



KIRITIMATI URBAN COUNCIL

STRATEGIC PLAN 2026-2029



THIS ISLAND STRATEGIC PLAN IS DEVELOPED BY THE KIRITIMATI URBAN COUNCIL THROUGH THE SUPPORT OF THE MINISTRY OF CULTURE AND INTERNAL AFFAIRS, FUNDED BY THE GLOBAL ENVIRONMENT FACILITY UNDER THE R2R PROJECT ORGANISED BY THE FOOD AND AGRICULTURE ORGANIZATION WITH THE ORGANIZATION OF THE UNITED NATIONS



**Food and Agriculture
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1. Minister's Foreword

It is with great optimism and a deep sense of responsibility that I present and hand over this Strategic Plan to the Kiritimati Urban Council for implementation over the next four years. This plan is more than a policy document which reflects a shared vision for progress, built on the voices, needs, and aspirations of communities.

The purpose of developing this plan is clear, and it aligns closely with the Government's broader aspirations: to deliver practical and lasting change that improves lives today while laying the foundation for a stronger and more resilient future. It also embodies our commitment to inclusivity, transparency, and collaboration, ensuring that every step taken is informed by evidence, guided by fairness, and rooted in the values we hold in common.

On behalf of the Ministry of Culture and Internal Affairs, which I represent, wish to extend my sincere appreciation to all participants who contributed to the development of this Council Strategic Plan for the Kiritimati Urban Council. The collective efforts and support from various stakeholders and community members have been instrumental in shaping and finalizing this plan.

I also extend our gratitude to the Global Environment Facility (GEF) for its ongoing partnership and financial support through the Food and Agriculture Organization of the United Nations. This collaboration has supported the implementation of the national STAR Ridge to Reef initiative, *Resilient Islands, Resilient Communities*, led by the Ministry of Environment, Lands and Agricultural Development, and co-implemented by the Ministry of Culture and Internal Affairs through the Local Government Division and other stakeholders.

A special note of thanks goes to the Mayor, Councillors, Clerk, council staff, and the many stakeholders from government ministries and non-governmental organisations who worked closely with the Ministry of Culture and Internal Affairs throughout this process. Your dedication and partnership have been key to successfully developing and completing this Council Strategic Plan for Kiritimati and in particular, it assists in avoiding duplications of initiatives.

I am confident that the Council will be able to lead and effectively implement this Strategic Plan within the set timeframe.

With these few words, I wish the Kiritimati Urban Council every success as it embarks on the implementation of this Strategic Plan.

I wish you the blessings of Kiribati which is Health, Peace, and Prosperity upon us all.

.....
Honourable Harry Tekaiti
Minister for Culture and Internal Affairs

2. Mayor's Foreword

It is an honour for me, my councillors, the Council staff, and the people of Kiritimati to express our sincere gratitude for the energy and effort invested in developing this Strategic Plan. This document will serve as a key platform for the Council's interventions over the next four years (2026–2029).

We are also deeply grateful to the Global Environment Facility, managed by the Food and Agriculture Organization and implemented through the Resilient Islands, Resilient Communities (R2R) Project, for financially supporting the entire process that enabled the production of this Strategic Plan. Without this support, the completion of the plan would not have been possible.

Kiritimati is a state-owned land and is well known for its unique and abundant natural resources, including diverse bird species, the famous milkfish that sustains many livelihoods, natural salt, and a wide range of terrestrial and marine resources. Despite these rich blessings, the impacts of climate change and global warming are increasingly affecting these resources, and in turn, affecting our lives, our environment, and our development.

However, this Strategic Plan will guide and support the Council in planning interventions that will enhance the island's resilience to the impacts of climate change and harmful human activities. The formulation of the plan is aligned with the Kiribati Vision for 20 Years (KV20) and the Kiribati Development Plan (KDP). It also strengthens an inclusive, supportive, and collaborative environment between the Kiritimati Island Council and its partners in achieving shared goals.

In conclusion, I encourage my fellow councillors, council staff and the people of Kiritimati to work together in unity and commitment to ensure the successful implementation of this plan.

Health, Peace, and Prosperity upon us all.

.....

Naatua Teiti

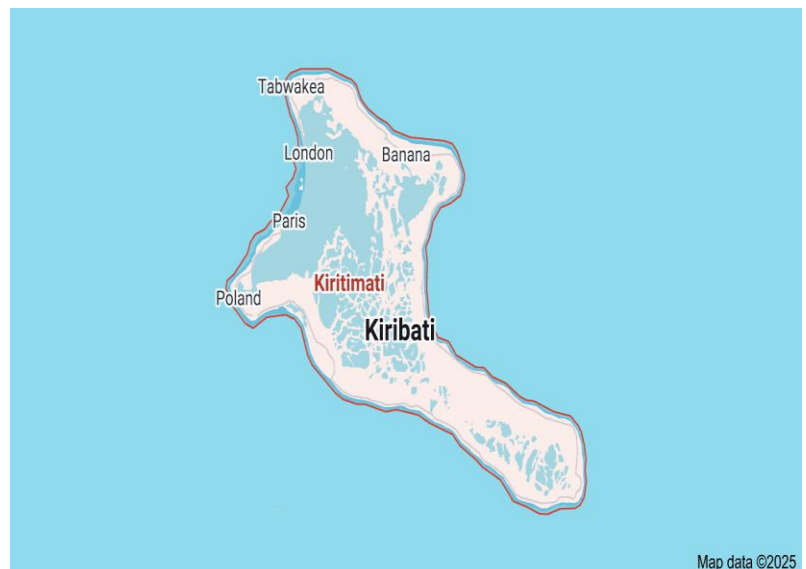
Mayor – Kiritimati Urban Council

3. Map of Kiritimati:



The pictures depict a satellite view and map of Kiritimati (pronounced "Ki-ris-mas"), the largest atoll in the world. The island was formerly known (until 1981) as Christmas Island. Kiritimati is one of the Line Islands, a chain of atolls and coral islands on both sides of the equator in the central Pacific Ocean, 2,000 km (1,250 mi) south of [Hawaii](#).

As shown below, it has four main (4) villages which are London, Tabwakea, Banana and Poland. The other village which is Paris was abandoned



4. Introduction

The development of the Island Strategic Plan (ISP) pertains to Kiritimati Island and represents one of the outputs of the Local Government Division within the Ministry of Culture and Internal Affairs. This plan has been formulated under the Resilient Islands, Resilient Communities (R2R) Project, with the objective of ensuring the sustainable management of the island's natural resources for both present and future generations.

As already mentioned in the acknowledgement, the financial support for this initiative is provided by the Global Environment Facility (GEF), which is managed and implemented by the Food and Agricultural Organization (FAO).

The formulation process for the Strategic Plan was conducted through a comprehensive three-day workshop, which engaged participants from various sectors of Kiritimati Island, including local councillors. The workshop focused on identifying issues aligned with the 6 Key Priority Areas of the Kiribati Development Plan (KDP), which are as follows:

1. Human Resource Development
2. Economic Wealth and Hardship alleviation
3. Health
4. Environment and Resilience
5. Governance
6. Infrastructure and Sustainable Energy.

During this workshop, participants shared a range of insights, which were developed collaboratively in groups, each addressing a specific issue. While working in these groups, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was undertaken to assess factors influencing the council's operations. To ensure the successful execution of the council's activities, a Vision, Mission, and Values statement was established and incorporated into the plan, guiding the council towards the achievement of the plan's aims and objectives.

After the workshop, a village consultation was organized to ensure that the perspectives and contributions from the villages were fully integrated into the plan. This consultation spanned three days, during which various inputs were developed and incorporated. A matrix for the implementation plan was subsequently created and presented to the full council, which convened to finalize the draft strategic plan.

The significant event is the Full Council meeting, which convened following all activities and steps aimed at finalizing the draft strategic plan. The most critical aspect of the Full Council is the endorsement of the plan, ensuring that every issue is addressed in accordance with the desires of the community and ensuring that they are not duplicate with the ministries mandates. The validation meeting took place on the 17th of May in the council boardroom, where the same participants during the workshop attended. It is at this meeting that the final draft of the Kiritimati Council Strategic Plan was endorsed.

4. Situational Analysis

Kiritimati is the largest coral atoll in the world and has a combined land area of 388.4 square kilometers. A total population (in 2015) of 6456, with a population density of 16 people per square kilometer. Today the total population is 7369 (recorded in 2025), a population increase of 913, showing a growth trend and higher population density of 19 people per square kilometre.

The island is home to four villages: Banana, Tabwakea, London, and Poland. Banana, Tabwakea, and London are located along the main road at the northern end of the island, while Poland is situated to the south, across the main lagoon.

4.1 Council Profile (Its establishment, Composition and roles)

The establishment of the Council is grounded in the legal authority provided under Section 121 of the Kiribati Constitution and Section 3 of the Local Government Act 1984. In exercise of these powers, the Government formally constituted the body originally known as the Kiritimati Island Council. Under the warrant issued, the Council is deemed to have been established with effect from 14 April 2004.

This establishment date confirms that the Council is the newest and youngest among the 23 local councils in Kiribati. Since its inception, the Council's official name has been updated and it is now recognised as the Kiritimati Urban Council (KUC).

At the local government level, the full Council is mandated to ensure effective decision-making, good governance, and the well-being of the island and its residents. The Kiritimati Urban Council is composed of 15 members, structured as follows:

- Nine (9) elected members, each representing a designated ward
- One (1) special member, traditionally referred to as the *unimwane*
- Two (2) nominated members
- Three (3) ex-officio members

This composition ensures representation from the communities of Kiritimati while integrating traditional leadership and administrative oversight

WARD	ELECTED COUNCILORS 2020-2024	SPECIAL MEMBER	NOMINATED MEMBER	EX-OFFICIALS
Ronton Mainiku	Moote Tarabo	Te Unimwane	2	Mikarite Temari
				Jacob Tieikabu Teem
Ronton Nuka	Tirikan Meraki			Teriba Tabe
Ronton Maeao	Orobabera Akeriba			
Tabwakea 1	Takirua Taabu			
Tabwakea 2	Teburoro Itintaai			
Tabwakea 3	Naatua Teiti			
Banana Maiaki	Tiaoti Tiaon			

Banana Meang	Kineneua Toaia Kireon			
Poland	Tabare Takeakea			

Health Information and Non-Communicable Disease Overview

3.1 Health Facilities on Kiritimati

Kiritimati Island is served by a total of six (6) clinics strategically located across major villages as below;

- London: 1 clinic
- Tabwakea: 2 clinics
- Banana: 2 clinics
- Poland: 1 clinic

In addition to these clinics, the island has one main hospital, also located in London, which serves as the primary health referral facility for the entire island population.

3.2 Overview of Non-Communicable Diseases (NCDs)

Non-Communicable Diseases remain a significant public health concern on Kiritimati. The following data presents confirmed cases of diabetes, hypertension, and mental illness between 2020 and 2024.

3.2.1 Diabetes Cases (2020–2024)

Year	Female	Male	Total
2020	1543	1392	2935
2021	1567	1277	2844
2022	1916	1525	3441
2023	2121	1835	3956
2024	1890	1272	3162
Grand Total	9037	7301	16338
The results depict the consistent increase in diabetes cases reflecting a changing lifestyle in terms of the diet (foods) and how frequently is our daily exercises.			

3.2.2 Mental Illness Cases (2020–2024)

Year	Female	Male	Total
2020	30	61	91
2021	50	95	145
2022	39	92	131
2023	54	103	157
2024	69	99	168
Grand Total	242	450	692
The annual increase suggests growing mental health challenges that require more resources and community support and most importantly is the support from home.			

3.2.3 Hypertension Cases (2020–2024)

Year	Female	Male	Total
2020	1271	1010	2281
2021	1027	785	1812
2022	1102	878	1980

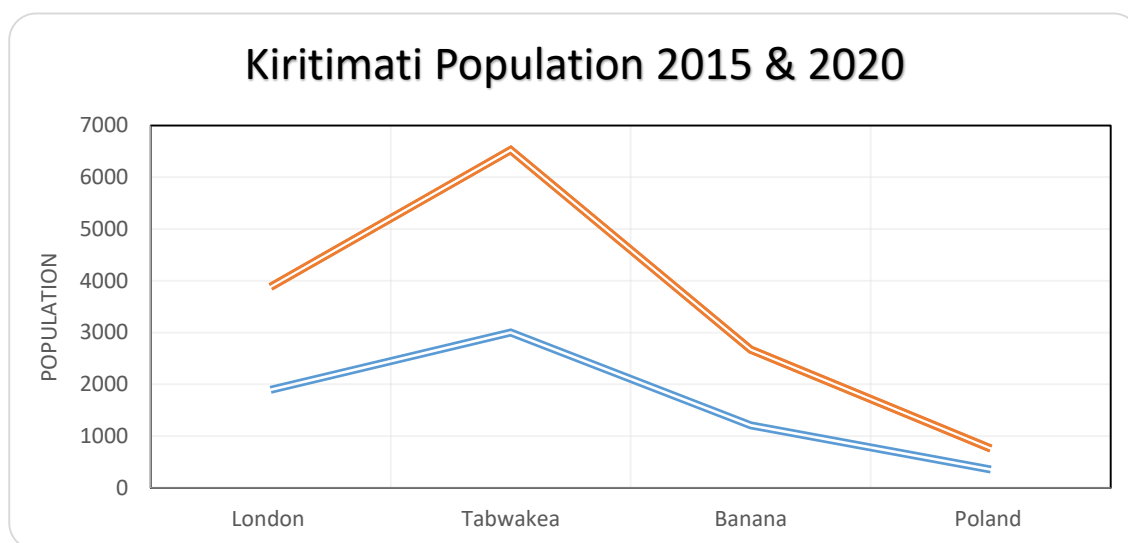
2023	1189	990	2179
2024	1067	839	1906
Grand Total	5656	4502	10158
Total reported hypertension cases fluctuate slightly over the five years but remain consistently high, ranging from 1,812 in 2021 to 2,281 in 2020. The grand total of 10,158 cases indicates that hypertension is a major health concern on Kiritimati, affecting both males and females across all years.			

Demographic

Overall population growth in Kiritimati is modest but consistent across all villages. Tabwakea and Banana are driving population growth, indicating potential increases in housing, infrastructure, and service needs in these villages. The data also reflects sex ratio that is relatively balanced but slightly male-biased, consistent across all villages.

Kiritimati population by village and sex, 2015 Census			
	Sex		
Village	Male	Female	Total
London	969	926	1,895
Tabwakea	1,529	1,472	3,001
Banana	617	592	1,209
Poland	185	166	351
Total	3,300	3,156	6,456

Kiritimati population by village and sex, 2020 Census			
	Sex		
Village	Male	Female	Total
London	1,048	938	1,986
Tabwakea	1,808	1,714	3,522
Banana	759	699	1,458
Poland	222	181	403
TOTAL	3,837	3532	7,369



Education Profile

There are five categories of schools on Kiritimati: pre-schools, primary schools, a Junior Secondary School (JSS), high schools, and a tertiary/vocational institution. According to a report from the Ministry of Education, Kiritimati has 12 preschools, 4 primary schools, 1 JSS, and 4 secondary/high schools. The JSS presents a major challenge, as it serves the entire island, requiring all students to attend this school. The island has only one tertiary institution—the Kiribati Institute of Technology—which faces challenges such as limited skilled staff and a limited number of courses offered.

Additionally, there is also a need for a school dedicated to students with special needs. Some children with disabilities on the island lack adequate support and access to essential learning materials. This issue is quite related to a shortage of qualified special disability education teachers.

Kiritimati Pre-School Enrollment Data 2024			
Preschool Name	Male	Female	Total
Cool Lagoon	12	8	20
Dream Viewer SDA	12	12	24
Jungle Preschool	9	10	19
KUC Banana	5	7	12
KUC London	22	20	42
KUC Poland	17	15	32
KUC Tabwakea	32	22	54
Main Camp	5	28	33
St Anthony	7	12	19
St Vincent	32	32	64
Tabwakea Shadow	9	5	14
Tionrerei	13	10	23
Total	175	181	356

Kiritimati JSS Enrolment Data 2024						
	No. of Pupils			No. of Teacher		
	Male	Female	Total	Male	Female	Total
JSS Kiritimati	303	270	573	6	19	25

Kiritimati High School Enrollment Data 2024			
High School	Male	Female	Total
Itoin Mainiku High School	107	101	208
Saint Francis High School	110	133	243
Line & Phoenix Senior Secondary School	88	27	115
Total	305	261	566

Kiritimati Primary School Enrolment Data 2024				
		Number of Pupils		
Name of Primary school	School Size	Male	Female	Total
Poland	Small	29	36	65
Gulfport	Big	139	110	249
Tabwakeauea	Big	260	281	541
Tennessee	Big	141	122	263
TOTAL		569	549	1118

Kiritimati Tertiary School Enrolment Data 2024				
		Number of Pupils		
Name of Primary school	School Size	Male	Female	Total
KIT	MEDIUM	13	27	40
TOTAL		13	27	40

Solid Waste background

A national study under the Kiribati Solid Waste Management Programme (SWM Programme) identifies outer-island centres (including Kiritimati) as among the areas where solid-waste management is problematic. On Kiritimati, waste collection is minimal — perhaps only about **1%** of waste is collected and properly disposed of; the rest is often dumped or burned informally. In terms of the Council's operation, it only has one garbage truck that served the whole island, including the remote village of Poland.

Just recently, the MELAD through the Environment & Conservation Division has just established a dumpsite but there's a need to properly improve the dumping sites and to have additional sites. Also, the enforcement on littering and waste management is seen to be ineffective, hence there's a need to enhance the human and institutional capacity of the council in terms of its legislations (bylaw), training of enforcement officer and mobilizing of the required resources to support effective waste management and at the same time supporting the effort of the Environment department in Kiritimati.

5. SWOT ANALYSIS

SRENGTHS	WEAKNESSES
State-owned land	Overlapping roles —Central & Local Government
Access to international flights (Fiji and Hawaii)	Old infrastructure which needs rehabilitation (power, roads, hospitals, etc.)
Central Government – Ministries & SOEs stationed on Kiritimati	Geographically isolated from the Gilbert islands
Internet access through Starlink, Oceanlink and Vodafone	Access to only one Bank & ATM —ANZ
Potential tourism destinations/Tourist attractions)	Hot climate with low rainfall and poor soil as a result
Export solar salt & aquarium pet fish	Over-extraction of natural resources
Can host regional meetings	Overconsumption of kava
Main administrative & commercial centers	Cargo shortage
Center for Line & Phoenix islands	Insufficient energy (to transmit power)
Abundance of natural resources	Damaging of young coconut trees
Sufficient and thick water lens	Poor parenting
Huge landmass	
Abundance fish and other marine species	
People	
THREATS	OPPORTUNITIES
Drought	Development Hub
Bushfire	Project and Small Grants accessed and Secured
Disease Outbreaks	Foreign and local investments
Climate Change: sea level rise and other disasters	Capacity building initiatives/trainings
	Geographically close to export centers for fish, etc., and easily visited by tourists.
	Game fishing – Bonefish
	Effective enforcement of existing laws
	Abundance of coconut trees

6. STAKEHOLDER IDENTIFICATION & ROLES

ORGANIZATIONS	ROLES/FUNCTIONS
Women's Organization (Nei Baneawa)	• Empowering women for a sustainable future • Preserving women's talents, culture, and lifestyle
Marewen Okon Kabanei	Contribute to safeguarding the Island's resources and peace
Faith-based organizations	• Maintaining faith and life in their gathering • Supporting/maintaining spiritual life
Island Youth Association (IYA)	• Encourage youth to contribute to the Island, community and religions • Committed to maintaining peace through knowledge of rights and talent development.
Council	• Providing support to the people to foster the development of their well-being and enhance good health
Fishing Association	• To support the protection of marine resources for the health and well-being of present and future generations
Agriculture Association	• Developing and promoting agricultural activities and livestock keeping for well-being and good health
Commerce	• maintaining compliance with business regulations and fostering business development

7. IMPLEMENTATION PLAN

KPA 1: HUMAN RESOURCE DEVELOPMENT									
ISSUES	GOAL	STRATEGIES	INDICATOR	RESPONSIBLE AUTHORITIES	TIMEFRAME				ESTIMATED COST
				Lead (L)					
				Support (S)	2025	2026	2027	2028	
Limited training and capacity-building programs for council staff stationed on the island.	Training and Capacity programs are secured and initiated	Implementation of additional trainings that address the needs of staff	Training needs developed	L: Kiritimati Urban Council S: PSO & MCIA					\$5,000.00
		Reach out to the government and organizations to seek their support in conducting training programs as required	Number of government organizations approached and requested	L: Kiritimati Urban Council S: KIT, MOE, MCIA & Donors					\$5,000.00
			Number of training needs implemented						
		Explore multiple funding avenues to support training initiatives.	Total funds secured & Name of donors						
		Conduct training to council staff	Council staff have 100% enhanced knowledge on the specific capacity needs						

Traditional skills that are slowly fading or disappearing	Preserving traditional skills in Kiribati.	Exploring funding opportunities to enable the conduction of training on traditional skills in Kiribati.	Total amount of funds attained.	L: Kiritimati Urban Council S: NGOs, Donors, UNICEF & MCIA					\$2,000.00
		Reaching out to workplaces and organizations that can assist in providing training for the preservation of traditional skills	Number of organizations that conducts such trainings	L: Kiritimati Urban Council S: Communities, Women association, Men Association, MCIA, MICT					
			Number of trainings on traditional skills						
			Total number of participants trained on traditional skills						
		Support youth engagement and conduct training in producing handicraft products	Number of youth participates in the training program						
			Total number of programs in handicraft making						
Limited recognition of newly acquired or innovative traditional skills in Kiribati	Full recognition of newly acquired & innovative traditional skills	The collection of all information on innovative traditional skills in Kiribati and ensuring that it is well kept and is safe.	Number of information kept for new acquired traditional skills	L: Kiritimati Urban Council S: MCIA, MICT, Communities, Women association, Men Association					\$ 3,000.00
		To formally recognize new acquired traditional skills	Total number of innovative traditional skills						

			that are being recognized						
		Promoting the selling of traditional skills and handicrafts	Total number of skills and handicrafts being sold						
		Conduct training on new acquired skills	Total number of participants trained on the new acquired traditional skills						
			Total number of trainings conducted						
Growing incidents of public unrest and violence.	Peace and harmony for the public.	Conducts consultations with relevant stakeholders responsible for maintaining peace.	Total number of consultations held to support and promote peace	L: Kiritimati Urban Council S: Kiribati Police Service, Unimwane & Communities					\$2,000.00
KPA 2: ECONOMIC HEALTH AND HARDSHIP ALLEVIATION									
ISSUES	GOAL	MWAKURIANA/STRATEGIES	INDICATOR	RESPONSIBLE AUTHORITIES	TAINA NI MWAKURIKI/TIMEFRAME				ESTIMATED COST
				Lead (L)	NAME				
				Support (S)	2025	2026	2027	2028	

Absence of an integrated market for villagers to sell their traditional handicrafts and foods to generate their income.	Construction of marketing hubs for selling traditional handicrafts and foods to generate income for the villagers	Organized consultation with the Council to identify a site for construction.	Number of consultations and negotiations held with between the council and MELAD	L: Kiritimati Urban Council S: MCIA, MLPID, MTCIC, Donors					\$20,000.00
		Tap available funds from relevant organizations, corporations, and governmental institutions to support the construction of markets.	Total amount of funds tapped & received for the construction of the integrated market						
		Establishment/Construction of the market	Marketing station/place is established						
Coconut production generates low income due to limited value-adding, poor market access, and declining productivity	Income generation from coconut production has improved	Secure funding to support the establishment of the Grassroots Coconut Production	Number of funds tapped to support the Grassroots Coconut production establishment	L: Kiritimati Urban Council S: MELAD, KCDL, MCIA & Donor partners					\$ 500.00
		Arrange negotiations/meetings with MELAD to acquire site for the Grassroots Coconut Production	Securing a site for the construction of Grassroots Coconut Production						\$ 200.00
		Construction of Grassroots Coconut Production	Grassroots Coconut Production is constructed						\$10,000.00

Poor coordination with governmental institutions and organizations (Ministries & SOEs) to boost income generation	Strengthen ways to promote income generation through collaboration with governmental institutions and organizations	Securing grants to support communities and the people with their income generation activities through collaborative efforts with the relevant sectors	Total number of governmental institutions and organizations involved to support communities.	L: Kiritimati Urban Council S: Ministries & SOES (MTCIC-TAK, MELAD-Agriculture)					\$ 500.00
			Total number of communities assisted and have grant secured						
Increase in fish price	Fish price is controlled	Develop a bylaw for the control of fish price	Bylaw is developed on the fish price control	L: Kiritimati Urban Council S: MCIA & OAG					\$ 500.00
KPA 3: HEALTH									
ISSUES	GOAL	STRATEGIES	INDICATOR	RESPONSIBLE AUTHORITIES	TIMEFRAME				ESTIMATED COST
				Lead (L)					
				Support (S)	2025	2026	2027	2028	
Limited intake of nutritious foods due to limited gardening practices	To increase the amount of traditional crops, plants, and fruits for high intake of	Work in collaboration with government ministries to conduct relevant trainings on planting crops which are essentially nutritious to human health.	Number of trainings on planting conducted on local food crops.	L: Kiritimati Urban Council S: Agriculture MELAD					\$ 500.00

	healthy nutrition.	Organized competition among wards on food crops planting	Number of competitions initiated						\$5,000.00
		Ensuring sustainable agriculture by promoting and supporting it through appropriate bylaws.	Development or integrating of sustainable agriculture into relevant bylaws						
		To establish a committee mandated to oversee and conduct inspections of planting activities around homes.	A committee that is established	L: Kiritimati Urban Council S: Wards, Councillor, MELAD-ALD					
		Create a website for the Council to promote education on sustainable farming	Number of educational videos uploaded on the website	L: KUC S: AVI					
		Provision of prizes for competition in sustainable agriculture to households through support from governmental institutions and organizations.	Number of organizations that support the prize on this.	L: Kauntira ni Kiribati S: Agriculture MELAD, Ana Kambwana te Tautaeka ao Bitineti					

Open defecation	To stop open defecation	Secure funding support for the construction of toilet blocks within wards in coordination with relevant stakeholders and organizations.	Amount of money/fund secured from stakeholders and project	L: Kiritimati Urban Council S: Relevant government ministries and development partners					\$10,000.00
		Construction of toilet blocks in each ward and church community.	Toilet blocks are constructed in wards and at church communities.						
		Secure and implement a project that focuses on constructing stations for compost toilet.	Compost toilet is constructed						
Selling fish that are not safe for consumption	Fish intended for sale must be properly cleaned and confirmed safe for consumption	Review and amendment of the bylaw to legalize this issue	Bylaw is developed or reviewed to integrate this.	L: Kiritimati Urban Council S: MCIA & OAG					\$5,000.00
		To establish an ice plant in Banana Village to ensure proper storage and safe preservation of fish	The ice plant is constructed.	L: Council (KUC)S: MFOR-CPPL, CFD, MCIA, MLPID					\$10,000.00

Weak monitoring and enforcement of food selling activities (hawkers)	Law enforcement on this issue is strengthened	Strengthen law enforcement mechanisms to effectively monitor and regulate food-selling activities through businesses (e.g business conditions to include this)	Improved food preservation standards and achieve 100% compliance among food hawkers	L: Kauntira ni Kiritimati S: Public Health & Taan kamwarake					
KPA 4: ENVIRONMENT AND RESILIENCE									
ISSUES	GOAL	STRATEGIES	INDICATOR	RESPONSIBLE AUTHORITIES	TIMEFRAME				ESTIMATED COST
				Lead (L)					
				Support (S)	2025	2026	2027	2028	
Poor waste management and ineffective and unreliable waste collection	Improved cleanliness	Establishment of waste collection points for each villages	Number of designated waste collection points and established	L: COUNCIL (KUC)S: MLPID, MCIA, MELAD					\$,500.00
		Awareness to the public on waste management (storage, dumping and collection schedules)	Total number of public awareness conducted	L: Kauntira ni Kiritimati S: MCIA					\$2,000.00

		Strengthen enforcement of existing legislation and by-laws to prohibit hotel businesses from using bush areas for waste disposal	Bylaw is developed that integrate this issue	L: Kiritiamti Urban Council S: MELAD, Hotels					
Increase amount of inorganic wastes produced	Illegal disposal of inorganic waste is minimized and ceased	Promote and support trainings and informal educations on the recycling of inorganic wastes	Total numbers of recycled materials from inorganic wastes	L: Kauntira ni Kiritimati S: MELAD, Communities, Nei Baneawa, Marewen Okon Kiritimati (MOK)					\$2,000
			Recycling system/machine is procured and established in Kiritimati	L: Kiritimati Urban Council S: MELAD (Environment)					
		Promote recycling of inorganic wastes to generate income and mitigate unauthorized waste disposal	Construction of areas for the recycling process.	L: Kiritimati Urban Council S: MELAD (Environment)					

Limited clean-up campaigns	Promote cleanup campaigns	To initiate clean-up programs or campaigns that is incentivized and those that are not (e.g., one time in a quarter and selling of waste bags for 50 cents)	Number of programs on clean-up campaigns initiated	L: Kiritimati Urban Council S: Communities					
The destruction of corals from fishing anglers	Compensation fee for the damage to be imposed	Work in collaboration with relevant sectors to implement measures to protect coral reefs from damage resulting from fishing practices	Achieve full implementation of the anglers' compensation fee initiative	L: Kiritimati Urban Council S: TAK, MFOR, MELAD					
The negative impact of climate change	To mitigate the effects of climate change	Promote resilience by establishing plantations of coconut trees, traditional crops, and shade trees	Demonstrated resilience outcomes (increased household food security, shade cover expanded etc)	L:Kauntira ni Kiritimati S: MELAD, MLPID					\$ 5,000.00
Immature coconut harvesting	The harvesting of immature coconuts is prevented to ensure sustainable production	The council and MELAD (Environment) to work closely in addressing this issue	Full compliance by the public on this issue	L: MELAD S: KUC					

KPA 5: GOVERNANCE									
ISSUES	GOAL	STRATEGIES	INDICATOR	RESPONSIBLE AUTHORITIES	TIMEFRAME				ESTIMATED COST
				Lead (L)					
				Support (S)	2025	2026	2027	2028	
Outdated bylaws	To strengthen laws in line with current issues and ensure their comprehensive review.	Another review and draft for bylaws	The number of bylaws that have been reviewed and drafted	L:Kiritimati Urban Council S: OAG and MCIA					\$5k-\$7k
		Inputs regarding the care of pigs and cats under the Island Council Byelaw.	The bylaw concerning the care of pigs and cats	L:KUC S:MCIA, OAG					
Poor coordination between councilors and organizations.	To improve communication and coordination.	consultation with other ministries, business, private sectors, and faith-based organizations on Island Council's key matters	The number of consultation to be conducted with different groups	L: Kiritimati Urban Council through the Clerk Support: Responsible Council staff					\$500
		Communication with people or the dissemination resolutions and decisions from the councils.	The public have 100% enhanced awareness of the council's decisions/resolutions						\$3k

Weak enforcement of council bylaws	Encourage compliance with Island Council bylaws.	Provide enforcement training on Byelaws to village wardens	The village warden will gain greater knowledge of the bylaw to be properly enforced.	L: Kiritimati Urban Council S: OAG, MCIA, Village wardens					\$1k
		Include elders (Unimane) in decision-making to support the Island council bylaw.	Te Unimwane role is highly recognized and acknowledged for bylaw enforcement	L: Kiritimati Urban Council & Marewen Okon Kiritimati (MOK)					
KPA 6: Infrastructure & Sustainable Energy									
ISSUES	GOAL	STRATEGIES	INDICATOR	RESPONSIBLE AUTHORITIES	TIMEFRAME				ESTIMATED COST
				Lead (L)					
				Support (S)	2025	2026	2027	2028	
Operational strain in terms of the limited garbage trucks	Garbage truck is procured and the garbage collection is becoming reliable	Procure garbage trucks for each village.	Increased number of garbage trucks.	L: Kiritimati Urban Council S: MLPID					\$600k (150k for each village)
		Securing funds from donors and government	Total funds secured	L IDC and Kiritimati Urban Council S - MCIA					
		Tapping funds to procure garbage trucks for each ward. (trailer)	Attained the number of dumpsters and trailers received.	L:Kiritimati Urban Council S: MELAD, MLPID					

Unavailable caged trucks (e.g., dogs, cats, pigs).	Disturbances from stray animals is controlled	Providing caged truck for stray animals (e.g., dogs, pigs, and cats)	Caged truck is in placed	L: IDC and Kiritimati Urban Council S: MCIA					\$40k
Inadequate management of increasing organic waste results in improper disposal and pollution in various areas	To efficiently use Organic waste	Provision of a shredder machine for organic waste.	The number of shredders received	L:Kiritimati Urban Council S: MELAD					\$18k

8. 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's strategic plan.
2. The clerk must thoroughly study the strategic plan to effectively execute activities and initiatives according to the implementation plan.
3. For the strategic plan to be effectively implemented, the clerk is mandated and tasked to develop the annual work plan as a guide to implement on a timely basis.
4. A committee should be established, and a membership has to be formed of the full council members. The established committee is responsible for overseeing and monitoring progress made on the implementation plan every quarter prior to the Full Council meeting based on the report from the Clerk. The membership of this committee comprises the vice mayor, several councilors, and the 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 with a committee established on a quarterly basis before being tabled at a Full Council meeting at a time agreed upon by the Full Council. Once the report is endorsed by the Full Council, it then needs to be shared with MCIA-LGD for dissemination to the whole ministry, in particular with the MCIA-Administration team. However, MCIA-LGD is expecting the report to be submitted every quarter, which is a usual reporting period.
6. The MCIA, through the Local Government Division, will assist in monitoring and reviewing the implementation of progress through examination of the quarterly reports provided by the clerk. After reviewing the report, the MCIA through LGD will then identify areas needing assistance and explore assistance needed for line ministries and from potential donors to effectively implement the strategy and to be able to assist the Island Council technically and financially.

9. Financial Arrangements

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

Once the cost is determined, the following steps need to be undertaken by the Island Council.

1. The Council Mayor with the assistance of the 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 MFAT, JICA, China Aid, etc.
2. The mayor, together with the clerk, is 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 financial assistance from the government for 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 partnerships/networks with the existing NGOs and private companies in order to assist with the implementation of the plan.

10. List of Annexes:

Annex 1:

Monitoring & Evaluation Reporting Template

This template is designed for quarterly reporting on the implementation of the Kiritimati Urban Council Strategic Plan 2026–2029.

KPA	Activity	Indicator (KPI)	Target	Actual	Status	Comments
1. Human Resource Development						
2. Economic Wealth & Hardship Alleviation						
3. Health						
4. Environment & Resilience						
5. Governance						
6. Infrastructure & Sustainable Energy						

Annex 2: Budget Summary Template

This table consolidates estimated costs for activities under each KPA.

KPA	Activity	Estimated Cost (AUD)	Funding Source	Remarks
Human Resource Development				
Economic Wealth & Hardship Alleviation				
Health				
Environment & Resilience				
Governance				
Infrastructure & Sustainable Energy				

