

KIRIBATI TOURISM



STRATEGIC PLAN 2020-2022



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EXECUTIVE SUMMARY

The Kiribati 2020–2022 Tourism Strategic Plan is the country’s 3-year tourism development plan, and it will be implemented by the Tourism Authority of Kiribati (TAK). This plan outlines the next phase of tourism development strategies aimed at stimulating growth as envisioned in Kiribati’s 20-year vision (KV20).

Tourism growth will contribute to the achievement of Sustainable Development Goals (SDG) for Kiribati by 2036 and hence there is an expectation by Government of Kiribati (GoK) that the Tourism Authority of Kiribati provides the relevant mechanisms conducive to achieving this.

This plan is developed around key priority areas that have been identified as key contributors to the sustainable growth of tourism in Kiribati.

This plan is also mindful of GoK’s investment in 2 new Embraer jet aircrafts and hence will address the need to strengthen destination infrastructure to complement the projected increase in international airline seats from 2020.

Ultimately, the aim of the Kiribati 2020–2022 Strategic Tourism Plan is to help the destination achieve increased international visitor arrivals, grow visitor spending, support local tourism enterprises, and generate employment.

Over the next 3 years, TAK will focus on tourism investment and development to help facilitate sustainable tourism growth. TAK will identify tourism infrastructure development priorities in areas such as accommodation, transport, visitor experiences and will lead investment promotion initiatives to secure local and foreign direct investment.

TAK will also develop and strengthen the capacity of I-Kiribati in all aspects of tourism and hospitality.

Sound business understanding will be crucial for the effective management of the new tourism infrastructure and the industry’s new set of skilled workforces. TAK will therefore develop business support and mentoring programs for local tourism business enterprises.



Paramount to the achievement of these priorities will be the availability of funds to finance TAK's activities. The TAK will therefore implement tourism revenue generation strategies as legislated in the Tourism Act 2018 and will also work with international partners to help secure funding for relevant activities and projects.



STRATEGIC OVERVIEW

Vision

Influence economic growth, social development, and environmental well-being in Kiribati through Sustainable Tourism.

Mission

To develop and grow an inclusive sustainable tourism economy through:

- **Tourism Investment** – champion Kiribati’s Tourism Investment Promotion through coordinated engagement between all relevant stakeholders.
- **Capacity Building** – lead the process of training and equipping I- Kiribati nationals with adequate skills required to cater for the envisaged growth in tourism.
- **Business Support & Mentoring** – facilitate tourism product development processes and initiate the development of tourism business support and mentoring programs that will empower operators through a sustainable tourism business approach.
- **Marketing & Promotions** – implement effective destination marketing and promotion initiatives and position Kiribati as the leading emerging island destination of the Pacific.
- **Special Projects & Funding** – develop and secure funding for sustainable tourism projects that will improve visitor experiences in Kiribati.

Legislative Mandate

The Tourism Act 2018 provides for the establishment of the Tourism Authority of Kiribati (TAK) tasked with the role of managing Kiribati tourism development and marketing activities, promoting the practice of responsible tourism for the Republic of Kiribati, enhance and guide persons engaged in the tourism industry, and to act as an advisory body to government on matters relating to tourism planning, development and marketing, regulations, and policy.

Policy Mandate

Kiribati 20 Year Vision (KV20) recognises the potential that tourism has in stimulating economic development, providing employment, income generation as well as supporting the retention of cultural traditions, sustainable management of natural environmental assets and wider contribution towards socio-economic benefits.

SITUATION ANALYSIS

Tourism is a secondary industry in Kiribati but with sufficient investment and support, it does have the potential of becoming a major economic driver for Kiribati.

On the outset, Kiribati is a relatively small destination by regional and global standards accounting for 0.32% of total visitor arrivals into the Pacific in 2018, ahead of its closest neighbours Marshall Islands (0.16%) and Tuvalu (0.07%).

Tourism activity is concentrated in Kiritimati (Line Islands) and Tarawa and several outer islands in the Gilbert Islands and the nation's two international airports offer access via Fiji, Solomon Islands, Nauru, and Funafuti.

Tourism infrastructure in Kiribati is underdeveloped and offers minimal potential for real growth in this sector. Accommodation types range from standard hotels/motels to the traditional Kiribati *Buia*, many of which have limited access to hot shower facilities and limited amenity options for guests.

Kiribati's public transportation system currently tussles to conveniently cater to traveller's needs including consistent inter island boat transfers, regular domestic airline schedules and readily available taxi and transfer services.

Poor customer services, a challenging solid waste disposal management system, lack of suitable tourism activities and tours is a reality of tourism in Kiribati today.

However, Kiribati is blessed with an abundant selected natural resource which have earned the destination recognition as one of the best niche destinations for saltwater fly fishing, surfing, and birdwatching.

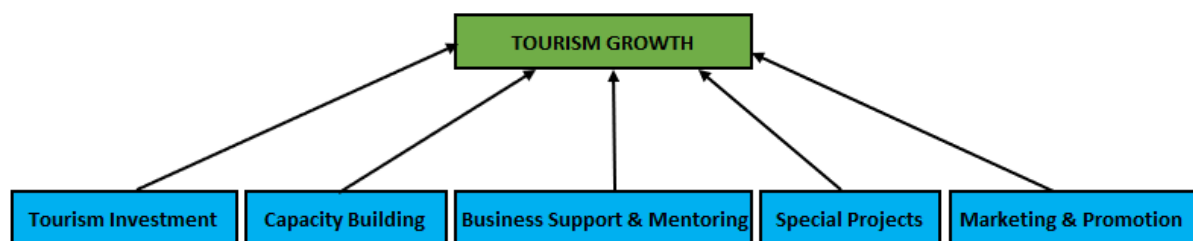
Kiribati also has the potential of becoming the world's best diving destination in PIPA, a successful battlefield tours/ war relics destination and the azure blue lagoons and white sandy beaches of its islands makes Kiribati one of the world's best kept secret.

SWOT ANALYSIS

STRENGTH	WEAKNESS (CHALLENGES)
<ul style="list-style-type: none"> • A strong and vibrant living culture • Internationally renowned fishing destination (Kiritimati) • Natural beauty of the islands • Adequate • Favourable all year-round weather • PIPA – the world’s largest marine protected area • Remoteness makes the destination the ideal destination for real travellers – those wishing to travel to least visited destinations of the world. 	<ul style="list-style-type: none"> • Lack of tourism infrastructure • Expensive and limited air access into Tarawa and Kiritimati • Limited and expensive air and sea access between TRW & CXI with outer islands • Limited funds to execute tourism training, development, and marketing programs • Low level/understanding of acceptable customer services • Waste disposal on Tarawa • Limited experienced tourism and hospitality personnel
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Kiribati 20 Year Vision (KV20) recognises tourism as a potential contributor to economic growth • Air Kiribati investment in Embraer jet aircrafts will directly link Kiribati to some of its key source markets • Potential of Phoenix Island Marine Protected Area (PIPA) as a world class tourism destination • Global shift towards experiential and sustainable holiday experiences • Kiribati diplomatic ties with China presents Kiribati with tourism infrastructure development opportunities • World War II history including the battle of Tarawa 	<ul style="list-style-type: none"> • Climate change • Reduction in air services and access • Global competition in the tourism marketplace

STRATEGIC OBJECTIVES

Following the review of the market situation analysis, TAK recommends that with government support, it must focus its resources on the following 5 priority areas in order to achieve tourism growth: tourism investment and infrastructure development (policy, strategy, and the regulatory environment); capacity building (human resources development); business support & mentoring, specials projects funding assistance, marketing, and promotion.



Strategic Objective 1: Tourism Investment

One important characteristic of the tourism industry is that it is labour-intensive. Therefore, any capital investment in this sector is guaranteed to generate employment and improve the standard of living for many Ikiribati families.

- Business and holiday tourism arrivals in Tarawa totalled 2,588 in 2018 whilst Q1 2019 indicates a 15% growth in holiday arrivals into Tarawa and 77% growth in government business travel year on year. Holiday arrivals into Kiritimati totalled 1,527 in 2018 with a 22% year on year growth in the Q1 of 2019.
- Kiribati is currently serviced by Fiji Airways, Air Nauru, and Solomon Airlines, all of which bring a total of which account for 792 seats weekly into Tarawa and 324 seats into Kiritimati. Air Kiribati's new Embraer Jets are projected to increase weekly seat capacity to Tarawa by an additional 450 seats per week and 180 for Kiritimati.
- On capacity on the ground, South Tarawa accounts for 148 room inventory whilst North Tarawa offers 13 rooms only. In the Line Islands, Christmas Island has total of 90 room inventory.
- TAK envisages that by 2021, Kiribati will have an oversupply of international inbound seats and an undersupply of accommodation and complimentary services, particularly in the key tourism hubs of Tarawa and Kiritimati.

In view of this, the TAK recognises the need for increased investment in the tourism sector if Kiribati is to compete effectively in the global market. TAK is also recognises that with growing international competition between destinations and higher contestability of



investment projects, effective promotion is crucial to attract local and international investors to this sector.

These investments will need to be in financial and human capital including entrepreneurs, travel managers, international franchises, and experienced hospitality staffs. To achieve this, TAK will work with the local Investment Promotion Agency (IPA) and other relevant stakeholders to develop and promote tourism investment opportunities.

Listed below are TAK’s investment projects target across the Gilbert, Phoenix and Line Islands.

SOUTH TARAWA & BETIO	NORTH TARAWA
<ul style="list-style-type: none"> • Re-development and re-launch of the Otintai Hotel • Development & maintenance of tourism sites, attractions and activities including war relics, culture (museum), fish market, airport handicraft canoe/ sailing, North Tarawa day tours and PADI certified diver operator, highest point in Tarawa, public rest rooms, signages. • Development of visitor landmarks including TRW airport island road sign, visitor photo frame structure(s) and uniform road signs to indicate location of key attractions, accommodation, and restaurants. • Visitor information centre in TRW • Yacht marina development • Development of cultural centre 	<ul style="list-style-type: none"> • Regular & reliable boat operator between Bairiki and North Tarawa • 1x 3-5-star government private sector (PPP) resort development • War relics preservation in Buariki • Development & maintenance of cultural sites, marine reserve sites, dive sites
• ABAIANG	• ABEMAMA
<ul style="list-style-type: none"> • Eco-lodge/ Resort development and/or product improvement on existing properties • Development & maintenance of sites including cultural and historical sites 	<ul style="list-style-type: none"> • Eco-lodge/ Resort development and/or product improvement on existing properties • Local market site for cruising market • Development & maintenance of sites including cultural and historical sites

KIRITIMATI	PHOENIX (KANTON)
<ul style="list-style-type: none"> • Re-development and re-launch of the Captain Cook Hotel • 1x 3-5-star government (PPP) resort development in Long Beach • Visitor Information Centre in CXI • Tourists Park at Tabakea point lagoon side – (From Crystal beach lodge to NASTA building) • Golf sport field – at Decca site/Freshwater reserve at Tabakea. • Development & maintenance of tourism sites including signage, fisheries ‘no kill’ zones. • Improvement of cruise tourism infrastructure • Development of cultural center • Develop Aeon Field for star light tourism 	<ul style="list-style-type: none"> • Live aboard cruise operator based on Kanton • PIPA/KPF accommodation development on Kanton • Develop star light tourism infrastructure • Certified dive & fishing operator • Development & maintenance of sites including cultural and historical sites
BUTARITARI	NONOUTI
<ul style="list-style-type: none"> • Eco-lodge/ Resort development and/or product improvement on existing properties • Preservation of war relics • Development of a war relics diver product • Local market site for cruising market to handicrafts and fresh produce • Development & maintenance of sites including cultural, historical and nature sites • Establishment of a dive operator • Yacht marina development 	<ul style="list-style-type: none"> • Eco-lodge/ Resort development and/or product improvement on existing properties • Development & maintenance of sites including cultural and historical sites
OTHER GILBERT ISLANDS	OTHER LINE ISLANDS
<ul style="list-style-type: none"> • Eco-lodge/ Resort development and/or product improvement on existing properties in Maiana, Tab North, Tab South, and other potential islands • Development & maintenance of sites including cultural and historical sites 	<ul style="list-style-type: none"> • Eco-lodge/ Resort development and/or product improvement on existing properties in Fanning Island • Development & maintenance of sites including cultural and historical sites


OBJECTIVE	LOCATION	GOAL	STRATEGY	KEY PERFORMANCE INDICATOR(S)	TIMELINE		
					Y1	Y2	Y3
1. Increase Tourism Investment	Tarawa	Re-develop and re-launch of the Otintaai Hotel as a 3-4-star resort destination	Initiate an 'Otintaai working group' to begin discussion/ consultation on the feasibility of this project and outline steps needed to acquire the necessary investment	<ul style="list-style-type: none"> Additional hotel rooms, restaurant covers and conference facilities 			
		To develop tourism sites, attractions and activities including war relics, culture (museum), airport handicraft canoe/ sailing, North Tarawa day tours and PADI certified diver operator.	Seek war relics conservation funding	<ul style="list-style-type: none"> War relics conservation funds secured 			
			Undertake war relics restoration work	<ul style="list-style-type: none"> No. of war relics/sites restored 			
			Seek airport handicraft market development funds	<ul style="list-style-type: none"> Construction and launch of airport handicraft market 			
			Secure funds for Tarawa tourism attraction development.	<ul style="list-style-type: none"> No. of new site developed, and old sites restored 			
		To develop a visitor information centre in TRW	Seek airport visitor information centre funds	<ul style="list-style-type: none"> Construction and launch and airport visitor information centre 			
To improve visitor experiences on Tarawa	To develop concept and secure funds for visitor landmarks including TRW airport island road sign, visitor photo frame structure(s) and key tourism sites road sign.	<ul style="list-style-type: none"> No. of signages and visitor landmarks developed 					

	To develop a yacht marina in South Tarawa	Continue engagement with the working committee on the yacht marina development and lobby for design concept approval and funding request	<ul style="list-style-type: none"> Development and launch of a yacht marina 			
North Tarawa	Develop a 3-5-star resort development	Reactivate the Tourism and Tourism Development Advisory Group (TTDAG) discussion to develop concept for investment in North Tarawa	<ul style="list-style-type: none"> New resort constructed and opened 			
	Improve boat access between Bairiki and North Tarawa	TTDAG to seek and secure suitable boat operators to carry out this service.	<ul style="list-style-type: none"> Regular and safe quality boat transfers between Bairiki and North Tarawa 			
	To improve visitor experiences on North Tarawa	To develop concept and secure funds for visitor landmarks including visitor photo frame structure(s) and key tourism sites road sign.	<ul style="list-style-type: none"> No of signages and visitor landmarks developed 			
Kiritimati	Re-develop and re-launch of the Captain Cook Hotel	Engage with LINNIX on the CCH tender process and communicate information with relevant investment partners including PTI Australia & China	<ul style="list-style-type: none"> Additional hotel rooms, restaurant covers and conference facilities 			
	Develop a 3-5-star resort in Long Beach	Activate TTDAG Kiritimati to discuss project proposal and develop ToR for feasibility studies. This will be followed by a request for investment proposal submission (based in FS) facilitated via selected investment agencies	<ul style="list-style-type: none"> New resort opened at Long beach, Kiritimati 			

	Visitor Information Centre in CXI	Seek airport visitor information centre funds	<ul style="list-style-type: none"> Construction and launch and airport visitor information centre 			
	Improve visitor experience in Kiritimati	To develop concept and secure funds for visitor landmarks including Kiritimati including visitor photo frame structure(s), road sign for key tourism sites and visitors park at Tabakea point lagoon side – (From Crystal beach lodge to NASTA building)	<ul style="list-style-type: none"> No of signage, visitor landmarks and park developed 			
	Develop a Golf sport field at Decca site/Freshwater reserve at Tabakea.	Activate TTDAG Kiritimati to discuss project proposal and develop ToR for feasibility studies. This will be followed by a request for investment proposal submission (based in FS) facilitated via selected investment agencies	<ul style="list-style-type: none"> Golf course developed and opened 			
Kanton	Establish a live aboard cruise operation in Kanton	Initiate TTDAG Phoenix to include PIO, KPF, OB and other relevant stakeholders to develop a PIPA Sustainable Tourism Development plan that will incorporate these 2 investment areas and issue an investment RFP accordingly	<ul style="list-style-type: none"> Live aboard cruise operator 			
	Integrated tourism development in Kanton		<ul style="list-style-type: none"> New resort(s) and tourist activities developed 			
Abaiang	Eco-lodge/ Resort development and/or product improvement on existing properties	Commission feasibility study for sustainability of a 3-star eco lodge. Results to be shared with local and potential foreign investors for their consideration.	<ul style="list-style-type: none"> New Resort Development 			

Abemama	Eco-lodge/ Resort development and/or product improvement on existing properties	Commission feasibility study for sustainability of a 3-star eco lodge. Results to be shared with local and potential foreign investors for their consideration.	<ul style="list-style-type: none"> New Resort Development 		
	Local market site for cruising market	Initiate an Abemama Island Cruise Committee through the island council to identify site and develop concepts for submission to donor agencies.	<ul style="list-style-type: none"> Tourist Market Centre 		
Butaritari	Eco-lodge/ Resort development and/or product improvement on existing properties	Commission feasibility study for sustainability of a 3-star eco lodge. Results to be shared with local and potential foreign investors for their consideration.	<ul style="list-style-type: none"> Eco Lodge Development 		
	Preservation of war relics	Apply for war relics funding with US Embassy and complete site restoration for tourism purposes.	<ul style="list-style-type: none"> Preserved War Relics Site 		
	Development of a war relics dive product	Engage with the Fisheries and Marine departments to locate and document war relic sites around Butaritari. Once identified, the information will be included in the feasibility study for accommodation development in Butaritari and shared with potential licensed diver operators for their consideration.	<ul style="list-style-type: none"> Designated War Relics Dive Site 		
	Local market site for cruising market	Initiate a Butaritari Island Cruise Committee through the island council to identify site and develop concepts for submission to donor agencies.			

Nonouti	Eco-lodge/ Resort development and/or product improvement on existing properties	Commission feasibility study for sustainability of a 3-star eco lodge. Results to be shared with local and potential foreign investors for their consideration.	Eco Lodge Development			
Other Gilbert Islands	Eco-lodge/ Resort development and/or product improvement on existing properties in Maiana, Tan North, Tab South and other potential islands	Commission feasibility study for sustainability of a 3-star eco lodge. Results to be shared with local and potential foreign investors for their consideration.	Eco Lodge Development			
Other Line Islands	Eco-lodge/ Resort development and/or product improvement on existing properties in Fanning Island	Commission feasibility study for sustainability of a 3-star eco lodge. Results to be shared with local and potential foreign investors for their consideration.	Eco Lodge Development			



Strategic Objective 2: Capacity Building

Capacity building is widely acknowledged as an important tourism development strategy. It complements other key strategies outlined in this plan.

GoK targets to increase international visitor arrivals from 5,000 to 50,000 annually by 2036 (www.micttd.gov.ki) and to propel the tourism sector as the key engine of growth in the most sustainable manner.

TAK however recognizes that there is considerable mismatch between the aspirations of the destination to become a respected tourism hub and the human capital skills and expertise available to drive tourism growth.

Technical tourism related skillset available to Kiribati's at present are limited with a noted shortage in fields such as chefs/ cooks, hotel & revenue management, destination marketing, events management, tour coordinators, dive masters and other trained hospitality services personnel.

To achieve visitor arrival growth, it is vital that a more focused approach be taken to enable the improvement of standards through specialized trainings as these will help address the skills shortage listed above.

As the lead tourism agency, TAK will lead stakeholders to train and equip Kiribati with the adequate skills required to cater for the potential growth envisaged by government.

Below are the results of the training needs assessment for Kiribati's tourism industry that will form the basis of TAK's capacity building strategy:

- Tourism Business Operations including hotel operations, housekeeping, food & beverage services
- Cookery & Catering
- Hospitality and Customer Service
- Tour Guiding/ Tour operators
- Dive instructors
- Occupational Health and Safety
- English for Hospitality
- E-marketing, pricing, and packaging
- Agri-tourism

STRATEGIC OBJECTIVE	TRAINING NEEDS	STRATEGY	TIMELINE		
			Y1	Y2	Y3
2. Capacity Building	Institutional Tourism Hospitality Training - USP, KIT and MCTC	Develop MoU with training institutions to confirm the inclusion on industry training needs in their training curriculum/ courses.			
	Tourism Business Operations including hotel operations, housekeeping, food & beverage services	TAK will develop annual training plan to conduct Tarawa and outer island training in conjunction with suitable training institution(s). Priority will be given to current employees and unemployed youths.			
	Cookery & Catering	TAK will promote the inclusion of cookery and catering courses in KIT courses. TAK will also engage qualified trainers to undertake training in the outer islands.			
	Tour Guiding/ Tour operators	Continued tour guiding training will be carried out in Y1 & Y2 of this plan with the aim that trained individuals will be qualified to train their colleagues/ new staffs thereafter.			
	Fishing Guide training	Continued fishing guide training in all fishing designated islands will be carried out in Y1 & Y2 of this plan with the aim that trained individuals will be qualified to train their colleagues/ new staffs thereafter.			
	Dive instructors - certification and safe business operations requirement	TAK will engage the Ministry of Fisheries and PADI to undertake PADI certification training for current dive operators and interested individuals. Aim will be to certify a minimum of 1 dive instructor in dive designated destinations. Safe business practices will be incorporated into this training.			
	Hospitality and Customer Service - Mauri Delight (service etiquette)	This will be incorporated into the Mauri Delight programme to be launched in 2020.			
	Occupational Health and Safety including First Aid and preventative safety management training for tourism and hospitality providers	Annual OH&S training will be conducted, and this will be part of the mandatory Mauri Mark requirement for all tourism operators. TAK tourism inspectors will lead this in conjunction with the relevant government department/ authority.			

	English for Hospitality	Bi-annual 'English for Hospitality' training will be conducted for tourism operators/ personnel.			
	E-marketing, pricing, and packaging	TAK will conduct e-marketing, pricing and packaging training in Y1 and Y2 in conjunction with suitable training provider(s)			
	Agri-tourism/ eco-tourism/ sustainable tourism	TAK will facilitate training in Y1 and Y2 in conjunction with suitable training provider(s)			



Objective 3: SME Business Support & Mentoring

Kiribati's tourism industry is characterized by strong government involvement with a growing private and community-based operators' engagement in different aspects of the tourist experience.

Amongst local private operators, there is disparity between the larger, well-funded and experienced operators and the smaller, private, or community-based operators who lack the entrepreneurial expertise to effectively compete.

With minimal business operations experience, low capital, and a lack of understanding of the international tourism business environment, small to medium tourism business enterprises will therefore require business support and mentoring if they are to succeed.

TAK recognizes the important role SME's play in adding value to the Kiribati tourism experience and as such will endeavor to facilitate the provision partnership support opportunities and training to help further grow their business.

Such may be achieved through the development of tourism business support and mentoring programs in conjunction with the relevant government agencies and tourism stakeholders.

The goal is for TAK to help provide a conducive environment for tourism SMEs to grow and become competitive and to also overcome challenges that hinder their growth. Part of this strategic focus will also cut through all other strategic focus areas for TAK.



Photo: David Kirkland

STRATEGIC OBJECTIVE	BUSINESS SUPPORT AND MENTORING NEEDS	STRATEGY	TIMELINE		
			Y1	Y2	Y3
3. Business Support & Mentoring	Tourism SME registration and portal development	TAK will undertake a Kiribati Tourism SME registration and will make this information available on via an SME directory/portal on its website			
	SME business owner survey	TAK will undertake business owner survey to determine challenges faced by tourism operators. The survey to include a summary of each operators' core products/service, clientele base, marketing strategy and other information required to present a better understanding of each business			
	Data and intelligence evaluation	TAK will conduct training for tourism SME's on the value of understanding data and customer feedback and how these can be used as business improvement tools			
	Project funding support	TAK will link financial institutions, donor agencies and government with tourism SME operators to share valuable funding/grand opportunities that will help grow their businesses			
	International training	When invited, TAK will nominate the inclusion of tourism SME's in international training opportunities that meet their development needs.			
	Good Business Practice training	TAK will conduct/facilitate training to help tourism SME's understand key business requirements including but not limited to supply chain process, market/customer expectations, contracting, marketing support and customer services.			



Objective 4: Funding and Special Projects

Pillar 1 of the KV20 recognizes sustainable tourism as the potential contributor towards stimulating economic development, providing employment, income generation, as well as supporting the retention of cultural traditions, sustainable management of national environmental assets and a wider contribution towards social-economic benefits.

The Tourism Authority of Kiribati (TAK) is mandated to lead the nation's efforts to sustainably grow tourism and strengthen its contribution to economic development as outlined in the KV20.

However, with limited funds and an ambitious drive to do more, TAK is faced with the unique challenge to be creative with not only how its existing funds are utilized, but also look at alternative forms of funding and income generation.

To this effect, TAK will formulate various income generation structures such as tourism levies, cruise passenger taxes and other visitor associated fees.

TAK will also actively solicit funding assistance with donor agencies and relevant stakeholders.

to help finance specials projects. TAK will also endeavor to achieve funding support through partnerships and co-operations.



Photo: David Kirkland

STRATEGIC OBJECTIVE	FUNDING SOURCE	STRATEGY	TIMELINE		
			Y1	Y2	Y3
4. Funding and Special Projects	Direct	TAK will raise funds through the implementation of a new Kiribati International Visitor Levy (KIVL) of AUD\$50 to be applied to all international visitors travelling for the purpose of holidays or attending official business duties of up to 14 days.			
		TAK will increase the cruise ship passenger head tax to US\$10 per manifested passenger from January 2020.			
	Bilateral	TAK will engage with diplomatic missions of Australia, New Zealand, and Peoples Republic of China on Tarawa for project funding assistance.			
	Multilateral/ Regional programs	Regional initiatives and programs have the potential of securing tourism development arrangements for Kiribati. TAK will therefore continue its membership in key regional organizations to take advantage of any tourism development funding or projects via these regional bodies.			
	Multi-Divisional development assistance program	TAK will seek partnerships with funded government ministries whose activities are also aligned to improving tourism products and services. Examples of these include Environment, Fisheries, Commerce, and the Marine Division			
	Private sector partnerships	TAK will actively engage with private sector corporate organizations such as ANZ and ATH Kiribati who have designated funds to assist local business initiatives			
	National committees	TAK will engage with national committees such as the Kiribati National Expert Group for Climate change and disaster risk management programs in Kiribati. These committee consists of several Government stakeholders, and NGOs whose task is to carry out Whole of Island Approaches and develop Island			

		strategic plans. TAK's involvement will be to ensure that tourism development is included in such plan(s)			
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Objective 5: Marketing & Promotion

Kiribati is positioned as the destination for Travellers. This reflects the fact that Kiribati is not your mainstream holiday destination. It is not one for the masses.

On the contrary, Kiribati is a destination where simple is enough.

As a brand, efforts to position Kiribati as a bucket list destination was always overshadowed by the global warming agenda. Kiribati has therefore become more synonymous for climate change rather than as a tropical Pacific island tourism destination.

This presents TAK with the unique challenge of altering the market's perception of Kiribati; to shift market mindset from an island that is perceived to be sinking to one whose potential for unique, off the off the beaten track bucket list travel experiences must be experienced.

To achieve this, TAK will employ an effective marketing and promotional strategy that will help Kiribati achieve destination differentiation and an appealing brand. TAK will achieve this through consumer awareness and media and travel trade education programs.

Consumer behaviour has drastically changed in tourism, associated mainly with the advance of Internet. Data show that around 4 billion of the world's population are active users of Internet in its various forms and uses. With the government of Kiribati's plans to improve connectivity via underwater cable connection, TAK will ensure that all available digital marketing platforms are utilised to effectively market the destination. These include a revamped website (www.visitkiribati.travel) with search engine optimisation, social media presence, online travel agents (OTA) networks and e-mail marketing. TAK will also advocate with the ANZ bank for a more effective online booking/payment system that will allow tourism operators to trade more efficiently online.

STRATEGIC OBJECTIVE	MARKETING AND PROMOTION PRIORITIES	STRATEGY	TIMELINE		
			Y1	Y2	Y3
5. Marketing & Promotion	Product differentiation and branding	Kiribati will differentiate itself by highlighting its unique selling points (USPs) so that it sets itself apart from other Pacific Island destinations. Moreover, TAK will focus on the developments of an effective brand destination			
	Segmentation	TAK's marketing plan will be built on competitive advantages, targeted markets (niche) and mixed marketing techniques that appeals to actual and potential visitors. This will involve the matching of the limited resources available to us and a creative mindset to the opportunities that exists in each niche market segment			
	Source Market determination	TAK analyse available IVA data and other source to determine key source markets of leisure travellers arriving via TRW and CXI to determine where marketing and promotional efforts should be committed			
	Regional Marketing Plan	TAK will also develop regional marketing plans for the Gilbert, Phoenix and Line Islands as each have their district market appeals will need to be promoted separately from each other. Furthermore, TAK will create USP's for each island engaged in tourism activities across in the Gilbert and Line Islands.			
	Digital Marketing	Digital marketing will play a significant role in how TAK carries out its marketing activities. TAK will there ensure that all channels of digital and social media marketing is utilised.			
	Travel Trade and Media Familiarization Programs	In collaboration with Air Kiribati, TAK will conduct several familiarization programs beginning annually to introduce travel agents and media partners to the destination. The engagement of carefully vetted travel influencers will also be part of TAK's familiarization program.			

	Budgeting	TAK's core marketing & promotional activities will be influenced by its core government funding and supported by donor funding and joint collaborative initiatives with key local, regional, and international stakeholders			
	Realistic Targets	The TAK annual marketing plan will set realistic targets measured primarily by annual visitor arrival numbers. In collaboration with relevant ministries, TAK will endeavour to also set targets based on indicators such as average visitor spend.			
	Measuring KPI's	Fundamentally, Key Performance Indicators (KPI) will be set to measure the success of TAK's plans. KPI measurement metrics will move away from the traditional Likes, clicks and brochures distributed at shows to one based on real time data such as measuring actual bookings during an online campaign period, bookings realised following an agent's famil visit and social media leads that materialised into an actual booking			

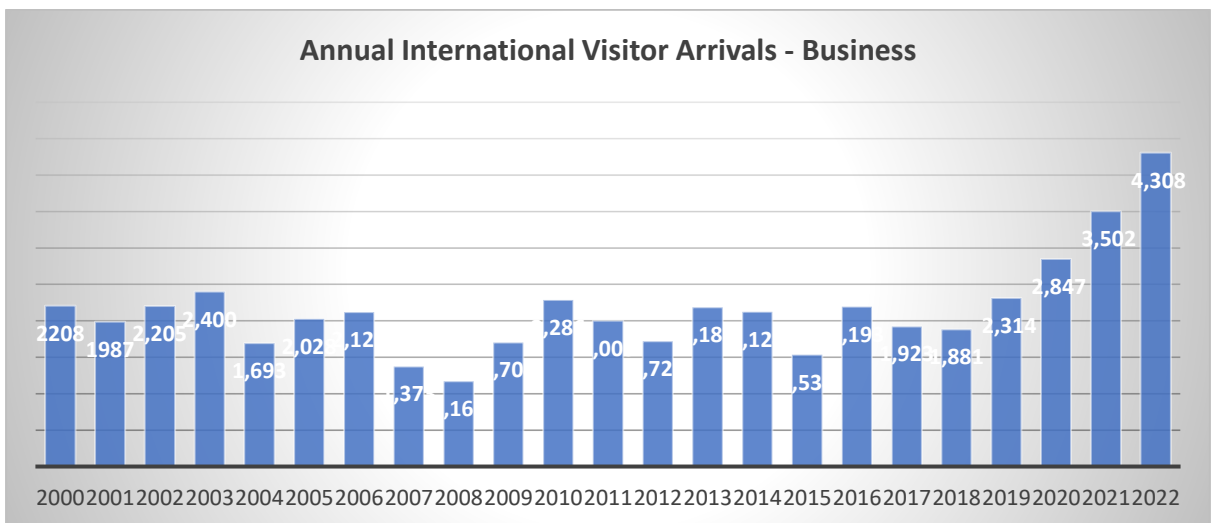
MEASURING OUTCOMES

The success of this 3-year Strategic Tourism Plan will depend on the following measurable tangible outcomes which TAK will monitor periodically.

International Visitor Arrivals

TAK targets to achieve an 8% annual visitor arrival growth in 2020, 9% in 2021 and 10% in 2022. This forecasted growth has been measured using current visitor arrival trends, projected Kiribati tourism investment and development activities, increased international airline seat capacity, planned destination marketing and awareness programs and the global shift towards sustainable and responsible tourism.

These growth projections also take into consideration the current USA-China trade war, the slowdown in the global economic growth and its effect of consumer spending. TAK is also mindful of the global warming/climate change agenda and its implications on perception for destinations such as Kiribati and the measles outbreak in the Pacific which has the potential of reaching Kiribati if not carefully managed.





International Visitor Spending

Average international visitor spending will also be a key measure of this Strategic Tourism Plan. This information is currently unavailable however the TAK has submitted proposals for the revision of the Kiribati international visitor arrival and departure cards to capture more tourism information.

The 2020 average international spending data will therefore form the basis for the 2021 and 2022 visitor spending targets.

National Income Generation

Improvement in the collection of relevant tourism income data will be necessary for Kiribati to realise the contribution of tourism to its economy. TAK will therefore work with the relevant government agencies and private sector stakeholders to ensure that this information is captured and communicated to the Finance Ministry.

The 2020 national tourism revenue will be used as the basis for the 2021 and 2022 targeted revenue and contribution to GDP.

Employment creation

Any new position created because of tourism activity is worth celebrating and TAK will work with the Ministry of Labour and the other stakeholders such as the Kiribati Provident Fund to ensure that such a date is documented.

The success of tourism development will its contribution to job creation and TAK will use monitor statistics available from 2020 and will use this along with other contributing factors to project tourism employment targets for 2021 and 2022.

Tourism Infrastructure Development

Implementation of tourism infrastructure and related developments outlines in section 3.1 will be a measure of success for this Strategic Tourism Plan.

MONITORING & EVALUATION

A management committee made up of all division heads will be responsible for the continuous collection and analysis of data to compare how well activities have been implemented against the target outputs of this plan.

Through quarterly meetings, the committee will review the progress of activity implementation, map funding options, identify ways of mitigating challenges and provide overall guidance on the way forward for each implementing Division.

The Executive office (CEO & DCEO) will assume responsibility of evaluators to critically evaluate the outcomes of each activity to ensure they have meaningful impacts to the business and local communities and as well as the economy.



Photo: David Kirkland

CONCLUSION

Guided by the 2020 – 2022 Strategic Tourism Plan and supported by government, Tourism Authority of Kiribati is committed to help steer Kiribati’s tourism industry towards sustainable growth.

Stakeholder consultations, inter-governmental discussions and international collaboration have all contributed to the identification of the 5 keys strategic focus areas of Tourism discussed in this plan. It must be noted though that this is a fluid plan and has room for adjustments based on micro and macro environment changes and market conditions.

In the absence of an approved budget, TAK will endeavor to undertake as much of the plan as possible and its Executive office will lead the task of securing funding from different regional and international agencies.

The measures put in place to monitor and evaluate the implementation of the plan will ensure this becomes a living document and the planned quarterly reviews of the plan will help TAK effectively implement this plan.

TAK however cannot fulfil the aims of this plan alone and will focus on collaboration and partnerships with various stakeholders to help achieve its aims by 2022.



Photo: Chris Burkhard



Prepared by

