

MAIANA ISLAND



STRATEGIC PLAN

2020 - 2023

Produced by the Maiana Island Council through the assistance of the Ministry of Internal Affairs and financial support of the Global Environment Facility managed by UNDP through the Government Project on Enhancing National Food Security in the Context of Global Climate Change – LDCF Project 1



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Foreword by Honourable Mayor

I am forever grateful for this opportunity to thank God for bestowing love and blessings upon us the 'people of Maiana' in delivering us our Island strategic plan that will guide our development efforts and activities for the next four (4) years to come.

This strategic plan is appreciatively the end result of contributions by different groups/associations all over Maiana who had willingly taken part in the ISP workshop that was held for four (4) days on Maiana in 2018.



I, with the people are sincerely thankful to the GEF through LCDF Project Office for funding this project. We are also thankful to the team of Government Officials from several Ministries that had worked tirelessly to ensure that all participants from different communities in Maiana Island contributed in the formulation of this Plan.

The main focus of this Strategic Plan is to assist the people of Maiana to be able to work together to enhance their food security from their lands and from the sea in the context of climate change. This was explicitly discussed during the workshop that in the face of climate change, the Maiana Island Council have a paramount responsibility to see that her people today and tomorrow, are well supplied and catered for with food supplies from our lands, our reefs and beyond our blue lagoon and ocean.

The Strategic Plan will run for 4 years with an understanding that the Island Council and all our stakeholders at the community, village and Island level will work together to achieve the goals and Key activities identified in this ISP.

Last but not least I am gratified to note that Our Maiana Strategic Plan is in tune with the Kiribati Government's KV20 Plan such as its 4 pillars of development namely **Wealth** (Natural, Cultural, Human Capital); **Peace and Security, Infrastructure Development**, and **Governance**. With the right determination of the I-Maiana people blended with cultured values that uphold the identity of Maiana people through love and respect, these aspirations can be eventually attained.

Peace, Health and Prosperity to you all.

Thank you.

A handwritten signature in blue ink, appearing to read 'Rebite'.

Rebite Takeimoa
Mayor - Maiana Island Council

Acknowledgements

The Local Government Division Team wishes to acknowledge those who have contributed to the development of this ISP document. Our sincere gratitude goes to the Mayor of Maiana, the Full Council members and those who have participated and contributed positively during and after the workshop discussions. On behalf of the Honorable Minister Boutu Bateriki and the Secretary of the Ministry of Internal Affairs the team conveys gratitude and congratulations for all the efforts of those who have put in together which have resulted in the completion of this ISP.

Our sincere thanks to officials from different Government ministries who rendered support and put in efforts to complete the Maiana Island Council Strategic Plan. The team thanks representatives from the Fisheries Division of MFMRD, MELAD ECD and ALD, National Tourism Office of the MICTTD and CMD for their positive contributions during the workshop

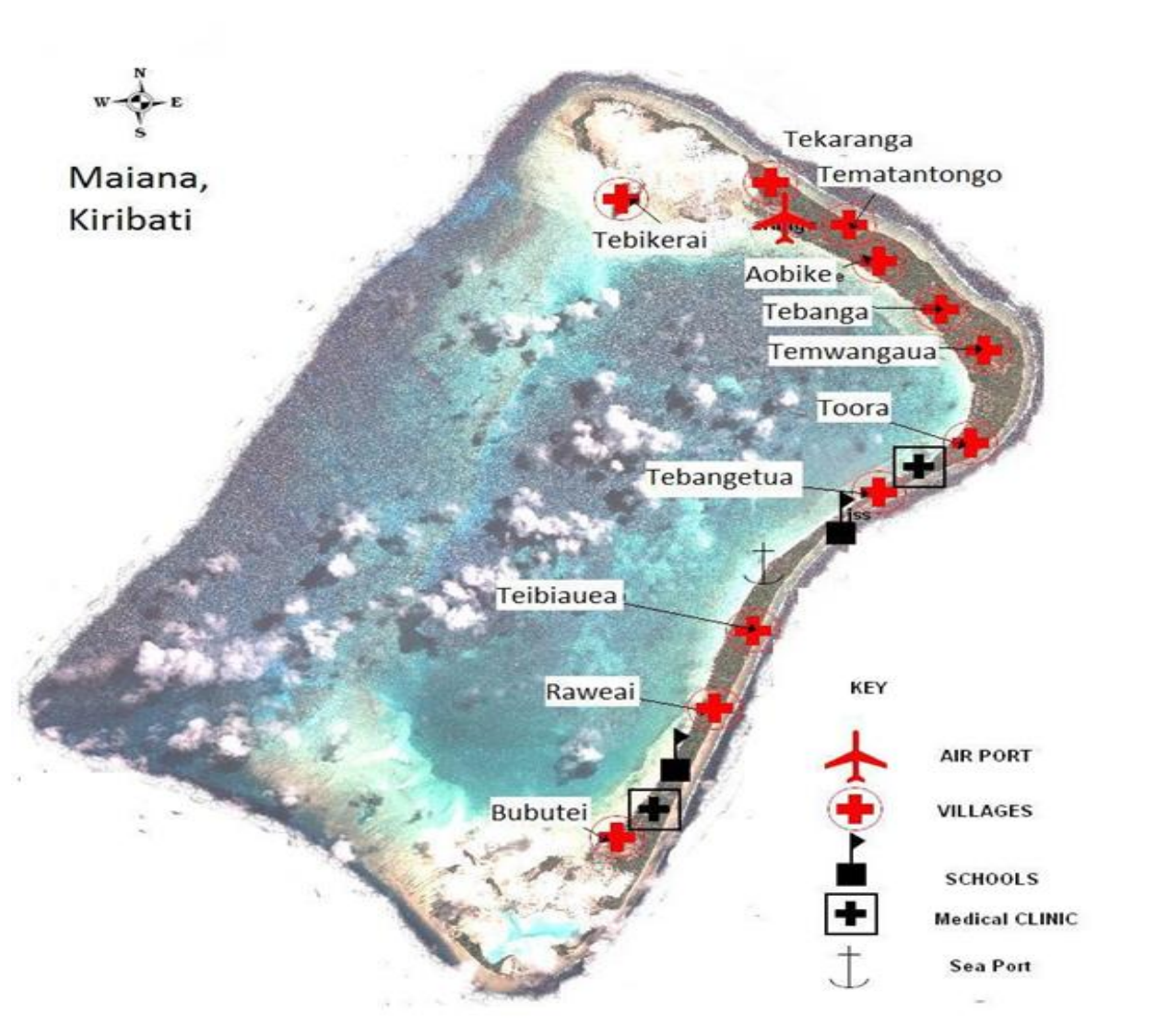
The team acknowledges the GEF and United Nations Development program through this GEF/LDCF 1 project for financial support that enabled the undertaking of this important exercise.

Not forgetting those behind the scene, the team heartily acknowledges and values the efforts of the Clerk, Deputy Clerk, staff of Maiana Island Council and those who have involved in the logistical arrangements during the workshops on the ISP.

[Last but not least, this is a plan by The People of Maiana for The People of Maiana.](#)



Map of Maiana



Acronyms and Abbreviations

ALD	Agricultural Land Division
CMD	Culture & Museum Division
ECD	Environment and Conservation Division
EU	European Union
FFA	Forum Fisheries Agency
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ISP	Island Strategic Plan
JICA	Japan International Cooperation Agency
KNTD	Kiribati National Tourism Office
LDCF	Least Developed Country Fund
LGD	Local Government Division
MELAD	Ministry of Environment, Lands and Agriculture Development
MFMRD	Ministry of Fisheries and Marine Resources Development
MICTTD	Ministry of Information, Communication, Transport and Tourism Development
MoH	Ministry of Health
NGOs	Non-Government Organizations
PIFS	Pacific Islands Forum Secretariat
SPC	Secretariat of the Pacific Community
UN	United Nations
UNDP	United Nations Development Program
UNICEF –	United Nations International Children's Emergency Fund

1.0 Introductions

1.1. Maiana Strategic Plan Objective

The development of the island strategic plan for Maiana was initiated and supported through the GEF-LDCF 1 Project within the Ministry of Environment, Lands and Agricultural Development. Given that Maiana Atoll like the rest of atolls is a fragile ecosystem the objective of this Maiana Strategic Plan is to enhance food security so people's resilience would be strengthened under conditions of climate change. The sustained socio-economic development and well-being of the people as inspired by the Central Government depends on the whole of community approach.

1.2. Consultations workshop

Establishing the island strategic plan for Maiana was undertaken through a consultative process. A workshop was held with the members of Full council including representatives from established bodies on the island such as 'Te Bau' or elderly, church, traditional medicine, tour guides, agricultural, business groups including some of the government officials stationed on the island

The consultations workshop was conducted within 4 days at Tebwangetua village starting from 29 April to 2 May 2019. The workshop was then followed by the public consultation to every ward on the island to introduce the draft plan. The ISP formulation exercise was facilitated and coordinated by the Ministry of Internal Affairs led by the Senior Assistant Secretary – Moneteti Taake, the Senior Local Government Officer Ms Mere Teemaia and the Urban Management Officer Ms Regina Rotitaake and supported by officials from other government Ministries. These include the representatives from the Fisheries Division Ms Taati Eria (Senior Fisheries Officer), Tarateiti Uriam (CBFM Coordinator) and Riite Tanua. Mr Nemani Tebana and Tokanikai Rubetaake from the Tourism Office, Eritina Benete, Kabure Takaria and Neeti Kiritaake from the Ministry of Environment, Lands and Agricultural Development and Mr Tentaku Tentoa from the Ministry of Commerce and Industry cooperatives.

1.3. ISP's Relation with KV20 development pillars

The Island Strategic Plan for Maiana is structured in line with the Kiribati Vision 20 (KV20) format to ensure alignment and complementary with the government's development plan. There are 4 pillars under the KV20 as follows;

2. Wealth – covering the natural, cultural and human capital
3. Peace and Security
4. Infrastructure for development and
5. Governance

1.4. Acceptance and endorsement of Maiana Strategic Plan

The draft plan was projected to all the participants at the last day of the workshop. The consultation was then carried out afterwards to every ward on the island with the intention to introduce and seek comments from public on the draft plan. The public consultation was carried out within 4 days starting on the 3-7 April and followed with the final endorsement of the plan at the full council level on the 8th May, 2019



2.0. Situational Analysis

2.1. Maiana Island Council Profile

2.1.1 Council Establishment

Island Councils are the local government bodies established on all and are responsible for making decisions and maintaining good governance to boost a safe and peaceful and prosperous community. The establishment of the Island Councils was stipulated under the Local Government Act. The Island Council of Maiana was established under Section 3 of the Local Government Act 1966 and was passed by the Acting Commissioner Mr Michael Milnes Townsend on the 28 March, 1967.

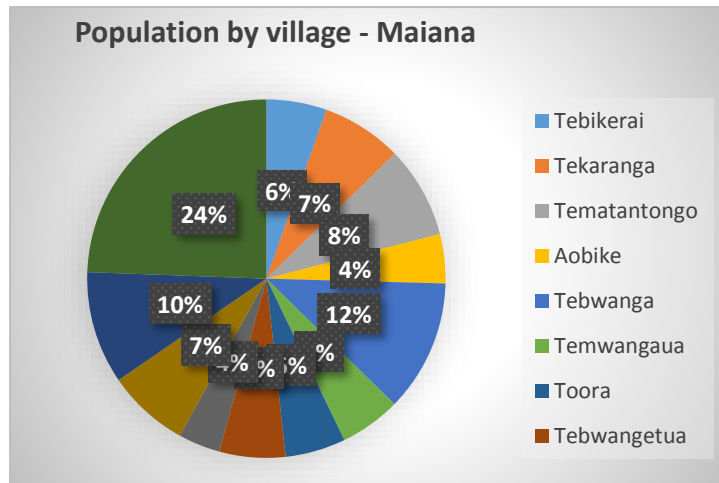
2.1.2 Council Composition

The composition of Council is comprised of councilors elected through council election conducted every 4 years. The composition of the full council meeting also includes Member of Parliaments as well as nominated members from approved established groups on the island such as churches, women and elder groups.

Since the initial development of Maiana Island strategic plan, the council was comprised by;

Wards	Full name	Title/ Position
Tebikera	Kateinang Tamaiti	Councilor
Tekaranga	Bwenaua Nation	Councilor
Tematantongo	Itimera Kiboboua	Councilor
Aobike	Tannang Kitiron	Councilor
Tebwanga	Taratobwa Turerei	Councilor & Vice Mayor
Temwangaua	Tauro Tawau	Councilor
Teora	Bakatokia Tebatau	Councilor
Tebiauea	Nei Rebite Takeimoa	Councilor & The Mayor
Buota	Timunnang Timurua	Councilor
Bubutei Meang	Taberaua Baikia	Councilor
Bubutei Nuka	Meere Rakunoua	Councilor
Bubutei Maiaki	Taraniman Arieta	Councilor
	Ioane Akura	'Te Bau' representative
	Taberannang Karakunene	Women group representative
		Church Rep
Ex Officio	Kaure Baabo	Member of Parliament
Ex Officio	David Collins	Member of Parliament

2.2. Population of Maiana



According to the 2015 census total population resided on the island is 1,982. There are 998 males and 984 females

Base on the census result it is shown that the majority of people on the island lived at Bubute village – 24% of the total population. Aobike and Teitai received the least of 4% of the total population lived in. (Source KNSO Census Report 2015)

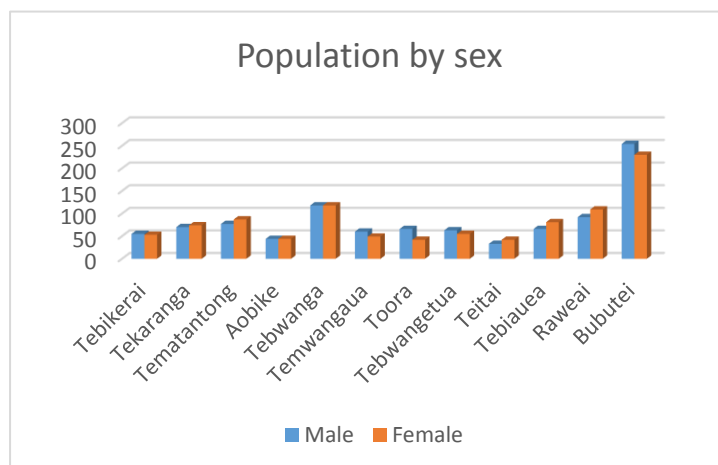
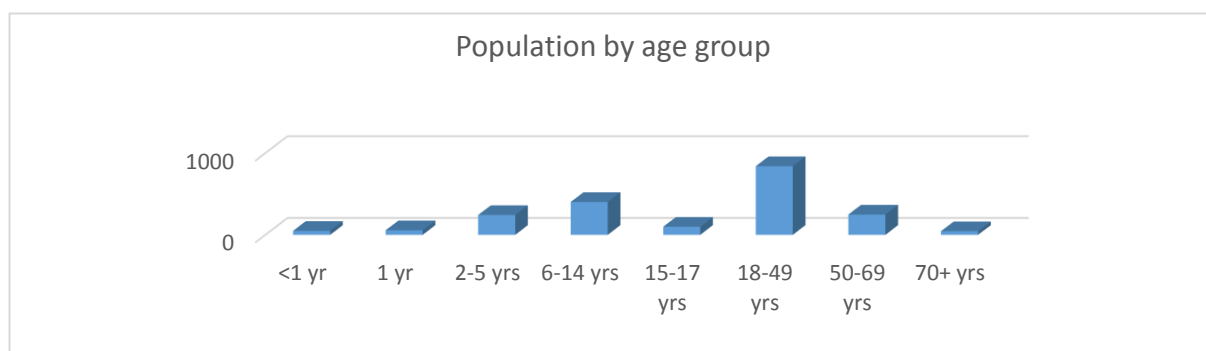


Figure 2. Population per village

However, to categorize population accordance to gender it is obvious that there were more males than females in Maiana. In accordance to age group it is shown there are more people aged between 18-49 compared to those under 1 years and 70+ years. It is shown from the graph that 50% of the total population at these age group. This reveals the island's capacity on its human resource required for development.



2.3 Population health

According to the Health survey conducted in 2019 it is shown that there are 5 types common diseases on the island that includes Influenza like illness (ILI), dysentery, conjunctivitis, night blindness and prolonged fever. The survey shows that 408 cases admitted during the months of January – March 2019

Jan – Mar 2019					
Disease	Tebikerai	Tekaraanga	Tabontekeke	Tanimaeeao	Bubutei
Influenza (ILI)	9	40	140	30	No record from nurse
Dysentery	0	14	54	6	
Conjunctivitis	0	18	18	2	
Night blindness	0	5	8	3	
Prolong fever	0	41	19	1	
TOTAL	9	118	239	42	

Figure 5. Types of diseases found on the island

According to the table above, Tabontekeke had the high number of cases between the month of January – March totaled up to 239, followed by Tekaraanga with a total of 118, Tanimaeeao 42 and 9 for Tebikerai. Bubutei cases are not included in these figures

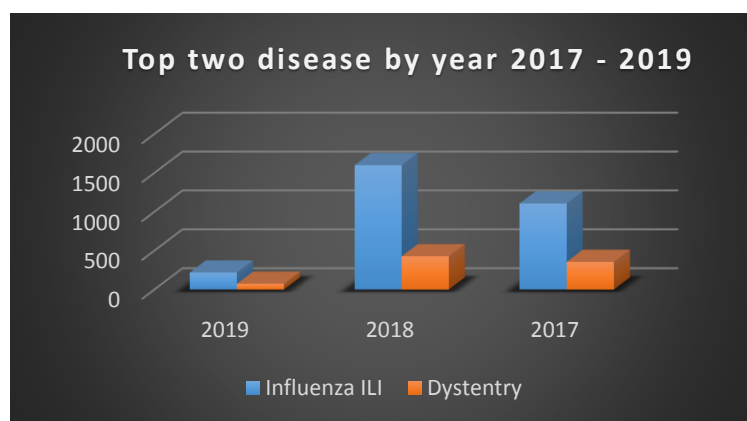


Figure 1. Kabotauan waare iaon aoraki aika kabanea n mwaiti ibukin ririki 2017 – 2019

The table also reveals that the Influenza (ILI) and dysentery are the two common illnesses occurred

From the table shown it is obvious that there is a decrease in number of cases. This is shown in the figures for 2017 – 2019. The result shows that 2018 has a high number of cases compared to 2017 and 2019.

2.4. Land Resources

Land is owned by the families and the people in general. About a quarter of the land area is leased by the Island Council for its clinics, health center, schools, airfield runway and its administrative station. A small area is also leased by the various religious groups and the Cooperative Society.

There are several islets which the island possesses and are owned by a number of people who use them for copra cutting and for seasonal fishing spots. Settlement on these islets is prohibited by the land owners to preserve their natural state. The islets are preserved provided that they bestow number of shrines which are valuable to island existence and ancient history. In the past the reef and offshore were owned by families. The head of the family had a right to distribute and prohibit access to the reef (Lambert B: Land Tenure in the Pacific 1971). This practice no longer exists and the people are free to fish in any part of the reef and offshore.

2.5. Marine Resources

Based on the researches and monitoring undertaken on the island it is shown that there are various types of marine resources found in Maiana. There are many types of fish species including invertebrates found within Maiana lagoon. Fish species include, bonefish, 'te maebo', 'te aua', 'te rereba', 'te amori', 'te ati', 'te ninimwai' in abundance, plus marine Invertebrates including but not limited to the following; octopus, sea worm, 'te kouwara', 'te koikoi', and 'te were'. Based on the 2016-2017 research and monitoring findings by the Ministry of Fisheries it shows that the time spent in the sea by fisherman to fish does not take long.

Mwiin te kamatebwai (Research and Monitoring Unit)

Creel Survey:

- Maitin te kokona 156.89
- Manin te tai n akawa 3.72 hrs
- CPUE by number 43.89 fish/hr/trip

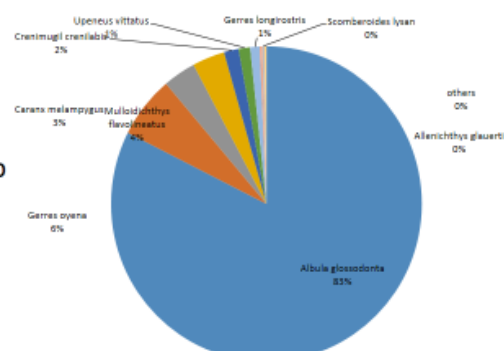


Figure 2. Mwiin kamatebwai iaon mwaitin kokona ao maanin tain akawa

2.6. Internal Stakeholders

Name of Organization	Roles & Responsibilities
Maiana Island Council	Arm of Government - Accommodate needs of the island
'Te Bau ni Maiana'	Decision makers, supporters and enforcers of the laws
Kamwengaraoi	Support health initiatives, conduct cleaning campaigns and promote traditional skills
Social welfare	Support well-being, peace and security at the household level
Community	Support the domestic need for family well-being and development at the village level, establish required committees/associations
Church women group	Coordinate support towards church functions on fundraising activities
Youth group	To support decisions made at the village and church level
Church group	Advocator for peace and justice

3.0. SWOT ANALYSIS

Strengths, Weaknesses, Opportunities, Threats (SWOT)

Korakora (Strengths)	Kakabwaia (Opportunities)
Abundant marine resources (e.g. fish etc.) Te Bau n Maiana – powerful decision-making body Obeing the Elders Strong Maneaba social tradition Traditional dance, musical choir and folklore Traditional Navigation Strong Social reciprocity system Good internet connectivity Local Handicrafts Plenty coconuts and local produce Great respect for the old ways and culture Availability of ongoing education and clinics	Grants from Government and from its donor partners Visiting Fisherman Proximity to Urban Tarawa Island for commerce Closeness to Urban Tarawa for cargo deliveries during cargo shortage Government quota per island for seasonal employment overseas By law or legislation to protect the natural resources
Mamaara (Weaknesses)	Kabuanibwai (Threats)

No real interest in the homes to cultivate the land and to develop interest to produce local handicrafts Laziness in the homes Poor road and port infrastructure Saline Water in many parts of the island Vandalism of public assets donated by government No banking system Clash among Backlash on government decision or instruction from Old Men Association ill-equipped clinic for public health and medical needs Lack of enforcement of net-fishing bye law non-regulation of marine resources law Inadequate public transport Pollution from old cars black smoke Too many stray animals Poor public Health management Mangroves logging	Coastal erosion from the extreme high tides Adverse impact of climate change on local vegetations, and resources Over fishing by boats coming from Tarawa Being close to Tarawa has negative impacts on the people's norm Fuels Over fishing and Overharvesting of coconuts for copra Sea and Air pollution caused by imported goods Poor Disaster management Loss of public records from a natural disaster
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4.0 VISION for 2030

Vision:

Nurturing and Harnessing prosperity and self-sufficiency for the progression of I-Maiana, today and in the future.

Mission:

To Enhance progress through the sustainable development of marine and land resources, using new technologies so that Maiana can be empowered and enabled to adapt to Climate Change in 2030.

Values:

Take your stand in colorful festoon and tie up your belt with audacious bravery and might fueled by

- | | |
|--------------|------------------|
| 1. Love | 6. Leadership |
| 2. Passion | 7. Reliability |
| 3. Respect | 8. Collaboration |
| 4. Unity | 9. Kindness |
| 5. Integrity | 10. Hospitality |

5. The Enabling Actions to support the goals of the ISP

NATURAL CAPITAL							
ISSUES	GOALS	ACTIVITIES	TIMEFRAME				
			2020	2021	2022	2023	
Land based issues							
1. Declined/limited number of stable food crops and lack of interest/incentives in agricultural activities	All I-Maiana must be engaged in planting/replanting of stable food crops (coconut, native fig, breadfruit tree, giant swamp taro, pandanus tree)	Agriculture division is to work with communities on the island (AA, AAA and all I-Maiana to engage in agricultural activities)					
		Agriculture division to conduct climate smart agriculture (CSA) to address issues with poor crop production.					
		Avoid open fire in bushes and introduce penalty					
2. Rodent /beetle?? damage on coconut fruit production.	Rodent damage to maintain under threshold level.	To strictly control crop movement from infested islands.					
		To encourage Agriculture division to provide assistance to this problem.					
3. Poor quality of Water	Accessible of good, quality and fresh water to the people of Maiana.	Kiriwatsan Project					
		Putting in place rules or restrictions for the use of rainwater for public kava drinking					
		Household to have their own rainwater tanks					
		Liaising with MISE for its assistance in establishing water					

		pump system from fresh water sites on the island.				
4. Pollution	Maiana Island to be clean both on land and in the sea. No organic and inorganic wastes should be seen scattered around in public areas and in households.	Developing a strategy based on waste management practices with the support from “Te Bau” and the council (monthly)				
		Inspection to be conducted from bodies responsible for health and cleanliness from households.				
		FEA and AAA to help with inorganic waste inventory				
		The council to help work on the Island’s strategy of shipping recycle/reuse inorganic wastes to Tarawa.				
		Awareness on reusing of organic wastes for agricultural purposes (composting)				
	Keeping the island clean and taking health precautions from households (each household to have its own toilet)	Supporting development projects such as Kiriwatsan				
		Supporting social welfare organizations in villages.				
5. Coastal Erosion		Developing a policy of the Island Council to control sand and aggregate mining				
		Promoting mangrove planting and to be supported by FEA				
		Promoting construction of ‘bwibwi’brush protection (AAA)				

	Complying with existing policies on safeguarding coastal areas	Keeping of animals (pigs) far from coastal areas to avoid its possible threats to plants and to the coast				
		Complying to the Island Council's & Environment's policies and rules on the sea wall construction				
6. Narrow based of stock for poultry and swine to support food security.	Livestock production as part of all I-Maiana way of life.	To encourage the Agriculture division to conduct trainings on livestock production and husbandry (cross breeding programme for swine and poultry).				
		Encourage agricultural cooperatives training, awareness and opportunities to strengthen livestock business.				
		To encourage Agricultural Association on the island to engage in market-oriented poultry and piggery projects.				
7. Harvesting of mud crabs and Coconut crabs during its breeding season.	To ensure sustainable increase in the abundance of mud crabs and coconut crabs on the island.	Bylaws or fines/penalties will be established and imposed by the island council on the harvest of mud crabs and coconut crabs during its breeding season.				
8. Lack of knowledge on trading agricultural resources	Conduct training and awareness to increase opportunity and meet the standard on trading agricultural resources	Increase business awareness through the Island Council on Maiana				
		Conduct awareness to local produce to meet the standard and to enhance knowledge on trading				

		agricultural resources from attending tradeshow				
9. Harvesting of egg bearing crabs (land and coconut crabs)	To ensure stocks of land-based resources such as crabs continues at an optimal level	Formulation of bye-laws through the island council level to prohibit taking of egg-bearing crabs				
Marine Resource issues			2020	2021	2022	2023
1. Decline of coastal marine resources	To ensure sustainability and healthy fisheries to support livelihood for the generation of today and tomorrow	Adopt and enforce of fisheries closures during spawning runs of bonefish, goat fish, silver biddy and other concerned marine resources				
		Work in collaboration with Fisheries Division to seek support on the demarcation of potential sites for marine protected areas				
	Strengthen island governance to support the conservation and management of coastal fisheries	Recognize the powers of 'Bau n Maiana' and the Island council to impose island controls to support the conservation and management of coastal fisheries related to destructive fishing methods such as 'te ororo', drift nets, use of small mesh size nets, and others.				
		Finalization and adoption of national fisheries legislation				
		Development of management plans to control fishing of concerned invertebrates such as lobsters and crabs during their molting season, egg-bearing, fishing of undersize at less than 8.5cm				
		Seek support from 'Bau n Maiana' for total fishing ban at designated translocation sites for ark shell to allow stocks to replenish				

	Ensure support on action-based fisheries management work are implemented (restocking and community-based fisheries approaches)	Seek support from Fisheries for support on restocking program on threatened species such as ark shell, sea cucumber and clams.				
		Fisheries Division to develop and promote awareness raising to foster community participation to address fisheries management and resource conservation concerning threatened species such as giant clams				
		Promote initiatives and community empowerment programs to enforce and strengthen community participation in fisheries management.				
	Promote observation of cultural taboos in fisheries at the community level	Recognize and respect cultural rituals on fisheries taboos with prohibition of girls swimming during their period				
2. Destruction to marine resource habitat	Healthy habitat for fish and other marine resources such as seagrass, mangroves and corals to ensure marine resource development	Carry out mangrove planting through the support of the Ministry of Environment in collaboration with the Island Council and villagers				
		Maintain and encourage cleaning of planted mangroves at designated sites				
		Empower Island council to enforce laws on the prohibition of mangrove deforestation				
		Empower Island council to enforce laws on the prohibition of use of crowbar and other destructive objects to destroy and remove corals (te rai atibu) and encircling of reefs using gillnet (te borakai)				

		Island council to develop bye-law on the prohibition of removal of corals to make 'kouben'				
3. Limited controls on the quantity of marine products exported from Maiana	Set weight limit on marine products to be exported	Inclusion of controls in the bye-law to set weight limit of marine products to be exported via plane and marine transport				
4. Limited knowledge and skills on fishing diversification techniques to support fisheries trade and marketing	Expand and develop knowledge and skills related to fisheries development to support initiatives on income generation opportunities	Provide assistance from Fisheries Division to support fishing diversification practices, such as FAD deployment, training and workshop on fishing techniques and promotion of business and trade of marine fisheries and products				
		To conduct training and opportunities at the village level on how to establish fishing cooperatives				
		Support Island Council development projects to promote fisheries micro processing industry to support income generation initiatives and fisheries trade				
		Carry out community outreach and awareness programs on maritime safety through the support of FEA and FA at the community level.				

HUMAN CAPITAL							
ISSUES	GOALS	ACTIVITIES	TIMEFRAME				
Pre Schools			2020	2021	2022	2023	
1. Limited number of qualified preschool teachers	Preschool teachers should be fully qualified	Providing trainings/professional development and capacity building opportunities to Preschool teachers					
2. Lack of Parental supports towards students' attendance	Encourage parents to drop/pick their kids to/from school.	Regular students' attendance record and timely reports to parents					
		Establishment of Absenteeism school policy for preschool students					
		Enforcement of ECCE Act					
Primary & JSS Schools							
1. Shortage of qualified Teachers	Posting of qualified teachers to Maiana schools.	IEC to liaise with MOE on actual number of teachers required.					
2. Poor Students' literacy and numeracy	Students achievements to reach the expected benchmarks for literacy and numeracy.	Developing interventions to improve students' achievement.					
3. Lack of Parents support towards student's education	Parents are required to give support to their children to attend school	Students attendance record					
		Teacher/Parents communication regarding students attendance					
		counselling					

		Strengthening Education act on students absenteeism				
		Enforcement of Education act				
4. Increase of students' uncertified absence	Developing Inclusive education initiatives	Encouraging students centred teaching strategies.				
5. Students drop out rate increases.	Motivating students to complete their education	Monitoring of students' attendance and assessments				
6. Lack of monitoring on Teachers teaching performance.	Teachers should meet the expected standard of Kiribati National Teacher Service Standard Framework (KNTSS)	Assessment to be done by • School Committee on a daily basis • school inspectors twice a year				
7. Poor Parenting in communities	Every household should have a planned and displayed home routine to be followed.	Trainings and workshops to be conducted on home routine planning and development.				
Vocational & Tertiary Level						
1. No vocational programs available.	Decentralization of KIT trainings/programs.	Island council to liaise with USP and KIT on a required vocational training.				
2. Lack of skill on teaching the knowledge on business for youth on business	Conduct training on vocational skills (e.g. SYB, SIYB, mechanical, farming etc.)	Expand and conduct training on village for youth on promoting business				
3. No learning centers available on the island that supports the learning of vocational, cultural and survival skills	Teaching the children of Maiana on vocational and cultural/survival skills	Establishing of island learning centers.				

Health						
1. Lack of knowledge on nurturing childrens' health.	The public should be well knowledge on health education to build students' strong mind in learning.	Conducting trainings and workshops on meal planning and cooking balance diet.				
		Encourage and provide trainings to communities on Agricultural skills				

CULTURAL CAPITAL							
Issues	Goals	Activities		Timeframe			
			2019	2020	2021	2022	2023
1. Weakening/unrecognition of the Unimaane decision in the legal law	Establishment of Unimaane policy to be recognized under national law.	1. Formulate Te Unimaane policy/law					
		2. Recognition of Unimaane policy under the Council BYE Law					
		3. Formulation of national Law					
2. Absence of policy to guide tourism and hospitality on Maiana.	To develop policies and guidelines on tourism and tour guiding on Maiana.	1. Consultation with island elders.					
		2. Consultation with communities					
		3. The elders to enforce and implement policies.					
3. Unavailability of institutions/organizations that helps in promoting cultural tourism development on the island.	Establishment of cultural and heritage institutions/organizations to assist in promoting and protecting our cultural heritages.	1. Establishment of the committee by Te Unimaane					
		2. Promote establishment of organization on all island villages.					
		3. Development of organization policy.					

4. Lack of agricultural activities (food and herbal local medicines)	Promotes agricultural and planting activities for food and herbal plants for local medicines to all households on every villages on the island.	Establishment of village policy and laws to support agricultural activities.					
		Encourage the youths, students and the public to actively participate in agricultural and planting activities.					
5. Lack of practicing Kiribati traditional games.	Promotes traditional games during te Maneaba festive events.	Establishment of association/clubs to organize and promote traditional games.					
6. Lack of care and protection to cultural and historical heritages sites, such as shrines, monuments and others that have cultural remains, and stories.	Promoting beautification work to cultural and historical sites; shrines, monuments and other sites that have cultural remains and stories.	Involvement of village tribes, and community with the assistance of the village and Island Council to support protection and cleaning of sites.					
7. Lack of guide lines/information on local custom and protocol for visitors.	To develop guide lines for visitors to follow and adhere to on acceptable behavior as well as penalties if not followed.	The elders to implement and enforce these guidelines as well as regularly conduct awareness activities of these guidelines to the villagers and island council members.					
8. Lack of enforcement of traditional protocol in visiting village maneabas.	Enforcement of traditional protocol in visiting village maneabas.	Encourage enforcement of cultural visit to village maneabas.					
		Promote cultural activities and awareness trainings on villages and the island					
		Support enforcement of Unimaane decision in support with other organization.					

9. Lack of skilled tourism-related businesses & hospitality staff.	To provide hospitality and tour guiding training to communities and guesthouse staff.	Selecting youth from each village that meet the requirements for such training as well as staff of the guesthouse through the council's assistance.					
		Work with the Tourism authority to seek funding to provide basic training on tourism and hospitality skills.					
10. Lack of cultural centre/museum.	Establishment of cultural centre/museum.	Conducting a consultation for establishing the cultural centre.					
		Seek funding through the Island Council and the Government.					
11. Lack of cultural creativity and arts work.	Improve cultural arts and creativity on the island.	Awareness training on cultural arts and industries					
		Encourage involvement in cultural arts and creativity by individual, villages and the island					
		Support cultural arts industries project					
12. Lack of awareness training on traditional knowledge and skills	Increase awareness training on traditional knowledge and skills	Develop awareness training plan on traditional knowledge and skills on the island					
		Work in partnership with individual (knowledge owners), organizations in promoting sharing of traditional knowledge and skills.					
13. Lack of consumption and usage of traditional food (te tuae, kabubu and others)	Increase consumption and usage of local trees and plants	Promote traditional knowledge and skills in planting local crops and trees and local medicine.					
		Training on traditional food preparation and preservation, local medicine and art and crafts.					

		Revival of traditional Maneaba system					
14. Lack of cultural events and activities	Increase number of cultural events and activities.	Establish bodies and organization, committee to promote cultural events and activities.					
		Encourage cultural events and activities of te I Maiana.					
15. Unavailability of cultural database/ inventory on the Island.	Establish cultural database.	Awareness training on preservation and protection of cultural heritage.					
		Involvement of community participation in implementing cultural mapping on the island					
16. Lack of island bungalows that reflects the traditional and historical building structure.	To encourage of establishment of traditional accommodations/island bungalows.	To encourage local communities and private businesses to build more island bungalows.					
		Liaise with tourism authority on the types of accommodation in line with Kiribati Tourism Mauri Mark standards.					
17. Substandard of Guesthouse on Maiana below KTO's Mauri mark standard	To upgrade of standard of existing accommodations.	Conduct a visitor satisfaction survey (VSS) on visitors to ascertain the shortfalls of the accommodations					
		Encourage collaboration and cooperation between tourism business and communities.					

PEACE & SECURITY						
KANGANGA (ISSUES)	TOKO (GOALS)	MWAKURIANA (ACTIVITIES)	TAINA (TIME FRAME)			
			2020	2021	2022	2023
1. Drinking alcohol, yagona, kouben and ambling	Discourage and reduce the alcohols consumption, kouben, drinking yagona and gambling	Public consultation				
		Training and awareness to schools				
		Enforcement of related laws at village level				
		Encourage reports from public on any incidents cause discomfort				
2. Wandering of young people at late nights	Discourage the wandering of young people at late nights	Encourage parents to ensure kids should be at home before 10pm				
		Regulate and enforce village rules restricting unassisted late-night wandering by those under 18 years of age				
3. Conducting illegal businesses, i.e. liquor using yeast, selling of kouben etc.	Council and old men to incorporate these in island strategic plan and to establish committee at island level to oversee and enforce this	Public awareness and consultation at village level and encourage partnership				
4. Less public participation at their designated faith-based organization (FBOs)	Increase of Faith Based Organizations activities to youth groups	Increase parental support to ensure youth participation towards Faith Based Organizations activities				
5. Less public participation at government consultation and awareness programs	Encourage public participation at any government consultation awareness programs	creating a partnership with village leaders to educate village members the significance of government consultation and awareness programs				
6. Non-compliance to decision made and agreed at village level	Compliance to decisions made	Training and awareness on bye law developments				

7. Collection of coconut fruits at one's boundary (larceny of coconut fruits)	To regulate and incorporate ruling on this into the Council and old men traditional rules and to encourage public to report on such incidences	Settling the case at court				
8. Using of inappropriate and insulting words on a particular person that causes him/her discomfort	Encourage people to file case with the court rather taking revenge actions towards the issue	Conducting village consultation on bye laws related				
9. Increased acts of violence	Reduce the occurrence of violence of any form to anyone	Public consultation and awareness raising				
		Encourage local people to report on any violence actions				
		Establishment of security centers within villages				
		Establishment of the welfare committee that will oversee peace				
		Regulate and enforcement of the bye law at the village level				
10. Cruelty behavior	Increase public awareness on positive parenting and men's behavioral change program	More government consultation targeting concerned groups				
11. Jealousy beyond control	Protecting of vulnerable victims from violent act of jealousy	Enforcement of 'Te Rau n te Mwenga' Act				
		Provide family counselling				
		Avoidance of temptations actions				

INFRASTRUCTURE FOR DEVELOPMENT							
ISSUE	GOAL	ACTIVITIES	TIMEFRAME				
			2019	2020	2021	2022	2023
Poor condition of main road	Rehabilitation and improvement of main road Accessibility.	Heavy plant machines through MISE support and conducting capacity building/training on road maintenance to Island Council and Communities					
		Island Council will assist the Communities or villagers on road rehabilitation or maintenance.					
		Building capacity through MISE.					
		Island Council will work closely with Communities or villagers to provide labor on road maintenance activities - Mud reef refilling and road side cleaning.					
		Seek a technical assistance and/or support when or where required from MISE. Construction of main road in outer islands includes designing of road and drainage.					
		Island Council and Communities will work closely with MISE for technical supports or advice for the ongoing road maintenance activities					
	Improve interconnect between islet and mainland	Construction of seawall or causeway or bridge to Tebikerai with the technical support and advice from MISE, MFMRD (Mineral) and MELAD. (There is no					

		plan for this from MISE but will provide assistance and implementation of design and other related matters)					
Absence of the island main wharf	To construct the new wharf	The Council is encouraged to liaise with the Central Government for constructing the new wharf					
		Upgrading to existing boat channels through deepening and widening of channels					
		Construction of waiting lounge and toilet blocks at the port area					
Poor condition of airfield and terminal	To improve the quality of the Maiana airport	To undertake maintenance work to the existing terminal					
		To construct the toilet blocks					
		To construct the fence around the airport area					
		The council has to liaise with the concerned ministry or Aviation on the need to raise the airfield area					
Poor network connections	To improve the internet connection networks	Improve the network connections at the black spot areas, e.g. Tebikerai					
Lack of Maiana Council Interisland ship to enhance mobilization and trade	To purchase the interisland ship for the Council to improve the mobilization of people and trade into and out of Maiana	To put the ship as priority project of Maiana Council					
		Explore external funding available for procuring the ship					
The size of Maiana Island Council Office is small	Construct the new and bigger office for Maiana council	To urge communications and liaising with MIA to fast track the implementation of the project					

Poor standard and quality of Petroleum storage in Outer Islands	Improve the standard of petroleum storage	Island Council work closely with MISE to promote and conduct awareness on Petroleum storage					
		Island Council and Police must and urge to enforce petroleum ordinance act (Cap69) and conduct inspection of the storage site before releasing of new Petroleum Storage Licensing (PSL).					

GOVERNANCE							
ISSUE	GOAL	ACTIVITIES					
			2019	2020	2021	2022	2023
1. Budgeted activities are not fully implemented	Promoting effective partnership between the village, Unimwane and the law enforcement officers (village wardens)	Conducting public consultation to targeted groups to ensure that they are well aware of budgeted activities					
		Conducting effective awareness prior to the implementation of these activities					
2. Lack of leadership skills/capacity	Responsible Leaders	Leadership training request to be to MIA/External partners					
		Frequent training and monitoring on Leadership training					

3. Favouritism leadership	Transparent Leadership style	Developing leaders working strategies on promoting good governance.)					
		Quarterly monitoring of specified target stated in the working strategies					

6. Monitoring and Evaluation

The Strategic Plan will be monitored and evaluated in the following ways;

- (i) The Clerk is responsible to guide the implementation of this strategic plan
- (ii) The Clerk shall understand and well versed with the plan to ensure he/she knows how to approach implementation
- (iii) In doing this, the Clerk will be able to use it and draw the Council's annual workplan, involve direct supervisory role to the staff who will execute the activities from time to time
- (iv) The review committee shall be established within the council. The committee will be comprised by some of the selected councilors and to be led by the Vice Mayor as the Secretariat of the committee. The purpose of this committee is to monitor and evaluate the implementation on a quarterly basis
- (v) It is the responsibility of the Clerk to develop and provide the progress report to the committee on a quarterly basis
- (vi) The committee will provide the progress report to the full council at end of every 6 months/ twice a year for endorsement at the council level prior submission to the MIA
- (vii) MIA through LGD is responsible to review the report submitted by the Island Council to ensure assistance required in the report for implementing the ISP can be addressed.
- (viii) The MIA through the Local Government Division will review the report for any assistance that the council may need to successfully implement the plan. This through consulting relevant government Ministry and any other agencies for any assistance required.

7. Financing arrangement

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, following will be done by the Island Council;

- (1) The Council Mayor with the assistance of Island Clerk. The Mayor with the Island Clerk will explore funding opportunities and resource that can 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 etc.
- (2) Mayor together with the Clerk were expected to explore 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 to the implementation of this plan.
- (4) Mayor and Clerk will establish linkages and communications with other CROP Agencies such as SPC, FFA, PIFs and other partners like GIZ, EU, JICA for technical and financial assistance that will support the implementation of this plan
- (5) The Council through Mayor and Clerk has to establish network with other important bodies

and NGOS, business and private companies on areas in the ISP that they are willing to support

- (6) It is crucial for the Mayor and Clerk to work closely with the Ministry of Internal Affairs in Tarawa on areas of assistance the Council need from time to time



8. Appendices:

1. Participant lists

NO.	FULL NAME	DESIGNATION	ORGANIZATION
1	Baamarau Uriam	Treasurer	MFED
2	Bakatokia Tebabau	Councilor Teora	Island Council
3	Berenateta Tabunikai	Nurse	MoH
4	Beunnang Tootoki	ASWO	MWYSA
5	Botaa Tabuariki	Island Guide	Maiana Tourism
6	Bwatiku Moataake	CPPL Officer	CPPL
7	Bwenawa Nation	Councilor Tekaranga	Island Council
8	Erema Ebanrerei	FA	MFMRD
9	Itimera Kiboboua	Councilor Tematantongo	Island Council
10	Ioane Akura	Chairman	Tebau
11	Kataebati Nabaruru	Bootaki n Ununiki	Maiana
12	Kateinang Tamaiti	Councilor Tebikera	Island Council
13	Katiua Taniera	Katumara	Bootaki n Unimwane
14	Katiua Taniera	KPC Rep	KPC
15	Maata Iororimo	Katekiti	RC
16	Marouea Tekautu	AAA	MFMRD
17	Meere Rakunoua	Councilor Bubutei Nuka	Island Council
18	Miire Keukeu	Island Clerk	MIA
19	Mikaere Kano	Business Rep	Maiana Business Group
20	Pr Karerei Ioran	Minister KUC	ICC
21	Rebite Takeimoa	Mayor	Island Council
22	Roeta Katiua	CPPL Officer	CPPL
23	Ruuta Itiniman	Te Tia Bwai n Aoraki	Tebiauea
24	Taarau Tameri	OCS	KPS
25	Taberannang Tetoa	Women Rep	Women Organization, Maiana
26	Taberaua Baikia	Councilor	Island Council
27	Tabwebwe		Island Council
28	Tabwere Tebeia	Assistant Clerk	Island Council
29	Tamton Tokam	IEC	MoE
30	Tannang Kiriton	Councilor	Aobike
31	Taraniman Arieta	Councilor	Bubute Maiaki
32	Taratobwa Tarerei	Vice Mayor	Island Council
33	Tauro Tawau	Councilor Temwangaua	Island Council
34	Teburenga Tinnikaie	FEA	MFMRD
35	Tenamoiti MRateki	JSS Tewaiwai	MoE
36	Tengata Iteraera	Chief Kaubure	Island Council
37	Terenga Taurabwakai	Ag IDO	MIA
38	Tikaraoi Bwanian	Nurseryman	MFMRD
39	Timunnang Timera	Councilor Buota	Island Council
40	Titotirina Kaibure	Copra Coordinator	Copra Boboti

2. Overall program

Date	Activity
FRIDAY 26.04.19	Team Arrived on Maiana
SATURDAY 27.04.19	Final Preparations for Workshop
SUNDAY 28.04.19	Church
MONDAY 29.04.19	ISP workshop DAY 1
TUESDAY 30.04.19	ISP workshop DAY 2
WEDNESDAY 1.05.19	ISP Workshop DAY 3
THURSDAY 2.05.19	ISP workshop DAY 4
FRIDAY 3.05.19	Consultation to Tebikera
SATURDAY 4.05.19	Consultation to Bubutei – Meang, Nuka & Maiaki
SUNDAY 5.05.19	Church
MONDAY 6.05.19	Consultation to Buota, Tebiauea, Teora & Tebwanga
TUESDAY 7.05.19	Consultation to Temwangaua, Aobike, Tematantongo & Tekaraanga
WEDNESDAY 8.05.19	Consultation to Full Council Meeting
THURSDAY 9.05.19	Incorporation of inputs from consultation on ISP
FRIDAY 10.05.19	Team Depart