Ministry of Information, Communications and Transport
MICT & State-Owned Enterprises (SOEs), Kiribati

MINISTRY STRATEGIC PLAN
2025-2028

BwebwerikiNET Ltd

Air Kiribati
Flying our Nation Forward

Ministry of Information, Communications and Transport (MICT)
Betio, Tarawa, Republic of Kiribati
Website: mict.gov.ki

Acronyms

AKA	Airport Kiribati Authority
AKL	Air Kiribati Limited
APHoMSA	Asis Pacific Heads of Marine 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 Organization
DCA	Director of Civil Aviation
DCC	Development Coordination Committee
EMIS	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 & Lighthouse Authorities
IHO	International Hydrographic Organization
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICT	Information & 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
KPA	Kiribati Port Authority
KPI	Key Performance Indicator
KPB	Kiribati Philatelic Bureau
KUC	Kiritimati Urban Council
KV20	Kiribati 20-Year Vision 2016 to 20236
MARPOL	Marine Pollution
MD	Marine Division
MDCC	MICT Development Coordinating Committee
MICT	Ministry of Information, Communication, Transport
MISE	Ministry of Infrastructure & Sustainable Energy
MELAD	Ministry of Environment, Lands & Agricultural Development
MFED	Ministry of Finance & 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
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 & Advisory Unit
SOLAS	Safety of Life at Sea
SMT	Senior Management Team
SPTO	South Pacific Tourism Organization
STCW	Standards of Training, Certification & Watchkeeping (1978 as amended)
TICTDP	Telecommunications & 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
WADP	World Association for Development of Philately
WISP	Wireless ISPs

FOREWORD

It is my honour to present the Ministry of Information, Communications and Transport (MICT) Strategic Plan 2025–2028 – a blueprint for connecting Kiribati's widely dispersed islands and overcoming the challenges of geographic isolation through safe, sustainable, and inclusive transport and communication systems.

Guided by our national development frameworks – the Kiribati Vision 2040 (KV20), the Kiribati Development Plan 2024–2027, and the new Motinnano 2025 – this Plan reflects our commitment to achieving a digitally empowered and economically resilient nation. It also affirms our core responsibility to **ensure public safety** in all that we do.

Kiribati spans over 3.5 million square kilometres of ocean, with a land area of just 811 square kilometres spread across 33 islands. In this unique context, MICT is the government's lead agent in connecting people, services, and opportunities. Whether through aviation, shipping, broadcasting, telecommunications, or digital infrastructure, **"MICT – Where Connectivity Begins"** is more than a slogan – it is our national mandate.

This Strategic Plan defines the goals and strategic actions that will enable MICT and its State-Owned Enterprises (SOEs) to strengthen our national transport and communication systems, elevate service delivery, and transform challenges into long-term development opportunities.

I commend the dedication of our Senior Management Team, staff, and SOEs in shaping this forward-looking strategy. I also express deep gratitude to our development partners for their continued engagement and encourage the formation of new partnerships that align with our goals.

Together, we will build a **safer, more connected, and more prosperous Kiribati**.

Honourable Alexander Teabo
Minister

Table of Contents

1. Executive Summary

The Ministry of Information, Communications and Transport (MICT) Strategic Plan 2025–2028 sets out the Ministry's priorities and direction for the next four years. This Plan is aligned with the Government's overarching frameworks – KV20, the Kiribati Development Plan 2024-2027, and the Motinnano 2025 – and places **connectivity, safety, and resilience** at the centre of national development.

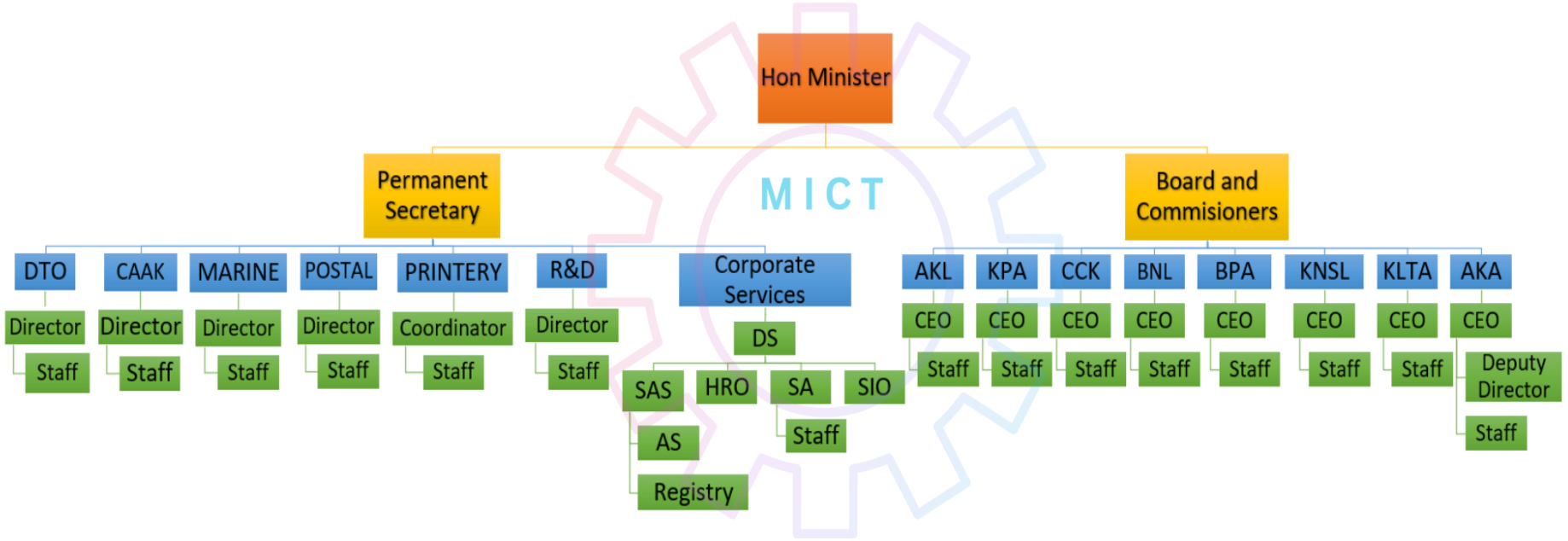
As the Ministry responsible for linking over 20 inhabited islands across more than 3.5 million km² of ocean, MICT plays a critical role in overcoming Kiribati's isolation and supporting inclusive socio-economic progress. This Plan outlines three strategic goals:

1. **Strengthen and maintain transport infrastructure** (air, sea, and land) to meet growing social and economic demands, and ensure safety and sustainability.
2. **Enhance and secure ICT infrastructure**, expanding digital access, improving cybersecurity, and advancing digital transformation across all islands.
3. **Improve support services** – including postal, printing, and administrative systems – to deliver efficient and citizen-focused services.

This Strategic Plan is structured to ensure accountability and measurable outcomes. Each objective is linked to specific actions, timelines, performance indicators, and budget estimates. It also highlights the importance of strong coordination with development partners and domestic stakeholders, presenting **Kiribati's geographic and operational challenges as opportunities for shared investment and innovation**.

MICT is committed to fulfilling its mandate as the Ministry where **safety, service, and connectivity** begin – helping build a **resilient, inclusive, and future-ready Kiribati**.

2. MICT's Organizational Structure

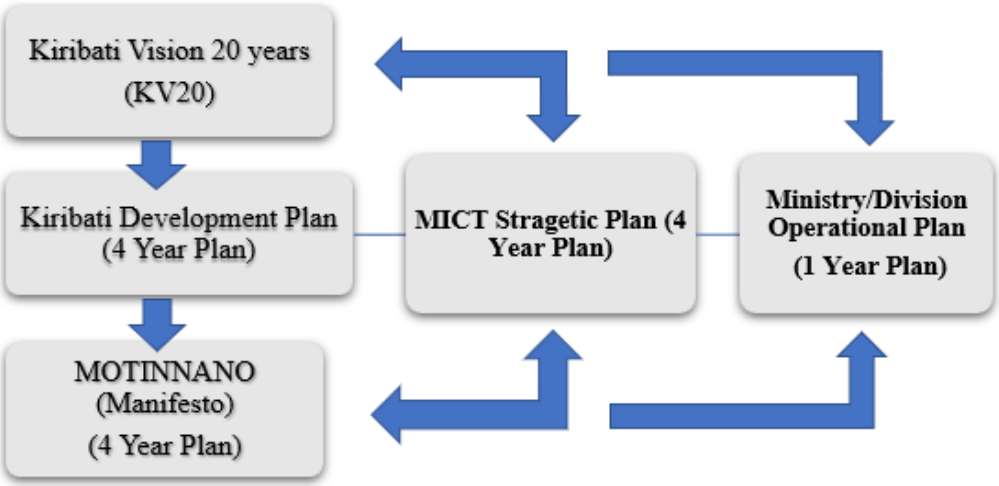


The MICT Organizational Structure shows that several of its core departments have been transformed into commercial entities, companies, or regulatory bodies. A total of nine entities form the core sectors of the Ministry: Land, Air and Sea, along with support service units that sit within the Ministry's divisions.

3. Introduction

The Ministry Strategic Plan (MSP) 2025–2028 outlines MICT's strategic vision and operational roadmap, reflecting the Ministry's role as the engine of **national connectivity, transport safety, digital access, and communication services**.

The Plan was developed through a consultative process involving all MICT divisions and SOEs, guided by the Kiribati Vision for 20 Years (KV20), the Kiribati Development Plan (KDP) 2024–2027, and the Motinnano 2025. It defines strategic objectives, performance targets, and implementation strategies, with measurable Key Performance Indicators (KPIs) and indicative budgets.



As the Ministry that links the country's air, land, sea, and digital domains, MICT is uniquely positioned to close the distance between our widely dispersed islands and the global economy. Our services underpin commerce, access to health and education, mobility, emergency response, governance, and social cohesion.

This Strategic Plan is not only a planning document – it is a **contract with our citizens and development partners**. It ensures that all actions taken are outcome-oriented, realistic, and in line with our shared vision of a safe, connected, and inclusive nation.

3.1 Vision

A well-connected and digitally empowered Kiribati with safe, reliable, and sustainable transport and communication systems that drive economic growth and improve public services for all.

3.2 Mission

To develop and maintain safe, efficient, and sustainable air, sea, and land transport infrastructure; enhance ICT accessibility and security; and strengthen support services

to improve MICT's effectiveness in serving the people and supporting national development.

3.3 Guiding Principles

The Strategic Plan is built on seven key guiding principles. Alongside national policies like KV20, KDP, and Motinnano, these principles must be reflected in all strategic actions and decisions. They help prioritize which activities should be implemented first.

Guiding Principles	
Relevant & 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?

The main goal of these principles is to ensure that each department and SOE under MICT achieves the most realistic, effective, and efficient results. These seven guiding questions serve as a foundation for planning and decision-making in the Ministry Strategic Plan (MSP).

4. Strategic Context

The Strategic Plan is anchored in Kiribati's national frameworks and reflects the urgent need to address **infrastructure, service delivery, and digital gaps** across a vast ocean territory.

It supports the following priorities:.

KDP 2024-2027	KV20
KPA 1: Human Resource Development	**Pillar 1:** Wealth (Natural Capital, Human Capital, Cultural Capital)
KPA 2: Economic Wealth & Hardship	**Pillar 2:** Peace and Security
KPA 3: Health	**Pillar 3:** Infrastructure for Development

KPA 4: Environment	**Pillar 4:** Governance
KPA 5: Governance	
KPA 6: Infrastructure	

This Plan transforms national and sectoral goals into actionable strategies. It responds directly to challenges such as **inadequate transport and ICT infrastructure, fragmented connectivity, and limited revenue-generation capacity**. At the same time, it recognizes the **opportunities** that lie in expanding airspace control, developing digital services, and modernizing national infrastructure in partnership with donors.

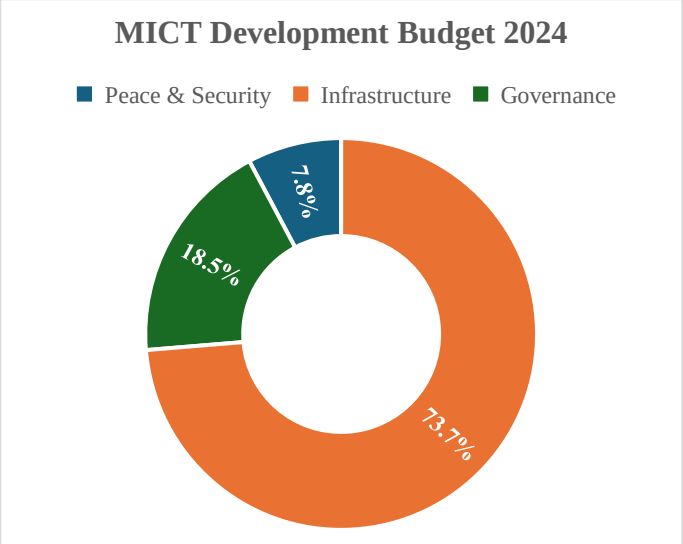
The Ministry's focus is not just on meeting today's demands, but on **building resilient systems for the future** – ones that enable Kiribati to compete, connect, and thrive in a rapidly changing world.

5. Situational Analysis

The MICT is one of the most diverse Ministries in Kiribati, overseeing five divisions and nine State-Owned Enterprises. It plays a key role in advancing Pillar 1 (Wealth) and Pillar 3 (Infrastructure) of the KV20 and KDP. Over the four-year period from 2021 to 2024, the Ministry's average recurrent budget stands at $5.03 million.

MICT Recurrent Budget 2021 - 2024				
Year	**2021**	**2022**	**2023**	**2024**
Budget	$4,812,923	$4,522,247	$4,685,700	$6,099,413

The total development budget allocated to MICT for 2024 was $5,934,172. Of this amount, $4,372,820 was designated for infrastructure, $1,100,000 for governance, and $461,352 for peace and security. This distribution indicates that infrastructure projects account for 74% of the total budget.

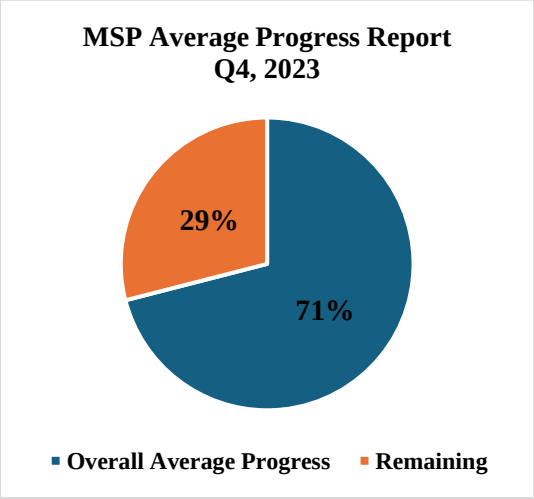


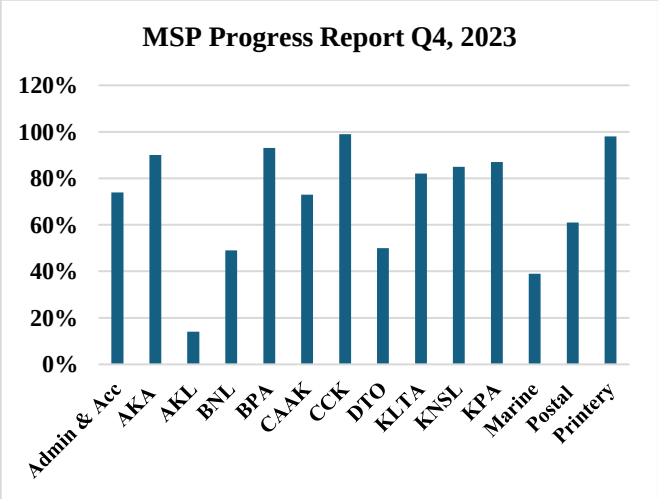
Year	Dev. Budget ($)
2021	11,065,475
2022	9,372,151
2023	7,315,647
2024	5,934,172

The progress of the MICT MSP is reviewed quarterly. Every three months, following the previous progress report, the Ministry's Research & Development Unit distributes monitoring sheets and templates to Divisions and SOEs to gather data, updates, and progress details. Activities are tracked based on their percentage of completion, and the collected information is analysed and reported to the MICT Secretary.

5.1: Achievements in 2023

The most recent MSP progress report indicates that, as of December 2023, 71% of all planned activities for MICT's Divisions and SOEs were successfully completed. The remaining 29% were either incomplete or pending due to various challenges and factors, which will be discussed in the next section.





5.2 Key Challenges in 2023

The overall achievement highlights key factors and circumstances that influence the progress of the Ministry's and SOEs' planned activities. Based on the MSP progress report, the following are the major challenges that impacted activity implementation in 2023.

1. Insufficient resources & funding for projects, including high project costs, inadequate capital investments, and limited budget allocations.
2. Lack of essential infrastructure, such as transportation channels, seaports, airports, and roads.
3. Delays in activity implementation due to late commencement dates.
4. High staff turnover & unclear roles, leading to inefficiencies in project execution.

5.3 Air, Sea and Land Transportation and Infrastructure

The KV20 recognizes that transportation and its infrastructure are important for economic growth. These projects cost a lot, but if planned and managed well, they will greatly benefit the people now and in the future. The government is committed to these investments, even though some may not bring immediate benefits. However, it believes they will help the economy grow over time. Expanding transportation services and infrastructure also comes with risks, so proper monitoring and risk management are needed to be in place.

Airport Kiribati Authority (AKA)

AKA, established in 2019 under the *Airport Act 2019*, is responsible for managing all airports in Kiribati. Its core mandate is to ensure the safe and efficient operation of these airports, including air traffic services, runway maintenance, passenger flow management, security, and customer service. AKA is committed to financial sustainability, environmental responsibility, and the long-term development of the nation's aviation infrastructure.

AKA directly manages two international airports: Bonriki International Airport (South Tarawa) and Cassidy International Airport (Kiritimati Island). Bonriki, the hub for *Air Kiribati*, faces challenges related to capacity constraints, infrastructure deterioration due to material issues, and the impacts of climate change. Cassidy Airport, on the other hand, plays a crucial role in supporting the country's growing tourism sector. Additionally, AKA oversees 19 smaller airports on outer islands, many of which require significant upgrades to their reef-mud runways to enhance safety, improve operational reliability, and reduce maintenance costs for *Air Kiribati*.

Bonriki International Airport - Tarawa

Cassidy International Airport - Kiritimati

AKA's key responsibilities include infrastructure management (maintenance and upgrades), airport operations (air traffic management, passenger services), safety and security, regulatory compliance, and financial management. The authority faces several challenges, including limited capacity at the two international airports, infrastructure deterioration, logistical difficulties due to remoteness, and the effects of climate change. Despite these challenges, AKA is actively working to expand airport capacity, improve outer-island airports, enhance infrastructure maintenance, leverage tourism growth, and implement climate change adaptation strategies. These efforts aim to enhance airport efficiency and sustainability while contributing to Kiribati's economic development.

To address these challenges, the following planned upgrades are set for both outer-island airports and the two international airports, Bonriki and Cassidy:

- Runway resurfacing: Using more durable materials to improve the runway surface and reduce the frequency of repairs.
- Terminal improvements: Expanding or renovating terminal buildings, adding new passenger amenities, and upgrading the baggage handling system.
- Lighting upgrades: Installing approach and apron lights to enhance safety and visibility at night.
- Communication system upgrades: Enhancing communication systems for flight information service officers (air traffic management) and pilots to improve safety and operational efficiency.

Bonriki Airport – Control Tower & Fire Truck

Cracked runway surface (Outer Island)

As part of the government's KV20 Vision, these airport upgrades aim to enhance connectivity for both residents and tourists. While tourism is a key driver of this initiative, the broader objective is to support overall economic development by improving transportation for business, family travel, essential services, and national and international airline operations in and out of Kiribati.

Air Kiribati Limited (AKL)

The AKL is Kiribati's national airline, responsible for connecting the Gilbert and Line Islands through safe, reliable, and efficient domestic air services. Its operations are

crucial for national cohesion, economic activity, and social development in this geographically dispersed nation.

The DHC-6 Twin Otter remains the backbone of AKL's domestic operations, suited for short takeoffs/landings on outer island airstrips. The government has invested in two new Twin Otters (2023 and 2024), while AKL leases two additional aircraft. Plans are in place to acquire another Twin Otter from Solomon Airlines.

AKL fleets – At Bonriki International Airport

AKL is pursuing a strategic partnership with Nauru Airlines, formalized through a 2025 MoU. Leasing two E190-E2 jets will optimize asset use, expand international connectivity, and position Bonriki International Airport as a regional hub linking Kiribati with Honolulu and Nadi.

AKL faces infrastructure and regulatory constraints, including limited Air Operator Certificate (AOC) capabilities, inadequate technical support, and underdeveloped airport infrastructure. Domestic operations are also affected by periodic JetA1 fuel shortages, particularly in the southern Gilbert Islands and Teraina.

Government support is essential for Community Service Obligations (CSO), ensuring unprofitable routes remain operational through subsidies. However, high charges and state-controlled tariffs strain profitability, prompting AKL to propose a tariff review in April 2025. Workforce retention is another challenge, with a "brain drain" of skilled aviation professionals requiring improved incentives and working conditions.

AKL's international expansion strategy, through partnerships and leased jets, provides a roadmap for overcoming current limitations. Bonriki Airport has the potential to become a regional aviation hub, boosting passenger and cargo traffic. Infrastructure improvements and transit incentives will be critical for unlocking freight opportunities, particularly for inter-island trade, fisheries, and exports.

AKL operates in a challenging but opportunity-rich environment. Strengthening domestic connectivity, leveraging regional partnerships, and securing government

support for CSO funding and tariff adjustments will be key to its transformation into a strategic Pacific aviation player.

Civil Aviation Authority of Kiribati (CAAK)

Underpinning the success of an aviation industry in Kiribati is an effective regulator. The 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. In an evolving aviation industry, the CAAK is currently facing challenges as it continues to respond to an increased need for the regulatory services and a very young aviation industry deriving to comply to ICAO minimum Standards all other ICAO member States are complying with to maintain a safe and secure civil aviation system and environment in Kiribati. The major changes and challenges ahead for CAAK, is keeping up with the complex security environment combined with a growing aviation environment. Similarly to other regulatory bodies around the world the key challenges CAAK is facing is an evolving technology which require regular regulation reviews, the increased cost in operation and adaptation to Climate change impacts which gradually affects the environment and causes unforeseen circumstances. Gaining trust from operators and encouraging them to participate in the aviation system without any obstacles as well as keeping the regulations updated for a safer aviation system for all participants.

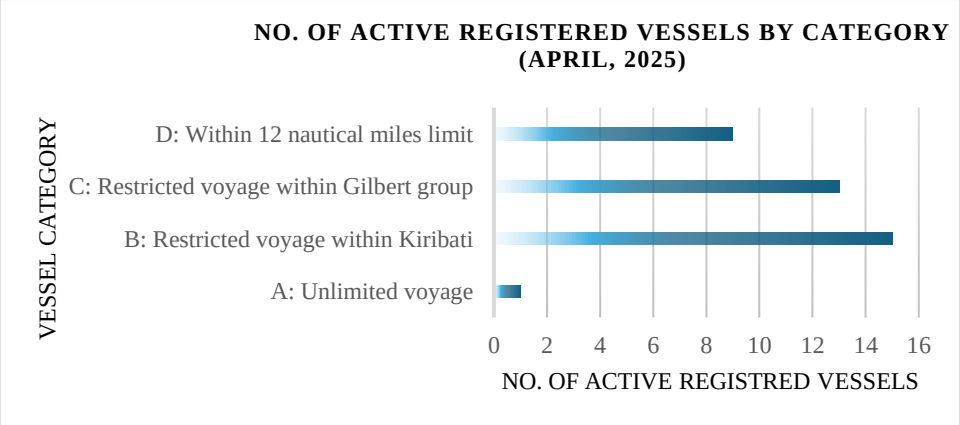
As technology evolves, the Kiribati Aviation System has been challenged continuously and therefore the CAAK is working hard to adapt and respond to new technology, to ensure there are no unnecessary barriers to entering the system. Thus, the CAAK regularly identifies and manages emerging risks, and also consider other factors besides safety into the decision making – for example, on climate change. As part of the CAAK's regulatory responsibility conducting oversight activities such as an inspection and audits to service providers, such as Air Kiribati Limited, Airport Kiribati Authority and other aviation participants is necessary. These are conducted on a regular basis to ensure compliance with the national and international requirements. For international requirements, the CAAK as a regulatory body must ensure that all aviation activities carried out in Kiribati are in accordance with ICAO provisions also known as Standards and recommended practices. On the other hand, compliance with the national requirements to enhance safety and security of the aviation system in Kiribati is also paramount and this is one of the crucial role of the CAAK office in Kiribati. Staff developments and fund availability to conduct important regulatory activities are other challenges the CAAK is facing. Despite that, with its current resources and manpower the CAAK manages to carry out its services in Kiribati. 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.

Marine Division (MD)

The Marine Division serves as the primary maritime regulator, responsible for enforcing maritime regulations and ensuring compliance across various aspects of marine operations. Its key duties include Flag State Inspections and Port State Compliance Inspections, both essential for maintaining international maritime standards. Additionally, the Division manages Aids to Navigation (AToNs) and oversees the Marine Guard stationed in Tarawa and Kiritimati, both of which play a crucial role in safeguarding maritime activities.

Beyond regulatory enforcement, the Marine Division is responsible for Search and Rescue (SAR) operations to enhance safety at sea, as well as the registration of ships and vessels. It also oversees seafarer licensing and marine pollution control, both of which are critical for ensuring the environmental sustainability of Kiribati's maritime spaces.



Furthermore, the Division ensures the availability of comprehensive hydrographic services, which are vital for safe navigation. This includes updating nautical charts and providing essential maritime data to support various marine activities. Another key area of responsibility is the regulation of small crafts, ensuring compliance with safety measures for smaller vessels operating within Kiribati’s territorial waters.

Through these diverse responsibilities, the Marine Division plays a central role in regulating and promoting safe, secure, and environmentally responsible maritime operations. Its efforts help align Kiribati’s maritime sector with both national interests and international obligations, fostering a well-regulated and sustainable maritime environment.

Kiribati Port Authority (KPA)

The KPA oversees the operations of the country's two main ports of entry: Betio Port on Tarawa Island and Kiritimati Port on Kiritimati Island.

KPA's core responsibility is to ensure the secure and efficient transit of goods and passengers from both foreign and local vessels while managing border control and regulatory procedures. Looking ahead, KPA is committed to enhancing operational efficiency by adopting a more cost-effective and sustainable approach. This includes maintaining existing infrastructure and equipment, developing innovative systems and facilities, and acquiring essential machinery to optimize service delivery and replace outdated equipment.

As KPA heavily relies on machinery for smooth operations, procuring new equipment remains a significant financial challenge. However, KPA is dedicated to maintaining profitability to support the replacement of obsolete machinery and invest in necessary upgrades.

Key projects on KPA's agenda include port expansion and the rehabilitation of Betio and Bairiki wharves. Given the substantial costs involved, KPA may seek financial support from the Government and Development Partners for projects exceeding its financial capacity.

The MSP 2023 progress assessment identified insufficient funding and resources as a major challenge, with KPA achieving only 87% completion of planned activities. Over the next four years, KPA aims to:

- Procure additional machinery to improve container handling.
- Complete the paving of the container yard.
- Launch the Delta Wharf expansion project, which includes constructing new berths at the "Korekorea" corner, rehabilitating Bairiki Wharf, and establishing a new administrative office in Kiritimati Island.

By addressing these priorities, KPA aims to strengthen port infrastructure and enhance its operational capacity to support national economic growth.

Kiribati National Shipping Line (KNSL)

The KNSL, the country's only government-owned shipping company, plays a crucial role in providing reliable, efficient, and affordable shipping services to the Gilbert and Line Groups. Since its reorganization in 2018, KNSL has aligned its operations with national socio-economic policies, ensuring safe and sustainable sea transport.

To address limited port infrastructure, KNSL has prioritized shallow draft vessels that can safely transport passengers, heavy machinery, and cargo directly to shore. In collaboration with MICT, KNSL has procured:

- A tug-and-barge for the Gilbert Group (funded by PRC).
- A fit-for-purpose Landing Craft for the Line and Phoenix Groups (funded by PRC).
- A Fast Ferry to improve passenger travel and support tourism in the outer islands.

Tug & Barge (Motinnano)

Heavy machinery unloading from Barge (Motinnano

The increasing demand for barge services has led KNSL to plan for an additional self-propelled barge or shallow draft landing craft to boost development projects and economic activities on the islands.

Fast Ferry Tobwaiko

LC Marin Mainiku

Twice a year, KNSL facilitates school transportation, ensuring a safe and comfortable journey for students and teachers. To improve domestic shipping standards, KNSL plans to introduce a 60m Roll-on Roll-off vessel with a 300-350 passenger capacity and 180-200 tons of cargo space. This vessel, featuring lockable cabins, a cafeteria, and a passenger lounge, will replace the aging LC Aratobwa and align with future port infrastructure upgrades.

Additionally, KNSL is following up on a replacement of the now de-commissioned mini-container vessel MV Nei Matangare to reduce freight costs and expand regional shipping capabilities with direct trade routes to Fiji and Honolulu. This new vessel will also train local seafarers in international operations, supporting Kiribati's compliance with STCW standards and increasing employment opportunities in the global maritime industry.

KNSL is committed to improving seafarer training through an approved Cadet Training Scheme, raising competence levels for ship managers, marine surveyors, naval architects, and port pilots. Highly skilled seafarers are in high global demand, and this initiative will help address unemployment while strengthening Kiribati's maritime workforce.

To enhance safety standards, KNSL plans to establish a life raft service station, reducing costs and ensuring compliance with international safety regulations.

A key challenge for Landing Craft MARIN MAINIKU is timely cargo loading and unloading at Kiritimati. To address this, KNSL, KPA, and MLPID are collaborating on the construction of a Roll-on Roll-off Ramp in Ronton. This will enable vessels to bypass the Tabwakea wharf, making cargo handling more efficient and supporting socio-economic growth in Ronton.

Work Boats with Bow Ramps for ease of boarding

Life Raft Service Station

With no port infrastructure in the outer islands, KNSL plans to replace six aging workboats with new, bow-ramped designs for safer and more efficient passenger and cargo transfers. As part of the Betio Port Master Plan, KNSL is planning a new office complex that will include:

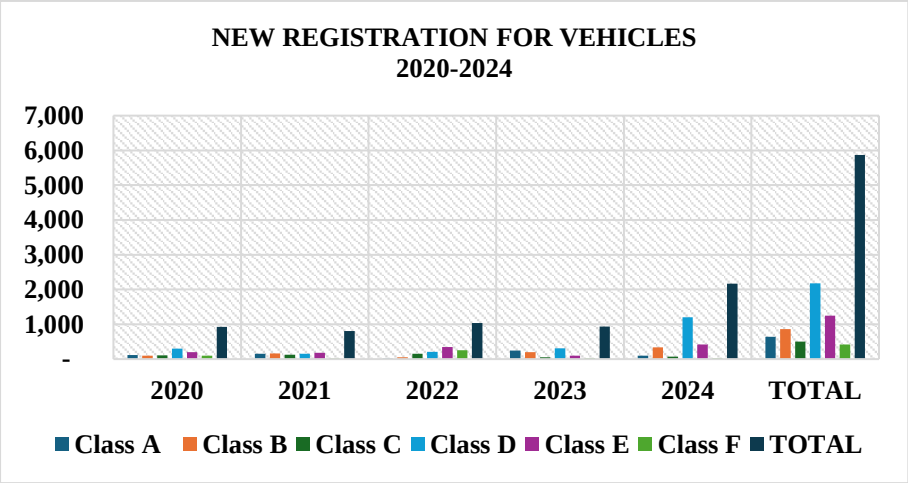
- Office spaces and high-standard rental suites to generate revenue.
- A Ferry-standard passenger lounge, optimizing natural ventilation and sunlight.

Through fleet modernization, infrastructure upgrades, maritime training, and safety improvements, KNSL is strengthening domestic and regional shipping while supporting economic development and national connectivity.

Kiribati Land Transport Authority (KLTA)

The KLTA maintains its mission to "Endeavor to become a professional, effective, and efficient land transport authority founded on safety with a focus on customer satisfaction" and its vision of "Moving Kiribati Safely." These principles guide KLTA's operations with a clear focus on public safety and transport regulation.

KLTA is preparing to expand its services to Kiritimati Island, with operations scheduled to commence in mid-2025. Initial services will include vehicle registration, driver licensing, and the establishment of road patrol operations. This expansion supports the government's KV20 vision, particularly in developing Kiritimati's tourism industry through enhanced road safety standards and professional transport management.



A	Bus
B	Truck & Pick up trucks
C	GoK vehicles
D	Saloon Car
E	Motorbike & Scooter
F	Heavy plants

Under its current mandate, KLTA's primary responsibility is ensuring public safety on roads through the enforcement of the Public Highway Protection Act and Traffic Act. While infrastructure development falls under the Ministry of Infrastructure and Sustainable Energy (MISE), KLTA focuses on maintaining safe road conditions through activities such as roadside vegetation management and ensuring clear visibility for road users.

Vehicle management remains a priority, with KLTA enforcing the 10-year import vehicle policy to control the influx of second-hand vehicles from overseas. This policy is crucial for sustainable transport management, particularly given South Tarawa's limited land space. The authority is enhancing its vehicle inspection protocols to ensure regular roadworthiness checks, thereby improving road safety standards.

Current priorities include:

- Implementing comprehensive vehicle inspection programs
- Establishing an operational presence on Kiritimati Island and the outer islands given that the road project in the outer islands is progressing and KLTA will expand its services to these islands.
- Maintaining clear and safe roadsides across Kiribati, including the removal of vegetation and broken or abandoned vehicles along side the roads.

- Finding sustainable solutions for abandoned vehicle disposal
- Building local capacity through staff training and development

Patrol Vehicles donated by Japan

Clearing roadside vegetation – trimming tree branches

Looking forward, KLTA is strengthening partnerships with development partners and government agencies to address the KLTA needs on assets such as patrol vehicles and machineries, and capacity building of the KLTA staff (patrol officers).

KLTA continues to evolve as a professional transport authority, focusing on its core mandate of public safety while supporting broader national development goals across all regions of Kiribati.

5.4: Access to Communications, technologies and quality information & services

Digital Transformation Office (DTO)

The DTO plays a pivotal role in shaping the national ICT landscape by developing, implementing, and overseeing ICT strategies, policies, and legal frameworks. It is responsible for planning and supervising digital transformation initiatives, ensuring that ICT development aligns with national priorities. The office also actively engages in public relations and awareness campaigns to promote digital transformation within the government and across various sectors.

A core function of the DTO is the development, implementation, and enforcement of ICT-related policies and laws, including the National ICT Policies, the Digital Government Masterplan, cybersecurity policies, and the Digital Government Act. Additionally, the office leads efforts in ICT standardization and ensures the seamless integration of digital infrastructure across government institutions. It also has the authority to collect ICT-related data from government bodies to assess needs and optimize resource utilization.

The DTO plays a critical role in ICT governance, including budget planning in collaboration with the Ministry of Finance and the supervision and auditing of ICT projects. It is also responsible for initiating, reviewing, and approving ICT-related legislation to ensure that legal frameworks support national digital transformation goals. Furthermore, the DTO coordinates international partnerships and oversees national and cross-government digital initiatives, working closely with academia, financial institutions, telecom providers, and other key stakeholders.

Additionally, the DTO manages government digital infrastructure and applications, facilitates training programs, and leads the recruitment of ICT professionals to support national digital objectives. Through its comprehensive functions, the DTO serves as a central entity driving technological innovation, digital governance, and ICT modernization efforts across the country.

Communications Commission of Kiribati (CCK)

The CCK is the regulatory authority for the telecommunications sector. One of its core purposes is to eliminate barriers to entry and promote fair competition within the industry. A key milestone was the successful interconnection between ATHKL (now Vodafone) and Oceanlink (OLL), allowing the public to exchange calls and messages seamlessly across both networks.

Expanding telecommunications coverage to reach remote communities and the outer islands is a key objective of CCK. The commission is also committed to ensuring access for vulnerable groups, including persons with disabilities, and to providing reliable communication services for disaster and emergency situations.

Wifi Access Point

Solar Power with Starlink router

The CCK Universal Access Program aims to improve communication services in areas beyond standard mobile coverage, with a focus on remote communities and inhabited islets. This initiative will also enhance internet access for mission schools and Island Councils in the outer islands through VSAT and WiFi services, helping to bridge the digital divide and ensure no one is left behind.

Broadcasting & Publications Authority (BPA)

The BPA is a radio broadcasting and newspaper company formally established in 1979. Its core mandate is to provide accurate local and international news, educational and informational content, and entertainment to the public through Radio Kiribati, the national newspaper *Te Uekera*, and other authorized publications.

In this medium-term plan, BPA aims to enhance and expand its core services, particularly in radio broadcasting and newspaper production, while also introducing video production and television services. A key priority is acquiring two upgraded radio transmitters for South Tarawa and Kiritimati Island by 2026. Additionally, BPA plans to upgrade its infrastructure, as its current facilities require significant renovation. By the end of 2025, BPA intends to purchase a new printing machine for *Te Uekera* and develop its television service system over the next four years.

To ensure sustainability and growth, BPA will implement a competitive strategy to strengthen its market position across all production segments, increasing revenue and extending its reach to the outer islands. Looking ahead, BPA's long-term vision is to connect all islands of Kiribati, ensuring that all I-Kiribati have access to high-quality radio, newspaper, and television services, no matter where they are.

BwebwerikiNet Limited (BNL)

The BNL is a state-owned enterprise in Kiribati dedicated to providing high-speed, low-cost broadband services to retail service providers. Its primary focus is on enhancing national telecommunications infrastructure to support economic growth, digital transformation, and improved connectivity for all Kiribati residents.

BNL is committed to implementing submarine cable networks, expanding Fibre-to-the-Premises (FTTP) connectivity in South Tarawa, and providing passive infrastructure to extend service coverage in the outer islands. These initiatives aim to improve internet accessibility, support digital services, and create a robust telecommunications framework that benefits businesses, government operations, and the public. By addressing connectivity challenges, BNL seeks to bridge the digital divide and ensure reliable, high-speed broadband access for all communities.

As the entity responsible for maintaining both international and domestic telecommunications infrastructure, BNL oversees critical projects such as the Southern Cross NEXT Submarine Cable System in Kiritimati, the FTTP network in South Tarawa, and the East Micronesia Cable System. These projects are essential for strengthening Kiribati's communication networks, enabling better internet services, and supporting key sectors such as education, healthcare, and commerce. BNL's role extends beyond infrastructure management, as it also collaborates with stakeholders to ensure the successful deployment and operation of these systems.

One of the main challenges BNL faces is ensuring that its telecommunications infrastructure translates into direct benefits for end-users. This includes improving network reliability, expanding broadband access to underserved areas, and reducing the cost of internet services. By overcoming these challenges, BNL can significantly enhance connectivity, drive digital inclusion, and create opportunities for economic development through e-commerce, digital education, and remote work. A well-functioning telecommunication system will also enable more efficient government services and foster greater participation in the global digital economy.

BNL is mandated to develop and maintain key telecommunication infrastructure projects that form the backbone of Kiribati's digital connectivity. The Southern Cross NEXT (SX NEXT) Submarine Cable System, funded by the Asian Development Bank (ADB), provides international connectivity and enhances internet speed and reliability. The Fibre-to-the-Premises (FTTP) project, supported by the World Bank under the Kiribati Connectivity Project, aims to connect households and businesses in South Tarawa with high-speed internet. The East Micronesia Cable System (EMCS), a collaborative initiative with FSM and Nauru, is funded by Australia, Japan, and the USA to further strengthen regional digital links. Additionally, BNL oversees the Outer Islands Network (OIN), a passive wireless infrastructure designed to extend voice and data services to remote areas, ensuring that even the most isolated communities have access to modern communication services.

These infrastructure projects will serve as the foundation for Kiribati's digital transformation, enabling the expansion of e-commerce, online education, telemedicine, and other digital services. By modernizing the national ICT sector, BNL is playing a critical role in driving economic growth, improving social inclusion, and creating new opportunities for businesses and individuals. The successful implementation of these initiatives will position Kiribati as a digitally connected nation, capable of leveraging technology for sustainable development and greater global engagement.

5.5: Supporting Services

Administration Division

The Ministry provides essential services that help its offices run smoothly and deliver quality service to the public. Building the skills of its staff is an ongoing priority to keep up with the changing needs of its specialized departments. As industries like air, sea, ports, and land transportation grow, the demand for skilled workers also increases. Many of these skills are required by international regulations and audits to ensure safety and functionality, such as in civil aviation and airlines. Therefore, it's crucial to meet these international standards for the safety and well-being of the public. The Admin Division aims to improve work performance, promote transparency, and ensure

accountability. To achieve these goals, the Ministry has introduced staff awards to encourage productivity, established performance evaluations, and prioritized capacity-building to enhance the quality and output of its staff.

Postal Division

The Postal Division is the national and sole postal service provider in the country, offering universal postal services to the government and the public under the Postal Services Act (Cap 74 of Kiribati Law) and Universal Postal Service regulations. It is also a member of the Universal Postal Union (UPU).

The core function of the Postal Division is to ensure the efficient delivery of mail and money transfer services while also producing high-quality philatelic products. With a significant increase in parcel mail volume, there is a growing need to improve the International Postal System (IPS.POST) and Express Mail Service (EMS) to ensure faster and more efficient mail delivery. Additionally, upgrading the Office of Exchange (OE) is crucial to accommodate the increasing volume of parcels and to meet security standards.

Furthermore, the Postal Division operates its own electronic money transfer service, known as Kiribati Post Office Sending Money Online (POSMO), which is the most widely used domestic money transfer service in the country. Currently, this service is limited to local transactions but plans and preparations are underway to expand it for international money transfers. Given the high demand for international money transfer services and high-quality philatelic products, it is essential to enhance the money transfer system while maintaining the standard of philatelic products.

Government Printery (GP)

The Government Printery (GP) was established to provide centralized printing services for government ministries. It is responsible for producing standard forms, official documents, secure stationery, and government publications. Additionally, it plays a crucial role in printing seamen’s discharge books and other maritime booklets.

There is a pressing need to enhance the government's printing capacity and improve the quality of printed materials. Upgrading to state-of-the-art machinery will help meet the growing demand from government ministries and the public, especially for printing needs that private firms cannot accommodate.

6. Goals, Objectives and Strategic Actions

The main goal of the Ministry and its SOEs in this plan is to improve transportation, communication, information technology, postal services, and printing. This will be done

by developing infrastructure, making continuous improvements, and providing efficient and effective services. These efforts aim to support the government, serve the people, and contribute to economic growth.

Based on the KV20, KDP, and the Motinnano 2025, three key goals have been identified that align with the Ministry's responsibilities. Strategies have been developed from these goals, with the Motinnano playing a key role in shaping them. The aim is to fulfill the government's promise of better access, greater benefits, and ensuring that no one is left behind.

Goals	Strategies
Strengthen and maintain air, sea, and land transportation infrastructure to meet social demands, ensure public safety, sustainability, and support economic growth.	○ Upgrade and expand transport infrastructure for air, sea, and land to enhance safety, connectivity, and efficiency. ○ Invest in sustainable and reliable transport solutions including modern ports, safer roads, and eco-friendly public transport. ○ Strengthen policies and governance through a national transport plan, improved regulations, and smart transport solutions. ○ Secure funding and partnerships to support long-term transport development and sustainability.
To enhance and secure Information and Communication Technology (ICT) infrastructure, ensuring equitable access to services while strengthening cybersecurity resilience against external threats.	○ Expand and upgrade ICT infrastructure to improve connectivity and resilience nationwide. ○ Ensure equitable access by making internet services affordable and promoting digital literacy. ○ Strengthen cybersecurity through policies, monitoring systems, and data protection measures. ○ Promote digital transformation by advancing e-government, innovation, and technology adoption
To strengthen supporting services across all sectors, including data management, communication, logistics, and administration, to enhance the efficiency and effectiveness of the Ministry and its State-Owned Enterprises (SOEs) in serving the public.	○ Enhance data management systems to improve information sharing, decision-making, and service delivery. ○ Upgrade communication and coordination mechanisms for seamless interaction within the Ministry, SOEs, and the public. ○ Streamline logistics and administrative processes to boost operational efficiency and resource management.

	○ Leverage digital solutions and capacity-building to strengthen workforce skills and modernize support services.

This strategic plan also emphasizes the importance of strengthening supporting services to successfully achieve the Ministry's strategic objectives. Delivering key initiatives requires more than just developing the necessary infrastructure—it also depends on enhancing the support services that will drive progress toward the overarching goals.

This section outlines the Ministry's three main goals and the key objectives designed to achieve them over the four-year period (2025–2028). The implementation plan matrix, provided in the annex, details the activities supporting these strategic objectives, along with their key performance indicators (KPIs), estimated costs, and projected timelines within this mid-term plan.

6.1. Strategic Objective 1: Strengthen and maintain air, sea, and land transportation infrastructure to meet social demands, ensure public safety, sustainability, and support economic growth.

Airport Kiribati Authority (AKA), key objectives 2025-2028:

1	Develop a Masterplan for Bonriki & Cassidy airports
2	New AKA office
3	To renovate Control Tower building
4	Improve existing fire trucks condition
5	Improve Tower communication set condition
6	To improve Outer Island runway conditions
7	To improve compliance standard to all airports
8	Improve commercial initiatives

Air Kiribati Ltd (AKL), key objectives 2025-2028:

1	Training for AKL Aircrafts Mechanical Engineers to become LAMEs
2	Capacity building of Pilots to become ATPL
3	Strengthening Reservation & Finance teams capability in integration of accounting & booking system
4	Aircraft Fleet Management
5	Upgrade of current Bonriki Hanger to address audit recommendations
6	To improve working environments for AKL employees
7	Acquisition of GSEs, standby generator for Bonriki & Kiritimati airports
8	Upgrading of Outer Island HF Radio
9	To become an effective regulatory
10	Engine Maintenances
11	Purchase of new aircraft(s) to replace leased aircraft(s)
12	To review Tariff
13	Improving connectivity to the Line Islands with Honolulu

Civil Aviation Authority Kiribati (CAAK), key objectives 2025-2028:

1	Capacity building for CAAK staff & aviation stakeholders
2	To improve economic benefits from Air Service Agreement & Airspace
3	To enhance public access to aviation information & publications to support safe & efficient air operations
4	To achieve the Effective Implementation (EI) score of 60% or above after ICAO audit
5	To regain full control & management of Kiribati's airspace

Kiribati Land Transport Authority (KLTA), key objectives 2025-2028:

1	Improve legislative framework
2	Improve road safety
3	KLTA expansion to Outer islands & Kiritimati

Kiribati National Shipping Services (KNSL), key objectives 2025-2028:

1	Provide safe, sustainable, affordable & appropriate shipping services to all islands
2	To provide appropriate supporting infrastructure to meet current & expected demands
3	To develop Human resource to meet current & expected standard
4	To have a strong & financially stable company

Kiribati Port Authority (KPA), key objectives 2025-2028:

1	Enhance the container storage capacity
2	Promote use of renewable energy
3	Improve energy efficiency
4	Develop processes for regular customer communications & satisfaction assessments
5	Acquiring new machines/plants for Betio & Kiritimati
6	Provide weigh bridge
7	Increase the marine fleets capacity
8	To review & update the KPA Act
9	To construct and rehabilitate ports in the outer islands (targeted islands)

MARINE, key objectives 2025-2028:

1	Enhance navigational safety
2	Strengthen Maritime compliance
3	Develop & integrate Maritime Database
4	Optimize Maritime Infrastructure
5	Capacity building & staff development

6.2. Strategic Objective 2: To enhance and secure Information and Communication Technology (ICT) infrastructure, ensuring equitable access to services while strengthening cybersecurity resilience against external threats.

BwewerikiNet Limited (BNL), key objectives 2025-2028:

1	Construct & establish landing facilities to the Southern Cross NEXT submarine cable network in Kiritimati (IICM Project)
2	Construct & establish an FTTH Network in Kiritimati (KCP Project)
3	Construct & establish landing facilities to the East Micronesia submarine cable network in Tarawa
4	Construct & establish an FTTH Network in Tarawa (KCP Project)
5	Install & commission the Starlink Community Gateway (KCP Project)
6	Construct additional OIN towers to improve access to communication services by management & operation of the Tarawa & Kiritimati

Broadcasting & Publications Authority (BPA), key objectives 2025-2028:

1	BPA new building (Tarawa)
2	BPA new transmitter for Tarawa & Kiritimati
3	Achieving & maintaining high annual returns
4	Maintaining & sustaining of BPA's equipment

Communications Commission of Kiribati (CCK), key objectives 2025-2028:

1	Improvement of Mobile service coverage & quality of service
2	Universal ICT Access to all I-Kiribati
3	ICT products & services available for disaster & emergency cases
4	Provide affordable handsets to users
5	Support to broadband expansion projects in the outer islands

Digital Transformation Office (DTO), key objectives 2025-2028:

1	Establish early warning systems
2	Establish GovNET for all Government Agencies
3	Establish smart islands
4	Strengthening PPPs with mobile operators & local ISPs to improve voice & data coverage
5	Establish a Digital Government presence online
6	Establish interoperability platform for government systems
7	Establish Digital ID system
8	Enhance citizen experience & participation through digital means (e-services)
9	Improve Government services to the Public & development of Digital Government Architecture
10	Improve digital literacy programmes & initiatives
11	Production of media contents to support awareness raising
12	Development of Guides on Child Online safety

13	ICT capacity building to Government & Non-Governmental organisations

6.3. Strategic Objective 3: To strengthen supporting services across all sectors, including data management, communication, logistics, and administration, to enhance the efficiency and effectiveness of the Ministry and its State-Owned Enterprises (SOEs) in serving the public.

MICT ADMIN, key objectives 2025-2028:

1	To improve work performance & productivity
2	To encourage openness, transparency, accountability & decision-making process
3	To provide and enhanced project management system by improving planning, coordination, monitoring & evaluation, developing essential projects documents, and effectively coordinating engagements with development partners & the Ministry
4	To become the leading centre for innovation &b research that enhances effectiveness & sustainability of the information, communication, & transport sectors

POSTAL, key objectives 2025-2028:

1	Provide an upgrade POSMO system
2	Post office new building
3	Develop a national addressing system
4	Integrate IPS Post mail system with domestic processing

PRINTERY, key objectives 2025-2028:

1	To improve working material: copy printer & perforated machine
2	To upgrade the numbering machine from manual to electric for improved efficiency & accuracy

7. Ministry Operational Plan and SOE's Sector plans

The Key Priority Areas (KPAs) of the Kiribati Development Plan (KDP) are aligned with international and regional conventions, as well as national policies. They also include a set of indicators designed to track and evaluate progress in each Key Performance Indicator (KPI) effectively.

Future MOPs and SOE plans (Statement of Intents – SOIs) should align with the key objectives and strategic actions outlined in this Strategic Plan.

The MSP 2025-2028 serves as a guiding framework for Divisions and SOEs to develop their annual or semi-annual plans. It also provides direction for management and Boards in implementing the medium-term (four-year) strategy. However, this does not preclude the introduction of new initiatives or modifications. Any necessary

adjustments will be considered in the next review cycle. The MSP is a dynamic, evolving document that adapts to changing circumstances, with all activities subject to quarterly monitoring and evaluation.

7.1 Results management

The success of many strategic actions in this plan hinges on strong relationships, partnerships, and effective inter-sectoral coordination and collaboration. This is particularly true for large-scale infrastructure projects, which are costly and often require the involvement of development partners. For example, projects such as the submarine fibre optic cable, the procurement of a self-propelled barge, a shallow-draft landing craft, and a new 60-meter shallow-draft Roll-on/Roll-off vessel for KNSL, which require donor financial support, as well as the acquisition of two new vessels for the AKL domestic fleet, all depend on successful partnerships and funding. Effective results management is essential for monitoring and evaluating these initiatives. Achieving this will require the continued support and collaboration of counterparts from other Government of Kiribati (GOK) departments, as well as our development partners.

7.2 Domestic coordination

As we work towards the goals of this Strategic Plan, there are opportunities to strengthen coordination between the MICT, SOEs, other GOK departments and agencies, as well as NGOs and community-based groups. This includes collaborating on key issues, such as working with the Public Service Office (PSO) on workforce planning and human resource development, with the Ministry of Finance and Economic Development (MFED) on finding alternative funding sources and investment analysis, and with the National Statistics Office to improve the collection and analysis of data.

It also involves working directly with others to better coordinate support for implementing specific programs and initiatives. The Strategic Plan highlights several existing coordination mechanisms, such as the MICT Coordinating Committee, for planning and carrying out projects. Where formal systems or structures for coordination are not in place for certain programs or wider issues, the Strategic Plan will explore the benefits of establishing these processes during its implementation.

8. Coordination with Development Partners

The MICT is committed to building strong relationships with various bilateral and international development partners. These partners have provided valuable technical assistance and funding for several programs, infrastructure projects, and workforce development and training.

To make these programs more effective and ensure better support from donors and development partners, the Ministry will create a MICT Development Coordinating Committee (MDCC). This committee will help improve coordination, planning, and the

delivery of services in Kiribati. The MDCC will include the Senior Management Team (SMT) of MICT and representatives from key partners such as Australian DFAT, New Zealand MFAT, Japan, PRC (China), SPC, SPTO, PIPA, ADB, and the World Bank.

The Ministry's strong commitment to working with these development partners presents a great opportunity to integrate their support into the Strategic Plan. The MDCC will play a key role in supporting the plan's implementation by providing a structure to ensure the following:

1. Help identify key areas for funding and ensure resources are used effectively by working together to coordinate support for the MICT and SOE plan.
2. Support collaborative projects across different sectors and regions that align with the Strategic Plan.
3. Find ways to improve the efficiency, effectiveness, and quality of service delivery.
4. Track progress by reviewing activities against the goals and targets set in the Strategic Plan.
5. Report to the Government of Kiribati and development partners on the implementation of the Strategic Plan in a way that simplifies reporting and accountability.
6. The MDCC will meet once or twice a year. One meeting will review progress, and the next will focus on discussing and approving the annual action plan for the coming year.
7. One or two MDCC members will oversee each strategic objective. They won't be responsible for implementation but will ensure the MDCC fulfills its role in relation to the objective.

9. Monitoring

The Senior Management Team (SMT) and the Research and Development Unit at MICT are responsible for overseeing the implementation of this strategic plan. The Research and Development (R&D) Unit will collect and analyze data to track progress against the plan's targets and indicators. It will provide quarterly updates to the SMT, including reports on any challenges.

One key challenge the Ministry wants to address right away is improving the collection and organization of data. A better system is needed to coordinate this process, which will help provide the necessary information for the SMT, MDCC, and development partners. This data will support reporting and decision-making, especially when securing future project funding.

This Ministry Strategic Plan (MSP) will serve as a key tool for the Ministry and its State-Owned Enterprises (SOEs). The plan's indicators will be tracked, reported, and used to develop short-term plans (MOPs). The R&D Unit will also use it to monitor progress and performance, ensuring that the MDCC and development partners stay informed.

10. Risk Management

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

Risks	Strategies to mitigate risks
Inadequate resources	• Well-structured funding proposals • Identification of new funding sources • Proper project proposals channelled properly
Support from Finance & Development Partners	• Proper finance analysis for major & expensive projects • Use of proper donor templates & conditions for funding
Capacity issues	• Targeted institutional strengthening • Training programme in-country where possible • Making use of relevant stakeholders where appropriate • Capacity retention measures
Lack of political support	• Increased awareness • Sharing of success stories • Publish regular progress reports • Informing policy makers & legislators • Proper Cabinet papers supported by relevant information & data
Outdated laws	• Review of outdated contracts & agreements • Proper analysis of laws across the region
Project implementation delays	• Proper reporting & 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 MICT Divisions and SOEs

	Objectives	Strategies (Activities)	Baseline	Financial Implications	Key Performance Indicators	TIMEFRAME				Div/SOEs
						2025	2026	2027	2028	
Goal 1: "Strengthen and maintain air, sea, and land transportation infrastructure to meet social demands, ensure public safety, sustainability, and support economic growth."										
1	**Training for AKL Aircrafts Mechanical Engineers to become LAMEs**	Collaboration with MICT, ASPA & DFAT to secure fundings	5%	$900,000.00	Funding acquired	50%	75%	100%	-	AKL
2	**Capacity building of Pilots to become ATPL**	Training plan for Flight Operation crews	10%	nil	Training plan for Flight Operation Crews completed	50%	100%	-	-	AKL
3		Securing funding for ATPL training	1%	$60,000.00	Funding secured & at least 5 pilots attained ATPL training	25%	50%	75%	100%	AKL
4	**Strengthening Reservation & Finance teams capability in integration of accounting and booking system**	Training plan development	15%	nil	Plan is developed and approved	100%	-	-	-	AKL
5		Reservation and Finance team attachment with Air Nauru	20%	$30,000.00	MoU and Training Plan is approved and signed	50%	100%	-	-	AKL
6		System upgrading and integration	1%	$5,000.00	System upgraded & integerated	50%	100%	-	-	AKL
7		Train Finance and Reservation Team	10%	$10,000.00	Team trained	50%	100%	-	-	AKL
8	**CS Review**	Work closely with PSO, AOG, staff to review CS	50%	$5,000	Approved CS 2025	90%	100%	-	-	AKL
9	**Aircraft Fleet Management**	Disposal of Dash 8	15%	$750,000	Ready for C-Check	35%	100%	-	-	AKL
10		Build up engine reserves for T3 AKB & T3 AKC	5%	nil	Reserves Funds in account	30%	60%	90%	100%	AKL
11	**Upgrading of current Bonriki Hanger to address audit recommendations**	Work closely with MISE, Development Partners for hanger renovation & audits	10%	$180,000	Renovated hanger and closed audit findings	25%	50%	75%	100%	AKL

12	**To improve working environments for AKL' employees**	Work closely with MISE, AKA, MELAD for AKL land & new office	1%	$250,000	Land acquisition & new developed office	25%	100%	-	-	AKL
13	**Acquisition of GSEs, standby generator for Bonriki and Kiritimati airports**	Work closely with Development Partners for the purchase of GSE & standby generator	1%	$500,000	Completed Procurement and acquisition of GSE and Standby Generator	60%	100%	-	-	AKL
14	**Upgrading of Outer Island HF Radio**	Work closely with CCK for HF radio upgrading	50%	$30,000	Serviceable HR Radios Outer Islands.	50%	75%	100%	-	AKL
15	**To become an effective regulatory**	Build a new own office in accordance to the ICAO Standard and requirement.	0%	$100,000	Land acquisition & new developed office	75%	100%	-	-	AKL
16	**Engine Maintenances**	Build Engine Hourly Reserves	1%	$2.1 m	Accumulated savings - USD bank	50%	100%	-	-	AKL
17	**Purchase of new aircraft(s) to replace leased aircraft(s)**	Work closely with SOE-MAU, Cabinet	1%	$12 m	New aircrafts purchased, lease cost reduced & revenue increased	50%	100%	-	-	AKL
18	**To review Tariff**	Work closely with SOE-MAU, Cabinet for tariff review	50%	nil	Approved revised Tariff	40%	60%	80%	100%	AKL
19	**Improving connectivity to the Line Islands with Honolulu**	Establish relationship with Nauru Airline	10%	$9 m	Lease agreement in place, weekly flight resume Aug 2025	100%	-	-	-	AKL
20		Encourage private business engagement & infrastructure development	10%	$700,000	Achieve at least 50% increase in private sector investment in airport infrastructure	30%	60%	90%	100%	AKL
21	**Develop a masterplan for Bonriki and Cassidy airport**	Conduct consultation with the public and stakeholders for both airports	50%	$100,000.00	Number of consultations conducted on both islands, Tarawa and Kiritimati.	100%	-	-	-	AKA

22		Engage a qualified contractor to lead this activity	100%	$1 m	A qualified contractor is identified and commenced its work	100%	-	-	-	AKA
23		Collecting aircraft movements information that are necessary for the development of the masterplan at both airports	65%	nil	Percentage of infomation submitted to the contractor	75%	100%	-	-	AKA
24		Conducting airport surveys to assess layout and key factors for the master plan's development.	20%	$100,000.00	Number of surveys completed on both airports, Bonriki and Cassidy	35%	65%	100%	-	AKA
25		Discussing of other issues and special requirements with the airport and other airport tenants	30%	$100,000.00	Number of discussions and meetings completed	35%	65%	100%	-	AKA
26		Ongoing coordination between the contractor and airport stakeholders to gather missing information crucial for the master plan's development	45%	$100,000.00	Number of discussion and meetings undertaken	65%	85%	100%	-	AKA
27	**New AKA office**	Acquire technical views and information from local contractors that includes the design and costing for AKA new office	0%	$5,000.00	Design and Costing of AKA's new Office obtained	25%	50%	100%	-	AKA
28		Seek funding from AKA Budget or external sources	0%	$150,000.00	Funding for AKA new office acquired from AKA budget & external sources	0%	0%	50%	100%	AKA

29		Proceed with procurement process and invite local contractors	0%	nil	local contractors procured	0%	0%	50%	100%	AKA
30		Establish a new temporary office or relocate to the tower building until the new AKA office has been established.	0%	$50,000.00	Temporary office is established before new AKA office constructed	0%	0%	50%	100%	AKA
31	**To renovate Control Tower building**	Structural Assessment	0%	$2,000.00	Completion of a structural assessment with submission reports from engineers	100%	0%	0%	0%	AKA
32			0%	$1,000.00	Project document completed & submitted for approval	50%	100%	-	-	AKA
33		Procurement process & budget planning	0%	$1.5 m	Funding acquired	0%	25%	100%	-	AKA
34			0%	$1,000.00	Procurement procedures completed	0%	25%	100%	-	AKA
35			0%	nil	Winning contractor identified and agreement signed	0%	25%	100%	-	AKA
36		Construction and Renovation Works	0%	$1 m	Interior & Exterior renovation works completed	0%	0%	50%	100%	AKA
37			0%	$500,000.00	Completion of all systems installation to the tower	0%	0%	75%	100%	AKA
38			0%	$5,000.00	Safety & Regulatory compliance checks completed.	0%	0%	75%	100%	AKA
39	**Enhance conditions of existing firetrucks**	Seek information and defect documentation	0%	nil	Defect reports submitted monthly	100%	-	-	-	AKA
40		Set for Maintenance & Service Tools , acceptable for Fire Truck	0%	$50,000.00	Tools and equipment procured acquired by 2026	75%	100%	-	-	AKA

41		Provide Inventory system, for Part repair	0%	$100,000.00	Inventory System installed	50%	100%	-	-	AKA
42	**Improve conditions of communication set at the tower**	Feasibility study	0%	$1,000.00	Feasibility study completed and report submitted	25%	100%	-	-	AKA
43		Develop project proposal for communication set, Installation & commissioning	0%	$250,000.00	Project Document approved & funding secured	25%	50%	75%	100%	AKA
44			0%		Installation & Commissioning completed					
45	**To improve Outer Island Runway conditions**	Minor maintenance & inspection programs	19%	$100,000.00	Minor maintenance conducted every four months which includes 8 outer islands runway.	40%	60%	80%	100%	AK
46		Major maintenance & upgrading activities	13%	$250,000.00	No. of runway major maintenance carried out	20%	50%	70%	100%	AKA
47	**To improve compliance standard at all airports**	Conduct internal audit & review of all Manuals & SOP's annually (6 internal audits)	45%	$25,000.00	No. of internal Audit conducted & Manual & SOP's reviewed	50%	70%	90%	100%	AKA
48	**Improve commercial initiatives**	Introduce airspace fees below 10,000 ft to all Bonriki traffic and below 5,000 feet to all Cassidy (Kiritimati) traffic.	0%	$50,000.00	Increase AKA revenue by 5% in the first year of implementation	10%	30%	65%	100%	AKA
49		Extension of Bonriki Arrival and Departure Lounges	35%	$121,000.00	Extension of Bonriki Arrival & Departure Lounges completed and operational	100%	-	-	-	AKA
50		Introduce a chargeable lounge & restaurant for both international airports	0%	$800,000.00	Chargeable Lounge & Restaurant for both international airpports are operational (attracting more people to visit airport by 10%)	75%	100%	-	-	AKA

51			10%	$800,000.00	Increase AKA revenue by 3% at the completion of the cafe and lounge	50%	100%	-	-	AKA
52		Erect information booths for stakeholders on a rental basis	20%	$50,000.00	Improved AKA revenue by 2%	100%	-	-	-	AKA
53		To improve cashflow	50%	nil	Reduce Account receivable delays from external stakeholders by 100% monthly	100%	-	-	-	AKA
54			50%	nil	Improved collection on a quarterly basis from airport tenants	100%	-	-	-	AKA
55		Encourage Public Private Partnership to support infrastructure development	20%	$0.00	Number of private partnership developed	30%	50%	80%	100%	AKA
56		To establish a joint committee on Tourism promotion	0	$5,000.00	Committe developed	55%	100%	-	-	AKA
57		To develop plans for boosting Tourism activities in Tarawa and Kiritimati	0	$2,000.00	Number of plans developed for action	0%	45%	100%	-	AKA
58	**To become an effective regulatory body for air transportation**	To build a new owned Office in accordance to ICAO requirements.	0%	$200,000	New office constructed & fully operational	25%	50%	75%	100%	CAAK
59		Develop our own regulations / rules through the adopting and adapting ICAO Annexes in accordance to our context	10%	$150,000	Number of Annexes completed	50%	100%	-	-	CAAK
60		Establish more positions to meet the ICAO requirements for personnel.	5%	$1,000	Number of Positions approved & fully occupied	25%	50%	75%	100%	CAAK

61		On-going maintenance of an aeronautical information publication (AIP)	5%	$10,000	number of maintenance to the AIP (8 to be completed annually)	25%	50%	75%	100%	CAAK
62		To increase the level of compliance with Stakeholders to ICAO SARPs	5%	$30,000	No. of Audits for compliance conducted (30 activities for 2025 - 2028)	25%	50%	75%	100%	CAAK
63			0%	nil	No. of inspections conducted (100 activities for 2025 - 2028)	25%	50%	75%	100%	CAAK
64			0%	nil	No. of spot checks (100 activities for 2025 - 2028)	25%	50%	75%	100%	CAAK
65		To reduce the ICAO deficiencies	0%	$150,000	No. of ICAO deficiencies	25%	50%	75%	100%	CAAK
66		work with the concerned bodies for establishing Ground handing Agency	0%	$5,000	Estabished ground hnadling agency at the Airport.	50%	100%	-	-	CAAK
67		Implementation of enforcement policies	5%	nil	Percentage of enforcement policies effectively implemented	25%	50%	75%	100%	CAAK
68	**2. Capacity building for CAAK staff and aviation participants /stakeholders**	Develop a training plan for CAAK staff training needs to meet ICAO SARPs requirements	0%	$80,000	No. of online training conducted (32 to be completed in 2028)	25%	50%	75%	100%	CAAK
69			0%	$80,000	No. of external training attained (32 to be completed in 2028)	25%	50%	75%	100%	CAAK

70		Conduct training workshops/awareness to share with stakeholders of the ICAO requirements to avoid unsafe practices	0%	$5,000	No. of workshops / awareness conducted to stakeholder to improve their understanding of the ICAO requirements (10 to be completed in 2028)	25%	50%	75%	100%	CAAK
71			0%	$50,000	No. of technical meetings with stakeholders (20 to be completed by 2028)	25%	50%	75%	100%	CAAK
72			5%	$50,000	No. of ICAO Working Group invitation shared with the concerned Stakeholders	25%	50%	75%	100%	CAAK
73		To participate in technical meetings to keep up with the evolving changes in aviation industry around the globe	0%	$100,000	Number of external technical meetings attended (50 to be completed in 2028)	25%	50%	75%	100%	CAAK
74	**To improve economic benefits from Air Service Agreements (ASA) and Airspace**	To develop more bilateral ASA and revising existing ones to balance benefits; hence improving air service/connectivity for better revenue	0%	$200,000	Number of ASA developed (8).	25%	50%	75%	100%	CAAK
75			5%	$5,000	Number of ASA revised.	25%	50%	75%	100%	CAAK
76		To work closely with Airport Fiji Limited (AFL) & the Ministry to increase the distribution rate from FIR	10%	$25,000	Increase in revenue share from Airspace usage	35%	60%	80%	100%	CAAK
77	**To achieve the Effective Implementation (EI) score of 60% or above after ICAO**	Providing an effective safety oversight system for the provision of safe and reliable Air Service taking into account all the 8 audit areas of the	0%	$80,000	% of safety policies implementation	25%	50%	75%	100%	CAAK
78			0%	$40,000	No. of Qualified Technical Personnel and their trainings completed	25%	50%	75%	100%	CAAK

79	**...audit**	...ICAO USOAP	25%	$200,000	% of Technical Guidance materials/Tools and safety critical information	25%	50%	75%	100%	CAAK
80			0%	$60,000	Total number of Licensing, Certification, Authorisation &	25%	50%	75%	100%	CAAK
81			0%	$60,000	No. of Surveillances conducted (50 to be completed by 2028)	25%	50%	75%	100%	CAAK
82			0%	$80,000	No. of Safety concerns decreased to an acceptable level	30%	50%	70%	100%	CAAK
83	**To regain full control & management of Kiribati's airspace**	To establish a committee for the Airspace	0%	nil	Established Airspace Committee	25%	50%	75%	100%	CAAK
84		To work closely with the committee and the Ministry for deleneating the Airspace at the Nadi FIR, Oakland FIR and Tahiti FIR.	0%	$1 m	No. of FIR established	15%	30%	70%	100%	CAAK
85		Engagement of a TA (to work on AirSpace)	0%	$1 m	TA engaged	1%	10%	20%	30%	CAAK
86		Work with Airport for training programme of ATC staff	0%	$100,000	No. of Staff qualified for ATC	1%	10%	20%	30%	CAAK
87	**Provide safe, sustainable, affordable & appropriate shipping services to all islands (All vessels cost include delivery)**	Purchase of 6 heavy duty workboats	5%	$180,360	6 Heavy duty Workboats received and in use	6%	11%	100%	-	KNSL
88		Purchase of a replacement for MV Nei Matangare	2%	$35 m	Replacement for MV Nei Matagare received and operating	2%	4%	20%	100%	KNSL
89		Purchase od a shallow draft Landing Craft (Barge Type)	2%	$5 m	Landing Craft received and operating	3%	8%	20%	100%	KNSL

90		Purchase of a shallow Draft 60m Ropax Ferry (>500GT) replacement for LC Aratobwa (Butimari Type)	2%	$8 m	Quality Ropax Ferry received and operating	50%	60%	80%	100%	KNSL
91	**To provide appropriate supporting infrastructure to meet current and expected demands**	Construction of a small passenger terminal & shelter for passengers in Betio	24%	$20,000	Ferry Terminal constructed and in use	60%	60%	100%	-	KNSL
92		Construction of a new office complex in Betio	2%	$120,000	New office complex in Betio completed and in use	3%	60%	100%	-	KNSL
93		New (Container) Customer-friendly Passenger & Cargo Booking Office in Kiritimati	50%	$7,000	Container office completed and in use	55%	80%	100%	-	KNSL
94		Construction of a new Life Raft service station. (Samoa Shipping Corporation)	5%	$90,000	Life Raft Service Station constructed and operational	30%	60%	100%	-	KNSL
95		Construction of the Ro-Ro ramp in Ronton	2%	$50,000	Ro-Ro ramp in Ronton completed and utilised	5%	50%	100%	-	KNSL
96	**To develop Human resource to meet current and expected standard**	Strengthen human resources through capacity building & empowerment recruiting qualified staff	70%	$60,000	Human resource development plan implemented and staff trained by 2025	70%	90%	100%	-	KNSL
97		HR and Administrative support services based on standards, best practice and new technology	85%	$10,000	HR & Admin support system in place and operational	85%	100%	-	-	KNSL
98	**To have a strong and financially stable company**	Improve Financial Stability through appropriate management systems & auditing.	80%	$10,000	Appropriate Financial management systems in place and Company is financially Stable by 2025	80%	100%	-	-	KNSL

99		Identify and implement new sources of revenue	44%	$20,000	Additional sources of revenue identified & implemented	50%	75%	100%	-	KNSL
100	**Enhance Navigational Safety**	Implement and maintain comprehensive AtoNs and dredging operations for channel development - for identified islands	25%	$5 m	Completion of navigation safety improvements	25%	50%	75%	100%	MD
101	**Strengthen Maritime Compliance**	Enforce maritime laws and regulations through updated legislative frameworks and regular inspections.	50%	$50,000	Full compliance with updated laws	50%	75%	100%	-	MD
102	**Develop and Integrate Maritime Databases**	Create and optimize a centralized maritime database (Central Electronic System) and spatial data infrastructure to support Operation and Descision Making	25%	$30,000	Full operational status of maritime databases	25%	50%	75%	100%	MD
103	**Optimize Maritime Infrastructure**	Upgrade critical operational infrastructure including office spaces, communications and power systems.	25%	$3 m	Enhanced operational efficiency and capacity	25%	50%	75%	100%	MD
104	**Capacity Building and Staff Development**	Develop and execute a comprehensive training program focusing on maritime skills, leadership, and Continued Professional Development (CPD).	25%	$200,000	Improved staff performance and skill sets across all levels	25%	50%	75%	100%	MD

105	**Financial and Operational Sustainability**	Establish new fees and secure funding to support sustainable maritime operations.	0%	$20,000	New fees etablished & funding secured to Increase financial sustainability	25%	50%	75%	100%	MD
106	**Develop processes for the effective movement of shipping and cargo through the port**	Ensure SOPs are developed and compiled in manual.	80%	$10,000	New Established SOPs	90%	100%	-	-	KPA
107		Develop Audit Plan for SOPs and adhere to planned assessment.	90%	$10,000	Establishment of new SOPs	90%	100%	-	-	KPA
108		Audits Implementation	5%		Audits Implemented	20%	100%	-	-	KPA
109	**Develop KPI's and performance benchmarks for all port operations**	Develop benchmark standards	90%	$10,000	Benchmark Standards developed	95%	100%	-	-	KPA
110		Test performance against benchmarks.	90%		Tested Benchmark Standards					
111	**Engage and follow OHS requirement and procedures**	Safety organization committee & the Establishment of Risk Management and implementation Plan.	90%	$2,500	Established Risk Management Committee	95%	100%	-	-	KPA
112		Risk Management and Risk Assessment teams,	90%		Established Risk Assessment Committee	95%	100%	-	-	KPA
113	**Implement identified capital projects**	Refer to Capital projects schedule	95%	$1,000	Project Capitals identified	95%	100%	-	-	KPA
114		Establish project unit and recruit project manager	95%			95%	100%	-	-	KPA
115	**Enhance the container storage capacity**	To expand te mwanono for more storage capacity	50%	$50,000	Te Mwanono expasion	55%	75%	95%	100%	KPA
116	**Promote use of newenable energy**	Install solar system	5%	$500,000	Solar System installed	5%	30%	60%	100%	KPA

117	**Improve energy effiency**	Install rainwater tanks	85%	$50,000	Rainwater tanks	90%	100%	-	-	KPA
118	**Develop processes for regular customer communications and satisfaction assessments.**	Review & Improve yard planning system	85%	$100,00.00	Terminal Operating System (TOS)	90%	100%	-	-	KPA
119		Review & Improve delivery system	80%		Efficient Delivery System	85%	100%	-	-	KPA
120	**Acquring new machines for Betio & Kiritimati**	Reach Stacker, Side Lifters, Crane	30%	$1.2 m	Efficient Betio/Kiritimati Port Operation	30%	70%	100%	-	KPA
121	**Provide Weigh Bridge**	Installation of Weigh Bridge for Exports	90%	$90,000	Export Weigh Bridge	100%	100%	-	-	KPA
122	**Increase the Marine Fleets capacity**	Purchase of Tug Boat	10%	$7m	Tug Boat purchased & Operating	10%	30%	60%	100%	KPA
123		Purchase of Pilot Boat	0%	$1m	Pilot Boat purchased & operating	0%	25%	50%	100%	KPA
124		Repair works to Butiroko Pilot Boat	70%	$130,000	Butiroko Pilot Boat repaired & operating	100%	-	-	-	KPA
125	**Review the structure of port fees to ensure an appropriate balance of costs and revenues at each major cost center.**	Tariff Review	90%	$10,000	Tarriff 2025	100%	-	-	-	KPA
126	**Establish clear and publicity available criteria for any exemptions to storage and charges.**	Develop & enforce Exemption policy	95%	$5,000	Storage Exemption Policy developed & enforced	100%	-	-	-	KPA

127	**Job evaluation analysis to ensure the duties of each member of KPOA staff are clearly defined and that each officer has sufficient delegated authority to satisctorily discharge those duties**	Recruit TA for job evaluation/ explore assistance from other ports	20%	$10,000	TA recruited & Job Evaluation completed	100%	-	-	-	KPA
128		Completion of job evalution exercise.								KPA
129	**Review, update and strengthen credit management procedures**	Develop & enforce debts policy	90%	$12,000	Dept policy developed & enforced	100%	-	-	-	KPA
130		95% collection on 2023 sales	90%		95% of 2023 sales collected	90%	100%	-	-	KPA
131	**Formulation of financial regulation and policy**	New KPA FR	80%	$15,000	New KPA FR	90%	100%	-	-	KPA
132	**To review & updates the KPA Act**	Hire local TA to review KPA Act	10%	$20,000	New Reviewed KPA Act	100%	100%	-	-	KPA
133	**Develop memoranda of understanding with the Enviroment, Fishing and other Agencies to clarify responsibilities and areas of joint concern.**	MoU consultation meetings with stakeholders	40%	$5,000	MOU with Stakeholders developed & signed for implementation	50%	100%	-	-	KPA

134	**Rehabilatation/Construction Developent of Port Insfrastruture on targeted Outer Islands.**	Consultation meeting/ Feasibility Study/ Technical Survey/ Uxo Survey/Construction Design	20%	$2 m	Port Development surveys on Butaritari, Tabiteuea & Abemama.	30%	55%	75%	100%	KPA
135	**Improve Legislative Framework**	Review existing policies and legislations underpinning land transport	20%	$5,000	Legal audit carried out	100%	-	-	-	KLTA
136					Board approval secured and Cabinet submission on concept and proposed draft legislation and new policy	100%	-	-	-	KLTA
137					Updated road policies and New legislation in place with relevant regulations	100%	-	-	-	KLTA
138	**Improve Road safety**	Recruit New Cadets (including for CXI)	10%	$60,000	New cadets recruited	75%	100%	-	-	KLTA
139		Conduct In House Training and cross-training (overseas LTA)	10%		Training conducted (in-house and overseas)	50%	100%	-	-	KLTA
140		Increase Workforce (includes CXI)	10%		KLTA fully staffed at Headquarters and branches	25%	50%	75%	100%	KLTA
141		Improve Code of Ethics	20%		Visible enforcement by KLTA, police and other law enforcement agencies	75%	100%	-	-	KLTA
142		Repair and maintain road furniture - road assets on South Tarawa	10%	$500,000	ALL road assets and furniture installed; feeder roads signboards installed	50%	100%	-	-	KLTA
143		Centralised licensing and registration procedures	10%		Centralised licensing and registration procedure improved and have been streamlined	50%	100%	-	-	KLTA

144		KLTA Database	15%		Drivers license and road-user (driver) information on server and can be accessed online by troopers/patrol officers	50%	100%	-	-	KLTA
145		Address Traffic congestions and parking	10%		Minimised road accident by 50%	50%	75%	100%	-	KLTA
146					Minimised and control traffic congestion and parking by 50%	25%	50%	75%	100%	KLTA
147		Public road maintained from endangerment and encroachment (including clearance of vegetation alongside roads)	10%		Public transportation service improved and co-ordinated	50%	100%	-	-	KLTA
148			40%		Cutting/clearance of vegetation alongside roads	100%	-	-	-	KLTA
149			10%		Roads conditions improved and maintained	25%	50%	75%	100%	KLTA
150	**KLTA Expansion 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%	$250,000	KLTA CXI fully established and staffed	100%	-	-	-	KLTA
151			1%		KLTA covering North, Central and South	6%	12%	20%	30%	KLTA
Goal 2: "To enhance and secure Information and Communication Technology (ICT) infrastructure, ensuring equitable acess to serves while strengthening cybersecurity resilience against external threats"										
152	**Establish early warning systems**	Develop and deploy early warning systems in collaboration with main stakeholders: to strengthen SOPs for disaster response.	0	$1 m	Percentage of early warning systems established/deployed	25%	50%	75%	100%	DTO

153	**Improve disaster communication systems**	Provide ICT advisory on communication systems and work collaboratively with CCK and main key stakeholders	1	$1,500.00	NETP developed & adopted	75%	100%	-	-	DTO
154		Develop digital platform for consistency and standard on the common alert protocol	0	$5,000.00	Number of disaster communication system deployed - Common Alert Protol established	25%	50%	100%	-	DTO
155	**Establish GovNET for all Government Agencies**	All Government Network in South Tarawa and Kiritimati are connected to GovNET	0	$500,000.00	Percentage of entities connected to the GovNET	50%	75%	100%	-	DTO
156	**Establish smart islands**	Construction and installation of telecentre and equipment to allow communities access to digital services using high speed internet connections	0	$200,000.00	Number of smart outer islands established	1	-	-	2	DTO
157	**Strengthing PPPs with mobile operators and local ISPs to improve voice and data coverage**	Deploy mobile service and improve voice and data coverage in the ouer islands	1	$2 m	Number of island with mobile coverage of 90% or better	1	1	1	1	DTO
158	**Establish a Digital Government presence online**	Launch websites for all line Ministries	1	$8 m	Percentage of Websites developed for individual Ministries	50%	70%	80%	100%	DTO
159	**Establish Interoperability platform for government systems**	Commission Interoperability/API platform for government	0	$400,000.00	Percentage of Interoperability platform completed	25%	50%	100%	-	DTO
160	**Establish Digital ID system**	Commission Digital ID system	0	$2 m	Percentage of Digital ID system completion	50%	100%		-	DTO

161	**Enhance citizen experience and participation through digital means (e-Services)**	Development of e-services using Digital ID for citizens of Kiribati	0	$3 m	Number of e-Services linked with Digital ID established	1	1	1	1	DTO
162		Awareness program - training citizens on the use of e-Services	0	$100,000.00	Number of awareness / training program conducted	25%	50%	75%	100%	DTO
163	**Improve Government services to the public and development of Digital Government Architecture**	Development of National Portal	25%	$2 m	National Portal established	30%	70%	100%	-	DTO
164		Development of National Digital Government Architecture	0	$500,000.00	National digital architecture established - improved interoperability and security across government agencies.	100%	-	-	-	DTO
165	**Enhance ICT curriculum with MoE and other vocational institutions in Kiribati**	Review ICT in Education policy to include all school levels	50%	$10,000.00	New curriculum adopted	50%	75%	100%	-	DTO
166	**Improve digital literacy programmes and initiatives**	Training and advocacy program to be implemented to leverage technologies in using ICT tools	2	$100,000.00	Number of awareness/training program conducted	5	7	8	10	DTO
167	**Production of media contents to support awareness raising**	Production of media content through various medium	0	$50,000.00	Number of media contents produced by the officer	1	5	10	15	DTO
168	**Development of Guides on Child Online Safety**	Develop, Refine (Improve) and Publish Cybersecurity Guides for Parents, Educators and community leaders on Child Online Safety - English and Kiribati versions	0	$20,000.00	Number of parental guides developed	1	2	-	-	DTO

169	**ICT capactiy building to government and non-governmental organisations**	Execute capacity building initiatives on ICT	0	$100,000.00	Number of capacity building initiatives executed	3	5	7	10	DTO
170	**Construct and establish landing facilities to the Southern Cross NEXT submarine cable network in Kiritimati (IICM Project)**	Provide high speed broadband capacity services to licenced RSPs in Kiritimati	94%	USD21.6 m	RSPs connected / Capacity delivered	100%	-	-	-	BNL
171	**Construct & Establish an FTTH Network in Kiritimati (KCP Project)**	Provide FTTH Access to licenced RSPs in Kiritimati	0%	$3.2 m	RSPs Connected/Access drops connected	100%	-	-	-	BNL
172	**Construct and establish landing facilities to the East Micronesia submarine cable network in Tarawa.**	Provide high speed broadband capacity services to licenced RSPs in Tarawa	66.67%	USD11m	RSPs connected / Capacity delivered	100%	-	-	-	BNL
173	**Construct and establish an FTTH Network (KCP Project) in Tarawa**	Provide FTTH Access to licenced RSPs in Tarawa	48%	USD14 m	RSPs Connected/Access drops connected	58%	92%	100%	-	BNL
174	**Install & Commission the Starlink Community Gateway (KCP Project)**	Provide high speed broadband capacity services to licenced RSPs in Tarawa	0%	$4.85 m	RSPs connected / Capacity delivered	100%	-	-	-	BNL

175	**Construct additional OIN towers to improve service**	Construct and install addional OIN towers	29%	$1.3 m	Number of towers constructed	100%	-	-	-	BNL
176	**Enhance communication insfrastructure 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 m	EMC cable network project completed	30%	70%	100%	-	BNL
177		Submarine cable for Kiritimati island (SX-NEXT) for High Speed internet	30%	$21.6 m	SX-NEXT cable network project completed	80%	100%	-	-	BNL
178	**Improvement of Mobile Service Coverage and Quality of Service**	Continue monitoring mobile coverage and quality of service	1%	$30,000.00	6-8 mbps connectivity and better than -90dbm signal level at village and School level on the islands.	5%	10%	25%	50%	CCK
179	**Universal ICT Access to all the people of Kiribati**	Deployment of good quality and competitiely 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.	70%	$200,000.00	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.	100%	-	-	-	CCK

180	**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 centers.	60%	$200,000.00	Provide at least emergency and disaster ICT related devices to the NDMO and other disaster/emergency response centers.	80%	90%	90%	90%	CCK
181	**Provide affordable handsets to users**	Working closely with Mobile Service Providers in subsiding the cost of mobiles phones	1%	$200,000.00	Geniuen handsets with reasonable quality cost is less than $200.00	20%	60%	100%	-	CCK
182	**Support to broadband expansion projects in the outer islands**	Establish Internet service wifi hotspot to councils, islets and mission schools including community wifi at underserved communities	20%	$200,000.00	Number of broadband connections established	50%	60%	80%	100%	CCK
183	**BPA new building project (Tarawa)**	Work closely with MISE to finalise building design and costing and Japanese Embassy for funding.	10%	$1 m	New building constructed	25%	25%	50%	100%	BPA
184	**BPA New Transmitter for Tarawa and Kiritimati Is**	Work with MFAI, MICT and MFED and Indian High Commision in Suva Fiji	5%	$880,000.00	Transmitter installed & operating	25%	50%	100%	-	BPA
185	**Integrating payment gateway with systems (Web and Apps)**	Work Closely with ANZ Bank to apply for egate and other requirement for payment online	15%	$605	Online payment system established & operating	100%	-	-	-	BPA

186	**Achieving and maintaining high annual returns**	Epanding 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	25%	$50,000	Outer islands outreached, programme, new marketing strategy and policies	75%	100%	-	-	BPA
187	**Maintaining and Sustaining of BPA's equipment**	Acquisition of Broadcasting equipment	60%	$100,000	Broadcasting equipment acquired.	100%	-	-	-	BPA
188		New printing machine for Te Uekera publication	100%	$85,000	Printing machine acquired.	100%	-	-	-	BPA
189		Installation and commercializing the TV service in Kiribati.	20%	$500,000	New TV system installed & provision of BPA TV service to the general public.	40%	50%	60%	75%	BPA
190	**Maintaing 100% compliance to legal obligations concerning BPA**	Compliance to SOE Act and Obligations (SOI, Annual Reports and Half Year Report) 2.BPA Acts review	50%	$3,750	New BPA Act 2023, Annual Report and Half Year Report completed	50%	100%	-	-	BPA
Goal 3: "Strengthen Supporting services across all sectors, including data Management, Communication, Logistics and Administration to enhance the efficiency and effectiveness of the Ministry and its SOEs in serving the Public"										
191	**To improve work performance and productivity**	Introduce Staff Performance Reward and Recognition System	0%	$2,000.00	The Annual Recognition and Awarding of staff performance system is developed and	100%	-	-	-	CSD
192		Strengthen workforce by attracting highly skilled staff	50%	$4,000.00	Job Evaluation Taskforce established & Position evaluation completed	50%	75%	100%	-	CSD
193		Enhance Performance Management	50%	$3,000.00	HRMS developed and Internal Consultation Awareness completed	75%	100%	-	-	CSD

194		Provide safe working environment for employees	50%	$50,000.00	OHS Taskforce established and compliance to OHS requirements	35%	50%	100%	-	CSD
195		Strengthen Customer Service	50%	$1,000.00	customer services trainings provided for management of complaints	100%	-	-	-	CSD
196		Established intra-collaboration framework for MICT, its SOEs and Regulatory Entities	0%	$25,000.00	Intra-collaboration framework with accountability is established and enforced	50%	100%	-	-	CSD
197	**To encourage openness, transparency, accountability in the governmental and decision-making process.**	Digitise the Filing System (Data/Information recording and management)	20%	$1,500.00	E-registry developed	40%	80%	100%	-	CSD
198		Improve Financial reporting and compliance to regulations	25%	$5,000.00	Improved real-time financial information & accessibility to the monitoring data system is maintained	100%	-	-	-	Acc
199		Conduct Institutional reform of the Information Unit	0%	$50,000.00	A robust Information Unit is established by 2027	50%	75%	100%	-	CSD
200		Conduct the National Information Policy Framework Reform	0	$20,000.00	Number of New Policies endorsed and implementation	2	3	-	-	CSD
201		Conduct Information legislative Framework reform at the national level	0	$60,000.00	Number of legislations (Acts) established	2	-	-	-	CSD
202	**To provide an enhanced project management system by improving planning, coordination,**	Coordinate PARTNER's annual forum to strengthen collaboration between various stakeholders and development partners for the Ministry and its SOEs	0%	$10,000.00	Partner's Forum Meeting	100%	-	-	-	CSD/R&D

203	**...monitoring & evaluation, developing essential project documents, and effectively coordinating engagement with development partners & the Ministry**	To facilitate collaboration between various stakeholders for the Ministry and its SOEs								
204		Establish frameworks and database for assessing the impact of the Ministry's divisions	0%	nil	Framework and Database developed	50%	100%	-	-	R&D
205	**To become the leading centre for innovation and research that enhances effectiveness and sustainability of the information, communication, and transport sectors**	Conduct Institutional Strengthening of the existing Research and Development Unit	0%	nil	A robust Research and Development Division is Developed by 2027	75%	100%	-	-	R&D
206	**Improve the stamp stock record**	Develop the stamp stock database	50%	$5,000.00	Database developed	100%	-	-	-	Postal
207	**Provide an upgrade POSMO system**	New features and applications added to the system	20%	$20,000.00	POSMO System improved	40%	60%	80%	100%	Postal
208	**Post Office new building**	New Post Office	0%	$100,000.00	New buidling completed	20%	40%	80%	100%	Postal
209	**Develop a national addressing system**	Coordination with relevant parties to develop a proper addressing system	0%	$50,000.00	A national Addressing System developed	20%	50%	100%	-	Postal

210	**Integrate IPS Post mail system with domestic mail processing**	IPS Post accessible to Island agencies	10%	$50,000.00	Island Agencies connected to IPS Post mail system	20%	40%	70%	100%	Postal
211	**To enhance operational efficiency by replacing outdated tools with cost-effective & reliable working materials**	Procure new working materials to replace outdated tools that are costly to repair and maintain	40%	$20,000.00	New machineries purchased & operating	60%	70%	90%	100%	Printery
212	**To upgrade the numbering machine from manual to eletric for improved efficiency & accuracy**	Acquire new machine with new system that can produce serial number	0%	$10,000.00		10%	15%	20%	25%	Printery
213	**To improve customer service environment**	New planning Room Design	70%	$5,000.00	New room design completed & constructed	100%	-	-	-	Printery