

**Terms of Reference
Consultant**

**Preparation of the Scaling-up Renewable Energy Program (SREP) Investment Plan (IP)
(Kiribati Scaling Up Renewable Energy Sector Program Investment Plan Project)**

INTRODUCTION

Kiribati is a nation comprising 33 coral atolls and islands spanning an area of 3.5 million square kilometers of ocean in the Pacific, with a land area of about 810 sq km. The permanent population is about 110,000 spread over 24 islands, with more than half living on South Tarawa Atoll. The islands have few natural resources including water and are prone to drought. As a consequence, traditionally the people have relied heavily on the sea for their livelihood. Kiribati faces many challenges that are unique to small island nations, including remoteness from markets, limited natural resources, a widely dispersed population, and vulnerability to climate change and economic shocks.

Kiribati's primary commercial income comes from fishing and coconut products. Exports have traditionally been very low in Kiribati around \$7 million annually while imports are around the \$100 million mark, predominantly foodstuffs. The low export trends are attributed to limited product varieties and supply capacity. Most agricultural food production (crops and livestock) is at subsistence level, while there have also been initiatives and commercial programs operating on a very small scale that have provided local markets with eggs, vegetables and other small farm products. Kiribati's economic growth has however improved in recent years and the Government has instituted measures to create an enabling environment for businesses and to improve the viability and management of its State-Owned Enterprises (SOEs). Gross Domestic Product (GDP) growth rates have averaged over 3 percent between 2012 and 2016. Inflation has remained low with rates increasing by 0.6 per cent in 2015. Recent GDP growth has reversed a trend of declining GDP per capita with the GDP per capita at \$1,838 in 2014. However, GDP per capita in Kiribati is still the lowest of all Pacific countries.

Kiribati, like other Small Island Developing States (SIDS) depends on imported oil products to meet the vast majority of its energy needs. This dependence makes Kiribati extremely vulnerable to oil price volatility. About half of all the imported oil is used for Kiribati's diesel generators which supply the main electricity grid system on South Tarawa atoll, Kiribati's most populous island (approximately 50 percent of the total population). On the outer islands, where approximately 40 percent of the population resides, only half of the households have access to electricity, with kerosene mainly used for lighting or cooking and diesel/benzene for land/water transport and power generation in some institutions. Communities in remote areas also rely heavily on biomass for cooking and copra drying (making up around 25 percent of gross national energy production).

South Tarawa accounts for the vast majority of electricity demand in Kiribati – approximately 24.5 GWh, while Kiritimati is the second largest demand centre with approximately 1.65 GWh demand. Electricity demand is made up of 41 percent residential, 34 percent government and industry and 19 percent commercial. The peak load on South Tarawa is about 4 MW during

week days, with load exceeding 3 MW during a broad daytime shoulder period between 9 am and 5 pm. On a typical weekend, the peak is around 3 MW.

South Tarawa has the largest and most complex electricity generation system in Kiribati with an installed capacity of 5.45 MW of diesel fueled electricity generation. A number of large grid-connected PV systems have also been installed or will soon be operational in South Tarawa. In total, these systems will have a generation capacity of 1.42 MW, and expected to contribute about 8 to 10 percent of overall energy consumption on South Tarawa. The 400kW system has been operational at Bikenibeu Power Station since March 2015. The 500kW system at Bonriki funded by The United Arab Emirates and Masdar was commissioned in September 2015. The World Bank has funded 550 kW of solar PV spread over four sites, which were due to be commissioned in 2016. With respect to Kiritimati island, the second largest load center, there is approximately 1.5 MW of capacity with the majority of it diesel generation, although there are a number of small PV installations on Kiritimati Island. The Kiritimati electricity sector is undergoing a significant transformation with currently isolated load centres being connected to create three separate grids.

The remainder of Kiribati's power system is composed of small diesel generators, PV-diesel mini/micro grids and solar home systems distributed across the outer islands. Some solar PV has been installed in remote parts of Kiribati. The Solar Energy for the Outer Islands project (US\$5.3 million), implemented by the Kiribati Solar Energy Company (KSEC) and funded by the European Union (EU), was completed in 2015 providing 2,010 solar home kits, 281 solar kits for Maneaba, businesses and teacher residences. Another 8-hybrid mini-grid systems for boarding schools on 6 islands were installed in 2015 with the European Development Fund (EDF) 10 funding, followed by 2 more boarding schools funded by Italy and Luxembourg separately commissioned recently. Through Taiwan funding assistance, 10,000 small solar lighting kits were provided and distributed to households on the outer islands. A further 6,000 units were acquired to accommodate further demand both on the outer islands and including South Tarawa and Kiritimati. 271 solar lighting kits were distributed to Kiritimati Island while 2033 solar lighting kits were distributed on South Tarawa.

The power systems on Tarawa and Kiritimati Island have suffered from a lack of adequate maintenance and subsequent degrading equipment over the years, which have led to falling capacity factors for generation and high distribution losses. The electricity grid system's operational performance coupled with the high cost of diesel generation adds up to the high cost of service for electricity to households and businesses, even with administered fuel prices. The Public Utility Board (PUB) owns and operates the majority of electricity infrastructure on South Tarawa. PUB's generation cost is estimated to be about AUD 52 c/kWh, at a delivered fuel cost of AUD 35 c/kWh. Electricity charges for residential customers are AUD 44 c/kWh, resulting in a significant arrears for the PUB. The Government of Kiribati has recognised these issues and with the assistance of the World Bank and consultants has developed a plan for investing in necessary equipment for renewal, transitioning customer to more cost reflexive tariffs over time and strengthening performance of the PUB.

The provision of electricity on South Tarawa is regulated by the Ministry of Public Works and Utilities (MPWU); however, decisions on electricity tariffs are typically made by Cabinet. The

Ministry of Line and Phoenix Island Development (MLPID) is responsible for all government services, including the provision of electricity, on Kiritimati Island. The Kiribati Solar Energy Company (KSEC) is responsible for outer island electrification. The MPWU is responsible for overall coordination and implementation of energy policy. Other key stakeholders include the Ministry of Finance and Economic Development (MFED), Kiribati Oil Company (KOIL), the Kiribati Copra Mill Company Ltd (KCMC) that produces coconut oil and the Kiribati Copra Cooperative Society (KCCS) that produces copra.

The Government of Kiribati has undertaken greater long-term planning of its energy sector in recent years. The Kiribati Development Plan 2008-2011 set the scene for the need to develop an explicit energy policy to advance of the energy sector, which led to the development of the Kiribati National Energy Policy (KNEP) in 2009. The KNEP was focused on improving coordination of energy related decision making and strengthening the policy and regulatory framework within which public and private energy sector participants could make more informed planning and investment decisions. In 2011, Kiribati joined other Pacific island countries in collectively agreeing on the value of developing credible, comprehensive energy roadmaps to overcome the regulatory, technical and financial barriers to increasing access to affordable renewable energy in the Pacific Islands. In response to this call for action, Kiribati has developed the Kiribati Integrated Energy Roadmap 2017 - 2025 (KIER), a comprehensive plan to support the country's transition to affordable renewable energy and efficient use of its energy resources. The KIER presents a packaged plan of institutional, policy, regulatory, technical, financial and capacity-building actions that, collectively, will enable the Government of Kiribati to achieve its energy objectives. The KIER is focused on achieving the following renewable energy related goals:

- The goal for Tarawa is a 45 percent reduction in fossil fuel use by 2025. 23 percent of this goal will be achieved through deployment of renewable energy and 22 percent through improvements in energy efficiency;
- The goal for Kiritimati is a 60 percent reduction in fossil fuels by 2025. 40 percent is to be achieved through deployment of renewable energy and 20 percent through improvements in energy efficiency; and
- The goal for the Outer Islands is a 60 percent reduction in fossil fuel use in all rural public infrastructure, including Southern Kiribati Hospital and ice plants (40 percent through deployment of renewable energy and 20 percent through improvements in energy efficiency) by 2025. The goal for rural public and private institutions (e.g. Boarding schools, the Island Council, private amenities and households) is to meet of 100 percent electricity demand with renewable energy by 2025.

Kiribati has been selected as one of the countries eligible for the Scaling-Up Renewable Energy Program in Low Income Countries (SREP). The objective of the SREP is to pilot and demonstrate the economic, social and environmental viability of development pathways in the energy sector by creating new economic opportunities and increasing energy access using applicable renewable energy sources. The SREP will endorse the SREP Investment Plan (IP). The project and program concepts proposed in the IP are subsequently developed into

comprehensive project proposals and submitted for project funding approval, which is contingent upon the availability of funds under the SREP.

The Government is committed to promoting the development of renewable energy in Kiribati, in particular for the two most populated centers in the country, South Tarawa and Kiritimati Island.

The Government of Kiribati therefore seeks to engage a consultant, through the World Bank, to assist it with the development of a renewable energy IP for SREP for South Tarawa and Kiritimati Island. The consultant should also note that some of the projects are at an early stage and that data may be lacking. In providing a proposal to undertake this work, the consultant should have access to its own sources of data, which may be adapted for use for Kiribati.

OBJECTIVES

The objective of this consultancy is to support the Government of Kiribati to prepare a SREP IP for Kiribati which will be submitted to the SREP Sub-Committee for consideration. The IP should be comprehensive, clear and effective in demonstrating how SREP resources, other donors and private sector financing would be used in Kiribati to overcome current obstacles to the wider penetration of renewable energy.

The assignment will be conducted in two phases. Phase I will assess the potential and costs of applicable renewable energy technologies, prioritize potential interventions and facilitate discussions of these results with stakeholders. Based on the outcomes of Phase I, Phase II will involve the development of the draft investment plan for the prioritized renewable energy investments that can be undertaken during the short to medium term (1-3 year period). The work should take into account the work undertaken and support the objectives of the KIER, the KNEP, and the broader objectives of the Kiribati Development Plan 2016-19 to develop and promote the use of renewable energy in all sectors of the economy.

SCOPE OF WORK

In order to achieve the above objective, the Consultant shall carry out the following principal tasks.

PHASE 1 – Assessment of renewable energy technologies for South Tarawa and Kiritimati Island and identification of priority renewable energy projects to receive SREP funding

Task 1: Compile background information on the country and energy sector overview

1. Under this task the Consultant is specifically expected to:

- Prepare an abbreviated background section, including main demographic, social and economic indicators as of the most recent date.
- Prepare an overview of the energy sector, including (a) basic energy balance (for at least 2009 to 2016); (b) description of the sector structure; (b) legislation and regulatory framework; (c) electricity generation, transmission and distribution assets; (d) electricity

generation mix; (e) tariffs and tariff structures; (f) key entities involved in regulation of the energy sector, and (g) key challenges facing the sector.

- Prepare an overview of the estimated potential for various renewable energy technologies and detailed renewable energy penetration targets as well as the review of on-going and planned activities and projects in Kiribati in the field of renewable energy. Include in the overview the expected country-specific environmental and social opportunities and risks (social, environmental, technical, and financial, etc.) associated with the development of the considered renewable energy technologies in Kiribati.
- Summarize the key barriers (technical, regulatory, financial, social, environmental) hindering the development of renewable energy technologies reviewed and proposed measures to overcome them. This activity should provide a detailed description of availability of private or other government financing for renewable energy projects, including terms of financing, discuss bottlenecks to development of renewable energy associated with availability and/or terms of financing.
- To the extent possible, the above work should draw from and update existing work undertaken for the preparation of the KIER.

Task 2: Conduct a comprehensive assessment of various renewable energy technologies suitable for South Tarawa and Kiritimati Island

- Assess the Levelised economic costs (LECs) of various renewable energy technologies, including micro-grids, wind, solar, biomass, biogas, coconut oil, hybrids/mini grids and any other technology suggested by the MPWU and the PUB and MLPID. Build a supply cost curve using the potential and estimated LECs of renewable energy technologies consistent with the least cost principles. This analysis should take into account other work done or being done in Kiribati, in particular the analysis performed for the KIER.
- Simulate combinations of assessed renewable energy based electricity generation options with other fossil-fuel based generation options considered by the energy sector participants for meeting the electricity demand considering the planned commissioning of the generation plants under construction, those projects for which feasibility studies are currently being prepared, and their future availability to meet domestic demand. The simulation analysis shall be conducted assuming base-case electricity demand growth scenario and commercial and concessional financing terms for all types of new generation assets. The modelling simulations should take into account other relevant work that has been done or is being done in Kiribati, in particular with respect to the KIER.
- Determine generic environmental and social opportunities, risks and costs of various renewable energy generation technologies considered for South Tarawa and Kiritimati in accordance with the World Bank's safeguards policies. Based on the available information on the physical, natural and social environment of various provincial areas of the country, identify those areas where environmental and social risks and benefits of individual renewable energy technologies and investments are expected to be particularly significant and/or areas where additional information is required to estimate these risks and benefits. The analysis will be based on the World Bank's safeguard policies as well as national legislation.

- Based on the above analysis, determine the viable and least cost renewable energy options which should be pursued in South Tarawa and Kiritimati. Besides the purely economic considerations, evaluation of technologies should also consider other costs and benefits, including, but not limited to: energy security, training costs, local employment and economic development, climate change, environmental and social costs. If some of the economic and other benefits / disadvantages are not quantifiable, the Consultant should provide a description of those benefits / impacts.
- Scoping mission to the project sites to comprehensively augment the gaps and means of addressing on the identified renewable energy options.

Task 3: Identify specific prospective renewable energy projects for SREP funding

2. Under this task the Consultant is specifically expected to:
 - Identify specific renewable energy projects based on the above analysis, existing assessments of renewable energy resources and potential; pre-feasibility and feasibility studies; as well as resource mapping.
 - Conduct trade-off analysis of promising renewable energy projects considering advantages and disadvantages, and prioritize the projects based on guiding principles adopted by the Government of Kiribati and the investments' contribution to the government's objectives, including access, affordability and renewable energy targets and social and environmental issues. The criteria may also include, but not be limited to, employment impacts, the status of resource confirmation, finance-ability, the technical and financial capacity of proponents, timetable for development etc.
 - Recommend workable business models and financing schemes for the identified priority projects, including discussion of the potential sources of funding, support if any, from the providers of funds and the technical and financial capacity of developers and operators of the project. As part of this activity, the Consultant should review existing financial mechanisms used for renewable energy projects, and consider whether it is best to expand those same mechanisms to cover the new renewable energy technologies or set up new financial mechanisms.
 - Conduct environmental and social screening and ensure that environment and social safeguards requirements of the World Bank and Government of Kiribati are adequately addressed as part of the identification of specific renewable energy projects for inclusion in the investment plan. Depending on the scope and nature of the projects: (i) identify possible gaps in the coverage of the expected positive and negative environmental and social impacts of the proposed projects, pointing out whether the existing information and data gaps will preclude proper analysis/prioritization of a project and will need to be filled in before it is recommended for the inclusion into the investment plan; (ii) note any environmental and social issues (such as land issues or disputes, local pollution or noise etc.) and (iii) conduct environmental and social assessment of any available pre-feasibility and feasibility studies. As part of this activity, the Consultant should also discuss the potential gender benefits from identified priority renewable energy projects.

- Review and recommend changes where necessary to ensure an appropriate enabling environment for the development of renewable energy in Kiribati and reviewing and providing recommendations with respect to potential business models that can best support delivery and long-term sustainability of renewable energy projects in Kiribati.

PHASE 2 – Preparation of Draft SREP IP for Kiribati

Task 4: Prepare the draft IP for developing renewable energy in Kiribati, based on the findings from Phase 1 analysis and the consultations with key stakeholders

3. As part of this task, the Consultant is specifically expected to:

- Prepare the draft IP following the structure presented in Attachment A, based on prioritized list of renewable energy investments. The draft IP, among other key aspects, shall: (a) describe the role of SREP in initiating a process leading to transformational growth; (b) describe likely development impacts and co-benefits from SREP investments; (c) provide estimates of the financing requested from SREP; (d) assess the absorptive capacity of SREP and leveraged resources and (e) be consistent with the guiding principles and contribute to the targets set by the Government of Kiribati.
- Prepare concept briefs of the priority investments for SREP funding as per template presented in Attachment B. The concept briefs should include, technical, financial, and economic feasibility and capacity to pay assessments.
- Facilitate further consultations on the Investment Plan and supporting investments with a broad segment of stakeholders and taking into account the financial costs and benefits of the projects within the plan and the social and environmental costs and benefits with specific reference to the World Bank’s safeguards policies OP 4.01, OP 4.12, and OP 4.04. A list of key stakeholders the consultant is expected to engage with is included in Attachment C.
- Identify the issues, including environment and social, that need to be addressed in order to successfully allow the implementation of the proposed Investment Plan, including the requirement that further preparation of any project for SREP funding include an environmental and social impact assessment; consultations with beneficiaries and potentially affected communities, including representatives of the different ethnic groups in the proposed project area as well as the local council of chiefs; and the preparation of environmental and social management plan or framework, as appropriate and as provided in the World Bank’s safeguard policies.

The IP and underlying project(s) and/or program(s) shall be aligned with the SREP strategic objectives and investment criteria. The document shall not exceed 50 pages (excluding appendices) and shall be revised and finalized in response to comments received from stakeholders. The preparation of the IP will be generally guided by the review process as outlined in Table 1.

Table 1: SREP Investment Plan Review Process

Key activities	Time allocation	Cumulative
Inception report outlining the methodology	2 weeks	2 weeks
Taskforce and stakeholder comments and final Inception Report	2 weeks	4 weeks
Options paper for renewable energy projects	3 weeks	7 weeks
Taskforce and stakeholder review and consultation meetings	2 weeks	9 weeks
Draft SREP Investment Plan	4 weeks	13 weeks
Taskforce and stakeholder review and consultation meetings	2 weeks	15 weeks
Final SREP Investment Plan	3 weeks	18 weeks
Approval by Cabinet	2 weeks	20 weeks
Submission to the SREP Committee	Following Cabinet approval	

NB December Week 4 and January Week 1 is excluded as holiday season.

IMPLEMENTATION

The Consultant shall closely coordinate the implementation of the activity with the MPWU and the MFED, and will report to the designated staff of the MPWU, and the World Bank. The Consultant(s) should closely collaborate with the National Task Force and the project team representing the Multilateral Development Banks (MDB), and other stakeholders and keep them posted/up-to-date on the progress, deliverables and issues during all stages of the project. The consultant should consult with and ensure the IP is broadly supported by the key stakeholders in Kiribati.

DEADLINES AND DELIVERABLES

The Consultant should submit the following reports and deliverables as specific in the below Table 2. All reports and deliverables should be submitted in English language. The Consultant should also make available all the relevant analytical material in MS Word, MS Excel or other software format.

Table 2: Consultant Deliverables

Deliverable	Actor/s	Deadline
Inception report	TA	30-Sep-17
Scoping mission to Tarawa	TA & LC	31-Sept-17
Final Inception Report - Tarawa	TA	6-Oct-17
Scoping mission to Kiritimati	TA & LC	22-Oct-17
Final Inception Report Kiritimati	TA	27-Oct-17
Consolidated Inception Report	TA	03-Nov-17
Review on Inception Report	KTF	24-Nov-17
Options Paper	KTF/TA	15-Dec-17
Taskforce and stakeholder meetings and comments	KTF	22-Dec-17
Draft Investment Plan	TA	26-Jan-18
Taskforce and stakeholder meetings and comments	KTF	02-Feb-18
Investment Plan	KTF & TA	09-Feb-18
Submission to DCC	KTF	26-Feb-18
Revised Investment Plan	KTF & TA	02-Mar-18
Submission to Cabinet for final approval	KTF	23-Mar-18

NB: TA – Consultant, LC-Local Consultant, KTF – KSREP Task Force

CONSULTANT QUALIFICATIONS

The consultant must have a broad range of knowledge, skills and experience covering energy planning, renewable energy, economic and financial analysis of energy investment projects. Given the breadth of knowledge, skills and experience required, it is anticipated that the consultant will be a firm or a team of consultants under a managing consultant. The working language in Kiribati is English. Consultant deliverables should be submitted in English. Eligible consultants will have the following qualifications:

- Demonstrated experience in the energy sector, including experience in developing and managing national energy projects or national energy programs in a mix of energy technologies (diesel, solar, biomass, and wind etc.);
- Demonstrated experience in design and implementation of renewable energy IPs or SREP renewable energy IPs in a mix of technologies (diesel, hydro, solar, geothermal, and wind etc.). Prior experience with the development of an approved SREP IP would be an advantage;
- Demonstrated experience in technical assessment, economic and financial analysis of renewable energy projects;

- Demonstrated experience in the areas of policy and regulatory requirements in renewable energy sector development;
- Demonstrated experience in conducting environmental and social screening of projects, programs or investment plans in the energy sector. A working knowledge of the World Bank's safeguard policies is an advantage;
- Demonstrated experience in conducting key stakeholder workshops and consultations;
- Relevant experience in the energy sector in the Pacific Region and small island nations or low capacity states.

ATTACHMENT A: INVESTMENT PLAN TEMPLATE

- 1) Proposal Summary (2 pages)
 - a. Objectives
 - b. Expected outcomes
 - c. Program criteria, priorities and budget
- 2) Country Context (2 pages)
 - a. Energy sector description (market structure, demand supply, and dispatch composition, electricity cost and pricing) incl. renewable energy status
 - b. Gap/barrier analysis; needs assessment
- 3) Renewable Energy Sector Context (2 pages)
 - a. Analysis of Renewable Energy options (technology, cost, mitigation potential, barriers, environmental and social benefits and impacts)
 - b. Government plans or strategy for the sector (willingness to move towards renewable energy investments, existing or envisioned policy, regulation, plans, and resource allocation)
 - c. Institutional structure and capacity (technical, operational, financial, environmental and social, equipment supply, information)
 - d. Role of private sector and leverage of resources
 - e. Ongoing/planned investment by other development partners
- 4) Contribution to National Energy Roadmap (2 pages)
 - a. Likely development impacts and co-benefits of SREP investment
 - b. How SREP investment will initiate a process leading towards transformational growth
- 5) Program Description (6-8 pages)
 - a. Capacity building and advisory services
 - b. Investment preparation activities
 - c. Technology deployment investments
 - d. Parallel activities to be funded by other development partners
 - e. Environmental, social and gender risks, impacts and co-benefits, including a summary of provisions for further environmental and social assessments, consultations and development of mitigation and compensations measures as part of the implementation of any project identified in the Investment Plan, in view of World Bank safeguard policies and national legislation.
- 6) Financing Plan and Instruments (3-4 pages)
 - a. Budget envelope for investments
 - b. Costs and sources of funding
 - c. SREP assistance (grant, concessional debt, etc.)
 - d. Recipients of funding
- 7) Additional Development Activities (2-3 pages)

- a. Leverage complementary co-financing with other development partners such as bilateral organizations, private sector, and financial institutions
- 8) Implementation Potential with Risk Assessment (2 pages)
 - a. Country/regional risks - institutional, technology, environmental, social, financial
 - b. Absorptive capacity for SREP and leveraged resources
 - 9) Monitoring and Evaluation (1/2 page)
 - a. Results framework table

Annexes

Information should be included in annexes on the following areas:

- Assessment of countries absorptive capacity
- Stakeholder consultations
- Co-benefits
- Existing activities in the field of renewable energy, particularly activities of other development partners
- Independent Technical Review: matrix addressing comments and Government/MDB responses
- Social and environmental issues, benefits and constraints, including provisions for, and guidance on, further environmental and social assessments, consultations and development of mitigation and compensations measures and plans as part of the implementation of any project identified in the Investment Plan, in view of World Bank safeguard policies and national legislation.

Note that the Independent Technical Review report should be submitted as a separate file.

ATTACHMENT B: CONCEPT BRIEF TEMPLATE

For each Investment Plan component, an investment concept brief (maximum two pages) should be provided as annex that includes:

- Problem statement (1-2 paragraphs)
- Proposed contribution to initiating transformation consistent with the government of Kiribati's objectives (1-2 paragraphs)
- Implementation readiness (1-2 paragraphs)
- Environmental and social issues / constraints and recommended level of environmental and social assessments, consultations and mitigation/compensation plans to be done during Project preparation as per World Bank's safeguard policies (1-2 paragraphs)
- Rationale for SREP financing (1-2 paragraphs)
- Results indicators
- Financing plan
- Project preparation timetable
- Requests, if any, for investment preparation funding

ATTACHMENT C: LIST OF KEY STAKEHOLDERS

Asian Development Bank
Australian Government
Council of Churches
European Union
International Renewable Energy Agency
Kiribati Copra Cooperative Society
Kiribati Copra Mill Company Ltd
Kiribati Oil Company
Kiribati Solar Energy Company
Ministry of Education
Ministry of Environment, Lands and Agricultural Development
Ministry of Finance and Economic Development
Ministry of Fisheries
Ministry of Internal Affairs
Ministry of Lines and Phoenix Development
Ministry of Health
New Zealand Government
Office of Te Beretitenti
Pacific Power Association
Pacific Centre for Renewable Energy and Energy Efficiency
Phoenix Islands Protected Area
Public Utilities Board
The Pacific Community
World Bank

ATTACHMENT D: RESOURCE MATERIAL

1. Government of Kiribati (2008), *Kiribati Development Plan 2008 – 2011*
2. Government of Kiribati (2012), *Kiribati Development Plan 2012 – 2015*
3. Government of Kiribati (2016), *Kiribati Development Plan 2016 – 2019*
4. Government of Kiribati (2014), *Kiribati Joint Implementation Plan for Climate Change and Disaster Risk Management 2014-2023*
5. Government of Kiribati (2016), *Line and Phoenix Islands Sustainable Integrated Development Strategy 2016-2036*
6. International Renewable Energy Agency (2012). *Kiribati Renewable Readiness Assessment*.
7. International Renewable Energy Agency (2017), *Kiribati Integrated Energy Roadmap 2017 - 2025*
8. Ministry of Public Works and Utilities (2009), *Kiribati National Energy Policy*
9. World Bank (2014), *Implementation Status and results Kiribati Grid Connected Solar PV Project (P121878)*
10. Vinstar Consulting (2015), *Performance Improvement Plan and Preliminary Reform Options, Report for the Kiribati Utilities Services Reform Project*