

Ana Kainibaire te Kauntira n Tabuaeran

(Strategic Plan for Tabuaeran Island Council)

2018-2021



Produced by the Tabuaeran Island Council

With technical assistance from the Ministry of Internal Affairs (MIA) and the Kiribati Local Government Association (KiLGA) and support by the KAP III Project under the Officer of Te Beretitenti (OB).

Funded by the World Bank.

Produced by the Ministry of Internal Affairs (MIA) with the support of the Kiribati Local Government Association, (KiLGA) for the Council and people of Tabuaeran.

Disclaimer

The contents of this publication and views expressed herein do not reflect the opinion of the Kiribati Local Government Association, the Councils or the Ministry of Internal Affairs or even the government of Kiribati. Errors of content and other typographical errors are the responsibility of the EO of KiLGA, who co-authored this SP.

Acknowledgement

Acknowledgment is made of assistance offered by the Mayor and Councillors of Tabuaeran and also to the Clerk and her staff, for providing information, coordinating the workshops and dealing with the many issues that cropped on a daily basis.

Gratitude is also expressed to staff of the Ministry of Education's Statistics Office, the Ministry of Health's Information section and the National Statistics office for the use of the Census Report 2010 and other reports.

The information and advice from the Secretary of the Ministry of Internal Affairs and the Directors and staff of the divisions of Local Government and Rural Planning are also acknowledged.

The Cover

The photo at the cover shows the most popular view of Tabuaeran, that of its wooden wharf, located at the English Harbour at Paerau.

Photo credit

All photos in the booklet are taken from KiLGA's picture database.

Copyright © Tabuaeran Island Council, July, 2018

Design and Layout—RikiauaTakeke

Printed at KiLGA's Office, Betio.

C/- Betio Town Council

P.O. Box 477, Betio, Tarawa, KIRIBATI

Telephone:(686) 50531; 67568;

E-mail: reception@kilga.org.ki;

Website: www.kilga.org.ki

Contents

	Page
Foreword by the Mayor	4
Introductions	5
Map of Tabuaeran	6
Situational Analysis	7
• Summary of Socio-economic indicators	8
• Council Profile	10
• Plan parameters	11
• AWOT Analysis	14
Strategies and Activities	17
• Human Resources and Development	17
• Economic Development and Poverty Eradication	21
• Health	24
• Infrastructure	26
Monitoring & Evaluation	28
Financial Arrangements	29
Annex 1: List of Participants	30

Foreword by the Mayor

I would like to start off by expressing the gratitude of the people and Council of Tabuaeran to the World Bank for providing financial assistance towards the production of our Strategic Plan for 2018 to 2021.

My Council needs a Strategic Plan for many reasons, the most important being that Tabuaeran, has many natural resources such as world-class surf, white beaches, fish-abundant lagoon and pristine *motus* that need to be utilized for development. In addition, the people are peace-loving, progressive and intelligent, providing human capital for development as well. The Plan will make use of these natural and human resources to make Tabuaeran a place popular with visitors and a progressive and peaceful home for our people.

Our vision is “Upgrading Tabuaeran through sustainable development to be wealthy, healthy, peaceful and happy”, translated as *Karokoan Tabuaeran inanon te rikirake ae tamaroa bwa e na kaubwai, marurung, mweraoi, n rau ao ni kukurei*. This vision is aligned to the SDG’s key concept of ‘sustainable development’ as well as to the Kiribati Vision 20’s key pillars of ‘wealth, health and peace’.

I am certain that this Strategic Plan will provide a blueprint for sustainable development for Tabuaeran and a good source of information for donor partners, who are most welcome to see our needs and provide their support and assistance.

In closing this brief remark, I would like to acknowledge the support provided by different partners to finalise this Strategic Plan. These include the Office of Te Beretitenti’s KAP III project that coordinated the funding and technical assistance, the Councils’ mother Ministry of Internal Affairs and KiLGA. I am also grateful to my fellow Councillors, the Clerk, all government seconded staff and Council staff, and members of the Council’s Stakeholders, including communities, associations and NGOs on Tabuaeran. The issues that they raised truly affect their daily lives and are therefore very relevant foundations for this Strategic Plan.

Te mauri, te raoi ao te tabomoa.

Teinai Taniera

Mayor of Tabuaeran

Introductions

The making of this Strategic Plan, is part of the Climate Change Integrated Vulnerability Assessment (IVA) project, coordinated by the Office of Te Beretitenti and funded by the World Bank, done in the three islands in the Line Islands and several others in the Gilbert Group.

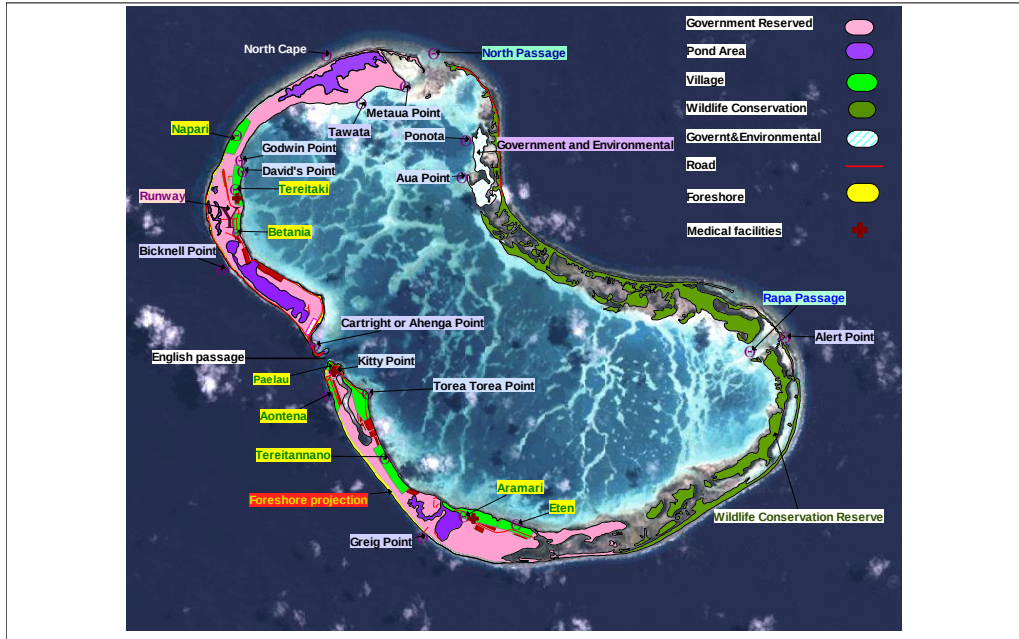
The Plan was made after various consultations involving principally, the Council of Tabuaeran led by Mayor Teinai Taniera, and its many stakeholders and government officials on the island, carried out from 25 to 31 July, 2018 and conducted by two visiting officials, Maiaa Iona of the Ministry of Internal Affairs and Rikiauua Takeke, Executive Officer, KiLGA.

The Plan is directly aligned to the Kiribati Development Plan (KDP) with the use of the KDP's template, but focuses on the issues and needs of the Council and communities of Tabuaeran, as they saw or envision them in the plan period of 2019-2021. The Councillors and stakeholders involved were also made aware of the SDGs to help them think globally, as they propose options and solutions to deal with the local and national issues and needs they have identified and prioritized.

The process used in the strategic plan development begins with the identification of issues and needs that the Councillors and the stakeholders consider important because they affect their lives today and potential development opportunities in the future. These are obtained from two separate brainstorming sessions – one by the Councillors when they identified and prioritise problems and needs faced by their constituencies; the other when the Council stakeholders produced a SWOT analysis. Serious issues from the sessions were then compiled and categorized under the strategies and KPA similar to those in the KDP. Later a combined grouping of just the Councillors and the government officials provided solutions or strategies and activities that are SMART to deal with the selected and prioritized issues. These are then listed and arranged in the Implementation Matrices, with performance indicators, responsible persons, relevant development partners and government departments, a timeline and costs.

Other information that are considered relevant, including socio-economic statistics compiled from the National Census Reports and other sources, Council profiles and others are also included in the Situational Analysis section, or as end-pages and annexes.

Map of Tabuaeran



Acronyms and Kiribati Terms Used

Acronyms

AA – Agricultural Assistant
 ADB – Asian Development Bank
 ASWO – Assistant Social Welfare Officer
 CC – Climate Change
 CRC – Convention on the Rights of the Child
 CSOs – Civil Societies Organisations
 DPNO – Deputy Principle Nursing Officer
 DRR – Disaster Risk Resilience
 EO – Executive Officer
 EU – European Union
 FADs – Fish Aggregating Devices
 GEF-SGP – Global Environment Facility's Small Grants Programme
 ICT – Internet Communication Technology
 IDO – Island Development Officer
 IEC – Island Education Coordinator
 IVA – Integrated Vulnerability Assessment
 JSS – Junior Secondary School
 JW – Jehovah's Witnesses
 KAP III – Kiribati Adaptation Programme Phase 3
 KCDL – Kiribati Copra Development Ltd.
 KDP – Kiribati Development Programme
 KiLGA – Kiribati Local Government Association
 KIT – Kiribati Institute of Technology
 KPF – Kiribati Provident Fund
 KSSL – Kiribati Shipping Services Ltd.
 KTC – Kiribati Teachers College
 KUC – Kiritimati Urban Council; can also be Kiribati Uniting Church (formerly known as the Kiribati Protestant Church (KPC))
 KV20 – Kiribati's Vision for 20 Years
 LDS – Church of the Latter Day Saints (or Mormon)
 LMD – Lands Management Division

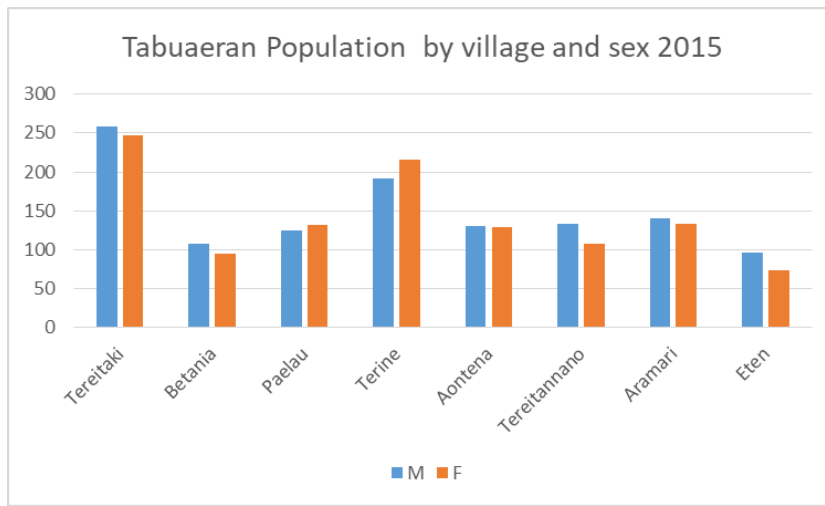
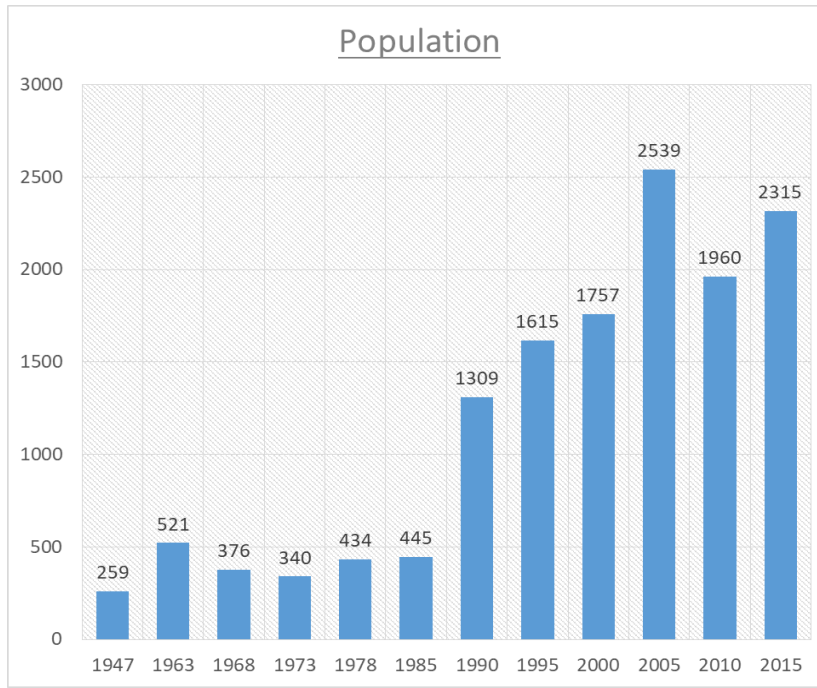
MA – Medical Assistant
 MCTD – Min. of Communication, Transport & Tourism
 MEHRD – Ministry of Employment & HRD
 MELAD – Ministry of Environment, Lands & Agriculture
 MFED – Ministry of Finance & Economic Development
 MFMRD – Ministry of Fisheries, Marine Resources
 MIA – Ministry of Internal Affairs
 MHMS – Ministry of Health & Medical Services
 MLPD – Ministry of Line & Phoenix Islands
 MOU – Memorandum of Understanding
 MOE – Ministry of Education
 MISE – Ministry of Infrastructure & Sustainable Energy
 MTSS – Meleangi Tabai Secondary School
 MP – Member of Parliament
 PVU – Public Vehicles Unit
 MWYSA – Ministry of Women, Youths & Social Affairs-
 NCD – Non-Communicable Diseases
 NGO – Non Governmental Organisation
 NZ – New Zealand
 OB – Office of Te Beretitenti (the President's Office)
 OCS – Officer Commanding Station (Police)
 RC – Roman Catholic
 RSE – Recognised Seasonal Employment
 SWOT – (SWOT Analysis) – Strengths, Weaknesses,
 TBC – To be confirmed
 TIC – Tabuaran Island Council
 TOR – Terms of Reference
 TVET – Technical & Vocational Training Opportunities and Strengths;
 UNICEF – UN Children's Fund

Kiribati terms

Kouben – tobacco mixed with lime and chewed to give on a feeling; categorized as a drug that causes craving;
Unimwane – Male elders who are often the traditional authority on an islands;

Situation Analysis

Tabuaeran population



Summary of the main socioeconomic indicators and statistics

	2005		2010		2015												
No. of Households			348		418												
Av. Hh size			TBC		6												
Land area	388 sq. km																
Pop. Density					17												
	2015																
Population growth																	
Annual rate of pop. growth	2315																
Population by Age-groups	0-5		6-14		15-17		18-49		50+								
%	427		514		137		953		284								
	18%		22%		6%		41%		12%								
Population by religions	Roman Catholic	KUC	SDA	Church of God	LDS	Bahai	JW	Others									
	1153	920	2	5	92	81	5	19									
Labour force status	Labour market activity, people 15+																
	Employee		Self-employed		Employer		Subsistence		Not employed		Not stated						
	157		257		3		372		583		0						
	8%		24%		0%		11%		56%		0%						
Sources of drinking water ¹ by Households	Open wells			Pipes			Rainwater			Others							
	255			2			161			0							
Households by types of toilets used	Flush Toilet	Water latrine		Composting		Beach		Bush		Sea		Other					
	78	99		4		153		55		22		7					
Households and Lighting Sources	Kerosene		Generator			Solar			Batteries			Other					
	1		16			382			17			0					
Education statistics																	
Over 2 years attendance Preschools (Years 1-3) and Primary (Classes 1-6)	Pre 1	Pre 2		Pre 3		Class 1		Class 2		Class 3		Class 4		Class 5		Class 6	
	37	10		108		75		58		68		68		46		50	
Secondary attendance	Form 1		Form 2		Form 3		Form 4		Form 5		Form 6		Form 7				
	63		47		50		18		22		17		2				

Island Economy – Most of the dry land on Tabuaeran is filled with coconut trees, while the swampy areas that are not brakish are filled with *bwabwai* or swamp taro, allowing for a mixture of subsistence and cash economy, where people earn money from copra and can still use the land for subsistence living. Like Kiritimati and Teeraina, about 70% of the land is government-owned but people have direct access to them.

Employment - The major employer on the island is the Government, followed by the Council with the private sector coming third. The government employees include teachers, seconded officers such as the Council Clerk, the Island Development Officer, the Fisheries Assistant, the Nurseryman, the Water Technician and others. The Council employes 32 workers that include clerical staff, village wardens, preschool teachers and other casual staff. Private shops often use household members who are

¹ National Statistics Office, Census Report, 2015;

not considered employee as they work on an informal arrangements and do not usually get all personal emoluments including KPF.

Health – The people on Tabuaeran are healthy given the abundance of fish and vegetables such as *bwabwai*, pawpaws, pumpkins and the like. A rising health problem is NCDs which is on the increase.

Transportation – Five trucks use the road and provide transport services to the people, often to support the coconut industry, in moving weighed copra to the copra sheds and to the visiting ships, including *LC Linnix*, the government landing craft that serves the group. Two of these trucks are owned by the Council; the rest are owned by church groups or shop owners. The pumpy status of the main road and lack of spare parts often distrupts services by the trucks. Since the increase of copra price t \$2, many people were able to afford motrobikes and new bicycles and these are the most common means of land transport on the island. A two-weekly flight of the Air Kiribati trilander plane helps move passengers and tourist to the island, but various limitations including shortage of fuel, makes the service, often unreliable. The

Tourism – Tabuaeran has good natural resources for tourism – world class surf, abundant bonefish and other lagoon and ocean sports fish, a traditional culture, educated and friendly citizens, among others – that are attracting tourist operators locally and internationally. However, at this time, tourism is still very limited due to various constraints including unreliable air services, lack of standard accommodation, poor infrastructure, among others. The Pegasus Hotel Group that specializes in surfing tourism has signed an MOU with the Council to establish an exlusive operation on the island, but this was not approved by the government as they need to go through the Foreign Investment Commission.

Currently there are four guesthouses on the island that operate with the approval of the Council. The Catholic Guesthouse is based in Aontena and has about five tiny huts or *kiakia* that can accommodate one person only. The KUC Guesthouse is in Paerau and has three bigger *kiakia* with meals and restroom also shared by guests. A guesthouse, owned by Frenchman Bruno and his family, is also located in Aontena and has six *kiakia* and other building that can confortably accommodate up to 20 people. Nei Biritia's Motel is located in Paerau and has three *kiakia*. Meals and restrooms are communal in sll four guesthouses.



'English Passage' in Paerau, famous for its world-class surf. Otan te Aba Guesthouse owned by the KUC.

Council Profile

Councils officials - The Council has eight elected officials including the Mayors, who is first elected from his or her ward and later contests the Mayor's election, against other candidates of not more than four and less than three. The Mayor is Teinai Taniera, from Terine ward. In July, 2018, after bi-elections in three wards, three new Councillors were elected, including Ms. Kabwearuru Kirata, the first female Councillors for the island, who stands for Paerau's newly-created second seat. The names of Councillors elected from the different wards of Tabuaeran are given in Table 2.

Of the appointed officials there are government-seconded staff under the oversight of the Clerk, some working and based at the Council headquarters and the rest in schools and clinics in various villages. The Council also employs its own staff, recruited from the island.

Table 2. Elected officials

TABUAERAN COUNCILLORS				
Wards	Councillors	Date Elected	Term Completed	Sex
1. Tereitaki	Bunua Tokarei	2018	2020	M
2. Betania	Teiora Koubwere	2016	2020	M
3. Paerau	Kabwearuru Kirata	2018	2020	F
4. Aontena	Tabwebweiti			
	Tawita	2018	2020	M
5. Terine	Teinai Taniera	2016	2020	M
6. Tereitannano	Toanikarawa			
	Teibwaoro	2016	2020	M
7. Aramari	Malua Iotebwa	2016	2020	M
8. Eten	Kauriri Uruaba	2016	2020	M
Mayor	Teinai Taniera			
Deputy Mayor	Malua Iotebwa			
Nominated member	OCS Police			
Special Member	Unimwane			M
Ex-Officio members	MP Tekiau			
	Aretateta			M
	MP Tewaki Kobae			M

Table 3 – Recurrent Financing 2013

Details	\$	
Balance of surplus funds from 2010		
Total revenue 2017		
Total expenditure 2017		
Surplus for 2017		
Total revenue (estimated) 2018		
Total expenditure (est.) 2018		
Surplus 2018		

Total estimated revenue 2018		
------------------------------	--	--

Table 4 - Recurrent budget 2018

Income	Amount (\$)	Percentage (%)
To be collected by the Council	139,709	52.2%
Support Grants from government	127,253	47.5%
Postal commission	800	0.3%
Total	267,762	100%
Expenditure		
Personal Emoluments	152,280	57%
Operations	115,064	43%
Total	267,344	100%
Surplus	418	

Table 5 - Development Projects

TABUAERAN ISLAND COUNCIL'S PRIORITY PROJECTS - 18TH APRIL 2018					
Year of Priority	Project Name	Project Fund			Project Status
		Approved	Expended	Balance	Brief report (current project status, issues and solutions)
2004	Council garage and tools	\$ 50,700.00	\$ 50,224.49	\$170.51	Completed. To be acquitted before end of April 2018. the acquittal form has been sent earlier in May. The revised acquittal form was sent on Monday 11th June 2018. awaiting for feedbacks from NEPO.
2005	Housing project	\$ 94,500.00	\$ 87,034.65	\$ 937.16	the IDO was just reported yesterday i.e. 9th July 2018 that the project has been completed successfully. It has been occupied already by the island council workers. However there are minor tasks that are need to be settled such as maintenance and outstanding payments of the project materials. we will verify the completion of the project, settle the outstanding payments with the IDO before its acquittal.
2006	Police office	94,100.00	\$ 60,338.81	\$ 33,761.19	Project brief had been sent to NEPO earlier this year for releasing the warrant. Still waiting for NEPO's feedback on the project brief as well as the warrant to be released. The warrant is at the Project Division at MFEP and it is now ready for collection. the Warrant is now with MIA. Council request to build a new prison cell on the other side of the island in Napali. will send the council's request to MLPID for their design and costing on such proposal.
2007	Road upgrading	\$156,600.00	\$117,761.64	\$38,838.08	Completed. MIA still expect returns from MLPID.
2008 & 2009	Inter island shipping vessel (changed to wharf)	\$123,268.00	\$123,268.00	\$ -	Completed. Officially opened in April 2018. the supplementary project document was sent to NEPO on Wednesday 13th June 2018. this will be used for the completion work of the broken anchorage pier. Still waiting for the feedback from the NEPO.
		\$246,536.00		\$246,536.00	The remaining balance of the vessel project is still at MFED. Tabuaeran island council has approved and confirmed to utilise the remaining balance for the guesthouse project which is the priority project for 2010. the design and costing plan as well as the project documents has been sent to NEPO for further approval from DCC of this proposal. still waiting for the feedback from the NEPO.

Plan Parameters

This Strategic Plan for Tabuaeran has taken into account legislations, conditions and other existing plans that relate to the Council and communities, in an effort to align the Strategic Plan with those documents.

- The Local Government Act
- The Local Government Financial Instructions (LGFI)
- Council Bye-laws
- MIA Strategic Plan
- Kiribati Development Plan (KDP)
- Kiribati Joint Implementation Plan
- Pacific Regional Cooperation Framework
- SDGs

SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
• Rakan boon te ben ae \$2 ao tikiraoin boon te tiwita; <i>(Increased price of copra to \$2 and possible income from seaweed);</i> • Tikiraon boon ao teimatoan te internet; <i>(Good internet connectivity and reasonable price);</i> • Rokon kaibuke ni bwatintia; <i>(Being an attraction to cruise lines);</i> • Teimatoan rokon MV Kwai mai tinaniku; <i>(Regular trading visits of MV Kwai);</i> • NGOs aika a tobwaki raoi; <i>(Conducive environment for CSOs)</i> • Marurungia botaki n aine; <i>(Strong women's groups);</i> • Rikiraken tamaroan boon kaako ake a tianaki boia n aron te raiti, te burawa, ao te tiaoka; <i>(Lowering prices of basic food items such as rice, flower and sugar);</i> • Reken te kiba n te aono n raina; <i>(Regular domestic flights in the Line group);</i> • Tamaroan te tano n te ununiki; <i>(Fertile soil for gardening);</i> • Rawatan marin taari ibukia irua mai tinaniku n aron te Pet Fish, ikari, tennokunoku, kuau; <i>(Rich marine resources for tourism development, e.g. bonefish, pet fish, Napoleon wrasse, others);</i> • Itiakin taari ma naao ibukia taan karebaba; <i>(Clear waters and surf for surfing);</i> • Rikiraken atakin inaomataia aine; <i>(Increasing awareness on women's rights);</i> • Rikiraken te takakaro irouia te roronrikirake; <i>(Increase in sporting activities);</i> • Anganano aika reke mai irouia iruwa mai iabatera; <i>(Donors and gifts for development);</i> • Teimatoan bwakan aia mwane kaara; <i>(Sustained payment of Elder Citizens' Allowances)</i> • Teimatoan akean te roo iroia ataein te reirei; <i>(Sustained payment of school fees for students by government);</i> • Raoiroin buoka nakoia communities mai iroun te Kauntira; <i>(Great support to the Communities by the Council);</i> • Tikiraoin babairean te utu; <i>(An effective Family Planning scheme.)</i>	• Baen mwanen te takataka ao banikain anakin te takataka ao tiwita; <i>(Persistent shortage of copra funds and long delays in copra and seaweed weighing);</i> • Teimatoan aki raoiroin te kainnakotari; <i>(Poor sanitation)</i> • Uarereken boutokakia ataei nakon te reirei; <i>(Increasing school dropouts and absenteeism from school);</i> • Mwaingin Meang Tabai Secondary School; <i>(Shifting of Meleangi Tabai Secondary School out of the island);</i> • Buakakan te kawai; <i>(Extremely poor main road);</i> • Aki taun te bao ni mwamwananga; <i>(Inadequate public transport services);</i> • Teimatoan ririakia kamea ao beeki; <i>(Roaming dogs and pigs);</i> • Bwainakin te kouben, manging ao nangkona irouia te roronrikirake; <i>(Increase abuse of smoking, alcohol and kouben);</i> • Aki rokon te internet connection i Napali ao kawa riki tabeua; <i>(Internet inaccessibility at many villages, including Napari);</i> • Akean aian te Air Kiribati; bibitakin kibana; <i>(Monopoly of the air services by Air Kiribati);</i> • Akean te Doctor; <i>(Lack of a Medical Officer)</i> • Tataren bwaai n aoraki; <i>(Medicine shortage)</i> • Aki tianakin anakin marin taari; <i>(Lack of control on harvesting marine resources);</i> • Aki taun mwaitia taan reirei aika a beba; <i>(Shortage of qualified teachers);</i> • Akean te katuua nakoia aomata aika a teimatoa ni irui tuua (e.g te moko n ana tabo te botanaomata, anakin ika aika bia); <i>(Inadequate enforcement of public health and fisheries laws);</i> • Memeren kaumakan te bay-laws; <i>(Poor Council's byelaw enforcement);</i> • Aki kakaonimakia taan mwakuri; <i>(Lacking staff performance and services);</i> • Akean raumeakia ataein te reirei nakon koraki ake iaoia; <i>(Inadequate screening mechanisms for pupils resulting in lowering academic standards);</i> • Tokatokanakoia aine i aoia mwane, mooi manging ao nangkona; <i>(Superior attitude of women to men; their use of alcohol and kava);</i> • Akean ana rabwata te MCIC; <i>(Lack of MCIC officer on the island);</i> • Aki taun taian office ibukia taan mwakuri; <i>(Shortage of office space for Council and government staff);</i> • Akean te tararua irouia ake a kabonakoi aia kaako; <i>(Lack of supervision on traders, esp. when legislations are not followed);</i> • Uarereken te marae ni wanikiba; <i>(small runway at the airfield)</i>

	• Aki rokon kaibuke ni bwatintia; <i>(Reduced number of visiting tourist vessels);</i> • Tataren mwanen te ben; <i>(Shortage of copra funds);</i> • Aki tamaron te reitaki irouia kaawa tabeua; <i>(Declining cohesion between some villages);</i> • Aki raoiroin te mwamwananga inanon te rawa; <i>(Poor transport for passage crossing)</i> • Keraken kanakin mataniwin te aba; <i>(Increasing coastal erosion)</i> • Rokon maan aika urubwai man kaibuke; <i>(Invasive species)</i> •
<u>Opportunities</u> • Karokoan tangke ni karau; <i>(Bringing in more water tanks)</i> • Karokoan kaibuke ni bwatintia ao irua mai tinaniku; <i>(Arrivals of Cruise Liners and tourists);</i> • Karokoan bwaai n akawa n aekaia nako; <i>(More fishing gears);</i> • Katean communities n te naan kawa; <i>(Establishment Communities in the villages);</i> • Katian babairean te ununiki ae teimatoa; <i>(A well-planned and sustainable farming and gardening strategy);</i> • Katamaroa nakon te Intenente ao bwai n reitaki; <i>(Improved Internet and communication systems)</i> • Katikiraoan te bao ni mwamwananga i karawa; <i>(Improved sustainable air services);</i> • Karokoan rabwata ake a tabe ma te kamwakuri itinanikun Kiribati, n aron USP, KIT, MTC ma FTC, NZ ao Australia ibukin te kiniwanikai; <i>(Establishment of tertiary such as USP, KIT, MTC, FTC in the Line Islands for training related to overseas employment in NZ and Australia);</i> • Katamaroan te Bangke ni Kawa; <i>(Improvements to the Village Bank);</i> • Totokoan anakin ika ake a bongana ibukin te kaneweaba n aron te ikari, rereba ao te nnokunoku; <i>(Preventive measures to combat fishing of tourism-induced species e.g. bonefish, trevally, napoleon wrasse and more)</i> • Katean clinics ni kaawa ake a tionako, Tereitannano; <i>(Establishment of clinics in all remote villages);</i> • Karokoan wholesalers ibukin te waaki ni karikirake; <i>(Invitation to wholesalers to operate on the island for business development);</i> • Kamwaitaia kabwana mai i tinaniku i aon taabo ni irua ibukia irua n aron Pegasus; <i>(Arrival of international tourist operators such as Pegasus)</i> • Katean taabo ni karaobwai ibukin te takataka ao te tiwita; <i>(Establishment of copra and sea weed milling industries)</i> • Tabangakin te ukeuke ni karinrin nakon taabo ni mwakuri. <i>(Inclusion of Tabuaeran in employment recruitment schemes);</i>	<u>Threats</u> • Kanganga man Bibitakin Kanoan Bong; <i>(Climate Change risks)</i> • Akean babaire ao mwanen umwa n takataka aika a bou; <i>(Lack of plans and funds for new copra sheds)</i> • Wakinan ana babaire te tautaeka ibukin katamaroan riin-te-waki iaon abamwakoro; <i>(Implementation of government's plans on the development of infrastructure on the outer islands);</i> • Ana babaire te Botaki ni Kuakua iaon karekeaia Taokita n abamwakoro; <i>(New health policies by the MHMS on providing Medical Doctors on the outer islands);</i> • Babaire nakon tai aika a na rook ibukin unikakin te buakonikai; <i>(New decisions and development for the replanting of coconuts in the forest areas);</i> • Reken ao ewen aoraki mai iroia bao aika a rook n te aba n aroia booti; <i>(Introduction of new diseases by visiting vessels including yachts).</i>

Issues

<i>Issues (Kanganga)</i>	
HUMAN RESOURCES DEVELOPMENT	
Primary, JSS and Senior Secondary Schools	• Uarerekeia Taan Reireiaika aika iai aia bebwa n reirei nako; <i>(Shortage of qualified teachers in all levels);</i> • Uarereken boutokakia ataei nakon te reirei ao keraken te drop out man tereirei: <i>(Decreasing support to children to attend school and the resultant increase in school drop outs);</i> • Akean raumeankia ataein te reirei nakon koraki ake i aona; <i>(Lacking system to screen students from one level to another);</i> • Uarereken te tararua nakoia taan reirei; <i>(Lack of supervision and reporting on the teachers)</i> • Uarereken te angareirei man te Botaki ni Kuakua nakoia kain Tabuaeran; <i>(Lack of public awareness on health by the Ministry of Health & Medical Services on Tabuaeran);</i> • Mwaingin Meang Tabai Secondary School nako Tarawa; <i>(Relocation of Meleangi Tabai Secondary School to Tarawa)</i>
Tertiary	• Karokoan kuura aika ririeta n aron KIT ao USP; <i>(Allowing tertiary institutions such as KIT and USP to establish bases in the Group);</i> • Karekean te atatai i aon aia kainibaire te KIT ao USP; <i>(Awareness on the Course Information provided by KIT and USP);</i>
Preschools	• Karekean trainings ibukia ana Preschool teachers teKauntira; <i>(Providing suitable certified training for preschool teachers);</i> • Katean ana roki ao umwanreirei ibukia taian Pre-school; <i>(Building classrooms and restrooms for preschools)</i>
Training for Council Leaders & Staff	• Reiakinaia taan kairiri, riki Kautira i aon te kairiri ae kirati; <i>(providing training for leaders, especially elected Councillors, on Good Governance and Transparency);</i> • Karekean trainings ibukia ana taan mwakuri te Kauntira; <i>(Providing suitable training for employees of the Council);</i> • Aki kakaonimakia taan mwakuri ni kaea te tai ao karaoan tabeia; <i>(Poor performance and attendance by the staff, government's and Council's);</i> • Karekean kataneiai ibukia Kauntira i tinaniku; <i>(Providing exchange schemes for Councillors with other Councils in other countries);</i>
Sports	• Kabuburan te marae ni butiboro; <i>(Improve and enlarge the soccer field);</i> • Karekean te multi-purpose sport centre; <i>(Building a multi-purpose court);</i> • Karekean bwaai n takakaro n aron te naan booro; <i>(Providing sports equipment)</i>

including balls);

Correctional services

- Katean te matawariki ni kaawa; *(Construction of prison cells in villages)*

Employment recruitment and services

- Akean te online interview ao ukeuke nakon taabo ni mwakuri i Kiritimati; *(Lack of online interview mechanisms for vacant positions on Kiritimati;*
- Aki tauntaian office ibukia taan mwakuri; *(Inadequate space for Council's and government's staff);*

ECONOMIC GROWTH & POVERTY REDUCTION

- Kainanoan karaoan te auti n takataka n te itera meang; *(Need for a new copra shed in the Northern sector);*
- Tangiran mwanenakin ana karikirake te ununiki; *(Need to fund programme by the Agricultural Division);*
- Taren te kaako man uarereken te bwao ni mwamwananga; *(Lack of cargo from limitations in the transport services);*
- Akean bwaai ni mwakuri; *(Lack of mechanical and domestic tools)*
- Bwaen mwanen te takataka; Baenikain anakin te takataka ao tiwita; *(Long delays in the collection and transportation of copra and seaweed);*
- Aki taun te bao ni mwamwananga; *(Lack of public transport);*
- Bibitakin te tai ni kibakiba bwa are akea riki ae karaoa te service aio; *(Monopoly by Air Kiribati on air travel services such that it can change its flight schedules at will);*
- Aki tianakin anakin marin taari; *(Lack of legislative control over the harvesting of fish and marine resources);*
- Birimeren te waaki ni itoman n te internet; *(Very slow internet speed);*
- Kainnanoan ana rabwata te MCIC iaon te abamwakoro; *(Need for MCIC to establish an office on the islands;)*

HEALTH

- Aki kanakoaia aoraki aika a kakaiaki nako Kiritimati ibukin bwain aorakiaia; *(Inability to take to the hospital very ill persons on the island for medication and treatment);*
- Akean te roki irouia aomata; *(Lack of toilets in homes);*
- Unikan te nii ao kainamwarake n aekaia nako; *(Need for the replanting of coconuts and other fruit trees);*
- Buakakan te mwaniba man bakan te karau ae korakora; *(Flooding of wells during rainy days);*
- Akean kaungakin te ununiki bwa are akea bwaai ni mwakuri; *(Lack of gardening tools becoming a disincentive to gardening);*
- Tataren bwaai n aoraki man te onaoraki; *(Shortage of medicine from the hospital);*
- Katean te naan clinics n taabo ake e bairei te Kauntira; *(Building of new clinics in villages decided by the Council);*
- Kamwaitan te naan koora ibukin te ununiki; *(Need for seeds for vegetable gardening);*
- Teimatoan ririakia kamea ao beeki; *(Continuing roaming of dogs and pigs);*

- Bwainakin te kouben ao te manging irouia te roronrikirake; (*Abuse of kouben and alcohol by the youths*);
- Akean te Doctor; (*lack of medical doctor*);

ENVIRONMENT

- Kanakinakoan mataniwin te aba; (*Coastal erosion*)

GOVERNANCE

- Angabuakan karaoan te ointuua (bye law) i aon tianakin anakin te ika man te Fisheries Act; (*Council's inability to make a bye-law on the banning of commercial fishing of certain species for tourism due to existence of the Fisheries Act*);
- Akean te kaatuua nakoia aomata aika a teimatoa n urui tuua n aron te moko n anatabo te botanaomata; (*Lack of enforcement of regulations on banning smoking in public places, etc.*)
- Tokatokanakoia aine iaoia mwane, mooimanging ao nangkona; (*Lack of respect by women for traditional culture including drinking alcohol and kava*);

INFRASTRUCTURE

- Aki tamaroan te kawai; (*Poor road conditions*);
- Kainanoan riki te uabu; (*Need for another wharf*);
- Uruakin tain bridges; (*Overdue maintenance to mini-bridges*)
- Kateakin te roki itabon te uabu; (*Building of a public toilet in the English wharf*);
- Katamaroan te marae ni wanikiba; (*Maintenance of the airfield*)
- Kabuburan riki aobitin te Kauntira; (*Expansion to the Council's Officer*);
- Katean te naan ramps; (*building of landing ramps*)
- Kainanoan tangke ni karau; (*need for providing Rain Water Harvesting tanks*);
- Aki rokon te internet connection i Napali; (*Lack of internet connectivity at Napari*);

Strategies and Activities (Kawai ao Mwakuri)

Key Policy Area: Human Resources Development

<u>Outcome (Mwin te mwakuri ae riai n reke)</u>	Outcome 1: An education and training system where quality, inclusive, equitable, technical and professional development opportunities are enhanced. <i>(Te waki n reirei ao ni kataneiai are e na kanaotinakoa te kabanea n tamaroa, ae e kairia aomata nako, e uana ma n toamau n itera nako, ao ni karaka aia konabwai taan mwakuri bwa a na rangi ni bwakuaku).</i>							
<u>Strategies (Kawai)</u>	<u>Action (Mwakuri ae e na karaoaki)</u>	<u>Performance indicators</u>	<u>Te Komete are tabena</u>	<u>Resp. Officer</u>	<u>Support Agency</u>	<u>Timeline</u>	<u>Source of Funding</u>	<u>Amount</u>
Lift enrolment and participation of 6 year olds in Year 1 substantially through promotion of successful early engagement in learning as a critical foundation for further learning. <i>(Karakan karinakia ao rorokoia ataei aika 6 aia ririki nakon Koraki 1, rinanon boutokaan reirei ma babaire ake a kotoa boton te reirei iroia bwa katauraaoia nakon reirei ake iaona riki.)</i>	Karekean reirei ma kataneiai ibukia ana Preschool teachers te Kauntira ni kabane,ao ake iai nanoia iai, n ikarekebai ma Aro ao rabwata ake iai aia preschools. <i>(Providing training for existing preschool teachers and interested individuals in collaboration with Churches and private organisations that run preschools.)</i>	Mwaitin taian kataneiai ma kooti ibukia Taaan Reirei ae ngkai ao ake a nano ni kan Tia Reirei n preschool, ni mwaitia ae 30 mai inano, n 2018. <i>(No. of tranings to include 100% of all existing preschool teachers and interested individuals on Tabuaeran and Teeraina, n 2019)</i>	Full Council	Clerk, IEC, of Tabuaeran ao Teeraina	MOE, KUC, RC,	2019	MOE, UNICEF, UNESCO, EU	\$ 3,600.00
	Katean umwanreirei, roki ao te ran ae itiaki, n taian preschools. <i>(Providing suitable classrooms, toilets and clean water supplies for preschools.)</i>	A na toa preschools ma aia umwanreirei aika a mano ao ni matoatoa, ma tangke n ran, auti ma kabwaia, ao kainnakotari ibukin aine ao mwane. <i>(All preschools have safe classrooms, water tanks and toilets for boy and girls, by 2021).</i>	Full Council	Clerk, IEC	MOE, KUC, RC,	2021	MOE, UNICEF, NZ, EU, GEF-SGP, Communities	\$35,000.00
Integrating emerging developments in ICT into curriculum and school	Karokoan te Reirei i aon ao kabonganakin taian kombiuta ao tabureti	Mwaitia atu n te Moan Rinan aika tenea, ao ati n te JSS, are a bwati ni	Full Council	IEC, Clerk	MOE, UNICEF	2021	MOE, UNICEF, Others	\$ 8,000.00

operations. (<i>Karinakin rabakau aika a bou ni babaire ibukin ao kabonaganakin ICT (n aron te kombiuta, taburete (tablets)</i>	(tablets)n te Moan Rinan ao JSS n 2021. (<i>Provision of classes on the us computers and tablets in the Primary and Junior Secondary levels by 2021.</i>)	kabongana te kombita ao taeburete (tablets) ibukin te reirei. (<i>No. of classes in the three Primary Schools and in the JSS that can use computers and tablets for educationsl purposes.</i>)						
Implement the regulations flowing from the Education Act 2013. (<i>Kakoroan kanoan te Tua ni Babaire (Regulations) man Tuan te Reirei (Education Act 2013)</i>	Kaungaan te Boutoka mai irouia Kaaro ao karaoan te awareness man ana itera te reirei bwa e na akea ataei aika a aki reirei ke a kitana te reirei (dropout) man 2018. (<i>Getting parental support and undertaking awareness programmes by the school authorities, to reduce to zero the rate of truancy and school dropouts by 2018.</i>)	Mwaitin waki ni kaotaotao nakoia kaaro mai iroun te Botaki n Reirei, ao bebwa ni kaongaora aika a uaana tenuta te tai n te ririki; Akea (0) ataei aika a tiku man te reirei; mwaitin keiti iaon kabowiakia ao katuaeakia kaaro ake a uru tuan te Reirei ibukin aki kareireiaia natia. (<i>No. of effective public awareness, using suitable Information, Educational and Communicatio (IEC) materials; zero truancy and dropouts by 2019; no. of cases prosecuted and penalised for parents on truancy and dropout cases.</i>)	Full Council	Clerk. IEC	MOE, Police, Botaki ni Bowi, KUC, RC, UNICEF	Wednesd ay, 1 st week, per term; 2018-2021	MOE, Police, UNICEF,	\$13,200.00
Establish collaborative mechanisms for MoE engagement with government agencies and other non-government education sector stakeholders. (<i>Katean kawai n reitaniwaki imarenan te Botaki n Reirei ao rabwatan nako te Tautaeka, NGO ao botaki ake iai tibwangaia ma te reirei.</i>)	Katean te Komete n Tararuai Reirei bwa te tia kaungaia Taan Reirei ibukin karaoan tabeia; ni kainaki iroun te Kauntira, NGO ao te IEC, 2019. (<i>Establishing a Supervisory Committee to motivate the Teachers towards better performance and outputs, to comprise reps from the Council, NGOs and the IEC, by 2019.</i>)	Establishment of the Education Committee's TOR by the Councils; No. of monthly monitoring visits to the teachers to view his or her Daily Plan by the Education committee. (<i>Tein te Education Komete man kabwatan ana TOR iroun te Kauntira; Mwaiting ao ribotin te tutuo, uoua te tai n te namwakaina, ibukin tuoan ana Daily Plan te Tia Reirei.</i>)	Full Council	IEC, Clerk	TIC	2nd wk & 4th wk a month, on Friday, man 2019	TIC, MOE, UNICEF, NZ	\$ 480.00
	Butiakin te MOE bwa e na kaoka te reirei ae MTSS nakon ana tabo i Napari. (<i>Requesting the MOE to reestablish the MTSS in</i>	E na maroroakinaki nte auti n tei rinanoia Taan Tei	Full Council	Full Council & MPs	MIA , MPs, Kauntira	Aug-18		

	<i>Napari.)</i>							
Karekean te toko ae e turuturu ibukin aia konabwai Taan Reirei bwa e na tamaroa riki te wareware ao numera n te Moanrinan. <i>(Establish a more explicit and sustained focus on the teacher skills needed to transform literacy and numeracy achievement levels in Primary School.)</i>	Kamwaitaia tan anaaki nakon KTC n te mwaiti ae 60 ni katoa ririki ao katannakoakin ana mwaiti te Aono n Raine ae 10 mai inano. <i>(Increasing KTC intakes to 60 and allowing a special quota from Tabuaeran and Line Islands to of at least 10 candidates, every year</i>	Rakan mwaitia aika a na karinaki n te KTC ni katoa ririki; 10 aika man te Aono n Raina. <i>(60 annual intakes to KTC; At least 10 the Line Group are</i>	Full Council	IEC, Clerk, Mayor	MoE, MIA	last quarter of 2018	NZ, PSO	\$23,000
Karababan kataneiai iaon te TVET ni kaitara te kainnanao ibukin te kamwakuri. <i>(Diversification of TVET training to match industry needs.)</i>	Karekean aia kataneiai kain Tabuaeran n irekereke ma te kamwakuri i Nutiran ao Aotiteria, n aron te Recognised Employment Scheme (RSE). <i>(Providing training for people of Tabuaeran related to Recognised Seasonal Employment (RSE) in NZ and Australia.</i>	- No. of training completed on Tabuaeran/ Kirimati for skills development; - No. of participants completing the training; - At least 10% increase in RSE workers by 2019	Full Council	Clerk & IDO,	Linnix, KIT, MEHRD, MIA	end of Nov 2018	NZ, Australia	\$15,000
Karakan aia konabwai tani mwakuri n te Tautaeaka ni kaitara kainnanaoakia tani mwakuri iroun te Tautaeaka ibukin karaoan ana tiaweti. <i>(Strengthening Government's workforce capacity to meet the demands for the Government's services through training programs for employees.)</i>	Karekean kataneiai nakoia tani mwakuri n te Kauntira, n aron are e baireaki n ana Babaire ni Kataneiai MIA/ KiLGA. <i>(Training for Council staff as set out in KiLGA's Capacity Building for Councils' staff.)</i>	Mwaitin taian kataneiai ao mwaitia tani mwakuri man te Kauntira aika a bane aia kataneiai; <i>(No. of training and % of Council staff completing training annually)</i>	Full Council	Clerk	MIA, KiLGA, EU, NZ	2019-2021	EU, NZ	\$15,000
Kateimatoan ara katei ma kanoana aika rabakau ao ataibwai rinanone karikirake aika a kungai. <i>(Sustaining cultural skills and</i>	Karaoan te babaire ao mwakuriana ibukin kaungan te katei iaon Tabuaeran. <i>(Encouragement of cultural</i>	Mwaitin tabo aika a rianako kakawakia n te katei aika a kamaeuaki ao ni koreaki rongorongoia;	Full Council	Clerk, IEC,	MIA, MOE,	2018	EU, NZ, UNESCO	\$6,000

<i>knowledge though promotion of cultural activities.)</i>	<i>heritage on Tabuaeran.)</i>	<i>(No. of cultural heritage sites revived and documented);</i>						
Katean, kamatoan ao mwakurian te Kainibaire Ibutin te Takakaro i Kiribati; <i>(Establishment, endorsement and implementation of the National Sport Policy.)</i>	Karekean bwain takakaro man rabwata ake tabeia ao kambwana ibukin kaungaia te botanaomata bwa a na kakamwakuri; <i>(Acquisition of required sports equipment from proper authorities and organisations to be used for sporting activities for the public);</i>	Karakaaan bwaai n takakaro 20 balls every 3months; <i>(Increased balls to 20 available for use every three months);</i>	Full Council	ASWO & Kauntira	MWYSA	end of the 3rd month per yr	MWYSA	\$ 2,400
	E na riai ni karaoaki te Common (Academic) Assessment irovia reirei nako iaon Tabuaeran; <i>(Academic Assessment for students of Tabuaeran undertaken)</i>	Bebwan te Common (Academic) Assessment ao mwaitia ataei aika a kabongana; <i>(Academic Assessment paper and no. of pupils that sat the assessment)</i>	Full Council	IEC, & Head Teachers and Principal	MoE	Every end of term	MoE	\$5,000
	Ana riai ni karokoaki taan karaoa te Interview i aon Tabuaeran; <i>(Government recruitment for people of Tabuaeran should always be carried out on Tabuaeran)</i>	Mwaitin interviews aika a karaoaki i Tabuaeran ni katoa ririki iroun te Tautaeaka; <i>No. Of interviews for government recruitment carried out on Tabuaeran every year);</i>	Full Council	Labour	MLPID, MEHRD, MIA	2018-2021	MEHRD	\$13,000
	Karekean aia aobiti tani mwakuri ake a tuai reke; <i>(Providing office space for staff without one);</i>	Mwaitia aobiti aika a raka bwa a na toa tani mwakuuri; <i>(No. of new offices to cater for 100% staff);</i>	Full Council	IDO	MIA, MISE, Linnix	2020	Council	\$23,000
	Kakaeen mwanenakin kabuburan te marae ni butiboro ao katean te Multi-purpose Court	E na karaoaki te pro doc ibukin aikai ao kabwaatakina iroun te Kauntira		Full Council & IDO	Linnix, MISE, MIA	Jan. 2019	MWYSA	\$75,000

KPA 2: Economic Development and Poverty Reduction

Issues	Action (Mwakuri ae e na karaoaki)	Performance indicators	Resp. Officer	Support Agency	Timeline	Source of Funding	Amount
Copra	Karekean mwanen ao katian te auti n takataka ni kaitara ma te Primary i Napari ao katean te uaabu n te nama irarikin te auti n takaka ibukin karaian te ben; (Seeking funds for and constructing a new copra shed at Napari, opposite the Primary School and construction of a wharf for loading the copra.	1. Te auti n takataka ibukin 300 te tonne takataka; (A new copra shed for up to 300 tonnes of copra); 2. Tian te uabu ibukin karaian te ben; (A newly completed wharf allowing for faster loading of copra);	Clerk, IPO and Copra Co-ordinators	KCDL/MCIC, MFED, MLPID ao MIA	2019	KCDL & GOK	\$ 150,000.00
Coconut Replanting	E na karaoaki te bebwa ni karikirake iaon unikakin uto ma kain aroka n aron kaina, irouia aomata (bootaki ma aaro) are e na mwanenaki; (A replanting of coconut scheme will be produced and implemented involving the communities, churches and others, to be paid for);	4,000 uto aika a unikaki n aroia ae e riai, n teuana te ririki; (4000 young coconut trees planted in one year); 1,000 nii-ni-kawai aika a koreaki ibukin karaoan te kai; (1,000 old senile coconut trees are cut down and used for timber); A bono tabo ake a mwawa n unikakin 1,500 uto n te ririki; (At least 45% of open areas are planted with young coconut trees)	AA	Agriculture (MELAD), MIA	2019	MELAD (Project funds)	\$ 12,000.00
Taren Cargo man Akean te Kaibuke	E na kateimatoaki ana tiweti te LC Linnix ni buoka te aono n raina ao ni karaoa kawaina nako Tabuaeran ni katoa uoua namwakaina; (Regular shipping services by KSSL's LC Linnix including bi-monthly services to Tabuaeran);	Mwaitin rokon te LC Linnix I Tabuaeran; (No. of trips by LC Linnix to Tabuaeran)	Full Council	MLPID/ MCTTD/ MIA	Late 2018	Council	\$2,000
Tataren mwanen te takataka ao Seaweed	Te reitaki ae tamaroa ma te MFED ao KCDL bwa e na iai n tainako mwanen te ben n te tai are e katine iai te tia oroben; (An effective system for the reimbursement of the RBC by MFED and	Rakan te mwane ni katine nakon 40% mai inano; (An increase to the RBC by at least 40%);	Clerk & Treasurer, Councilors	MFED/CPPL/MIA	2018	Council	\$1,500,000

	<i>KCDL to ensure money is available to copra cutter as and when they weigh in their copra);</i>						
Aki taun bao ni mwamwananga (Car, Ferry or Boat, Rebwerebwe etc)	Imwin katamaroan te kawai, ao reken te kaibuki ae e mwamwananga, a na kaungaki te Kauntira, bitineti, botaki ao Aro ni karokoi aia ka, ao bao ni mwamwananga ibukin katamaroan te mwamwananga iaon te aba. <i>(Subject to the upgrading of the mainroad and improvement in the shipping services, allow for the Council, private sector, churches and communities to bring in trucks and other vehicles to improve land transport)</i>	Mwaitin bao ni mwamwananga aika a bou ake a matoatoa n aron te turaki ao te turakita; <i>(No. of new durable land transport vehicles, including truck, tractors);</i>	Clerk	Community, Island Council ao GOK	2020	1. MISE, MLPID & Island Council 2. Council Income	\$20,000
Kibakiba	Buotokan te Tautaeaka bwa e na katamaroan te tieweti ni kibakina ibukin kaungan te kaneweaba n te aono n Raina ao buokaia bitineti ma aomata; <i>(Supporting government to improving air services in the Line Islands focused on tourism development that is beneficial to the people and businesses;)</i>	No. of flights to Tabuaeran bringing tourists;	Full Council	MCTTD, MLPID, MIA	2020	Air Kiribati Ltd. MCTTD, MLPID, MFED	\$2,400
Aki tianakin anakin marin Taari	A na kainaki tabo, tari ao rakai bwa Marine Protected Areas, rinanon kamwakan te Fisheries Act, ao n angaraoina, te bye-law naba iaon aei; <i>(Establishment of Marine Protected Areas at designated places through the enforcement of the Fisheries Act or bye-law);</i>	Te betiente ni keerikakin akawakin ika aika a bongana ibukin rokoia irua ao taan akawa mai abatera; <i>((% decline in fishing of certain fish species, important for tourism development)</i>	FA ao Full Council	MFMRD, OAG, Island Council, MIA	2018	MFMRD/ Council	
Slow Internet Connection	Kaboan te bandwidth ao kabuburan riki te Intenete System bwa e na kona n rota aon Tabuaeran ni kabane, mai iroun <i>Speed Cast;</i> <i>(Increasing the bandwidth and installing</i>	Mwaitia tani kabongana te Intenete mai Napari ao kawa riki ake tabeua are a waki man aia kawa. <i>(No. of customers from Napari and</i>	Clerk ao Full Council, Island Council IT Officer	1. Island Council 2.CCK ao MCTTD 3.MIA ao MLPID	2019	1. Island Council 2.CCK 3.MIA ao MLPID	1. \$18,000

	<i>suitable system from Speed Cast to expand the Internet coverage to all the island.</i>	<i>all villages using Internet from their homes);</i>					
Akean ana rabwata MCIC i aon Tabuaeran	Karokoan ana aobitia te MCIC temanna ae ena station i Tabuaeran n aroia Seconded officers aika a mena ikai, ibukin tiweti ake tabena. <i>(Getting an officer from MCIC to be stationed on the island to deal with services and other duties for which the Ministry is responsible.)</i>	Tikun ana aobitia te MCIC iaon Tabuaeran ao mwaitin tiweti ake e karaoi. <i>(Officer from MCIC settles down on Tabuaeran and no. of services provided);</i>	Clerk and Full Council	MCIC, MIA, MLPID	2019 - 2020	MCIC, Island Council ibukin karaoan ana auti te officer	\$7,000.00
Erosion	Karaoan ao wakinan te Kainibaire iaon katokan kanakin mataniwin te aba, n aron unikakin tongo, kamwaingan te bwaati (barge) ma te take (tugboat) ake a tiku ni maan ao n ibita unin te aira, ao kamatoaan te tua ibukin katabuakan te katei bono; ao ni kaungaki te katei- bwibwi; <i>(Finalise and implement a policy on comabting coastal erosion, including mangrove planting, removal of vessels from the lagoon and encouraging traditional methods of soil erosion)</i>	Tian te Kainibaire iaon kamanoan te tanrio ao mataniwin te aba; <i>(Coastal Erosion Policy finalized and implemented)</i>	A.A ao bon te Clerk	MELAD (Environment), Island Council, MIA ao MLPID	2019-2020	MELAD, MLPID ao MISE	1.\$5, 000

KPA 3: Health – arranged in order of priority

<u>Action (Mwakuri ae e na karaoaki)</u>	<u>Performance indicators</u>	<u>Resp. Officer</u>	<u>Support Agency</u>	<u>Timeline</u>	<u>Source of Funding</u>	<u>Amount</u>
Karekean mwanangan te Doctor temanna ni n te tai ae e riai ni karaoa ana tutuo iaon Tabuaerean; <i>(Seek funding to allow a Doctor to visit Tabuaeran once a good period interval for medical services)</i>	Mwaitin rokon te Taokita ao te betiente n atakia aoraki aika a na riai ni bwainaoraki ken i kakibaki ibukin te referral; <i>(No. of visits by the Doctor; % of diagnosed patients allowing for timely medication or referral);</i>	Minister of Hospital	Ministry of Health	2019	Ministry of Health	\$10,800 p.a.
Kamwaitan bwaai ni mwakuri i aon karaoan te boo bwa e na aki tare. <i>(Making for use by homes, toilet pans, in large numbers)</i>	Mwaitia mwenga ake a reke aia kainnakotari ao te betiente ni keerikakin kabonganakin te bike ibukin te nakotari. <i>(No. of homes with toilet pans resulting in % decrease in open defecation);</i>	Mayor ao te Clerk	Island Council	2018	Island Council	\$20.000 p.a.
3.Taaketenan taabo tabeua n aron Reirei ao Aaro, ibukin unikakin aroka n aron te mai, raim ao te mangko, bwa e aonga n teimaan rerekeia; <i>(Selecting areas suchn as school and church compounds for the planting of breadfruit, lime and mangoe for future use);</i>	Mwaitia aroka aika a maeu n taian kambwaun aika a rineaki. <i>(No. of fruittrees planted in selected coumpounds);</i>	A.A and Island council	MELAD and Island Council		MELAD	\$600 p.a.
Karekean temanna te tia mwakuri ae e na kona ni kaira aron karaoan te mwanibwa ae e itiaki ni kabonganaakin taian rings ao raumea inanon te mwanibwa. <i>(Identifying a skilled worker to assist the communities make and maintain wells</i>	Mwaitin mwaniba aika a kabonga te timanti ae mronron ake a tia ao a kabonganaki ibukin te itiran. <i>(No. of concrete-ringed wells completed and used);</i>	Mayor ao te Clerk	Island Council	2018	Island Council	Anually: \$ 20.000.00

<i>with concrete rings and filters.)</i>						
5. Kamwaitan rokon bwainaoraki man tenuous (3) namakaina nakon ni katoa namwakaina. <i>(Ensuring fresh medicine are received every three months at first and ultimately, every month);</i>	Mwaitin rokon te bwai n aoraki bwa ni katoa namwakaina moa, ao mwina ni katoa namwakaina. <i>No. of supplies of medicine received every three months and later every month);</i>	Agriculture Assistant, Heads in target areas or places	Island Council	2019	MELAD	Refer to DW-
Wakinan Outreach program nakoia communities, roronrikirake, botaki n aine etc, i aon te anga reirei ni kawai ao anga i aon ana waaki te ununiki; <i>(Outreach programme to the communities, youths and women's groups on sound gardening practices and on methods and techniques used by the Agricultural division);</i>	Mwaitin taian angareirei mai iroun te Tia Ununiki ao aobitia man te Ununiki n te ririki. <i>(No. of outreach programme carried out in a year by the Agricultural Assistant and other officers);</i>	A.A and Island council	MELAD and Island Council		MELAD	
7. Kamatoaan te tua ibukin te koro kai n amarake <i>(Enforcing laws on cutting down of trees, esp. Fruit trees)</i>	Kerikakin mwaitia kai-n-amwarake aika a koreaki. <i>(% decrease in the no. of fruit trees cut down);</i>	Mayor, Clerk and Water technician	Island Council	2018	Island Council	Annually: \$12,000.00
Katean clinics ni kaawa aika bwain Kiribati n aia anganano aomata ao karekean te Neeti man te Botaki ni Kuakua, n te aro are e riai te Kauntira ni katauraaoa mwengana . <i>(Community voluntary work in the construction of clinics, so that the Ministry of Health sends a Nurse to work there; whereby the Council has to construct the Nurse's residence);</i>	Mwaitin kiriniki aika a kaukaki ao a kabongaki ibukin waki ni kuakua. <i>(No. of clinics completed and opened for medical services).</i>	MA, Mayor, Clerk ao DPNO	Island Council	2020	MIA	\$15,000,00 for a clinic and Nurse's home

Katean matawariki ibukiia maan aika a aiwa. <i>(Providing cages for caught roaming animals)</i>	Mwaitia kamea ma beki aika a karinaki n te oo ao mwaitin te mwane man kaotinakoaia ke ororakeaia. <i>(No. of roaming dogs and pigs caught resulting in income generated).</i>	MA, DPNO	MHMS	2020		\$8,000
Kabwarabwaraan ao kamatoaan riki te tua iaon katabuakan kabonakoan te kouben nakon te botanaomata. <i>(Strick enforcement of Anti-Tobacco Act to combat abuse of kouben.)</i>	Mwaitia ake a reke n te bure man kabongakin te kouben. <i>(No. of penalized users of kouben).</i>	OCS	Police/ Special	2019		\$500
Karekean bwaai ni mwakuri ibukin te unuuniki. <i>(Acquiring and distributing gardening tools for people's use)</i>	Mwaitia mwenga ake a reke aia bwai ni mwakuri ao a wakini ununiki. <i>No. of households provided with gardening tools and starting a garden.</i>	A.A and Island Council	MELAD, IPO and Island Council, OB	2019	IPO, OB's Small Grants	\$2,500.00

KPA: INFRASTRUCTURE

<u>Action (Mwakuri ae e na karaoaki)</u>	<u>Performance indicators</u>	<u>Resp. Officer</u>	<u>Support Agency</u>	<u>Timeline</u>	<u>Source of Funding</u>	<u>Amount</u>
Kaungakin te kawa, Aro, community, bukinibwai bwa a na bon karaoa aia katamaroa nakon te kawai ao ni kabonganai aia bwai ni mwakuri. <i>(Voluntary/ paid work by families, villages, communities, churches to maintain and repair their main road and access roads, using own tools.)</i>	Mwaitia utu, kurubu ao botaki ake a anga baia ibukin karaoan kawai te aba ao kawai-n-rin man kabonganakin oin aia bwai ni mwakuri; <i>No. of families, groups and organisations taking part in and completing road maintenance using own tools; % of roads maintained;</i>	Clerk	MISE, MISA, OB MLPID	2018-2020	MISE, MIA	\$1,000 per km;
Kateimatoa spare parts ibukin bao ni	Mwaitin tibia ibukin ka ma bao ni	Treasurer	MIA, MLPID,	2018-2021	MIA	\$12,000

mwamwananga. <i>(Maintaing spare parts for public transport or trucks)</i>	mwamwananga. <i>(No. of spare parts ordered and received.)</i>					
Karekean kaa aika a bou ibukin onean mwia <i>(Procurement of new trucks for the Council)</i>	Increase in the number of land transport and services	Clerk	MIA, PVU, MLPID, KSSL	2020	MIA	\$300,000
Oneakin buriti nakon te biti bwa e na teimaan riki, <i>(Maintenance and upgarding of all dridges on the island)</i>	No. of bridges upgraded	Clerk	MISE, MLPID,	2019-2021	MIA	\$200,000
Karekean tabo ibukin taian public toilets ao kateakia. <i>(Locating areas for public toilet construction)</i>	Mwaitia kainnakotari aika a tia ao a kabonganaki <i>(No. of public toilets completed and used.)</i>	Clerk,	MISE, EU, GEF SGP, LMD	2020	MIA, EU, GEF SGP	\$24000
Karekeaia taan mwakuri aika a konabwai ibukin katamaroan te marae; <i>(Selecting suitable workers for the maintenance of the airfield)</i>	Rakan manon te marae man kabuanibwai. <i>(Improved safety of the airfield)</i>	Clerk	MISE, MLPID, MCTTD	2018-2021	MCTTD	\$12,000
Karekean taian RWH projects man te Tautaeaka aika a kainnanoaki nakoia kawa ao nakoia Aaro. <i>(Formulation of an RWH system to provide water tanks to villages and churches.)</i>	Mwaitia tangke aika a roko, kateaki ao a kakanoa ibukin te moo. <i>(No. of water tanks provided and used for clean drinking water).</i>	Water Technician, Clerk	MIA, MISE, UNICEF	2020	MISE	\$60,000

Monitoring & Evaluation

The Strategic Plan will be monitoring and evaluated in the following way:-

- The Clerk will make herself/ himself familiar with the plan and use it to draw annual work plans, with the participation of the supervisor-level staff, who will execute the activities; she could also implement some of the more involving and complex activities. A model template for the annual implementation plan is given in the table below.
- On a monthly, basis, she/ he will collect updates of the activities, projects and other implementation actions from subordinate officers assigned with the implementation of the activities. S/he will compile these into a written report to be tabled in the Full Council meetings, at a time, quarterly or half-yearly, to be decided by the Council and MIA;
- The Mayor and the full Council of Tabuaeran will supervise the implementation of the plan, from the island, through the inclusion of updates of strategies/activities in its Council Meetings on a quarterly or half-yearly basis, whichever is more fitting. The full Council may wish to form Committees to supervise the activities under the various KPAs. The Minutes of the Council containing such updates and recommendations will be sent to the Local Government Division for its further assessment, analysis and reporting to relevant government departments.
- The Local Government Division of the Ministry of Internal Affairs will also be directly involved in the Monitoring by setting aside (an) officer(s) responsible for the monitoring of this plan, through directives for monthly reports. The status of the plan implementation will be used to assess the performance of the Clerk; determin his/her suitability for promotion or instigation of disciplinary actions against her/him.

#	Activity	Performance Indicators	Benchmark ²	Date of completion	Source of verification	Possible Risks	Costs	Timeline

² A series of cascading activities required to complete an activity. E.g. To complete a canoe, you need a to get the plan/ drawing doen, then you order the tools and the materials, then you construct the canoe and finally, you launch it.

Financial Arrangements

The total cost of the Strategic Plan is \$xxx. Attempts will be made by the Council, under the directions of the Mayor with close support by the Clerk, to develop a Political Dialogue Action Plan (PDAP), aimed at undertaking targeted and organized advocacy for the plan with donor and other partners. A model PDAP is given below as a sample. It is anticipated that the PDAP will promote the plan with resident diplomatic missions, UN agencies, financial resources organisations, including the World Bank, ADB and others. Local financial institutions, including the Kiribati Development Bank, the KPF and ANZ, will also be visited for a discussion on their financial conditions.

The Strategic Plan costing will also be reviewed during these advocacy tours.

For this plan, the Mayor from Tabuaeran will be assisted by KiLGA and MIA to implement the PDAP while on Tarawa for Council business.

Participants to the Strategic Planning Workshops and Consultations

Tabuaeran Island Council

Day 1: Full Council Consultation with Full Council as of August 25 2018		
Num	Full Name	Designation
1	Teinai Taniera	Mayor
2	Malua Ioteba	Vice Mayor
3	Bunua Tokarei	Councillor
4	Toanikarawa Teiborua	Councillor
5	Kabwearuru	Councillor
6	Teiora Koubwere	Councillor
7	Kaiboia Iotua	Unimwane
8	Meere Kaueata	Clerk
9	Nouo Tiito	Assistant Clerk
10	Teran Teraka	Police Officer
Day 2: Island Council Stakeholders' Consultation, as of August, 26 2018		
Num	Full Name	Designation
1	Teinnang	KUC Pastor
2	Kiareiti	SDA Representative
3	Ikaarau	Sport Association
4	Teunta	Chairwoman of Women Association
5	Maria	Tangirai bwa I tangiriko Community Representative
6	Meeriin	KPC Pastor
7	Willie	President
8	Teinai Taniera	Mayor
9	Tearei	MOE
10	Kabuta Moreaua	Acting Medical Assistant
11	Meere Kaueata	Clekr
12	Boitabu	RC Represenative
13	Teea	ASWO
14	Tebatei	Fisheries Assistant
15	Nicolas	Agricultural Assistant
16	Nouo Tiito	Assistant Clerk
17	Sainimele	Bahai Representatie
18	Tunari Tembeu	Youth Representative
Day 3: Full Council and Government Officials' Consultation, as of August, 27 2018		
Num	Full Name	Designation
1	Teinai Taniera	Mayor
2	Malua Ioteba	Vice Mayor
3	Bunua Tokarei	Councillor
4	Kauriri	Councillor
5	Toanikarawa Teiborua	Councillor
6	Kabwearuru	Councillor
7	Teiora Koubwere	Councillor
8	Kaiboia Iotua	Unimwane
9	Meere Kaueata	Clerk
10	Nouo Tiito	Assistant Clerk
11	Teea Teitoa	ASWO
12	Teem Kkotima	Custom Officer
13	Nicolas Ioane	Agricultural Assistant
14	Kabuta Moreaua	Acting Medical Assistant
15	Nooan Ioane	Police Officer
16	Tebatei	Fisheries Assistant
17	Tearei	IEC
18	Willie	Water Technician
19	Nawere	Copra