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**Background**

The Kiribati Government Communications and Access To Information Strategy (CATIS) is designed to spearhead, initiate and to provide innovative solutions and means in disseminating Government information to target audiences as widely as possible. Additionally the strategy will also clarify for the public what information they can request and access from Government. The Strategy will lay the groundwork for the development of an access to information policy, which will implement a process for the public to access information.

It will also provide footprints of communication channels for all Government ministries at the backdrop of engaging the people of Kiribati on all government undertakings, initiatives, programs and activities in the spirit of the Government of the Day’s administration policy pillar termed as “Equal distribution of wealth to all I-Kiribati through good governance and transparency”. CATIS will serve as a leading and guiding document for all Government communication and information sharing policies, initiatives and activities.

Additionally, the strategy intends to incline itself towards achieving the four key areas of work of the Pacific Plan through utilizing the mechanism of information disclosure, which, could contribute significantly to the achievement of all four objectives, if innovatively implemented.

Against the backdrop of several years of misinformation leading to misconception by the people over Government, CATIS is an important foundation for achieving transparency and accountability, which should ensure that all I-Kiribati have access to information to make the right decisions.

CATIS is designed with a view to support and to serve as a platform for consistent and sustainable public engagement and outreach through the use of diverse mass media channels accompanied by a system of assessing citizens’ knowledge of the initiative, its benefits, gains and achievements.

**Introduction**

The Office of Te Beretitenti, under its Communications & Public Relations Unit, will serve as the key responsible office to take charge of CATIS implementation with direction and advice from a Government-stakeholder Steering Committee, to be chaired by the Secretary to the Office of Te Beretitenti and representatives from all Government ministries as members. The Committee shall be known as the KIRICOM.

The Communications & Public Relations Unit of the Office of Te Beretitenti carries out the day to day activities of the KIRICOM and provides required administrative and logistical support.

The core objective(s) of the KIRICOM is to:

---

1The Pacific Plan, endorsed by Forum Leaders at the Pacific Islands Forum meeting in Port Moresby in 2005, is a document designed to strengthen Pacific regional integration and cooperation. Its four key pillars are designed for development progress: economic growth, sustainable development, good governance, and security. As a ‘living document’, it states that the Pacific, as a region, must work to address these challenges to raise living standards, increase access to opportunity and stimulate pro-poor growth for its peoples.
1. Ensure the public is engaged, reliably informed and made aware of all Government activities, programs and projects.
2. Ensure there is a Government consistent, well recognized communication channels, tools and brand identity.
3. Ensure there is a clear process for public access to information.

The Terms of Reference of KIRICOM is detailed in Annex I

**Objective (Rationale)**

CATIS will respond to the need for building an identity for the Government through branding and visibility. As a guiding principle, it will endeavor to promote access to information and that of public access to the right information on any activity/program implementation and compliance of government ministries, departments and government owned companies in meeting agreed information sharing standards. It is acknowledged that the achievement of these objectives will require efficient and systematic communications and access to information focusing on promoting the KIRICOM principles and concepts and encouraging support and cooperation of communities, government, departments and Government owned companies for its successful implementation. CATIS will complement the current traditional sign-off/approval procedure of Ministry based information where Secretaries serve as approval authorities.

**3.1 OVERARCHING OBJECTIVE**

To improve the transparency and responsiveness of the Government of Kiribati.

**3.2 ADDITIONAL OBJECTIVE(S)**

CATIS should also provide communication guidelines for Climate Change and Disaster Risk Reduction, which have become central roles of the Office of Te Beretitenti and other key specific areas of which Government may decide from time to time to include as part of this overarching strategy.

**3.3 PROBLEMS**

The non existent of a communication and access to information blue-print to guide Government and its different Divisions on how to disseminate information as well as how to educate the public and society on critical developmental issues and areas has often led to failure to encapsulate public support and ownership on key projects, activities and initiatives of Government. Other problems include;

- Lack of Government visible identity
- Lack of motivation to share information
- Lack of communication capacity and skill
- Unclear guidelines on communication and access to information channels/process
- Lack of financial and logistical support
- Uncertainty on political commitment specifically on access to information
- Lack of Risks Communications in case of emergencies
Lack of Media partnership
○ Inactive dissemination of the Government Gazette

To encourage transparency and maintaining a reputation of Government, by means of raising public awareness through communications and access to information on the many work, activities and initiatives of the Government of Kiribati, CATIS should:

1. Assess public perception and knowledge of the Government initiative, to determine various tools and medium of communication to be used in addressing gaps and limitations;
2. Support Communications of the Government’s mission, mandate, gains, results and implementation process to enhance its perception as a genuine and effective initiative for reform of the Government information disclosure policy, and consequently assist the public to have access to information to be well informed and make the right decisions;
3. Enhancing government’s reputation through addressing issues of perception and benefits and raising awareness level of impact;
4. Enhancing media understanding of Communications and Access to Information process and the role it has to play in ensuring the fulfillment of the program goals and objectives;
5. Enhancing Government capacity and skill in communications;
6. Provide guidance for meaningful public consultation and opportunities for public to communicate with Government.

Strategy Outputs

OUTPUT 1: Increase information flow on the activities of the Government of Kiribati to the public;

i. Engage three (3) regularly published weekly newspapers on the publication of a center spread (illustration and FAQ) on the KIRICOM process, status and milestones;
ii. Engage three (3) regularly published newspaper on a three-months contract to carry short, incisive and pointed messages on KIRICOM in their newspaper earpieces;
iii. Engage three local radio stations on short messages about the KIRICOM initiative in simple, Kiribati and English for three months;
iv. Engage two community (FM) radio stations in Tarawa on KIRICOM initiative in the dominate Kiribati vernacular and engage one (AM) radio station for rural communities;
v. Design and produce visibility and branding kits including (logo, motto, color, media kit, brochures, billboards, posters, FAQs and flyers)
vi. Reorganize and improve content of all Government websites and develop KIRICOM web-portal;
vii. Create and operationalize KIRICOM mailing contact database for public communication purpose;

OUTPUT 2: Determine information and knowledge gap amongst stakeholders and various interest groups through a sample survey methodology further enhancing the right mix of media to address gaps;
i. Conduct a sample survey on citizens’ access to information, their knowledge base and understanding and expectations of the outcome of Government initiatives;

ii. Produce a short report detailing the results of the sample survey and its main features, including socio-economic profile and the demographic considerations associated with various respondents and groups;

**OUTPUT 3: The public and host communities better informed and educated about activities of the Government/KIRICOM through public engagement activities;**

i. Organize four (4) campus based interactive discussion on the KIRICOM process in Kiribati targeting tertiary institutions and Colleges;

ii. Organize twelve (12) village-hall-style entertainment and filming events on the KIRICOM process and its benefit to the country and communities;

**OUTPUT 4: The media especially reporters, trained and educated about the initiative and subsequently engage on raising awareness on key events and activities;**

i. Conduct journalism training on KIRICOM principles and the work of the KIRICOM;

ii. Organize informal and loose network of journalists reporting on KIRICOM

iii. Design and produce media tool kit on the KIRICOM and the whole Government process;

**OUTPUT 5: Clarify for the public what information they can request and access from Government**

1. Recruitment of a Technical Consultant to develop Access to Information process that will lead to a Freedom of Information Policy;

2. Capacity building and FOI Training of government officials

3. Public consultation on FOI process

**OUTPUT 6: Internal as well as external audiences routinely informed about the KIRICOM and its results in the medium to long term phase of the activities;**

i. Utilize KIRICOM contact database to increase and sustain information flow to the public through the use of internet;

ii. Design and launch KIRICOM e-newsletter using contacts available in the database;

iii. Production and syndication of KIRICOM documentary;

iv. Updating and ensuring a consistent dissemination of the Government Gazette;

**Expected Outcomes**

This Communication Strategy hopes to achieve the following outcomes:

- A recognizable and unique Government brand and identity
- Clear understanding of information gap on all Government programs/activities amongst various target groups and stakeholders;
Increased outreach performances and information insertion on Government activities;
- Enhanced media understanding of Government goals and objectives;
- Enhanced public understanding of the reforms initiatives of Government program, its accomplishments, milestones, progress and status;
- Increased awareness of Government amongst various stakeholders and communities of its goals, objectives and accomplishments;
- Increased public and community interest and participation in Government monitoring and implementation processes;
- Well managed web-portal communication channel;
- Adoption of a FOI policy and implementation plan;
- Communication and Access to Information Manual;
- Clear process and management of the Government Gazette;
- Climate Change and Disaster Risk Reduction Communication Manual

INTERNET COMMUNICATION

Local internet access however is picking up and more local people are looking for Government information online. Currently there are twelve websites in the .gov.ki domain operated by individual Ministries and Government entities and there is some useful information online. Therefore, Web Communications is an integral part of CATIS. An Internet Communication Assessment report is attached as Appendix I.

INPUTS

In order to yield fruitful outcomes for the Government process, the strategy would require the following:

- Budget for mass media insertions of information on Government Communication Strategy initial phase;
- Budget for structured radio program;
- Budget for production of visibility toolkits (media tool kit, brochures etc);
- Budget for internet resources to include web-portal/site, e-newsletter, mail alerts;
- Budget for posters, billboards;
- Budget for public communication events with institutes, public centers, host communities etc;
- Stationery and supplies;
- Technical advice and support of a Communications and Access to Information Consultant;
- Logistical support.

TARGET AUDIENCES

The external audiences of CATIS include:

- The general public (Community Level)
- Media/Journalists-Editors
- Student and Teachers
- Civil Societies
• Development Partners

The internal audiences of the communications strategy include:

• Ministry-stakeholders Steering Committee
• Secretaries/Directors– Government of Kiribati
• SOEs

**Communication Tools & Channels [Products]**

**Appendix III**

The products in this Appendix were further analyzed using the following three questions:

i. What are the most appropriate products and activities to reach this target audience?

ii. What are the essential messages that will influence the target audience?

iii. What are the most appropriate tactics to approach each audience, what are the Do's and Don'ts'

**Implementation Strategy**

The activities elaborated below are designed to match specific outputs. Six key outputs have been identified. The strategy has been constructed in phases, with the most intensive phase which involves the mass insertion of information in weeklies and radios, commencing in the initial three months of the implementation of the strategy. The strategy provides for other routine and recurring communications and information sharing functions and activities. This will involve provision of communication and information sharing support services to the KIRICOM and assist in shaping and defining message and information deriving from policy decisions or activities about the program. The implementation of the initial phase of the mass media campaign should last eight months.

**The Plan**

In preparing the plan for this strategy, the problems, target audiences and proposed products were considered. The Table below gives a summary of the audience, the activities and site in which the activity will be carried out and the anticipated objectives to be fulfilled.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Activity</th>
<th>Site</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public (Community Level)</td>
<td>• Publication of Illustration &amp; FAQs about Comm &amp; ATI process&lt;br&gt;-engage 3 weekly newspapers (vernacular)&lt;br&gt;-engage AM/FM radios (English/Kiribati)</td>
<td>Urban Tarawa</td>
<td>1,2,3 &amp; 6</td>
</tr>
</tbody>
</table>
| Media/Journalists & Editors | Conduct journalism training about Communications & ATI process  
- **basic journalism training**  
- create media network  
- engage media on government activities  
- media tours/trips  
- how to deal with the media manual | Tarawa/regional | 4 |
|-----------------------------|-----------------------------------------------------------------|----------------|-----|
| Students/Teachers | Organize campus based interactive discussion on the KIRICOM process  
- engage Secondary schools  
- engage Mission schools | Tarawa/Outer | 1,2,3 |
| Urban | Publish short incisive messages on Comm and ATI in Newspaper earpieces/spots  
- engage 3 weekly newspapers for 3 months contract  
- engage AM/FM radios for 3 months contract  
- Design & Produce branding kits &  
  - Communication logo, motto typesetting, colors etc  
- design FAQs, Flyers and brochures  
- design billboards & posters  
- Develop Communications & ATI Web portal  
- design content and link to other ministry based websites  
- reorganize and improve content of Ministry websites  
- Create & develop Communications & ATI Mailing database  
- Filming & Entertainment about Communications & ATI process  
- engage village maneabas  
- Sample survey on Citizen's Communications & ATI gaps  
- Produce short report on sample survey | Urban  
Tarawa/Outer Islands | Local/international |
| Urban/Rural |  
  
Sample survey on Citizen’s Communications & ATI gaps  
  
Produce short report on sample survey | Urban/Rural | 4 |
<table>
<thead>
<tr>
<th>Audience</th>
<th>Activities</th>
<th>Locations</th>
</tr>
</thead>
</table>
| Civil Societies          | - Sample survey on Citizen’s Communications & Information access gaps  
                          - Produce short report on sample survey                                                                                                                                  | Urban/Rural 1,3 & 6 |
| Donor Partners           | - Inclusion in CATIS Contact database  
                          - Subscription to KIRICOM E-newsletter and other products  
                          - Recruitment of Communications & ATI Technical Adviser (TA)  
                          - Other financial supports to CATIS  
                          - Align Strategy activities with donor pipeline commitments under the KDP.                                                                                                  | 2,3 & 6     |
| Ministry-Stakeholders    | - Establish KIRICOM through Ministry membership  
                          - Promote Communications & ATI principles to Ministries  
                          - Training of Government officials on FOI process  
                          - All Ministry Communications & ATI activities implemented through KIRICOM using Strategy                                                                                     | All         |
| Secretaries              | - Advocate Communications & ATI principles and benefits  
                          - Seek to release sign off authority to mid-level administrators on any Government information, news and developments (except for sensitive issues only)  
                          - Updated through KIRICOM on ministry Communications & ATI activities                                                                                                           | All         |
| SOEs                     | - Advocate Communications & ATI principles and benefits  
                          - Training of SOE officials FOI process  
                          - Inclusion in KIRICOM contact database to get updates on CATIS                                                                                                                  | All         |

The table below elaborates target activities for each audience, the kind of message to influence such audience and the appropriate tactics to be employed in the implementation phase of the Strategy:
<table>
<thead>
<tr>
<th>Appropriate product/activity to reach this target audience</th>
<th>Essential messages that will influence this target audience</th>
<th>Appropriate tactics to engage this audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Community Level</td>
<td>Keeping links with updated Government announcements, news and information</td>
<td>Practice transparency</td>
</tr>
<tr>
<td>-meeting at village and district level</td>
<td>Securing contact for information delivery</td>
<td>Constant &amp; consistent networking</td>
</tr>
<tr>
<td>-through Island Councils</td>
<td>Promote Communications &amp; ATI process</td>
<td></td>
</tr>
<tr>
<td>-contests, competitions, dramas etc</td>
<td>Pride in talents</td>
<td>Communications in their level of understanding</td>
</tr>
<tr>
<td>-Radio programs</td>
<td>What Government is doing for you</td>
<td>Short &amp; incisive</td>
</tr>
<tr>
<td>-TV programs</td>
<td>What Government is doing for you in pictures</td>
<td>Short documentaries, entertaining, local context</td>
</tr>
<tr>
<td>-Newspapers</td>
<td>Human interest features and articles</td>
<td>Local context</td>
</tr>
<tr>
<td>-Brochures, flyers &amp; FAQs and create a Kiribati web portal</td>
<td>Who’s who and showing where to get assistance</td>
<td></td>
</tr>
<tr>
<td>-Poster &amp; billboards</td>
<td>To seek change</td>
<td>Use local models/champions</td>
</tr>
<tr>
<td>-Surveys for monitoring and evaluation</td>
<td>Be part of Government process</td>
<td>Simple formats</td>
</tr>
</tbody>
</table>
### Media [Journalists & Editors]

<table>
<thead>
<tr>
<th>Activity</th>
<th>Interest</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Journalists training</td>
<td>Keep link with CATIS</td>
<td>Engage</td>
</tr>
<tr>
<td>Establish media network</td>
<td>Advocate for the people’s interest</td>
<td>Disengage</td>
</tr>
<tr>
<td>Design &amp; produce media toolkit</td>
<td>Government visible identity</td>
<td>Disengage</td>
</tr>
<tr>
<td>Press Conferences</td>
<td>Selected Government interest</td>
<td>Regular press conference for media story lines</td>
</tr>
<tr>
<td>Press Interviews</td>
<td>Selected Government interest</td>
<td>Regular interviews for media story lines</td>
</tr>
<tr>
<td>Press Coverage/Trips</td>
<td>Selected Government interest</td>
<td>Regular media invitations to boost morale</td>
</tr>
</tbody>
</table>

### Students & Teachers

<table>
<thead>
<tr>
<th>Activity</th>
<th>Interest</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus based interactive discussions on Communication Strategy</td>
<td>Selected Government interest</td>
<td>Communicate in school level language</td>
</tr>
<tr>
<td>Invite Students/Teachers to do field trips in Government ministries</td>
<td>Selected Government interest</td>
<td>Interactive and entertaining Boring visits</td>
</tr>
</tbody>
</table>

### Civil Societies

<table>
<thead>
<tr>
<th>Activity</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage in survey</td>
<td>Keep links with Government transparency and reputation</td>
</tr>
</tbody>
</table>

### Donor Partners

<table>
<thead>
<tr>
<th>Activity</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>Keep links with CATIS</td>
</tr>
<tr>
<td>Subscription to e-newsletter included in contact database</td>
<td>Keeping links with Government transparency and reputation</td>
</tr>
</tbody>
</table>
### Ministry Stakeholders

- Seek assistance for TA  
  Keep links with CATIS

- Meetings through KIRICOM  
  Keep links with CATIS

- Training of Communications Officers and mid-level administrators on how to deal with the media  
  Keep links with Government transparency and reputation

- Ministry based communications needs implemented through CATIS  
  Keep links with CATIS

### Secretaries

- Meetings through KIRICOM  
  Keep links with CATIS

- Seek to release sign off authority to mid level administrators on all ministry information, news and updates (except on sensitive issues)  
  There are so many things Government is doing for the people, but nothing has been said or reported about it

### SOEs

- Meeting and consultations on Communications needs  
  Keep links with Government transparency and reputation

### Budget

This strategy is designed to complement current communications and access to information activities undertaken by various ministries, which by traditional means have had funding through Government’s re-current budget on an annual basis, specifically on communication matters such as radio programs of which a number of Ministries currently have with the national broadcaster, Radio Kiribati. Anticipating that a National Communications Committee i.e. KIRICOM, with the Secretariat based at the Communications & Public Relations Unit of the Office of Te Beretitenti, all Ministry based communications and access to information activities can be mainstreamed whilst budgetary commitment and approval retained by Ministries themselves.

The idea is to combine scarce financial output from different Ministries and use it on concentrated and well focused programs to address public communications and access to information issues so as to achieve positive impact and
outcome. The following is only a guiding example of the Office of Te Beretitenti’s Communications Activity matrix not reflecting the actual expenditure per activity.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Activity</th>
<th>Implementation dates</th>
<th>Communication Tool</th>
<th>Budget Output Allocation</th>
<th>Budget Provision</th>
<th>Sub Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Relations for H.E.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>Quarterly press conference on radio, tv and news print</td>
<td>Jan, Mar, Jun, Sept, Dec 2012</td>
<td>Statement followed by Q&amp;A</td>
<td>E0901-50A</td>
<td>26,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Communication for Cabinet decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>Monthly Ministerial Joint Press Conference</td>
<td>Jan-Dec 2012</td>
<td>Live outside broadcast by radio &amp; TV recording, at OB</td>
<td>E0901-50A</td>
<td>26,000</td>
<td>@$300/hr x 1</td>
<td>@$500/hr x 1</td>
</tr>
<tr>
<td>Climate Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>Training on how to report climate change stories</td>
<td>March 2012</td>
<td>Seminar and workshop</td>
<td>Donor KAPIII</td>
<td>Donor KAPIII</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Disaster Risk Reduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students &amp; Teachers</td>
<td>Develop risk communication plans for schools</td>
<td>Feb 2012</td>
<td>Workshop</td>
<td>Donor UNICEF</td>
<td>Donor UNICEF</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Governance &amp; Public Relations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>Campaign on Government official crest, logo use</td>
<td>Jan-Dec 2012</td>
<td>Radio Spots &amp; Earpieces</td>
<td>E0901-50A</td>
<td>26,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Business community</td>
<td>Campaign on anti use of Government crest for commercial purposes</td>
<td>June 2012</td>
<td>Seminar (with assistance from AG’s office)</td>
<td>E0901-50A</td>
<td>26,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Ministries</td>
<td>Training of Com. Officers and mid-senior level administrators on how to deal with the media</td>
<td>April 2012</td>
<td>Workshop</td>
<td>Donor SPC</td>
<td>Donor SPC</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
Appendix I

KIRIBATI COMMUNICATIONS COMMITTEE (KIRICOM) TERMS OF REFERENCE

1. Title

The Kiribati Communications Committee hereafter referred to as KIRICOM.

2. Purpose and Objectives of the Committee

The purpose of KIRICOM is to oversee that the objectives of the Kiribati Communications and Access To Information Strategy (CATIS) are carried out effectively and on a timely basis. Such objectives are:

2.1 To ensure the public is engaged, reliably informed and made aware of all Government activities, programs and projects. (Principles of transparency and good governance)

2.2 To ensure there is a Government consistent, well recognized communication channels, tools and brand identity. (Branding/kinaakin te Tautaeka)

2.3 To ensure there is a clear process for public access to information.

3. Membership & Power

3.1 Whole of Government representation will form up the membership of KIRICOM. This will include all Government ministries particularly officials in the administrative cadre given their implementing and approval roles within ministries.

Government Secretaries as senior responsible and accountable officers shall comprise membership of the committee. Coherently, Secretary’s may delegate their membership to Deputy Secretaries or relevant senior officials.

In cases where a Secretary is absent to give approval on any issue, the KIRICOM acting on behalf of the absent secretary shall issue approval on such issue.

NGOs, Civil Societies and Churches will also have representation in the committee.

3.2 A quorum of members must be present before a meeting can proceed.

- 50 % of all ministries

3.3 Decision will be made by consensus of members.

KIRICOM reports to Cabinet

4. Chairperson
4.1 The Chairperson is Secretary for Office of Te Beretitenti:
   • Scheduling meetings and notifying committee members of meetings;
   • Inviting specialists to attend meetings when required by the committee;
   • Chairing KIRICOM meetings according to agendas and time available;
   • Ensuring all discussion items end with a decision, action or definite outcome; and,
   • Reviewing and approving draft minutes before distribution to members

5. Committee Secretariat

5.1 The role of the Secretariat will be provided by the Communications & Public Relations Unit of the Office of Te Beretitenti. The Communications & PR Unit comprises of the Senior Communications Officer and the Communications Officer. Both officials in collaboration with the Secretary for Office of Te Beretitenti will carry out secretariat roles for KIRICOM as listed hereunder:
   • Prepare agendas, issue notices for meetings, and ensure that all necessary documents for discussion or comment accompany the distributed agenda;
   • Distribute the Agenda to all Board members at least one week before a meeting with all necessary attachments;
   • Record the minutes and notes on proceedings, and prepare minutes for distribution;
   • Distribute meeting minutes to all Board members no more than one week after a meeting; and,
   • The Chairperson shall check the minutes and present them for Board member acceptance as a true and accurate record at the subsequent meeting.

6. Meetings Duration

6.1 The frequency of meetings for KIRICOM will be on a monthly basis. Special meetings can be scheduled if the need arises.

6.2 A special or extraordinary meeting may be convened by:
   • Fifty per cent or consensus of all committee members
   • The Chairperson when urgent matters arise.

7. TOR Amendments

7.1 The Terms of Reference shall be reviewed annually from the date of approval. The Terms of Reference may be altered:
   • By agreement by the majority of members of KIRICOM.

7.2 These Terms of Reference for the Kiribati Communications Committee (KIRICOM) approved on:
   • Date of Approval .................................................. (dd/mm/yy)
Appendix II

INTERNET COMMUNICATIONS

Background

The Government of Kiribati operates two major websites, both aimed at an international audience:

- www.tourism.gov.ki
- www.climate.gov.ki

Local internet access however is picking up and more local people are looking for Government information online. Currently there are twelve websites in the .gov.ki domain operated by individual Ministries and Government entities (see Appendix 1), and there is some useful information online. However the existing Government websites are of widely varying design and quality, the information on them is very patchy and incomplete and many have not been updated for some time. There are ten “dead” websites with no content at all in the .gov.ki domain.

Issues

Central Government web portal

The next step in improving the Government of Kiribati’s communications to local audiences, using the Internet, is to set up a web portal. A “web portal” is not really a website, but more a table of contents, which makes it easier to find information that could be on any number of separate websites.

A central web portal will not solve the problems of patchy and incomplete information by itself. However it will put in place a logical structure (so visitors to the portal can find what is there) and some systems (IT systems, but also organizational systems) for updating the portal itself and the websites it points to (so that there are useful things to find). Over time, the structure and systems of the portal will create an incentive to improve the various Government websites, as well as making it easier to do so.

The natural domain name for a Government web portal aimed at a local audience, www.kiribati.gov.ki has been registered and web hosting is provided by SPC Pacific ICT Outreach Programme. The technical contact person is TubetaTaenang (an IT specialist) at MCTTD but there has been limited work on the content of the site, which is currently blank.
Logical structure

Work so far on a logical structure for www.kiribati.gov.ki has identified the following important headings:

<table>
<thead>
<tr>
<th>Tourism</th>
<th>Climate change</th>
<th>Search</th>
</tr>
</thead>
<tbody>
<tr>
<td>(link to <a href="http://www.kiribatitourism.gov.ki">www.kiribatitourism.gov.ki</a>)</td>
<td>(link to <a href="http://www.climate.gov.ki">www.climate.gov.ki</a>)</td>
<td>(searches all Kiribati Govt sites)</td>
</tr>
<tr>
<td>Press releases (new, managed by OB)</td>
<td>Parliament (link to <a href="http://www.parliament.gov.ki">www.parliament.gov.ki</a>)</td>
<td></td>
</tr>
<tr>
<td>Publications (managed by OB but can index publications on any website)</td>
<td>Legislature (link to <a href="http://www.legal.gov.ki">www.legal.gov.ki</a>)</td>
<td>Policies and Plans (managed by OB but can index policies and plans on any website)</td>
</tr>
<tr>
<td>Downloadable forms (These could be on any website eg. PSO forms, tax forms, MISA forms)</td>
<td>Ministries A-Z (includes links to existing sites)</td>
<td></td>
</tr>
</tbody>
</table>

IT Systems

Underpinning the Internet is a set of very advanced IT systems, but it is not necessary to understand or manage these systems to publish on the Web. SPC Pacific ICT Outreach Programme has already agreed to “host” the Kiribati Government portal which means they provide the service of getting the technology to work. There will be limits to the amount of information that SPC will host for free, and limits to the functions that can be managed through this arrangement e.g. it may not be possible to offer online payments. But these limits will not be reached for some time and for now the web hosting issues for a Kiribati government portal are basically sorted.

Kiribati Government Ministries that already have websites host these on a variety of computers around the world, under a variety of web hosting arrangements. This seems messy but in practice does not cause many problems. Changing this situation is not a priority now, though it may become a priority later.

Actually publishing information on the web is only slightly more complicated than writing a Word document, but it does require a good internet connection, specialized software (called a “Content Management System” or CMS) and some training. It would make sense for the Government of Kiribati to encourage Ministries to shift, over time, to a single Content Management System as this makes it easier to arrange training and to share design and content across different Government websites. However, there is no technical reason why a Government portal should not link to websites that are managed using a different Content Management System.

Organizational Systems

Current organizational systems provide for Secretaries, Chief Executives of State Owned Enterprises, and other heads of Government entities (eg. the Commissioner of Police) to sign off communications to the public, which fits well with current practice which is that Ministries and other Government entities can set up and manage their own websites, for example www.pso.gov.ki, www.labour.gov.ki
It is probably worth having a policy that Departments should require special permission to register domain names or set up websites. There may be a case for some departments eg. Statistics to manage their own websites, but in general websites should be at the Ministry level so for example it is a problem that www.melad.gov.ki is not a functioning website but www.environment.gov.ki (for ECD division) is. There may also need to be a policy on naming, for example both www.health.gov.ki and www.mhms.gov.ki have been registered (though neither has a functioning website).

For the web portal to work as an index to these ministry websites, some standard information about new web pages (“metadata”) needs to be included so that new pages can be reliably added to the web portal “table of contents”. This will require some thought to the logical structure of the portal, and some training of Ministry staff involved in updating.

The task of updating websites is an important and ongoing task which should be formally incorporated in Job Descriptions. The task of managing the portal itself is of great importance and needs to be seen as part of the overall management of Government communications, which is a function of Office of Te Beretitenti.

Options

Options for improving the effectiveness with which the Government of Kiribati communicates to local audiences on the Internet are:

Status Quo

This would continue the current system of allowing Ministries to set up websites at their discretion, using whatever hosting arrangement and Content Management System suits them. The website www.kiribati.gov.ki will remain blank. Over time, some websites will improve and some will not. However the problems of overall co-ordination will not stay the same, they will become more and more difficult, because:

- More departments will start setting up their own websites, which will lead to problems with signoff and with the management of Ministry websites.
- People updating websites will be using different systems and will have varying levels of training. Many will not have this task in their Job Description, and licenses will lapse and content get out of date when people move on. This will increase the number of “dead” government websites which already outnumber “live” websites.
- The lack of metadata means that the more pages are added to the Internet by Ministries, the harder it becomes to add a “table of contents” function at a future date.

Internet Portal and associated systems

This would create a portal at www.kiribati.gov.ki and link this to existing Ministry websites, plus some new content added by Office of Te Beretitenti. It would also put in place a few “soft” policies which create incentives for Ministries to improve their websites, without actually taking control of the websites themselves.

The key tasks under this option would be to:

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2 It may also be a problem if projects have names in the .gov.ki domain (there is currently one, www.kap.gov.ki).
Agree the basic structure of www.kiribati.gov.ki, formalize the hosting arrangement with SPC and create a simple portal at this site;

Select a preferred Content Management System which Ministries will be encouraged (but not compelled) to use, and arrange for training in use of the preferred CMS;

Put in place some basic policies around:
- Naming websites
- Departmental websites
- “Metadata” (information about web pages used to create the Table of Contents)
- Responsibilities for updating websites

Resource the maintenance of www.kiribati.gov.ki within Office of Te Beretitenti

The above tasks are likely to require startup funding and ongoing resource, so a detailed project plan will need to be prepared if this option is chosen.

Central Kiribati Government website/ “strong” policies

The other option is to centralize Government web content, so that the site www.kiribati.gov.ki is less of a portal (table of contents) and more of an actual site (hosting most Government web content).

This remains an option, though it is probably not good practice as it will inevitably involve more work and delay relative to Ministries publishing information themselves. However even if this is the preferred option long term, it is essential to do the tasks involved in setting up a Government Portal first.

Recommendations

It is recommended that:

- A project plan be developed to set up a Kiribati government portal at www.kiribati.gov.ki
- A set of policies be written to guide Ministries and Government entities in setting up websites, for endorsement by Secretaries.
### Attachment 1: Websites in the .gov.ki domain (as at 11 August 2011)

<table>
<thead>
<tr>
<th>Category</th>
<th>Website exists</th>
<th>Site exists but doesn't work*</th>
<th>Site doesn't exist</th>
</tr>
</thead>
<tbody>
<tr>
<td>International/whole of Govt – tourism</td>
<td><a href="http://www.kiribatitourism.gov.ki">www.kiribatitourism.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International/whole of Govt–climate change</td>
<td><a href="http://www.climate.gov.ki">www.climate.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whole of Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kiribati Adaptation Project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Service Office</td>
<td><a href="http://www.pso.gov.ki">www.pso.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Internal and Social Affairs</td>
<td></td>
<td></td>
<td><a href="http://www.misa.gov.ki">www.misa.gov.ki</a></td>
</tr>
<tr>
<td>Ministry of Line and Phoenix Islands Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Health and Medical Services</td>
<td><a href="http://www.health.gov.ki">www.health.gov.ki</a></td>
<td></td>
<td><a href="http://www.mhms.gov.ki">www.mhms.gov.ki</a></td>
</tr>
<tr>
<td>Ministry of Education</td>
<td><a href="http://www.education.gov.ki">www.education.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment and Conservation Division</td>
<td><a href="http://www.environment.gov.ki">www.environment.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunications Authority of Kiribati</td>
<td><a href="http://www.tak.gov.ki">www.tak.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kiribati National Audit Office</td>
<td><a href="http://www.knao.gov.ki">www.knao.gov.ki</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of Police</td>
<td></td>
<td></td>
<td><a href="http://www.police.gov.ki">www.police.gov.ki</a></td>
</tr>
<tr>
<td>ManeabaniMaungatabu</td>
<td><a href="http://www.parliament.gov.ki">www.parliament.gov.ki</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Attachment 2: Draft design for www.kiribati.gov.ki
Appendix III

COMMUNICATIONS CHANNELS AND TOOLS

1.1 The KIRICOM contacts database

Although it has almost become standard to use e-mail for easy communication, it is proposed to establish a KIRICOM contacts database to include other pertinent contacts information in addition to e-mail addresses of individuals. Such a contacts database, once its structure and categories have been designed, needs to be constantly updated and managed in a manner which allows for the provision of quick results upon specific requests. All KIRICOM communications can then be directed to the relevant target audiences through the appropriate means. This will ensure that KIRICOM can send out “targeted” communications to one or several pre-defined target groups. This database could take the form of a web address book list where public information could be posted to many contacts for easy reference.

1.2 Corporate Identity Support Items

This initiative does not have a corporate identity. It is important to create one if the initiative must be remembered in various mass media campaigns. Logos and colors are easy identification marks for institutions and as such it is important for the KIRICOM to adopt a logo, color, motto, font and type settings and key messages that would identify the initiative even amongst non-lettered people.

- The KIRICOM web-portal/site

It is recommended that a web-portal is developed for KIRICOM that will serve as an index of information linking all Ministry websites. The main feature of such portal will consist of KIRICOM latest and updated government news, speeches, statements and press releases plus other creative visual formatted data. (website gap assessment is attached)

- E-newsletters

Newsletters are a good PR material for organizations, but in most instances, they are read by a few groups of people since their circulation is targeted to specific institutions and individuals. Due to cost and desire for impact, it is proposed that an internet based newsletter be used to reach the same group of individuals targeted for newsletter given the assumption and likely possibility that most people today have email addresses and check their mails routinely. This will cancel cost of newsletter production and printing and enhance wider circulation.

- A KIRICOM brochure and media tool kit
- Billboards and Information Posters
- FAQs and Visual Exhibits

1.3 KIRICOM Media Engagement
This is crucial in placing Government on the news agenda of editors and publishers. An effective media engagement strategy ensures that messages and information have good chances of taking prominent places in news cast and on newspaper pages. A good media engagement strategy will provide the platform for editors to pay keen interest in KIRICOM/Government press statements, nominate their best reporters to cover KIRICOM events and go extra miles in raising critical debates on issues of national interest and the KIRICOM program itself through their editorials, commentaries and opinion pages. The media engagement would involve holding lunch meetings with editors and publishers and regularly interacting with reporters.

1.3.1 Establishing a media network

To achieve the results of good working relations with the media, it is proposed that KIRICOM maintains a small network of strong and credible journalists. This loose and informal network could be established following the journalism training workshop on KIRICOM and the Secretariat could then pursue a working relationship through constant information flow. This relationship will guarantee a mechanism for feedback and instant redress in case of ethical problems arising from the conduct of any journalists working on the coverage of KIRICOM programs. It is instructive to note, that the proposed strategy does not seek to prevent the coverage by other journalists not involved with the training or a part of the loose network. It is simply intended to amplify and enforce information on the initiative to the media.

1.4 Press Releases, Media Alerts

Since there’s always the reoccurring tendency of journalists misinterpreting their sources, it is suggested that KIRICOM use “Press Release” and “Press Statement” to communicate in most cases with the public through the media. For special events, the Secretariat could arrange “Press Conferences” that could be followed by a “Questions and Answers” session. In other cases, journalists could be invited for field trips depending on the nature of such trips and the value it would derive for public information. Using the network of reporters, press releases could be served as media alerts since most news agencies today have internet access. For important events, “Press Circulars” could be distributed through similar means to have journalists informed about the nature of the event ahead of schedule.

1.5 The KIRICOM Media Kit

A basic easy-to-read media kit should be produced to ensure that appropriate information on KIRICOM is readily available for distribution to media representatives at various occasions such as events, targeted dispatch, upon request, as a pdf file for download from the KIRICOM web-portal/site. This should be much more enriching than a brochure and should capture other background and developments in KIRICOM program implementation to keep the local media community at speed with emerging issues and trends in the implementation of the initiative.

1.6 Use of Radio

By all measures radio is the most effective and far-reaching medium of information dissemination in the country. The slow growth of private radio stations in Kiribati, particularly in Tarawa is being matched by the increase interest of public to tune to FM radio stations, however rural communities have no choice but to listen to national Kiribati radio. The value of community broadcasting is that, messages are tailored to the specific needs of communities and communicated in languages (including vernaculars) mostly spoken by residents of those communities. The strategy proposes the use of radio, especially community radio with initial focus on target external audience. The initial phase of implementation that would utilize the use of radio should last three months.
1.7 Use of print media

There’s a poor reading culture in Kiribati. Newspapers in most cases are not thoroughly read, owing to the quality of content of most newspapers and the tendency for readers to simply scan headlines and chase important developments. Due to this situation, it is important to engage the public, especially newspaper readers in a very strategic manner if the full results of this form of engagement must be met. It is recommended that newspaper earpieces be used for an extended period capturing various messages on the KIRICOM program. Cartoon illustration on KIRICOM programs matched against easy to follow FAQs (Frequently Asked Questions) could be published juxtapose to draw readers’ attention and interest. These could be published in leading weekly papers for a very minimum period due to cost.

1.8 Television Documentary

Television is a major source of information for a growing number of urban inhabitants especially in Tarawa. In addition to Kiribati’s urban elite, the audiovisual medium of Television can bring KIRICOM work and messages to urban communities through the use of image projection during road shows and town hall events.

1.9 Others

Which includes, contest, village meetings, dramas, universal declared days and public holidays, interviews, calendars and Open days