

MFAT Management Response to Kiribati Utilities Reform Programme Evaluation

Evaluation Report Recommendation	MFAT Response and Action (Agree, Partially Agree, Reject)
There is an opportunity for MFAT to position itself as a facilitator and coordinator across development partners, continuing the focus on institutional and system strengthening rather than infrastructure delivery. Building on its investment in PUB and MLPID, MFAT is well placed to help align development partner investments behind a coherent programme of organisational, governance and system reform that supports sustainable operation of energy, water and sanitation assets as they transition to national ownership.	Agree
Future support should maintain an integrated, grant-funded programme delivery model, reflecting strong value for investment achieved through end-to-end oversight, reduced fragmentation and adaptive management. This approach should prioritise institutional strengthening across PUB and MLPID as multi-utility providers, including information management, financial systems, human resource management, asset management, governance arrangements and organisational change.	Agree

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Continued investment in workforce capability is required, with a shift from stand-alone training toward sequenced, sector wide capability development across technical, administrative and customer-facing roles, including communication and maintenance functions. Subject to agreement with other development partners, this could include targeted upskilling of water and sanitation staff to address emerging capability gaps.	Agree
Infrastructure support should shift away from generation and focus on strengthening energy distribution, transmission and routine maintenance systems, which now represent the primary constraints on sustainable service delivery and renewable energy integration. Without targeted attention to network condition, safety and losses, the benefits of existing and planned investments, including STREP, will not be sustained.	Agree

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Finally, MFAT should require a fit-for-purpose monitoring, evaluation, research and learning (MERL) framework in any next phase, embedded from programme design and refined as delivery matures. This should shift reporting away from output delivery toward outcomes, system performance, sustainability risks and programme-level value for investment, enabling stronger strategic oversight, learning and adaptive management.	Agree