

2010-2015



MANEABA NI
MAUNGATABU

CORPORATE STRATEGIC PLAN

The Kiribati Parliament Corporate Strategic Plan 2010-2015

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EXECUTIVE SUMMARY

This is the first Corporate Strategic Plan for the Maneaba ni Maungatabu. The aim of this plan is to outline the strategic vision and the priorities of the legislature in terms of development over the next five years.

This Corporate Strategic Plan has been developed following a legislative needs assessment and in a participatory manner which has included contributions from key stakeholders from within the Parliament and from society as a whole. The Maneaba ni Maungatabu is a

The Kiribati Parliament corporate strategic plan contains a vision, mission and specific strategic objectives for the period 2010 – 2015.

Parliament for the people of Kiribati and the process of developing the first Corporate Strategic Plan for the legislature has sought to reflect this.

This Plan contains a vision, mission and specific strategic objectives for the period 2010 - 2015, and provides a conceptual framework of how the vision will be implemented. The plan further describes the strategic objectives, outlining in detail the envisaged route of implementation to reach the objectives.

This Corporate Strategic Plan will cover the development of the legislature as a national institution which has a key role in facilitating sustainable development and participatory democracy. and will not be confined to administrative issues. The aim of this plan is to ensure that the institutional development priorities of the legislature are clearly outlined and agreed by all key stakeholders in Kiribati. The corporate strategic plan aims to be an enabling plan which addresses the needs of the legislature and the expectations of citizens over the next five years.

The vision of the Maneaba ni Maungatabu is to be an effective Parliament that ensures respect for human rights, democracy and good governance.

The mission of the Maneaba ni Maungatabu is to be an open, transparent and democratic Parliament bound by the principles of good governance and accountability in order to provide effective legislative, scrutiny, oversight, and representative functions for the citizens of Kiribati.

In this Corporate Strategic Plan, the Maneaba ni Maungatabu highlights five key strategic objectives that it aims to reach over the period 2010-2015. These realistic and achievable strategic objectives have been prioritised taking into account the reality of the envisaged financial and capacity constraints that the Parliament will face, and the need to ensure that

strategic objectives for the five years are ambitious but attainable within the timeframe of this corporate strategic plan.

The five agreed strategic objectives for the period 2010-2015 are:

1. Increase the institutional capacity of the Parliament to provide assistance to MPs in their duties and tasks
2. Improve the legislative process in Parliament to ensure better scrutiny of legislation
3. Improve the capacity of Parliament to provide effective oversight of the Government
4. Strengthen the capacity, leadership and representative roles of MPs
5. Improve the outreach work of Parliament in order to better educate citizens

Within each of these strategic objective areas, the corporate strategic plan outlines specific activities that the legislature believes will ensure that the objectives are met.

This Corporate Strategic Plan will be the guiding document for the legislature over the next five years. The Maneaba ni Maungatabu will develop annual work plans and annual budgets that reflect the vision, mission and strategic objectives of the legislature as outlined in this Corporate Strategic Plan.

VISION AND MISSION

This is the first Corporate Strategic Plan for the Maneaba ni Maungatabu. This plan will outline the vision and mission of the legislature. Although this plan is specifically for the period 2010-2015, the Maneaba ni Maungatabu envisages that the vision outlined in this plan will continue beyond the period of this specific corporate strategic plan.

The Maneaba ni Maungatabu believes that a vision and mission for the legislature can only be effective if agreed in an open and transparent manner through a participatory approach. The vision and mission outline the way in which the legislature as an institution wants to develop over time. They will remain constant for the period of the Plan, regardless of day-to-day political developments in the country or changes of personnel within the Maneaba ni Maungatabu.

The **vision** of the Maneaba ni Maungatabu is:

To be an effective Parliament that ensures respect for human rights, democracy and good governance.

The mission of the Maneaba ni Maungatabu provides a framework for achieving the mission and guides the proposed strategic objectives and activities in the period 2010-2015.

The **mission** of the Maneaba ni Maungatabu is:

To be an open, transparent and democratic Parliament bound by the principles of good governance and accountability in order to provide effective legislative, scrutiny, oversight, and representative functions for the citizens of Kiribati.

Our vision defines where our Parliament wants to be and our mission outlines where the Parliament is going in the period 2010-2015.

Strategic Objective 1 – Increase the institutional capacity of the Parliament to provide assistance to MPs in their duties and tasks

The Maneaba ni Maungatabu recognises that in order to deliver the agreed vision and mission of the legislature, the Parliament needs an effective and efficient Parliament administration to deliver support to Members in their duties. Reforming the organisational structure of the Parliament Administration is key in terms of implementing this Corporate Strategic Plan. It will also ensure improved coordination between the administrative sections of the Parliament administration. It is essential that the Parliamentary Administration is structured so as to increase the institutional capacity of the Parliamentary Administration to ensure that MPs receive a high level of support and assistance.

1a. Creating an independent Parliamentary Commission

The Maneaba ni Maungatabu reiterates its belief in the importance of separation of powers between the executive and the legislature. However, currently the Maneaba ni Maungatabu is administered in the same manner as a Ministry within the Executive. The Maneaba ni Maungatabu believes that the Parliament can be better administered through the creation of an independent Parliamentary Commission.

The Parliamentary Commission would operate independently from the Executive and would be responsible for ensuring that the Maneaba ni Maungatabu is provided with the staff and services it requires to carry out its functions as a legislature and to ensure that Members of Parliament are given a high level of support to carry out their duties. During the period 2010-2015, the Maneaba ni Maungatabu is committed to drawing up plans for the creation of a Parliamentary Commission and instigating discussions with the Executive to discuss a timetable for moving towards establishment of the Commission.

1b. Staff recruitment and retention

As noted above, it is essential that the legislature is fully responsible for all staffing issues, including staff recruitment and management. The Maneaba ni Maungatabu further believes that in order for the Parliament Administration to provide the high level of expertise and support that Members require, the legislature needs to develop a staffing policy which ensures that staff are afforded the opportunity to develop experience and expertise within the Parliamentary field.

In accordance with Objective 1(a) above, during the period 2010-2015, the Maneaba ni Maungatabu is committed to moving towards exercising full control over all staffing issues in the legislature, including recruitment of staff.

1c. Developing an effective staffing structure

The Maneaba ni Maungatabu is committed to ensuring that a full staffing complement is in place in the legislature to carry out the functions and duties expected of the Parliament administration. In the period 2010-2015, the Maneaba ni Maungatabu will undertake a functional review of staffing in order to develop and implement a new and more effective administrative staffing structure which suits the modern needs of the Parliament.

This review will be based on an in-depth analysis of the existing structure in the Parliament. The functional review of staffing will provide the analytical basis and guide any proposed administrative changes that will be needed to deliver this corporate strategic plan.

The Parliament will therefore undertake a functional review of staffing that will identify:

- The roles, missions and tasks of the different units in the Maneaba ni Maungatabu;
- The redundant functions, duplication between units at various levels, missing functions, and functions that could be merged;
- Areas for improving coordination between units with complementary or dependent functions;
- Areas for improving coordination between the Parliamentary Administration and other government departments;
- Opportunities to draw on regional parliamentary support mechanisms to strengthen the in-house capacity of the Parliamentary Administration.

1d. Strengthening Support to Members

The functional review of staffing will ensure that the Maneaba ni Maungatabu organisation structure is designed to sustainably increase the capacity of the Parliament administration to support the work of Members in specific areas which have been highlighted as priorities within this Corporate Strategic Plan. This includes but is not confined to:

- Strengthening the capacity to provide research and information services for Members (see also Objective 2c) and Members Support Services;
- Strengthening the capacity to allow for improved outreach and communication by the Maneaba ni Maungatabu as an institution (see also Objective 2b);
- Strengthening the capacity to ensure that the Parliament's Committees receive expert advice and support (see also Objective 3).

1e. A workplace of excellence

In any legislature, the Parliament staff provide continuity, stability and historical knowledge. Most of the Parliamentary staff deal directly with Members of Parliament who expect support across the whole range of their Parliamentary work. The Maneaba ni Maungatabu believes that in order to provide effective support for Members, the legislature must ensure that staff are well trained and are given professional development opportunities.

The Maneaba ni Maungatabu is committed to developing a programme of training for staff, in line with the vision, mission and strategic objectives outlined in this document which will ensure their continued professional development and improved administrative support for Members.

1f. Recording proceedings effectively

The Maneaba ni Maungatabu recognises the importance of ensuring that all proceedings in the Chamber are recorded accurately and that records of proceedings are published in a timely manner. Members of Parliament, as well as the general public, rely on Hansard for information on parliamentary proceedings and policy issues debated in Parliament.

The Maneaba ni Maungatabu is committed to improving the accuracy of Hansard and ensuring that the record is published soon after proceedings have finished, through the introduction of an FTR digital recording system and the Hansard Production System computer programme. The Maneaba ni Maungatabu is also committed to training staff in the use of this new technology to ensure that it is fully utilised. Hansard will be routinely uploaded on the Parliament website as well.

1g. Improved library service

The Parliament library should be an important resource for Members of Parliament to assist them with their duties and responsibilities. The Maneaba ni Maungatabu is committed to improving the library service in the Parliament by increasing the number of resources available and providing research assistance to Members. The Maneaba ni Maungatabu recognises that electronic documents and research databases are becoming increasingly important. As such, the Parliament will focus development of the library on providing access to an effective e-library of up to date documents and resources for Members. The Maneaba ni Maungatabu commits to training staff and Members of Parliament in using these new resources.

1h. Increased Information and Communications Technology (ICT) use by the legislature

Over recent years, ICT provision in the Parliament has increased at a rapid pace and most staff members now have access to a computer and the internet. In addition, there are a number of computer terminals in different locations in the Parliament which are available for Members of Parliament to use. However, the Maneaba ni Maungatabu affirms its long term aim of ensuring that all Members of Parliament have computers and access to the internet in their offices and to provide training for Members in use of this equipment. The Maneaba ni Maungatabu believes that increased use of ICT will not only provide important assistance to Members in their work whilst in Parliament but can also facilitate improved communication between the Parliament administration and Members of Parliament when in their constituencies as most of the Islands of Kiribati have internet access in at least one location.

1i. Strengthened strategic partnerships to enhance capacity

While it is a priority to strengthen local capacity within the Parliamentary Administration, the Maneaba ni Maungatabu recognises the need to ensure that support services and strategies are sustainably developed and implemented. To this end, the Parliament will work to strengthen strategic parliamentary partnerships with organisations in the region. For example, the Maneaba ni Maungatabu's relationship with the Australian Capital Territory Parliament with which it is "twinned" will be strengthened to enable the Parliament to ensure the implementation of sustainable, cost-effective strategies.

Strategic Objective 2 - Improve the legislative process in Parliament to ensure better scrutiny of legislation

Section 66 (1) of the Kiribati constitution states that *“Subject to the provisions of this Constitution, the Maneaba ni Maungatabu shall have power to make laws for peace, order and good government of Kiribati.”* The Maneaba ni Maungatabu recognises the importance of this legislative function and commits to improving the legislative process in the Parliament by making the law-making process more open, participatory, transparent and effective.

2a. Improved scrutiny of legislation through a Committee

The Maneaba ni Maungatabu recognises that its current legislative process can be strengthened by allowing more opportunity for in-depth scrutiny of legislation to ensure laws are constitutionally valid, in accordance with the Bill of Rights, and appropriately drafted to achieve their policy objectives. The legislature should also have the opportunity to gather formally the views of stakeholders from outside Parliament (see Objective 2b below for more). The Maneaba ni Maungatabu notes the increasing trend in national legislatures worldwide to scrutinise legislation in-depth through the use of Parliamentary Committees.

The Maneaba ni Maungatabu is committed to creating a Parliamentary Committee to scrutinise selected legislation in between the first and second reading stages of the legislative process. Due to capacity constraints, the Maneaba ni Maungatabu recognises that this Committee will prioritise scrutiny of legislation considered key to ensuring Kiribati’s progress towards attaining the Millennium Development Goals. The Maneaba ni Maungatabu envisages that the terms of reference for this Committee will outline that:

- This will be a part-time Committee which will scrutinise legislation for up to 6 weeks per annum;
- This Committee will initially be based in the Parliament in Tarawa and will not undertake field visits;
- In line with the Rules of Procedure of the Maneaba ni Maungatabu, this Committee will have the power to call witnesses from the Executive and from civil society when scrutinising the legislation;

The Maneaba ni Maungatabu is also committed to providing Members of the Committee with training on their legislative roles and responsibilities and providing the Committee with expert advice and assistance during their deliberations.

2b. Creating an open and participatory legislative process

The Maneaba ni Maungatabu recognises the need for the legislative process in Parliament to be as participatory and transparent as possible. It recognises that Civil Society Organisations (CSOs), as well as regional and international experts, can also provide Members of Parliament with useful information during the legislative process. The Maneaba ni Maungatabu is committed to creating systems within the Parliament which allow Members to interact and receive information from a range of civil society and expert sources, as well as the general public, during legislative deliberations.

Further, the Maneaba ni Maungatabu will ensure that information on the legislative process, including Committee meeting times and work programmes, and draft laws under consideration, is widely disseminated to civil society and the general public through the Parliament website and the media.

2c. Increasing the capacity of Members to engage in the legislative process

In addition to developing improved mechanisms within the Parliament for scrutiny of legislation, the Maneaba ni Maungatabu is committed to providing increased information and research support to all Members of Parliament during the legislative process. For example, the Maneaba ni Maungatabu will work towards arranging workshops and information sharing sessions for Members on key policy issues and draft legislation. Information briefings on key topics will also be provided to Members. Capacity will be developed within the Parliamentary Administration to respond to specific information and research requests from Members.

To this end, the Parliamentary Administration will utilise the expertise of Government Ministries and Civil Society Organisations, as well as regional and international expertise as appropriate. In addition, the Maneaba ni Maungatabu will provide Members of Parliament with copies of all proposed legislation in the Kiribati language for information. These translated drafts will also be uploaded on the Parliament website and will be available to the media.

2d. Supporting Members in Developing Private Members Bills

All Members of Parliament have the right to submit draft legislation for consideration by the legislature and the Parliament has a Parliamentary Counsel to support Members with this task. However, the Maneaba ni Maungatabu recognises that over recent years only a minimal amount of legislation considered by the Parliament has been tabled by backbench Members of Parliament rather than proposed by the Executive.

The Maneaba ni Maungatabu remains committed to continuing its support for Members of Parliament to develop their own Private Members Bills by developing a rolling programme of training for Members on how to draft and submit legislation for consideration by the Parliament. Options for drawing on regional support mechanisms for legislative drafting will also be explored.

Strategic Objective 3 - Improve the capacity of Parliament to provide effective oversight of the Government

In addition to legislating, another key function of the Maneaba ni Maungatabu is oversight of the Executive Branch of Government. The Government of Kiribati is ultimately accountable to the Parliament; Parliament accordingly needs to ensure that it oversees the Executive in an efficient and effective manner through utilising a range of oversight mechanisms. The Maneaba ni Maungatabu is committed to building on current procedures and practices to improve the capacity of the Parliament to provide effective oversight of the Government.

3a. Increasing the capacity of Members to provide effective oversight

There are number of mechanisms currently in place in Parliament that allow Members to provide oversight of the Executive, including written and oral questions to Ministers and the initiation of debates and motions in the House on issues of importance. The Maneaba ni Maungatabu is committed to providing support to Members of Parliament to improve their capacity to utilise these mechanisms effectively. Therefore, the Maneaba ni Maungatabu will arrange a rolling programme of training and workshops for Members of Parliament on how to table effective oral and written questions and on ways to obtain information directly from sources.

Information briefings on key topics, including the Millennium Development Goals and key population and development issues, will also be provided to Members. Tools for undertaking a socio-economic analysis of the impact of proposed laws and policies, and their ongoing implementation, will be developed. In addition, the Maneaba ni Maungatabu recognises that in order to increase the capacity of Members to hold the Executive to account, the Parliament administration needs to provide Member with increased and improved research services as outlined in 1d and 1g.

3b. Oversight through Committees

The Maneaba ni Maungatabu recognises that the Parliament can introduce improved systems and structures within the legislature to increase effective oversight of the Executive. The Maneaba ni Maungatabu believes that the creation of a Parliamentary Committee or Committees with responsibility for oversight of the Executive would increase opportunities for oversight and improve the quality of oversight by allowing in-depth

scrutiny of individual Ministries. The Maneaba ni Maungatabu further recognises that oversight through Parliamentary Committees could allow opportunities for participation by Civil Society Organisations in the oversight process.

Whilst the Maneaba ni Maungatabu affirms its long term aim of creating key subject-specific oversight Committees, the Parliament recognises that financial and capacity restrictions mean that it is unlikely that a range of Committees can be created in the period 2010-2015. Therefore, the Maneaba ni Maungatabu will prioritise the creation of an MDG Committee to scrutinise MDG-related legislation and policies (see Objective 2a above) as an opportunity to trial oversight by parliamentary committee.

The MDG Committee will broaden its terms of reference and provide oversight of the Executive in terms of progress made towards attainment of the MDGs at minimal additional expenditure. The Maneaba ni Maungatabu envisages that the terms of reference for this Committee will outline that:

- This will be a part time Committee which will provide oversight of the Executive in terms of progress made towards achieving the Millennium Development Goals;
- The Committee will meet for up to 12 weeks per annum with up to 6 weeks dedicated to scrutiny of MDG related legislation and up to 6 weeks relating to oversight of the Executive on MDG related issues;
- This Committee will initially be based in the Parliament in Tarawa and will not undertake field visits;
- In line with the rules of procedure of the Maneaba ni Maungatabu, this Committee will have the power to call witnesses from the Executive and from civil society to assist in its oversight duties.

The Maneaba ni Maungatabu is also committed to providing Members of the Committee with training on their oversight roles and responsibilities and providing the Committee with expert advice and assistance when overseeing progress made towards achieving the Millennium Development Goals.

3c. Developing the capacity of the Public Accounts Committee

The capacity of the existing Public Accounts Committee to provide effective oversight of public finances has increased over recent years. The Maneaba ni Maungatabu remains committed to ensuring that the effectiveness of the Committee continues to increase in the period 2010-2015. In order to increase the openness, transparency and effectiveness of the Public Accounts Committee, the Maneaba ni Maungatabu is committed to:

- Developing and publishing detailed annual work plans for this Committee and ensuring that work plans are effectively implemented;

- Implementing a rolling programme of training for Committee Members with intensive induction programmes for new Members when Membership of the PAC rotates every two years;
- Developing a Handbook for PAC Members on their roles, duties and responsibilities, including advice on how to assess expenditures in relation to achievement of the MDGs;
- Reviewing relevant Standing Orders to explore options for ensuring that the Executive responds to PAC recommendations and follow up is tracked.

Further, the Maneaba ni Maungatabu notes its desire to move towards providing the PAC with expert staff assistance and advice to facilitate improved scrutiny of public finances. Relationships with key Government bodies, such as the Auditor General, will also be strengthened as a priority.

Strategic Objective 4 - Strengthen the capacity, leadership and representative roles of MPs

Aside from their legislative and oversight responsibilities, Members of Parliament are important leaders both in their constituencies and nationally. The Maneaba ni Maungatabu is committed to supporting Members in their general duties and specifically in their leadership and representative roles. The Maneaba ni Maungatabu therefore aims to increase the general capacity of Members through increased support in specific areas.

4a. Induction training following elections

Following an election to Parliament, there is often a significant percentage of new Members of Parliament elected. The Maneaba ni Maungatabu recognises its duty to ensure that newly elected Members receive a comprehensive induction course on the roles, duties and responsibilities of Members of Parliament. The Maneaba ni Maungatabu is committed to continuing with the practice of arranging an induction training week for all Members following an election and before the first formal sitting of a new Parliament

4b. Handbook for Members of Parliament

To complement the induction programme outlined in Objective 4a of this Plan, the Maneaba ni Maungatabu is committed to providing each Member with a Parliamentary Handbook that will provide Members of Parliament with useful and practical information on how to carry out their duties. This Handbook will act as an easy-reference guide, and will provide guidance on parliamentary processes and procedures, as well as information on key substantive population and development issues.

4c. Rolling programme of training for Members of Parliament

The Maneaba ni Maungatabu recognises that Members of Parliament require assistance from the Parliament administration in order to increase their capacity and stay abreast of developments both in Parliament and in terms of general policy developments and issues. Therefore, as outlined earlier under Objectives 2c, 2d and 3a of this Plan, the Maneaba ni Maungatabu will develop a rolling programme of professional development support and assistance for Members. The programme will include, but not be confined to:

- Regular briefings for MPs on policy issues;
- Rolling programme of training for MPs on issues such as:
 - ❖ General roles and duties of MPs;
 - ❖ Scrutinising, drafting and amending legislation;
 - ❖ Effective Oversight;
 - ❖ MDGs and Poverty Reduction Policy issues;
 - ❖ How to work in constituencies and with civil society.

4d. More equitable representation

The Maneaba ni Maungatabu notes that currently less than 7% of Members of Parliament in Kiribati are female. The Maneaba ni Maungatabu further notes that this is significantly less than the Pacific average of 13% and the global average of 19%. The Maneaba ni Maungatabu believes that a more equitable representation of women in Parliament is required in Kiribati in order to more accurately reflect the composition of society and to ensure that women's diverse interests are taken into account.

The Parliament therefore commits to support the creation and administration of a Women's Parliamentary Caucus in the Maneaba ni Maungatabu. The caucus will aim to serve as a forum through which women MP's can liaise with women's groups and activists to advance the cause of women. The Parliamentary Administration will also ensure that information briefings, training and analysis are gender-sensitive, and will support MPs efforts to ensure that legislation passed is gender sensitive.

4e. Open and transparent representation

The Maneaba ni Maungatabu recognises that it in order for the legislature to be open and transparent, and for Members of Parliament to avoid any personal conflicts of interest when carrying out their duties, it is good practice for Members of Parliament to register their financial interests through the Parliamentary administration. The Maneaba ni Maungatabu is committed to developing a Register of Members Interests and making the register available to the public.

Strategic Objective 5 - Improve the Outreach Work of Parliament

The Maneaba ni Maungatabu is committed to increasing and improving communication between the legislature and the citizens of Kiribati, and to ensuring that the Maneaba ni Maungatabu continues to engage in regional and international events with a view to developing the capacity of MPs and/or ensuring Kiribati perspectives are reflected in important regional and international fora. The Parliament also has an educational role in terms of communicating with citizens on the role of the legislature within the overall framework of governance structures of the country and an informational role in terms of keeping citizens informed of the latest developments and activities in Parliament.

5a. Training and outreach to civil society

The Maneaba ni Maungatabu aims to create closer working relationships with Civil Society Organisations, including NGOs, the churches and the private sector. The legislature recognises the increasingly important role that Civil Society Organisations play in society and believes that a closer working relationship between the legislature and CSOs would be beneficial to both parties and society at large.

The Maneaba ni Maungatabu will hold outreach training sessions for CSOs with the aim of providing CSOs with information on the workings of Parliament and outlining ways in which CSOs can engage with the political process in Parliament. The Maneaba ni Maungatabu also aims create a CSO database that will allow the Parliament and Parliamentary Committees to better engage with CSOs in general and specifically in relation to oversight and the legislative processes.

5.b Increased engagement with the media

The Maneaba ni Maungatabu recognises the important role that the media in Kiribati plays in keeping citizens informed of current affairs and political developments. The Parliament benefits from the live radio broadcasts of proceedings in the Chamber and believes that continuing such broadcasts is of importance. The Maneaba ni Maungatabu believes that increased coverage by the media of Committee work would also be beneficial to both the legislature and society. The Maneaba ni Maungatabu commits to improving engagement with the media through increasing liaison with all broadcasters and newspapers and regularly and pro-actively updating the media on activities in Parliament. To this end, a

member of the Parliament Administration staff will be identified as a Media Liaison Officer, who will be a focal point for media inquiries.

5c. Outreach to Schools

The legislature is an important part of the democratic governance structures that exist in Kiribati. The Maneaba ni Maungatabu believes that educating young citizens on the work of Parliament is important and that the Parliament should support schools in this task. The Maneaba ni Maungatabu is committed to working with the Ministry of Education to develop materials for use in schools that outline the role of the Parliament and the duties and responsibilities of Members of Parliament. In addition, the Maneaba ni Maungatabu is committed to working with the Ministry of Education in developing a formal schools outreach programme to assist Parliament staff and Members of Parliament when visiting schools in their constituencies.

5d. Creating a Youth Parliament

Statistics from 2008 state that 36% of Kiribati population is under 18 years of age. It is important that the voices of young people are brought into national policy and that young people are supported to engage more with the democratic and development processes that affect them. In this context, the Maneaba ni Maungatabu notes the increasing global trend of creating Youth Parliaments to encourage young people to get involved in the political process. In the period 2010-2015, the Maneaba ni Maungatabu is committed to investigating the creation of a Kiribati Youth Parliament and ways in which the Maneaba ni Maungatabu can support its creation and operation.

5e. Parliament website and newsletter

Although the majority of Kiribati citizens receive information on the Parliament through the radio, the Maneaba ni Maungatabu is aware that an increasing number of people are accessing the Parliament's website. The Maneaba ni Maungatabu will ensure that the Parliament website is regularly updated and that the website provides more detailed information on the work of the Parliament.

In addition, the Maneaba ni Maungatabu aims to create a regular Parliamentary newsletter that will be distributed both in hard copy and electronically to key stakeholders outside Parliament such as Civil Society Organisations, religious groups, the media and international organisations.

5f. Reaching out to all citizens

The geography of Kiribati makes engaging citizens in the work of the Parliament a challenging task. Whilst radio broadcasts of Parliamentary proceedings reach a high percentage of citizens, the Maneaba ni Maungatabu is aware that there should be improved efforts by Parliament as an institution in reaching out to citizens directly and informing citizens on the role of the legislature. The Maneaba ni Maungatabu is committed to erecting a Parliamentary notice board in a central location in each electoral constituency and to providing information and materials on the role of Parliament and recent activities undertaken in the Parliament for display on these notice boards.

5g. International networks and conferences

The Maneaba ni Maungatabu believes that participation in International and Regional Parliamentary networks is beneficial to the legislature, raises the profile of Kiribati on the world stage and provides useful professional development opportunities for Members of Parliament and staff. In the period 2010-2015, the Maneaba ni Maungatabu will continue to attend and participate at International and Regional conferences and networks.

Resource Mobilisation

The Maneaba ni Maungatabu recognises that in order to deliver this ambitious Corporate Strategic Plan, additional resources will need to be mobilised to fund the activities outlined and the additional human resources capacity needed. The Maneaba ni Maungatabu recognises that in the long-term, funding should be secured from the National Budget to ensure the sustainable and effective operation of the Maneaba ni Maungatabu. In the shorter-term, it may be that support is accessed in the form of joint programmes, exchanges or direct financial assistance.

Over recent years the Maneaba ni Maungatabu has built up fruitful partnerships with organisations committed to assisting with the development of the Kiribati Parliament. The Maneaba ni Maungatabu is committed to continuing partnerships, such as those established with the Australian Capital Territory Legislative Assembly, the Commonwealth Parliamentary Association and the United Nations Development Programme.

In addition to continuing with these partnerships, the Maneaba ni Maungatabu will hold an Annual Development Partners Roundtable Meeting. The first meeting will be used to present the agreed Corporate Strategic Plan and to develop a donor resource mobilisation plan. The Maneaba ni Maungatabu is confident that partners and international donors will continue to support the important work that the Kiribati Parliament is undertaking and support the efforts of the Maneaba ni Maungatabu in implementing this Corporate Strategic Plan which will lead to the development of a more effective, efficient and relevant legislature for the citizens of Kiribati.

Implementation, Monitoring and Evaluation

This five year Corporate Strategic Plan outlines the vision and mission of the Maneaba ni Maungatabu. In addition, the plan highlights priority areas in the form of strategic objectives and lists activities that will contribute towards the attainment of the strategic objectives.

The Maneaba ni Maungatabu is committed to developing a realistic Implementation Roadmap that will accompany this Corporate Strategic Plan. The Implementation Roadmap will guide the Parliament Administration in delivering the Corporate Strategic Plan. The Implementation Roadmap will outline a proposed timetable for the implementation of the activities outlined in this Plan.

The Maneaba ni Maungatabu is fully aware that long term implementation planning in a legislative setting can be challenging due to the unpredictable nature of events in a political environment and that the Implementation Roadmap will need to be a flexible document. In that context, the Maneaba ni Maungatabu will also produce an annual work plan that will support the strategic objectives outlined in this Corporate Strategic Plan and update the Implementation Roadmap.

The Speaker of the Maneaba ni Maungatabu will take the lead role in forming a Monitoring Committee within the Parliament that will undertake an annual assessment of the implementation of the annual work plan and the Implementation Roadmap, and review progress made towards achieving the strategic objectives outlined in this Corporate Strategic Plan. When undertaking this monitoring and evaluation process, the Maneaba ni Maungatabu will use international best practice norms to measure actual performance against envisaged outputs and objectives, identify causes for delays or implementation failures and propose relevant measures to remove any barriers to successful implementation.

The annual assessment will support the production of an annual report, that will identify progress and issues still to be addressed. The Annual Report will be distributed to key stakeholders within and outside the Parliament.

The Maneaba ni Maungatabu is committed to undertaking a final evaluation of this Corporate Strategic Plan in md-2015. The results of the evaluation will inform the development of a new corporate strategic plan that will reflect the requirements of the Parliament of Kiribati at that time.

ANNEX A: Summary of the Vision, Mission and Strategic Objectives

VISION

To be an effective Parliament that ensures respect for human rights, democracy and good governance.

MISSION

To be an open, transparent and democratic Parliament bound by the principles of good governance and accountability in order to provide effective legislative, scrutiny, oversight, and representative functions for the citizens of Kiribati.

STRATEGIC OBJECTIVE 1

Increase the institutional capacity of the Parliament to provide assistance to MPs in their duties and tasks

| | |
|-----------|---|
| a. | Draw up plans for the creation of a Parliamentary Commission and instigate discussions with the Executive on this issue |
| b. | Move towards Parliament taking full responsibility for all staffing issues |
| c. | Undertake a staffing review |
| d. | Increase staff capacity to provide research services for Members and Members Support Services, improved outreach and communication by the Parliament Maneaba ni Maungatabu as an institution, expert advice and support |
| e. | Develop a programme of training for staff |
| f. | Introduce an FTR digital recording system and Hansard Production System computer programme, and train staff in the use of this new technology |
| g. | Develop an e-library and train staff and MPs on how to use these new resources |
| h. | Increase the use of ICT in Parliament and train staff and MPs on ICT issues |
| i. | Strengthening strategic parliamentary partnerships with organisations in the |

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STRATEGIC OBJECTIVE 2

Improve the legislative process in Parliament to ensure better scrutiny of legislation

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| a. | Create an MDG Committee to scrutinise MDG related legislation and train Committee Members on their duties |
| b. | Improve interaction with civil society during the legislative process and increase transparency and information sharing when making laws |
| c. | Arrange workshops for MPs on key policy and legislative issues and ensure all draft laws and explanatory notes are produced in the Kiribati language |
| d. | Train MPs on how to draft and submit legislation |
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STRATEGIC OBJECTIVE 3

Improve the capacity of Parliament to provide effective oversight of the Government

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| a. | Train MPs on their scrutiny role and increase research support for MPs |
| b. | Establish an MDG Committee to also undertake an oversight role with regards to progress towards attaining the MDGs and train Committee Members on their oversight duties |
| c. | Train PAC Members, create a handbook for PAC Members and move towards providing the PAC with expert assistance |
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STRATEGIC OBJECTIVE 4

Strengthen the capacity, leadership and representative roles of MPs

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| a. | Deliver an Induction programme following elections |
| b. | Produce a handbook for MPs with advice on how to carry out their duties |
| c. | Develop a rolling programme of training for MPs |
| d. | Create and support a women's caucus |

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| e. | Develop a register of Members' interests |
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| STRATEGIC OBJECTIVE 5 | |
| Improve the outreach work of Parliament in order to better educate citizens | |
| a. | Arrange outreach training sessions for CSOs and create a CSO database in Parliament |
| b. | Increase engagement with the media |
| c. | Develop a formal schools programme and develop materials for use in schools |
| d. | Investigate the creation of a Youth Parliament |
| e. | Increase the use of the Parliament website and develop a regular Parliament newsletter |
| f. | Erect a Parliament noticeboard in each constituency and develop materials to put on the noticeboard |
| g. | Continue participation at Regional and International Parliamentary events |