



## Strategic Plan 2019-2021

Produced by the Teeraina Island Council

Funded by the World Bank

Technical Advice was provided by the KAP III Project, under the Office of Te Beretitenti (OB), the Ministry of Internal Affairs (MIA) and the Kiribati Local Government Association



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

### **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 typing are the responsibility of the EO of KiLGA, who co-authored this Strategic Plan.

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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 2015 and other reports.

The photo on the cover is borrowed from the "Welcome to Teeraina" video produced by the Captain and crew of the *MV Kwai*, who are hereby acknowledged with gratitude.

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### **The Cover**

The cover shows a bird-eye view of the island taken from the Kwai staff.

### **Photo credit**

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

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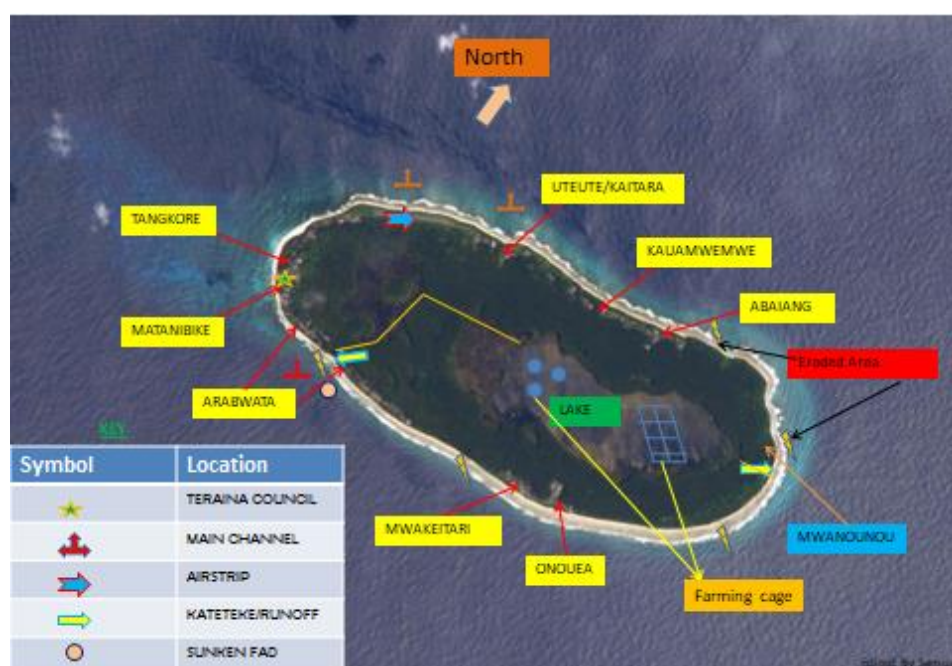
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## Map of Teeraina



(Source: Samuelu Ioane, Fisheries Assistant, Teeraina, 2018)

## 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  
 MCTTD – 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 Strenghts;  
 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;

## Contents

|                                                             | Page |
|-------------------------------------------------------------|------|
| Foreword by the Mayor                                       | 5    |
| Introductions                                               | 6    |
| Situational Analysis                                        | 7    |
| ➤ Island Council Profile                                    | 7    |
| ➤ Council Profile                                           | 7    |
| ➤ Plan parameters                                           | 11   |
| ➤ SWOT Analysis                                             | 11   |
| Vision and Mission                                          | 13   |
| Strategies and activities                                   | 14   |
| ➤ Climate Change Adaptation                                 | 14   |
| ➤ Human Resources Development                               | 15   |
| ➤ Infrastructure and Environment                            | 17   |
| ➤ Governance                                                | 19   |
| ➤ Economic Growth and Poverty Reduction                     | 19   |
| ➤ Health                                                    | 22   |
| Monitoring and Evaluation                                   | 24   |
| Financial Arrangements                                      | 25   |
| Physical and Historical Information                         | 26   |
| Annex 1: Participations at the Strategic Planning workshops | 27   |

## Foreword

I am honoured to present the foreword for this first ever Strategic Plan for my Council and island of Teeraina.

Teeraina has many unique features and is blessed with abundant natural resources, including the unique 4 km<sup>2</sup> inland fresh water lake, filled with rainwater and various species of fish, eels and shrimps. The island is also vegetated with quality coconut trees hand-picked and planted by workers of the Coconut Plantation during the early 20<sup>th</sup> century. However, the island is also faced with major challenges that include stormy weather and huge ocean waves that bound the fragile shores, and have caused fatalities to ships' crew and passengers.

These strengths and constraints are included in this Strategic Plan, that involved of all elected Councillors and the Council's stakeholders during its drafting in August 2018. This means that the plan is not only relevant and inclusive but also sustainable given that the Council and stakeholders have ownership over it, and contains their views, aspirations and experience.

Personally, I believe that there are two main projects that are essential for the development of Teeraina in this period. The first is a safe and secure wharf system, including a ramp, wave breakers and a landing craft. Once this system is in place any other project including infrastructure development, will fall in line. The second is the improvement of the cash payment for copra, which should include timely emptying of the copra sheds, via regular shipping or a more practical solution of setting up a small coconut oil extraction mill, using green power. Copra cutters on Teeraina are deprived of their human rights given the current practice of delayed payment of copra that perpetuates the practice of selling copra to businesses at \$1.50 a kg.

I would like to extend a very sincere gratitude to the World Bank, for its financial assistance through the KAP III Project, coordinated from the Office of Te Beretitenti, that has allowed this project to take off. Acknowledgement is also made to the Ministry of Internal Affairs and the Kiribati Local Government Association for providing technical assistance and guidance in the making of the plan.

Last but most important of all, I would like to thank members of the Teeraina Full Council, government-seconded staff, Councils staff and staff of the Council guesthouse for the support and empowerment they offered during the series of workshops carried out in the process.

Special thanks go to the technical staff who coordinated the drafting process on Teeraina, Mr. Maiaa Iona of MIA and Rikiaua Takeke of KiLGA.

*Te mauri, te raoi ao te tabomoa*

Kanofou Kieni



## Introductions

This Strategic Plan is part of a series of plans made for the Councils of Kiribati, funded by the World Bank, as a follow up to the Integrated Vulnerability Assessment related to Climate Change, carried out on each of islands involved, viz. Kiritimati, Tabuaeran, Teeraina, Tabiteuea North, Nonouti and Makin.

The Strategic Plan is, by deliberate design, drafted in alignment to the KDP, so that the Council and people of Teeraina are aware of the KDP and able to relate their island plan to the national one.

The Teeraina Strategic Plan is the third plan made following those made for the Kiritimati Urban Council and the Tabuaeran Island Council. A two-man team from Tarawa, comprising Maiaa Iona, Senior Local Government Officer from the Ministry of Internal Affairs and Rikiaua Takeke, Executive Officer of the Kiribati Local Government Association, arrived on Teeraina on 31 June, 2018 to assist the Mayor of Teeraina, Kanofou Kieni and his Councillors make a Strategic Plan that they devised and took ownership of from the start till it is completed.

The plan required three days of workshops, starting from 1 August, 2018 at the Council HQs in Arabwata village. The first day saw the Mayor and his full Council identify the issues and determine the vision and mission. The second day saw representatives from the Council's stakeholders that include government-seconded officials on the island, representatives from the churches, youths, women's associations and others. The stakeholders did a SWOT analyses and picked out weaknesses that need to be tackled. They also provided solutions and strategies to deal effectively with these challenges and issues. Day three involved the full Council members again and government-seconded staff, who drafted an Implementation Plan.

The team from Tarawa also used the free days on the island to collect information and statistics that will provide the background information for the Strategic Plan, including photos.



*Council stakeholders who participated in the strategic planning workshop include church leaders and CSO reps.*

## Situational Analysis

### The Island Profile

The following table presents the socio-economic data for the island, based on the National Census reports and other sources. The graph below shows the population growth for Teeraina over a 68 year period.

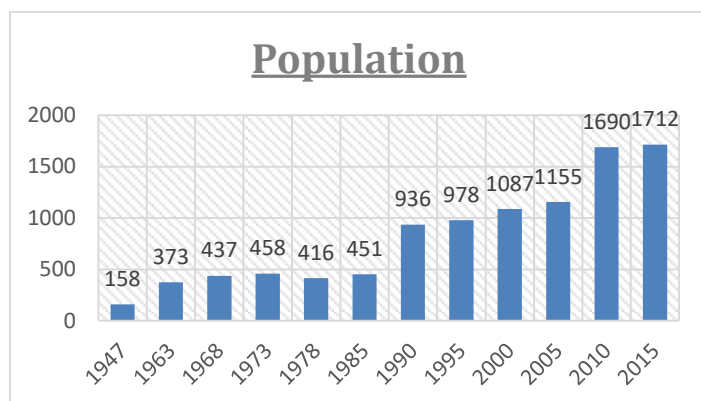


Table 1: Socio-economic indicators of Teraina

|                                                      |                                    |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |
|------------------------------------------------------|------------------------------------|----|---------------|-------|------------------|----|---------------|-----|--------------------|--------|------------|----|--------|----|--------|--|
|                                                      | 2005                               |    |               |       | 2010             |    |               |     | 2015               |        |            |    |        |    |        |  |
| Population Census                                    | 1155                               |    |               |       | 1690             |    |               |     | 1712               |        |            |    |        |    |        |  |
| Percent of national pop                              | TBC                                |    |               |       | TBC              |    |               |     | 2%                 |        |            |    |        |    |        |  |
| No. of Households                                    |                                    |    |               |       |                  |    |               |     | 292                |        |            |    |        |    |        |  |
| Av. Hh size                                          |                                    |    |               |       |                  |    |               |     | 6                  |        |            |    |        |    |        |  |
| Land area                                            |                                    |    |               |       |                  |    |               |     | 10 km <sup>2</sup> |        |            |    |        |    |        |  |
| Pop. Density                                         |                                    |    |               |       |                  |    |               |     | 178                |        |            |    |        |    |        |  |
|                                                      | 2015                               |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |
| Population growth                                    | TBC                                |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |
| Annual rate of pop. growth                           | TBC                                |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |
| Council Wards/ Villages and populations by sex       | Abaiang                            |    | Kauamwe mwe   |       | Uteute & Kaitara |    | Tangkore      |     | Arabwata           |        | Makeitari  |    | Onouea |    |        |  |
|                                                      | M                                  | F  | M             | F     | M                | F  | M             | F   | M                  | F      | M          | F  | M      | F  |        |  |
|                                                      | 79                                 | 66 | 131           | 113   | 84               | 71 | 205           | 208 | 185                | 157    | 119        | 94 | 106    | 94 |        |  |
| Population by Age-groups                             | 0-5                                |    | 6-14          |       | 15-17            |    | 18-49         |     | 50+                |        |            |    |        |    |        |  |
| %                                                    | 338                                |    | 420           |       | 97               |    | 667           |     | 190                |        |            |    |        |    |        |  |
|                                                      | 20%                                |    | 25%           |       | 5%               |    | 39%           |     | 11%                |        |            |    |        |    |        |  |
|                                                      |                                    |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |
| Population by religions                              | Roman Catholic                     |    | KUC           |       | SDA              |    | Church of God |     | LDS                |        | Bahai      |    | JW     |    | Others |  |
|                                                      | 888                                |    | 710           |       | 53               |    |               |     | 8                  |        | 53         |    |        |    |        |  |
| Labour force status                                  | Labour market activity, people 15+ |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |
|                                                      | Employee                           |    | Self-employed |       | Employer         |    | Subsistence   |     | Not employed       |        | Not stated |    |        |    |        |  |
|                                                      | 83                                 |    | 229           |       | 0                |    | 106           |     | 536                |        | 0          |    |        |    |        |  |
|                                                      | 8%                                 |    | 24%           |       | 0%               |    | 11%           |     | 56%                |        | 0%         |    |        |    |        |  |
| Sources of drinking water <sup>1</sup> by Households | Open wells                         |    |               | Pipes |                  |    | Rainwater     |     |                    | Others |            |    |        |    |        |  |
|                                                      | 197                                |    |               | 2     |                  |    | 90            |     |                    | 3      |            |    |        |    |        |  |
| Households by types of toilets used                  | Flush Toilet                       |    | Water latrine |       | Composting       |    | Beach         |     | Bush               |        | Sea        |    | Other  |    |        |  |
|                                                      | 4                                  |    | 83            |       | 0                |    | 173           |     | 13                 |        | 2          |    | 17     |    |        |  |
| Households and Lighting Sources                      | Kerosene                           |    | Generator     |       | Solar            |    | Batteries     |     | Other              |        |            |    |        |    |        |  |
|                                                      | 1                                  |    | 2             |       | 278              |    | 6             |     | 5                  |        |            |    |        |    |        |  |
|                                                      |                                    |    |               |       |                  |    |               |     |                    |        |            |    |        |    |        |  |

<sup>1</sup> National Statistics Office, Census Report, 2015;

| Education statistics    |        |        |        |         |         |         |         |         |         |  |
|-------------------------|--------|--------|--------|---------|---------|---------|---------|---------|---------|--|
| Over 2 years attendance | Pre 1  | Pre 2  | Pre 3  | Class 1 | Class 2 | Class 3 | Class 4 | Class 5 | Class 6 |  |
| Preschool and Primary   | 27     | 62     | 94     | 62      | 56      | 45      | 44      | 32      | 34      |  |
| Secondary attendance    | Form 1 | Form 2 | Form 3 | Form 4  | Form 5  | Form 6  | Form 7  |         |         |  |
|                         | 48     | 44     | 33     | 17      | 14      | 4       | 6       |         |         |  |
|                         |        |        |        |         |         |         |         |         |         |  |

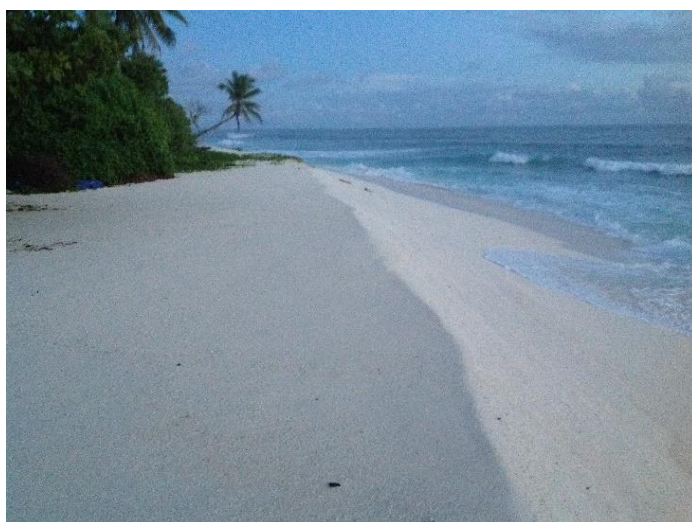
Island Economy – Teeraina has abundant coconuts collected from crown lands, which easily makes the copra industry the most important economic activity on the island.

Employment – Few people are engaged in formal employment, including the group of civil servants – both government and Council employees, and wage earners in the private sector, such as shop assistants.

Health – There are resources for home gardening that can contribute to better nutrition on the island. However old attitudes that prevent consumption of green leafy vegetables are impacting on the health of the children and the general population. The medical staff on the island agree that the key concern is the prevalence of traditional attitudes towards health that can be alleviated with effective public awareness programmes. Another concern is the tendency by families to live with their animals, especially pigs that are often allowed to roam and enter homes freely.

Transportation – There are only two trucks on Teeraina at the time of the Strategic Planning visit, one owned by the Unimwane; the other by the Council. However, there are numerous motorbikes and bicycles. An Air Kiribati Trilander visits the island twice a week on Tuesdays and Thursdays. Ships can only operate when the weather is calm, as huge ocean waves can be very dangerous.

Tourism – There is limited tourism on Teeraina despite the beauty of the island. A particularly beautiful white beach stretches from Arabwata to Tangkore villages on the western side of the island. The Council Resthouse is also located on this beach.



*The beautiful beach along the Western coast of Teeraina with good surf for tourists*

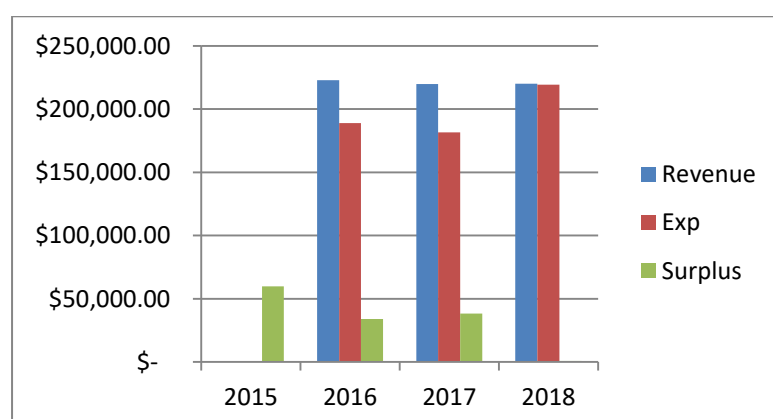
## Council Profile

Councils officials - The Council has eight elected officials who make up the Full Council, with the Special Member, who represents the *Unimwane* and the Ex-Officio member being the MP.

| Councillor               | Ward                    | Year of 1 <sup>st</sup> Election      |
|--------------------------|-------------------------|---------------------------------------|
| Teaeki Wiibo             | Onouea <sup>2</sup>     | 2016                                  |
| Beiata Nauataake         | Mwakeitari <sup>3</sup> | July, 2018                            |
| Otabu Reewi              | Arabwata                | 2016                                  |
| Konofou Kieni            | Tangore                 | 2014-16; 2016-                        |
| Neetin Iebeta            | Uteute                  | 2008 (TBC)                            |
| Kaiea Tibwere            | Kauamwemwe              | 2016                                  |
| Ioteba Ieremia           | Abaiang                 | 2016                                  |
| <i>Special Member</i>    |                         |                                       |
| Beru Terakau             | Unimwane Rep.           | July, 2018 (changed every six months) |
| <i>Ex-Officio member</i> |                         |                                       |
| Uriam Tirae Iabeta       | Member of Parliament    | 2015 -                                |
| Mayor                    | Konofou Kieni           | 2016 -                                |
| Vice Mayor               | Neetin Iebeta           | 2008 -                                |

| List of Council Presidents and Chief Councillors of Teeraina |                |                         |
|--------------------------------------------------------------|----------------|-------------------------|
| Year                                                         | Name           | Details                 |
|                                                              | Tienang        | TBC                     |
|                                                              | Raiwan         | TBC                     |
|                                                              | Kourata Uerete | TBC <sup>4</sup>        |
|                                                              | Tongarua       | TBC                     |
| 2004-2008                                                    | Uaieta Kaibeau |                         |
| 2008-2012                                                    | Uaieta Kaibeau |                         |
| 2012 – 2014                                                  | Ioteba Teeta   | Passed away 2013 (2014) |
| 2014 – 2016                                                  | Tumoa Kaakee   | Replaced Ioteba         |
| 2016 -                                                       | Konofou Kieni  |                         |

## Recurrent Financing 2015-2018



<sup>2</sup> Onouea – new name coined by settlers from Onotoa, Nonouti, Tabiteuea in the 1980s;

<sup>3</sup> Mwakeitari – new village name coined by settlers from Makin, Butaritari, Marakei in the 1980s

<sup>4</sup> Kourata is living in Tarawa – refer his daughter. Arieria who works at Tax)

### Recurrent budget 2018

| <b>Income</b>                  | Amount               | %           |
|--------------------------------|----------------------|-------------|
| To be collected by the Council | \$ 128,004.00        | 58%         |
| Support Grants from government | \$ 91,333.00         | 42%         |
| Postal commission              | \$ 800.00            | 0.36%       |
| <b>Total</b>                   | <b>\$ 220,137.00</b> | <b>100%</b> |
| <b>Expenditure</b>             |                      |             |
| Personal Emoluments            | \$ 103,956.00        | 47%         |
| Operations                     | \$ 115,211.00        | 53%         |
| Surplus                        | \$ 970.00            | 0.4%        |
| <b>Total</b>                   | <b>\$ 220,137.00</b> | <b>100%</b> |

### Development Projects

For the period 2004-2009, six priority projects were implemented with funds from the Government of the Republic of China, Taiwan and other sources. Details of these projects are given in the table below;-

| <b>TERAINA ISLAND COUNCIL'S PRIORITY PROJECTS - 18TH APRIL 2018</b> |                         |                     |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------|-------------------------|---------------------|-----------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                     |                         | <b>Project Fund</b> |                 |                | <b>Project Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                     | <b>Project Name</b>     | <b>Approved</b>     | <b>Expended</b> | <b>Balance</b> | <b>Brief report (current project status, issues and solutions)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Year</b>                                                         |                         |                     |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2004                                                                | Council truck           | \$ 58,500.00        | \$ 57,511.95    | \$ 988.05      | Completed and acquitted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2005                                                                | New council office      | \$ 149,010.00       | \$ 95,210.42    | \$ 53,799.58   | The Council request to utilize the balance to building the council's toilet blocks. Required documents had been sent to NEPO for releasing warrant of this project. Still waiting for warrant from MFED. The project was well supported by DCC but there are few comments that required the council to put extra efforts on. these comments has been sent to the IDO in June 8th 2018 in which the IDO was requested to provide satisfying answers. in respond, the IDO only enquired about the next DCC which is approximately after the July anniversary. |
| 2006                                                                | Guest house Renovation  | \$ 30,000.00        | \$ 29,970.00    | \$ 30.53       | Completed. Acquittal form has been submitted to NEPO earlier in June. Still waiting for the feedback on this submission.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2007                                                                | Teraina housing project | \$ 213,400.00       | \$ 89,017.85    | \$ 124,382.15  | Not yet implemented. To be implemented this year 2018. MLPID Secretary and MIA Secretary agreed to have this project implemented this year 2018. Materials already arrived on site. Warrant is with MFED. The project brief will be sent to NEPO for warranting process.                                                                                                                                                                                                                                                                                    |
| 2008                                                                | Police office and cell  | \$ 157,410.00       | \$ 72,875.28    | \$ 84,534.72   | The project has been completed successfully (based on the IDO's email in June 29 2018). However there are outstanding payments that are needed to be settled by Teraina island council. The DW was send in April 2017 for labour wages and other payments. awaiting for Linnix's accountant updates on these outstanding claims.                                                                                                                                                                                                                            |
| 2009                                                                | Road upgrading          | \$ 218,966.00       |                 | \$ 218,966.00  | Not yet started. Warrant is currently with MFED. This project will be implemented once the Housing projects is completed.                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## Plan Parameters

This Teeraina Strategic Plan has taken into account legislations, policies, conditions and other existing plans that relate to the Council and communities, in an effort to align the Strategic Plan with those parameters. This is also a way to get resources and allow for the plan to be implemented well and timely.

- 2.2.1 The Local Government Act 2006
- 2.2.2 The Local Government Financial Instructions (LGFI)
- 2.2.3 Council Bye-laws
- 2.2.4 MIA Strategic Plan
- 2.2.5 Kiribati Development Plan (KDP)
- 2.2.6 Foreign Investment Policy
- 2.2.7 Fisheries Policy
- 2.2.8 Fisheries Act
- 2.2.9 Kiribati Joint Implementation Plan (KJIP)
- 2.2.10 Pacific Regional Cooperation Framework
- 2.2.11 SDGs

## SWOT Analysis

| STRENGTHS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | WEAKNESSES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Health & Nutrition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>1. Lack of safe wharf to stand the strong waves;</li> <li>2. Poor road with 60% in dire need of maintenance from rainy climate and persistent coastal erosion;</li> <li>3. Lack of sports facilities and equipment;</li> <li>4. Brackish water in key settlements of Arabwata and Tangkore;</li> </ul>                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>1. Effective medical services with proper equipment and good clinics serving the villages;</li> <li>2. Adequate agricultural tools,</li> <li>3. Hardworking people;</li> <li>4. Wet climate and good soil that allows a thick vegetation cover;</li> <li>5. Abundant quality coconut crops planted on government land, accessible to all copra cutters;</li> </ul>                                                                                                                                                         | Health                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>1. Strong attitudes on traditional medicine practices, given low public awareness on modern medicine and health practices;</li> <li>2. Low turnover of people seeking health inspections;</li> <li>3. Lack of toilets in homes and common open defecation;</li> <li>4. Lack of Rain Water Harvesting tanks; prevalent practices of not boiling water;</li> <li>5. Poor public awareness on WASH, vector-borne diseases, good nutrition;</li> <li>6. Low employment opportunities;</li> </ul> |
| Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Human Resources Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>6. Increasing population</li> <li>7. A council that supports women's youths' and sporting associations and activities;</li> <li>8. Preschools operating in all villages</li> <li>9. Peaceful living from controlled alcohol consumption and a strong unimwane authority;</li> <li>10. A truck operated by the unimwane providing transport services;</li> <li>11. Effective Police control with adequate transport and equipment;</li> <li>12. Sound cooperation of and support of the Council by the churches;</li> </ul> | <ul style="list-style-type: none"> <li>7. Inadequate transport for pupils so children are collected as early as 6 am;</li> <li>8. Poor housing services for teachers;</li> <li>9. Unqualified JSS teachers, resulting in poor students' marks;</li> <li>10. Poorly-maintained and -furnished women's centre;</li> <li>11. Only one Primary school;</li> </ul>                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>12. Lack of spare parts for Council trucks</li> <li>13. Inability of the Council to provide byelaws for the banning of collecting coconuts from tree tops;</li> </ul>                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>14. Lack of <i>mwaneaba</i> for the <i>Unimwane</i> (Male Elders);</p> <p>15. Inadequate number of Special Constables;</p> <p>16. Lack of consultation by the Council on the staff conditions of services, especially for newly recruited staff to improve attendance;</p>                                                                                                                                                                                                                                         |
| <p><b>Opportunities</b></p> <p>Economic Development</p> <ol style="list-style-type: none"> <li>1. Promotion of composting toilets by TAs and use for vegetable gardening;</li> <li>2. Construction of a market in Kiritimati that can be supplied with vegetables and local products from Teeraina;</li> </ol> <p>Human Resources Development</p> <ol style="list-style-type: none"> <li>3. Professional development of officials in universities;</li> <li>4. Increasing opportunities for seasonal employment in NZ and other countries;</li> <li>5. Scholarships for children of Teeraina;</li> <li>6. A better land management planning;</li> <li>7. A revived AMAK (in Tarawa) for assistance to the women's association;</li> </ol> <p>Infrastructure</p> <ol style="list-style-type: none"> <li>8. A new port-harbour system will alleviate many infrastructural issues and improve transport and other services.</li> </ol> | <p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Strong waves and rising sea levels that will impact roads and services;</li> <li>2. Idle youths that could result in increasing crime;</li> <li>3. Misuse and abuse of medicine;</li> </ol> <p>Human Resources Development</p> <ol style="list-style-type: none"> <li>4. Possible increase in pollution from increasing population;</li> <li>5. Changes in youth's attitudes resulting in teenage unwanted pregnancies and substance abuse</li> </ol> |



The "Ran" or fresh water lake measuring about 4 km<sup>2</sup> and boarded by coconut trees

## Vision and Mission

### Vision

“Ana Matuao Teeraina man te Bonnano, Karinerine, Babaire Raoi ao te Onimaki.”

*(Prosperity and security of Teeraina is possible through unity, respect, good governance and Christian values.)*

### Mission

“Mwemweraken te Kauntira n Teiraina bon man marurungin te Reitaniwaki, Kairiri aika a Kirati ao te Karinerine. (MKTT)”

*Development of the Council of Teeraina is enhanced by a strong collaboration, good governance and respect between everyone.*



*The Teeraina full Council, with Mayor Kanofou Kieni, at centre front row.*

## Strategies and Activities

## Integrated Vulnerabilities from Climate Change

| Action (Mwakuri ae e na karaoaki)                                                                                                                                                 | Performance indicators                                                                                                   | Resp. Committee/ Officer | Support Agency      | Timeline | Source of Funding | Amount     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------|----------|-------------------|------------|
| <b>Strategy: Kateimatoan marin buakonikai bwa e naki mauna/Preservation of forest health</b>                                                                                      |                                                                                                                          |                          |                     |          |                   |            |
| <i>Issue 1.1 Rotakin marin buakonikai (Forest health)</i>                                                                                                                         |                                                                                                                          |                          |                     |          |                   |            |
| E na reitaki te Kauntira ma te MELAD ibukin kateimatoan marin buakonikai (Teraina Island Council formally liaises with the MELAD for forest health's preservation).               | Tianakin te MOU n token 2018 (By an end of 2018, the MOU shall be signed)                                                | Clerk/ Mayor             | TIC, MIA, MELAD     | 2018     | TIC               | \$ 100.00  |
| E na reitaki te Kautira ma MIA ibukin karaoakni te bye-law ibukin kaubwain buakonikai/ Teraina Island Council formally liaises with MIA for bye law's fomulation on forest health | Tianakin December te ririki aio, ao e na tia te bye-law                                                                  | Clerk/ Mayor             | TIC, MIA, AG Office | 2018     | TIC               | \$3,000.00 |
| <b>Strategy: Katean tain bono n taabo ake akanaki (Construction of seawall at eroded location)</b>                                                                                |                                                                                                                          |                          |                     |          |                   |            |
| <i>Issue 1.2 Kanakin mataniwin te aba. (Coastal health)</i>                                                                                                                       |                                                                                                                          |                          |                     |          |                   |            |
| E na reitakii te Kauntira ma te MIA ibukin mwanenakina/ Teraina Island (Council formally liaises with MIA for funding instruction)                                                | Token March 2019 ao e na reke te donor (Donor commitment by the end of the first quarter of 2019)                        | Clerk                    | TIC, MIA, OB        | 2019     | WB                | \$100,000. |
| <b>Strategy: Karekean bwain raan aika mano ibukin nimakina (Setting up Rain Water harvesting tanks)</b>                                                                           |                                                                                                                          |                          |                     |          |                   |            |
| <i>Issue 1.3 Kanganga man te ran (Water security)</i>                                                                                                                             |                                                                                                                          |                          |                     |          |                   |            |
| E na reitaki te Kauntira ma te MIA ibukin kakaean mwanenakin te karikirake n te ran. (Teraina Island Council formally liaises with MIA for water tanks' fund instruction.)        | Token March 2019 ao e na reke te donor. (The end of the first quarter of 2019, Teraina Council shall identify the donor) | Clerk                    | TIC MIA, OB         | 2019     | NZ                | \$50,000   |
| <b>Strategy: Katean bono ibukin totokoan te kanaki imataniwiin te aba (Constructing sea walls to stop coastal erosion)</b>                                                        |                                                                                                                          |                          |                     |          |                   |            |
| <i>Issue 1.4 Manon te mwenga (Security of place)</i>                                                                                                                              |                                                                                                                          |                          |                     |          |                   |            |
| E na reitaki te Kauntira ma naake a rotaki mwengaia ibukin mwaingia nakon ae mano. (Teraina Island Council notifies victims of coastal erosion for repositioning purposes).       | Token June 2019 ao e na tia te reitaki (At the end of June 2019, the formal procedure shall be done)                     | Clerk/ Mayor             | TIC MIA, OB         | 2019     | TIC               | N/A        |
| <b>Strategy: Katoamauan te iti man taai (Securing more sources of green-energy power supply)</b>                                                                                  |                                                                                                                          |                          |                     |          |                   |            |

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| Issue 1.5 Kanganga man te korakora ( <i>Energy security</i> )                                                                                                                                                           |                                                                                                                                                         |               |                 |      |     |               |
| E na reitaki te Kauntira ma te MIA ibukin kakae an mwanenakin te hybrid power supply system (wave and windmill power supply) ( <i>Teraina Island Council formally liaises with MIA for hybrid power supply system</i> ) | Tokin December 2019 ao e na reke te donor. ( <i>Donor identified by end of December, 2019</i> )                                                         | Clerk         | TIC, MIA, MISE  | 2019 | TIC | \$ 100,000.00 |
| <b>Strategy: Kateimatoan kanara bwa anaki mauna. (Sustaining of food chain species).</b>                                                                                                                                |                                                                                                                                                         |               |                 |      |     |               |
| Issue 1.6 Rotakin n amwarake ( <i>Food security</i> )                                                                                                                                                                   |                                                                                                                                                         |               |                 |      |     |               |
| E na reitaki te Kauntira ma te MELAD ibukin ana management plan Teraina iaon te Ran. ( <i>Teraina Island Council formally liaises with MELAD for the formulation of freshwater lake's management plan</i> )             | Tokin September 2019 ao e na tia te plan ( <i>At the end of the third quarter of 2019, the management plan for the freshwater lake shall be done</i> ). | Clekr / Mayor | TIC, MIA, MELAD | 2019 | GoK | \$ 10,000.00  |
| E na reitaki te Kauntira ma MFMRD ibukin karaoan tenua (3) boera ibukin kauaan ika. ( <i>Teraina Island Council formally liaises with MFMRD for an installation of Fish Aggregate Device (FAD)</i> )                    | Tokin December 2019 ao e na tia te boera. ( <i>At the end of December, 2019, the installation of the FAD shall be done</i> )                            | Clerk / FA    | TIC, MIA, MFMRD | 2019 | GoK | \$ 3,000.00   |

### Human Resources Development

| <u>Action (Mwakuri ae e na karaoaki)</u>                                                                                                                                                                          | <u>Performance indicators (Kanikinaean tiana)</u>                                                                           | <u>Resp. Officer (Aobitia are tabena)</u> | <u>Support Agency (Botaki aika a boutokaia)</u> | <u>Time</u> | <u>Source of Funding (Te tia anga mwane)</u> | <u>Amount (Mwaitina)</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------|-------------|----------------------------------------------|--------------------------|
| Katean uoua (2) Satellite Primary Schools (Year 1-3), i Mwakeitari-Onouea, ao i Kauamwemwe-Abaiang. ( <i>Establish two satellite Primary Schools (year 1-3) at Mwakeitari-Onouea and at Kauamwemwe-Abaiang</i> ). | Karaoan te MOU ma te Abamwakoro ao te MOE. ( <i>Signed MOU between the MOE and Council for the two satellite schools.</i> ) | IEC / Clerk & Mayor & Councillors         | MOE & UNESCO                                    | 2020        | Kauntira n Teraina, MOE & UNICEF             | \$200,000.00             |
| Katean aia auti Taan Reirei ake a teimatoa n akea mwengaia – Primary. ( <i>Construction of safe and secure teachers' houses.</i> )                                                                                | Kakae an mwanenakina man MOE ao te Kauntira. ( <i>Available funding from MOE and the Council</i> )                          | Clerk, IEC & Mayor                        | MOE & MIA                                       | Mid 2019    | MOE & MIA                                    | \$60,000                 |

|                                                                                                                                                                                                                                               |                                                                                                                                                                                                                             |                          |                        |      |                          |             |
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| Kabonganaan kombiuta ibukin te reirei n te Moanrinana ao JSS. <i>(Introduction of a computer-aided education in the Primary Schools and JSS)</i>                                                                                              | Mwaitia reirei ao kirati aika a kabonganai kombiuta. <i>(No. of classes using computer-aided programmes.)</i>                                                                                                               | IEC/ Clerk               | MOE, MIA               | 2020 | MOE                      | \$12,000    |
| Karokoaia Taan Reirei aika a beeba n te JSS ao n te Moanrinan ao boutokaia 'Relievers' bwa ana karekei aia beeba n KTC. <i>(A fully-qualified staff for the JSS and Primary and sending 'relievers' to undertake formal training at KTC.)</i> | Mwaitia taan reirei aika a beeba n te JSS ao Primary; mwaitia aika a reke aia tabo n te KTC ake a tuai beeba. <i>(No. of qualified teachers at JSS and Primary schools and no. of relievers placed at KTC for training)</i> | Taan Reirei, IEC & Clerk | Taan Reirei & Kauntira | 2019 | MOE & Kauntira           | \$100.00    |
| Katamarooan aia center aine ao karekean aia bwai n takakaro te roron rikirake. <i>(Improving the Women's Centre and providing sports equipment for youths)</i>                                                                                | Onobwaian aia auti aine, kakaeen mwane n buoka ibukin karekean aia bwai n tataakaro te roro n rikirake. <i>(Renovation of the Women Centre completed by 100%; no. of sports equipment received for youths.)</i>             | WIW, Clerk & Mayor       | MWYSA, Kauntira        | 2019 | MYSA & Kauntira          | \$6,000.00  |
| Karakaan aia bwakabwai Taan Mwakuri n te Kauntira & Incentive Allowance for all civil servants; <i>(Wage raise for Council staff and incentive allowance increase for civil servants on the island)</i>                                       | Karaoan ana boraraoi Kauntira ma te MIA are e na tei ibukin te Tautaeka; <i>(MOU approved between MIA for government and the Council for the raise);</i>                                                                    | Clerk & Mayor            | Kauntira & MIA         | 2019 | Kauntira n Teraina & MIA | \$50,000.00 |

### Riin te waki & Enwaeromenta

| <u>Action (Mwakuri ae e na karaoaki)</u>                                                                                                                                                                                                                                                                                 | <u>Performance indicators (Kanikinaean tiana)</u>                                                                                                                                                                                                                                                    | <u>Resp. Officer (Aobitia are tabena)</u> | <u>Support Agency (Botaki aika a boutokaia)</u>                                          | <u>Timeline (Taina n tia)</u> | <u>Source of Funding (Antai ae mwanenna)</u> | <u>Amount (Mwaitina)</u> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------|--------------------------|
| 1. Katean te Uabu ae boou ma ana ramp, ae na kona ni mwengaraoi iai taian booti i bukia bwatintia, kaako, mitiin aika a bubura, te bwa, ao bwain aoraki;<br><i>(Construction of a port-harbour with ramp and waves protection boulders to allow safe transport of passengers, cargoes, equipment, fuel and medicine)</i> | Anag raka mwaitin taian truck nakon 4 ( 2 truck ngkai), enag kona n roko mwaitin te cargo (grains) nakon 50 ton), enang tamaroa te kawai ao te marae man rokon bwaini wakuri (router, te grater bulldozer, etc. <i>(Increased no. of trucks, cargoes and road making heavy plants easily landed)</i> | IDO, CLERK, Teraina MP                    | Aobiti of Beretitenti (OB), Ministry of Internal Affairs (MIA),Environment (ECD), CIVAL, | 2024                          | GOK, World Bank, SPC                         | \$4,000,000.00           |
| 2. Karaoan te <b>tunga are n te MAIN PORT</b> are e totokoa taari n rinnako nako nanon te aba I bukin kamanoan kain amwarake ao totokoan te tao; <i>(Maintenance of the floodgates to the Fresh Water Lake at the port area and prevention of future strong waves damages)</i>                                           | Ena nang korakora te ununiki ae na nooraki n te aono aei, n aron te bwabwai ao buki n amwarake; <i>(Improved gardening and higher yields of vegetables from the protected areas)</i>                                                                                                                 | Mayor, Clerk, IDO & Teraina MP            |                                                                                          | 2020                          | World Bank, GOK                              | \$200,000                |
| 3. Karaoan te Kawai;<br><i>(Maintenance work on the main road)</i>                                                                                                                                                                                                                                                       | Raka mwaitin te truck iaon TERAINA <i>(Improved land transport and increased no. of trucks using the main road)</i>                                                                                                                                                                                  | IDO, CLERK,                               | MISE, OB, Linnix, MELAD                                                                  | 2025                          | GOK, Worl Bank                               | \$100,000                |

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| 4. Karokoan te tareboon ae e boraai ao n teimatoa; <i>(Introduction of a sustainable and affordable mobile phone system)</i>                                                                                                                                                                                                                          | Rakan kabonganakin te tareboon ibukin kabebetean te kanganga; <i>(% of improved connectivity esp. for emergency via phone service)</i>                              | CIERK, Teraina MP | CCK, MCICD    | 2020        | GOK             | \$100,000 |
| 5. Karokoan Tangke n Ran (overhead) i bukin taabo ake a tarika raniia, man taabo ake araioi raniia ao ni karokoaki nakon taabo ake a kainanoa te ran i bukin te moo ni kawa aika Tangkore & Arabwata; <i>(Establishing a fresh water reticulation system for households and schools where water is brackish, in Arabwata and Tangokore villages.)</i> | Keeraken mwaitia auti nakon 50% ake e kona n reke irouia te ran ae e man man te taebu. <i>(Increase to 50 % households with direct access to fresh water taps.)</i> | IDO, CLERK,       | MISE, OB, MOH | 2019 - 2020 | SPC, GOK,       | \$40,000  |
| 6. Katean te <b>Small Gym</b> i bukin karaoan kataneiai i bukin takakaro aika a na kona ni kauabaa, for i.e weight lifter, boxing etc) ao <b>Multi purpose court</b> i bukin te Kauntira; <i>(Construction of a small gym for indoor sports such as weightlifting and boxing and an out-door multi-purpose court at the Council area)</i>             | Tein taian kirabu n takakaro i rouia te roron rikirake n 50% man ae ngkai; <i>(An increase by 50% in the no. of youths sports clubs, from current situation)</i>    | CLERK, IDO,       | OB, MYWSA     | 2020        | GOK, WORLD BANK | \$80,000  |

## Governance

| KPA 6: Kakiratan te waki                                                                                                                                                                                                                            |                                                                                                                                          |                                        |                              |                        |                                 |                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------|------------------------|---------------------------------|----------------------|
| <b><u>Action (Mwakuri ae e na karaoaki)</u></b>                                                                                                                                                                                                     | <b><u>Performance indicators</u></b>                                                                                                     | <b><u>Resp. Committee/ Officer</u></b> | <b><u>Support Agency</u></b> | <b><u>Timeline</u></b> | <b><u>Source of Funding</u></b> | <b><u>Amount</u></b> |
| E na reitaki te Kauntira ma te MIA ibukin te legal advice man te AG office i aon karaoan ao katian Ointua aika a kainnanaoaki; <i>(The Council to consult the MIA for advice from the OAG on the development of needed Bye-laws for the island)</i> | E na nako te reta n tokin August 2018; <i>(No. of correspondence on the matter)</i>                                                      | Clerk                                  | MIA, OAG                     | 2018                   | TIC                             | NA                   |
| Issue 1.1.2: Akean te kamatata iaon tuan te kamwakuri nakoia taan mwakuri aika boou                                                                                                                                                                 |                                                                                                                                          |                                        |                              |                        |                                 |                      |
| E na karaoa ana kamatata te Clerk ma taan mwakuri aika boou iaon te Conditions of Service; <i>(Clerk to carry out consultation with new staff on the Conditions of Service)</i>                                                                     | Kerikaakin te ririmwi nakon te mwakuri irouia tani mwakuri, riki aika a bou; <i>(% decrease of staff, esp. new staff, late to work);</i> | Clerk                                  | TIC, MIA                     | 2018                   | TIC                             | NA                   |

## Economic Growth and Poverty Reduction

| <b><u>Action (Mwakuri ae e na karaoaki)</u></b> | <b><u>Performance indicators (Kanikinaean tiana)</u></b> | <b><u>Resp. Officer (Aobitia are tabena)</u></b> | <b><u>Support Agency (Botaki aika a boutokaia)</u></b> | <b><u>Timeline (Taina n tia)</u></b> | <b><u>Source of Funding (Antai ae mwanenna)</u></b> | <b><u>Amount (Mwaitina)</u></b> |
|-------------------------------------------------|----------------------------------------------------------|--------------------------------------------------|--------------------------------------------------------|--------------------------------------|-----------------------------------------------------|---------------------------------|
|                                                 |                                                          |                                                  |                                                        |                                      |                                                     |                                 |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------|---------------------|----------------|---------|
| Kateimatoaan otanakin te mwane n te tai ae riai;<br><i>(Application for increased RBC and on a regular basis)</i>                                                                                                                                                    | Aki tataren te mwane, rakan te RBC ae ngkai nakon 50%; <i>(Reduction by 50% of cash shortage on the island)</i>                            | Treasurer           | MLPID, MFED, MIA | QUARTERY EVERY YEAR | TIC            | \$288   |
| Karekean manangan temanna man te Commerce bwa e na tuoi bitineti iaon Teraina n te tai ae e riai; <i>(Application to the MCIC on Kiritimati for an officer to provide check up on Price Control and related matters on the island every at reasonable intervals)</i> | Kamatoaan te Price Control Act, Boraoi kaako iaon Teraina; <i>(Enforcement of the Price Control Act)</i>                                   | Clerk , OCS         | MCIC, KPS        | 2019                | MCIC, MIA      | \$3,684 |
| Karekean managan IT Specialist mai Kiritimati n taina ae e riai ibukin katamaroa nakon te Intenete; <i>(Request for IT Specialist from Kiritimati to maintain the Internet service, timely);</i>                                                                     | Birimwakan te reitaki n te intanete n te raka ae 100%; <i>(Improved internet services and accessibility by 100%)</i>                       | Clerk               | MCTTD            | 2019                | MICTTD, MIA    | \$7,368 |
| Kataboroan mwaitin spare parts aika a tauraoi ibukin kabonganakia ibukin bao ni mwamwananga ao booti; <i>(Doubling the number of required spare parts for vehicles and boats);</i>                                                                                   | Rakan mwaitia bao n mamananga ma booti n akawa, aki a buti ao n akawa; <i>(Increased number of vehicles and boats running and fishing)</i> | Clerk, FA, Mechanic | MIA              | 2019                | MFMRD, MIA, OB | \$3,288 |
| Karekean bwaai n akawa n aekaia nako; <i>(Providing fishing gear and supplies for artisanal fishermen)</i>                                                                                                                                                           | Rakan mwaitia taan akawa ma konaia; <i>(increased number of artisanal fishermen and fish catch);</i>                                       | Clerk, FA,          | MFMRD            | 2018                | MFMRD,         | \$3,288 |

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| Kateakin auti n iruwa riki aika kateitein abara; <i>(Construction of local bungalows for visitors)</i>                                                                                                                                                                  | Mwengaraoi iruwa, rikiraken mwaitia iruwa n rook; <i>(No. of satisfied visitors from their comfortable accommodation);</i>                                                                                             | Clerk, IDO                   | MIA, MCTTD | 2020 | MCTTD, MIA, MFED | \$20,000  |
| Kateakin auti n irua aika bwain I-Matang; <i>(Construction of another guesthouse using permanent materials)</i>                                                                                                                                                         | Mwengaraoi iruwa, rikiraken mwaitia iruwa n rook; <i>(No. of satisfied visitors from their comfortable accommodation);</i>                                                                                             | Clerk, IDO                   | MIA, MCTTD | 2020 | MCTTD, MIA, MFED | \$100,000 |
| Karakaaan maitin te bwa ae ngkai ae ena otanaki n katoa kaibuke                                                                                                                                                                                                         | toki te kainano iaon tangiran te bwaa                                                                                                                                                                                  | Koil Agent, Clerk            | MISE, MIA  | 2019 | MISE, MIA        | \$288     |
| Karokoan te Copra mill ao kamwakurana bwa e na buoka kabonganaan te ben, karekean te mwakuri ao karakaan te karekemwane; <i>(Procurement for operations, a small copra mill to fully utilise copra stocks, provide employment and generate income for the Council);</i> | Kaikan auti n takaka, te katine ben ena nako raoi n taina, bebete makuriana/ karaiana nakon te kaibuke; <i>(Empty copra sheds, allowing timely copra weighing and improving transport of copra products by ships);</i> | Copra Coordinator, Clerk, MP | KCDL, TIC  | 2019 | MCIC, MIA        | \$432     |

## Health

| <u>Action (Mwakuri ae e na karaoaki)</u>                                                                                                                                                                                                                                          | <u>Performance indicators (Kanikinaean tiana)</u>                                                                                                                 | <u>Resp. Officer (Aobitia are tabena)</u> | <u>Support Agency (Botaki aika a boutokaia)</u> | <u>Timeline (Taina n tia)</u> | <u>Source of Funding (Antai ae mwanenna)</u> | <u>Amount (Mwaitina)</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------|-------------------------------|----------------------------------------------|--------------------------|
| -                                                                                                                                                                                                                                                                                 | -                                                                                                                                                                 | -                                         | -                                               | -                             | -                                            | -                        |
| Karokoia bwainnaoraki n te mwaiti are e a tia ni baireaki n te tai ae e riai; <i>(Bringing in medicine in the correct amount timely);</i>                                                                                                                                         | Mwaitin te bain aoraki nakon te maxium quantity; <i>(Maximum quantity of needed medicine received timely);</i>                                                    | MA Clerk                                  | MHMS, Air Kiribati                              | Every 3 months                | MHMS                                         | \$120.00                 |
| Karekean/ Katenakin te Ointua ibukia man n aron te beeki ao kateakin bwerei ni beeki ni kaawa nako imwain tokin 2018; <i>(Making or enforcing a suitable Animals bye-law, including for pigs, to determine construction of pig pens in villages by end of 2018)</i>               | Mwaitin te bwerei ni beeki ni kaawa nako 7, bwa eaonga n akea beeki n aiwa; <i>(No. of new pig pens in the 7 villages and decreasing number of roaming pigs);</i> | Clerk/ MA                                 | MHMS, MELAD                                     | End 2018                      | TIC                                          | \$1,500.00               |
| Katean ke katenakin te Tua (Tuan Kiribati ke ana Ointua te Kauntira, i aon katoakan te beka n aki Akaka (open defecation) imwain tokin Turai 2019; <i>(Providing or enforcing a Public Health regulation (either Act or Byelaw) to stop open defecation by end of July, 2019;</i> | Mwaitin te boo 500, mwaitin te decompose 500; <i>(At least 500 new toilets (water sealed and composting) are built and used);</i>                                 | Clerk                                     | TIC                                             | End July 2019                 | MISE                                         |                          |

|                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                      |       |                  |                   |      |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------------|-------------------|------|--|
| Energised Karakaan te anainano iaon bonganan te kaburoran, ke te SODIS, rinanon rerio, Facebook, ao kaotioti; <i>(Energised public awareness on the benefits of clean water from boiling or SODIS, via the media and drama);</i>   | Maitin te katanoata n taia ae e riai; <i>(No. of public awareness activities; no. of drama performance);</i>                                                                                                                                                                         | M/A   | Health Promotion | End October 2018  | MHMS |  |
| <b>Wakinan kawai ibukin kauarerekean mwaitin aia urubwai kimoa i buakonikai ao nakon ni ma kain amwarake; <i>(Carrying our an effective programme to reduce the damages caused by rats to coconuts and other fruit trees);</i></b> | Uarerekean maitia kamea ake a kaukeka te uruabwai irouia kimoa; Rakan mwaitin te ben ae e aki bwangabwanga; <i>(Reduction in the no. of wild dogs blamed for the increase in rats' damages to coconuts and other fruit trees; increase in no. of coconuts free from rats bites);</i> | Clerk | TIC              | End Novembre 2018 | TIC  |  |

## 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; The Clerk 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, the Clerk will collect updates of the activities, projects and other implemented actions from subordinate officers assigned with the activities. The Clerk 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 Teeraina 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 information and further **assessment**, analysis and reporting, as necessary, to relevant government departments and the Cabinet.
- 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; determine his/her suitability for promotion or instigation of disciplinary actions against her/him.

### *The Annual Work Plan template*

| # | Activity | Performance Indicators | Benchmark <sup>5</sup> | Date of completion | Source of verification | Possible Risks | Costs | Timeline |
|---|----------|------------------------|------------------------|--------------------|------------------------|----------------|-------|----------|
|   |          |                        |                        |                    |                        |                |       |          |

<sup>5</sup> A series of cascading activities required to complete an activity. E.g. To complete a canoe, you need a to get the plan/ drawing done, 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 \$5,260,136.00. More details on the amount is given in the table on the next page.

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 options and their conditions.

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

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

## Cost of the Teraina Council Strategic Plan

| Sector                      | TIC          | GoK           | World Bank   | NZ           | GEF          | UNICEF       | Total          |
|-----------------------------|--------------|---------------|--------------|--------------|--------------|--------------|----------------|
| IVA (Climate Change)        | \$700.00     | \$ 13,000.00  | \$100,000.00 | \$ 50,000.00 | \$100,000.00 |              | \$263,700.00   |
| Human Resources Development | \$ 50,000.00 | \$ 178,000.00 |              |              |              | \$100,000.00 | \$328,000.00   |
| Infrastructure              |              | \$ 40,000.00  | 380000       |              | 50000        |              | \$470,000.00   |
| Governance                  | \$ 700.00    |               |              |              |              |              | \$700.00       |
| Economic Development        | \$105,804.00 | \$ 23,684.00  |              | \$100,000.00 |              |              | \$229,488.00   |
| Total                       | \$157,204.00 | \$254,684.00  | \$480,000.00 | \$150,000.00 | \$150,000.00 | \$100,000.00 | \$1,291,888.00 |



*Staff of the Teraina Island Council*

### Physical and Historical pointers<sup>6</sup>

| Aspect              | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Location            | 4°43'N; 160°25'W; 140 km NW of Tabuaeran; 440km NW of Kiritimati; 220 km SE of Palmyra Island;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Dimension           | Length - 6.8km; Breadth – 2.6 km; roughly oval in shape; Total land area – 14.2 sq. km;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Special features    | An enclosed fresh water lagoon (lake) is found in its eastern part (length – 2.5 km; breadth – 1.2 km; depth – up to 9m; area – 280 ha; peat bogs join the lake at its western edge.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Polynesian visitors | Polynesians are believed to have visited and lived on the island during pre-European times as indicated by archaeological sites, including ancient stone walls found on Southern coast; parakeets are believed to have been introduced by Polynesians;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| European visitors   | <ul style="list-style-type: none"> <li>• 12 June 1798 – Capt. Fanning of American ship <i>Betsy</i> sighted and visited the island; he named it after President George <b>Washington</b>; other names “New York” and “Prospect”;</li> <li>• 1870 – William Greig and George Bicknell owned the island as a coconut plantation; in 1874 about 50 Tahitian labourers worked on the plantation under Bicknell;</li> <li>• 1894 – I-Kiribati labourers were employed on the island’s coconut plantation;</li> <li>• 1890s – the island was controlled by Capt. Anderson who married Marian Greig; he died in 1906;</li> <li>• 1906 – Sons of William Greig controlled the plantation and employed about 200 I-Kiribati;</li> <li>• 1926 – the island was abandoned;</li> <li>• Up to 1935 – it was owned by the Fanning Island Plantations Ltd. owned by Father Emmanuel Rougier, after purchasing it from the Greigs;</li> <li>• 1935 – the island was bought by Burns Philp &amp; Co. Ltd. of Australia, who controlled the island up to 1979;</li> <li>• 1950s – tilapia was introduced to kill mosquitoes but also wiped out the milkfish and trevally in the lake;</li> </ul> |
| British ownership   | <ul style="list-style-type: none"> <li>• 29<sup>th</sup> May, 1889 – Commander Nicholas of HMS “Cormorant” annexed the island to Great Britain;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Kiribati ownership  | <ul style="list-style-type: none"> <li>• 1979 – the island was owned by the Republic of Kiribati; 500 I-Kiribati labourers were working on the island under an expatriate manager; 800-1000 tonnes of copra was produced annually in that period;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

<sup>6</sup> Extracted from Dr. Garnett’s Line Islands Management Report, 1979.

**Annex 1: List of Participants**

| <b>Day 1: Full Council Consultation, as of August, 1 2018</b>                           |                     |                                  |
|-----------------------------------------------------------------------------------------|---------------------|----------------------------------|
| <b>Num</b>                                                                              | <b>Full Name</b>    | <b>Designation</b>               |
| 1                                                                                       | Kanofou Keeri       | Mayor                            |
| 2                                                                                       | Neetim Iebeta       | Vice Mayor                       |
| 3                                                                                       | Ioteebwa Ieremia    | Councillor                       |
| 4                                                                                       | Otabu Reewi         | Councillor                       |
| 5                                                                                       | Teaeki Wiibo        | Councillor                       |
| 6                                                                                       | Kaiea Tibwere       | Councillor                       |
| 7                                                                                       | Beiata Nautaaake    | Councillor                       |
| 8                                                                                       | Terakau Uria        | Unimwane                         |
| 9                                                                                       | Tekeua Auatabu      | Acting Clerk                     |
| 10                                                                                      | Atanimango Bosoa    | Island Development Officer       |
| 11                                                                                      | Maria Mwaing        | Island Council Revenue Collector |
| <b>Day 2: Island Council Stakeholders' Consultation, as of August, 2 2018</b>           |                     |                                  |
| <b>Num</b>                                                                              | <b>Full Name</b>    | <b>Designation/Organisation</b>  |
| 1                                                                                       | Kanofou Keeri       | Mayor                            |
| 2                                                                                       | Teroata Tanoa       | Assistant Treasurer              |
| 3                                                                                       | Tebuota Abineru     | KPC RAK                          |
| 4                                                                                       | Kateinang           | Roman Catholic President         |
| 5                                                                                       | Atanimango Bosoa    | Island Development Officer       |
| 6                                                                                       | Taakaio Verete      | KUC ICC                          |
| 7                                                                                       | Tekeua Auatabu      | Acting Clerk                     |
| 8                                                                                       | Samuelu Ioane       | Fisheries Assistant              |
| 9                                                                                       | Kieura Teunaia      | Water Technitian                 |
| 10                                                                                      | Ueraoi Tekaei       | RUC RAK                          |
| 11                                                                                      | Kaona Teatoi        | Agriculatural Assistant          |
| 12                                                                                      | Maningarerei Kaimwi | Itoiningaina                     |
| 13                                                                                      | Iotebwa Tionoa      | Unimwane                         |
| 14                                                                                      | Ioteebwa Ieremia    | LDS                              |
| 15                                                                                      | Tebebee Beretiata   | KPC Representative               |
| 16                                                                                      | Tataai Marewe       | KPS Representative               |
| 17                                                                                      | Akata Ubaitoi       | Medical Assistant                |
| 18                                                                                      | Taumetoa Morata     | ICW/WIW                          |
| 19                                                                                      | Tanti Taitiaki      | Prawn Representative             |
| 20                                                                                      | Beretekira Kaitu    | IEC                              |
| <b>Day 3: Full Council and Government Officials' Consultation, as of August, 2 2018</b> |                     |                                  |
| <b>Num</b>                                                                              | <b>Full Name</b>    | <b>Designation</b>               |
| 1                                                                                       | Kanofou Keeri       | Mayor                            |
| 2                                                                                       | Neetim Iebeta       | Vice Mayor                       |
| 3                                                                                       | Ioteebwa Ieremia    | Councillor                       |
| 4                                                                                       | Teaeki Wiibo        | Councillor                       |
| 5                                                                                       | Kaiea Tibwere       | Councillor                       |
| 6                                                                                       | Beiata Nautaaake    | Councillor                       |
| 7                                                                                       | Terakau Uria        | Unimwane                         |
| 8                                                                                       | Tekeua Auatabo      | Acting Clerk                     |
| 9                                                                                       | Samuelu Ioane       | Fisheries Assistant              |
| 10                                                                                      | Taatai Marewe       | KPS Representative               |
| 11                                                                                      | Akata Ubaitoa       | Medical Assistant                |
| 12                                                                                      | Atanimango Bosoa    | Island Development Officer       |
| 13                                                                                      | Katetia Uati        | Island Council Radio Operator    |
| 14                                                                                      | Beretekira Kaitu    | IEC                              |
| 15                                                                                      | Kieura Teunaia      | Water Technitian                 |