



LAGITOKI

KIOA ISLAND COMMUNITY
ORGANISATION STRATEGIC PLAN
2022 - 2027



Kioa Island Community Organisation (KICO)
Waiyevo, Taveuni
Kioa Island

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Acknowledging the hospitality, affection and support rendered to us by Aliko o Kioa, Kaupule o Kioa, Rev. Alamatinga & Tausili, Women's Committee, EKT Women's Committee, Youths and the whole Community. This Strategic Plan was financially supported by Unitarian Universalist Service Committee (UUSC).

*“toku loto nei se mafai o tukaki mai, sue aka se togafiti mo faka tele vave te galuega mo sua sefulu tausaga
mai mua, ka tonu ko te sini e ipuipu ei koulua” Nika Taitai*

MAP OF KIOA ISLAND



TABLE OF CONTENTS

Executive summary	1
Foreword	2
Vision & Mission	3
Our Values	3
Organizational Structure	4
Challenges.....	4 – 5
Existing Resources.....	5– 6
Key Priority Area 1.....	6 - 7
Key Priority Area 2.....	8– 9
Key Priority Area 3.....	9- 10
Key Priority Area 4	11 – 12
Key Priority Area 5.....	13 -14
Key Priority Area 6.....	14 - 15
Key Priority Area 7.....	16 -17
Additional Considerations.....	17
Monitoring and Evaluation.....	17

EXECUTIVE SUMMARY

The island of Kioa is located off the coast of Vanua Levu, one of the two main islands of Fiji. It is located in the Buca Bay and has an area of 18.60 km². Kioa was purchased in 1946 by the "110 Matai" of Vaitupu in Tuvalu as freehold land. It was not the intention of establishing the Kioa Island Community Organization (KICO) to transform Kioa into a "Western Urban City," but rather to help the community achieve its aspirations and improve the quality of life in Kioa. Following a two-day consultation workshop, the Lagitoki Strategic Plan for 2022-2027 was developed. In addition, the Lagitoki Strategic Plan recognises the Kafateke (Vaitupu Island Strategic Plan), national Fijian policies and plans and the United Nations Sustainable Development Goals (UN- SDGs).

As a result of low employment opportunities on the island, the community faces a serious economic challenge. Approximately, seven people receive a salary on the island; a nurse and teachers are covered by the government of Fiji. The rest of the population relies on subsistence farming and fishing, and remittances from their families abroad. The people of Kioa have lived happily on the island for the past 75 years, despite the challenges they face.

The Lagitoki Plan will not solve all problems faced by Kioa but rather is designed to provide strategic directions and practical guidance to our partners, friends, and emerging partners who are genuinely willing to provide support and affection to the people of Kioa. This plan was designed and framed within the context of the climate emergency and Covid-19 recovery.

A consultative approach has been adopted in order to ensure the involvement of the community in the development of the Lagitoki Plan. Community consultation has prompted the people of Kioa to identify the following Key Priority Areas (KPA) to achieve their vision for Kioa: "Working together to create a better and more prosperous future for Kioa."

1. Good Governance
2. Health, Water & Sanitation
3. Climate Change & Natural Disasters
4. Communication, Transport & Infrastructure
5. Education, Youth & Sports

6. Agriculture & Fisheries
7. Culture & Tourism

The implementation of the Lagitoki Plan is entirely in the hands of the Kaupule o Kioa (Kioa Island Council) which serves as the Executive Board of KICO and its staff to ensure the smooth implementation of the Plan. Considering the lack of financial support available, KICO requests that its partners, individuals, and emerging partners refer to the attached matrix for activities and costings in order to determine what activities they may be willing to fund.



FOREWORD

For first time in the history of the island, we have come together to discuss issues that we face every day and to formulate strategies to encounter them. My role as Chairman of the Kioa Island Council and Chairman of the Kioa Island Community Organization (KICO) governing body reminds me of the importance of creating a plan to guide the development of the community.

As part of the Lagitoki Strategic Plan for 2022-2027, KICO and the island community members devised the overall strategic direction for the organization. The purpose of the Lagitoki Plan is to ensure that we remain focused on executing the projects outlined in it. It is noteworthy that this year marks the 75th anniversary of the Vaitupu people of Tuvalu settling and adapting to this place - which coincides with the launching of the Lagitoki Plan.

The Lagitoki Plan will be accompanied by a detailed implementation action plan, timelines, and monitoring and evaluation plan. The success of this plan is dependent on our willingness to work in collaboration with our donor partners and those who are willing to support our community in a genuine manner. The elders of our community are interested in seeing how this plan unfolds and how it is ultimately implemented.

Let me acknowledge with great appreciation the involvement of our community, partners and friends and those who have volunteered their time and energy to materialize the Lagitoki Plan. In my capacity as the Chairman of the Council and the KICO Board, let me

humbly request all sons and daughters of Kioa here and abroad to unite in prayer for the successful implementation of the Lagitoki Plan. I strongly believe that this is our only strength, which we have witnessed in the past 75 years; our “spiritual devotion to the Almighty God.”

Fakafetai lasi,

Mr. Maeli Savea
*Kioa Island Council Chairman &
KICO Executive Board Chairman*

Blessed and Endorsed by the Chiefs of the Island:

Mataio Aleni
Aliko o Tuā

Samalu Taitai
Aliko o Lotoā

Apelu Agelū
Aliko o Kilitai



VISION | Working together to create a better and more prosperous future for Kioa.

MISSION | Ensure all the objectives enshrined in Lagitoki are swiftly achieved.

OUR VALUES

Integrity

- *Transparency, honesty, and fairness guide our work and our actions*

Commitment

- *KICO's commitment to the people of Kioa is one of its highest priority, and we do everything we can to assist our people*

Respect

- *Our colleagues and partners are treated with respect and dignity*

Ownership & Dignity

- *To take full ownership of programs, activities, and projects, we engage all levels of the organization and community*

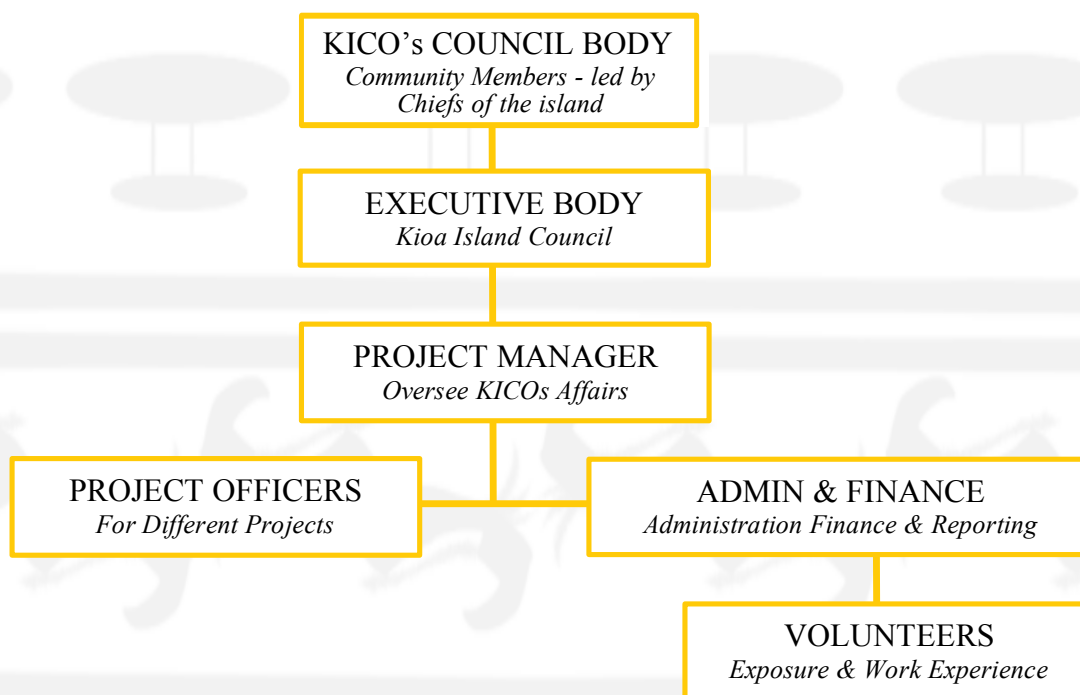
Innovative & Creativity

- *We encourage innovative thinking, listen to issues with open ears, and respond to them in a creative and innovative manner*

Collective & Communalism

- *The culture of "collective and communalism" continues to be upheld in our encounters and interactions within the organization and with our partners*

ORGANISATIONAL STRUCTURE



CHALLENGES

The following issues have been identified by the community as major challenges for the development of Kioa:

Climate Change | Our agricultural sector faces challenges due to changes in weather patterns. Soil erosion due to sea-level rise, storms and king tides pose a serious threat to those who live near coastal areas and our capacity to respond is limited.

Funding (Income Sources) | As there is no employment on Kioa, families residing there almost completely rely on remittances. Subsistence farming and traditional living are what binds the community together and motivate them to strive towards a better future.

Access to clean & safe drinking water | In the absence of proper filtering facilities on the island, people are forced to boil water to ensure water is safe for consumption. Sourcing water in Kioa is sufficient, however, it is not treated for drinking and domestic use.

Food Shortages | Frequent cyclones directly impact food security on Kioa. Recovery after cyclones generally takes six months.

Pest animal Control | There is a large number of stray dogs on the island. Uncontrolled populations of stray dogs can cause health problems such as the spread of typhoid and other diseases.

Health Services | People living on Kioa have to travel to Tukavesi, Savusavu or Labasa to receive proper medical treatment.

Transportation of goods & services | Local farmers are capable of participating in the local market, however, limited and costly transportation is a barrier for farmers, women and youth. For commercial activities, Savusavu (the closest urban centre) is accessible by boat from Kioa to Valesea, and by truck from Valesea to Savusavu town, which takes approximately one and a half hours in total.

Housing Conditions & Sanitation | Sanitation and hygiene in Kioa households need improvement. For instance, the existing sewage system is insufficient and it is

necessary to use a design that adheres to the sanitation standards of Fiji.

Closure of Kioa Island School | In order for Kioa Island School to receive government support, the number of enrolled students must not be below 50. The school facilities must be improved in order to prevent parents from sending their children to schools in Vanualevu, Taveuni and Vitilevu.

Loss of Culture | Oral tradition is the basis of our cultural and traditional method of recording information. Our present generation fear that most of our stories and cultural belief systems have not been documented. It is therefore imperative that our elders' stories are recorded while they are still alive.

Economic Development | In this plan, economic development has not been highlighted as a key priority due to its cross-cutting nature into other issues outlined here. Hence it is considered integral to achieving this plan. In order to fully capitalize Kioa's potential to participate in the local and international market, as well as to enter into property investment in urban areas, a proper marketing strategy is needed.

Reliable Power | On the island of Kioa, power is provided by diesel generators from 6pm to 11pm. Otherwise, the island is without electricity. Thus, locals have been unable to participate in the commercial market, as they cannot produce ice for fish to stay fresh, nor refrigeration for local produce to remain fresh. Administrative work by the school management and the island council has also been affected on a daily basis by lack of energy.

Lack of street lighting | The whole island is usually in total darkness when the power goes out at 11pm. It is extremely difficult to move around at night as it is very dark, especially when there is an emergency (medical evacuation).

EXISTING RESOURCES

Small Government Grant | The Government of Fiji provides the island of Kioa through its Council an annual grant of \$70,000 FJD. This grant is intended to assist the council's operations and other development priorities.

Human Resources | This is substantive to the development of the island. We have our elders who are the best human resource since they are able to share their past experiences living on the island. They are also the traditional knowledge and wisdom holders of the land. Retirees, children and grandchildren of Kioans living abroad, are an essential human resource for the development of Kioa.

Marine Resources | Marine resources are of great importance to the survival of the community, and leisure activities such as snorkelling and scuba diving for tourists. Keeping the marine environment protected is vital as a breeding ground for aquatic species.

Pandanus | Pandanus is used as a material for producing handicrafts such as mats, baskets, placements, ornaments. Promoting the growing of pandanus plants by women groups is vital for the continuous supply of raw material for handicrafts making and retaining traditional knowledge of craft making.

Tourism | Many tourists visit Kioa regularly to enjoy the community's cultural performances. However, there is no proper guest house to accommodate tourists, which is also a source of revenue for the island.

Handicrafts | Local handicrafts are sold to tourists and resorts in the surrounding areas.

Hardwood | Kioa is known as one of the islands in Fiji that has a great deal of hardwood yet to be fully explored for milling purposes. In Kioa, hardwood is primarily used for the construction of family dwellings and community centres such as the Falekaupule and the Church building.

Agriculture | Kioa's terrain is undeniably fertile, which is why the island has a high potential for agriculture, especially in terms of commercial activities.

Land | Traditional land ownership can be retained though commercial activities are undertaken on them.

Community Donations | Within the community, donations are raised for specific purposes and these donations can be considered as

existing resources that are utilized for development purposes.

Remittances | The majority of families residing in Kioa are supported by their children working outside the community. As a result of these remittances, their families are able to provide for their basic needs. However, remittances are intended to support individual families, rather than the entire community.

Coconuts | Currently, the coconut/copra market is recovering in Fiji, and the production of copra was a primary economic activity for the people of Kioa in the past. Copra was the primary source of

revenue for the local people. This would help them pay for school fees and other domestic necessities. Another potential source of income is virgin coconut oil.

Fragrances | There is a market potential for sandalwood, matiti, and other fragrances both domestically and internationally

KEY PRIORITY AREAS

KEY PRIORITY AREA | GOOD GOVERNANCE

1

While there is no internationally agreed definition of 'good governance', it may cover the following topics: full respect for human rights, the rule of law, effective participation, multi-actor partnerships, political

pluralism, transparent and accountable processes and institutions, an efficient and effective public sector, legitimacy, access to knowledge, information and education, political empowerment of people, equity, sustainability, and attitudes and values that foster responsibility, solidarity and tolerance." Since then, leaders are answerable and accountable to their community. *Office of the High Commissioner for Human Rights (OHCHR)*

In our traditional context, 'Good Governance' is not a subject to be taught in classrooms nor required within a capacity building workshop. For us, it is prescribed by tradition that 'Good Governance' is to be taught in the house – *Muna o te fale*. Anyone who is elected to lead the community is expected to live and

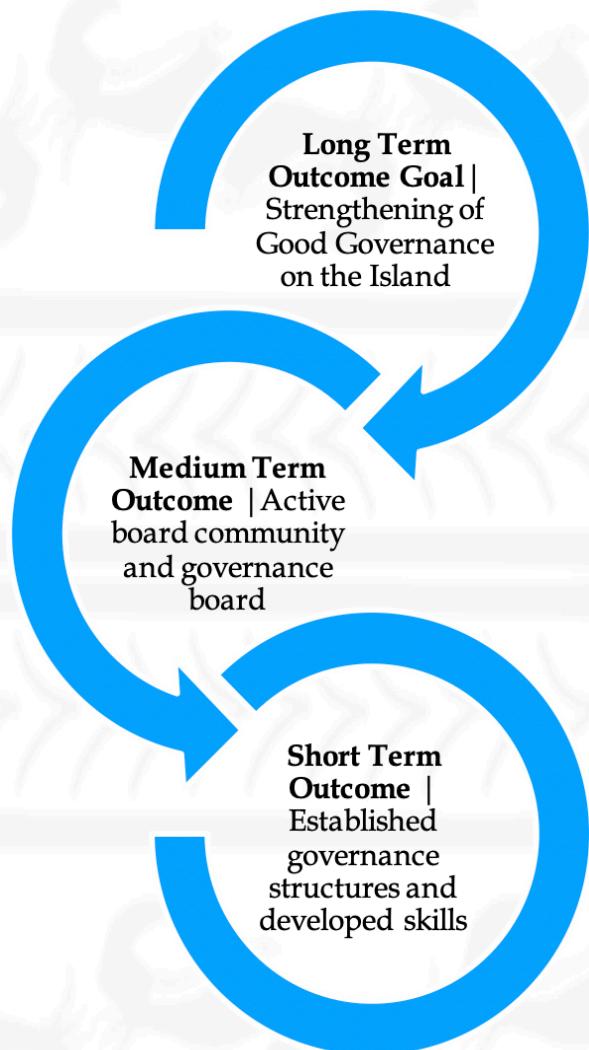
practice *Muna o tena fale* (wisdom from his/her house). Although 'Good Governance' was voted to be the number one priority area in this plan, it must be well noted that 'Good Governance' is just a reflection of your *fale* (house).

OBJECTIVES

1. Enhance capacity building for present and future leaders
2. Improve financial system
3. Enhance accountability and transparency in decision making processes



STRATEGIC OUTCOMES



ACTIVITIES

- 1.1. "Capacity Building Workshop" on good governance principles
- 1.2. Revisit Vaitupu/Tuvalu traditional governance system (*Muna o te fale*)
- 1.3. Draft internal policies such as KICO Financial Manual
- 1.4. *Kaupule* (KICO Governing Body) to provide quarterly financial reports to the *Falekaupule*
- 1.5. Improving *Kaupule* voting system.



Alignment with National Policies

- *Fiji 20-Year Development Plan – 2017 – 2030*
- *Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014*

UN SDG 16:



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



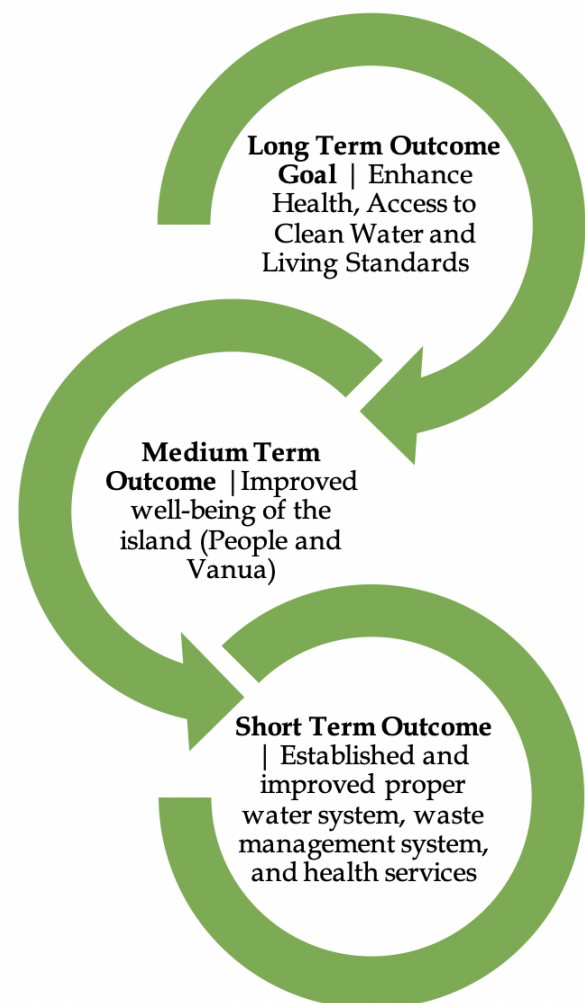
KEY PRIORITY AREA | HEALTH, WATER & SANITATION

2

Access to clean water and sanitation is possibly the most urgent health crisis facing communities today. One in every nine people on this planet lack daily access to safe water, and one in every three have no access to proper toilets. This particularly affects women and girls, as women perform the majority of the world's water-collecting, and girls are often not able to attend school due to inadequate toilet facilities. Women are also the primary carers for family members who are suffering the ill effects of water-borne diseases. When the burden of water collection and poor sanitation is taken away from women, the benefits are extraordinary; clean water and adequate sanitation means freedom for women. (*Tearfund Australia*)

Despite having sufficient water supply, the water on Kioa is not treated. During cyclones, the water source is disrupted and contaminated becoming unsuitable for human consumption. Our water system must be improved, as it is critical to the survival of our community. The installation of a proper water filtration system is an urgent and significant issue.

STRATEGIC OUTCOMES



OBJECTIVES

1. To raise the health and standard of living of our community
2. Develop Regional Partnership with hospitals
3. Improve safe and clean drinking water
4. Developing a Waste Management Plan

ACTIVITIES

- 1.1 Create partnership with regional hospitals to improve medical standards on the island
- 1.2 Improve health facilities and services

- 1.3 Access to safe and clean drinking water
- 1.4 Redesigning settlement sewage (Toilets and Kitchen drainage)
- 1.5 Engage in sports activities to promote physical/mental health
- 1.6 Improve individual dwellings, settlement, footpath including village bridges to ensure healthy and safe environment
- 1.7 Draft a Waste Management Plan (Recycling)
 - 1.7.1 Identifying dumping sites on the island
 - 1.7.2 Provide designated bins for the whole island
 - 1.7.3 Procure an incinerator
- 1.8 Island Clean up Campaigns

Alignment with National Policies

- *Fiji 20-Year Development Plan – 2017 - 2030*
- *Fiji Rural Water and Sanitation Policy*
- *Ministry of Health and Medical Services Strategic Plan 2020 – 2025*
- *Fiji Wellness Policy 2015*

UN SDGs 3 & 6:



Ensure healthy lives and promote well-being for all at all ages



Ensure availability and sustainable management of water and sanitation for all

KEY PRIORITY AREA | CLIMATE CHANGE & NATURAL DISASTERS

3

Climate change will affect us all but it is the people living in the world's poorest communities who experience its most devastating impacts, despite contributing least to the problem and being the least resourced to adapt. (*Tearfund*

Australia)

The recent working group II, Intergovernmental Panel on Climate Change

(IPCC) paints an urgent picture for the Pacific due to worsening climate impacts and inadequate adaptation efforts. In light of the lack of available resources, Kioa's ability to prepare and respond to any climatic or natural disaster is limited. Nevertheless, building climate-proof houses and other infrastructure will better enable our people to prepare for future disasters. In addition to protecting and safeguarding Kioa, it is important that our elders share their traditional ecological knowledge of weather indicators with the younger generation. Such knowledge is crucial for the survival of a community such as Kioa in response to the climate crisis.

STRATEGIC OUTCOMES



OBJECTIVES

1. Adapt and build community resilience
2. Implement Adaptation and Mitigation Strategies
3. Have a pre-and post-disaster Plan
4. Establish a Research Component

ACTIVITIES

- 1.1. Street lights - lamp post for easy access during night time
- 1.2. Designing a disaster plan
- 1.3. Tree planting (mangrove, coconut and pandanus) to mitigate impacts of soil erosion, capture carbon and reduce impacts of storms
- 1.4. Design climate proof houses for the whole village
- 1.5. Building a multipurpose shelter for sports and evacuation
- 1.6. Building sea-walls where nature-based solutions are insufficient
- 1.7. Collecting and documenting Traditional Ecological Knowledge

Alignment with National Policies

- *Fiji 20-Year Development Plan – 2017 – 2030*
- *Fiji: National Disaster Risk Reduction Policy 2018 – 2030*
- *Republic of Fiji National Climate Change Policy 2018 - 2030*

UN SDG 13:



Take urgent action to combat climate change and its impacts



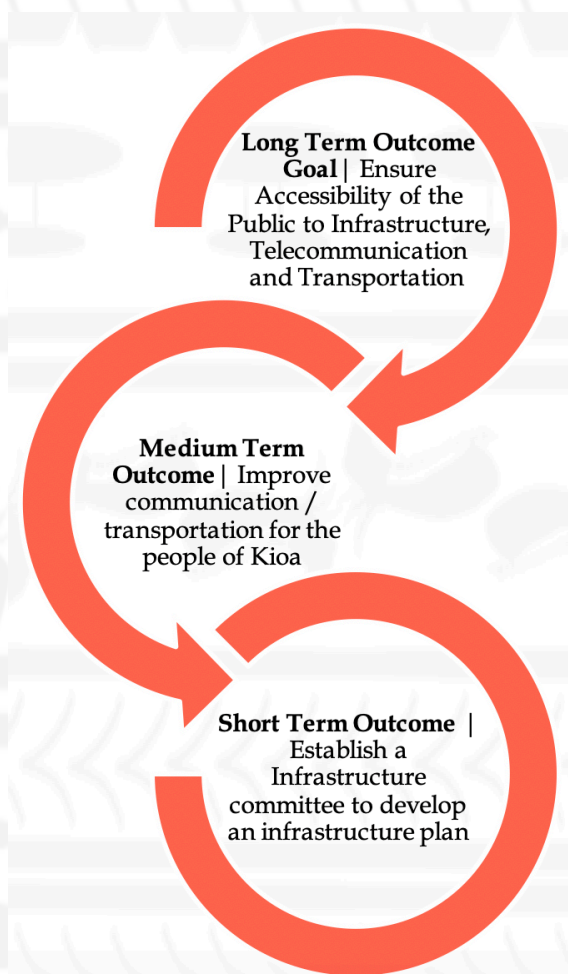
KEY PRIORITY AREA | COMMUNICATION, TRANSPORT & INFRASTRUCTURE

4

Investment in infrastructure and innovation are crucial drivers of economic growth and development.

Communication is essential for participation in the commercial market. If communication is weak, local people will not be able to sell their local produce and handicrafts. There must be an improvement in all forms of communication on Kioa. Transport by sea from Kioa to Valeasea, as well as from Valeasea to Savusavu town - the nearest commercial hub - must be seriously considered. In an era where the world is increasingly being connected and administrated through the internet, Kioa must also be afforded a fair chance to participate in the virtual world with access to good internet and data.

STRATEGIC OUTCOMES



OBJECTIVES

1. Improve communication means for the people of Kioa
2. Improve land and sea transportation
3. Develop an infrastructure plan

ACTIVITIES

Communication

- 1.1. Negotiate for a 4G Tower to be established on Kioa
- 1.2. Early warning System
 - 1.2.1. HF radios
 - 1.2.2. Radio Station

Transportation

- 1.3. Improve transportation system, by sea and road (Kioa to Valeasea and to Savusavu)
 - 1.3.1. Boat to withstand poor weather conditions (emergency purposes)
 - 1.3.2. Truck to take local farmers from Valeasea to Savusavu town to sell their produces
 - 1.3.2.1. Build a carport for the truck and for local farmers

Infrastructures

- 1.1 Develop an infrastructure plan
- 1.2 Build a Multipurpose Centre for:
 - 1.2.1 Women's weaving activities
 - 1.2.2 Processing Centre for local produce
 - 1.2.3 Youth Vocational Centre
 - 1.2.4 Sport facilities
- 1.3 Establish a timber mill to assist individuals and community development needs
- 1.4 Create a website

Alignment with National Policies

- Fiji 20-Year Development Plan – 2017 – 2030

UN SDG 9:



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



KEY PRIORITY AREA | EDUCATION, YOUTH & SPORTS

5

A number of students from Kioa who are well educated have now returned to the island. This is mainly due to the lack of financial support for students to continue at a tertiary level. In Fiji, the scholarship market is unable to meet the needs of a minority community such as Kioa. The problem is not limited to the education sector but also extends to sports. Sports engagement in Kioa is severely hindered by lack of sporting facilities on the island.

OBJECTIVES

1. Advanced education that is inclusive and vocational
2. Improve Sports Facilities
3. Establish a sport platform between homeland Vaitupu and Kioa

ACTIVITIES

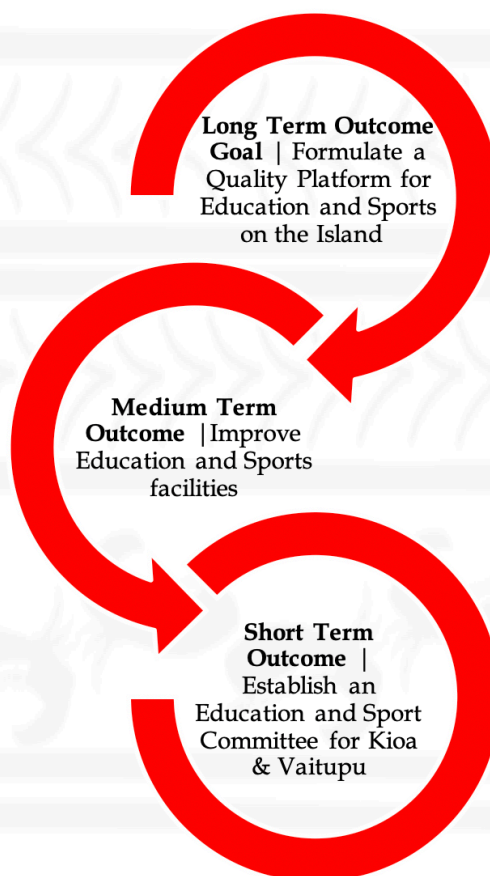
- 1.1. Establish a vocational school for youth
- 1.2. Capacity Building workshops on sports
- 1.3. Engage in Physical Education by:
 - 1.3.1. Establishing a fitness gym
 - 1.3.2. Improving the island playing field

- 1.3.3. Providing Sports equipment
- 1.3.4. Establishing an Annual Canoe Racing competition
- 1.3.5. Establishing a platform for a Kioa and Vaitupu sports tournament

1.4. Youth to explore Tuvalu labour market as well as regional labour schemes



STRATEGIC OUTCOMES



Alignment with National Policies

- Ministry of Education, Heritage and Arts – Strategic Plan 2019 – 2023
- Fiji 20-Year Development Plan – 2017 – 2030
- Fiji National Youth Policy
- Fiji Policy on Special and Inclusive Education
- Rugby Union Strategic Plan 2017 – 2021
- Fiji 20-Year Development Plan – 2017 – 2030

UN SDG 4:

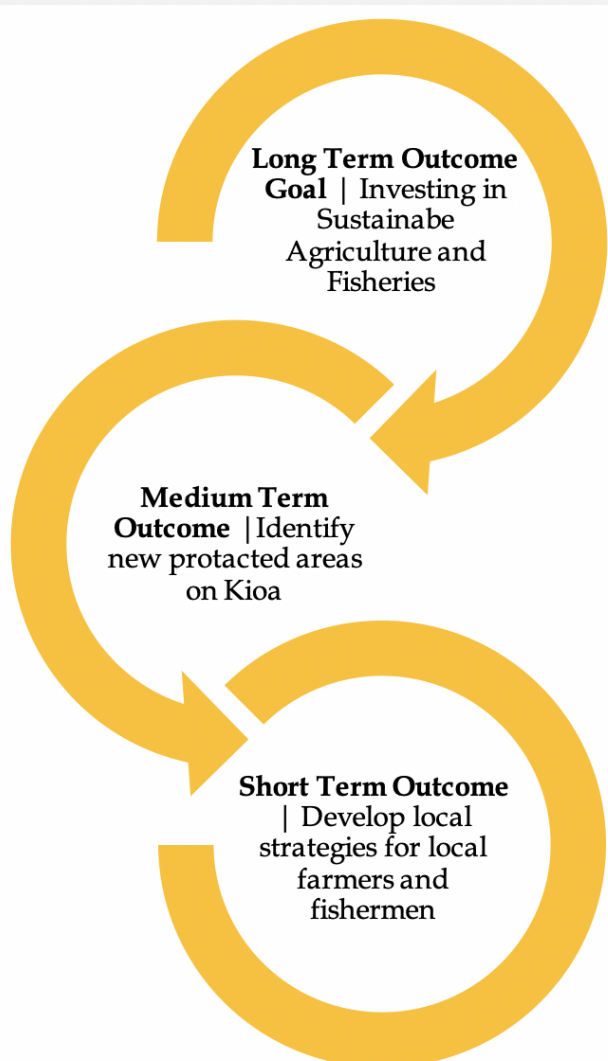


KEY PRIORITY AREA | AGRICULTURE & FISHERIES

6

Farming and fishing are the backbone of Kioa. Our people were traditionally able to survive because they cultivated the land and fished the sea. Subsistence living provided proof that poverty did not exist but rather reflected the hardships of living endured daily. Fisheries and agriculture are prominent in Kioa. A wide range of opportunities exist for the development of the agriculture and fishing sectors. Thus, the commercialization of these sectors needs to be determined by the people of Kioa and not by the market or external influences.

STRATEGIC OUTCOMES



OBJECTIVES

1. Have a Business Plan for Kioa
2. To explore beyond subsistence farming and fishing
3. Mapping out conservation areas (land and sea)

ACTIVITIES

- 1.1 Develop a business plan for agriculture and fisheries
 - 1.1.1 Identify potential products on the island
 - 1.1.2 Analyze potential local and international markets
 - 1.1.3 Identify how to market local produces
- 1.2 Improve road access to farming plots
- 1.3 Ice Machine & fridge powered by solar to store local produce to enable participation in local markets
- 1.4 Mapping out possible local conservation areas
- 1.5 Coral Farming
- 1.6 Chicken Coops and Pig Sties



Alignment with National Policies

- *Fiji 20-Year Development Plan – 2017 – 2030*
- *Fiji's Pathway to a Safe, Resilient, Innovative Food System*
- *Fiji National Fisheries Policy*
- *Fiji Offshore Fisheries Management and Development Plan 2021 – 2026*
- *Fiji 2020 Agriculture Sector Policy Agenda*

UN SDGs 14 & 15:



End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss



Conserve and sustainably use the oceans, seas and marine resources for sustainable development



KEY PRIORITY AREA | CULTURE & TOURISM

7

Our people lived and practiced the true Vaitupuan culture, from written language to spoken language. Even the routine of daily life is a testament to how long they have stayed true and loyal to their culture and

traditions. However, in 2017, tourism employed approximately 118,500 people in Fiji. It is the largest sector in Fiji's economy and represents 34 percent of its GDP.

The goal of Fiji's Tourism Policy 2021 is to grow the Fijian tourism industry from its 2016 value of FJD\$1.6 billion to an industry worth FJD\$2.2 billion by the end of 2021 (Fiji Tourism Policy 2021)

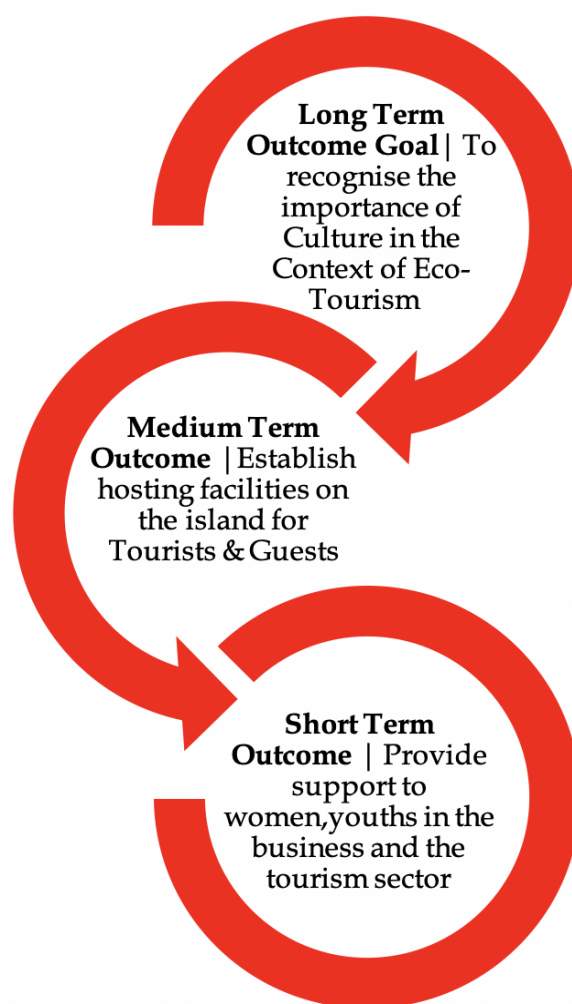


It is Kioa's intention to invest in eco-tourism and attract more tourists to support the local economy but not to destroy the traditional way of life that is precious and dear to the people of Kioa. Eco-tourism is defined as "responsible travel to natural areas that protect the environment, ensures the wellbeing of local people, and incorporates interpretation and educational activities." (International Ecotourism Society, 2015). This will provide a leverage platform to buy local produce and "Kioa Made products."

OBJECTIVES

1. Record our own *tala mua* (history), culture and tradition
2. Enhancing the Tourism sector on the island
3. Improve and support "Women in Business"

STRATEGIC OUTCOMES



ACTIVITIES

Culture

- 1.1 Collecting and compiling our own stories by our own people
- 1.2 Produce a book on the Vaitupuan language, cultural practices and proverbs
- 1.3 Traditional Herbal medicinal and traditional healing methods
- 1.4 Teach our history and culture in our school

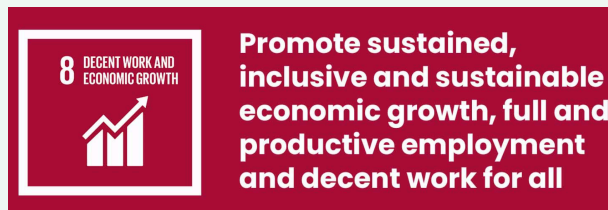
Tourism

- 1.1 Design brochures & pamphlets
- 1.2 Enhance eco-tourism
- 1.3 Women in business
 - 1.3.1 Handicraft / weaving
 - 1.3.2 Virgin Coconut Oil
 - 1.3.3 Noni Juice
 - 1.3.4 Collecting and selling of fragrances

Align with National Policies

- *Fiji 20-Year Development Plan – 2017 - 2030*
- *Ministry of Industry, Trade and Tourism Strategic Plan 2018 - 2023*
- *Pacific Tourism Organization Strategic Plan 2020 – 2024*
- *Fiji Tourism Policy 2021*

UN SDG 2



ADDITIONAL CONSIDERATIONS

1. KICO reserve fund

A reserve fund is important to ensure the continuity and sustaining of projects. It is meaningful to implement and at the same time knowing that there is a fund reserved to sustain our project for future.

- The reserve fund is established for the purpose of sustaining all projects under KICO
- When the budget has been used up, there is possibility to mobilize funds for the purposes of maintenance and sustenance.

Strategies

- Draft terms and conditions of the fund
- Open a dedicated bank account
- Annual fundraising to feed the account

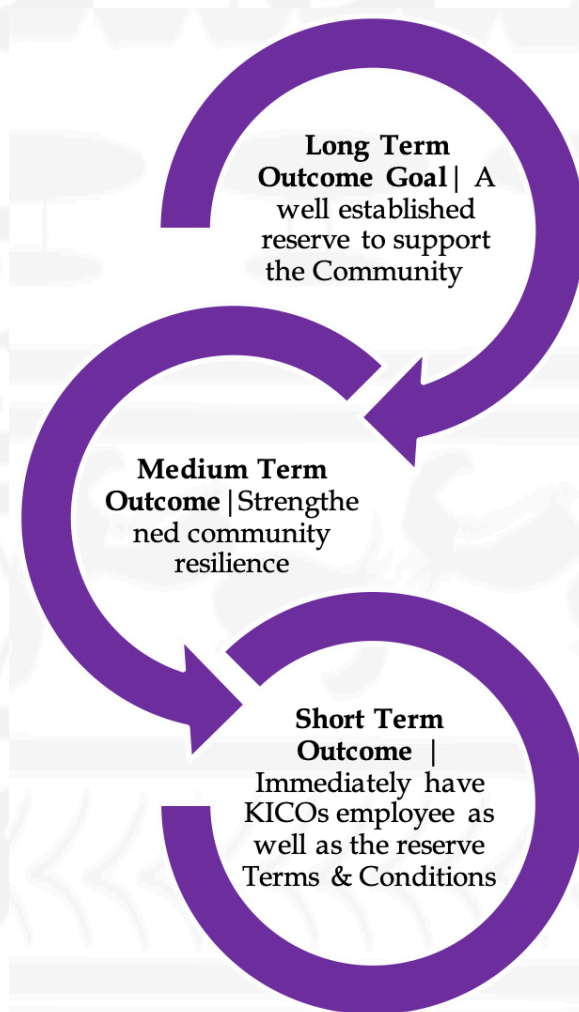
2. ADMINISTRATIVE EQUIPMENT(S)

- Camera package
- Printer/Inks
- A4 Papers
- Desktop/Laptop

3. Project Manager, Admin & Finance

- a. Annual Salary

STRATEGIC OUTCOMES



MONITORING & EVALUATION

Monitoring and Evaluation must be seriously considered in order to ensure that the desired results of the plan are constructive, effective, efficient, and systematic. The details of the M&E will be determined by the Strategic Plan Committee and the Project Manager, who will be responsible for overseeing implementation of the Strategic Plan.

