilities Board, SCF = Standby Credit Facility (International Monetary Fund), UNDP = United Nations Development Programme, USAID = United States Agency for International Development, WB = World Bank.

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Annex B

Multi Criteria Assessment and Alignment with Kiribati Development Objectives

Criteria	Kiribati 20-Year Vision	Kiribati Development Plan, 2020–2023	Kiribati National Urban Policy
PERFORMANCE			
Reliability and access to public services	<ul style="list-style-type: none"> Improve air, land, and sea transport infrastructure Develop and improve ICT infrastructure Improve access to quality utility and social infrastructure 	<p>6.1 Provide safe sources of drinking water and good sanitation</p> <p>6.2 Provide safer and effective building infrastructure</p> <p>6.5 Enhance access to communication, technologies, connectivity, and quality information and services</p> <p>6.6 Improve land, air, and sea transport services</p> <p>6.7 Increase the energy supply in Kiribati</p>	<p>5.2 Make the management of water and energy resources efficient, economical, and sustainable</p> <p>9.2 Promote regular energy supply that adequately meets public demand</p> <p>7.1 Provide 100% coverage of treated tap water for all urban households</p> <p>7.4 Ensure 100% coverage of sanitation services, with proper collection, transportation, treatment, and disposal</p> <p>8.2 Provide adequate urban transport infrastructure to meet mobility and travel demand</p> <p>8.5 Expand access to ICT services, including internet connectivity, to improve the quality of education and communications</p>
SOCIAL			
Access to social services	<ul style="list-style-type: none"> Ensure an accessible and affordable quality health-care system 	<p>3.3 Improve access to quality health care</p>	<p>4.1 Provide affordable housing in all urban areas</p> <p>6.2 Improve delivery and management of social services, to provide health and education for all</p> <p>6.4 Create an inclusive urban environment to promote social inclusion, community involvement, and cultural preservation</p>
Regional development		<p>6.5 Enhance access to communication technologies, connectivity, and quality information and services to all the people of Kiribati</p>	<p>6.1 Create inclusive infrastructure and provide the poor with basic services related to housing, water, sanitation, and transport</p> <p>9.1 Ensure equitable and adequate electricity and energy provision</p>
ENVIRONMENTAL			
Adapting to climate change and natural disasters (resilience)	<ul style="list-style-type: none"> Sustainably manage and protect marine and other natural resources 	<p>6.3 Build, upgrade, and sustain marine and coastal infrastructure</p>	<p>3.5 Strengthen physical planning and development that improves mitigation of disaster risk</p>
Impact on the environment	<ul style="list-style-type: none"> Improve land use for sustainable development 	<p>4.1 Reduce vulnerabilities and respond to observed and likely impacts of climate change and disaster events</p> <p>4.2 Strengthen and improve protection, conservation, management, sustainability, and resilience-building measures and approaches</p>	<p>3.4 Promote urban development that includes efficient use of land and strategic investment phasing, and is based on green development principles</p> <p>5.1 Protect the natural environment in urban areas by expanding green spaces, also by protecting and reinvigorating the existing ones</p> <p>5.4 Encourage and introduce technological interventions across the waste supply chain to maximize recycling and minimize waste for landfill disposal</p>

			9.3 Promote the use of renewable energy
FINANCAL AND ECONOMIC			
Grow primary industries	<ul style="list-style-type: none"> ▪ Maximize returns through sustainable fisheries and marine development ▪ Develop sustainable tourism ▪ Safeguard, revive, and promote tangible cultural heritage ▪ Harmonize the development of tourism infrastructure 	<p>2.1.1 Promote and strengthen sustainable tourism and cultural industry development</p> <p>2.1.6 Provide an enabling business environment for both private and foreign investment</p>	<p>1.2 Promote culture, tourism, handicrafts, and arts as sources of employment opportunities and income for the most vulnerable in the communities</p> <p>1.3 Strengthen creative and cultural industries in urban areas to promote Kiribati tourism internationally</p> <p>8.4 Enhance telecommunication services on Tarawa and Kiritimati to accommodate the potential increased population growth and visits by cruise passengers</p>
Efficiency of infrastructure		6.4 Upgrade and sustain roads, causeways, bridges, and runways	7.2 Ensure the availability, quality, and sustainability of the water supply through source conservation, increased efficiency, loss reduction, and development of new sources
Private sector development	<ul style="list-style-type: none"> ▪ Promote inclusive trade and private sector investments for sustainable development 	2.1.6 Provide an enabling business environment for both private and foreign investment	
Financial and economic viability of the project	<ul style="list-style-type: none"> ▪ Accelerate macroeconomic stability for long term development 	<p>2.2 Strengthen and improve the existing revenue sources</p> <p>2.4 Increase access, coordination, and management of external finance and aid to improve aid effectiveness</p>	1.1 Improve urban services and infrastructure that support economic growth

ICT = information communication technology.

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Annex C

Multi-Criteria Assessment: Criteria Rating Bands

Criteria Rating	Description of Expected Project Impacts
PERFORMANCE	
1.1 Reliability and access to public services	
1 None	No contribution by the project to a better quality of service, and no change expected in the current levels
4 Some	Probably be some improvement in the quality of service provided to the public and/or users of the infrastructure, but the likely extent of improvement difficult to quantify
7 Moderate	Quantifiable improvements in the quality of service provided to the public and/or users of the infrastructure
10 High	Definite, quantifiable improvements in the quality of service
1.2 Urgency (criticality) of project	
1 No Risk	Minimal adverse consequences for the delivery of essential infrastructure services if the project is delayed (project not urgent)
4 Minor	Some adverse consequences if the project is delayed
7 Moderate	Moderate level of adverse consequences if the project is delayed
10 High Risk	Serious adverse consequences for the delivery of essential infrastructure services if the project is delayed (project urgent)
1.3 Complexity and sustainability	
10 Basic	Business as usual project, small scale, requiring extensive experience in local delivery
7 Minor	Mostly delivered by local resources, with some international support; requiring demonstrated experience in implementing similar projects; reasonably straightforward technology, methods, and construction
4 Moderate	Reliance on offshore expertise for delivery; similar jobs implemented in the past, but project expected to put a strain on available resources; moderate complexity
1 Extreme	Significant reliance on offshore expertise; large-scale and/or highly complex project, with many stakeholders; new to Kiribati
SOCIAL BENEFITS	
2.1 Access to social services	
1 None	No impact on education, health, or community services
4 Some	An indirect contribution to the delivery of education, health, and/or community services
7 Moderate	Facilitation of the delivery of education, health, and/or community services as an explicit objective
10 Significant	Delivery of major improvements in the quality or coverage of education, health, and/or community services as the project's main objective
2.2 Rural and regional development	
1 None	No impact on rural, regional, or outer island development
4 Low	An indirect contribution to rural, regional, and/or outer island development
7 Moderate	Facilitation of rural, regional, and/or outer island development as an explicit objective
10 High	Major improvements in rural, regional, and/or outer island development through strengthened infrastructure services in these areas as the project's main objective
ENVIRONMENTAL BENEFITS	
3.1 Adaptation to climate change	
1 None	No contribution to climate change adaptation or disaster risk management for the broader community
4 Low	Some contribution to climate adaptation and/or disaster risk management for the broader community; climate adaptation not a key focus of the project
7 Moderate	Climate change adaptation and/or disaster risk management for the broader community included among a range of project objectives
10 High	Climate change adaptation and/or disaster risk management for the broader community specified as major objectives of the project.
3.2 Impact on the environment	
1 Highly Negative	Major negative impact on the environment, including major risks to land, coastal, and marine environments, also possibly to water resources
3 Slight Negative	Some negative impact on the environment, with some risks specified, but most mitigable

5 Neutral	No net impact on the environment
7 Slight Positive	Some positive impact on the environment, with some benefits specified
10 Highly Positive	Major positive impact on the environment, including benefits for land, coastal, and marine environments, also possibly for water resources
ECONOMIC BENEFITS	
4.1 Growth of primary industries	
1 None	No contribution to the growth of primary industries, and no change expected in the current levels
4 Some	Probably some growth in primary industry revenue or profitability as a result of the project
7 Moderate	Additional revenue or improvement in the profitability across Kiribati's primary industries
10 Significant	Major improvement and growth of Kiribati's primary industries, with the benefits able to be monetised and/or quantified
4.2 Optimizing the use of existing infrastructure (renewed preferred over new)	
1 New	Project involving entirely new infrastructure that will likely to add additional O&M costs to the government agency budget
4 Upgrade	Project involving the replacement of existing infrastructure to provide upgraded capacity; likely to increase O&M costs
7 Replace	Project involving the replacement of existing infrastructure with similar infrastructure; likely to reduce O&M costs
10 Rehabilitate	Project involving the rehabilitation of existing infrastructure to maintain the same capacity; likely to reduce O&M costs
4.3 Developing local expertise	
1 None	No contribution expected to the growth of local expertise
4 Some	Some impact on private sector development and/or the development of i-Kiribati, with benefits that can be described, but not monetized
7 Moderate	Moderate level of private sector development and/or capacity growth within the government; with examples of several businesses to be impacted, and of quantifiable benefits
10 Significant	Major contribution to the growth of existing businesses and/or the development of new businesses, with many employees expected to gain quantifiable benefits
4.4 Economic Viability	
0 Unknown	No financial data yet available on the project
2 Very Low	No significant economic benefit, not a driver for the project; no capital cost recovery or any likelihood of higher operational costs; negative cost-benefit ratio
4 Low	Some intangible economic benefits, but no capital cost recovery; neutral impact on operating costs, and negative cost-benefit ratio
5 Some	Some tangible economic benefits, some capital cost recovery and/or likely reduction in operating costs, but negative cost-benefit ratio
6 Moderate	A moderate level of economic benefits (additional revenue or reduced operating costs) totalling over the life of the project to a figure approaching the capital cost
8 High	High level of tangible economic benefits, capable of recovering capital and operation costs; generating a cost-benefit ratio >1
10 Very High	Significant economic benefits, capable of recovering life-cycle costs and generating a cost-benefit ratio > 3

O&M = operation and maintenance.

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).

Annex D

Project Benefit Assessment Tool

Project Screening (Benefit Assessment Tool)

Project ID

For submission to National Economic Planning Office, MFED

Project Name

Impact Assessment Criteria

Impact Rating

Guide for selecting Impact Rating

Explain Impact Rating selected

1.1 What level of impact will the project have on asset reliability and the level of service delivered to the public?			
1.2 Is the project urgent ? What will be the consequences to the beneficiaries if the project doesn't proceed?			
1.3 How complex is the project? Is there adequate capacity and knowledge to construct, operate and maintain the infrastructure?	▶		
2.1 How significant will be the improvements of social services (education, health, community well-being etc)	▶		
2.2 What impact will the project have on stimulating regional development through improvements in infrastructure and/or services to outer islands?	▶		
3.1 How will the project make infrastructure more resilient to climate change or reduce the impact of natural disasters?	▶		
3.2 Will the project have a positive, neutral, or negative impact on the environment ?	▶		
4.1 How much will the project contribute to growth and development of our primary industries (tourism, fisheries, or agriculture)?	▶		
4.2 Does the project focus on optimising O&M costs by rehabilitating existing infrastructure or is it expanding our asset base?	▶		
4.3 Will the project provide a stimulus to the growth of local expertise or contribute to private sector development?	▶		

Financial Viability Assessment

Cost Estimate (AUD)	<input type="text"/>	Est.Quality	<input type="text"/>
Infrastructure portion (AUD)	<input type="text"/>	Useful Life (years)	<input type="text"/>
		Est.Start (Year)	<input type="text"/>

The useful life of an asset is an accounting estimate of the number of years it is likely to remain in service for the purpose of cost-effective revenue generation.

a) How much **additional revenue** is the project expected to generate **each year** for the entity once completed?

b) How much has the agency estimated the addition **annual operation and maintenance cost** (% of capital) will be once completed?

c) How many **people will benefit** from the project and/or the services it delivers?

d) What other **economic benefits** will the project deliver?

4.4 In considering the information above, how likely is it that the project will produce sufficient economic benefits to **generate a positive cost-benefit ratio**?

Project Readiness Checklist

<input type="checkbox"/>	Will this project raise additional revenue for government? (Specify)	Source of Additional Revenue	<input type="text"/>
<input type="checkbox"/>	Have you considered the requirements for ongoing operation and maintenance? (Specify)	Maintenance Responsibility	<input type="text"/>
<input type="checkbox"/>	Has a funding source been identified for the ongoing O&M costs? (Select)	O&M Funding Source	<input type="text"/>
<input type="checkbox"/>	Have all impacted agencies/ministries been notified and liaised with? (Specify)	Other ministries / SOEs / Councils	<input type="text"/>
<input type="checkbox"/>	Have development partners assisted in designing the project? (Specify)	Development Partner/s Engagement	<input type="text"/>
<input type="checkbox"/>	Are there any specialist skills required to deliver and operate the infrastructure? (Specify)	Specialist Skills	<input type="text"/>

Submitted By Date

Source: National Economic and Planning Office and Pacific Region Infrastructure Facility (PRIF).





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