



Ministry of Information, Communication, Transport and Tourism
Development & State Owned Enterprises, Kiribati

MICTTD STRATEGIC PLAN 2021-2024



Ministry of Information, Communications, Transport, and Tourism Development (MICTTD).
Betio, Tarawa, Republic of Kiribati.
Website: micttd.gov.ki

Acronyms

AKL	Air Kiribati Limited
APHoMSA	Asia Pacific Heads of Maritime Safety Agencies
ATHKL	Amalgamated Telecom Holdings Kiribati Limited
BNL	BwebwerikiNet Limited
BPA	Broadcasting Publication Authority
BSL	Betio Shipyard Limited
CAANZ	Civil Aviation Authority of New Zealand
CAAK	Civil Aviation Authority of Kiribati
CASP-AP	Civil Aviation Security Programme for Asia Pacific
CCK	Communications Commission of Kiribati
CES	Central Electronic System for Marine Division
CSO	Community Service Obligation (Government Subsidy)
CTO	Communications Telecommunications Organisation
DCA	Director of Civil Aviation
DCC	Development Coordination Committee
EMS	Express Mail Services
EDTO	Extended diversion time operations
GMDSS	Global Maritime Distress Safety System
GoK	Government of Kiribati
GP	Government Printery
HR	Human Resource
IALA	International Association of Marine Aids to Navigation and Lighthouse Authorities
IHO	International Hydrographic Organisation
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
ICT	Information and Communication Technology
IMO	International Maritime Organization
INMARSAT	International Maritime Mobile Satellite
IPS	International Postal System
KDP	Kiribati Development Plan
KLTA	Kiribati Land Transport Authority
KNSL	Kiribati National Shipping Line
KNTO	Kiribati National Tourism Office
KPA	Kiribati Ports Authority
KPI	Key Performance Indicator
KPB	Kiribati Philatelic Bureau
KUC	Kiritimati Urban Council
KV20	Kiribati 20-year Vision 2016 to 2036
MARPOL	Marine Pollution
MD	Marine Division (MICTTD)
MDCC	MICTTD Development Coordinating Committee
MICTTD	Ministry of Information, Communication, Transport and Tourism Development
MELAD	Ministry of Environment, Land and Agricultural Development
MFED	Ministry of Finance and Economic Development
MOU	Memorandum of Understanding
MOP	Ministry Operational Plan
MSDI	Marine Spatial Data Infrastructure

MSP	Ministry Strategic Plan
NCASP	National Civil Aviation Security Programme
NFA	National Focus Area (KDP)
PASO	Pacific Aviation Safety Office
PIPA	Phoenix Islands Protected Area
PIO	PIPA Implementing Office
PSO	Public Service Office
RESA	Runway End Safety Area
SOE	State Owned Enterprises
SOI	Statement of Intent
SOEMAU	State Owned Enterprises Monitoring and Advisory Unit
SOLAS	Safety of Life at Sea
SMT	Senior Management Team
SPTO	South Pacific Tourism Organisation
STCW	Standards of Training, Certification and Watchkeeping (1978 as amended)
TICTDP	Telecommunications and ICT Development Programme
UPS	Universal Postal Services
UPU	Universal Postal Union
USAP	Universal Security Audit Programme
USOAP	Universal Safety Oversight Audit Programme
VHF	Very High Frequency
VFR	Visiting Friends and Relatives
WADP	World Association for the Development of Philately
WISP	Wireless ISPs

FOREWORD

The MICTTD is glad to present the Ministry Strategic Plan (MSP) 2021-2024. With over 240 activities, underpinned by 86 strategic objectives to achieve four main goals, these planned strategies and activities is the collective work of the senior management team from the MICTTD Divisions and SOEs that covers the four years from 2021 to 2024.

The plan was designed to align with the Kiribati Vision for 20 years (KV20), the Kiribati Development Plan (KDP), and Te Motinnano (Government Manifesto), to guide these activities, but most importantly to bring changes and the needed development to meet the growing demand of the Kiribati people.

The vision and mission of this plan recognises the importance of an enhanced productivity and sustainable connectivity. In order for our people and Kiribati to prosper and grow economically, we must therefore enhance all services to become efficient and effective, our human resources to be productive, and to develop infrastructure to boost economic growth.

This strategic plan focuses our effort on these four main goals:

- Develop and strengthen sustainable Tourism development;
- Strengthen air, sea and land transportation and infrastructures;
- Improve access to Communication technologies and access to quality information and services; and
- To strengthen supporting services from the Ministry and SOEs.

Our objectives recognise our roles and expertise, however there are always challenges along the path to development. The impact of the Covid-19 pandemic and travel restrictions which has caused many activities from last year to be delayed, or the lack of infrastructure that remain to be the problem, are just a few from them. We should embrace these challenges, stay connected, learn from the lessons, and continue to strive forward to grow. This Strategic Plan sets the compass for every activity that will deliver our goals.

I urge the commitment of all staff of the MICTTD and SOEs to participate in the timely implementation of this plan and to translate it into a reality through valuing every single minute. I also recognize the continuous support of our development partners, stake holders and our people at large for their cooperation in one way or another.

Citing my home island's slogan of "Kaubwaira tii te Bobonnano" (Our Unity is our Strength) and through everybody's cooperation, action and determination, I am confident that we will achieve these targets and goals.

Te Mauri, Te Raoi, ao Te Tabomoa.



Mr. Tekecua Tarati (MP)

Honourable Minister

Ministry of Information, Communications, Transport & Tourism Development

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1. Executive Summary

This medium-term Strategic Plan sets the direction for the MICTTD and its SOEs over the next four years. It identifies a Vision, Mission, Goals, and Guiding Principles, and Strategic Objectives that the Ministry with its SOEs envisage to achieve in the medium term. The MICTTD aims to achieve its targets set in this plan but also intends to take into account lessons learnt, to find more efficient ways to address challenges identified in the last MSP monitored progress for 2020. It is able to do this by understanding these key challenges faced by MICTTD and its SOEs.

This plan identifies strategic actions and indicators that could be used to measure each activity progress. It also signals the need for a stronger multi-sector coordination in order to effectively implement the Strategic Plan and the need to build the right infrastructure to accommodate these development activities. The MICTTD recognises that the major hurdle in carrying out some of the major activities have been the lack or the absence of proper infrastructure. Infrastructure projects are main targets for the MICTTD in this plan, it aims to provide the basic foundation of development through improving connectivity, and so the focus is in these capital investment projects, or the key drivers for development. MICTTD believes that without these infrastructure and capital investments put in place, and without proper mitigation of risks, it will be difficult to achieve the needed development that will meet the growing population demand and for our future generations.

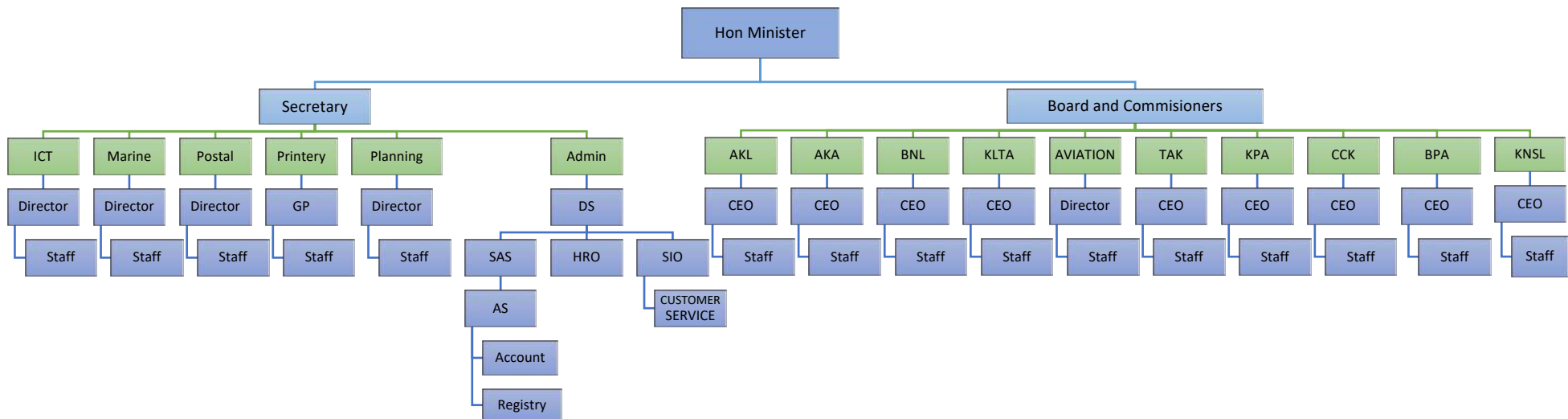
The sections of the Strategic Plan outlines its scope, the strategic context, key challenges and achievements from the last MSP, and overviews of the Divisions and SOEs under the Ministry portfolio. It summarises the population need for better access to sustainable communication, the increasing demand for better infrastructure, and the Ministry's goals to address these issues and the activities planned for the four years. The Strategic Objectives and their associated strategic actions are based on the Guiding Principles, Indicators and the Targets. The activities are listed in the annex – strategies matrix.

Altogether, the activity matrix describe what the Ministry wants to do (the targeted results), how it will do it (the activities to implement), how to measure for their progress (KPIs), and when to achieve the needed results (time-frame). The Implementation Plan can be used as a basis for further planning, for instance it can guide SOEs on their statement of intent (SOI), or be used as a tool for annual Divisions' MOPs. It can also be used by the Ministry to record and monitor for results the SOEs progress on their business plans (SOIs). The baseline in the matrix indicates where and how much the activities have been achieved, mostly those activities that were brought forward from the previous MSP 2020, that still form part of the strategies/activities in this MSP 2021.

Lastly, the Strategic Plan emphasises the importance of relationships, partnerships and inter-sectoral coordination and collaboration for an effective delivery of the plan. This includes relationships with domestic partners, including other Kiribati Government Ministries and departments, agencies, NGOs and community-based groups. It promotes partnership and aims to build good relationships with international development partners. The Ministry also recognises the need to have the MICTTD's Development Coordinating Committee (MDCC) which will be an effective mechanism to support planning, implementation, and monitoring of this Strategic Plan. Similar to the Secretary level Coordinating Committee (DCC), the MDCC will ensure that project documents including plans are set out and more accurate analysis of cost and benefits are presented well before the next stage.

2. MICTTD's organizational structure

MICTTD Organizational Structure 2021

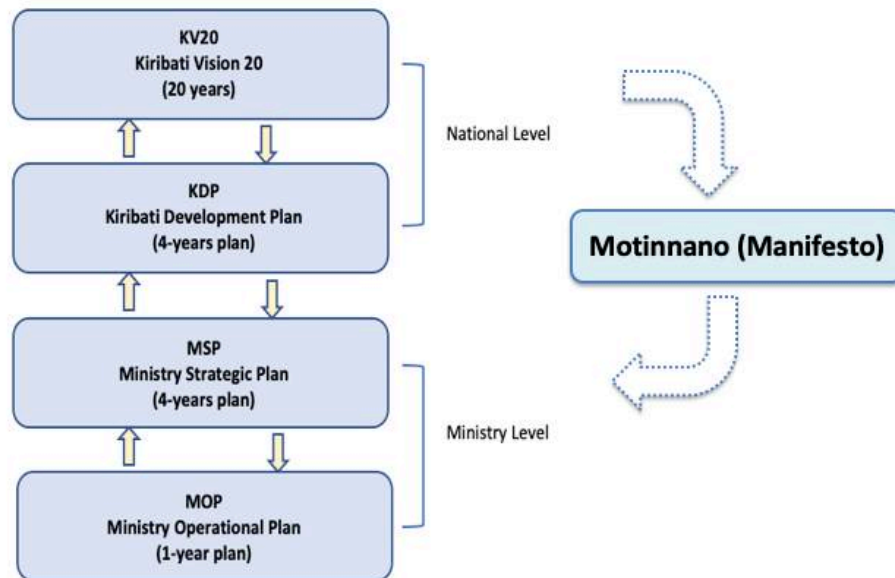


The MICTTD Organizational Structure shows that several of its core departments have been transformed into commercial entities, companies, or regulator. A total of ten entities form the core sectors of the Ministry of Communication: Land, Air and Sea, including the support service units which sits within the divisions of the Ministry.

3. Introduction

The Ministry Strategic Plan (MSP) 2021-2024 sets the direction for the MICTTD and its SOE's for the period from 2021-2024. It identifies the objectives and goals that MICTTD with its SOEs want to achieve in the four years, and the collective actions to carry out those objectives. In order to achieve the needed results (from strategic actions), key performance indicators (KPIs) are identified for each activity, including the time-frame and its financial implication or estimated budget, this way it is possible to measure and monitor the progress of that activity.

The Strategic Plan is informed by the KV20, the KDP 2020-2023, and the Motinnano 2020 (Manifesto), which examines the Government's resource and the ability of the systems in place to respond to the people's needs. The alignment of the activities in the MSP by the Ministry's Divisions and SOEs to the national policies are imperative (figure below shows this linkage) - therefore activities are all geared towards those targets in the longer-term plan. The MICTTD follows this path and draws activities based on the targets from the national policies, but also important are the Motinnano (Manifesto) that aims to deliver immediate needs for the public.



The Ministry Senior Management Team (SMT) which consists of Heads of Departments and Heads of SOEs all participated in the development of the Strategic Plan. The Strategic Plan sets the overall framework of actions on the objectives. A more practical approach (outcome oriented) is needed to deliver these outputs, so the aim of this plan is to paint a clear picture of what each department or entity is programmed to do within the four-years - that these strategies or activities are within the guiding principles, or the emphasis that these activities will be sustainable and realistic. Also, the plan aims to focus on the outcome, and mechanisms to solve issues and problems.

3.1 Vision

Enhanced productivity and achieved economic prosperity through infrastructure development and sustainable connectivity.

3.2 Mission

To provide an innovative and integrated sustainable connectivity through an enhanced transportation, communication, tourism, support service, and infrastructure that are safe, efficient, affordable and accessible to all I-Kiribati.

3.3 Guiding Principles

The Strategic Plan is based on seven guiding principles. Together with the National policy declarations like the KV20, KDP, and Motinnano, the following guiding principles need to be reflected in all the strategic actions to be developed and implemented.

Guiding Principles	
Relevant and appropriate	Do the proposed strategies and activities reflect the people and the Government's needs and will the activities undertaken meet those needs?
Sustainable	Are the proposed strategies and activities sustainable in Kiribati?
Effective	Are the proposed strategies and activities likely to be effective in Kiribati?
Efficient	Are the proposed strategies and activities likely to be efficient in Kiribati?
Outcome oriented	Do the strategies and activities have clear links to the Mission and Vision of the Ministry?
Realistic	Are the outcomes and targets realistic?
Coordinated	Are the proposed strategies and activities well-coordinated with relevant stakeholders and partners?

They can also be used to guide decisions on implementation priorities. The important aspect of the guiding principle is getting the most realistic, effective and efficient outcome for the set of objectives/activities from each division and SOE under the MICTTD. These seven questions as guiding principles guide the planned activities in the MSP.

4. Strategic Context

The pillars of the KV20, the National Focus Areas (NFA) of the KDP 2020-2023, and the Motinnano 2020 (Manifesto), forms the foundation of the planned activities. The Ministry has identified activities that will target these focus areas in the medium term.

KDP 2020-2023	KV20
KDP NFA 1: Harnessing our Human Wealth	KV20 Pillar 1: Wealth (Natural Capital; Human Capital; Cultural Capital)
KDP NFA 2: Growing our Economic Wealth and Leaving no one behind	KV20 Pillar 2: Peace and Security
KDP NFA 3: Improving our Health	KV20 Pillar 3: Infrastructure for Development
KDP NFA 4: Protecting our Environment and Mitigating Climate Change	KV20 Pillar 4: Governance
KDP NFA 5: Good Governance	
KDP NFA 6: Infrastructure	

The Ministry and its SOEs aim to provide complete and collective strategies to improve and address the issues identified under the pillars and the targets of the KV20 and the KDP 2020-2023. These coping strategies are geared to improving services and infrastructure, but overall, the main goal is to address the issues faced by the public and constraints to developments, such as the lack of infrastructure. There is also great emphasis on improving contracts and agreements that Government can benefit more from, for instance, the establishment of an agreement to take back Kiribati upper air space and to extend our air space boundary so we can maximize revenue, or to review existing air-service agreements. All these strategies and several more are explained in the activity matrix annex, however the focus is not only to maximize revenue, the aim is also to have a sustainable source of revenue for years and decades to come.

The Motinnano is fundamental and is used in identifying activities in the MSP, it plays an important role to set targets for the Divisions and SOEs to address the increasing demand of the public for needed services, and also for generating income for Kiribati. The focus on Tourism has been popular from the previous Motinnano (2016). The targets and planned activities set by the new Motinnano 2020 including the ongoing activities from the last Motinnano (2016) have been listed also in the activity matrix annex. The baseline column in the strategy matrix will show how much these activities from the last MSP have progressed from last year.

5. Situational Analysis

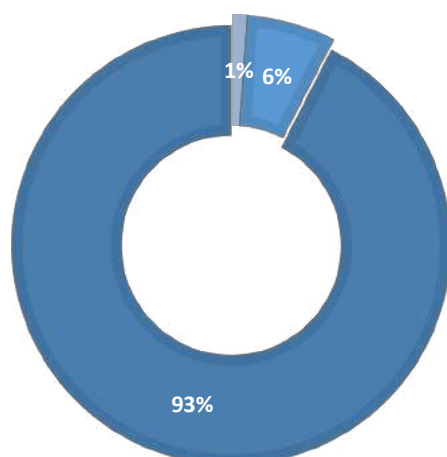
The MICTTD is the most diverse Ministry in Kiribati administering six divisions and ten SOEs. It is also the main contributor to Pillar 1 (Wealth) and Pillar 3 (Infrastructure) of the KV20 and KDP. The recurrent budget for the Ministry on average is \$3.9M for the four years 2018-2021.

Recurrent Budget, MICTTD				
Year	2018	2019	2020	2021
Budget	\$ 4,265,844.00	\$ 4,519,930.58	\$ 3,391,423.30	\$ 3,418,721.00

The 2021 Development budget, similar to previous years, the budget for infrastructure takes up the majority of the \$11 Million for Development budget, \$10.2M is allocated for infrastructure development. In 2019, the Government purchased the first of the two Embraer jets, which raised the amount for development budget for that year significantly.

MICTTD DEV BUDGET 2021

■ Economic Growth Development ■ Governance ■ Infrastructure



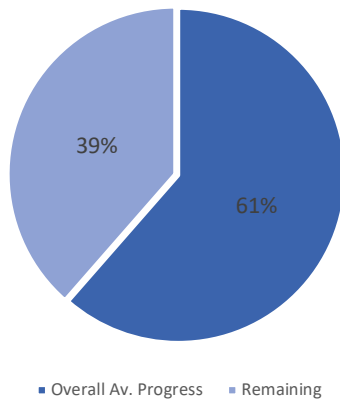
Year	Dev Budget
2018	\$ 5,246,457.00
2019	\$64,654,746.45
2020	\$ 5,777,433.18
2021	\$11,065,475.00

The MICTTD MSP progress is monitored on a quarterly basis. The Research & Planning Unit at the Ministry will send out Monitoring sheets and templates to Divisions and SOEs every three months from the last progress report, to collect data, updates and progress. The activities are monitored and reported by their percentage progress, whereby these data and updates are analysed and reported to the MICTTD Secretary.

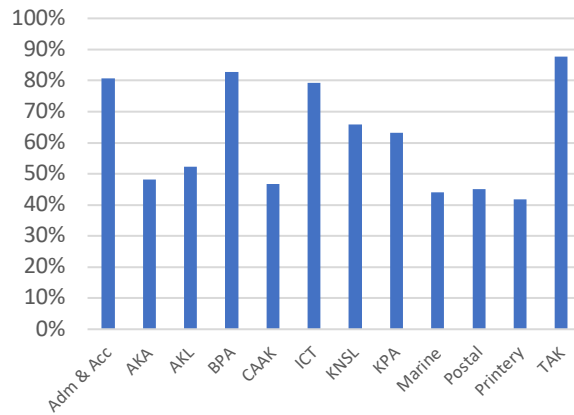
5.1 Achievements in 2020

The last MSP progress reports that 61% of the overall average progress on all activities planned for Divisions and SOEs of the MICTTD for the year 2020 (Jan-Dec, 2020) were complete, and therefore the remaining 39% were incomplete or pending, this is due to several factors and challenges that will be discussed in the next section.

Overall Av. Progress Jan to Dec 2020



Overall Progress Jan-Dec 2020



5.2 Key Challenges in 2020

The overall achievement therefore signals major factors to consider - factors and circumstances that affects the progress of the Ministry and SOEs planned activities. The following are major factors impacting on the progress of the activities in 2020, from the MSP progress report.

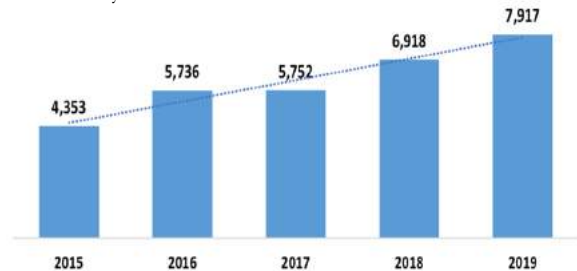
1. Covid-19 pandemic: Border closure and travel restrictions has great impact on overseas trainings; Technical Advisors & consultants needed from overseas; overseas purchases or procurement, etc.
2. Inadequate resource and lack of funding for projects e.g: costly projects, lack/or not enough capital investments, and budget allocations.
3. Lack of infrastructure, channels, sea ports and airports, roads, etc
4. Staff turnover, and when responsibilities of staff were not clear.

5.3 Sustainable Tourism

The Pillar 1 of the KV20 has endorsed that sustainable tourism will contribute to economic development, if this is developed and managed properly to provide employment, generate income, as well as supporting the retention of cultural traditions, sustainable management of national environmental assets and wider contributions towards social-economic benefits. The sector can support the development of other sectors like agriculture through forward and backward linkages. Tourism is currently approximately 3.6% of the country's GDP, however the Ministry believes that Tourism can become a major

contributor to the economy if the right approach is adopted. Some of the economic benefits have been seen on Kiritimati Island. Tarawa also obtain significant income but mostly from business travellers.

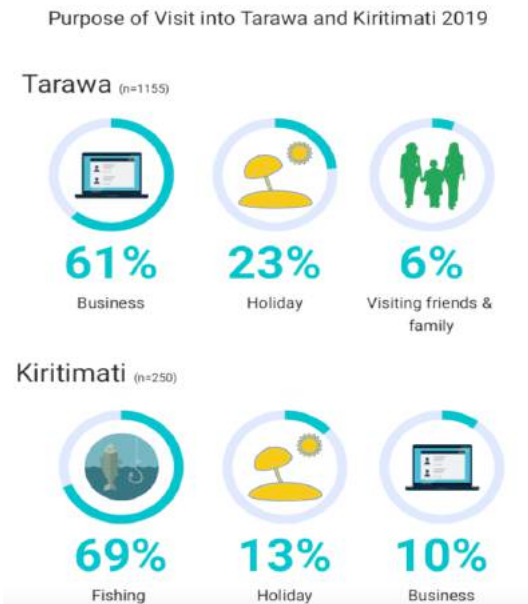
Year on year international visitor arrival 2015-2019



From previous years, the tourism growth has not been uptrend, with limited tourism products and markets over the years. Although the number of visitors increases, there is great potential for more, it can be improved by better tourism products and services.

The number of holiday visitors has been increasing moderately, in 2019 it was 7,917 recorded visitors. This shows an increase of more than 50% from the 2015 figure. It is estimated that the increase will continue and therefore Government will need to improve on infrastructure for tourism to meet the increasing demand.

The Tourism Authority of Kiribati (TAK) was established on 10 June 2019 and is governed by the Kiribati Tourism Act 2018. TAK is mandated by the Government of Kiribati (GoK) to lead the country’s tourism development and promotional programme. These include tourism investment promotion, product development, licensing and standards regulation, training and development, research and statistics and tourism marketing and promotions.



A surfer on a Tabuaeran (Fanning Is) wave

The Phoenix Islands protected area (PIPA) remains unexploited, with pristine lagoons and beaches, the isolated islands are an ideal vacation location for tourists. The TAK and the PIO are finding ways to develop PIPA into a niche tourism product adopting the Bhutan tourism model which is a controlled and restricted visitor destination, but a major contributor to their economy. This approach will require the TAK to improve on its marketing and promotion, and to engage more on e-marketing as social media is currently trendy, free and more effective approach to promoting destinations to visitors and tourists.

The tourism industry is driven by Government initiatives. In order to incorporate the Public and Private sector in the Government-led programs, first TAK had to help the locals understand what tourism can do for them, and to also inform the private sector to come onboard. That’s key to TAK’s role – to provide that linkage between the public and the private sectors. By way of response to the Government, TAK has put in place its plans for multiple activities towards its objectives.



Island dancers garlanding

However, the major challenges affecting TAK overall progress in 2020 were due to the lack of finance and the Covid-19 pandemic which affects travelling worldwide, hence tourists arrival. The progress from TAK's MSP 2020 activities, despite the travel restrictions for covid-19, was about 87% overall for year 2020 activities. This shows a promising sector which will thrive especially when borders reopen.

In 2021, TAK will develop the Kiribati Sustainable Policy and the Kiribati Tourism Investment Policy which will be conducive to sustainable tourism development in Kiribati. This will need Government for financial support for the tourism developments. TAK will also look into establishing the tourism zones in the Linnix and Gilbert groups, developing hotels in Kanton and selected islands in Linnix and Gilbert groups, making Tabuaeran a major surfing destination, and developing mandatory Tourism and Hospitality operational and standards for all tourism business operators that will incorporate Covid-19 protocols.



Clear blue waters at one of the resorts in Kiribati

TAK also recognises that it is mostly about improving its tourism product and the quality of its services, before it is able to establish a tourism brand with PIPA. If the product is well established, and of good quality and promoted properly with a good marketing approach (online), it could build a good and trusted brand for tourists. Game fishing is one area that tourism is looking to develop and promote in the Gilbert Islands. This tourism activity has vast potential and travellers from Australia, New Zealand, USA and Europe are visiting our shores for game fishing.



Game fishing in Kiritimati Island

5.4 Air, Sea and Land transportation and Infrastructure

The KV20 identifies transportation and its infrastructure to be key complementary drivers to economic development. These are expensive investments but if these investments are properly analysed and monitored, they will be very beneficial to the public and the future generation. Government has committed to these projects, and seeing that some will not immediately reap benefits, however Government believes that in the future these investments will eventually grow the economy. For instance, the cost and benefit analysis on the Embraer jet shows that the financial and social benefit of having and operating the jet will surpass its costs in five to seven years of operation. Expansion of these services and infrastructure will also pose risks and therefore an effective monitoring and risk assessment mechanism is necessary.

The airport will stimulate economic activity, there are only two international airports in Kiribati; one on South Tarawa and one on Kiritimati Island. In addition, there are 19 airports in the outer islands which are used for domestic services, mostly made of reef-mud and require upgrading and additional maintenance work to improve the deteriorating runway surface conditions, to support frequent air operations and to meet the traveling demand. The Airport Act, was passed in 2018 and became an Airport Authority in April 2019.



Bonriki Airport in South Tarawa

The AKA (Airport Kiribati Authority) aims to enable Kiribati to upgrade air transport standards and venture into jet operations for an improved international route for AKL. So a major project for the AKA to support the Embraer operation is the upgrading of the KANTON Airport to an EDTO alternate airport. This is for the Embraer to operate between Tarawa and Kiritimati Island.

Air Kiribati Ltd (AKL) is a 100% government owned airline and the only domestic air operations provider in Kiribati. AKL is dedicated to providing affordable transportation to and from Tarawa to the outer islands, including operations in Kiritimati. AKL's key objectives includes improving safety and compliance, with AOC certification - which is a requirement for full safety compliance. AKL will satisfy all key requirements for safety and compliance in terms of nominated persons, systems, proper finances, and accepted manual exposition set-in place. Also, to improve reliability and capability of the airline to meet the growing public demand for air transportation in Kiribati with more efficient service, and with modern airplanes and infrastructure development. AKL also aims to improve financial viability to minimise government subsidy (CSO) to the company.



Air Kiribati Embraer Jet

Major plans for developments in domestic and international operations have been analysed, findings suggested that the international operation will make good profits. Similarly, domestic operations with a new domestic fleet will serve the right flight schedule that meets the public increasing demand for air flights but also generate good profits, hence government subsidy will be less needed in the future, and AKL will be a profitable company. AKL will also cease loss-making activities.



Dash-8, AKL



Bonriki International Airport, South Tarawa

AKL had conducted aircraft study to identify the best option for an aircraft type for its domestic fleet. The TECNAM 2012 Traveller will cost \$28M for seven aircrafts, these airplanes are the right fit for Kiribati for their size and capacity, and costs saving features. The nine seater TECNAM airplane will also guarantee more flight services and will operate at a profit compared to a higher number of passengers for a larger airplane like the twin otter to breakeven. One of AKL's main obstacle is the high cost of fuel which has greatly affect the company's ability to make large marginal profits. Because of this, Government is subsidizing AKL to sustain the domestic air travels, however with the introduction of the TECNAM to replace the domestic fleet, AKL could make profits and therefore will need less of Government subsidy.

AKL will offer international air service with the Embraer jets, although this project has stalled because of the Covid-19 pandemic, however the plan to set up international operations is still a possible endeavour, activities are in-line, including setting up office in Brisbane. It also includes using the jet to service the route Tarawa/Kiritimati Island, which will need a EDTO alternate in Kanton Island. This requires the Kanton Airport to be upgraded. The AKA project in remediating and upgrading the Kanton Airport will complement this Government venture for AKL to service this route. Tourism in Kanton will also be the next target to develop when the airport is set up and running.

AKL also plans to build prefab office buildings as the existing ones have been condemned by structural survey. A hangar is also required to house airplanes and assets, which will require an environmental assessment on the construction site. Further, AKL will also establish a nationalised training academy or a training centre to help develop local talent and provide long-term career path options at Air Kiribati.



Bonriki Airport terminal and AKL's hangar

Furthermore, AKL aims to achieve its goals and improve financial viability (and CSO independent) by reducing costs and increasing revenue. These planned activities for AKL not only are realistic for the four years, they paint a brighter future in flying and air transportation for the public and the nation. The majority of the projects may depend greatly on capital investments that Government will put into, however good analyses and projections are in place to guarantee their successes.

Underpinning the success of an aviation industry in Kiribati is an effective regulator. The Civil Aviation Authority of Kiribati (CAAK) was first established as a corporate body in 2015 under the Civil Aviation Act that aims to achieve a cohesive, safe, responsive, and sustainable regulatory system for air transportation in Kiribati, its focus is to establish a safe and secure skies for I-Kiribati and tourists. In an evolving aviation industry, the CAAK is facing challenges as it continues to respond to an increased need for the regulatory and security services to keep people safe and secure.

The major changes and challenges ahead for CAAK in Keeping people safe, is keeping up with a complex security environment combined with a growing aviation environment (post Covid-19); Ensuring that people feel safe as new technology is adopted – as well as ensuring that people are able to participate in the aviation system without unnecessary obstacles; and also ensuring that CAAK's regulations keep people safe by better managing risks in the system, along with a focus on performance and outcome rather than just 'ticking the boxes'.

With technological advancements, the Kiribati Aviation System has been challenged continuously and therefore the CAAK is working hard to adapt and respond to new technology, to ensure there are no unnecessary barriers to entering the system, while ensuring safety. This requires that the CAAK effectively identifies and manages emerging risks, and also considering other factors besides safety into the decision making – for example, on climate change.

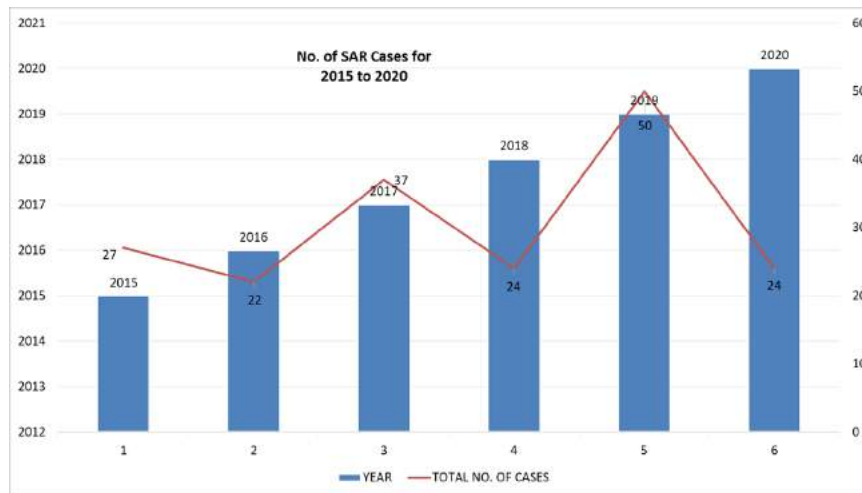
As part of the CAAK's regulatory responsibility an inspection and audit to service providers, such as Air Kiribati Limited, Airport Kiribati Authority and other aviation participants, is being conducted on a regular basis to ensure compliance to the requirements. For ICAO compliance, Kiribati is operating in accordance with the Standards and recommended practices, an audit has to be conducted to ensure safety regulation is effective. Capacity building is also on the top of the list for CAAK personnel to get the required training to improve their knowledge and skills for effective performance of duties and responsibilities and be able to support a safe and reliable air service.

In addition to its regulatory functions, the CAAK is currently working on the delineation of Kiribati Airspace which has been placed under the Nadi, Oakland and Tahiti FIR during the Colonial times. This is one crucial assignment to expand Kiribati Sovereignty rights of its upper airspace boundary and to explore the best service provider to manage Kiribati upper airspace with the most viable financial arrangement. The proceeds from this can assist to fund other activities to improve Kiribati aviation facilities, infrastructure, and air navigation services.

Access to the Outer Islands from the Capital (South Tarawa) is challenging due to inadequate infrastructure: wharves, ramps, piers and ports, boat channels, passages and Aids to Navigation (AToNs).

The Marine Division continually plays its roles to maintain its functions as a Maritime Administration of Kiribati. It oversees its mission to provide professional, quality advice and services to the shipping industry and the maritime training organization in compliance with IMO convention, and it endeavours to continue targeting its main priorities in the development of the maritime sector within the territorial waters surrounding the largest 200 nautical mile EEZ in the Pacific region, consisting of the Gilbert Group and Banaba, the Phoenix Group and the Line Group further in the east.

The Marine Division is responsible for all maritime regulations in Kiribati, Aids to Navigation, Marine Guard (Tarawa and Kiritimati), Search and Rescue (SAR), Ship and vessel registration, Seafarer Licensing, Marine Pollution and Registry; Hydrography to ensure boat passages are safe and navigable (under SOLAS); providing safety and navigational warnings to the general public; and including all other maritime matters that are relevant to the safety of life, marine environment and to Kiribati. It operates with strict guidance of its Quality Management System to meet its obligations under certain IMO requirements and subjects to undergo regular impartial audits to maintain eminence and to function as a Maritime Administration for Kiribati as a member state. The Marine Division also provides a 24/7 radio watch for the safety of maritime traffic, and also provide the needed search and rescue services to prevent loss of lives at sea.



The Marine Division works closely with national stakeholders and regional communities to deliver the best services through safe, secure and efficient shipping. However, there are still challenges for the Marine Division that requires full commitment and funding. Among others, for instance, there is an ongoing need to provide safe passages for boats to reach the shores of islands with no lagoons, or islands without easy access to land, this will cost the government a total of \$100 Million dollars to cover all the islands of Kiribati. Also, to establish and improve wharfs/jetties and ramps for domestic travel and cargo shipments will cost \$167 Million. Aid to Navigation which is a mandatory requirement, and boat ramps which will allow easy reach of landing crafts to shores for quick handling of cargoes, vehicles, etc also need regular maintenance and repair.

The Kiribati Port Authority (KPA) operates the two main ports of entry; Betio port in Tarawa island and the other in Kiritimati island. The primary function of the KPA is to facilitate safe passage of cargo, and people from overseas vessels through the port and facilitate border control and statutory processing. The KPA intends to improve the performance and delivery of this function over the coming years through ongoing performance of operational structure towards a more cost efficient and energy saving approach, ongoing maintenance of existing facilities and equipment, development of new systems and facilities, and the acquisition of new equipment considered necessary to promote efficient service and to replace those considered to be beyond repair. KPA depends heavily on machines to produce efficient service but procuring these machines are expensive. Despite this difficulty, the KPA endeavours to maintain a profitable operation in order to replace out of date equipment or to procure new machinery when required. Some major projects for the KPA are; the port expansion, Betio and Bairiki wharf rehabilitation, these projects will need major funding that the Government and Development Partners may assist with especially for projects that are costly and beyond the KPA's capability and resources.



Shipping containers arriving KPA

The lack of funding and resource was one of the major challenges encountered by the KPA in the 2020 MSP progress rating, achieving 63% progress in all activities for 2020. Several of KPA's major plans in the next four years, is to purchase more new machineries to improve cartage of containers, expect completion of pavement of the container yard in the year 2022, and commence

work on the port expansion – construction of new berth sites near the “Korekorea” corner, to rehabilitate the Bairiki wharf, and to also construct the new KPA office in Kiritimati Island.

The Kiribati National Shipping Line (KNSL) is the only Government owned shipping company that provide shipping service in Kiribati prior to the entry of the private sector. It currently focuses on providing shipping services on a monthly shipping service to all islands in the Gilbert Group. KNSL which was re-organised in 2018, have an important role and responsibility as an arm of Government to provide a responsive and appropriate shipping service to the people of Kiribati by supporting and implementing relevant national socio-economic policies and programmes. In establishing a safer, reliable, and efficient shipping line, the KNSL adopted a mission to ‘Serve the People with safe, efficient and affordable shipping’. This is in line with the KNSL vision to create an ‘Unparalleled sea transport service and leading maritime solution provider that enables socio-economic development in Kiribati.’ Given the high demand for goods shipping and on-time cargo delivery, the two operational vessels are not enough to meet all shipping transport needs, particularly, at shipping peak times. Therefore, a great need to acquire more vessels for the Company to maximise the Company’s profits.



LC-Aratoba loading cargoes



KNSL's LC-Linnix



KNSL's LC-Aratoba

In previous years, KNSL has been working closely with MICTTD on the procurement of additional vessels to complete the KNSL fleet; this includes acquiring the tug-and-barge (thanks to PRC who has agreed to provide the tug & barge vessel for KNSL), Landing craft for the Line and Phoenix Islands, and the multi-purpose vessel (to replace MV Matangare).

Land transportation and infrastructure are equally vital for economic development. Nonetheless, the South Tarawa road network is the only and recently improved road in the entire nation. The Kiribati Land Transport Authority (KLTA) is a corporate entity responsible for the administration and regulatory of vehicle licenses, driving licenses, and all activities that are within the premises of the highway, including road blocks and feeder roads.

The mission of the KLTA is “Endeavour to become a professional, effective, and efficient land transport authority founded on safety with a focus on customer satisfaction”. Its Vision is “Moving Kiribati Safely”. KLTA is planning to reach out to the outer islands and Kiritimati island and in the four years, this will progress through to complement the road construction project in all of the outer islands. Under the new regulations for the KLTA many changes have emerged, policies and regulations have been improved, however some challenges remain, such as lack of resource to maintain and repair the roads - the need for machineries and operators of the machines, which have been identified to be



JSS students on the road after school



Enforcement officer on patrol motor cycle next to Patrol vehicle

costly projects and therefore the KLTA is planning to approach development partners for financial support.

Furthermore, the KLTA is strictly controlling imported vehicles to Kiribati by the 10-year import vehicle policy, as second-hand vehicles pour in from Japan. This is an alarming issue that should be controlled as early as possible before road congestions, space for vehicle parking, and vehicle wrecks will be difficult to manage in the future.

5.5 Access to communication technologies and quality information and services

The ICT Policy and Development Division of MICTTD is responsible for advising the Government on ICT related matters, coordinating the development of national ICT related Policies such as the National ICT Policy, coordination of ICT projects throughout Kiribati, promoting the use of ICT in the country, responsible for cyber security advice and awareness programs for the general public. Recently the Division was responsible for leading the development of the eGovernment Roadmap which sets a high-level plan for e-Government in Kiribati.

The overall progress on all activities for the ICT at the end of the year 2020 was 79%. One major factor contributing to the overall progress for the ICT last year was budget constraint, most of its core activities/projects require huge funding, for instance, the e-Government project to improve efficiency and effectiveness of services, and overseas trainings for capacity building of ICT officers to support other sectors. Also the closure of the borders in respect to Covid-19 pandemic have affected most of ICT's progress in the last year.

The ICT's GWAN (Government wide-area network) project will connect all Ministries to a one-stop source for access into public sector information and electronic services. This will improve efficiency and effectiveness of service delivery and also promote transparency and openness for Government processes and procedures. The Cyber Crime Bill will be enacted to strengthen the National Cyber security capacity, to protect the public from cyber threats. The ICT will also upgrade the MICTTD website and update all MICTTD computers with updated antivirus. The other major ICT on-going projects is the Mobile rollout project in the outer islands for the

remaining islands Teraina and Tabuaeran. Also, improvement of mobile coverage to the islands of Makin, Butaritari, Abemama, Tab North and Onotoa are targeted in 2021.

CCK is a regulator for the telecom service, one of its core purpose is to address the issue of barriers to entry and encourage fair competition in the telecom industry, the successful arrangement with both the telecom companies being able to connect their services, where the public can now exchange calls and receive messages between both networks ATHKL (now Vodafone) and Ocean-link (OLL) was one of the milestones achieved. Telecom wide coverage that reaches the more remote communities and the outer islands and are key objectives, which also aims to reach groups of people like the disabled and handicapped persons, and also to provide services for disaster and emergency cases. In 2021, one new initiative of the CCK is to conduct surveys to identify the needs of disabled persons in the ICT products and services and provide at least 10 products that serve their needs in ICT - no one is left behind.

The BPA is a radio broadcasting and newspaper company formally established in 1979. Its core function is to provide local and international media and dissemination of accurate news - informational and educational media, and entertainment to the national public through the Kiribati radio and the national newspaper “Te Uekera” and other authorized publications.

In this medium-term plan, BPA aims to improve and develop its core services especially on radio broadcasting, newsprint services and to also introduce video production and TV servicee. It targets to acquire two upgraded radio transmitters for South Tarawa and for Kiritimati Island by 2022. BPA also looks at developing its infrastructure and buildings as the current building is old and needs a major repair. It plans to purchase a new printing machine for its Uekera newspaper in 2021 and to develop the TV service system over the four years.

BPA also plans to design a more competitive strategy, to establish a better market share for each of its production segments, this way BPA can generate more revenue and reach out to more customers in the outer islands. BPA’s ambitious plan for the future is to connect all the islands of Kiribati, to enable all I-Kiribati to access good quality radio service, newspaper, and TV service wherever they are.

BwebwerikiNet Ltd (BNL) is an SOE, under the MICTTD and represents the Government’s interest to support and improve voice and data telecommunications network in the Outer Islands, an international submarine cable venture with government entities from Nauru and FSM, the East Micronesia Cable System, and also provides needed support to the establishment of an international submarine cable venture with Southern Cross, the Southern Cross (NEXT).

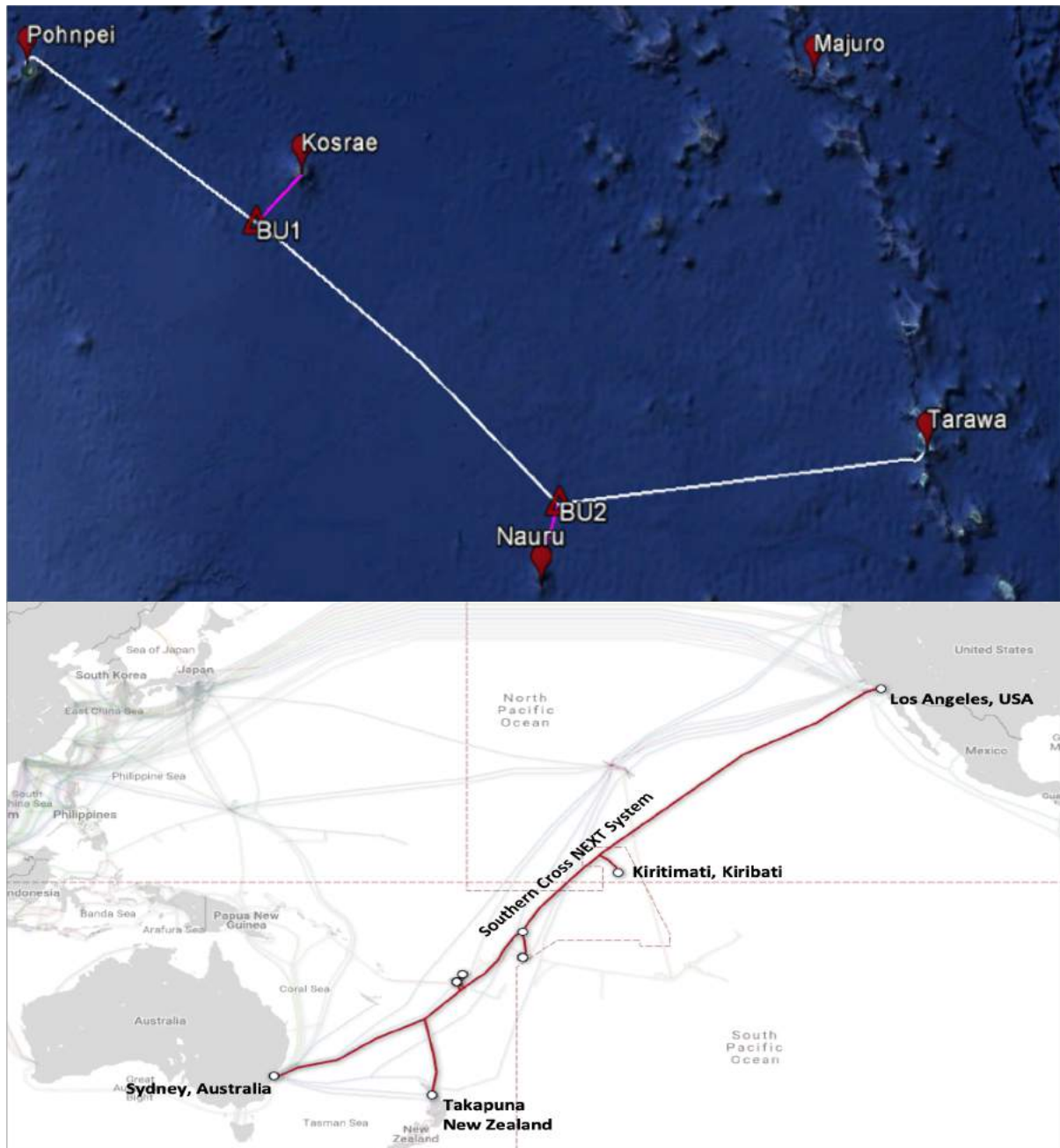


Construction Work at the new Kiritimati Island SX NEXT Cable Landing Station

The current internet connection across Kiribati uses satellite technology. Government in partnership with the World Bank and the ADB are jointly funding the submarine cable project.

This will connect Tarawa with the East Micronesia Cable, and Kiritimati with SX-NEXT Cable Network. The fibre optic cable network will provide more speed and cheaper internet for the public. The system will connect Kiribati to FSM and onwards to Guam for global access. The Kiritimati cable network is expected to operate in January 2022 and for Tarawa in 2023.

BNL is also responsible for operating and maintaining the Outer Island Network and is working at refurbishing the infrastructure to ensure quality service is maintained all throughout the islands of Kiribati.



5.6 Support Services

The Ministry administered supporting services that are vital for its office and operational functions to provide quality service to the public. Human resource capacity building is an ongoing need for the Ministry to meet demands from the evolving and regulatory needs from its highly specialized departments. As tourism, air, sea, ports and land transportations are expanding, so does the need to meet the required skills. A lot of these skill-sets are dictated by international regulatory bodies and audits to meet the required standards set mostly for functionality and safety for instance on civil aviation and the airline. Hence, there is a great need to meet and comply with all the required international standards, which means better and safer for the people. The Admin Division's objective is improving work performance and productivity, encourage openness and transparency, and accountability. Several of their major plans in achieving these goals were the introduction of an award system for staff to encourage productivity, establish monitoring and evaluation of staff performance, and capacity building which remain one of the top priorities that aims to ensure better work quality and output from the Ministry staff.

The Postal Division is the national and only postal service provider in the country, providing universal postal services to the government and people under the Postal Services Act (Cap 74 of Kiribati Law) and Universal Postal Service regulations. It is a member of the Universal Postal Union (UPU). The core function of Postal is to provide efficient delivery of mails and money transfer services and produce high quality philatelic products. With a substantial increase of parcel mails volume there is a significant need to improve International Postal System (IPS.POST) and Express Mail Service (EMS) for fast and efficient mail delivery. Further, Postal provide tele-money transfer and this is the only money transfer service that is widely used by the people on the outer Islands, however the current system is time consuming and old-fashion. The introduction of a fast-tele-money system is underway. With a high demand for international money transfer service and high-quality philatelic products, there is a need to expand the money transfer service and maintain the high quality of philatelic products.

The Government Printery (GP) is established to provide central printing services to government ministries. It manages and is responsible for the production of standard forms, documents, secured stationeries and publications for government. The other important and very specific role is the printing of seamen discharge books and other maritime booklets. There is significant need to improve government printing capacity and quality of the printed materials, with state-of-the-art machineries to meet the demand of government ministries and some of the general public that cannot be taken up by private firms.

In the centre of the Ministry and SOE's business, there is always the need to maintain effective and efficient registry, account and customer services systems. The provision of service required from the counter to office and to elsewhere is essential, without much focus on the necessary and quality service delivery, it can lead to a dysfunctional Ministry and its SOEs.

The approach that MICTTD has identified for effective development is having enough regulation to support better service, but another is to also produce more autonomous bureaus, that can support their own operations financially and sustainably. This strategy is aimed to address the Ministry's diverse nature, and to give that specialized function to the new Authority or SOE to run and operate on itself with less financial assistance and tension from the Ministry. This will allow the Ministry to focus on its core functions as a Ministry - administrator and caretaker of its divisions and SOEs.

6. Goals, Objectives, and Strategic Actions

The main goal for the Ministry and SOEs in this plan is “To improve transportation, communication, information technology, postal and printery through infrastructure development, continuous improvement, efficient and effective service to support Government and the people, and to contribute to the economic development.”

Based on the KV20, KDP, and the Motinnano 2020. It has identified four goals to be relevant to the responsibilities and objectives of the Ministry and its SOEs. Strategies have been drawn from these goals, the Motinnano also plays a pivotal role to inform these strategies to deliver what Government has promised the public for better access, more benefits and leaving no one behind.

Goals	Strategies
Develop and strengthen sustainable Tourism development to boost economic development.	<ul style="list-style-type: none"> • Developing sustainable tourism • Improved marketing, promotion, and public awareness of the tourism industry
Strengthen air, sea and land transportation and infrastructures to meet social demands and complement economic enhancing activities.	<ul style="list-style-type: none"> • To improve air, land and sea transport infrastructure • Human capacity to operate new Government infrastructure to quality standards • To harmonize infrastructural development for tourism • Build and provide necessary infrastructure for development such as air and sea ports • Provide/improve access between Tarawa and the outer islands
To improve access to Communication technologies and access to quality information and services to all the people of Kiribati.	<ul style="list-style-type: none"> • To develop and improve ICT infrastructure and services and expand service to the outer islands • To develop the fiber optic cable for Tarawa and Kiritimati for faster and cheaper internet connection. • To provide all islands of Kiribati access to radio, newspaper, and tv services.
To strengthen supporting services; human resource, printery, postal, accounts and registry, to support the efficient and effective functions of the Ministry and SOEs.	<ul style="list-style-type: none"> • To strengthen supporting services; Human Resources, printery, postal, accounts, registry and customer services. • Establish new authorities or commercial entities to deliver needed services for the public and focus on MICTTD’s targets.

This strategic plan also focuses on the need to strengthen supporting services to complete the strategic objectives. The essential concept to delivering all the major activities is not only to provide the infrastructure that is needed, but also to strengthen the support services that will drive the rest of those objectives to the targets in the overarching plan.

The four main goals of the Ministry and the key objectives that aims to fulfil these goals over the four years (2021-2024) are listed in this section. The activities to guide the implementation of these strategic objectives are included in the implementation plan matrix in the annex, which shows the key performance indicators (KPI) for each activity, their estimated costs, and their timeframe within the four years of this mid-term plan.

6.1 Strategic Objective 1: Develop and strengthen sustainable Tourism development to boost economic development

Tourism Authority Kiribati (TAK), key objectives 2021-2024:

1. Develop policies and regulations that will be conducive to sustainable tourism development in Kiribati
2. To develop the roadmap for tourism development in Kiribati
3. Develop sustainable ecotourism focusing on niche markets such as game-fishing, bird watching, snorkelling, surfing and scuba diving, battlefield and cultural tourism, cruise tourism and Dark Sky tourism
4. Establish tourism zones in the LINNIX and Gilbert groups
5. Develop hotels in Kanton and selected islands in LINNIX and the Gilbert group to support tourism to cater for the high-end niche market
6. Increase tourist arrivals through the development of appropriate marketing strategies and the requisite infrastructure
7. Make Tabuaeran (Fanning Island) a major surfing destination
8. Encourage group tours
9. Develop mandatory Tourism & Hospitality operational and service standards for all tourism business operators

6.2 Strategic Objective 2: Strengthen air, sea and land transportation and infrastructures to meet social demands and complements economic enhancing activities.

Kiribati Authority (AKA), key objectives 2021-2024:

1. Ensure maximum availability of all outer islands airports (OIA)
2. Enable Kanton for EDTO Operation

Air Kiribati Ltd (AKL), key objectives 2021-2024:

1. Improve Safety and Compliance
2. Improve Reliability and Capability
3. Improve Efficiency
4. Improve Financial Viability
5. Infrastructure Development
6. Jet Project International Operations
7. Aviation Training Academy

Civil Aviation Authority Kiribati (CAAK), key objectives 2021-2024:

1. Capacity building for CAAK staff and aviation participants/stakeholders
2. To improve economic benefits from Air Service Agreements (ASA) and Upper Airspace
3. To improve accessibility to aviation information and publication to create a society of informed citizens on aviation events and issues; hence increase understanding of requirements to support safe air operations.
4. To provide an effective safety oversight system for the provision of safe and reliable Air Services

KLTA, key objectives 2021-2024:

1. Improve legislative framework
2. Improve road safety
3. KLTA expand to outer Islands and Kiritimati Island

KNSL, key objectives 2021-2024:

1. To provide safe, quality and affordable shipping services to all islands to support socio-economic development policies
2. To provide appropriate supporting infrastructure to meet current and expected demands
3. To develop Human resource to meet current and expected standard
4. To have a strong and financially stable company

KPA, key objectives 2021-2024:

1. Provision of efficient port services and safe facilities
2. Ensure efficient administration and human resource development
3. Port Service in Kiritimati

MARINE, key objectives 2021-2024:

1. International Maritime Instruments and National Maritime Requirements Addressed and Operational
2. Compliance to Coastal State, Flag State & Port State Responsibilities under the Convention, Codes and National Legislations
3. Documented Maritime Record Keeping & Procedures within the CES
4. Hydrographic - Upgrading and Publication of all Kiribati Nautical Charts
5. Availability (deployment) of ATONs throughout Kiribati
6. Policing domestic vessels
7. Development and Upgrading of Boat Channels and Passages
8. Cut & Suction Dredger for upgrading of Boat Channels and Passages
9. Improvement and Upgrading of existing channels and boat passages
10. Ships comply to MARPOL Provisions and Regulations Marine Division Regulate & Enforce MARPOL regulations
11. Improvement of Maritime Central Electronic System to record document and provide reports on steps taken for preparing and enacting national legislation to enforce requirements Records & Steps well developed and documented for preparing and enacting national legislation to enforce the requirements Security and Sustainability of the CES
12. Kiribati Seafarers issued with a Seafarer Identity Card (ID)
13. Independent Evaluation for Kiribati Maritime & Reporting to IMO
14. Marine Division Staff undertake suitable maritime trainings
15. Training vessel available for Kiribati Maritime Trainees & Officers - in compliance to the Conventions and Codes
16. Multi-Purpose vessel transporting ATON gear.
17. Maritime Audit Regulation is provisioned
18. Maritime Audit Compliance and Enforcement in place
19. Safety of Life for Small Craft/Fishermen
20. Kiribati SAR Unit with Facility & Equipment in place
21. Maritime Security Regulation and Port Security Plan in place & Implementation addressed
22. Naval Architecture development and training
23. New Premises for Marine Division
24. Establish and improve wharfs/jetties and ramps for domestic travel and cargo shipments
25. Rules and guidelines for domestic fleets
26. Reviewal/Renewal of existing domestic vessel licenses
27. Develop and review new vessel design

6.3 Strategic Objective 3: To enhance access to Communication technologies and quality information and services to all the people of Kiribati.

BNL, key objectives 2021-2024:

1. Enhance communication infrastructure to improve access to communication services by management and operation of the Tarawa (EMC) and Kiritimati (SX-NEXT) submarine fibre optics cable.
2. Operate and maintain all outer islands networks through the OIN (Outer Islands Network) project.

BPA, key objectives 2021-2024:

1. Acquisition of essential broadcasting and publication equipment and machines to support access to quality information to the wider population in Kiribati.
2. Design competitive strategy to expand target markets and target customers and to gain competitive advantage over existing Competitors
3. Infrastructure Development, Improvement & Sustainability of Buildings, Machines, Tools, Equipment and other valuable Assets

CCK, key objectives 2021-2024:

1. Universal ICT Access to all the people of Kiribati
2. Uniform quality of services and quality of experience for the ICT services throughout Kiribati
3. Community ICT hub where required especially for small and isolated communities
4. Connecting the remote communities
5. Access to ICT services for disabled persons
6. ICT products and services available for disaster and emergency cases

ICT, key objectives 2021-2024:

1. Capacity building and awareness on the use, risks and opportunities of ICT to the general public (Motinnano 2016)
2. Enhance national ICT infrastructure to improve access to ICT services
3. Implementation of Digital Government to improve efficiency and effectiveness of service delivery and promote transparency and openness in Government
4. Strengthen national cybersecurity capacity to protect the people, information and systems from cyber threats
5. Utilise ICT in Disaster Management

6. Enhance internal ICT infrastructure and services to support Ministry operational plan

6.4 Strategic Objective 4: To strengthen supporting services; human resource needs, printery, postal, accounts and registry, and to support the efficient and effective functions of the Ministry and SOEs.

MICTTD ADMIN, key objectives 2021-2024:

1. To improve work performance & productivity of MICTTD & SOEs Staff
2. To encourage openness, transparency, accountability in the governmental and decision-making process

POSTAL, key objectives 2021-2024:

1. Update Post Office Ordinance
2. Meet UPU requirement on mail service delivery
3. Regulate money transfer system
4. Increase revenue on mail service delivery
5. To improve the recording of the stamp stock database
6. To improve the mail processing across Kiribati

PRINTERY, key objectives 2021-2024:

1. Improve numbering and perforation
2. Establish colour printing service (mass production) in support of tourism development and other national development

7. Ministry Operational Plan and SOE's Sector plans

The KPIs in the KDP reflects international and regional conventions, and government policies. It also includes a set of indicators to enable progress in each KPI to be monitored and evaluated. Future MOPs (short-term year plans for Ministry Divisions) and the SOE's plans (SOIs) are to be aligned with the key objectives and action strategies stated in this strategic plan.

Therefore, the MSP2021-2024 is a guide for Divisions and SOEs to develop their annual or semi-annual plans and to inform management and the Boards way-forward on what has been planned for the medium-term (four years), however this will not restrict for new plans or modified plans, changes are considered for the next review of this medium-term plan. It is a live work-plan and is subject to change following changed situations, although all the activities in this plan will be monitored every quarter of the year.

7.1 Result management

The importance of relationships, partnerships and inter-sectoral coordination and collaboration is apparent in many of the strategic actions in this Strategic Plan, there are mostly infrastructure projects that are costly, and development partners are involved in. For instance, the fibre optics cable (submarine cable) project, or the purchase of a tug & barge that PRC (China) has shown interest in purchasing for the KNSL, the purchase of the AKL domestic fleet, etc. A results management is key for monitoring and evaluation and this will need the support of our counterparts from other GOK departments and our development partners.

7.2 Domestic coordination

In working towards the objectives in this Strategic Plan, there are opportunities for strengthening coordination between the MICTTD, SOEs and other GOK departments and agencies, and with NGOs and community-based groups. This includes collaborating on issues, such as with the Public Service Office (PSO) on objectives relating to workforce planning and human resource development, the Ministry of Finance and Economic Development (MFED) on investigating alternative sources of financing and analysis of investments, and the National Statistics Office to build capacity in the collection and analysis of information. It also includes working with others more directly to coordinate support on implementing specific programme and interventions.

The Strategic Plan notes a number of existing mechanisms for coordinating planning and implementation of initiatives, such as the MICTTD Coordinating Committee. Where they are not formalised structures or systems for coordination on specific programs or broader system issues, the benefits of establishing such processes will be investigated as part of the implementation of this Strategic Plan.

8. Coordination with development partners

The MICTTD is committed to build strong relationships with numerous bi-lateral and international development partners. The partners have provided technical assistance and funding for a number of programs, infrastructure, and workforce development and training.

To strengthen the effectiveness of the programs and the support from donors and development partners, the Ministry will need to establish a MICTTD Development Coordinating Committee (MDCC) in order to strengthen the coordination and support, and planning and delivery of

services in Kiribati. The MDCC will comprise of the Senior Management Team (SMT) of the MICTTD and representatives from Australian DFAT, New Zealand MFAT, Japan, PRC (China), SPC, SPTO, PIPA, ADB and the World Bank.

The strong commitment of the Ministry in engaging with these developing partners, provides an opportunity to integrate this support into the Strategic Plan. To this end, the MDCC will support the implementation of this Strategic Plan through providing the mechanism to the following:

1. Assist with identifying priority areas for funding and with the efficient mobilisation of resources, through working together to coordinate assistance, to give effect to the MICTTD and SOE plan.
2. Promote integrated, multi-sectoral and regional initiatives that are consistent with the Strategic Plan.
3. Identify initiatives to promote improvements in the efficiency, effectiveness and quality of service delivery.
4. Review progress of activities against the indicators and targets in the Strategic Plan.
5. Report to the Government of Kiribati and development partners on the implementation of the Strategic Plan, including in such a way that rationalises reporting and other accountability processes to promote greater efficiency
6. The MDCC will meet once or twice per year during the period of this Strategic Plan. One meeting per annum will focus on the review of progress against the Strategic Plan. At the following meeting, in each annual cycle, the MICTTD will present an annual action plan for the next year for discussion and agreement.
7. One or two members of the MDCC will have oversight on each strategic objective in the Strategic Plan. These members are not responsible for implementation of the objective; they are responsible for overseeing the MDCC's role in relation to the objective.

9. Monitoring

The MICTTD's Senior Management Team and the Planning Unit (MICTTD) is responsible for monitoring the implementation of this strategic plan. The Planning Unit will coordinate the collection and analysis of information and data to report on the indicators and targets in the plan. It will provide progress updates on the activities to the SMT on a quarterly basis, and also report on issues.

One of the challenges that the Ministry is keen to tackle immediately is collection and consolidation of information and data. Whilst this needs a better system or mechanism to coordinate in order to collect (data), it will certainly assist to provide the relevant information required by the SMT and the MDCC, as well as development partners, for reporting and making decisions for future funding of projects.

This MSP will become a tool for the Ministry and its SOEs. The indicators in this strategic plan will be monitored, reported, and used for developing shorter-term plans (MOPs). The Planning unit will also be able to use it as a monitoring tool and a metric matrix to check for performance and progress, that should inform the MICTTD Development Coordinating Committee and our development partners.

10.Risk Management

The risk management matrix presented below outlines the possible risks identified, with the strategies to mitigate those risks.

Risk	Strategies to mitigate risks
Inadequate resources	<ul style="list-style-type: none"> • Well-structured funding proposals • Identification of new funding sources • Efficient service delivery balanced against limited resources • Proper project proposals channelled properly
Support from Finance & Development Partners	<ul style="list-style-type: none"> • Proper finance analysis for major and expensive projects • Use of proper donor templates and conditions for funding
Capacity issues	<ul style="list-style-type: none"> • Targeted institutional strengthening • Training programme in-country where possible • Making use of relevant stakeholders where appropriate • Capacity retention measures
Lack of political support	<ul style="list-style-type: none"> • Increased awareness • Sharing of success stories • Publish regular progress reports • Informing policy makers and legislators • Proper Cabinet papers supported by relevant information and data
Outdated laws	<ul style="list-style-type: none"> • Increased awareness and need for updated legislation • Legislative review of current laws • Comparative analysis of laws across the region
Contracts & Agreements	<ul style="list-style-type: none"> • Review of outdated contracts and agreements • Proper analysis on contracts and agreement
Project implementation delays	<ul style="list-style-type: none"> • Proper reporting and timely reporting • Timely project acquittal • Use of proper reporting templates • Timely submission of project documents • Proper channel to submitting project documents • Follow-up on progress of project submission

11. Implementation Plan for Strategic Actions

Annex A: Strategies Matrix by MICTTD Divisions and SOEs

Objectives	Strategy (Activities)	Baseline	Financial Implications	Key Performance Indicator	TIMEFRAME				Div/SOE	
					2021	2022	2023	2024		
Goal 1: Develop and strengthen sustainable Tourism development to boost economic development										
1	Develop policies and regulations that will be conducive to sustainable tourism development in Kiribati	Develop the Kiribati Sustainable Tourism Policy	0%	\$50,000	Kiribati Sustainable Tourism Policy	100%	-	-	-	TAK
2		Co-develop the Kiribati Tourism Investment Policy with MCIC and other relevant authorities	0%		Kiribati Tourism Investment Policy	80%	100%	-	-	TAK
3	To develop the roadmap for tourism development in Kiribati	Develop the Kiribati National Tourism Development Masterplan 2021 - 2036	30%	\$500,000	Kiribati National Tourism Development Masterplan 2021 - 2036	50%	100%	-	-	TAK
4	Develop sustainable ecotourism focusing on niche markets such as game-fishing, bird watching, snorkelling, surfing and scuba diving, battlefield and cultural tourism, cruise tourism and Dark Sky tourism	Support battlefield tourism/ war relics preservations, beautification & security	20%	\$5,000,000	Zoned and preserved world war 2 war relic sites	40%	60%	80%	100%	TAK
5		Develop and promote cultural tourism	20%		Mapped cultural sites, Community based cultural tours - LDCF pilot islands and others.	40%	60%	80%	100%	TAK
6		Promote sport fishing market	20%		Trained and certified game fishing guides including supply of fishing tools. Replicate LDCF pilot islands.	50%	100%	100%	100%	TAK
7		Develop dive market infrastructure	0%		Certified PADI dive instructors & acquisition of decompression chamber in Tarawa & Kiritimati (improve)	25%	50%	75%	100%	TAK

8		Support infrastructure development for marine tourism	10%		Cruise & Yachting - Sounding survey for cruise ship anchorage spots, yacht marina development in Tarawa and Kiritimati, Kiritimati Cruise-ship Port facilities	30%	60%	100%	100%	TAK
9		Establish Kiribati Dark Sky tourism market	0%		Fulfil International Dark Sky destination compliance standards	30%	100%	100%	100%	TAK
10	Establish tourism zones in the LINNIX and Gilbert groups	Survey and identify potential tourism development zones and work with Lands Department, Island Council and relevant authorities to rezone identified areas.	0%	\$250,000	Tourism development zones in Linnix & Gilbert Islands	25%	50%	75%	100%	TAK
11	Develop hotels in Kanton and selected islands in LINNIX and the Gilbert group to support tourism to cater for the high-end niche market	Support the implementation of the PIPA Tourism Management Plan (TMP).	40%	\$100,000	Integrated Tourism Development (RFP developed) - Tourism Development Masterplan & Infrastructure development	50%	100%	100%	100%	TAK
12		Support development and promotion of tourism development zones in Line Islands for investment purposes.	40%		Long Beach Resort Development portfolio (RFP to be developed)	100%	100%	-	-	TAK
13		Support tourism development zoning in North Tarawa for investment promotion purposes.	0%		Naa & Biketawa Resort Development portfolio	50%	100%	-	-	TAK
14		Revive iconic tourism destinations in South Tarawa	0%		Renovation & Relaunch of Otintaai Hotel	30%	100%	-	-	TAK

15	Increase tourist arrivals through the development of appropriate marketing strategies and the requisite infrastructure	Development and implement Reset Kiribati Strategy	0%	\$10,000	Reset Kiribati 2021 - 2022 and beyond (Post Covid-Strategy)	50%	100%	-	-	TAK
16		Develop and launch Kiribati Tourism & Hospitality Protocols for the new normal.	0%		Kiribati Tourism & Hospitality Protocols for the new normal	100%	-	-	-	TAK
17	Make Tabuaeran (Fanning Island) a major surfing destination	Co-develop Island tourism bylaw to incorporate commitment to Surf market through clearly defined fees and levies and responsibilities of the host and visitor to the sustainability of the surf adventure market.	0%	\$500,000	Fanning Island Surfing Development & Marketing Plan	50%	100%	-	-	TAK
18		Establish pro surf shop on Fanning Island and document all surf sites.	0%		Fanning Island Pro Surf Shop and Promotion information portfolio	50%	100%	-	-	TAK
19	Encourage group tours	Assist tourism operators to develop niche Group Tour Packages.	0%	\$10,000	Group tour packages for key island destinations	25%	50%	75%	100%	TAK
20	Develop mandatory Tourism & Hospitality operational and service standards for all tourism business operators	Re-develop, re-launch, implement and monitor compliance to the Kiribati Mauri Mark standards that will incorporate Covid-19 protocols for the new normal.	0%	\$125,000	100% compliance to Mauri Mark standards by applicable tourism business operators	25%	50%	75%	100%	TAK
Goal 2: Strengthen air, sea and land transportation and infrastructures to meet social demands and complement economic enhancing activities.										
21	Ensure maximum availability of OIA	Appoint and train Airport Reporting Officers (AROs), Publish and adhere to six monthly inspections.	50%	\$152,000	Low number of flight interruptions due to poor maintenance. Number of AROs	60%	70%	80%	100%	AKA

22		Establish Memorandum of Understanding with all (18) Island councils for local maintenance.	10%	\$57,000	Number of MOUs	25%	50%	75%	100%	AKA
23		Build improved terminals where needed	10%	\$2,500,000	Number of terminals	20%	40%	70%	100%	AKA
24		Work with MISE in developing and implementing environmentally acceptable, cost effective and low maintenance seal runway surface on all outer islands airports.	10%	\$6,600,000	Number of runways completed	20%	40%	70%	100%	AKA
25		Procure AKA owned and operated barge and plant, including operating crew, for outer islands airport repair and maintenance	0%	\$1,600,000	Barge Acquired	25%	50%	75%	100%	AKA
26	Enable Kanton for EDTO Operation	Ensure necessary facilities for EDTO ops are acquired	0%	\$24,000,000	Acquisition of regulatory list. Acquisition of required facilities for Airport operation	50%	75%	100%	-	AKA
27		Ensure regulatory requirement are met								
28	Improve Safety and Compliance	AOC certification	10%	\$600,000	Nominated persons, systems and manuals for AOC Part 135	100%	-	-	-	AKL Domestic
29	Improve Reliability and Capability	Fleet renewal - passenger and cargo	0%	\$28,000,000	TECNAM 2012 Traveller fleet purchased	100%	-	-	-	AKL Domestic
30		Surveillance and SAR	0%	\$1,200,000	Dedicated 2006 surveillance aircraft purchased	0%	0%	50%	100%	AKL Domestic
31		Training and tourism (sight-seeing) flights	0%	\$800,000	Dedicated training aircraft purchased	0%	0%	50%	100%	AKL Domestic
32	Improve Efficiency	Restructure systems	25%	\$2,900,537	Hardware, software and equipment set up	100%	-	-	-	AKL Domestic

33	Improve Financial Viability	CSO independence	5%	-	Loss making activities ceased, reduce costs and increase revenue	90%	100%	-	-	AKL Domestic
34	Infrastructure Development	Prefabricated office	0%	\$600,000	Prefab office purchased, delivered and constructed	100%	-	-	-	AKL Domestic
35		Replaced hanger and offices	0%	\$3,300,000	New hanger and office in existing location built	100%	-	-	-	AKL Domestic
36		New hanger and office at new location	0%	\$5,500,000	New hanger and office on East side of apron to allow large jet hangarage	10%	100%	-	-	AKL Domestic
37	Jet Project International Operations	Provide Mission Capability	0%	\$13,000,000	E1 aircraft purchased	100%	-	-	-	AKL Int.
38		Long-term AOC solution	0%	\$26,000,000	Purchase Pion-Air this is Option 1 Option 2 is significantly cheaper by 60% or more	100%	-	-	-	AKL Int.
39		Create Brisbane Base and Office	0%	\$400,000	Office space identified and leased with contract signed	100%	-	-	-	AKL Int.
40		Agree Underwriting	0%	\$24,000,000	Scheduled operations underway x 2 Aircraft Cabinet Approved	25%	35%	45%	55%	AKL Int.
42	Aviation Training Academy	Nationalized training academy	0%	\$1,600,000	Prefabricated offices as training academy constructed	10%	60%	100%	-	AKL Domestic
43	Capacity building for CAAK staff and aviation participants/stakeholders	Develop a training plan to cater for CAAK staff training needs to meet ICAO SARPs requirements	0%	\$14,400	12 online training completed	25%	50%	75%	100%	CAAK
44			0%	\$200,000	32 external training attained	25%	50%	75%	100%	CAAK
45		Conduct training workshops/awareness to educate stakeholders of the ICAO requirements to avoid unsafe practices	0%	\$80,000	32 workshops/awareness conducted to improve understanding	25%	50%	75%	100%	CAAK
46			2%	\$26,400	60 audits and inspections conducted to determine level of compliance	33%	58%	83%	100%	CAAK

47		Develop a travel programme for CAAK attendance/participation in technical meetings to keep up with the evolving changes in aviation industry around the globe	0%	\$480,000	26 technical meetings attended	25%	54%	83%	100%	CAAK
48	To become an effective regulatory	Develop an effective enforcement policy that sets out how the CAAK will approach its enforcement functions	45%	\$10,000.00	1 enforcement Policy developed and implemented	100%	0%	0%	0%	CAAK
49		Establish the aeronautical information service (AIS) unit to look after the NOTAM system for dissemination of critical safety information to air operators.	0%	\$50,000.00	1 new position established to deal with AIS unit	50%	100%	0%	0%	CAAK
50		Develop staff resourcing and policies and processes to provide oversight of the Air Cargo operator – to ensure effective management of transport of dangerous goods	35%	\$50,000.00	1 DG Manual completed and implemented; 1 Procedure Handbook for handling of dangerous goods completed and implemented; 1 new position for AVSEC and facilitation Inspector	65%	100%	0%	0%	CAAK
51		Total separation and independence of safety oversight system	20%	\$500,000.00	CAAK is fully equipped in terms of people and facilities to conduct and deliver its responsibilities	60%	100%	0%	0%	CAAK
52		Develop an aeronautical information publication (AIP) for the provision of permanent information relating to the safe conduct of air operation.	100%	\$10,000.00	1 AIP completed and disseminated, Ongoing maintenance is required	100%	0%	0%	0%	CAAK
53				0%	\$200,000	5 ASA developed	20%	60%	80%	100%

54	To improve economic benefits from Air Service Agreements (ASA) and Upper Airspace	Develop more bilateral ASA and revising existing ones to balance benefits; hence improving air service/connectivity for better revenue	0%	\$105,000	3 ASA to revised	33%	67%	100%	-	CAAK
55		Develop TOR for a TA to assist Kiribati in the delineation of its upper airspace to gain full sovereignty rights and to provide best option for the management of its upper airspace	100%	-	1 TOR prepared	100%	-	-	-	CAAK
56		Engagement of a TA (to work on Upper Air Space)	0%	\$174,000	1 TA to recruit	100%	-	-	-	CAAK
57	To improve accessibility to aviation information and publication to create a society of informed citizens on aviation events and issues; hence increase understanding of requirements to support safe air operations.	Develop a website which can be accessed by the public for updates on aviation events and information to promote safety and security within the aviation industry	65%	\$10,500	1 Website developed	75%	100%	-	-	CAAK
58		To provide brochures containing necessary information and requirements to improve understanding and compliance to Civil Aviation Rules and regulations;	0%	\$4,000	400 Brochures developed and distributed	25%	50%	75%	100%	CAAK
59		To conduct awareness over radio "nimaua akea" programme	0%	\$20,800	16 awareness to conducted	25%	50%	75%	100%	CAAK

60	To provide an effective safety oversight system for the provision of safe and reliable Air Services	Inspection of CAAK safety oversight system by ICAO (USOAP audited areas)	70%	\$60,000	40 Legislations & Regulations completed	80%	90%	98%	100%	CAAK
61			55%	\$80,000	50 safety policies to be implemented	60%	80%	90%	100%	CAAK
62			40%	\$80,000	8 CAAK functions and areas to be established	50%	75%	88%	100%	CAAK
63			8%	\$40,000	12 Qualified Technical Personnel and their trainings completed	25%	50%	75%	100%	CAAK
64			40%	\$200,000	50 Technical Guidance materials/Tools and safety critical information implemented	50%	75%	83%	100%	CAAK
65			20%	\$60,000	40 Licensing, Certification, Authorisation and Approval completed	25%	50%	75%	100%	CAAK
66			30%	\$60,000	50 Surveillances conducted	40%	60%	80%	100%	CAAK
67			10%	\$80,000	To reduce Number of Safety concerns to an acceptable level	10%	35%	50%	85%	CAAK
68	Improve legislative framework	Review existing policies and legislations underpinning land transport	10%	\$50,000	Legal audit carried out.	75%	100%	-	-	KLTA
69					Board approval secured and Cabinet submission on concept and proposed draft legislation and new policy					
70					Updated road policies and New legislation in place with relevant regulations					

71	Improve road safety	Work closely with MOE and other stakeholders on road safety	3%	\$60,000	Public awareness and campaign (on going)	15%	45%	75%	100%	KLTA
72		Conduct Public awareness for road safety			Meeting concluded, school curriculum developed and implementation					
73		Meet with MOE on the need to develop and implement a road safety curriculum			Visible enforcement by KLTA, police and other law enforcement agencies					
74		Improve visible enforcement of traffic rules								
75		Maintain road furniture and devises	10%	750,000	ALL road devises and furniture installed	25%	50%	75%	100%	KLTA
76		Centralised licensing and registration			Centralised licensing and registration procedure improved by 80%					
77		Address Traffic congestions and parking.			Minimised road accident by 25%					
78		Address public transport challengers.			Minimised and control traffic congestion and parking					
79		Public road maintained from endangerment and encroachment			Public transportation service improved and co-ordinated					
80					Roads conditions improved and maintained					
81	KLTA expand to outer Islands and Kiritimati Island	Work closely with MISE and other stakeholders including island councils to maintain and improve roads and usage on outer islands and Kiritimati Island	1%	\$100,000	Kiritimati island under KLTA	5%	10%	25%	50%	KLTA
82					KLTA covering North, Central and South					

83	To provide safe, quality and affordable shipping services to all islands to support socio-economic development policies	Operate and improve fleet to meet current demand	90%	\$2,100,000	KNSL maintains as best as possible a monthly/near monthly shipping service to all islands.	100%	100%	100%	100%	KNSL
84		Acquire a new Tug & Barge (PRC) & Heavy Duty Workboats	0%	\$6,000,000	Tug & Barge (PRC) & 2 associated Heavy Duty Workboats received and operating	100%	-	-	-	KNSL
85		Purchase of 4 heavy duty workboats	0%	USD\$105,000	4 Heavy duty Workboats for LINNIX & ARATOBWA received and operating	50%	100%	-	-	KNSL
86		Purchase of a fit-for purpose landing craft to service the Line & Phoenix Groups	0%	USD\$2,000,000	Landing Craft received and operating	10%	20%	100%	-	KNSL
87		Purchase of a replacement for MV Nei Matangare	0%	USD\$15,000,000	Replacement for MV Nei Matangare received and operating	5%	10%	15%	100%	KNSL
88		Purchase of a small Ferry (Landing craft type)	0%	USD250,000	Landing Craft received and operating	1%	15%	100%	100%	KNSL
89		To provide appropriate supporting infrastructure to meet current and expected demands	Construction of a small passenger terminal & shelter for passengers	0%	\$20,000	Ferry Terminal constructed	1%	30%	60%	100%
90	Construction of a new office complex in Betio		0%	\$90,000	New office complex in Betio completed and in use	0%	30%	60%	100%	KNSL
91	New (Container) Customer-friendly Passenger & Cargo Booking Office in Betio and Kiritimati		45%	\$14,000	Container office setup and in use	50%	100%	-	-	KNSL
92	Construction of a new Life Raft servicing Centre.		0%	\$10,000	Service centre setup and in use	0%	30%	60%	100%	KNSL
93	To develop Human resource to meet current and expected standard	Strengthen human resources through capacity building & empowerment	65%	\$20,000	Human resource development plan implemented and staff trained by 2021	70%	80%	90%	100%	KNSL

94	To have a strong and financially stable company	Improve Financial Stability through recruiting qualified staff, appropriate management systems & auditing.	80%	\$20,000	Appropriate Financial management systems in place and Company is financially Stable by 2021	90%	95%	100%	100%	KNSL
95										
96		Identify and implement new sources of revenue	25%	\$20,000	Additional sources of revenue identified & implemented	30%	50%	75%	100%	KNSL
97	Provision of efficient port services and safe facilities	Strengthen of port control procedures	20%	\$39,000	Legislation & regulation revised	40%	70%	100%	-	KPA
98		Improve cartage of containers	0%	\$250,000	4 prime movers purchased	40%	70%	100%	-	KPA
99			0%	\$120,000	2 Mafi Trailers purchased	100%	-	-	-	KPA
100		Improve of Cargo handling	0%	\$50,000	Cargo handling equipment purchased	100%	-	-	-	KPA
101		Improve safety measures & support	0%	\$50,000	Fire extinguishers purchased and installed	0%	100%	-	-	KPA
102		Improve port operations & security logistics.	0%	-	SOP and manuals developed	100%	-	-	-	KPA
103		Pavement of container yard.	0%	\$3,500,000	100% Progress of project	80%	100%	-	-	KPA
104		Port expansion	0%	\$1,000,000	New berthing sites constructed	20%	40%	60%	100%	KPA
105	Ensure efficient administration and human resource development	Training & development of human resources.	0%	\$100,000	15 staff trained (5 per year)	30%	70%	100%	-	KPA
106		Update ICT system & licensing	0%	\$60,000	IT system is updated	100%	-	-	-	KPA
107		Improve of internal communication	0%		Maintain group call system	100%	-	-	-	KPA
108	Port Service in Kiritimati	Improve warehouse services	40%	\$45,000	Upgrade of warehouse	100%	-	-	-	KPA
109			60%		Improve customer reception	100%	-	-	-	KPA
110	International Maritime Instruments and National Maritime Requirements Addressed and Operational	Gaps identified and Applicable laws (Acts, Regulations, Rules, Conditions, Guidelines) enacted.	25%	\$20,000	Completion of the applicable laws	60%	80%	100%	-	MD

111	Compliance to Coastal State, Flag State & Port State Responsibilities under the Convention, Codes and National Legislations	Promulgation of laws by appointed Maritime Surveyors/Inspectors, Auditors and Marine Checkers.	25%	\$5,000	No. of Domestic Ships Inspected & No. of regular incoming Ships to Kiribati Ports	100%	-	-	-	MD
112	Documented Maritime Record Keeping & Procedures within the CES	Database Unit in place to develop, monitor and update the System.	30%	\$20,000	CES System Operational - Domestically and Internationally	90%	100%	-	-	MD
113	Strengthen and enhance access to Marine Spatial information	Develop Marine Spatial data infrastructure	5%	\$25,000	MSDI functional and operational	10%	50%	60%	70%	MD
114	Hydrographic - Upgrading and Publication of all Kiribati Nautical Charts	Recruit National Hydrographer. Priorities identified Undertake Hydrography and Cartography Surveys, and Publication of Nautical Charts by Kiribati's Principal Charting Authority (PCA).	5%	\$42,000,000	Kiribati Boat Passages Surveyed and Navigational Charts Updated and Published	25%	50%	60%	60%	MD
115	Availability (deployment) of AtoNs throughout Kiribati	Construction and Development of AtoN, including AtoN Workshop, Tools/Equipment available	0%	\$500,000	Islands with AToNs completed	75%	55%	60%	65%	MD
116	Policing domestic vessels	To ensure all domestic vessels are checked before departure and on arrival	100%	\$15,000	Domestic vessels to comply with safety requirements	100%	100%	100%	100%	MD
117	Development and Upgrading of Boat Channels and Passages	Development plan in consultation with stakeholders, identification and assessment of site - site visits (Development Phase)	5%	\$100,000,000	Development Plan completed	10%	20%	30%	40%	MD
118		Design drawing and costing of the passage and channel (Design, Drawing & Costing phase)	0%		Design drawing approved and completed with Funds available	0%	4%	8%	12%	MD

119		Implementation Plan - (Construction phase - Dredging and Excavation work)	0%		Constructional work and Completion of boat passage	0%	4%	8%	12%	MD
120	Cut & Suction Dredger for upgrading of Boat Channels and Passages	Planning, design, drawing and purchasing of the vessel	0%	\$5,000,000	Purchase Arrangements developed and Purchasing of the vessel	10%	50%	100%	-	MD
121	Improvement and Upgrading of existing channels and boat passages	Assessment, Maintenance and Implementation Plans developed	1%	\$2,500,000	No. of Boat channels dredged - widened and deepened	4%	8%	12%	16%	MD
122	Ships comply to MARPOL Provisions and Regulations Marine Division Regulate & Enforce MARPOL regulations	MARPOL regulation revised and updated and implemented	50%	\$5,000	Quarterly and Annual MARPOL report completed	70%	100%	-	-	MD
123		MARPOL purchase tools	20%	\$25,000	MARPOL tools purchased	25%	50%	75%	100%	MD
124	Improvement of Maritime Central Electronic System to record document and provide reports on steps taken for preparing and enacting national legislation to enforce requirements Records & Steps well developed and documented for preparing and enacting national legislation to enforce the requirements Security and Sustainability of the CES	Database Unit in place, equipped, manned and operational to develop, sustain, monitor and strengthen the System	25%	\$15,000	completion of applicable laws & Record Keeping completed	40%	80%	100%	-	MD
125		Data input into system	50%	\$5,000	Steps incorporated in System	80%	100%	-	-	MD
126		Ongoing monitoring and review of the CES	25%	\$5,000	Quarterly report of monitoring and upgrading submitted	35%	70%	100%	-	MD
127	Kiribati Seafarers issued with a Seafarer Identity Card (ID)	Provision and sustainability of a Software (Database), a Seafarers Data Printer Hardware and Identity Cards	30%	\$300,000	No. of Seafarer ID Cards issued	47%	50%	100%	-	MD
128	Independent Evaluation for Kiribati Maritime & Reporting to IMO	Identified Evaluator to conduct Independent Evaluation for Kiribati Maritime. Report made to IMO	25%	\$20,000	Kiribati Annual report submitted to IMO and to GOK	50%	100%	-	-	MD

129	Marine Division Staff undertake suitable maritime trainings	Maritime Trainings identified and addressed in HRD Plan	0%	\$10,000	Formal Trainings Named and Trainings Completed	10%	60%	90%	100%	MD
130	Training vessel available for Kiribati Maritime Trainees & Officers - in compliance to the Conventions and Codes	Planning, design, drawing and purchasing of the vessel	0%	\$3,000,000	Purchase Arrangements developed and Purchasing of the vessel	30%	75%	100%	-	MD
131	Multi-Purpose vessel transporting ATON gear.	Planning, design, drawing and purchasing of the vessel	0%	\$3,000,000	Purchase Arrangements developed and Purchasing of the vessel	0%	75%	100%	-	MD
132	Maritime Audit Regulation is provisioned	Development and Enactment of a Maritime Audit Regulation	60%	\$4,000	Awareness to Ship Owners/Operators and Maritime Service Providers	100%	-	-	-	MD
133	Maritime Audit Compliance and Enforcement in place	Recruitment of a Maritime Auditor, development of an audit scheme and implementation	50%	\$83,520	Annual Audits conducted and Completed. Audit Report available.	60%	75%	100%	-	MD
134	Safety of Life for Small Craft/Fishermen	Approved Safety Training for Small Craft Mariners/Fishermen (Coxwain) - MTC. Boat Safety checklists developed. Certification of Coxwains/Skippers Safety Awareness and Community Outreach conducted	45%	\$159,583	No. of training deliveries completed and No. of Certificates/Documentations issued	50%	50%	75%	100%	MD
135	Kiribati SAR Unit with Facility & Equipment in place	SAR Kiribati Unit developed, mobilized and Approved by GOK	5%	\$200,000	Approval and Establishment of SAR Kiribati	10%	100%	-	-	MD
136	Maritime Security Regulation and Port Security Plan in place & Implementation addressed	Maritime Security Plan revised and updated	10%	\$15,000	Endorsement of Security Plan for Kiribati Ports	90%	100%	-	-	MD

137	Naval Architecture development	Recruitment of 1 Naval Architecture Post & Development and Approval of a National Standard for Ship/Boat Building in place	50%	\$15,000	Approved designs, drawings for Kiribati Ships (in the Register)	80%	50%	75%	100%	MD
138	New Premises for Marine Division	Development of an approved Marine Division premises to operate fully as a maritime administrator and regulator in managing maritime safety compliances & maritime environmental pollution protection	0%	\$2,500,000	Completion of building	0%	50%	100%	-	MD
139	Establish and improve wharfs/jetties and ramps for domestic travel and cargo shipments	Development plan - in consultation with stakeholders, identification and assessment of construction sites - site visits (Development Phase)	10%	\$167,000,000	Development Plan completed	25%	50%	75%	100%	MD
140		Design - drawing and costing of ramps/ jetties (Design drawing phase)	1%		Design drawing approved and completed with Funds available	4%	8%	12%	16%	MD
141		Implementation Plan - (Construction phase)	0%		Constructional work and Completion of wharfs and jetties	0%	4%	8%	12%	MD
142	Rules and guidelines for domestic fleets	Adopting other regulations (NSCV, DNV GL, USL, SOLAS and non-SOLAS convention)	0%	\$12,000	New standards to become a policy	20%	50%	100%	-	MD
143		Strict survey and maintenance on operating vessels	0%	\$24,000	Reassessment and re-survey of all vessels in the register - completed	20%	40%	60%	100%	MD
144		Awareness to public	0%	\$24,000	12 Awareness to be delivered	25%	50%	75%	100%	MD
145		Feasibility study	0%	\$4,000		50%	100%	-	-	MD

146	Review/Renewal of existing domestic vessel licenses	Recalculating number of PAX and gross tonnage	0%	\$8,000	Confirmation of Seaworthy operation	40%	60%	80%	100%	MD
147		Compulsory for new vessels to include the following documents; GA drawings, framing systems and Stability booklet	0%	\$16,000		25%	50%	75%	100%	MD
148	Developing and reviewing new vessel design	Availability of required PC and software to be used	0%	\$60,000	Approved design/vessel by the Ministry	50%	100%	-	-	MD
		Consultation with vessel (ship and boat) owner/boat builders	0%	\$12,000		25%	50%	75%	100%	MD
		On sight survey for new vessel	0%	\$20,000		40%	60%	80%	100%	MD
150	Naval Architect training courses	In House training	0%	\$12,000	Professionally experienced staffs - in the performance of their roles and responsibilities	0%	20%	60%	100%	MD
151		Overseas training	0%	\$120,000		0%	30%	60%	100%	MD
Goal 3: To enhance access to Communication technologies and quality information and services to all the people of Kiribati										
152	Enhance communication infrastructure to improve access to communication services by management and operation of the (Tarawa and Kiritimati) submarine fibre optics cable	Submarine cable for Tarawa (EMC) for High-Speed Internet	5%	\$20,000,000	EMC Cable network project completed	30%	70%	100%	-	BNL
153		Submarine cable for Christmas Island (SX-NEXT) for High-Speed Internet	30%	\$21,600,000	SX-NEXT cable network project completed	80%	100%	-	-	BNL
154	Provide management and maintenance work on Outer island network through OIN project	Maintaining outer Islands network infrastructure to ITU-T recommendations	10%	\$67,000	Maintained to ITU-T standard	20%	40%	70%	100%	BNL
155	Acquisition of essential broadcasting and publication equipment and machines to support access to quality information to the wider population in Kiribati.	Acquisition of 2 spare Transmitters for Tarawa and Kiritimati	50%	\$337,390	2 Transmitters acquired/installed, radio broadcasting is progressing	80%	100%	-	-	BPA; MFED
156		Acquisition of Broadcasting equipment	40%	\$20,000	Broadcasting equipment acquired.	60%	80%	90%	100%	BPA

157		New printing machine for Te Uekera publication	85%	\$85,000	Printing machine acquired.	100%	-	-	-	BPA
158		Installation and commercializing the TV service in Kiribati.	0%	\$500,000	The installation of the new TV system and the provision of BPA TV service to the general public.	20%	40%	60%	80%	BPA
159	Design competitive strategy to expand target markets and target customers and to gain competitive advantage over existing Competitors	Expanding target markets to outer islands and overseas in terms of broadcasting and publication services and other services. Generating revenues from outer islands and Overseas customers through broadcasting and publication services, Increase in total revenue.	50%	\$50,000	Outer Islands reached (all 16 outer islands, including Banaba and CXI)	70%	80%	90%	100%	BPA
160	Infrastructure Development, Improvement & Sustainability of Buildings, Machines, Tools, Equipment and other valuable Assets	To prepare the Maintenance Program Plan (MP) to highlight needed spare parts, maintenance works, and management & safekeeping of BPA's Assets.	100%	-	Maintenance Plan complete	80%	100%	-	-	BPA
161		New BPA building	5%	\$100,000	New BPA building completed	40%	60%	100%	-	BPA
162		Maintenance to buildings, machines, and equipment.	50%	\$80,000	Well secured buildings, efficiency of machines, equipment, etc	60%	70%	80%	90%	BPA

163	Universal ICT Access to all the people of Kiribati	Deployment of good quality and competitively priced ICT services throughout Kiribati through a deployment of mixture of ICT technology with the Mobile services as the first milestone and the internet Wi-Fi services, where required to close the remaining ICT access gap.	40%	\$200,000	Mobile network as backbone network to connect islands with population over 1,000 people and wifi network to close the access gap to islands and islets less than 1,000 people	50%	70%	90%	100%	CCK; GOK
164	Uniform quality of services and quality of experience for the ICT services throughout Kiribati	Setting and monitoring the ICT quality of services and experience for the ICT service providers	20%	\$50,000	Good and reliable 3G mobile and or Internet wifi services connecting the islands and at the villages and school level, a signal level of better than -90dbm and a speed of 6-8 Mbps.	60%	70%	90%	100%	CCK
165		Establish ICT island/village and School profile to be used as tool in monitoring the uniform coverage and QoS for the ICT services at the island/village and School level	20%	\$30,000	6-8 Mbps connectivity and better than -90dbm signal level at village and School level on the islands.	60%	70%	90%	100%	CCK
166		Timely submission of QoS compliance report to CCK by the Licensees per their license terms and conditions.	10%	\$5,000	No more than a day for Operator to resolve network problems in Tarawa and Kiritimati and no more than 2 weeks to resolve network problems in the outer islands.	60%	70%	90%	100%	CCK

167	Community ICT hub where required especially for small and isolated communities	Establish community hub/telecentres on the outer island where no more than one mobile Operator could provide the ICT services	40%	\$200,000	ICT telecentres established where required and identified in the Commission's approved Universal Access Plan	60%	70%	90%	100%	CCK
168		Two year Universal Access Plan to be implemented in a timely manner and monitored and evaluated.								
169	Connecting the remote communities	Closing the digital divide where required	10%	\$5,000	Connecting remote communities, schools and other Government agencies through standalone VSATs	60%	70%	90%	100%	CCK; WISP
170	Access to ICT services for disabled persons	The disabled persons are not left behind, the ICT services and products are made available to this category of customers	0%	\$30,000	Conduct 2 surveys to identify the needs of disabled person in ICT products and services	100%	-	-	-	CCK
171					Provide at least 10 ICT products that serve their needs	50%	60%	80%	100%	CCK
172	ICT products and services available for disaster and emergency cases	Relevant ICT emergency and disaster related products identified and made available to the relevant emergency response centres.	0%	\$200,000	Provide at least emergency and disaster ICT related devices to the NDMO and other disaster/emergency response centres	50%	70%	90%	100%	CCK; OB
173	Capacity building and awareness on the use, risks and opportunities of ICT to the general public	Train Government ICT Officers to design, develop and maintain online application/services for the Government	0%	\$60,000	Number of training conducted	3	6	9	12	ICT

174		Develop stakeholder awareness and engagement that promote the adoption of ICT solutions to enhance services	0%	\$2,000	Number of awareness programmes conducted	1	2	3	4	ICT
175		Promote ICT as a career to students	0%	\$1,000	Number of awareness programmes conducted	7	14	21	28	ICT
176		Build the capacity of the general public to combat fake news and disinformation	0%	\$3,000	Number of awareness programmes conducted	6	12	18	24	ICT
177		Promote ICT to the private sector so that it can be utilised to facilitate business processes	0%	\$2,000	Number of awareness programmes conducted	2	4	6	8	ICT
178		Build the capacity and awareness on the ICT policy framework	0%	\$27,200	Number of awareness/workshop conducted for Policy implementation	2	4	6	8	ICT
179	Enhance national ICT infrastructure to improve access to ICT services	Mobile rollout to the outer islands	48%	\$3,500,000	Number of mobile subscribers (percentage of population)	49%	51%	53%	55%	ICT
180		Improve Internet access on all islands	48%	-	Number of broadband users (percentage of population)	50%	55%	60%	70%	ICT
181		Improve mobile coverage on the outer islands (Makin, Butaritari, Abemama, Tab North and Onotoa)	68%	\$6,800,000	Percentage of population covered	70%	73%	75%	78%	ICT
182		Establishment of Backbone Networks in Tarawa and Kiritimati, including Government Wide Area Network	0%	\$4,500,000	Percentage of backbone networks completed	0%	50%	100%	-	ICT
183		Establishment of Datacentre for Government	0%	\$1,500,000	Percentage of Datacentre completed	0%	100%	-	-	ICT

184	Implementation of Digital Government to improve efficiency and effectiveness of service delivery and promote transparency and openness in Government	Endorsement of Digital Government Master Plan by Cabinet	0%	-	Number of completed e-government Master Plan	1	1	1	1	ICT
185		Development of Digital Transformation Office for sustainable digital government coordination and implementation	0%	\$1,500,000	Digital Transformation Office established	0	1	1	1	ICT
186		Development of ICT policy, Interoperability Framework, Interoperability Architecture	0%	\$47,000.00	Number of policies developed	0	1	1	1	ICT
187		Reviewing the solutions of existing and new registries and systems. Data digitalisation and transforming to web service technologies.	0%	\$200,000	Number of report completed	0	1	1	1	ICT
188		Digitisation of governments services that will enable public to access services via the Internet	0%	\$1,100,000	Number of services available online to the public	0	1	5	10	ICT
189		Upgrading the citizen portal as a one-stop source to access public sector information and electronic services	0%	\$2,000	Percentage of Ministries connected to Government WAN	100%	100%	-	-	ICT
190		Mainstream digital payment services as a primary norm to facilitate transactions	0%	\$500	Number of digital payment service utilised	1	2	2	2	ICT
191		Assessment of the needs, action plan development for the Public Key Infrastructure (PKI)	0%	\$200,000	Number of report completed	0	1	1	1	ICT
192		Implementation of the Public Key Infrastructure (PKI) and Digital Identity	0%	\$3,000,000	Percentage PKI and Digital Identity completed	0	50%	100%	-	ICT

193		Promote efficiency and transparency and greater citizen participation through open data; allow for Government's data to be reused by various agencies to deliver insightful decision makings	0%	\$50,000	Percentage of policy on open data completed	50%	100%	-	-	ICT
194		Implementing government buildings LAN	0%	\$2,800,000	Percentage of Ministries with LANs transformed	25%	50%	75%	100%	ICT
195		Inventory of systems and services, identifying gaps, defining priority areas and the action plan (CatIS proof of concept), implemented together with the eID proof of concept to demonstrate the value of eID and the digital signature solution	0%	\$160,000	Percentage of Government systems entered in CatIS	25%	50%	100%	100%	ICT
196		Planning and setting up single email and telephony system for Government	0%	\$500,000	Percentage of Government Ministries using new email and telephony system	0	33%	66%	100%	ICT
197		Development National Digital Transformation Strategy	0%	\$100,000	Percentage of Strategy completed	0%	100%	-	-	ICT
198		Update the national ICT/Telecommunication data	0%	\$2,000	Percentage of data collection completed	100%	-	-	-	ICT
199		Strengthen national cybersecurity capacity to protect the people, information and systems from cyber threats	Cabinet Endorsement of the National Cyber Security Policy/Strategy	0%	-	Number of cyber security policy completed	1	1	1	1
200	Establishment of Computer Emergency Response Team		0%	\$300,000	Percentage of CERT Established	50%	100%	-	-	ICT
201	Develop awareness programmes focusing on cyber security		0%	\$50,000	Number of awareness programmes delivered on cyber security	10	10	10	10	ICT

202		Develop secure best practises guidelines that will be adopted across Government	0%	\$2,000	Percentage of ministries adopting secure best practices/guidelines	0%	50%	100%	-	ICT
203		Develop secure best practises guidelines that will be adopted across Government	0%	\$1,000	Percentage of guideline completed	1	1	1	1	ICT
204		Establishment of Child Online Protection Working Group	0%	\$2,000	Percentage of COPWG established	0%	100%	-	-	ICT
205		Kiribati Cybersecurity Working Group Establishment	0%	\$2,000	Percentage of KCWG established	0%	100%	-	-	ICT
206		Publish National Cybersecurity Guideline	0%	\$200,000	Percentage of NCG completed	0	1	1	1	ICT
207		Develop, document and communicate policies, procedures and guidelines for detect, classifying and reporting incidents for cybersecurity incidents	0%	\$5,000	Procedures and Guideline completed	50%	100%	-	-	ICT
208		Enactment of Cybercrime legislation	0%	-	Percentage of Cyber Crime Bill enacted	100%	-	-	-	ICT
209		Development of National Contingency Plan and crisis response plan (Cybersecurity)	0%	\$5,000	Percentage of National Contingency Plan completed	0	1	1	1	ICT
210		Development of National Critical Infrastructure Protection Plan	0%	\$5,000	Percentage of National Critical Infrastructure Protection Plan completed	0	0	1	1	ICT
211		Development of Outer Island Strategy on Cybersecurity	0%	\$10,000	Percentage of Outer Island Strategy completed	0	1	1	1	ICT

212		Introduction of Cybersecurity to Education curriculum	0%	-	Percentage of Cybersecurity incorporated in Education curriculum	0%	50%	100%	-	ICT
213		Identify skill gaps on Cybersecurity	0%	\$2,000	Number of report on skill gaps on Cybersecurity completed	1	1	1	1	ICT
214		Build technical capacity on Cybersecurity to enable response to cyber incidents	0%	\$150,000	Number of training conducted	1	2	3	4	ICT
215		Develop and adopt technical standards on cybersecurity for Gov and SOE	0%	\$200,000	Number Technical standards developed	0	1	1	1	ICT
216		Establish regular drills and ensure that drills are monitored and formally evaluated by trained experts, incorporating the feedback from participants and other stakeholders to correct identified problems.	0%	\$50,000	Number of drills conducted	0	1	1	1	ICT
217		Establish Personal Data Protection legislation	0%	\$20,000	Number of Personal Data and Privacy Protection enacted	1	1	1	1	ICT
218		Strengthening capacity of criminal justice system in dealing with Cybercrime	0%	\$50,000	Number of capacity building opportunities organised	0	1	1	1	ICT
219	Utilise ICT in Disaster Management	Development of Emergency Telecommunication Plan	0%	\$200,000	Number of Emergency Telecommunication Plan completed	0	1	1	1	ICT
220	Enhance internal ICT infrastructure and services to	Upgrading of MICTTD website	0%	-	Percentage of website upgrade completed	100%	-	-	-	ICT

221	support Ministry operational plan	Improving MICTTD Network, by Installing Managed switch, Network Cable Labelling & Re-wiring, to minimize the network downtime.	25%	\$6,000	Number of Managed Switch Installed & Number of Rooms with New Network Cable with labels	50%	100%	-	-	ICT
222		Improving the Postal & MICTTD connection by installing a new Powerful Microwave and connecting all Postal & Printery Computers to MICTTD HQ	25%	\$7,000	Postal Bairiki & Printery fully connected with MICTTD HQ via Microwave Link	50%	100%	-	-	ICT
223		Installing and Updating of Antivirus for All MICTTD Windows Based Computers including Postal and Printery Bairiki	50%	\$1,265	Number of Computers with Updated Antivirus	100%	-	-	-	ICT
224		Updating and Maintaining ICT Fixed Assets to avoid Outages of Tonners and cartridge for Printers	10%	\$5,780	Number of Complains and services disruption regarding Printing issues reduce	100%	-	-	-	ICT
Goal 4: To strengthen supporting services; human resource needs, printery, postal, accounts and registry, to support the efficient and effective functions of the Ministry and SOEs										
225	To improve work performance & productivity of MICTTD & SOEs Staff	Development and Implementation of Performance Award System	0%	\$3,000	Award System Developed	75%	-	-	-	All
226					Report of individual performance provided					
227					Increased number of employees with high level of commitment					
228		Establishment of Monitoring & Evaluation Committee	0%	\$2,000	Complete Divisional progress report provided on a timely manner	100%	-	-	-	All
229		Designing capacity building program	0%	\$2,000	Training needs identified	100%	-	-	-	All

230		Implementation of capacity building program	10%	-	Increased number of highly capable and skilled employees	50%	100%	-	-	All
231		Providing enabling environment for employees	0%	-	1. Conducive policies developed 2. Comfortable and safe office provided	25%	50%	75%	100%	All
232	To encourage openness, transparency, accountability in the governmental and decision-making process.	Maintain reporting compliance including annual reports, financial regulations, Procurement Act, and other financial legal documents including the budget	0%	-	Number of complaints from internal and external customers is reduced to zero	100%	-	-	-	All
233		Provide and disseminate public information in a more accessible manner and published widely and efficiently.	0%	\$6,000	The Public is updated and able to make a well - informed decision on Governmental projects, policies, updates and urgent topics	50%	80%	100%	-	All
234		Legislation Review (Information Bill) for the public to have the rights to access Information (RTI/FOI).	0%	\$20,000	The public (citizens and commentators) are much more informed on government decision-making, particularly concerning topics that must be addressed urgently.	25%	50%	75%	100%	All
235		Strengthen Computerized systems of Data recording and management	10%	\$20,000	Organized filing system through network & "Itoman" and safe access to network by officials	50%	100%	-	-	Admin
236		Maintain accuracy and transparency of financial data	0%	-	Number of audit queries is reduced to zero.	100%	-	-	-	Admin; ICT
237		Update Post Office Ordinance	Review & Amend Post Office Ordinance	70%	-	Post Office Ordinance revised and updated	100%	-	-	-

238	Meet UPU requirement on mail service delivery	Develop bilateral agreement (MOU) with mail delivery partners	80%	-	Bilateral Agreement with relevant stakeholders developed and signed	100%	-	-	-	Postal; Admin
239	Regulate money transfer system	Installation of national money transfer system - POSMO	90%	\$5,000	All islands connected with new electronic Telmo system	100%	-	-	-	Postal; ICT
240		Develop an international money transfer system	0%	\$50,000	IMT System developed, IMT Plan	10%	30%	100%	-	Postal; ICT
241	Increase revenue on mail service delivery	Meet UPU mail service delivery standard	50%	-	Meet UPU IPS. Post system performance standard	75%	100%	-	-	Postal
242	Increase revenue on postal services and products	Strengthen marketing of postal services and products	0%	\$20,000	A robust marketing strategy developed and implemented and increase revenue by 10%	20%	50%	100%	100%	Postal
243	To improve the recording of the stamp stock database	Establish an effective and efficient database for the stamp stock	50%	\$5,000	Database developed	100%	100%	100%	100%	Postal; ICT
244	To improve the mail processing across Kiribati	Implementation of IPS.POST application at Christmas island Post Office	0%	\$500,000	Minimized the delivery cost of mails and efficient mail delivery provided. E-commerce shipment increased and revenue by 30%	25%	50%	100%	-	Postal; Admin
245		Adaptation of Geo-code delivery What3word Addressing system	0%	\$20,000		25%	40%	60%	100%	Postal; Admin
246	Improve numbering and perforation	Re-equipment of the Printery's production system	0%	\$30,000	Project document developed	25%	50%	75%	100%	Printery; Planning; Admin
247	Establish colour printing service (mass production) in support of tourism development and other national development	Procurement of equipment	50%	-	Project document developed	100%	-	-	-	Printery; Planning
248	Improvement of government document to meet international standards	Procure suitable equipment	0%	\$25,000	New guillotine procured	25%	50%	100%	-	Printery; Planning