

MID-TERM REVIEW MANAGEMENT RESPONSE – KIRIBATI FACILITY

Summary of management response

We (Tarawa Post) agree with the broad thrust of the evaluation’s findings, conclusions and recommendations with most being used to both guide activities over the program’s current phase and inform the design of our future support to Kiribati’s skills and employment sector.

Individual management response to the recommendations

Recommendation	Response	Explanation	Action plan	Timeframe
<p>Recommendation 1: Sector <i>Support efforts to renew Ministry of Employment and Human Resource (MEHR) Strategic Plan:</i></p> <ul style="list-style-type: none"> <i>Resurrect Flexible Support Facility (FSF) to provide expertise and resources for coordinating, identifying and implementing initiatives across a number of program areas, identified on an annual basis</i> <i>Use Flexible Support Facility to support process (e.g. with a policy adviser)</i> <i>Explore Policy and planning systems to support skills sector development related to KIT</i> 	<p>Agree</p>	<ul style="list-style-type: none"> Post will offer to assist MEHR in renewing their strategic plan Aligns with the strategic objective of the Kiribati Facility (improving the management and coordination of the skills sector across government and the region). Provides DFAT a strategic level engagement with MEHR and other donors, like New Zealand on skills development issues Provides Australia an opportunity to contribute to a strategic policy document for Kiribati, particularly in renewing their 4-year National Development Plan (2020-2023). 	<ol style="list-style-type: none"> Underway. Post has approached APTC to assist with renewing MEHR Strategic Plan. This task is consistent with APTC new mandate (strengthen national TVET systems). Post will develop a coordination plan to ensure DFAT-funded initiatives (Kiribati Facility, PLF and APTC) support MEHR. Post will approach NZMFAT to explore a harmonised mechanism to support MEHR system strengthening initiatives 	<p>In the next 6 months</p> <p>APTC engagement will be included in APTC contract amendment managed by Canberra (specific activities to be funded by Post)</p>

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<p>Recommendation 2: Policy Dialogues <i>Establish a policy dialogue process that will be of mutual benefit to MEHR and DFAT, ensuring issues, priority needs and the policy agenda are discussed.</i></p>	<p>Agree</p>	<ul style="list-style-type: none"> • In the last 3 years, DFAT engagement with MEHR was limited to six-monthly Strategic Program Advisory Group (SPAG) and KIT Advisory Council (KAC) meetings focused on KIT operations and Marine Training College (MTC). • MEHR has expressed interest to engage with DFAT on policy issues relating to skills training and labour mobility. <ul style="list-style-type: none"> ○ Good opportunity to clarify roles of APTC and PLF ○ Good opportunity to collaborate with NZMFAT in the skills sector 	<ol style="list-style-type: none"> 1. Post will utilise the MEHR Strategic Planning process as an opportunity to discuss with MEHR a policy dialogue mechanism. 2. Post will also increase the visibility/engagement of short term technical advisers by making mandatory courtesy presentations at MEHR and DFAT during in-country field missions. The intent is to increase the MEHR understanding of Australian technical support provided to KIT, and provide opportunities for sector level dialogues between DFAT and MEHR. 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment currently negotiated by DFAT with Scope Global (3-year extension)</p>

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<p>Recommendation 3: Governance <i>Revisit the mandate of both SPAG and the KIT Advisory Council as follows:</i></p> <ul style="list-style-type: none"> Establish a sector wide Skills/TVET Sector Reference Group, whose key mandate would be to provide strategic advice to the GoK pertaining to the Skills and Employment Sector Rename SPAG as the KIT Advisory Group: <ul style="list-style-type: none"> Membership as per SPAG Primary focus is on ensuring the good governance of KIT, and providing strategic advice to KIT For the KIT advisory Council: <ul style="list-style-type: none"> Retains existing membership Must routinely interrogate relevant employment data, including information from the labour mobility unit within the MEHR. 	<p>Agree in part</p>	<ul style="list-style-type: none"> Context has changed since 2015 when the Kiribati Facility was designed, and warrants a reconfirmation of SPAG and KAC mandates. <ul style="list-style-type: none"> In 2018, Australia launched its Pacific labour mobility policy with new players, Pacific Labour Facility (PLF) and the Australia Pacific Training Coalition (APTC). In March 2018, New Zealand offered to fund the expansion of KIT (Stages 1 and 2 of the KIT Master Plan) through the Kiribati Facility. NZMFAT is now negotiating a delegated cooperation agreement with DFAT. We agree to a Skills/ TVET Sector Reference Group but note this will be MEHR led. Disagree with rebranding the SPAG and KAC. Their intent as originally designed, is still appropriate to the current context. SPAG was designed to address strategic level issues of the skills sector, while KAC was designed to direct KIT. 	<ol style="list-style-type: none"> Post will re-confirm the terms of reference of SPAG and KAC to align with their original intent, as designed. Roles of APTC, PLF and NZMFAT in SPAG and KAC will be added and clarified SPAG and KAC meetings will become quarterly instead of six-monthly. Through the SPAG, Post will advocate the establishment of a sector-wide TVET sector reference group, and a harmonised arrangement with NZMFAT on supporting skills training and labour mobility. 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment currently negotiated by DFAT with Scope Global (3-year extension)</p>

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<p>Recommendation 4: Program Leadership</p> <p><i>Program leadership roles need to be adjusted to ensure greater relevance to the needs of the program</i></p> <ul style="list-style-type: none"> <i>Executive Director of KIT becomes a dedicated position, separate from SfEP Team Leader</i> <i>SfEP Team Leader and Project Director becomes a dedicated in-country position to drive strategic direction of the sector</i> <i>DFAT and MEHR engage in a dialogue process to explore the feasibility of developing a transition plan, whereby within the next 3 years the KIT Director becomes a Ministry official supported by an Australian adviser</i> 	<p>Agree in part</p>	<ul style="list-style-type: none"> MEHR ownership and leadership of KIT is important. We will continue to support initiatives to strengthen MEHR management and leadership in line with MEHR HRD plan, including through but not limited to support by an Australian or expat adviser. Agree with merging SfEP Team Leader and Project Director but to keep KIT Executive Directorship in these roles. This is to sustain stability and continued effectiveness in maintaining the high quality skills training at KIT required to equip graduates with life and technical skills required to be competitive in the international and domestic job markets (in the current political environment). <ul style="list-style-type: none"> KIT will need to meet training targets to support Australia’s labour mobility agenda Roles of PLF and APTC will need to be coordinated NZMFAT funded expansion of KIT will require strong, stable and consistent leadership at KIT Transitioning leadership will have risks to quality. In the context of the Pacific Step Up, NZ project, and labour mobility, the next three years is not the time to take this risk. 	<ol style="list-style-type: none"> Post will merge the positions of SfEP Team Leader/KIT Executive Director and Project Director as a dedicated in-country position. The Contractor Representative will become a separate position based in Australia. Post will engage APTC to develop institutional strengthening initiatives for MEHR. This will include an engagement plan for various Australian funded initiatives supporting MEHR (APTC, PLF, and Kiribati Facility). <p>NOTE:</p> <p>There is a strong case for continued international leadership in the Executive Directorship. Trainees with aspirations of gaining international employment benefit from a ‘transitional’ experience international leadership brings to the institute.</p>	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment DFAT is currently negotiating with Scope Global (3-year extension)</p>

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<p>Recommendation 5: State-Owned Enterprises</p> <p><i>Investigate the extent to which KIT could provide courses tailored to needs of SOEs/PUB or even public sector more generally as a means to diversifying employment opportunities for graduates</i></p>	Agree	<ul style="list-style-type: none"> • KIT effort to support SOEs are on-going and Post will support scale up. • KIT is already addressing training requests: <ul style="list-style-type: none"> ○ MEHR asked for a professional development program for their staff, particularly the labour sending unit. ○ English language training programs were requested by the magistrate courts for lawyers, by MTC and maritime police. 	<ol style="list-style-type: none"> 1. Underway. Post will continue to support KIT initiatives to strengthen SOE engagement – such as developing and delivering professional development training programs in collaboration with other appropriate training institutions in Kiribati and overseas. 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment DFAT is currently negotiating with Scope Global (3-year extension)</p>

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<p>Recommendation 6: Private Sector</p> <p><i>Provide greater investment in a ‘virtual’ Business Enterprise Centre</i></p> <ul style="list-style-type: none"> • <i>Broaden horizon to include IT, horticulture (vegetable gardens)</i> • <i>Investigate other innovative ways and/or scaling up of other incubator options (e.g. drawing on other DFAT initiatives to support SMEs elsewhere – e.g. DFAT’s innovationXchange in PNG, Pacific Innovation initiative)</i> <p><i>Revisit opportunities to offer short courses to Small Medium Enterprises in Kiribati</i></p>	Agree	<ul style="list-style-type: none"> • Through KAC, Post will advocate for an ‘industry advisory committee’ to support KIT Business Enterprise Centre • KIT is proposing a ‘business development strategy’ to establish real-life ‘business enterprise’ platforms • Post will support ‘business incubation’ initiatives and will draw on other DFAT-funded initiatives 	<ol style="list-style-type: none"> 1. Underway. Post has brokered engagement between KIT and MELAD to deliver a UNDP designed program to build entrepreneurial/ agri-business skills for returning SWP/PLS/RSE workers. 2. Underway. Post will support KIT proposal for a ‘business development specialist’ who can broker partnerships between KIT and Australian and local businesses. PLF will be consulted on Australian contacts. 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment DFAT is currently negotiating with Scope Global (3-year extension)</p>

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<p>Recommendation 7: APTC</p> <p><i>Develop an implementation strategy for APTC to support TVET national system in Kiribati</i></p>	Agree	<ul style="list-style-type: none"> KIT has an existing partnership arrangement with APTC on developing and delivering Australian accredited courses at KIT. APTC3 mandate is to build training coalitions and strengthen national TVET system. In peer review discussions, Secretary MEHR confirmed their intent to update the strategic plan and asked if APTC can assist. APTC agreed. 	<ol style="list-style-type: none"> Underway. Post is negotiating an engagement with APTC to support Component 4. This will include an implementation strategy for APTC to support Kiribati TVET national system 	<p>In the next 6 months</p> <p>APTC engagement will be included in APTC contract amendment managed by Canberra (specific activities to be funded by Post)</p>

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<p>Recommendation 8: Language</p> <ul style="list-style-type: none"> <i>Greater recognition that addressing English language challenges requires more than investing in KIT</i> <i>DFAT should give thought to a 'whole of aid investment' approach to promoting English Language competency (e.g. create greater synergy between KEIP and SfEP on this issue).</i> 	Agree	<ul style="list-style-type: none"> Lack of English proficiency is a major barrier for employment and labour mobility in Australia, New Zealand and Kiribati. A 'whole-of-aid-investment approach will assist to address this gap. KIT Executive Director regularly attends policy dialogues with KEIP/Min of Education on English language training issues 	<ol style="list-style-type: none"> Post will support KIT/MEHR advocacy for MoE classrooms and teachers to be utilised in delivering English language training after school hours (in mainland and outer islands) for 'out-of-school-youths'. Through KEIP, Post will participate in policy dialogues with MoE on addressing English languages issues. 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment DFAT is currently negotiating with Scope Global (3-year extension)</p>

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<p>Recommendation 9: Data challenges</p> <ul style="list-style-type: none"> <i>In the interim, use the database management system of KIT and also APTC's own database which includes information on its I-Kiribati graduates.</i> <i>Assist the PLF with the introduction of their data management system, once testing of the system has been completed successfully.</i> 	Agree in part	<ul style="list-style-type: none"> Database management will need to be MEHR owned and led. MEHR has engaged IOM to develop their database Database management will become increasingly critical with the scaling-up of labour mobility initiatives. Existing KIT/APTC/PLF system will not be appropriate. The Kiribati Facility has provided IT equipment and internet to support MEHR labour mobilisation processes, and increase their responsiveness to Australian employers 	<ol style="list-style-type: none"> Post will support the roll-out of the labour mobility information system (LMIS). In consultation with MEHR, PLF, APTC, KIT, MTC and NZ, Post will support strategies to address potential conflicts and challenges to make different systems work coherently for MEHR. 	<p>In the next 6 months</p> <p>APTC engagement will be included in APTC contract amendment managed by Canberra (specific activities to be funded by Post)</p>

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<p>Recommendation 10: Gender</p> <p><i>Develop a KIT management response to the review, which will include a road map/ plan as to how KIT plans to address recommendations made in the Gender Review</i></p>	Agree	<ul style="list-style-type: none"> The review noted good progress in relation to increasing women's participation in the skills for employment programs. But more work is needed to increase women's empowerment and eliminate violence against women. It also noted KIT's role in delivering gender-sensitive pre-departure briefings and reintegration programs 	<ol style="list-style-type: none"> Underway. Post will continue to encourage KIT to meet targets relating to gender equality and empowerment. Post will monitor through quarterly, six-monthly and yearly reporting. Post will require KIT to update their gender strategy to consider the recommendations of the PLF gender review for KIT. 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment DFAT is currently negotiating with Scope Global (3-year extension)</p>

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<p>Recommendation 11: Value for Money</p> <ul style="list-style-type: none"> - <i>Revisit design document and use it as a basis to develop a VfM rubric in order to report VfM systematically</i> - <i>Report on unit cost per KIT graduate on an annual basis</i> 	<p>Agree</p>	<ul style="list-style-type: none"> • The ‘value-for-money’ (VfM) proposition offered in the design of the Kiribati Facility in 2015 is to increase the number of KIT graduates by a minimum of 10% with a target as high as 25%, in labour market relevant courses for the same costs as the previous investment in TVETSSP. • The Kiribati Facility was envisioned to reduce per unit costs by as much as 29%. 2015 cost of delivery is AUD 21,937 per graduate at KIT, which compares favourably to MTC and APTC unit costs – and deemed to offer VfM. • In 2018, Scope Global advised that a detailed unit cost per graduate analysis would be undertaken using 2015 TVETSSP cost analysis as a baseline. It was envisaged that the analysis would highlight any possible economies of scale and utilise improved data management methodologies and systems. This will also assist Scope Global to assess ways and means wherever possible to reduce per unit costs over time. 	<ol style="list-style-type: none"> 1. Underway. Post has tasked Scope Global to develop ad VfM rubric in order to report provide VfM systematically. Post will monitor in Scope Global’s six-monthly and annual performance report. 2. Post will continue to ensure comparability of Scope Global calculation of unit cost per KIT graduate by seeking advice from the Education Thematic Group or expert panel they would recommend. 3. Post will note that unit cost per KIT graduate measures vary and may include various beneficiaries in determining value for money (e.g. participants in bridging courses, short courses, English language assessments and pre-departure training). 	<p>In the next 6 months</p> <p>Proposed changes will be reflected in the Contract Amendment DFAT is currently negotiating with Scope Global (3-year extension)</p>