

NATIONAL SPORT REFORM FRAMEWORK 2019 - 2030



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“SPORT EMPOWERS”



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2019 - 2023

Introduction:

This framework reflects an evolutionary perception on sport as it becomes an important development agenda of the Government of Kiribati and is intended to serve as the Government guiding blue-print to undertake major reform program for sport in Kiribati. It would also guide the Government's and Partners' investment in sport activities which are intended to promote and develop sport in Kiribati. By nature, the document sets policy directives for 4 years but the fundamental principles and basis on which the formulation of this framework is guided, it can essentially serve a long – term strategic strategy for sport development endeavour of Kiribati.

As our young people are increasingly taking part in regional and international events with better performance and continued greater achievement, the Government of the Day perceives sport differently from past perceptions. The Government now sees sport as an opportunity and pathway toward achieving one's goal in life. More importantly, it is an economic choice and political option for national progress and prosperity. Therefore developing sport needs sound economic and political enabling environment.

As a young people and nation, potential and prospect for future development of sport in Kiribati is high and that the Government of the Day needs to take a transformational leadership toward sport for development so the benefits of sport to the people, economy and nation can be realized.

In realizing this endeavour, Kiribati alone cannot do it alone given the cost involved in the development of sport and inclusion of sport into a national development key objective as one of the Government core programs. As such, development partners' role is essential and cannot be underestimated.

All in all, this framework necessitates the shift in the mind-set of leaders and people and practice paradigm of the Government agencies, NGOS and Development partners toward Sport for Development.

Background and Context:

During the 1970s – 1980s sport was not usually regarded as a worth-while activity for the people, economy and nation. It was also not a popular choice of people when comes to making economic and political decision, though few people used it for their political gain. This is because sport still does not provide real economic and monetary value. Culturally, sport does not play an important role in many Kiribati communities as it does not have a value to support their wellbeing and daily sustenance though sport has been part of life and socialization. In most of the outer island communities – sport usually a physical activity for youths and mainly practised as a recreational and entertainment activity. However though some businesses have started investing in sport activities recognizing the importance of sport in commercial undertaking. More importantly not until the convening of the RUNGA – known as the national sport event which is usually attended by all outer island communities that sport becomes popular and perception on sport changed. Recently, sport becomes a profession, perceived as it has monetary value which contributes to socio-economic wellbeing of people, communities and nation at large.

Initially, the Ministry of Sport was established in 2015 as part of the Government's effort to follow and join regional and global programs in which sport is regarded as a worthwhile social, economic and political undertaking. Globally, sport can also serve as a catalyst for transformation of the society socially, economically and politically and that there are many development objectives and outcomes which are linked with sport. Since then, Kiribati continues to scale up its activities aimed at achieving the development of sport in Kiribati and taking part in sport events outside Kiribati. The Government investment in sport especially for participation of local players in regional and international game events and competitions continue to increase and that has been manifested in good and best achievements by local players. This evidence shows and presents high potentials and prospects of I-Kiribati people especially young girls and boys to achieve even greater and excellent performance and become world class and elite players at the international sport arena.

Demographically, Kiribati is still having a young population and its population growth of 2.3% becomes a great concern of the Government as it keeps contributing to the existing high rate of youth unemployment. There is a national population strategy to address this population related issue but sport is not

essentially part of the overall population strategy. The national current unemployment rate which still stands at 30%, the youth unemployment account for half of this national rate. The National Population Strategy 2015 – 2019 gives little recognition of the important role of Sport to address this youth unemployment. This demographic scenario has become a great development concern to the Government and our development partners which has to be addressed adequately. Interestingly and at the same alarmingly the figure as mentioned below is the limitation of the education system to provide opportunity to our youths – which critically necessitates other intervention in the form of other programs such as sport for development which can create economic and monetary opportunities for the youths who are the dropout from the formal education system.

Despite the creation of Ministry of Sport and inclusion of sport in both Government operational and development budget every financial year, Kiribati's participation in regional and international events such as Commonwealth and Olympic games, the potential benefits which could be achieved through sport to the people and Government of Kiribati still far from full realization and optimization. It still requires a comprehensive reform program which would be led by the Government.

Despite the increase in the Government spending on sport games – especially supporting the participation in regional and international events – this investment is really guided and supported by a reform-based intervention. Even the RUNGA becomes a very popular national sport event in Kiribati – the outcomes of this national event cannot be analytically linked to any national development objectives because there are institutional constraints, lack of political and leadership support and prevailing financial gaps remain as barriers to achieve full benefits from current programs on sport.

As a national development agenda, sport goals and targets need to be designed holistically into a National Sport System which is inclusive, sustainable and ambitious.

Overall Goals:

1. Create overall enabling environment aiming to achieve sport for development;
2. Introduce a paradigm shift within the Government toward sport aspirations;
3. Create a culture of sport within the entire Kiribati communities; and
4. Place an important role of sport in the national development system

5. Realizing the significant contribution of sport to national growth and prosperity

Specific Objectives:

1. To strengthen institutional environment whereby sport objectives could be pursued successfully and effectively;
2. To enhance level of political will and leadership support toward development of sport in Kiribati;
3. To create an enabling environment on which investment and financing for sport could be increased and sustainable;
4. To adopt a Sport for Development model as a way-forward to elevate the significance and importance of sport for Kiribati

Key Focus Areas/Key Priority Areas:

The following key priority areas are considered critical to the attainment of national desired sport outcomes. They are also deemed as appropriate and badly-needed interventions for promoting and developing sport to become a national capital which could bring to the people, communities and nation – socio-economic benefits and wellbeing.

Importantly, this National Sport Reform Framework will be implemented in connection and parallel with the Kiribati Sport Policy Framework which most of its activities are similar and are meant to be the same activities but only reflected in different documents.

The National Sport Policy Framework is more focussed on sport development activities while this Sport Reform Framework is intended to provide a more strategic level of commitment mostly on the part of the Government, though it has its own Action Plan Matrix which have similarities and repetition of the former. They are meant to be interrelated but may have some different scope and dimensions.

1. Institutional-based Enabling Environment for Sport Visionary Pathways in Kiribati

Ultimate Objective:

To achieve better sport outcomes through sound national sport system, legislations and policies.

Desired Outcomes:

- 1) Sport institutions and Effective sport legislations, policies and systems strengthened;

- 2) Awareness and love for sport in Kiribati communities increased;
- 3) Mind-set change are achieved.

Strategies:

- 1) Create national sport policy(ies), legislation(s) and comprehensive system which aimed at improving management and coordination of sport activities in Kiribati;
- 2) Strengthen the coordination and partnership amongst all sport development institutions and stakeholders
- 3) Building capacities of sport institutions in Kiribati to achieve sport policies, comply with national sport legislations and effectively participate in national sport systems; and
- 4) Creating an enabling environment for sport development in all Kiribati communities

Activities:

- 1) Conduct workshops on sport policies, legislation and comprehensive sport system;
- 2) Engage the TA review current KSA and draft a new National Sport Development Act;
- 3) Conduct an aggressive campaigns on Sport reform activities nationally;
- 4) Set up new sport institutions which will manage sport development activities in Kiribati;
- 5) Prepare funding proposal for having island sport centres in all outer islands and recreational & fitness centres in urban areas.

2. Leadership and Political Will in Sport Development

Ultimate Objective:

To enhance the leadership support and political will in sport development by all national and community leaders

Outcomes:

- 1) Mind set of leaders towards sports changed
- 2) leaders commitment and dedication strengthened
- 3) Participation of political leaders in sport decision making programs increased.
- 4) Sport values in the national political sphere mainstreamed

Strategies:

- 1) Create awareness on sports policy and related legislations
- 2) Increase and enhance leaders involvement to elevate sport profile in Kiribati
- 3) Establish parliamentary sport committee
- 4) Enhance sense of ownership in leaders towards sport development
- 5) Develop program for the national champion of sports

Activities:

- 1) Conduct workshops/consultation on policy/ relevant legislations and conventions
- 2) Conduct workshops to all political and community leaders on the importance of sport
- 3) Seek cabinet endorsement to set up parliamentary committee
- 4) Provide sport campaigns through media involvement.
- 5) Convey national leaders' summit or panel discussion on sports development

3. Investment and Financing Sport

Ultimate Objective:

To encourage and increase the level of PPP and foreign investment in sport activities and ensure financial sustainability in achieving sport outcomes in Kiribati:

Outcome

- To attract capital investment (both local and foreign) into local facilities, providing new opportunities to encourage people to live healthier and more active lifestyles.
- To create a user friendly market in facilitating the hosting of regional and international sporting events that will contribute to local outcomes
- Create an enabling environment for Public & Private Partnership
- Having a sustainable sport financing mechanisms

Strategies:

- Integrate sport investment objectives in the national foreign investment law and policy

- Seek to introduce Tax Rebate system into the National Taxation Act
- Set up national sport special fund to support national sport development programs (Fisheries income 100% = 80% to Fisheries and 20% distributed amongst stakeholders like Sport 1%)
- promote Naming rights approach

Activities:

- Creating a detailed business plan for delivery of the facilities with realistic milestones for sustainability
- Survey and creation of sport corporate sponsors database
- Introducing and organising National Sport Award program
- Developing proposals on sport financing based reforms to the tax and other fiscal regimes
- Organise ‘naming right’ based competitions

4. Sport for Sustainable Development

Ultimate objective:

To ensure that sport activities in Kiribati contribute to social-economic growth of Kiribati as part of the Government obligations to achieve national sustainable development goals.

Outcomes:

- a) Understanding and appreciation of the beneficial health contributions of doing physical activity improved
- b) Positive behaviour of the public towards sports program(s) and development(s) become consistent
- c) Social capital developed
- d) Crimes and anti-social behaviour within communities decreased
- e) Health status in Kiribati improved
- f) People with Disabilities and Gender Equality issues included
- g) Youth Empowerment through Sport achieved

Strategies:

- Create a Health and Sport Community Engagement Programs
- Empower Communities through sport
- Create a Calendar for Sport Competitions
 - National
 - District

- Island
- Communities
- Schools and
- Clubs
- Mainstreaming sport objectives in key development issues
 - Sport and Environmental sustainability
 - Sport and Agriculture
 - Sport and Tourism
 - Sport and Governance
 - Sport and Culture

Activities:

- Conduct consultations to Communities on the importance of Sport.
- Create Sport Clubs in Communities
- Design Sport Programs to support key development goals.
- Conduct Sport Program and Capacity Building in Communities, Schools and Workplaces
- Implementation of Sport Competition(s) and recreational activity(ies).

Key Priority Area – Institutional-Based Enabling Environment for Sport Visionary Pathways

<p>Outcomes:</p> <ol style="list-style-type: none"> 1) Strengthened sport institutions and Effective sport legislations, policies and systems; 2) Increased awareness and love for sport in Kiribati communities; 3) All sport activities are well coordinated; 4) Mind-set change achieved. 				
<p>Strategies</p> <ol style="list-style-type: none"> 1) Create national sport policy(ies), legislation(s) and comprehensive system which aimed at improving management and coordination of sport activities in Kiribati as well as in the region and international arena; 2) Strengthen the coordination and partnership amongst all sport development institutions and stakeholders 3) Building capacities of sport institutions in Kiribati to achieve sport policies, comply with national sport legislations and effectively participate in national sport systems; and 4) Creating an enabling environment for sport development in all Kiribati communities 				
Activities	Timeline	Indicators	Indicative Cost	Responsible

1)	Conduct workshops & consultations on sport policies, legislation and comprehensive sport system;	Jan 2019 – April 2019	No of workshops and consultations being done and completed	\$70,000	MWYSSA, KSA, AGO, MFED, MoE, MoH, KNOC, NFs
2)	Engage TAs in reviewing current KSA and draft a new National Sport Development Act;	Jan 2019 – June 2019	No of TA recruited Completion rate of National Sport Development Act	\$120,000	MWYSSA/KSA, MFED, KNOC, KSA
3)	Conduct an aggressive campaigns on Sport reform activities nationally;	Jan 2019 – Dec 2020	No of campaigns conducted at the national level	\$210,000	MWYSSA/KSA, KNOC, KSA, MIA
4)	Set up new sport institutions which will manage sport development activities in Kiribati;	Nov 2018 – Feb 2020	No of new sport institutions set up Amount of funding support secured.	\$2,500,000	MWYSSA, MFED, MISE, LMD, KNOC, KSA, ISAs, NFs
5)	Prepare funding proposal for having island sport centres in all outer islands and recreational & fitness centres in urban areas.	June 2019 – June 2021			

Key Priority Area 2 - To enhance the leadership support and political will in sport development by all national and community leaders

Outcomes: To enhance the leadership support and political will in sport development by all national and community leaders				
Strategies				
<ol style="list-style-type: none"> 1) Create awareness on sports policy and related legislations 2) Build up knowledge and awareness of leaders on the importance of their involvement for the enhancement of sport in Kiribati 3) Establishing parliamentary sport committee 4) Enhancing sense of ownership in leaders towards sport development in country 				
Activities	Timeline	Indicators	Indicative Cost	Responsible Agency

a) Involve leaders (political, church and community) in awareness programs b) Develop program for the champion of sports to promote sports c) Conduct workshops to all leaders on the importance of sport d) Conduct workshops on the relevant legislations and conventions Kiribati needs to oblige to e) Develop cabinet paper on government position to set up parliamentary committee f) Conduct a National Panel Discussion on the objectives of Sports	a) May 2019 – Apr 2020	No. of awareness programs conducted/completed	\$200,000	Communities, Faith based Organization, MWYSSA, MIA, ISAs, Parliament Office MWYSSA MWYSSA, KNOC, KSA, MIA, MELAD, MHMS, MICTTD MWYSSA, OAG, KNOC MWYSSA, Parliament MWYSSA, KSA, KNCC, Parliament, OB
	b) Jan 2019 –	No. of promotion programs conducted	\$10,000	
	c) Jan 2019 – Apr 2019	No. of workshops conducted	\$70,000	
	d) Jan 2019 – Apr 2019	No. of workshops completed	\$70,000	
	e) Apr 2019 – May 2019	No. of workshops completed	\$10,000	
	f) July 2019	Parliamentary committee established	\$25,000	

Key Priority Area 3: To encourage and increase the level of PPP and foreign investment in sport activities and ensure financial sustainability in achieving sport outcomes in Kiribati

<p>Outcomes:</p> <p>To encourage and increase the level of PPP and foreign investment in sport activities and ensure financial sustainability in achieving sport outcomes in Kiribati:</p>
<p>Strategies</p> <ol style="list-style-type: none"> 1. Integrate sport investment objectives in the national foreign investment law and policy 2. Seek to introduce Tax Rebate system into the National Taxation Act 3. Set up national sport special fund to support national sport development programs (Fisheries income 100% = 80% to Fisheries and 20% distributed amongst stakeholders like Sport 1%) 4. Promote Naming rights approach

Activities	Timeline	Indicators	Indicative Cost	Responsible
1. Creating a detailed business plan for delivery of the facilities with realistic milestones for sustainability	January – March 2019	60% completion of Business Plan to MFEP	\$1,000.00 (Consultation, boardroom fee, transportation cost)	MWYSSA, MFEP, MCIC
2. Survey and creation of sport corporate sponsors database	January – September 2019			
3. Introducing and organising National Sport Award program	2019 - 2021	80% ability to distinguish committed sport sponsors/sport sponsor branding	South Tarawa/ Betio: \$800.00 Christmas Island: \$4,000.00	MWYSSA, KSA, KNOC, KANGO, MCIC & MFEP
4. Developing proposals on sport financing based reforms to the tax and other fiscal regimes	January – December 2019	2 to be conducted during National Games/Te Runga/Bi-annual	\$20,000.00 (Award logistics & Refreshments)	MWYSSA, KSA, KNOC, NFs & ISA
5. Organise ‘naming right’ based competitions	2019 – 2021	Media release of the awardee	\$80,000.00 (Consultation, boardroom fee, transport cost)	
6. Set up of National Sport Revenue Ventures	2019 – 2021	Proposal presented to Cabinet and Tabled at Parliament TA acquired	\$4,000.00 (Media release etc.)	MWYSSA, MFEP & MCIC, OAG, VSA
7. Introduction and adoption of the user pay system in sport	June 2019	Display of company branding/logo in premises.		MWYSSA, MCIC & PPP
		Agreement of naming right	\$20,000.00 (Consultation etc.)	
		No of competitions organized	\$15,000.00 (Payment of slot)	
		Build up to Te Runga	\$10,000	MWYSSA, MFED, MOJ, MCIC, MIA,

		Amount of revenue from the venture		Development Partners
		Other business proposals i.e. Text Messaging		PPP
		Amount of revenue generated from the system		MWYSSA

Key Priority Area: To ensure that sport activities in Kiribati contribute to social-economic growth of Kiribati as part of the Government obligations to achieve national sustainable development goals

Outcomes:				
To ensure that sport activities in Kiribati contribute to social-economic growth of Kiribati as part of the Government obligations to achieve our sustainable development goals.				
Strategies				
<ul style="list-style-type: none"> • Create a Health and Sport Community Engagement Programs • Empower Communities through Sport • Create a Calendar for Sport Competitions <ul style="list-style-type: none"> ○ National ○ District ○ Communities ○ Schools and ○ Clubs • Mainstreaming sports outcomes in key development issues: <ul style="list-style-type: none"> ○ Sport and Cleaning ○ Sport and Agriculture ○ Sport and Environmental Sustainability ○ Sport and Governance ○ Sport and Governance 				
Activities	Timeline	Indicators	Indicative Cost	Responsible
<ul style="list-style-type: none"> • Conduct a consultation to Communities on the importance of Sport. 	January 2019 to December 2019	<ul style="list-style-type: none"> • No of communities conducted • Community Sport task force Established 	\$120,000	<p>MWYSA, KSA, KNOC, MHMS, MIA & MOE</p> <p>MWYSA, Community Leaders</p>

<ul style="list-style-type: none"> • Create Sport Clubs in Communities 	January 2019 to April 2019	<ul style="list-style-type: none"> • Sport Clubs formed and engaged 	\$20,000	NFs, MWYSA, MIA, KNOC
<ul style="list-style-type: none"> • Conduct Sport Programs in Communities, Schools and workplaces 	February 2019 to December 2021	<ul style="list-style-type: none"> • School, communities & workplaces participation increase 	\$15,000	MWYSA, MIA NFs, Clubs
<ul style="list-style-type: none"> • Organize National Commercial Sport Competitions/Events 	February 2019 to December 2021	<ul style="list-style-type: none"> • Support from PPP increases • Number of people participating in sport increased • Skills & talents improved • More Clubs formed 	\$500,000	MWYSA, MHMS, MOE, Local Governments, Communities, NFs, KNOC MWYSA, Sport Clubs, Communities, NFs

FINANCING OPTIONS:

Financing sport development activities by the Government alone is not possible because sport requires infrastructures, human resources and financial incentives and investment which further necessitates collaboration and partnership with private sector communities and development partners.

Due to little investment being made in the last few decades both on the part of the Government as well as the business community members and to certain extents the development partners – financing sport reform nowadays is a costly exercise. Had been a consistent and an incremental investment done in the past 3 decades, financing sport development activities would not be that very difficult if it is not impossible today.

Therefore, as part of this reform undertaking – the Government should take a bold decision on a sound investment approach on sport for development in order to achieve the KV-20 whereby Kiribati by the year 2036 will become a very wealthy, peaceful and secured nation – for which sport could be one key strategic strategies to this long-term vision. In achieving this reform, the Government should start investing incrementally over the next 4 years on sport reform agendas as presented above, to create a financing resource base for sport development.

The opportunity cost for not investing today will be higher and achieving the KV-20 objective on sport may not be possible.

WAYS FORWARD:

In conclusion, these are the proposed ways-forward in realizing the outcomes of this policy:

- The Government will be lead implementing agency but the holistic coordination approach needs to be adopted;
- This reform should be taken down to the community level for their support and so they hold leaders accountable if they are not supporting this reform agenda;
- The Government should take the lead in financing this reform and design a proper and effective investment strategy on sport development and works in close partnership with the private sector and development partners to improve coordination on the utilization of available development resources on this reform;
- The Government in recognition of the effectiveness and impact of long-term commitment toward sport development should include this sport reform framework in the proposed MWYSSA sector Partnership Matrix 2019 – 2036 as one of the National Social Development Outcomes.