

Te Tarakai

The background of the cover is a photograph of a tropical sunset. The sky is filled with soft, colorful clouds in shades of blue, orange, and yellow. In the foreground, a person is standing in shallow water, possibly a lagoon or bay, with their back to the camera. The water reflects the colors of the sky. A line of palm trees is silhouetted against the horizon.

MFAI STRATEGIC PLAN 2025-2028



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Foreword



[I am pleased to present TE TARAKAI, which formulates my Ministry's Strategic Plan (MSP) covering the next four years from 2025-2028. This plan provides a framework for actions and outcomes aligned with the Kiribati Development Plan (KDP) 2020-2023. The Ministry is pivotal in strengthening international relations, managing government affairs, and defining global developments that impact Kiribati. Despite facing challenges such as geographical isolation and limited resources, we are committed to [enhance our capabilities/invest] in implementing innovative strategies to elevate public sector performance and overcome these obstacles.]

[TE TARAKAI recognises our vast ocean, which spans over 3.5 million km² in the central Pacific, rich in diverse ecosystems and resources. My government has launched the 20 Year Kiribati Vision (KV20), aiming for transformative growth in fisheries and tourism, akin to the successes of Singapore and Dubai. KV20 emphasizes Kiribati's potential for development and highlights the importance of strategic partnerships to leverage our ocean territory towards building a prosperous, peaceful nation.]

[I extend my gratitude to the Ministry team for their dedication in creating this plan. Although challenges lie ahead, we can leverage our strengths and opportunities to drive progress through good governance, transparency, and accountability. I invite our development partners to join us on this transformative journey to realize the aspirations of the KV20 vision, ensuring a prosperous future for the people of Kiribati.]

Te Mauri, Te Raoi ao Te Tabomoa

Taneti Maamau
Beretitenti and Minister for Foreign Affairs and Immigration

Translation and Acronyms

Te Tarakai: (**verb**) *To seek opportunities*

Acronyms

GoK	Government of Kiribati
MFAI	Ministry of Foreign Affairs and Immigration
KDP	Kiribati Development Plan
MEL	Monitoring, Evaluation, & Learning
MSP	Ministry Strategic Plan
MOP	Ministry Operational Plan
KEC	Kiribati Embassy in China
KHC	Kiribati High Commission
KPMUN	Kiribati Permanent Mission to the United Nations
KPMUNOG	Kiribati Permanent Mission to the United Nations Office in Geneva
APSSD	Administration, Policy and Support Services Division
APD	Asia Pacific Division
MAD	Multilateral Affairs Division



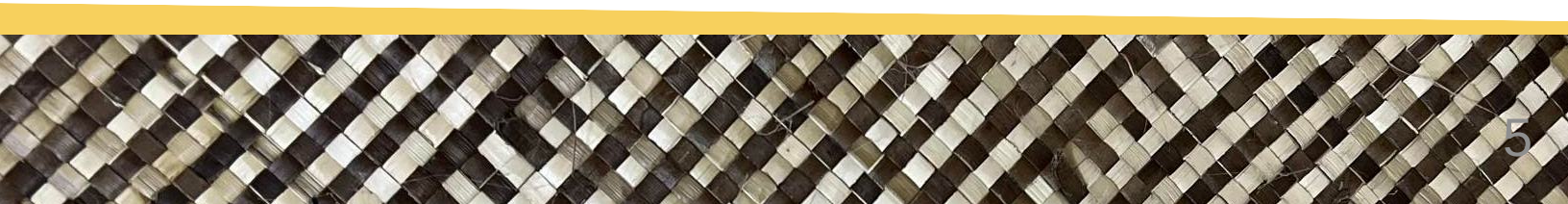
Executive Summary



[This Ministry Strategic Plan (MSP), titled **Te Tarakai**, provides an overview of the Ministry's mandate, functions, core strategies, and goals for the period 2025-2028. Developed during a retreat attended by Ministry of Foreign Affairs and Immigration (MFAI) staff and Heads of Missions from Beijing, New York, and Suva, the document reflects on the achievements and challenges faced over the period 2020-2023. It emphasizes the Ministry's strengths while addressing weaknesses [(Te niniku)] and outlines potential threats and opportunities that require attention during the Plan's implementation.]

[Aligned with the Kiribati Vision for 20 Years Policy, Te Tarakai aspires to deliver an effective institution safeguarding Kiribati's national interests. The Plan identifies four primary goals related to service delivery, partnerships, coordination, and security. It elaborates on the objectives essential for strengthening partnerships, advancing national interests, enhancing border security, and assuring Kiribati's role as a relevant player on national, regional, and international platforms, thus guiding the Ministry in fulfilling its commitments.]

[[Furthermore, the MSP underscores the necessity of managing financial resources and risks associated with its implementation, with specific sections dedicated to budget management and risk mitigation strategies. It also addresses the significance of monitoring, evaluation, and learning (MEL) in assessing progress through established performance indicators for its 14 strategic objectives and 50 activities. While Te Tarakai aims for inclusivity, it is an evolving document that will continue to adapt to ensure optimal outcomes for the people of Kiribati.]



Our Ministry, Our Team, Our People (Organisational structure)

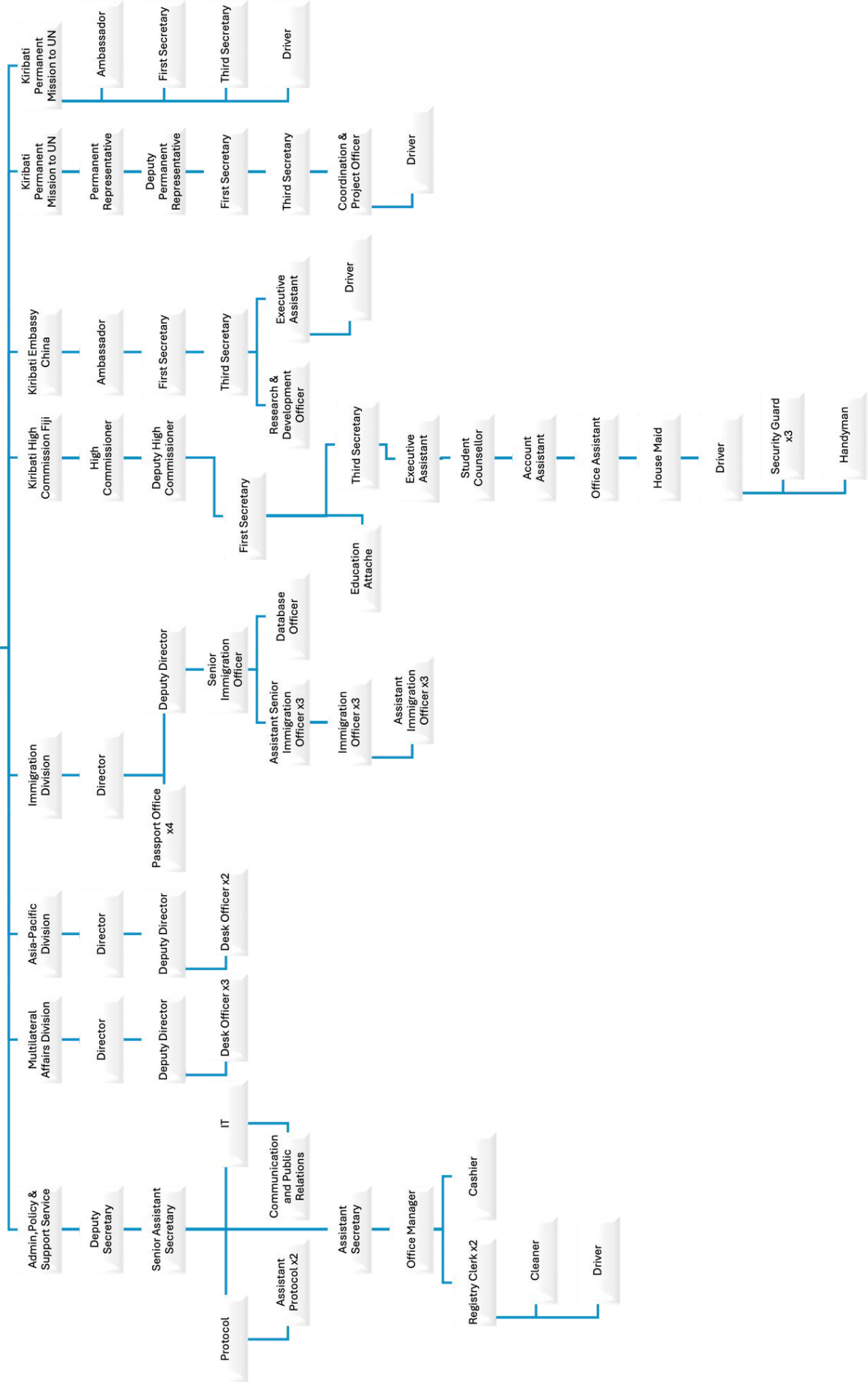
[The Ministry comprises seven divisions: the Administration, Policy and Support Services Division (APSSD), Asia Pacific Division (APD), Multilateral Affairs Division (MAD), Immigration, Kiribati High Commission (KHC), Kiribati Embassy in China (KEC), and Kiribati Permanent Mission to the United Nations (KPMUN) [insert Geneva]. All divisions report to the Secretary, who communicates with Te Beretitenti, the Minister for Foreign Affairs and Immigration. The headquarters in Bairiki, South Tarawa, houses the APSSD, APD, MAD, and Immigration, with an additional Immigration Office in Kiritimati to serve the Line Islands. It also employs a Smaller Island States (SIS) Officer through the Pacific Islands Forum Secretariat (PIFS) to facilitate the SIS work program nationally.]

[The KHC, KEC, and KPMUN are located in Suva (Fiji), Beijing, (China), New York (USA), and Geneva (Switzerland), respectively. KHC manages affairs and bilateral relations with Fiji, [regional organisations/CROP] while providing consular support for Kiribati citizens there. Established in 2022, KEC aims to enhance diplomatic and business/economic relations with China and offer similar support for citizens studying in China. The KPMUN represents [promote, advocate, advance, seek opportunities (i.e. Te Tarakai) i.e. peacekeeping, security] Kiribati's interests at the United Nations and the PR also serves as Ambassador to the USA.] [insert concurrent accreditation, i.e. Canada]

[The Ministry's complex domestic and international structure presents challenges in administrative coordination and implementation of activities. An organizational chart summarizes the Ministry's structure, highlighting recent changes for better resource utilization. Roles have been consolidated under Administration, with focused responsibilities assigned to APD, MAD, and Immigration. Missions abroad complement APD or MAD based on their accreditation scope, with their achievements reported under their respective divisions.]

Minister (His Excellency Te Beretitenti)

Secretary



Our Purpose

The Ministry of Foreign Affairs & Immigration is mandated with the following tasks:

- To maintain strong and positive international relations;
- Provide advice on foreign policy;
- Provide and oversee diplomatic services including diplomatic immunities and privileges;
- Protocol advice and services;
- Establishment and supervision of overseas missions and consulates;
- Immigration services and extradition;
- Consular services to distressed Kiribati citizens overseas;
- Manage membership and affairs with regional and international organizations;
- Coordination of national positions for regional and global issues including international agreement;
- Coordination of national representation at bilateral and multilateral meetings including development assistance and programme;
- Assess and advise on strategic partnership; and
- Monitoring, analysing and defining developments in the international arena into Kiribati's context

Our Vision



Transforming our Ministry into a world-class institution that leads our nation in global and regional affairs, anchored in our cultural values and people-centered diplomacy.



Our Mission Statements

- I. Nurturing a system of governance that recognizes the culture tradition of I-Kiribati, and rooted by our faith in God.
- II. Highlighting our connection to the Ocean, understand our place within the Pacific Region and the world as a large Ocean State, and to advocate our core values and national priorities.
- III. Bolstering our recognition that the natural resources of Kiribati are vested in the people and their Government.
- IV. Upholding our respect for the principles of 'sovereignty' and the 'equality of States', as enshrined in the Charter of the United Nations and as a norm of international relations.
- V. Demonstrating our support of a rules-based world order and an international system that recognizes the sovereign rights of the peoples of all States.
- VI. Engaging in constructive dialogue with all our partners, including in areas of competing interests; and to support and protect our nationals and friends where we can, in the multilateral system.



Rikiara (Our Values)



The Ministry takes a values-based approach in implementing its activities under its portfolio and such values characterise the organisation and its staff. As presented above, these 5 values include:

TE REITAKI (STRATEGIC PARTNERSHIPS) – building and sustaining partnerships through diplomacy that supports mutual aspirations leading to enhanced resource mobilisation, aid coordination and better outcomes.

TE KARITOA (RESILIENCE) – ability to endure challenges through innovation, efficiency and flexibility

TE ATONGA RAOI (INTERGRITY) – upholding integrity as an individual and as an organisation and country through honesty and having strong moral principles including trust and respect

TE KAIRI RAOI (GOOD GOVERNANCE) – ensuring that the conduct of decision making is reached through transparency, accountability, ethics, and responsibility

TE IKAREKEBAI (COMMITMENT AND TEAMWORK) – strong ambition to excellence and fostering collective aspirations through unity, equality and inclusivity

Our Achievements

Recognizing past achievements is essential for guiding future progress in foreign policy. By setting ambitious goals and collaborating with international partners, Kiribati aims to build a wealthier, healthier, and more peaceful nation. Recent accomplishments include:

- Establishing formal diplomatic relations with 100 UN member states, a 50% increase since 2016.
- Opening new diplomatic missions in Beijing and in Geneva.
- Successfully lobbying for the Pacific Islands Forum Subregional Office for Micronesia in Tarawa, opening in 2024.
- Launching a Diplomatic and Protocol Handbook to improve diplomatic services.
- Enacting the Kiribati Immigration Act 2019 and establishing a Residency Commission.
- Launching a new MFAI website and improving the passport system, with plans for automated border systems.
- Expanding the MFAI workforce with new permanent and project-funded positions.
- Creating the Kiribati Security and Enforcement Committee (KSEC) to coordinate national and border security efforts.
- Facilitating the export of our Fish products to the Chinese market
- Successfully lobbying and facilitating the engagement of Kiribati Police in UN Peacekeeping Missions and the deployment of 2 contingents
- Kiribati leadership as co-chair of the article 6 consultations for the Treaty on the Prohibition of Nuclear Weapons (TPNW)
- Launching and implementation of the inaugural Kiribati Foreign Policy 2024
- Installation of an automated border control system (ASYPAX)



Situation Analysis



The Ministry, like many organizations, faces both internal and external challenges essential to the success of its Plan. The team conducted a thorough analysis to leverage the Ministry's strengths and identify opportunities while addressing weaknesses and threats. Improved diplomatic representation, particularly with experienced women in key strategic regions, has enhanced Kiribati's engagement in international forums, trade, and cultural exchanges, ultimately fostering better relationships that promote national interests and benefits.

Despite [human resource constraints], [we find that] this can be advantageous for internal management. However, the Ministry requires further investment to strengthen its capacity and organizational structure, which is crucial for optimizing limited resources. Current setbacks such as [inadequate] financial resources, [challenges in] record management, and outdated legislation hinder [outputs]. Enhancing coordination among various Ministries and establishing focal points are necessary to streamline operations and improve communication in project implementations. [BOSS] [Tuna capital of the world]. [Ocean power] [Forward thinking-projections] [time]

Externally, there are burgeoning opportunities with increased UN presence and partnerships that can help Kiribati address pressing issues and enhance capacity building. The introduction of the Kiribati 20 Year Vision (KV20) outlines priorities in fisheries and tourism while the new RERF drawdown policy encourages partnerships for economic transformation. The Ministry must embrace technology for better coordination and remain vigilant against external threats like cybercrime, ensuring collaboration with local authorities and development partners to tackle these challenges effectively.

To kick off our MSP, we start with a key outcome adopted by Cabinet during their Retreat in Marakei on 6 February 2025: to set ambitious and achievable goals over the next 100 days, beginning on 24 February 2025. It's essential to establish clear and measurable goals that will drive impactful progress. This means creating an enabling environment that accelerates resource mobilization and enhances partnerships. The focus should be on innovative financing mechanisms and expanding engagement with new partners, tapping into previously untapped resources.

Additionally, strengthening existing relationships with development partners and diplomatic allies is vital to boost the flow of finance, aiming to move beyond traditional business approaches. This is necessary to committ to the target set by Cabinet, Set a target to mobilize 400-700 million in resources over the next 4 years, through strategic partnerships, innovative financial solutions, and enhancing existing cooperation. Inter alia, this includes coordinated efforts to maximise economic growth and underutilized resources to generate revenue and support long-term sustainable development, including our expansive exclusive economic zone and air space.

Aligning our foreign policy goals with broader geopolitical strategies is crucial for Kiribati and remains a core objective for our Ministry. This involves strengthening regional partnerships and leveraging international relationships to boost our position. By nurturing closer ties with key geopolitical players, Kiribati ensures its strategic interests are promoted on the global stage, particularly through alignment with the Motinnano. We are also cognisant of the rising geopolitical competition in our regional and global arenas, and we will work to enhance our skills and capability to advocate, negotiate, and defend our interests both regionally and internationally.

Goals, objectives, strategies

Our Tarakai is guided by three (3) goals, that are directly aligned with the foundations of our Kiribati Foreign Policy 2024. This will allow our Ministry to operationalise our Foreign Policy objectives, and implment its desired goals. Our goals are complemented by ten (10) strategic objectives, and more than fifty (50) dedicated activities covering diplomatic, consular, foreign and immigration services. Our outlined in our Vision, our new approach to streamline our MSP and to take ownership of this document, are parts and pieces of our broader and collective efforts at Capital and our Missions to transform services and operations to acheive our goals as mandated to us by Cabinet, for all I-Kiribati.



**KARAKAAN KAUBWAIN TE I-KIRIBATI
(WEALTH)**



**BOUTOKAAN MARURUNGIN TE I-KIRIBATI MA
ANA OTABWANIN (HEALTH)**



**KATEIMATOAN TE RAU AO TE MWERAOI
(PEACE)**

TE MOAN TETERE (Goal 1): Karakaan kaubwain te I-Kiribati

	Strategic Objectives	Strategies (Activities)
1.	STRENGTHEN AND INCREASE DIPLOMATIC RELATIONS WITH FOREIGN COUNTRIES TO MAINTAIN PEACE AND PROSPERITY IN THE PACIFIC REGION PARTICULARLY IN KIRIBATI ALIGNING WITH OUR FOREIGN POLICY.	<ul style="list-style-type: none">✓ Finalise the Handbook to enhance protocol and consular services✓ Monitor Human Resource Management Database✓ Enhance In-House Training programmes✓ Develop Guideline for establishment of diplomatic relations and honorary consular applications
2.	EMPOWER GOVERNMENT MINISTRIES TO IDENTIFY AND DEVELOP INNOVATIVE INCOME-GENERATING INITIATIVES THAT ENHANCE THEIR FINANCIAL SUSTAINABILITY AND CONTRIBUTE TO BROADER ECONOMIC GROWTH	<ul style="list-style-type: none">✓ Strengthen and maximize returns from strategic partnerships through effective coordination with relevant Ministries/Agencies in accessing such opportunities through project proposals, scholarship opportunities and partnership talks/dialogues.✓ Liaise with existing bilateral and multilateral partners to support commitments [to mobilize resources toward areas of shared interest, and certain regional and international frameworks]✓ Develop funding/grant/programme database and donor mapping matrix✓ Facilitate MELAD's development of Notoavatu Investment Master Plan and seek assistance from the Fijian Government and cooperation from Development Partners and potential investors✓ Support and coordinate processes for the development of Economic Investment Plans for Suva and Nadi and seek assistance from the Fijian Government and cooperation from Development Partners and potential investors, including plans for accommodation of I-Kiribati students and referral patients in Fiji.

TE KAOUA N TETERE (Goal 2): BOUTOKAAN MARURUNGIN TE I-KIRIBATI MA ANA OTABWANIN

Strategic Objectives	Strategies (Activities)
IMPROVING PUBLIC HEALTH GOVERNANCE	<ul style="list-style-type: none"> ✓ Facilitate meetings of Parliamentary Select Committee ✓ Facilitate participation in WHO expert sessions and WHA sessions ✓ Facilitate and support medical referrals via Nadi ✓ Liaise with development partners to mobilise resources toward health governance
IMPROVING HEALTH INFRASTRUCTURE	<ul style="list-style-type: none"> ✓ Facilitating partner dialogues to enhancing healthcare accessibility ✓ Supporting engagement with development partners for the establishment of new clinics and health facilities
ENVIROMENT AND CLIMATE CHANGE RESILIENCE	<ul style="list-style-type: none"> ✓ Support engagement with partners to mitigate and adapt to climate change ✓ Support marine spatial planning of our ocean and resources

TE KATENIUA N TETERE (Goal 3): KATEIMATOAAAN TE RAU AO TE MWERAOI

Strategic Objectives	Strategies (Activities)
POLICY AND LEGISLATIVE REVIEW	<ul style="list-style-type: none"> ✓ Implement Foreign Policy ✓ Develop Foreign Relations Act ✓ Review policies and legislations to ensure to safeguard Kiribati's national interests for obligations under international and regional treaties and conventions
TO HAVE EFFECTIVE AND UP TO DATE BORDER SECURITY LEGISLATIONS, POLICIES AND SOPS	<ul style="list-style-type: none"> ✓ Review and amendment of the Passport Act, Immigration Act and Citizenship Act ✓ Develop SOP for identification and referral of asylum seekers/ refugees ✓ Revision and endorsement of the draft regulations ✓ Removal of illegal immigrants ✓ Referral of Immigration and Passport fraud cases to OAG/ KPS for prosecution ✓ Awareness on Passport Act (radio awareness,