



# **STRATEGIC PLAN**

2024–2026



# STRATEGIC PLAN

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2024–2026



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# LIST OF ABBREVIATIONS

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<b>GGGI</b>	Global Green Growth Institute
<b>IPD</b>	Investment Promotion Division (of MTCIC)
<b>IVS</b>	International Visitor Survey
<b>KCCI</b>	Kiribati Chamber of Commerce and Industry
<b>KIT</b>	Kiribati Institute of Technology
<b>KSTDPF</b>	Kiribati Sustainable Tourism Development Policy Framework
<b>KV20</b>	Kiribati 20-Year Vision
<b>MELAD</b>	Ministry of Environment, Lands and Agricultural Development
<b>MFMRD</b>	Ministry of Fisheries and Marine Resources Development
<b>MLPID</b>	Ministry of Line and Phoenix Islands Development
<b>MTCIC</b>	Ministry of Tourism, Commerce, Industry and Cooperatives
<b>NGO</b>	Non-Governmental Organisation
<b>OTA</b>	Online travel agency
<b>PATA</b>	Pacific Asia Travel Association
<b>SME</b>	Small and Medium Enterprises
<b>SPC</b>	The Pacific Community
<b>SPTO</b>	Pacific Tourism Organisation
<b>STSC</b>	Sustainable Tourism Steering Committee
<b>TAK</b>	Tourism Authority of Kiribati
<b>UNWTO</b>	United Nations World Tourism Organization
<b>WTTC</b>	World Travel & Tourism Council

# FOREWORD

## Minister of Tourism, Commerce, Industry and Cooperatives

It is with great pleasure and anticipation that I provide this foreword to endorse the Tourism Authority of Kiribati Strategic Plan 2024-2026. I am heartened to know that we are continuing a journey that will shape the future of our beloved nation.

Kiribati, with its natural landscapes, rich cultural heritage, and warm-hearted people, would be captivating to travelers seeking unique and authentic experiences. Today, we stand at a crucial juncture, recognizing the potential of tourism in driving our nation's development.

The Kiribati 20 Year Vision (KV20) recognizes the pivotal role tourism can play in stimulating economic growth, creating employment opportunities, and generating income for our communities. Moreover, tourism serves as a catalyst for preserving our cultural traditions, promoting the sustainable management of our natural resources, and contributing to the overall well-being of our people.

I am pleased to see the progress being made by the Tourism Authority of Kiribati as an independent organisation and witness its strong relationship with the Ministry of Tourism, Commerce, Industry, and Cooperatives. The placement of "Tourism" at the beginning of the ministry's name signifies the priority placed upon tourism development, in line with the Kiribati 20 Year Vision. This integration emphasizes our commitment to making tourism a key driver of economic prosperity and social progress for our nation.

It is crucial to recognize that our responsibility extends beyond economic gains. We must also protect our local environment, preserve our ecosystems, and promote responsible tourism, in a manner that respects our cultural heritage and traditions.

Together, let us work towards a vibrant and sustainable tourism sector that will benefit present and future generations of Kiribati.



*May we all be blessed with abundant **Health**, enduring **Peace**, and encompassing **Prosperity**.*

**Honorable Booti Nauan**  
Minister of Tourism, Commerce, Industry and Cooperatives  
Republic of Kiribati





# INTRODUCTION

## Chairperson of Tourism Authority Kiribati Board

This Strategic Plan, carefully crafted and designed, serves as our roadmap to unlocking the potential of our tourism authority. It represents our organisation's commitment to building a thriving and sustainable tourism industry that benefits both present and future generations.

In developing this strategic plan, we engaged in consultations with stakeholders, community leaders, and experts from the tourism sector. We have listened attentively to the voices of our people, incorporating their aspirations, concerns, and suggestions into every facet of this strategy. Together, we seek a collective vision, united in our determination to leverage tourism as a catalyst for positive change.

The Tourism Authority of Kiribati Strategic Plan 2024-2026 outlines our key priorities and strategic initiatives for the years ahead. It lays the foundation and pillars that will enhance our destination's competitiveness, strengthening our marketing efforts, nurturing a sustainable tourism sector, and fostering inclusive practices that protect our people and preserve beautiful islands.

This plan also embraces the principles of inclusivity and community engagement. Alongside strong support from our Government, we firmly believe that the success of our tourism industry lies in empowering our communities, fostering entrepreneurship, and providing opportunities for tourism businesses in Kiribati to thrive.

I extend my heartfelt gratitude to our team at the Tourism Authority of Kiribati, who work hard to support and grow our industry. I would also like to express my appreciation to all our stakeholders, industry partners, and the people of Kiribati for their unwavering support and dedication to our shared vision.



*Te Mauri, Te Raoi, Te Tabomoa.*

**Tabotabo Auatabu**  
Chairman  
Tourism Authority of Kiribati, Board of Directors



# 1. THE LEGISLATIVE, POLICY AND PLANNING FRAMEWORK FOR TAK'S STRATEGIC PLAN

## TAK's Legislative Mandate

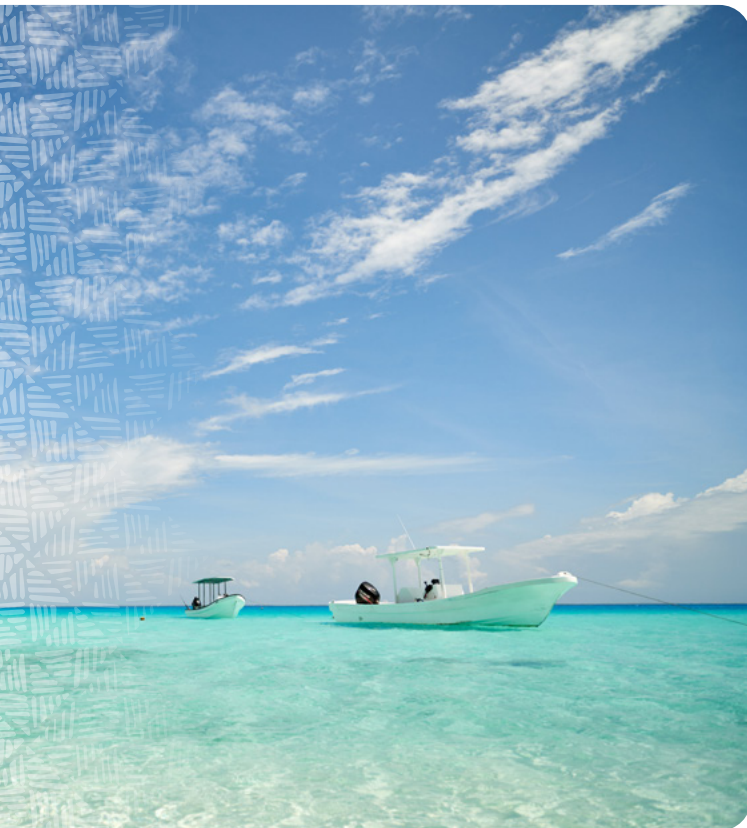
The Tourism Act (2018) provided for the establishment of the Tourism Authority of Kiribati (TAK). The Act tasks the organisation with the promotion and marketing both of the country as a tourism destination and of the tourism businesses within it. It also tasks TAK with the management of tourism within Kiribati, including ensuring tourism businesses comply with standards, are appropriately registered, and have the trained personnel they need. It further requires TAK to provide support and advice to tourism planning, development, and policy.

This Strategic Plan sets out the strategic approach and key initiatives that TAK will progress over the next three years to achieve its legislated objectives.

### *According to the Tourism Act (2018), the objectives of TAK shall be to;*

- (a) promote the natural, scenic, cultural, historical, and recreation attractions of Kiribati in ways that will provide substantial net economic return to the people and to the extent feasible, equitable distribution of economic and social benefits throughout the country;
- (b) promote accommodation establishments and tourism enterprises within Kiribati;
- (c) to implement measures for ensuring that tourism services rendered, and facilities provided to tourists comply with the prescribed standards;
- (d) provide registration of businesses conducted or to be conducted as accommodation establishments or tourism enterprises;
- (e) to promote and support the training of persons engaged or to be engaged in the tourism industry to achieve the best practice delivery of products and services;
- (f) to give advice and guidance to persons engaged in the tourism industry;
- (g) act as an advisory body to government on matters relating to tourism planning, development and marketing, regulations, and policy;
- (h) encourage cooperation and coordination between the Government and private sectors in tourism development;
- (i) assist in implementing policies and initiatives prescribed by the Ministry responsible for Tourism;
- (j) to manage their financial resources in a way that maximises tourism promotion; and
- (k) to advise the Minister on matters relating to paragraphs (a) to (j).

*Kiribati Tourism Act 2018, Section 9*



## Policy and Planning Context

Our Strategic Plan 2024-2026 has been prepared to align with the directions set out in Kiribati's long-term development plan, the Ministry of Tourism, Commerce, Industry and Cooperatives' (MTCIC) medium-term Strategic Plan, and the national Sustainable Tourism Policy:

- Kiribati 20-Year Vision (KV20) recognises the potential that tourism has to stimulate economic development, provide employment, and generate income, as well as support the retention of cultural traditions, the sustainable management of natural assets, and provide a wider contribution towards socio-economic goals. It includes a specific strategy to develop sustainable tourism, which underpins this Strategic Plan for TAK.
- MTCIC's Strategic Plan 2020-2023 states the development and strengthening of sustainable tourism as a key objective, and details corresponding strategies which are reflected in this new TAK Strategic Plan.
- The Sustainable Tourism Policy of 2023 presents a whole of Government public policy for sustainable tourism, building on the Kiribati Sustainable Tourism Development Policy Framework prepared in 2021. This Strategic Plan focuses on TAK's role in leading or supporting key policy responses.

This Strategic Plan is specific to our organisation, TAK, and as such is to be read as a corporate plan. A key activity within this plan is the preparation of a broader tourism sector strategy, in the form of a 10-year Tourism Masterplan for Kiribati.





## 2. TAK VISION AND MISSION

### Vision

Sustainable tourism is positively influencing economic growth, social development, and environmental well-being in Kiribati.

### Mission

To develop and promote Kiribati as a sustainable tourism destination.

## 3. TAK HIGH-LEVEL GOALS

At TAK, our overall success will be viewed through our real-world impact.

### Our high-level goals

- To maintain and foster community support for tourism activities.
- To sustainably grow the number of tourists visiting Kiribati.
- To increase the value of each international visitor to the Kiribati economy.
- To improve the quality of Kiribati's tourism offering.
- To grow the opportunities for employment within the tourism sector.



## 4. TAK VALUES

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At TAK, we uphold the values underpinning sustainable tourism development in Kiribati, as first adopted for the Sustainable Tourism Development Policy Framework: Te Mauri, Te Raoi and Te Tabomoa. These are derived from the traditional blessings of Kiribati where we yearn for the good health and safety of our people (Te Mauri), we desire peace upon Kiribati and its visitors (Te Raoi), and we aspire for prosperity and success in all that we do (Te Tabomoa).

**Our organisation also upholds the following values in its day-to-day operations:**

### SUSTAINABILITY

Sustainability is central to our vision for tourism in Kiribati and our values. We prioritize the long-term health and well-being of Kiribati's natural, cultural and social resources in all that we do. We progress our commitment to the Kiribati Sustainable Tourism Policy by incorporating economic, environmental, social and cultural sustainability into our TAK Strategic Plan. Day to day we work with all stakeholders to promote destination resilience and to balance economic benefits with environmental and cultural preservation, ensuring that tourism development is sustainable.

### TRANSPARENCY AND ACCOUNTABILITY

We are transparent in our operations and decision-making processes. We empower our team to contribute to valuable decision-making processes and we will be collectively accountable for our actions and decisions.

### COLLABORATION AND SUPPORT

We value a team culture that promotes collaboration and support among team members. We strive to create an inclusive and respectful environment where everyone feels valued and can contribute their ideas and expertise. We also value a collaborative approach to working with the Government, industry, community and donor agencies, by nurturing partnerships that support a shared vision for tourism.

### EFFECTIVE COMMUNICATION

We are committed to fostering open and strong communication within our team and with our stakeholders. We recognize the importance of clear and timely communication to ensure that information flows smoothly across all levels of the organization, enabling effective teamwork, informed decision-making, and alignment with organizational goals. We also recognise the importance of clear and timely communications with our clients and partners.

### PROFESSIONAL DEVELOPMENT AND CAPACITY BUILDING

We prioritize providing training and development opportunities for our team. We believe in nurturing their skills, knowledge, and expertise to help them grow both personally and professionally. We actively support and invest in ongoing training programs, workshops, conferences, and other learning initiatives that are relevant to our team's roles. We also prioritize our role in building public, private and community capacity for sustainable tourism development in Kiribati, for all pillars in our Strategic Plan.

### DIVERSITY AND INCLUSION

We are committed to creating a workplace that embraces diversity and works towards gender equality, disabilities, and social inclusion. We value and respect the unique perspectives, experiences, and backgrounds of our team members. We actively promote equal opportunities, fair treatment, and a work environment that celebrates diversity, ensuring that everyone feels welcome, supported, and empowered to succeed.

We are also committed to supporting gender equality and social inclusion (GESI) in the tourism industry and have sought to make it a cross-cutting priority in the TAK Strategic Plan. By recognizing and addressing the needs, challenges and contributions of women<sup>1</sup>, youth and persons with disabilities, we can drive economic growth, enhance social development, and safeguard well-being.

### EXCEPTIONAL CUSTOMER SERVICE

We are committed to delivering exceptional customer service to all our stakeholders. We prioritize understanding their needs and providing accurate and timely information. We strive to exceed expectations and build strong and resilient relationships.

### INNOVATION

We are proactive and creative in our work. We explore and welcome new approaches, new ways to problem-solve, and out-of-the-box thinking. At the same time, we are pragmatic and work towards solutions that are applicable and relevant to our tourism sector and our workplace.

These values represent cross-cutting themes in the TAK Strategic Plan.

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1. In our hotels 58% of the workforce are women, and 42% are men. However, we know that women are significantly less likely to participate in the labour force in general, are more likely to be employed informally and face other challenges such as lower levels of education and larger caring responsibilities than men. Source: TAK Statement of Intent 2023, pp 13, para 3

# 5. THE TAK STRATEGIC PLAN 2024 TO 2026

This Strategic Plan sets the direction for our activity as a national tourism office from 2024 to 2026. It is based on extensive research and consultations including:

- A desk review of relevant national legislation, policies and plans.
- A review of TAK's previous Strategic Plan and Divisional Workplans.
- A workshop with TAK staff and a supplementary staff survey.
- Consultations with Government, private sector tourism stakeholders, non-governmental organisations and development partners, including through an in-person workshop and follow-up survey.
- An analysis of the situation facing TAK in a COVID-19 tourism recovery context.

The Plan's framework is based on our key functions according to seven strategic pillars:



## 1. Tourism Research and Statistics



## 2. Destination Marketing & Promotion



## 3. Sustainable Product & Experience Development



## 4. Sustainable Tourism Investment Promotion & Facilitation



## 5. Tourism Industry Standards



## 6. Tourism Sector Planning, Coordination and Advocacy



## 7. TAK Business Operations

These strategic pillars are underpinned by TAK's cross-cutting values.

This Plan presents how we will deliver on each pillar and details the initiatives to be mobilised under each pillar. These initiatives provide the basis for TAK Divisional Workplans, which include more specific activities.

# 6. SNAPSHOT OF TOURISM IN KIRIBATI

Our TAK Strategic Plan 2024-2026 considers the state of play for tourism demand and supply leading up to the extended border closures experienced during the COVID-19 crisis, and the evolving recovery period since.

## Demand

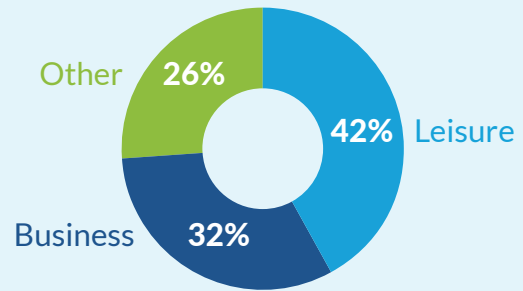
Although Kiribati has a very small share of the Pacific Islands visitor market (estimated to be 0.4% in 2019)<sup>2</sup>, it was experiencing strong growth in overnight visitor arrivals before borders closed in March 2020. Visitor arrivals reached 7,917 in 2019, growing an average of 16% each year<sup>3</sup>. Prior to COVID-19, leisure visitors represented the largest share of arrivals to Kiribati (42%) followed by business travellers (32%), with the former dominating arrivals to Kiritimati and the latter to Tarawa.

Arrivals growth was disrupted when travel restrictions closed borders in March 2020. The border remained closed until August 2022 in Tarawa and until May 2023 in Kiritimati. As a result, only 1,770 visitor arrivals to Kiribati were recorded in 2022. However, 3,256 arrivals (an 8% increase on the same period pre-COVID-19) were recorded in the first half of 2023. With Kiritimati only recently resuming inbound flights, it is anticipated that it may take up to two years for Kiribati to regain arrivals at 2019 levels. Pursuing this demand recovery underpins this Strategic Plan.

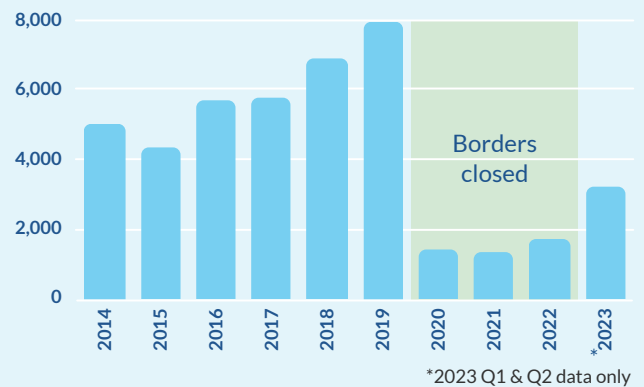
## Supply

In 2019, Kiribati had 52 accommodation providers (totalling 926 beds) and ten tour operators. Around 60% of accommodation was in Tarawa, 25% in Kiritimati and the remainder in outer islands<sup>4</sup>. During the travel restrictions around one-third of accommodation providers closed down. For some, it was an opportunity to carry out maintenance and refurbishment. By mid-2023, all supply on Tarawa and on Kiritimati Island had reopened, and with new properties opening there are now 64 accommodation providers (totalling 1,221 beds)<sup>5</sup>. Growing and strengthening this supply also underpins this Strategic Plan.

### PURPOSE OF VISIT (2019)



### VISITOR ARRIVALS



### ACCOMMODATION SUPPLY

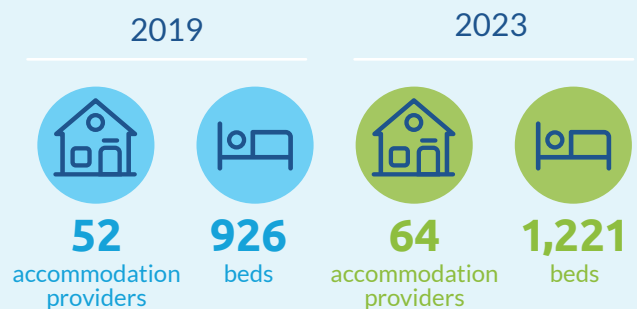


Chart data source: Tourism Authority of Kiribati.

<sup>2</sup> TAK Statement of Intent 2023, pp 13, para 3.

<sup>3</sup> TAK. 2020. Kiribati Tourism Review 2019.

<sup>4</sup> TAK. 2021. Kiribati Tourism Review 2020.

<sup>5</sup> TAK. 2023. Quarter 2 Tourism Review.

# 7. TAK STRATEGIC PILLARS WITH KEY OBJECTIVES AND INITIATIVES



## Pillar 1: Tourism Research & Statistics

At TAK, we are dedicated to harnessing research and statistics to support informed decision-making in the development of Kiribati's tourism industry. By drawing on tourism-related statistics produced by other government departments, conducting tailored quantitative and qualitative demand and supply research (including sex-disaggregated data for tourism employment), and sourcing relevant market insights from global/regional tourism bodies, we will establish a sound evidence base for key tourism decisions. Then, by analysing and interpreting data, we will be well placed to inform sustainable destination plans, sound investments, product development, and marketing direction. The data also provides a means to benchmark progress in growing the sector.

**We have four objectives under this pillar:**

1. We will build capabilities (skills and tools) to collect, analyse and present tourism-related data on supply, demand and sustainability topics.
2. We will have productive partnerships with government agencies, the private sector and communities that serve to identify and meet respective data needs.
3. We will have productive partnerships with international partners (e.g. global and regional bodies, development partners and academic institutions) providing access to the latest insights and trends to inform tourism development in Kiribati.
4. We will, alongside the Government and the private sector, use our research and statistics to inform tourism investment, product development, capacity development and marketing decisions.

### EXAMPLES OF RECENT ACHIEVEMENTS

In 2022, we launched our host population sentiment survey which provides a key insight into the sustainability of our industry. We also relaunched our visitor satisfaction survey and our accommodation provider survey to help ensure that collectively we provide an outstanding visitor experience. This has in turn enhanced our annual Tourism Review.



## PILLAR 1 INITIATIVES

- 1.1 Conduct relevant primary tourism supply and demand data collection and analysis via regular, scheduled surveys that consider the differing needs of men and women, and disaggregate data where possible, including:
  - International Visitor Survey (IVS)
  - Host population sentiment survey
  - Visitor satisfaction survey
  - Tourism business inventory survey, including a training needs assessment
  - Community-based tourism operators survey
  - Cruise passenger surveys
  - Angler surveys
  - Tourism resource survey
  - Tourism site and infrastructure mapping
  - Present findings in a form that can be applied to tourism planning and industry communications.

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- 1.2 Collect and analyse key tourism-related data on a regular basis from national partners, including the Kiribati National Statistics Office; the Kiribati Customs Administration and Enforcement Division; the Immigration Division; the Marine Department; the Culture and Museum Division; Air Kiribati and the Kiribati Chamber of Commerce and Industry. Present relevant findings in a form that can be applied to tourism planning and industry communications.

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- 1.3 Source tourism data and insights from external partners, including SPTO, SPC, PATA, UNWTO, WTTC, OTAs, and other relevant global/regional tourism authorities. Present relevant findings in a form that can be applied to tourism planning and industry communications.

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- 1.4 Develop sustainable tourism indicators and begin monitoring and reporting.

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- 1.5 Undertake a target market analysis to identify demand prospects and apply findings to tourism marketing and planning (see Pillar 2).

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- 1.6 Interpret and disseminate relevant data and insights to tourism stakeholders via quarterly and annual Kiribati Tourism Reviews, seminars, or special reports.

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- 1.7 Provide training and other support to build the capacity of tourism operators to utilise data and other information.

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- 1.8 Strengthen and maintain knowledge management systems, including creating a publication schedule, developing protocols to guide how surveys are conducted, and ensuring data is appropriately protected and safely stored to prevent loss.

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- 1.9 Identify tourism data gaps and challenges facing TAK and public/private sector tourism partners and determine solutions to address them.

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- 1.10 Support and contribute to the Kiribati Statistics Users and Producers Group, and other relevant data forums nationally and regionally.

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## Pillar 2: Destination Marketing & Communications

At TAK, we are committed to marketing Kiribati as a sustainable tourism destination to international audiences that value its uniqueness, as well as promoting tourism experiences to domestic audiences. To do this, we will develop and manage the destination brand, promote tourism products and services via our marketing platforms, undertake targeted trade and consumer marketing activities, conduct targeted media communications, and deliver visitor information services in Kiribati.

Our marketing initiatives are often the face of the organisation – they are what is most visible to our stakeholders. However, partnerships with local industry and travel trade partners, combined with marketing-related industry training and support will be critical to achieving our marketing and communication objectives.

**We have seven objectives under this pillar:**

1. We will have strengthened capabilities (skills and tools) to undertake destination marketing in line with international best practice.
2. Kiribati will have a strong brand as the foundation of marketing activity.
3. We will have productive partnerships with a growing number of travel trade partners in key target markets, securing the inclusion of Kiribati in travel programs and cooperative marketing campaigns, and generating bookings.
4. We will have stronger partnerships with the local travel industry, improving the presentation of products on TAK marketing platforms and leading to cooperative marketing campaigns.
5. We will have productive relationships with a growing network of targeted media, generating positive media coverage.
6. Industry will have strengthened marketing capacity as a result of our training and support (i.e. marketing 'know-how' and access to marketing resources including digital marketing channels).
7. Visitors in Tarawa and Kiritimati will have sufficient access to visitors' information.

### EXAMPLES OF RECENT ACHIEVEMENTS

In recent years we have developed and launched our new consumer and corporate website – [www.visitkiribati.travel](http://www.visitkiribati.travel). We have also established a presence across social media platforms, including Facebook, Instagram, LinkedIn, Twitter, YouTube and TikTok with positive quarterly organic growth by followers and engagement. To guide our online content and engagement, we developed a digital marketing strategy in 2021. As part of the implementation of this strategy, we have delivered digital marketing workshops to tourism SMEs, and we have continued to build our digital assets through updating our portfolio of imagery.



## PILLAR 2 INITIATIVES

- 2.1** Undertake market research to profile Kiribati's target geographic markets and niche tourism segments:
- Consider demand-side trends and supply-side enablers, with a focus on high-yield segments that align with Kiribati's Sustainable Tourism Policy direction.
  - Determine growth prospects for target markets and segments.
  - Identify Kiribati's market positioning.
  - Present findings in a form that can be applied to subsequent brand development, destination planning, product development, and industry communications.
- 
- 2.2** Undertake Kiribati destination brand development to underpin future marketing:
- Refresh/revise brand elements (positioning, promise, messaging) based on market analysis findings.
  - Create a new/refreshed brand identity.
  - Include the preparation of a brand management plan.
- 
- 2.3** Lead the industry's digital marketing transformation and build TAK's brand and marketing assets as 'owned' marketing platforms and tools.
- Continue creating digital content (including still images and video footage) to reflect the new brand.
  - Explore new technologies for creating content (e.g., Chatbots, virtual reality) to determine the business case for TAK to adopt.
  - Enhance the TAK website to reflect branding and keep up to date with product information.
  - Introduce and manage social media platforms (e.g., Facebook, Instagram, TikTok, Twitter).
- 
- 2.4** Develop a Marketing Strategy and Plan based on above market research, the new/refreshed Kiribati destination brand, and 'owned' assets:
- To set marketing objectives and strategies to achieve them.
  - To identify key activities and channels ('owned, paid, earned') for reaching – and converting - the target audience cost-effectively.
  - To include targets, timelines, budget, and responsibilities.
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- 2.5** Build TAK's network of international trade contacts (wholesalers and niche travel agents for the Pacific, OTAs), and seek to formalise marketing partnerships.
- Attend targeted trade events to build new and maintain existing relationships.
  - Conduct targeted trade familiarisations in coordination with media familiarisations where appropriate.
  - Maintain a database of travel trade contacts and send media releases, particularly for new products and destinations.
- 
- 2.6** Develop TAK's travel media resources and networks to increase positive travel media coverage.
- Develop and maintain media kits with compelling content that reflects the sector in all its diversity.
  - Maintain a database of targeted travel media contacts and send media releases to highlight newsworthy stories and alert to new media kit content.
  - Conduct media familiarisations in coordination with trade familiarisations where appropriate.
- 
- 2.7** Work with the local tourism industry to develop accommodation plus experience packages that can be used in domestic and international marketing campaigns:
- To appeal to identified target audiences.
  - To focus on 'value added' packages rather than heavy discounting for international markets.
  - To focus on incentivising travel for domestic markets in the low season.
- 
- 2.8** Design and execute marketing campaigns to attract – and convert – target niche segments in target international geographic markets.
- To undertake in partnership with travel trade and airline partners e.g. Fiji Airways, Nauru Airlines and travel companies (see above).
  - To extend brand promotion to include 'call-to-action' for travel packages (see above).
  - To support with media and Public Relations (see above).
  - To support with promotion on TAK-owned social media assets.
- 
- 2.9** Design and execute marketing campaigns targeting domestic travellers.
- To use local media channels, and business partnerships (e.g. tour companies, KCCI) to reach audiences.
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- 2.10** Deliver visitor information about attractions and services to travellers once in Kiribati.
- Publish visitor guides, translated as appropriate, and distribute via TAK offices, international airports, cruise ship and yacht ports of entry, tour operator offices and online.
  - Develop a Kiribati travel app for visitors.
  - Continually update visitor information across all online platforms.
- 
- 2.11** Provide training and support to local tourism businesses to build industry capacity in marketing their products and services. As part of TAK's digital transformation support, training will include digital marketing, branding and distribution through online booking platforms, as well as traditional marketing and booking platforms.
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- 2.12** Work closely with local communities and cultural organizations, including women's groups, to ensure responsible promotion of cultural heritage and traditions, and including training in taking and using appropriate and quality images.





## Pillar 3: Sustainable Product & Experience Development

At TAK, we are committed to developing a vibrant and diverse inventory of tourism products and experiences that showcase Kiribati's unique natural and cultural heritage. Over the next three years, we will focus on identifying and prioritizing product and experience development opportunities that are based on market research and that reflect Kiribati's sustainable tourism vision. This will include improving existing supply and developing new supply. We will collaborate with – and support – public, private sector and community partners with their efforts to enhance the visitor experience and/or improve tourism operations/attractions to be more sustainable.

### We have four objectives under this pillar:

1. We will have strengthened capabilities (skills and tools) to undertake product development.
2. Industry and government partners will develop new, sustainable products and experiences through our championing product development, and providing advice, training and support.
3. Industry and government partners will enhance existing products and experiences through our product development training and support.
4. We will have a growing inventory of market-ready tourism products and experiences.

### EXAMPLES OF RECENT ACHIEVEMENTS

Since our establishment, we at TAK have conducted our own in-house training for tourism operators. In 2022, we supported the development of ecotourism and community-based tourism products in Abemama, Nonouti and Butaritari. We have delivered commercial cookery training in the outer islands, with 84 people certified in Abemama, and 48 in Maiana. In response to the COVID-19 pandemic, we secured funding for, developed and delivered bespoke training on the Kiribati Tourism and Hospitality Protocols for the New Normal to all accommodation providers. This included monitoring the compliance of all trained operators. Virtual COVID-19 safety protocol training continues to be available via the online toolkit.

We are progressing with the development of the Mauri Way program, our tourism and hospitality customer service program developed specifically to improve the quality of our products and experiences, and address our sector's customer service gaps. Training delivery on this 7-module training program began in late 2023.



## PILLAR 3 INITIATIVES

- 3.1 Establish and maintain a centralized inventory system for tourism products, services and experiences, categorizing by type, niche segments and relevant tags for easy search and identification, including being women-owned.
- 3.2 Conduct supply and demand research to identify and prioritize product and experience development opportunities. (Linked to Pillar 1).
- 3.3 Assess and identify product and experience development priorities for public sites, including interpretive signage and visitor facilities.
- 3.4 Collaborate with the Culture and Museum Division to develop a digital map of cultural sites and monuments, prepare cultural tourism site/trail development plans with sustainability measures, and develop sites (e.g. a central World War II memorial site in Betio).
- 3.5 Collaborate with the Culture and Museum Division, community-based initiatives, women's groups, traditional knowledge holders and community leaders to develop authentic cultural tourism products and experiences that promote Kiribati's culture and provide income opportunities for custodians, without exploitation.
- 3.6 Collaborate with MELAD, MLPID, MFMRD, partners (including GGGI and Live and Learn), and communities to develop sustainable nature-based tourism products and experiences.
- 3.7 Collaborate with KCCI to support new tourism entrepreneurs and existing tourism businesses to understand their product development needs and priorities. To explore their needs to be able to:
- Create new products/experiences to meet market demand.
  - Enhance existing products/experiences to meet market demand and Mauri Mark criteria.
  - Improve the sustainability and resilience of products/experiences.
- 3.8 Provide training and support to the private sector, local communities and cultural organisations on product and experience development. To include:
- The evidence base for identified product development priorities.
  - The 'how to' for product development (technical advice).
  - Business development/management aspects (referring to available resources (see below)).
  - Sustainability measures (environmental conservation, cultural preservation, and social responsibility).
- 3.9 Connect tourism businesses and new tourism entrepreneurs with mentoring programs, accelerators and other business development resources. For example: Business Link Pacific and GGGI (via the Kiribati Chamber of Commerce and Industry); business training courses (via MTCIC, KIT); and grants programs.
- 3.10 Continue the development and rollout of the flagship Mauri Way program to continually improve products and service delivery.
- 3.11 Seek partnerships with international organizations, NGOs, and academic institutions specializing in sustainable tourism and product development to exchange best practices, access funding opportunities, and participate in capacity-building programs.
- 3.12 Keep tourism operators up to date on product development opportunities via industry communication channels (e.g. website and newsletter).





## Pillar 4: Sustainable Tourism Investment Promotion & Facilitation

At TAK, we are committed to enabling local and foreign sustainable tourism investments by existing and new investors. By supporting the Investment Promotion Division with tourism investment research, and collaborating on identifying, profiling, promoting, and facilitating investment opportunities, we will help ensure Kiribati attracts sustainable tourism investments. Furthermore, by collaborating with government partners to create more enabling conditions for investment, we will help remove barriers to tourism investment.

**We have five objectives under this pillar:**

1. We will support the Government to attract interest from local and foreign tourism investors in pursuing investment opportunities.
2. We will, in collaboration with IPD, facilitate tourism investments.
3. We will support local tourism businesses and communities to form investment partnerships.
4. We will contribute to business enabling environment reforms that overcome investment barriers.
5. We will contribute to the design of investment incentives and financing mechanisms.

### EXAMPLES OF RECENT ACHIEVEMENTS

Our support to investment and promotion has included listings with Pacific Trade and Invest and more recently the development of the Kiribati Tourism Investment Guide in 2022, which will be updated, revised and published. We have collaborated with the Ministry of Line and Phoenix Islands Development to review the bid to invest in and manage the Captain Cook Lodge leading to the successful award of a contract.



## PILLAR 4 INITIATIVES

- 4.1 Collaborate with the Investment Promotion Division to identify and profile tourism investment opportunities that align with:
- Market demand insights and supply gaps.
  - Kiribati's Sustainable Tourism Policy direction for development that is environmentally, culturally and socially sustainable.
- 
- 4.2 Collaborate with the Investment Promotion Division to publish an up-to-date Tourism Investment Prospectus. To include:
- The above tourism investment opportunities.
  - A snapshot of tourism supply and demand data.
  - Expression of Kiribati's Sustainable Tourism Policy.
  - Guidance on the investment process.
- 
- 4.3 Collaborate with the Investment Promotion Division to prepare a brief Tourism Investment Strategy that:
- Defines TAK's role in tourism investment promotion and facilitation.
  - Proposes tourism investment promotion materials (e.g. a video to supplement the Tourism Investment Prospectus).
  - Identifies tourism investment promotion channels (e.g. IPD and TAK websites, overseas Posts)
  - Prioritises tourism investment promotion events (e.g. site visits, international investment forums)
- 
- 4.4 Advocate for improving the business enabling environment to encourage domestic and foreign investment in sustainable tourism. To include:
- Improving e-commerce, especially the ability for vendors to take cashless payments, and aligned to digital marketing support.
  - Streamlining Government processes for tourism investors without undermining necessary sustainability measures.
  - Streamlining Government processes for tourism-related activity, without undermining necessary sustainability measures (including processes for acquiring drone licences and filming permits for tourism marketing purposes).
  - Other areas to be determined via industry/investor feedback.
- 
- 4.5 Work with the Government, financing institutions and development partners to explore and create incentives for investment.
- To consider co-financing arrangements through public-private partnerships, grant financing, and tailored commercial loan products.
  - To consider tax incentives and duty concessions.
  - To consider public land lease arrangements.
- 
- 4.6 Evaluate the benefits and viability of a dedicated sustainable tourism investment fund, including consideration of eligibility criteria, application processes, and evaluation mechanisms for accessing the fund.
- 
- 4.7 Convene workshops and seminars with relevant experts and industry professionals for businesses and communities seeking investment partners and signpost to advisory support to enable them to be investor-ready.
- 





## Pillar 5: Tourism Industry Standards

At TAK, we are dedicated to fostering quality, safe and sustainable tourism products and services that meet travellers' expectations, and ensure high levels of visitor satisfaction with Kiribati as a destination. Through our Mauri Mark industry standards programme, we provide business criteria, a rating system and support to ensure consistency in the quality of tourism accommodation. Enhancements to the criteria on safety and sustainability aspects and expansion to other business types are underway. Meanwhile, the new Mauri Way programme aims to strengthen workers' customer service standards. Together with guidance on the development of sustainable tourism experiences, these programs support Kiribati's vision for sustainable tourism.

**We have six objectives under this pillar:**

1. Our Mauri Mark will be recognised by a reputable international accreditation body.
2. Our Mauri Mark will apply to a growing number of tourism businesses (accommodation, restaurants and bars, pleasure craft and dive operators).
3. Our Mauri Mark program support will help tourism businesses increase their rating.
4. Our Mauri Mark will increase visitor satisfaction levels with quality, safety and sustainability standards of businesses.
5. Our Mauri Way certification will be earned by a growing number of individuals.
6. Our Mauri Way will increase visitor satisfaction levels with customer service levels.

### EXAMPLES OF RECENT ACHIEVEMENTS

In 2021, we launched the Mauri Mark program for tourism introducing a new rating system for tourism accommodation, restaurants and bars, leisure crafts, and activity/tour operators. The program involves an annual assessment of tourism businesses based on a set of predetermined criteria, followed by a rating allocation based on the scores obtained. The Mauri Mark program supports our vision for sustainable tourism and simultaneously we have worked closely with SPTO to support the development of a Pacific Sustainable Tourism Standard that meets Global Sustainable Tourism Council requirements and can lead to internationally recognised certification.

Our intent is for clear and accessible tourism standards to serve as a framework for our industry stakeholders to operate responsibly, maintain quality, and provide positive experiences for tourists while preserving the integrity of destinations and their resources.



## PILLAR 5 INITIATIVES

- 5.1 Continue to enhance the Mauri Mark programme for accommodation providers with standards that reflect global best practice and the SPTO Sustainable Tourism Standard, as suited to the Kiribati context. To include:
- Enhanced quality standards covering the quality of facilities and services
  - Enhanced sustainability standards covering waste management, water conservation, energy efficiencies and measures for environmental, cultural heritage and community protection.
  - Enhanced safety standards covering food safety, hygiene practices and disaster preparedness.
- 
- 5.2 Continue to roll out the Mauri Mark to accommodation providers.
- Develop inspection protocols, schedules and processes for site visits, documentation reviews, and interviews to support and monitor the implementation of standards.
  - Provide guidance to support accommodation providers' adherence to standards.
- 
- 5.3 Strengthen and extend the Mauri Mark programme to tour operators and activity providers. Expand to other businesses as needed, agreed in consultation with relevant stakeholders. To include:
- Memorandum of understanding with the Ministry of Health and Medical Services and the National Audit Committee to set out roles and responsibilities for Mauri Mark certification of restaurants and bars.
  - Memorandum of understanding with the Ministry of Fisheries to set out roles, responsibilities, and the application of minimum safety standards for Mauri Mark certification of dive operators.
  - Memorandum of understanding with the Marine Division under the Ministry of Information, Communications, and Transport to set out roles and responsibilities for Mauri Mark certification of tourism leisure craft operators.
- 
- 5.4 Aligned to the Mauri Mark programme, roll out a new centralised licensing regime for tourism accommodation providers and tourism operators. To include:
- Consultation with relevant government departments and the private sector.
  - A business case that assesses the level of licensing fees.
  - Appropriate regulation to formalise the Mauri Mark standards and link achieving minimum standards to licensing.
- 
- 5.5 Collaborate with the MIA, MELAD, MFMRD and MTCIC to develop standards-based guidelines for the production, sale and gifting of traditional artifacts to preserve cultural heritage and prevent illegal trade relating to tourism.
- 
- 5.6 Undertake promotional campaigns to raise awareness of the Mauri Mark with industry stakeholders and encourage adoption and compliance.
- 
- 5.7 Continue to develop and roll out the Mauri Way programme for customer service, targeting hospitality workers.
- Consult with industry stakeholders to understand their training needs and build on the program accordingly.
  - Promote the program via tourism businesses and other local channels to reach the community (e.g. radio).
- 
- 5.8 Promote the Mauri Mark and Mauri Way to travel trade, media and visitors via general marketing and communication activities (see Pillar 2).
- 
- 5.9 Work with training institutions to align vocational training with the Mauri Mark standards and Mauri Way values.
- 
- 5.10 Collaborate with regional and international organizations and networks, such as the Pacific Tourism Organisation, Sustainable Travel International, the Global Sustainable Tourism Council, and Pacific Asia Travel Association, and development partners to gain support, share knowledge, and leverage expertise in sustainable tourism standards.
- 





## Pillar 6: Tourism Sector Planning, Coordination & Advocacy

At TAK, we are committed to a holistic, collaborative and sustainable approach to the development of tourism in Kiribati. Recognising that tourism is a cross-cutting industry that cannot be managed in isolation, we will lead sector planning and coordination in collaboration with government partners, the private sector and communities. Through coordination and communication, we will determine appropriate strategies to guide the sustainable tourism development of Kiribati. In doing so, we will advocate for the benefits of tourism, and raise awareness about the risks of unsustainable development of the sector. Our 'whole of nation' approach to tourism development, will ensure that the industry contributes positively to the local economy, environment and communities, and that Kiribati as a destination delivers compelling visitor experiences.

**We have three objectives under this pillar:**

1. The Sustainable Tourism Policy will be implemented via the formation of the Kiribati Sustainable Tourism Steering Committee with technical working groups and an associated advisory body representing industry and community.
2. The 'whole of nation' Tourism Master Plan will be launched and implemented.
3. The value and risks of tourism to Kiribati will be identified and promoted, and policy responses adapted accordingly.

### EXAMPLES OF RECENT ACHIEVEMENTS

In 2020, Kiribati won Best Strategy in Creative Tourism Development at the Global Creative Tourism Awards. While the COVID-19 pandemic severely impacted planning, in 2021 we launched the Kiribati Sustainable Tourism Development Policy Framework: Towards 2036 to guide the sustainable development of the tourism sector. The pandemic led to a greater focus on standards and we developed and rolled out the Kiribati COVID-19 safety protocols, which were a key component of our reopening strategy. Aligned with the development of the Mauri Mark and Mauri Way, we have achieved Cabinet endorsement for the centralised licensing of all tourism businesses. To improve public understanding of tourism and the related impacts and opportunities, we have worked with the Ministry of Education to include tourism in the school curriculum for Year 9.



## PILLAR 6 INITIATIVES

- 6.1 Expound on the Kiribati Sustainable Tourism Development Policy Framework (KSTDPF) to formulate and launch a National Sustainable Tourism Policy.
- Conduct consultations with public and private sector stakeholders to validate/update KSTDPF direction as relevant to the COVID-19 recovery era.
  - Secure and present ‘whole of Government’ policy commitments to address identified public policy needs.
- 
- 6.2 Establish a Sustainable Tourism Steering Committee (STSC) with high-level public, private and community representation, and an advisory body, such as a stewardship council, to ensure ‘whole of nation’ leadership in tourism development. To achieve this prepare a Terms of Reference that:
- Explains the Committee’s role in mobilising the National Sustainable Tourism Policy and subsequent Tourism Masterplan (see below).
  - Provides for tourism issue-specific working groups to be formed with relevant Government, industry and community representation to progress specific issues/initiatives identified under the STSC.
  - Provides for an advisory body, potentially following a destination stewardship council model, subject to further consultation.
- 
- 6.3 Prepare and implement a ‘whole of nation’ Tourism Masterplan to guide all aspects of sector development in the medium to long term:
- To progress from the ‘whole of Government’ National Sustainable Tourism Policy to a ‘whole of nation’ practical sector development plan.
  - To be informed by relevant research and statistics (see Pillar 1).
  - To be informed by – and validated with – extensive consultations with public, private sector and community stakeholders.
  - To include strategies and actions for sustainable, inclusive and resilient development covering key themes, including access, demand, supply (accommodation and visitor experiences), public tourism-enabling infrastructure/services, workforce development, gender equality, site development and the business enabling environment.
  - To produce a detailed Implementation Schedule with agreed stakeholder roles and responsibilities, timelines, budget (cost and sources), and M&E framework.
- 
- 6.4 Seek opportunities for TAK to engage collaboratively in other agencies’ national planning (e.g. for infrastructure development, transportation, environment and marine management), bringing tourism data and insights to support decision-making,
- 
- 6.5 Seek opportunities for TAK to join working groups and forums (e.g. the Statistics Users and Producers Group led by the National Statistics Office, and others to be identified) to share knowledge and foster collaboration.
- 
- 6.6 Maintain regular two-way communication with the local tourism industry through TAK’s newsletter, regular industry consultations, and awareness and training workshops.
- 
- 6.7 Maintain regular two-way communications with the community through awareness activities, school activities, community feedback forums and surveys, and media engagement.
- 
- 6.8 Finalise and build upon agreed sustainable tourism indicators and regularly publish the associated statistics, using sex-disaggregated data wherever possible.
- 
- 6.9 Convene a study on the net benefits of tourism and share findings in tourism advocacy and risk awareness activity. To identify:
- The value of tourism to the wider economy and specific beneficiaries.
  - The value of tourism in terms of the positive environmental impacts, (e.g. generating revenue used for conservation) and social impacts (promoting culture).
  - The costs to the economy, environment, and society in financial and non-financial terms.
- 

\* To consider a ‘destination stewardship’ approach to formalising local industry, community and public sector dialogue and representation on the STSC.







## Pillar 7: TAK Business Operations

Underpinning our ability to deliver the activities that flow from this strategy is the capacity and capability of our team and the operations of our organisation. At TAK, we have a committed, motivated and skilled team who will be supported to ensure they have the tools, experience and technical skills to do their work.

At the same time, we will embed a sustainable business model, underpinned by reliable revenue sources that will enable us to meet the expectations set by our mandate and effectively deliver for our tourism industry.

**We have seven objectives under this pillar:**

1. We will have a sustainable financing model.
2. We will deliver value for money to our industry and the Government.
3. We will recruit, retain and develop an effective and dedicated team that supports the delivery of its mandate.
4. We will strengthen national and regional strategic partnerships.
5. We will manage risks to business operations.
6. We will live by our values and set an example of sustainable policy and practice.
7. We will provide a work environment that supports team members to deliver their best.

### EXAMPLES OF RECENT ACHIEVEMENTS

Since 2019, we have fully established TAK as an operational entity, supported by the policies and systems necessary for us to function, including appropriate performance management systems. To support the professional development of our team we have established a Memorandum of Understanding with the China Tourism Academy which promotes collaboration in the areas of program and market research, destination marketing and promotions, capacity building and training, and participation in international tourism seminars and events.



## PILLAR 7 INITIATIVES

- 7.1 Explore options for new, sustainable revenue streams, including:
- Tourism business licencing.
  - A sustainable tourism levy on visitors, including a business case to establish the level of levy.
  - Donor development partners (sourced to support specific tourism development initiatives, as opposed to TAK operational costs).
- 
- 7.2 Review TAK financial management processes and procedures for compliance and compatibility with Government systems.
- 
- 7.3 Review TAK's capacity needs in line with the organisation's increased responsibilities. To include:
- Financial management relating to new revenue streams.
  - Business operations relating to licensing and inspection.
  - Recruitment and retention policies.
- 
- 7.4 Identify and deliver professional development opportunities for staff. To include:
- Secondments or work attachments to regional agencies and entities, such as the Pacific Tourism Organisation and Pacific Trade Invest.
  - Tourism workshops and seminars .
  - Mentoring and coaching, through formal programmes and informal pairing with external experts during donor-funded projects.
  - Courses and certifications.
  - Awareness, learning or reflection sessions on issues such as Gender Equality, Disability and Social Inclusion.
- 
- 7.5 Establish a risk register to identify potential risks, including cybersecurity threats, natural disasters, and diseases, and develop a comprehensive risk management plan.
- 
- 7.6 Establish a knowledge management system to build institutional knowledge and protect digital assets, including image libraries. To include collaboration with the Digital Transformation Office.
- 
- 7.7 Create a mechanism for feedback that allows industry and other stakeholders to guide TAK's future direction.
- 
- 7.8 Develop standard operating procedures for TAK's operations that demonstrate best practices in sustainability, ensuring that TAK is compliant with all environmental regulations, operates according to waste and water management policies, and adopts energy efficiency guidelines.
- 
- 7.9 Measure success with an outcome-focussed framework that considers national level tourism indicators and the objectives in this plan, and progress through outputs at the divisional workplan level.
- 



# MEASURING SUCCESS

We want to achieve meaningful and positive change for our tourism sector and wish to be accountable for the work we do.

Aligned to the annual planning and reporting to our line Ministry, we will measure our performance against a range of indicators both at the macro level to measure real-world change, and at an organisational level to ensure we are working towards the specific objectives set out in this plan.

## High-Level Goals

We, the TAK team, commit in this plan to developing a suite of indicators to measure tourism more holistically. These indicators are designed to align with the seven goals set out in the Sustainable Tourism Policy Development Framework, and as incorporated into a national Sustainable Tourism Policy.

We will work with the Government and industry partners to collect and publish data against all these indicators. However, to increase our accountability under this plan, we will use the following indicators, drawn from the full suite of sustainable tourism indicators, to measure our success against our high-level goals:

High-Level goal	Key indicator (Kiribati Sustainable Tourism Indicator #)	Baseline	Target		
			2024	2025	2026
To maintain and foster community support for tourism activities.	Percentage of local population supportive of tourism activities (#3.4).	N/A	50%	55%	60%
To sustainably grow the number of tourists visiting Kiribati.	Percentage change in international visitor arrivals (#5.1).	2023 IVA – N/A	10%	15%	20%
To increase the value of each international visitor to the Kiribati economy.	Average international visitor expenditure (#5.3).	\$231.82	\$255.00	\$280.00	\$322.00
To improve the quality of Kiribati's tourism offering.	Percentage of tourism accommodation establishments obtaining Mauri Mark over 50% and 75% for Sustainability (#6.1).	TBA	50%	60%	75%
To grow the opportunities for employment within the tourism sector.	Percentage of tourism employment to total employment (#7.1).	2023 Total – 7.9%	8.5%	9%	9.5%



# Pillar 1: Tourism Research & Statistics

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
1.1 TAK will build capabilities (skills and tools) to collect, analyse and present tourism-related data on supply, demand and sustainability topics.	1.1.1 # TAK research staff reporting that their capability to collect, analyse and present tourism data has strengthened in the past year.	Staff Survey	N/A	3	3	4
	1.1.2 # TAK surveys conducted and analysed for data sharing.	TAK Surveys	4	5	6	7
	1.1.3 MTCIC agreement that TAK has strengthened capabilities to collect, analyse and present tourism-related data.	MTCIC question	N/A	Yes	Yes	Yes
1.2 TAK will have productive partnerships with government agencies, the private sector and communities that serve to identify and meet respective data needs.	1.2.1 # Government partners engaged with TAK in data sharing for tourism purposes (i.e. data provided to or by TAK).	TAK Tracking / MOUs	6	7	8	9
	1.2.1 # local tourism industry providing requested tourism data.	Industry survey	8	10	12	14
	1.2.3 # outer island/local communities surveyed or have provided TAK with data.	OIPS or other related surveys, including product development surveys	2	4	6	8
1.3 TAK will have productive partnerships with international partners (e.g. global and regional bodies, development partners and academic institutions) providing access to the latest insights and trends to inform tourism development in Kiribati.	1.3.1 # international organisations TAK consults for tourism insights and trends to inform tourism. <sup>6</sup>	TAK checklist	2	3	4	5
	1.3.2 # tourism communications pieces/workshops delivered to industry that included analysed global/regional tourism data and insights relevant to TAK industry.	Industry updates (via TAK Review, emails, workshops)	2	3	4	5
1.4 TAK, the Government and the private sector will use TAK's research and statistics to inform tourism investment, product development, capacity development and marketing decisions.	1.4.1 % Government partner agencies who agree the research/data provided by TAK is useful to their work.	Gov't Partner Survey	N/A	5	8	10
	1.4.2 % local tourism industry who agree the research/ data provided by TAK is useful to their business.	Industry Survey	N/A	10	15	20

<sup>6</sup> This includes formal discussion though to informal online research from (i) agencies such UNWTO, WYTTTC, PATA, SPTO, SPC; (ii) commercial partners such as airlines, travel trade/OTAS, (iii) sources of tourism research such Swift and corporates/NGOs producing relevant tourism reports and (iv) academic sources.



## Pillar 2: Destination Marketing & Communications

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
2.1 TAK will have strengthened capabilities (skills and tools) to undertake destination marketing in line with international best practice.	2.1.1 # marketing staff reporting that their capability to undertake destination marketing has strengthened in the past year.	Staff Survey	N/A	1	2	3
	2.1.2 # surveyed travel trade partners who agree that TAK has strengthened capabilities in destination marketing in the past year.	Travel Trade Survey	N/A	3	5	7
2.2. Kiribati will have a strong brand as the foundation of marketing activity.	2.2.1 Launch of brand (2024) and ongoing application of brand in all TAK marketing.	TAK Marketing Monitoring	N/A	Yes	Yes	Yes
	2.2.2 % visitors who agree the Kiribati brand (as promoted in marketing and promotion) aligned with their visitor experience.	IVS	N/A	N/A	50%	60%
2.3 TAK will have productive partnerships with a growing number of travel trade partners in key target markets, securing inclusion of Kiribati in travel programs and cooperative marketing campaigns, and generating bookings.	2.3.1 # travel trade partners who promote Kiribati in their promotions.	Marketing Monitoring or Travel Trade Survey	N/A	5	7	9
	2.3.2 # bookings to Kiribati generated through trade partner promotion call to actions.	Travel Trade partners	N/A	10	15	20
2.4 TAK will have stronger partnerships with the local travel industry, improving the presentation of products on TAK marketing platforms and leading to cooperative marketing campaigns.	2.4.1 # local tourism industry included in TAK marketing activity (e.g. website).	Website	39	42	45	47
	2.4.2 # local tourism industry included in TAK-led marketing campaigns.	Website	N/A	5	7	10
2.5 TAK will have productive relationships with a growing network of targeted media, generating positive media coverage.	2.5.1 # travel media stories resulting from TAK outreach.	Media Monitoring	N/A	6	12	20
2.6 Industry will have strengthened marketing capacity as a result of TAK training and support.	2.6.1 # tourism industry reporting that they have improved their marketing 'know-how' as a result of TAK information, training or advice, disaggregated by women-owned tourism businesses and other.	Tourism Operator Annual Survey	N/A	5	7	10
	2.6.2 # tourism industry reporting that they have improved their digital marketing presence as a result of TAK support, disaggregated by women-owned tourism businesses and other.	Tourism Operator Annual Survey	N/A	5	7	10
2.7 Visitors in Tarawa and Kiritimati will have sufficient access to visitors information.	2.7.1 % visitors reporting has access to sufficient visitor information during their stay.	IVS	N/A	40%	50%	60%



## Pillar 3: Sustainable Product & Experience Development

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
3.1 TAK will have strengthened capabilities (skills and tools) to undertake product development.	3.1.1 # staff reporting that their capability to undertake product development has strengthened in the past year.	Staff Survey	N/A	1	2	3
3.2 Industry and government partners will develop new, sustainable products and experiences through TAK product development training and support.	3.2.1 # new government-managed tourist sites and infrastructure guided by TAK product development advice.	TAK tracking	N/A	1	1	1
	3.2.2 # new private sector tourism investments guided by TAK support with product development, business development, and/or sustainable tourism development, disaggregated by women-owned/led and other.	TAK tracking	N/A	1	1	1
	3.2.2 # new community-based tourism initiatives guided by TAK product development advice, disaggregated by women-owned/led and other.	TAK tracking	10	2	2	2
3.3 Industry and government partners will enhance existing products and experiences through TAK product development training and support.	3.3.1 # surveyed government partners reporting TAK product development advice helped enhance their existing tourism-related sites or infrastructure.	Gov't Partner Survey	N/A	1	2	3
	3.3.2 # surveyed tourism operators reporting TAK support with product development, business development, and/or sustainable tourism development, helped them enhance their operation.	Industry Survey	N/A	2	3	4
	3.3.3 # surveyed community-based tourism initiatives reporting TAK support with product development, business development, and/or sustainable tourism development helped them enhance their operation.	Community Survey	N/A	3	5	7
3.4 TAK will have a growing inventory of market-ready tourism products and experiences.	3.4.1 # tourism products in TAK inventory identified as market-ready, disaggregated by women-owned/led and other.	Survey	N/A	3	3	3



## Pillar 4: Sustainable Tourism Investment Promotion & Facilitation

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
4.1 TAK will support the Government to attract interest from local/foreign tourism investors in pursuing investment opportunities.	4.1.1 # investors inquiring about tourism investment in Kiribati.	TAK tracking	3	5	5	5
4.2 TAK, in collaboration with IPD, will facilitate tourism investments.	4.2.1 # prospective tourism investors receiving facilitation services from MTCIC with TAK support.	TAK tracking	3	5	5	5
	4.2.2 % tourism investors reporting satisfied with facilitation services provided.	New Investor Survey	N/A	4	4	4
4.3 TAK will support local tourism businesses and communities to form investment partnerships.	4.3.1 # local tourism businesses and communities supported by TAK in progressing tourism investment partnerships.	TAK tracking	N/A	2	2	2
	4.3.2 # tourism investment partnerships that come to fruition.	TAK tracking	N/A	1	1	1
4.4 TAK will contribute to business enabling environment reforms that overcome investment barriers.	4.4.1 TAK reporting of tourism-related business enabling barriers and needs to MTCIC.	TAK tracking	N/A	Min once pa	Min once pa	Min once pa
4.5 TAK will contribute to the design of investment incentives and financing mechanisms.	4.5.1 TAK documentation of tourism-related investment incentives information to MTCIC (e.g. suggestions, feedback).	TAK tracking	1	Min once pa	Min once pa	Min once pa



## Pillar 5: Tourism Industry Standards

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
5.1 TAK's Mauri Mark will be recognised by a reputable international accreditation body.	5.1.1 TAK secures and then maintains recognition.	Accreditation body confirmation	No	No	Yes	Yes
5.2 TAK's Mauri Mark will apply to a growing number of tourism businesses.	5.2.1 # tourism businesses with a Mauri Mark rating.	Mauri Mark records	23	25	27	29
5.3 TAK's Mauri Mark programme support will help tourism businesses increase their rating.	5.3.1 # tourism business operators who increased their rating following Mauri Mark standard training and capacity development support from TAK.	Mauri Mark records	N/A	5	5	5
5.4 TAK's Mauri Mark will increase visitor satisfaction levels with quality, safety and sustainability standards on businesses.	5.4.1 % visitors reporting feeling satisfied with the sustainability practices of their accommodation.	IVS/VSS	N/A	40%	50%	60%
	5.4.2 % visitors reporting feeling satisfied with the safety aspects of their accommodation.	IVS/VSS	N/A	40%	50%	60%
	5.4.3 % visitors reporting feeling satisfied with the quality of other tourism products (e.g. tours, attractions restaurants).	IVS	N/A	40%	50%	60%
	5.4.4 % visitors reporting feeling satisfied with the sustainability practices at other tourism products (e.g. tours, attractions restaurants).	IVS	N/A	40%	50%	60%
	5.4.5 % visitors reporting feeling satisfied with the safety aspects of other tourism products (e.g. tours, attractions restaurants).	IVS	N/A	40%	50%	60%
5.5 TAK's Mauri Way certification will be earned by a growing number of individuals.	5.5.1 # Mauri Way Ambassadors.	Mauri Way records	N/A	50	75	100
5.6 TAK's Mauri Way will increase visitor satisfaction levels with customers service levels.	5.6.1 % visitors reporting feeling satisfied with their overall customer service experience in Kiribati's tourism businesses.	IVS	N/A	40%	50%	60%





## Pillar 6: Tourism Sector Planning, Coordination & Advocacy

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
6.1 The Sustainable Tourism Policy will be implemented via the formation of the Sustainable Tourism Steering Committee and working groups.	6.1.1 Sustainable Tourism Steering Committee (STSC) formed inviting representatives from agencies and meeting at least 3 times per year.	STSC	No	Yes	Yes	Yes
	6.1.2 % attendance rate at STSC meeting (annual average across all members).	STSC Papers	N/A	60%	60%	60%
	6.1.3 # working groups established under STSC or inviting TAK to join to progress tourism priorities.	TAK Tracking	N/A	2	4	6
6.2 The 'whole of nation' Tourism Master Plan will be launched and implemented.	6.2.1 Tourism Master Plan launched and subject to ongoing implementation and monitoring.	Delivery of Implementation Plan	N/A	Yes	Yes	Yes
6.3 The value and risks of tourism to Kiribati will be identified, promoted, and policy responses adapted accordingly.	6.3.1 The net benefit of tourism identified via completion of study outlined in the Sustainable Tourism Policy.	Sustainable Tourism Indicator Survey	N/A	2 Indicators fulfilled	4 Indicators fulfilled	6 Indicators fulfilled



## Pillar 7: TAK Business Operations

Objective (as per current draft)	Indicators	Means of Verification	Target			
			Baseline (2023)	2024	2025	2026
7.1 TAK will have a sustainable financing model.	7.1.1 % of budget raised directly by TAK.	TAK accounts	TBC	TBC	TBC	TBC
7.2 TAK will deliver value-for-money to our industry and the Government.	7.2.1 \$ funding for Tourism Authority of Kiribati (TAK) per international visitor.	TAK accounts and Tourism Review	TBC	TBC	TBC	TBC
7.3 TAK will recruit, retain and develop an effective and dedicated team that supports the delivery of its mandate.	7.3.1 % of individual staff annual workplan target outcomes realised (based on annual reviews).	Work plans with annual reviews	N/A	60%	65%	70%
	7.3.2 % of female engagement in TAK workforce.	TAK staff list	> 50%	> 50%	> 50%	> 50%
7.4 TAK will strengthen national and regional strategic partnerships.	7.4.1 # partnerships with Kiribati government agencies progressing tourism-related objectives.	MoU signed with Government Ministries & SOE's	N/A	2	4	6
	7.4.2 # partnerships with local organisations (e.g. NGOs) progressing tourism-related objectives.	MoU signed with local organisations & NGO's	N/A	2	4	6
	7.4.3 # partnerships with regional/international organisations progressing tourism-related objectives.	MoU signed with regional/international organisations	N/A	2	4	6
7.5 TAK will manage risks to business operations.	7.5.1 Regular monitoring of a Risk Management Plan and reporting status to Board.	Risk Management Plan/Board Papers	N/A	Yes	Yes	Yes
7.6 TAK will live by our values and set an example of sustainable policy and practice.	7.6.1 TAK reporting on its sustainability activities and policies as part of annual reporting.	Reporting on Sustainable Tourism Indicator achievement	N/A	Yes	Yes	Yes
7.7 TAK will provide a work environment that supports team members to deliver their best.	7.7.1 # (unique) professional development opportunities provided to staff in the year.	Tourism Fellows Program and Secondment/ Attachment	2	3	4	5
	7.7.2 # of surveyed staff reporting that the work environment supports them to deliver their best.	Staff Survey	N/A	5	7	9



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