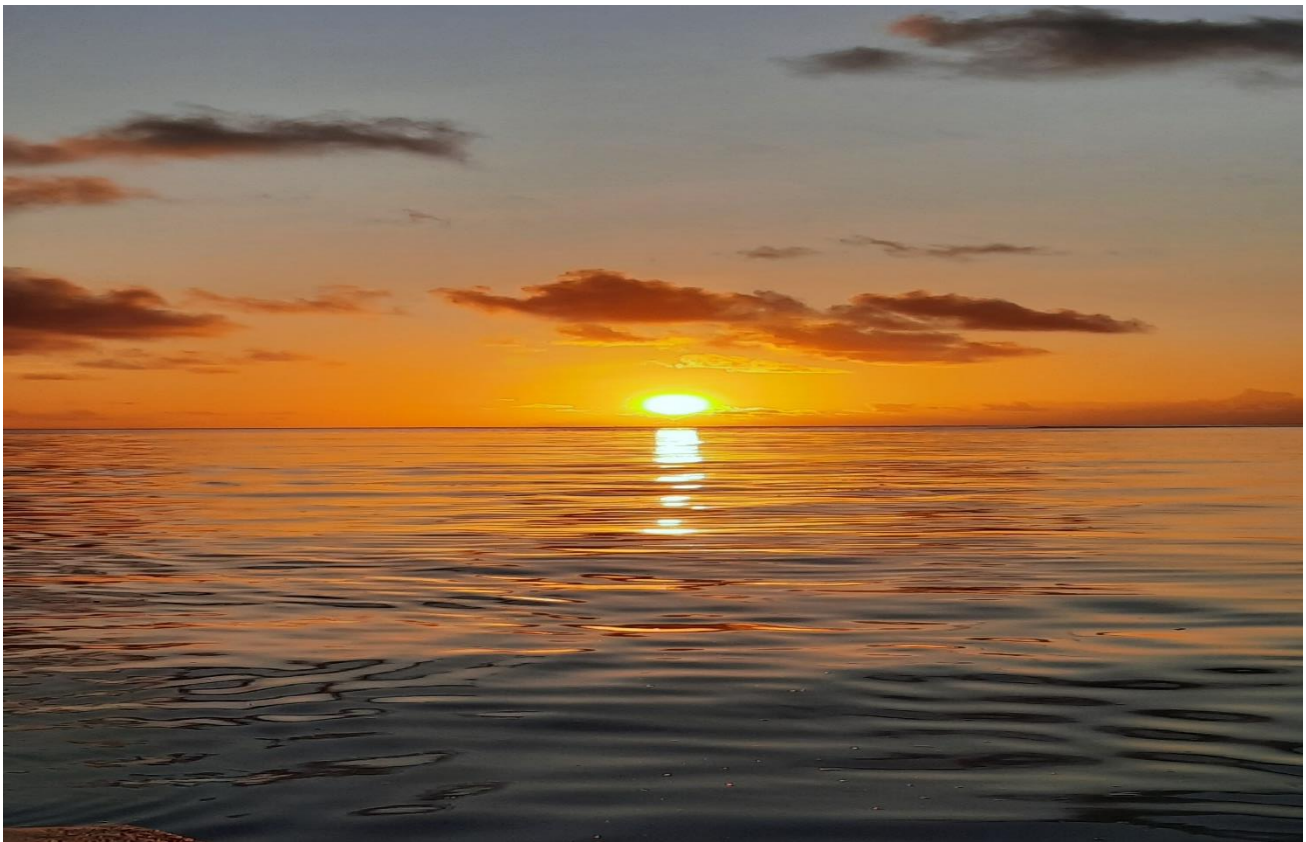


Tarawa Rural Council's Strategic Plan 2024-2027



This Strategic Plan is produced by the Tarawa Rural Council through the assistance of the Ministry of Culture and Internal Affairs and with the financial assistance from the Global Environment Facility (GEF) that is managed by the Food and Agriculture Organization through the 'Resilient Islands, Resilient Communities' project (R2R Project)



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Acknowledgement

The completion of this plan wouldn't have been completed without the support and contribution from the different key stakeholders involved and especially the Ministry of Culture & Internal Affairs which drives the whole process. In this regard, the Honorable Minister Boutu Bateriki and staff of the Ministry of Culture & Internal Affairs would like to acknowledge and appreciates the support of;

- Key Stakeholders of the R2R Project for participating and facilitating the formulation of this ISP including the translation of the whole document – MELAD-ECD, MFMRD-CFD, MELAD-ALD, MCIA Administration and MCIA-LGD staff.
- Extension officers on North Tarawa namely Kristen Atanteora-Environment Extension Officer under the MELAD-ECD and Tioti Ekeieta – Agricultural Assistant under the MELAD-ALD. These officers have provided meaningful support in terms of logistical arrangements needed on the island when there's a need from the team and especially their participation in the whole process on behalf of their Ministry or Division.
- The Mayor, Vice Mayor, Councillors, Clerk, Island Development Officer (IDO), council staff and everyone who have participated and contributed meaningfully during the workshops and the consultations. Our appreciation also goes to the people of each village for their participation during the village consultations despite their busy schedules at their individual homes. Without their support, this plan wouldn't have been completed.

My special thanks goes to the Global Environment Facility (GEF) and FAO through the R2R Project housed within MELAD for financing and managing the project which enables the completion of this Strategic plan.

Thank you.



Boutu Bateriki
Honorable Minister
Ministry of Culture and Internal Affairs

Foreword

It is an honour for my fellow councilors and myself, and the people of North Tarawa to express sincere gratitude to the team who have spent time and contributed in different ways towards the completion of this Strategic Plan. Our sincere thanks to Almighty God for giving us the courage and dedication throughout the process where He can lead us to the completion of this important Strategic Plan which we will be using from now on.

This Strategic Plan is purposely formulated for Eutan Tarawa Council for the whole island for a 4-year period from 2024 to 2027. The Plan has set a vision, mission and plans to guide the implementation and decision making of the Council in order to make developments and worthy changes for the betterness of the people of Tarawa Teinaiaeta. In setting out this important strategic plan, linkages and alignment were made with the Kiribati Government's overarching national plan generally known as a Kiribati Vision for 20 years (KV20) in particular the thematic areas or Pillars. However, during the development of this plan, the discussion and deliberations have focused around the four pillars which are same as a KV20 Pillars: Wealth, Human Capital Peace and Security, Infrastructure and Governance.

The alignment of this island strategic plan is not restricted only to the KV20 but is also aligned to the existing community plans and the national plan known as the Kiribati Development Plan. The linkages between these plans helps strengthen the collaboration between the development partners such as NZ MFAT, DFAT, Republic of China Embassy and other potential partners at the national and global level.

Moreover, the council has been functional for a long period without a strategic plan being in place. Therefore, having this plan will surely assist the council in its planning and also, it will help inform decision making for better interventions in order for the people of North Tarawa to prosper and enjoy a healthier lifestyle.

In light of the tireless effort, I would like to express my heartfelt gratitude on behalf of my island and my people to the Global Environment Facility (GEF) for financing this activity through the Resilient Islands, Resilient Communities project or R2R project that is managed by the Food & Agricultural Organization (FAO). My gratitude also goes to the Ministry of Culture and Internal Affairs through the Local Government Division for facilitating this work including the key R2R stakeholders such as the Ministry of Fisheries and Marine Resources Development through the Coastal Fisheries Division (MFMRD-CFD), the Ministry of Environment, Lands and Agricultural Development through the Environment and Conservation Division (MELAD-ECD) and Agriculture and Livestock Division (MELAD-ALD).

To conclude, my words of encouragements dedicated to the Island Council members, oldies and all the people of North Tarawa to work collaboratively in order to successfully implement this important Strategic Plan.

Health, Peace, and Prosperity.



Teitiaki Temate
Vice Mayor

Introduction

The formulation of the Island Strategic Plan for Tarawa Rural Council in North Tarawa is one of the outputs of the Local Government Division-Ministry of Culture and Internal Affairs under the 'Resilient Islands, Resilient Communities' Project or R2R Project housed within the Environment & Conservation Division under the Ministry of Environment, Lands & Agricultural Development. The formulation process is financially supported from the Global Environment Facility and managed by the Food and Agricultural Organization (FAO) through the R2R Project.

Every part of this document or Strategic Plan were produced and developed after an indepth and interactive discussions convened through a four-day workshops from the 6th to 9th of December 2022. The discussion has enabled the identification of issues focused around the five pillars of the KV20 in order to complement and aligned well with the national developments as per reflected in the KV20 Plan. These pillars are as follows:

1. Wealth
2. Peace and Security
3. Infrastructure
4. Governance

During the four-day workshop, a Strength, Weaknesses, Opportunities and Threat (SWOT) analysis was also undertaken regarding the council's operation, human resource capacity and the development of the whole island. Most importantly is the development of the Vision, Mission, and Values to be reflected in the plan for them to work toward and to achieve the plan's plans aims and objectives.

Furthermore, the workshop was convened through group break-outs which then produced the implementation plan. The implementation plan well reflects the issues felt by the people of North Tarawa in relation to the KV20 Pillars which are then further addressed and elaborated into how the issues are being addressed (Actions), what are the goals to achieve and the proposed timeframe for executing and initiating the actions from 2024 to 2027.

The draft Strategic plan, in particular the implementation plan, was then introduced to the whole island through a series of village consultations starting from Buariki to Buota. The purpose of the villages' consultation was intended to secure feedback and inputs from those who didn't take part in the formulation workshops. However, valid inputs and reasonable feedback were received throughout the consultation period and have now been integrated.

A key element of finalizing the Island Strategic Plan is the final consultation with the Full Council members. The Full Council's mandate is to endorse every part of the Strategic Plan after integrating feedback and inputs from each village. A deliberation and the validation meeting was held on the 17th December, 2022 at the full council level in which the final draft of the Strategic Plan was endorsed.

Accordingly, the Council will provide full support in implementing the plan and at the same time support and motivate its people to contribute to implementing the formulated plan using the available resources in hand and their respective capacities. Nonetheless, the Council will persist to explore and tap financial and technical supports in order to fully implement the plan within the set timeframe.

SITUATIONAL ANALYSIS

Council Profile

Eutan Tarawa Council (ETC) is one of the 23 local government island councils in Kiribati which was established on the 28th of March 1967. It caters for the largest population outside of the main urban areas of South Tarawa and Betio. North Tarawa is one of Kiribati's larger island councils in terms of its population and land area. The local government is an elected council, made up of mayor and councilors. The council has its jurisdiction under the Local Government Act 1984 of Kiribati and is answerable to the Ministry of Culture & Internal Affairs.

Eutan Tarawa Council is managed by the Council Clerk—appointed by the Government of Kiribati—who acts as the Chief Executive Officer. ETC workforce comprises 70 employees and is the largest employer on the island. Full council members are responsible for their council which includes the total of twenty-five (25): embedded 19 elected councilors from each ward (13) on the island, one representative from the old man group which is considered as special member, two representatives from women group and three ex-officials from the island.

The council directly supports the North Tarawa Community through its road maintenance, transport, community assistance, planning, regulatory and governance services. Council aims to maintain a flexible workforce that can respond quickly to emergencies and other reasonable requests within capabilities of its staff numbers, vehicles, and available equipment. Council also helps supports a range of Government of Kiribati and non-government organization services on North Tarawa.

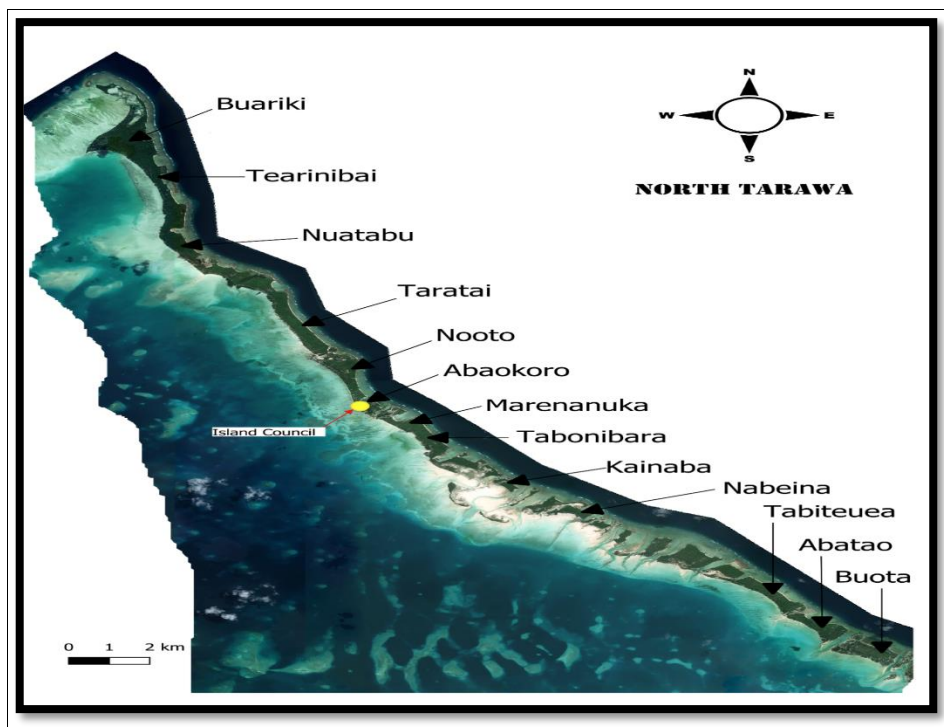


Figure 1 Map of North Tarawa

Demography

According to the National Statistics Office's most recent population censuses, which was conducted between 2005 and 2020, there has been a rise in population of North Tarawa. The population census is conducted throughout these years shows that there is an increase in number of population and migration in North Tarawa.

As of the final year for population census in 2020, North Tarawa has a total population of 7018.

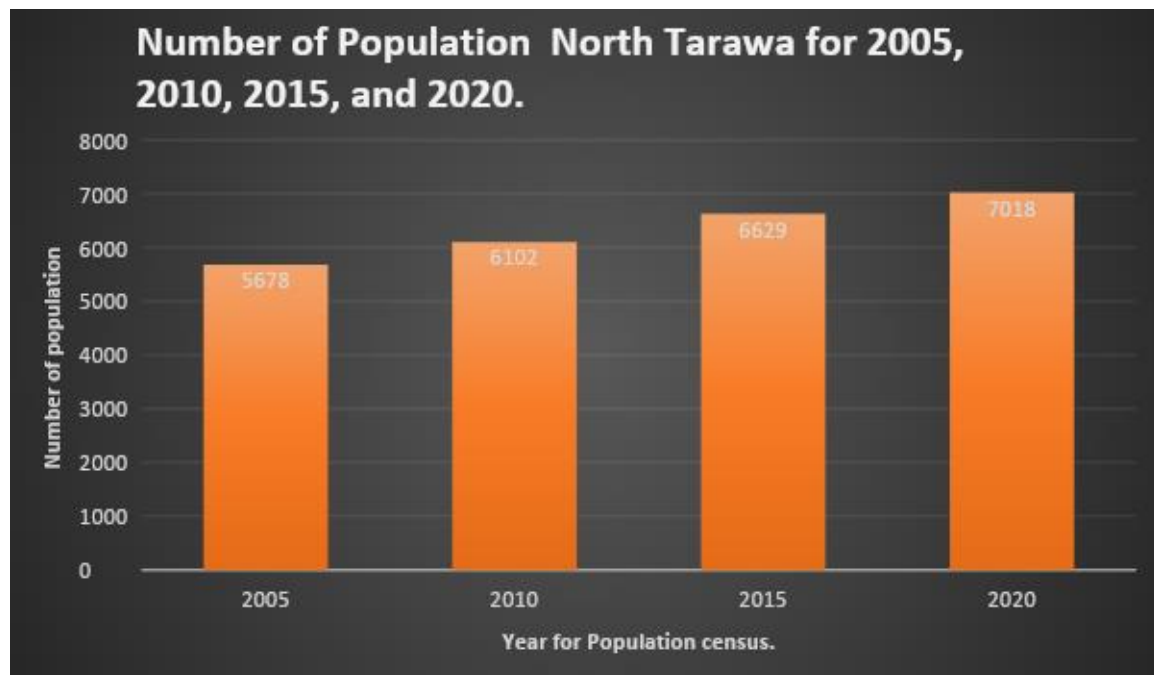


Figure 2 Population trends on North Tarawa at the Census years

Environmental Analysis

Climate Change is one of the most threatening issues which affects the environment and the lives of people in North Tarawa.

Because of extended droughts and rising sea levels, environmental issues are continuously arising such as increased salinity of wells, death of tree crops, dusty roads that give rise to other health issues such as coughing and conjunctivitis etc. Brackish water negatively impacts the health of people of North Tarawa and visitors.

During the workshops and consultations, the people of North Tarawa clearly expressed their concern on the excessive sand mining or dredging activity which also increase the impact of rising sea level affecting the coastal areas.

Impacts of climate change ruins the agricultural land's ability to grow food crops and trees in North Tarawa. Sea level rise and droughts damages and destroys the sand and soil which results in loss of renewable food or subsistence resources. Another problem is lack of tools for smallholder agriculture and agroforestry. Another disadvantage of it adjoining South Tarawa is the ease with which pests and diseases to reach the people and their tree crops.

Education Profile

There are four categories of schools on North Tarawa, viz. Preschool, Primary School, Junior Secondary School, and Senior Secondary School. As shown in the Island Education Coordinator (IEC)'s report, there are 24 pre-schools available in villages. North Tarawa has ten primary schools, a junior secondary school and one senior high school. The primary schools are strategically located at the most convenient locations for villages to each share a primary school as may be necessary. On the islets where it is a problem walking the reef passages or channels, schools are located on individual islets.

The Immaculate Heart College High School is in Nooto village and run by Our Lady of the Sacred Heart Sister.

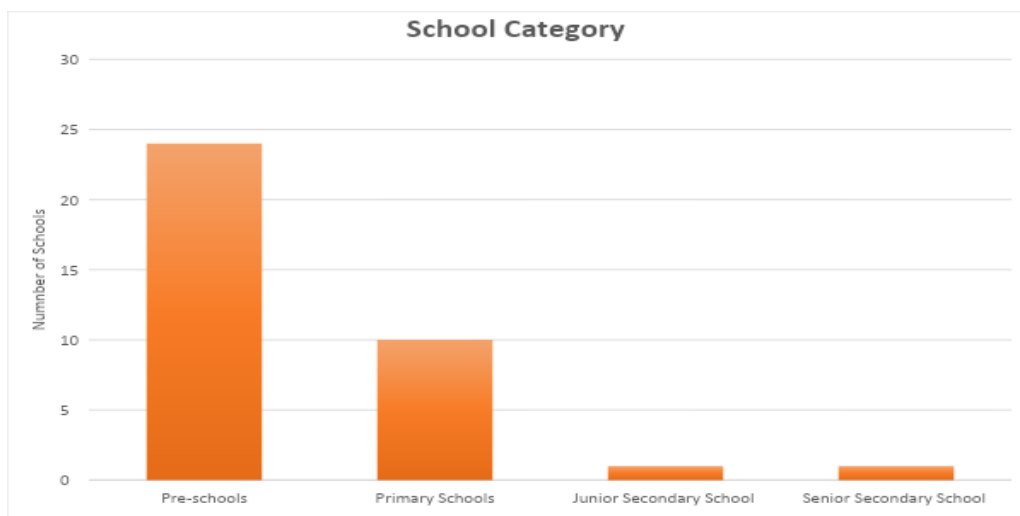


Figure 3: Number of Schools as per the Categories

The most common issue regarding education faced by the island is an insufficient number and quality of teachers. Due to shortage of teachers on the island and large number of students enrolled in schools, non-teaching professionals have sometimes been hired. Another problem experienced in North Tarawa is the fact that there is only one junior secondary school on the mainland, located in Abaokoro, serving the entire island. However, since this has turned into a significant problem for those who reside in the islets since they must travel every day from the islets to the mainland to attend school.

However, the main issue for children in the islets is that there is no bridge or causeway to join the islets to the mainland to make it easier for their daily travel to their school in the mainland. This makes it more difficult for them as islets are separated in places by wide channels, especially those who attend Junior Secondary School.

Village	Pre-School	Village	Primary School
Buariki	3	Buariki & Tearinibai	1- BT Uekera Primary Sch
Tearinibai	1	Nuatabu & Taratai	1-Nein Tebwara Primary Sch
Nuatabu	1	Nooto	1- Ueen Nooto Primary Sch
Taratai	1	Abaokoro	1- Bwan Nei Kanna Primary Sch
Nooto	2	Marenanuka & Tabonibara	1-Amoane Primary Sch
Abaokoro	1	Kainaba	1-Nangintokato Primary Sch
Marenanuka	1	Nabeina	1-Nun Teweia Primary Sch
Tabonibara	3	Tabiteuea	1-Raweaitina Primary Sch
Kainaba	2	Abatao	1-Mamatannana Primary Sch
Nabeina	1	Buota	1-Aratokotoko Primary Sch
Tabiteuea	3	Total	10
Abatao	2	Village	Junior Secondary School
Buota	3	Abaokoro	1 - Eutan Tarawa JSS
TOTAL	24		
		Village	Senior Secondary School
		Taborio	1 - Immaculate Heart College

Figure 4: Number of Schools per Village

Health Information

Health Clinics are located across several Villages in North Tarawa, with registered health clinicians being available for enquiries. Council and Health Clinics collaborate closely to put emergency response plans in place to combat any outbreaks of notifiable diseases.

There are 10 clinics with their nurses in North Tarawa and they are present in Buariki, Taratai (Nuatabu), Nooto, Abaokoro, Tearinibai, Tabonibara (Marenanuka), Kainaba, Nabeina, Tabiteuea, and Abatao. There are 9 nurses and one medical assistant or MA.

Based on the Ministry of Health and Medical Services' report on population census, Abaokoro had the highest rate of outpatient or clinic visits among other villages in North Tarawa for the period of January to December 2022.

Home Visit	Diabetic	Hypertension	Mental	Family Planning	Antenatal	Postnatal	Child Health
Abaokoro	6	5	2		1		2
Buariki	6	5		4		1	1
Kainaba	5	4				2	12
Nabeina	11	11	1		1	1	2
Notoue	4	1			1		1
Tabiteuea	12	10			2	3	8
Tabonibara	3	6			2	1	8
Taratai	10	12	2	2	6	5	10
Tearinibai	10	8	3	1	3	4	9
Total	67	62	8	7	16	17	53

Figure 5: Medical Condition per Village

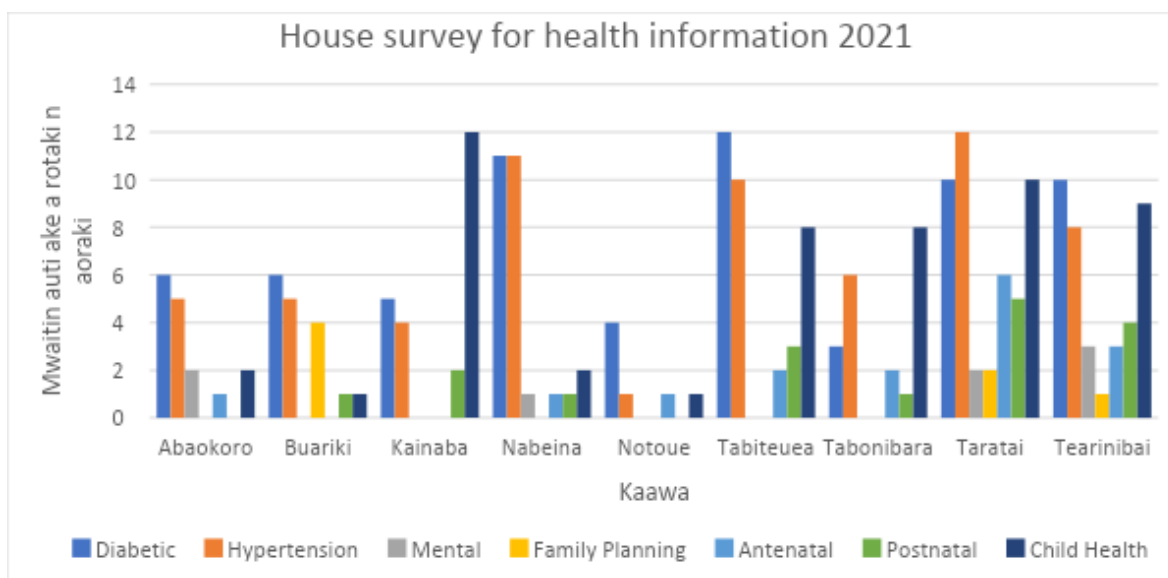


Figure 6: Number of health cases vs Illness

The data from the house survey for health information in each village in 2021, which is shown in the table above, makes it abundantly clear that diabetes, high blood pressure, and children's illness are the three most prevalent health problems in North Tarawa.

Internal Stakeholders and their responsibilities.

Internal Associations	Roles
Traditional Leaders	Decision makers on the island.
Women Organization	Producing ideas for women's development. The council is responsible to support training on women's skills on handicrafts to enhance their capability.
Island Youth Association	Providing support to the youths to foster the development of their wellbeing and enhance good health.
Sport Organization	It fosters talent for youth health, prevents illegal activities, and provides opportunities to earn money, especially for the unemployed.
Family Organization	Responsible to support projects that are designed to foster and promote good health, well-being and increase family income.
Fishing Association	Encourage management through public awareness for the importance of marine resources to minimize and control the exploitation of marine resources.
Copra Society	To support the government project subsidising copra production and ensure proper control of copra fund for the people of North Tarawa.
Private Sectors cooperatives	Provision of goods and services for the island to prevent cargo and fuel shortage and ensure sustainable price control.
Water Committee	Responsible to look after and preserve fresh water.
Community groups in villages	To facilitate and coordinate development projects in their villages.

Agriculture Association	Encourage agricultural activities on the island.
Faith-based organizations	Responsible to nurture and strengthen peace and spiritual life in their respective communities.
School Committee	Developing and enhancing the pupils' knowledge and understanding.
Council	Planning and coordination of different services for the for the development and wellbeing and peace to the island.

Figure 7: Stakeholders with Responsibilities

SWOT Analysis

Strengths	Weaknesses
Landing Craft Licensed Activities Availability of fish center Marketing Thatch Local Foods Copra Availability of Hardware/ Bulk to store goods Tourism Agriculture Total population over and rising each day Transports Historical sites Communities Stakeholders Closeness to the Capital (South Tarawa) Sports	Water salination Use of beach and bush for toilet purpose No dock for emergency cases There is no center for youth Fuel shortage Lack of safety gears Lack of Kiribati skills Poor internet connection.
Opportunities	Threats
Streetlights Support fund for unemployment Senior citizen allowance Daily subsistence allowance Availability of internet or internet access Availability of EFTPOS in the council Development Protected Area Fishponds Improved governance Foreign Stakeholders Schools Tourists	Drought. Costal Erosion. Road. Causeway (Kainaba-Buota). Corruption. Climate change. Cultural changes. Lack enforcement of byelaw. Unhealthy Alcohol and Yagona. Broken family.

Figure 8:SWOT Analysis

Vision, Mission & Values

Vision: "Fostering Growth for a prosperous and vibrant Tarawa-te-Ina-i-eta for today and tomorrow"

Mission:

Enhanced partnership, collaboration and be alert to confront any new changes in order to succeed and to maintain and conserve the marine and terrestrial resources.

Values:

- Love
- Humble
- Honest
- Respect
- Accountability
- Hospitality

Implementation Plan

Issues	Goal	Activities	Timeframe 2024-2027				
PILLAR 1: WEALTH							
1a: NATURAL CAPITAL							
LAND RESOURCES							
ISSUES	GOAL	ACTIVITIES	Responsible	2024	2025	2026	2027
Persistent negative impacts of Climate Change on our atoll environment (E.g.Sea Level Rise, Prolonged drought)	Strengthening our Resilience and adaptation to withstand the impact of Climate Change	Making appeal to the Government to keep raising this issue in every conference at the Global level.	Council Government				
		Seek financial support to compensate for any damages caused from the impacts of Climate Change.	Council, Clerk, IDO, Government				
Water Salinity	Addressing issues with the demand of fresh and safe water	Seek for financial support from the Government for the installation of Desalination Plants that will be supported from the Island Council and the IDC.	Council (Mayor, Clerk & IDO), Island Development Committee MCIA, OB, MISE				
		The Desalination Plants should be well distributed in an equitable manner across the mainland and between Islets.	Council, MCIA & OB				

		Increasing the number of water tanks to affected areas and within villages that are severely impacted by water salinity. The Island Council will be assigned to contact with responsible Government Ministries on this matter.	Council, MCIA, MISE, Gov't Projects, Development Partners				
Reduction in plant/crops growth and productivity due to prolonged drought	Minimizing problems associated with low crop productivity.	Enhance oil moisture-holding capacity by using cover crops.	Farmers				
Excessive sand and gravel mining.	Sand and Gravel Mining would be well monitored	Raising awareness on North Tarawa regarding the Environment Act 2021 from MELAD-ECD should be maintained.	MELAD-ECD, Environment Extension officer				
		Seeking one certain spot/ area that will be designated for the sand and gravel Mining purposes to avoid excessive mining on the Island.	Council, MELAD-ECD ao MELAD-LMD				
Loss of mangroves	Prohibition of mangrove clearing.	Mangrove re-planting will be encouraged.	MELAD-ECD, Council, Communities & Church groups, Youth				
		Liaising with the Environment and Conservation Division office if there is a need cutting of mangroves.	Council, Environment Extension officer, MELAD-ECD & Communities				

Coastal erosion	The issue with coastal erosion will be addressed and the land will be restored.	Mangrove re-planting along coastline will be encouraged among the locals.	Council, MELAD, Coummunities, Church groups, Youth				
		Coastal plantation should be carried out such as selected Pandanus trees, dwarf coconuts and other coastal vegetation.					
		Building of beach brush along coast Line should be encouraged.					
		Building of causeway without sluice gate will not be encouraged, instead of building bridges. Causeways with sluice gates will be encourage especially in areas where milk fish dwell.	Council, MISE				
Uncontrolled and indiscriminate burning of coastal forests on the island for cleaning purposes where the other person's land or forestry affected.	Uncontrolled and indiscriminate burning will be banned.	Encourage diggin small pits (cathole) for Waste Disposal.	ETC				
		MELAD-ECD should maintain awareness raising on the impact of uncontrolled and indiscriminate burning in line with the Environment Act 202.	MELAD-ECD & EEO				
		Incorporation of rules and penalties in the bye-laws	Council, MCIA & OAG				

Poor Waste Management. E.g., Disposing nappies and plastics in open places.	Maintaining a Clean Environment.	The Island Council shall be responsible to locate any spot that will be designate for the waste disposal.	Council, MELAD-ECD, MELAD-LMD & MCIA				
		Encouraging locals to use the green-bag System and lodging request to the MOEL Trading to expand its area coverage to North Tarawa.	Locals, MOEL- Green Bag, Council				
		Maintaining awareness raising on waste management and proper waste disposal to keep a clean and safe environment	MHMS-Clinics on ETC, MELAD & Council				
		Everyone should be responsible for their own waste.	Communities, Church Groups, Locals and Household members				
		The MELAD through the EEO should work collaboratively with the locals to enforce the Environment Act on the Island.	Council, EO and MELAD-ECD				
Uncontrolled felling of Trees for business purposes	Uncontrolled felling of Trees should be banned especially for business purposes	Encouraging locals to plant many of trees that are commonly used for construction materials such as coconut, pandanus and so forth, with the support from MELAD through the Agriculture and Livestock Division.	Council, MELAD-ALD, every Household				
			Council, EO, Policeman and Specials				

		Whoever found to be undertaking uncontrolled felling of trees will be fined (E.g., Mangrove deforestation)					
MARINE RESOURCES							
Coral Disturbance Coral Human threat	Prohibition of Coral Disturbance (antropathonic)	Adopt and introduce in Councilor's Bylaw and enforce the law for coral Disruptions.	Council, MCIA & OAG				
		Empower Island Council to enforce law and to collaborate with villagers.	Council, Special & Policeman				
		Island Council to develop byelaw on prohibiton of removal of corals working collaborative with ECD.	Council, Special & Policeman, and MELAD-ECD				
Marine Littering and Pollution	Enforce Law for Marine Littering	promote awareness to enforce the environment legislation by EO in collaboration with Island Council and MELAD.	MELAD-ECD & EO				
		Littering penalty/fined charge to villagers if not followed.	Council, Special, Policeman and locals				
Mangroves Logging at certain sites or areas.	Increasing the amount of Mangrove at poor sites	Conduct mangrove planting through MELAD collaboration with villages in degraded areas suited to mangrove colonisation.	Villagers, MELAD-ECD, Communities, Church groups, Youth & Council				

		MELAD will conduct further research and studies on unhealthy habitat areas or sites for Mangroves and give advice for mangroves plantation.	MELAD & COUNCIL				
Over-harvesting of marine species.	Prohibition on over-harvesting of marine Species	The enforcement of laws in relating with Fisheries acts and supported by Island Council.	MFMRD-CFD, Council, Police & Specials				
		The recognizing of Villagers' Bylaw and plans in the existing legislation (Bylaw or Strategic plan) for the protection of marine species	Villagers, Communities and Council				
1b: HUMAN CAPITAL							
ISSUES	GOAL	ACTIVITIES		2024	2025	2026	2027
Health							
Non-balance diet	Sustainability of a balance diet	Home-based gardening is encouraged for all and supported by the MELAD-ALD and council.	Council, MELAD-ALD, Villagers, household, and communities				
		The seeds and gardening tools to be distributed with either subsidised or no cost charges to the people from MELAD and supported by the Island Council.	MELAD-ALD, AA, Council, NGOs, New Project				
Poor control in the usage of alcohol and kava.	To foster or enhance good health.	Strict control of opening and closing hours for kava and liquor bars. For example: Weekdays: Monday to	Police, Special, Kava members and locals				

		Thursday 5pm-11pm & Weekends: Friday to Sunday 7pm-1am.					
Laziness in physical activities	Sustaining good health from physical activities	Providing awards to encourage villages and communities to develop their physical activities and programs such as competitions on sports, cleaning, and gardening.	Council, Church groups, Villages, MELAD, and Government				
		Providing sports equipment to villages and communities by the island council and MWYSSA to support and enhance good health.	Council, and MWYSSA				
The need to increase medical health workers or nurses.	Increase and enhance the capacity and competency of medical health workers.	Ensure nurses or doctors are available in clinics to better serve the medical needs of the people of North Tarawa.	Council, MHMS				
Spitting in public places or Maneaba from smoking and using couben.	Prohibiting smoking and spitting in public places.	Development of a byelaw prohibiting the spitting from using couben and smoking in public places or Maneaba.	Council, OAG, MCIA, Police and Special				
Education (Formal & Informal (Vocational))							
Number of primary teachers in proportion to pupils is low.	Increase number of teachers in primary level.	The IEC is responsible to monitor and ensure teachers-pupil ratio meets the expected standard.	Council, IEC and MOE				
Poor support of parents and councils in supporting the development of talents.	Explore potential supports.	Parents and councils are to be encouraged to support the development of important talents such as sports, handicraft, fishing, gardening etc.	Parent (Household), Council, MWYSSA and MCIC				

		Establishment of vocational schools that will foster the development of talents and life skills.	Council, KIT, and MOE				
Limited skilled workers at the island councils such as plumbing.	Recruitment of required skilled labourers by the island council to ensure efficiency and effectiveness of the work.	Recruitment of plumbers and other skilled tradespeople to ensure efficiency and effectiveness of the work.	Council (Clerk) and the Establishment Committee.				
Capacity Constraints							
Not using birth control wisely – the women are not able to show their talents for they are busy nurturing babies	Encouraging Family planning	Encouraging families to use family planning	Families to be supported by MOH (clinics) through the MA.				
		Empowering women to showcase their talents in communities, island council and any other related ministries.	Households.				
Lack of capacity	Enhancing capacity	Encouraging church groups, youth, residents, and communities to join and attend workshops for capacity.	Church groups, Youth, Village and Communities.				
Shyness – introvert, self conscious	The stoppage of shyness	Being inclusive in church, villages, and youth activities	Church groups, and Communities				
Mocking and insulting	Stopping the mockery and insulting	Encouraging the public, church groups, and other organisations to stop the mockery and insulting and issuing a fine of \$50.00 for mockery	Village, Church groups, Communities, and local people.				

Impatient	Patience & Respectful	Encouraging the public, church groups and the people of Tarawaiaeta to be patient and respectful	Local people				
1c: CULTURAL CAPITAL							
ISSUES	GOAL	ACTIVITIES		2024	2025	2026	2027
No recognized sightseeing excursion corporation body	To establish a sightseeing excursion corporation body to oversee North Tarawa	Joint cooperation between the Council and responsible authorities (Tourism & Museum) to establish a recognized sightseeing excursion corporation.	Council, TAK, and MCIA-CMD				
		Government representatives are encouraged to participate and contribute on the budget proposal for the tourism excursion in North Tarawa, particularly to assist and support those who had never been to the Island.	Government Ministries, and other organizations that visits North Tarawa.				
Tourism sites such as resorts have poor standards of water supply.	The public and tourism sites should have access to clean and consumable water supply.	The owner is responsible to provide clean water to tourists/visitors.	Owner				
		The Council is responsible to provide by selling clean and fresh water supply from the provided Water Desalination plant	Council				

		The council is required to provide water truck for the purpose of dissemination of clean water	Council and MCIA				
The preservation and maintenance of traditional community meeting houses for meeting purposes to address sorts of challenges that may arise	To establish traditional community meeting houses in each local village and that maintenance is also provided	Maintenance activities carried out towards the meeting houses will be initiated by the community	Whole Village				
		The Government is to grant leased customary lands with mutual agreement made with land owners to secure a plot for building of traditional meeting houses	Council, Land-owners, Village Chiefs, and MELAD-LMD				
		Traditional meeting houses will be enclosed by a fence as well as the toilets within the premise. The need of joint cooperation of fund seeking by the Council and the community itself	Council, and Village				
		The traditional meeting houses will be recognized as a symbol of local authority to secure protections towards children and women	Council, Police, Local People				
Kiribati rich culture in traditional dance, handicraft and other traditional skills are slowly degrading its values	To protect and preserve our culture and our identity	The younger generations will be taught to acquire and learn vital traditional skills	Parents, Council and MCIA-CMD				
		The Ministry of Culture and Internal Affairs through the Culture &	MCIA-CMD				

		Museum Division will accumulate Kiribati historical information and cultural skills for disseminating purposes.					
		To provide rewards to interested locals who is willing to share their unique traditional skills and historical information	Government and MCIA				
		The concerned office will share and disseminate historical information to outer islands	MCIA-CMD				
		Historical information will be reflected and introduced into the school curriculum	MCIA-CMD, MOE- Curriculum Development Division				
Pillar 2: PEACE & SECURITY							
ISSUES	GOAL	ACTIVITIES		2024	2025	2026	2027
Overcrowded	Minimizing living in overcrowded	The council request to Government increase of recruitment in overseas employment schemes and PAC applications.	Council, MEHR and MFAT				
		Extension of PAC application to Outer Islands	Council, NZ High Commission/ MFAT				
Consumption of prohibited drugs. E.g: Marijuana	Elimination of prohibited drugs	Cease planting of marijuana tree	Council, and Police				
		Full control and monitoring of the importation and bringing of prohibited drugs to North Tarawa	Police and MHMS				

		Regulating and enforcing the prohibition use of drugs by the council	Council, Village, Police, and Special Constables.				
Excess consumption of kava	To be minimized	Full enforcement of Kava Act	Police, Special Constables				
Excess consumption of alcohol	To be minimized to eliminate violence and promote peace	Public awareness on liquor Act by MCIA	Police, Council, MCIA through Liquor Committee				
		Full enforcement and support of Bye-laws established by communities on the use of alcohol	Council, Village, Police, Special, and ETC				
		Full enforcement of Bye-laws established by the council on violence from the use of alcohol	Council, Special, Police, and Locals				
Speeding in Public Road	Elimination of speeding in Public Road	Erection of speed humps at every village	Council, Village, and MISE				
		Full enforcement of the Traffic Act by Police Officers	Poilce and special				
		Encouraging reports from public	ETC locals				
		Erection of Public Road instructions on speed limits at all villages by Police officers and village wardens	Council, Police, Specials, and locals				
Threat by stray animals (dogs)	To be eliminated	Collection and killing of stray animals (dogs)	Council and Special				
		Limitation of number of dogs to 2 per household	Pet Owners				

		Seeking assistance for procurement of equipments for killing dogs	Council				
		Increasing budget for Dog controls in the Council's budget	Council and MCIA-LGD				
		Neutering of female dogs and castration for male dogs	AA, and MELAD-ALD				
Harvesting coconuts in theft actions	To be eliminated	Regulating prohibition theft of coconuts in all Villages	Council, locals, and MCIA-LGD				
Destructive and illegal harvesting methods of coconuts	To eliminate the destructive method of harvesting coconut	Planting of trees be encouraged by AA and Council	MELAD, AA, and locals				
		Formulation of Bye-Law regulating banning of destructive and illegal harvesting methods of coconuts	Council, MCIA, and OAG				
Inadequate number of Special constables in villages	To promote peace and security	Recruitment of more special constables and to be rated as villages/wards with 2 councilors should have 4 Special Constables and 2 special constables for villages/wards with only one elected councilor.	Council, Kiribati Police Headquarters, and OCS				
		There should be a patrol transport for police officers	Council and KPS HQ				
Pillar 3: INFRASTRUCTURE FOR DEVELOPMENT							
ISSUES	GOAL	ACTIVITIES	Responsible	2024	2025	2026	2027
Absence of boat channel that causes delays in delivering of local commercial products from	Digging of boat channels	Full Council and Parliament to seek financial support. This will be the responbility of the village councilors and the MPs	MPs, Council, and MCIA				

North Tarawa to South Tarawa and emergency needs		Rehabilitation of boat channels exists at Nabeina and Kainaba	Council, MISE, MELAD, MCIA				
		Construction of boat channels at Taratai, Marenanuka and Abaokoro as first priority	Council, MISE, MELAD, MCIA				
Poor condition of main road which may leads to more financial expenses towards repairing of vehicles (trucks & motorbikes)	Rehabilitation of main road	To put up to Full council and Parliament for consideration and to seek financial support and machineries	MPs, and Council				
		Clerk and Mayor to oversee the monitoring of road-workers to ensure they are working efficiently and effectively	Council (Clerk & Mayor)				
		Tapping financial opportunities for procuring of machineries that will assist in the road rehabilitation and maintenance,	Council, MISE				
Limited number of Private sectors operating	Increase the number of Wholesalers & Hardwares on North Tarawa	The Tarawa Rural Council to support and encourage wholesalers and other businesses to establish branches on North Tarawa	Business, Council, MCIC				
		The Council to secure and provide suitable locations for these wholesalers & businesses	Business, Council, MCIC				
		Developing agreements between the landowners and shipping enterprises to ensure greater competition	Council, Business, Landowner, and MELAD-LMD				

		Unused or vacant offices/buildings of the council to be offered as rentals to private sectors/companies on a commercial basis	Council				
Lack of power/electricity in schools, clinics and villages	Providing needs on electricity	To raise this need up to the council and to the MPs for consideration and to explore financial support for renewable energy (especially solar and wind)	MPs, and Council				
		Encourage every village to explore financial assistance on their own	Village				
		Prioritize the Procurement of standby generator for clinics	Village, MHMS, Council				
No office for some staff of the council & Limited space within the council land/area to accommodate for more residentials of civil servants	Extending the Council's land boundary	Leasing nearby lands that are close to the council's compound	Council, landowners, and MELAD-LMD				
		To organize good construction of the councils' offices and residentials as to have better facilities	Council				
		Encourage constructing of permanent living quarters with sleeping room, toilet and kitchen inside	Council, residents, and civil servants				

Poor network/signal needed for communication	Installation of antenna to improve network connectivity in black spot areas	The Council has to liaise with Vodafone Company for the installation of antennas in black-spot areas	Council, Vodafone Company limited				
		Vodafone Company has to make more frequent maintenance work to existing towers/antenna	Council and Vodafone Ltd				
Inadequate public transport beside school transport	Procure commercial public transport to ease travel on the main-land of North Tarawa	The Council and MPs will be responsible for seeking financial support on this need	MPs, Council				
		Distribute and provide transport such as school transport to every islet in order to improve accessibility and to ease travel between islets	Council, IEC, and MOE				
No proper dumping site	Designation of a dumping area in North Tarawa (for inorganic materials only)	The Council has to undertake consultations with landowners and to work collaboratively with relevant Government stakeholders	Council, landowners, and Government Ministries				
		The council will make arrangements and agreements with the landowners for the designated dumping site	Council, and landowners				
Maintenance work needed to the existing prison and the office	Complete construction of the prison and the office	The Council needs to prioritize the renewal & maintenance of the prison in future budgeting	Council				
			Council, MCIA-RPD, MCIA-LGD				

		Qualified contractors will be engaged to do the maintenance work					
Absence of the Courthouse	Establish and build a Courthouse	North Tarawa MPs will be requested to put this up to the parliament for consideration	MPs, and Council				
		The Council must liaise and work with the responsible ministries and relevant partners for constructing the courthouse	Council, Court				
Lack of enforcement tools (speed boat for conducting enforcement and patrols at sea)	Procure a speed boat to support patrols and enforcement at sea	MPs need to convey and brought this up to the responsible Ministries	MPs, Council, and MFMRD				
		Fisheries Assistant (FA) to include the cost in their DW or operational budget	Council, FA, and MFMRD				
Absence of Ice-plant at Tabiteuea islet and the nearby islets to keep and maintain the freshness of marine catches	Establish a separate ice-plant for Tabiteuea and the nearby islets	The Council will support the establishment of the new ice-plant on Tabiteuea islet and liaise with MFMRD on this matter	Council, MFMRD				
Pillar 4: GOVERNANCE							
ISSUES	GOAL	ACTIVITIES	Responsible	2024	2025	2026	2027
Inter-reliant/ Lack of accountability	Embrace accountability and Team-work	Strengthening recruitment process by proper testing and assessment of applicants by the employer	Council, Establishment committee, Employer				
		The responsible committee must strive for success in regulating and monitoring Human Resource	Council, and Establishment Committee				

		employment (Establishment Committee)				
		The employer's recruitment process is to be addressed as follows: For any related vacancy or post required by the Council, these will be assessed and entail liaison with the Establishment Committee For any related vacancy or post from South Tarawa, these will be assessed and entail liaison with the council representative and the members from the employment officials	Council, Government Ministries, and PSO			
		The Establishment Committee must include one Medical Assistant as a member of the committee.	Council, Establishment Committee			
Abuse of public goods in the council by members of the community	To prevent and avoid such abuse of public goods	To protect government property and public goods and apply law enforcement to those found in possessing and abusing of public goods; to compensate, and eliminate.	Council, Police			
	Maintaining Projects Funds with strict	Strengthening and empowering of the Island Development Committee (IDC)	Council, IDC			

Misusing and taking advantage of funds intended for the Projects.	reports to avoid the fund being missed used.						
		Funds must be allocated to the areas that are outlined and approved by the IDC.	Council, Cabinet, and IDC				

Monitoring and Evaluation

The implementation of this Strategic plan will be monitored and evaluated in the following ways.

1. The Clerk is responsible for overseeing the implementation of this island strategic plan.
2. The Clerk must thoroughly study the strategic plan in order to execute its activities and initiatives according to the implementation plan.
3. In order for the strategic plan to be effectively implemented, the Clerk is mandated and tasked to develop the annual work plan as a guidance to implement on timely basis.
4. A committee has to be established and membership has to be from the full council members. The established committee is responsible to oversee and monitor progress made on the implementation plan at every quarter prior to Full Council meeting held based on the report from the Clerk. The membership of this committee to comprise the Vice Mayor, several councilors, and te Unimwane representative.
5. On a monthly basis, the Clerk will collect updates on the progress of activities from subordinate officers assigned for each activity defined in the SP and from Ministries undertaking relevant activities or interventions on the island. The Clerk will compile these into a written report which will be shared to a committee established on a quarterly basis before being tabled at a Full Council meeting, at a time, agreed by the Full Council. Once the report is endorsed by Full Council, it then needs to be shared to MCIA-LGD for dissemination to the whole ministry in particular MCIA-Administration team. However, the MCIA-LGD is expecting the report to be submitted at every quarter which is a usual reporting period.
6. The MCIA through the Local Government Division will assist in monitoring and reviewing the implementation progress through examinatio of the quarterly reports provided by Clerk. After reviewing the report, the MCIA through LGD will then identify areas needing assistance and to explore assistance needed for line Ministries and from potential donors in order to effectively implement the strategy and to be able to assist the Island Council technical and financially.

Financial Arrangements

A thorough study is needed on the actual costing for ISP implementation. The costing can be determined by adding the total cost for each activity.

Once the costing is known, the following steps need to be undertaken by the Island Council.

1. The Council Mayor with the assistance of Island Clerk. The Mayor with the Island Clerk will explore funding opportunities for the resources required to support the implementation of the plan. It is the role of the Mayor and Clerk to seek the funding assistance of the donor partners such as NZ High Commissioner, Australian High Commissioner, UN Joint Presence Office such as UNDP, UNICEF, and other international and regional agencies such as FAO, SPREP and SPC.
2. Mayor together with the Clerk were expected to report to the Government any funding available that can be used for implementing this plan. Besides that, the Mayor and Clerk will explore any available technical and finance assistances from the Government on other Council needs.
3. It is the responsibility of the Mayor and Clerk to find and develop any projects that link and assist in the implementation of this plan.
4. The Clerk and Mayor are encouraged to establish partnership/networks with the existing NGOs and private companies in order to assist with the implementation of the plan.

Annexes

10.1 Workshop participants

No.	Name	Title	Ward
1	Bwerei Benson	Kauntira	Marenanuka
2	Niteru Takaai	Kauntira	Nabeina
3	Kirataruru Baton	Kauntira	Nabeina
4	Tereimaurua B	Kauntira	Tabiteuea
5	Kobebe Toauru	Unimwane	Abaokoro
6	Burentarawa	Kauntira	Buariki
7	Ioane Kamatie	Kauntira	Tabiteuea
8	Tebutonga Erene	Katekiti	Taborio
9	Tabureka Teneakau	Kauntira	Nooto
10	Teitiaki Temate	Kauntira	Nooto
11	Mwaneaba Terebo	OCS	Abaokoro
12	Aruea Kaintikuaba	Kauntira	Tearinibai
13	Pr Kairo Ieremia	KUC	Nooto
14	Tabouea Rabangaki	Kauntira	Tabonibara
15	Ioane Katokita	Kauntira	Taratai
16	Atiria Tamton	Kauntira	Abaokoro
17	Tabwena Korere	Uketi – Botaki n Aine	Buariki
18	Rauteti Teakin	Kauntira	Kainaba
19	Mataneai Naero	Kauntira	Buota
20	Biita Bwatee	Kauntira	Buariki
21	Bunang Rubenteiti	Kauntira	Buota
22	Bouto Tetairo	Kauntira	Nuatabu
23	Beiauea Nabibi	Youth Rep	Abaokoro
24	Mwa Bameri	Farmers Rep	Abaokoro
25	Angina Teteki	Assistant Clerk	Abaokoro
26	Merebone Miaere	Community rep	Abaokoro
27	Atantebine Ioane	WIW	Abaokoro
28	Tuneti Aviu	CFC	Abaokoro
29	Teitimatang	Tour guide rep	Buariki
30	Toke Kiai	Kauntira	Tabonibara
31	Pr Tarita M	Pastor KPC	Buariki
32	Ako Temake	Traditional medicine	Taratai
33	Teveti Tebwi	Boboti n akawa	Nuatabu
34	Abii	Elder - Mormon	Tabonibara

10.2 Full Council List

	Aram	Title/Nakoam	Am Kaawa
1.	Francis Kaua	Mayor	Abaokoro
2.	Bwerei Benson	Kauntira	Marenanuka
3.	Niteru Takaai	Kauntira	Nabeina
4.	Kirataruru Baton	Kauntira	Nabeina
5.	Tereimaurua B	Kauntira	Tabiteuea
6.	Kobebe Toauru	Unimwane	Abaokoro
7.	Burentarawa Tekautu	Kauntira	Buariki
8.	Ioane Kamatie	Kauntira	Tabiteuea
9.	Tabureka Teneakau	Kauntira	Nooto
10.	Teitiaki Temate	Vice Mayor	Nooto
11.	Aruea Kaintikuaba	Kauntira	Tearinibai
12.	Tabouea Rabangaki	Kauntira	Tabonibara
13.	Ioane Katokita	Kauntira	Taratai
14.	Atiria Tamton	Kauntira	Abaokoro
15.	Rauteti Teakin	Kauntira	Kainaba
16.	Mataneai Naero	Kauntira	Buota
17.	Biita Bwatee	Kauntira	Buariki
18.	Bunang Rubenteiti	Kauntira	Buota
19.	Bouto Tetairo	Kauntira	Nuatabu
20.	Toke Kiai	Kauntira	Tabonibara
21.	Binati Tokaimoa	Uketi – Botaki n Aine	Tabonibara
22.	Pr Utara Rikameta	KUC	Abaokoro
23.	Angina Teteki	Assistant Clerk	Abaokoro
24.	Tibeti Tokia	Clerk	Abaokoro
25.	Kiatoa Ruaia	IDO	Buariki

