

# Aitutaki Peoples Association Incorporation (APA)

## Strategic Plan 2024 - 2028

### Document Control

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### Revision Record

<b>Date:</b>	<b>Version:</b>	<b>Revision Description:</b>
<b>January 2024</b>	<b>1</b>	<b>Development of Strategic Plan</b>
<b>Septemeber 2024</b>	<b>1</b>	<b>Adjust the Organisational Structure</b>

## **PART ONE:**

### **Introduction:**

Our Strategic Plan is an actionable document, drawn from the principles embedded in the Aitutaki People's Association Incorporation Constitution 2024. This Strategic Plan serves as a roadmap for the Aitutaki People's Association (APA), guiding our efforts to achieve Key Objectives and fulfill our Mission.

### **Executive Summary:**

The Aitutaki people, known for their uniqueness, celebrate and preserve distinct characteristics and charisma. This Strategic Plan is designed to enhance the well-being of the Aitutaki community, promoting confidence, unity, and prosperity.

Key Objectives include fostering Christian principles and values, promoting adherence to national laws and regulations, building respectful relationships with government and various entities, embracing diversity, facilitating clear communication among Aitutakians, uplifting youth in various aspects, eliminating violence, providing a secure environment for counseling, preserving cultural identity, and ensuring the safety and comfort of Aitutaki Hostel infrastructure.

### **Vision:**

Kia Taokotai, Kia Tupu e Kia Rangatira  
"United, Prosperity and Visionary Strength"

### **Mission:**

1. Kia okotai, i te akamatutu anga i to tatou iti tangata kia riro mai, ei iti tangata Kuki Airani tiratira tu e te puapinga.

Together, we empower our people to be productive future citizens in our Cook Islands society.

2. Iti tangata mataora e te ruperupe, i te taokotai anga kia rauka te turanga memeitaki.

Vibrant and happiest people, working collaboratively together for quality life.

3. Kia rangatira e kia arangatū to tatou iti tangata i roto i te turanga o te oraanga vaerua, tarekareka, te akonoanga Maori, pae apii, e te tu oraanga tangata.

To ensure that OUR PEOPLE can be the best, they can be, in all aspects and facets of life; spiritual, sport, cultural, social, academic, and personal.

### **Motto:**

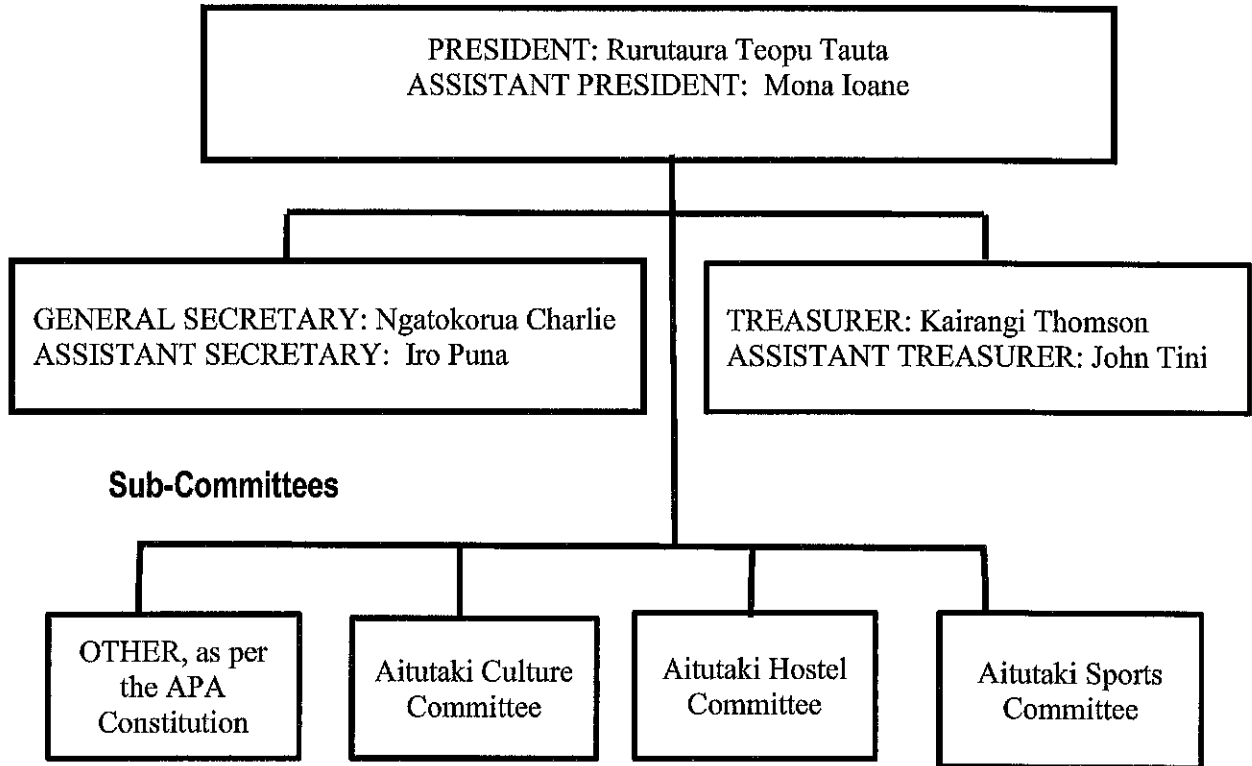
Te Ingoa o te Enea, Punanga Ketaketa  
"Unwavering Identity, Purposeful and Mighty"

### **Values:**

Respect, Excellence, Pride, Humility  
Kauraro, Rangatira, Tiratira tu, Akamoeau

## Organizational Structure:

### Aitutaki People's Association Incorporation Structure



### Roles of the subcommittee:

1. **Culture Committee:**

The Culture Committee oversees the organization of cultural events, language and traditional preservation initiatives, and heritage projects, aiming to celebrate and promote our cultural identity, while fostering understanding and appreciation.

2. **Sport Committee:**

The Sports Committee oversees sports event coordination, prioritizing inclusivity and youth involvement, and actively contributes to community well-being through organizing fitness programs, advocating for sports infrastructure, and supporting diverse sports competitions.

3. **Hostel Committee:**

The Hostel Committee is responsible for the overall management of the hostel, including facility maintenance, purchasing of hostel equipment and furniture, overseeing accommodation assignments, and ensuring a well-organized, financially sustainable living environment.

The overall role of the committees is to plan, coordinate, and implement initiatives that align with the organization's mission and objectives. This involves overseeing specific focus areas and working towards the betterment of the community or cause the Non-Government Organisation serves. The committee is responsible for decision-making, strategic planning, and ensuring the effective execution of programs or projects within its designated area of authority that the committee has.

## **SWOT Analysis:**

### I. Internal Strengths and Weaknesses

#### **A. Strengths**

1. **Established Reputation:** The Aitutaki People's Association Incorporation (APA) has a long and reputable history, contributing positively to its standing within the community.
2. **Diverse Membership Base:** APA proudly includes members from various age groups, professions, and community sectors.
3. **Skilled Leadership Team:** The Board of the Executive Committee (BEC) possesses skills, expertise, and experience, ensuring effective governance and decision-making.
4. **Financial Stability:** A track record of financial stability and responsible management of resources provides a strong foundation for executing strategic initiatives.
5. **Community Support:** Strong ties with the local community foster a sense of belonging and support for APA's endeavors.

#### **B. Weaknesses**

1. **Limited Technological Integration:** The organization may face challenges in keeping pace with rapidly evolving technologies, impacting operational efficiency and communication.
2. **Dependency on Specific Funding Sources:** Overreliance on specific funding streams poses a risk, and diversification strategies need exploration to mitigate financial vulnerabilities.
3. **Communication Gaps:** Potential gaps in communication channels may hinder the effective dissemination of information to the membership base, impacting engagement.
4. **Succession Planning:** The organization may face challenges in succession planning, ensuring a smooth transition of leadership roles and responsibilities.

### II. External Opportunities and Threats

#### **A. Opportunities**

1. **Collaboration with External Organizations:** Exploring partnerships and collaborations with external entities can open avenues for shared resources, knowledge exchange, and expanded community impact.
2. **Technological Advancements:** Embracing technological advancements can enhance operational efficiency, communication, and member engagement.
3. **Community Development Grants:** Identifying and securing grants for community development projects can significantly augment APA's initiatives.
4. **Cultural Exchange Programs:** Engaging in cultural exchange programs can promote Aitutaki's unique heritage globally, fostering a positive image and attracting support.

#### **B. Threats**

1. **Economic Instability:** Economic fluctuations may influence funding sources, potentially impacting APA's financial stability.
2. **Natural Disasters:** Aitutaki's vulnerability to natural disasters poses a threat to infrastructure, community well-being, and ongoing projects.
3. **Changing Demographics:** Changes in demographics/population may affect membership engagement, requiring proactive strategies to remain inclusive and representative.
4. **Regulatory Changes:** Evolving regulations may require adjustments to organizational processes, policies, and compliance measures, impacting day-to-day operations.

This SWOT analysis provides a comprehensive overview of the internal dynamics and external factors that can influence the strategic direction of the Aitutaki People's Association Incorporation.

The insights gained from this analysis will inform the development of strategies to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate potential threats.

### **Key Objectives:**

1. **Christian Principles and Values:** Promote the teaching and training of Christian principles, values, care, and support for children and the community.
2. **Law Adherence:** Encourage all to live by and respect the laws and regulations of the country.
3. **Government Relations:** Foster respectful communication with the government, local authorities, NGOs, and individuals to benefit the Aitutaki people.
4. **Diversity and Inclusion:** Promote respect and embrace diversity in religion, age, ethnicity, sex, status, and condition.
5. **Clear Communication:** Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.
6. **Youth Upliftment:** Uplift and elevate youth in education, sports, trade, culture, and religion for a meaningful future.
7. **Violence Elimination:** Work towards eliminating community violence, domestic violence, abusive language, and any form of violent activity.
8. **Counseling and Support:** Provide a secure and safe environment for counseling on family, marriage, relationships, self-confidence, budgeting, legal matters, and other concerns.
9. **Cultural Preservation:** Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.
10. **Leadership Team:** Create a trusted leadership team within the association to foster confidence and healthy relationships.
11. **Infrastructure Maintenance:** Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.

## PART TWO:

## FIVE YEARS PLAN 2024 – 2028

## KEY OBJECTIVES

KEY OBJECTIVES 2024 - 2028	YEAR 2024	YEAR 2025	YEAR 2026	YEAR 2027	YEAR 2028
<b>1) Christian Principles and Values:</b>  <b>Promote the teaching and training of Christian principles, values, care, and support for children and the community.</b>	Organize regular community workshops and events focused on teaching Christian principles and values.		Organize regular community workshops and events focused on teaching Christian principles and values.		
<b>2) Law Adherence:</b>  <b>Encourage all to live by and respect laws and regulations of the country</b>		Conduct awareness campaigns on national laws and regulations			Conduct awareness campaigns on national laws and regulations
<b>3) Government Relations:</b>  <b>Foster respectful communication with the government, local authorities, NGOs, and individuals for the benefit of Aitutaki people.</b>		Establish a dedicated committee for government relations.			Establish a dedicated committee for government relations.
<b>4) Diversity and Inclusion:</b>  <b>Promote respect and embrace diversity in religion, age, ethnicity, sex, status, and condition.</b>		Organize cultural exchange events to celebrate diversity.		Organize cultural exchange events to celebrate diversity.	

<b>5) Clear Communication:</b>  <b>Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.</b>	Launch a community newsletter and establish an online communication platform.	Launch a community newsletter and establish an online communication platform.	Launch a community newsletter and establish an online communication platform.	Launch a community newsletter and establish an online communication platform.	Launch a community newsletter and establish an online communication platform.
<b>6) Youth Uplifting:</b>  <b>Uplift and elevate youth in education, sports, trade, culture, and religion for a meaningful future.</b>	Initiate mentorship programs and sponsor youth development activities.		Initiate mentorship programs and sponsor youth development activities.		Initiate mentorship programs and sponsor youth development activities.
<b>7) Violence Elimination:</b>  <b>Work towards eliminating community violence, domestic violence, abusive language, and any form of violent activity.</b>			Conduct awareness campaigns on non-violence and conflict resolution.		
<b>8) Counseling and Support:</b>  <b>Provide a secure and safe environment for counseling on family, marriage, relationships, self-confidence, budgeting, legal matters, and other concerns.</b>		Establish a counseling center and collaborate with professionals.		Establish a counseling center and collaborate with professionals.	
<b>9) Cultural Preservation:</b>  <b>Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.</b>	Host regular cultural events and/or workshops.	Host regular cultural events and/or workshops.	Host regular cultural events and/or workshops.	Host regular cultural events and/or workshops.	Host regular cultural events and/or workshops.

<b>10) Leadership Team:</b>  <b>Create a trusted leadership team within the association to foster confidence and healthy relationships.</b>	Conduct leadership training sessions and team-building activities.			Conduct leadership training sessions and team-building activities.	
<b>11) Infrastructure Maintenance:</b>  <b>Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.</b>	Conduct a comprehensive maintenance assessment of the Aitutaki Hostel to identify maintenance needs.  Secure funding for flood mitigation projects.	Secure funding for necessary repairs.  Electrical Upgrades  Refit new window/door frames	Secure funding for necessary repairs.  Conduct Re-roofing	Secure funding for necessary repairs.  Build Outside Shower facility on the Eastern Side of the Hostel.	Secure funding for necessary repairs.  Refit the kitchen facilities  Re-Paint the Hostel exterior and interior.



### IMPLEMENTATION TIMELINE YEAR 2024

*Note: The timeline is a general guide and should be adapted based on organizational capacity, unforeseen circumstances, and external factors.*

This implementation timeline plan outlines a detailed schedule for the execution of each objective, including key milestones for the Aitutaki People's Association. Regular reviews and adjustments ensure flexibility and responsiveness to the evolving needs of the community.

KEY OBJECTIVES 2024	STRATEGIES	YEAR 2024 Jan – March (Q1)	YEAR 2024 April-June (Q2)	YEAR 2024 July – September (Q3)	YEAR 2024 October – November (Q4)
<b>1) Christian Principles and Values:</b> Promote the teaching and training of Christian principles, values, care, and support for children and the community.	<b>Organize community workshops and events focused on teaching Christian principles and values to children and the community.</b>	Conduct Needs Assessment Plan for community prayer meeting. Establish partnerships with local churches to enhance delivery.		Organise workshops, and seminars to deepen understanding and practice of Christian principles and values.  Assess and evaluate.	
<b>5) Clear Communication:</b> Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.	<b>Launch a community newsletter and establish an online communication platform.</b>	Develop and launch the association's website and social media.	Develop and launch an online community platform newsletter.  Initiate the monthly newsletter.	Regularly updating and maintaining the community newsletter.	Monitor and enhance communication channels for transparency and openness.
<b>6) Youth Uplifting:</b> Uplift and elevate youth in education, sports, trade, culture, and religion for a meaningful future.	<b>Initiate mentorship programs and sponsor youth development activities.</b>	Develop comprehensive youth upliftment programme in education, sports, trades, culture, religion.	Launch initiatives and partnerships to support youth development.	Launch success story campaign: August	Evaluate the impact and make adjustment for sustained success.

<b>9) Cultural Preservation:</b> <b>Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.</b>	<b>Host regular cultural events and workshops.</b>	Develop initiatives to promote and preserve cultural identity, language, values, arts and crafts.	Organise cultural events and educational programmes. Collaborate with local experts/artisans.	Implement sustainable practices for ongoing cultural preservation.	Implement sustainable practices for ongoing cultural preservation.
<b>10) Leadership Team:</b> <b>Create a trusted leadership team within the association to foster confidence and healthy relationships.</b>	<b>Conduct leadership training sessions and team-building activities.</b>	Identify and select individuals for the leadership team.	Conduct leadership training and team-building activities.	Monitor team dynamics, encourage open communication, and provide ongoing leadership support.	Monitor team dynamics, encourage open communication, and provide ongoing leadership support.
<b>11) Infrastructure Maintenance:</b> <b>Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.</b>	Conduct a comprehensive maintenance assessment of the Aitutaki Hostel to identify maintenance needs. Secure funding for flood mitigation projects.	Conduct a Maintenance Needs Assessment of the Aitutaki Hostel.  Secure funding for hostel flood mitigation projects.	Secure funding for necessary infrastructure maintenance & repairs projects.	Secure funding for necessary repairs.	Secure funding for necessary repairs.

### IMPLEMENTATION TIMELINE YEAR 2025

*Note: The timeline is a general guide and should be adapted based on organizational capacity, unforeseen circumstances, and external factors.*

KEY OBJECTIVES 2025	STRATEGIES	YEAR 2025 January – March Q1	YEAR 2025 April – June Q2	YEAR 2025 July – September Q3	YEAR 2025 October – December Q4
2) <b>Law Adherence:</b> Encourage all to live by and respect laws and regulations of the country	<b>Conduct awareness campaigns on national laws and regulations</b>	Legal Workshop Planning Identify Legal Experts		Conduct First Legal Workshop Evaluate Workshop Effectiveness.	
3) <b>Government Relations:</b> Foster respectful communication with the government, local authorities, NGOs, and individuals for the benefit of Aitutaki people.	<b>Establish a dedicated committee for government relations.</b>	Form government relations team/committee	Establish collaborative Initiatives for the benefit of Aitutaki people.	Meetings with government officials. Maintain regular communication channels.	Review and enhance communication strategies to maintain positive relationships.
4) <b>Diversity and Inclusion:</b> Promote respect and embrace diversity in religion, age, ethnicity, sex, status, and condition.	<b>Organize cultural exchange events to celebrate diversity.</b>	Plan cultural exchange programmes.	Secure funding for programmes.	Executive first cultural exchange programme	
5) <b>Clear Communication:</b> Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.	<b>Launch a community newsletter and establish an online communication platform.</b>		Conduct workshops on effective communication strategies.	Monitor and enhance communication channels for transparency and openness.	

<b>8) Counseling and Support:</b> Provide a secure and safe environment for counseling on family, marriage, relationships, self-confidence, budgeting, legal matters, and other concerns.	<b>Establish a counseling center and collaborate with professionals.</b>		Plan community safety workshops.	Conduct the first safety workshop	
<b>9) Cultural Preservation:</b> Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.	<b>Host regular cultural events and workshops.</b>	Develop initiatives to promote and preserve cultural identity, language, values, and arts and crafts.	Organize cultural events and educational programmes. Collaborate with local experts/artisans.	Implement sustainable practices for ongoing cultural preservation.	Implement sustainable practices for ongoing cultural preservation.
<b>11) Infrastructure Maintenance:</b> Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.	Secure funding for necessary repairs.  Electrical Upgrades  Refit new window/door frames	Identify electrical systems, wiring, and safety measures. Assess for damages and need for window/door upgrades or repairs.  Secure funding for repairs	Secure funding for repairs  Assess the safety and compliance of electrical installations.  Install new widow/door frames.	Secure funding for repairs.  Implement Electrical Upgrades.	Implement Electrical Upgrades  Assess & evaluate the safety and compliance of electrical installations.

### IMPLEMENTATION TIMELINE YEAR 2026

*Note: The timeline is a general guide and should be adapted based on organizational capacity, unforeseen circumstances, and external factors.*

KEY OBJECTIVES 2026	STRATEGIES	YEAR 2026 January – March Q1	YEAR 2026 April – June Q2	YEAR 2026 July – September Q3	YEAR 2026 October – December Q4
<b>1) Christian Principles and Values:</b>  <b>Promote the teaching and training of Christian principles, values, care, and support for children and the community.</b>	Organize regular community workshops and events focused on teaching Christian principles and values.		Organise workshops, seminars to deepen understanding and practice of Christian principles and values.		Organise workshops, seminars to deepen understanding and practice of Christian principles and values.  Assess and evaluate.
<b>5) Clear Communication:</b>  <b>Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.</b>	<b>Launch a community newsletter and establish an online communication platform.</b>	Develop and launch an online community platform newsletter.  Initiate the monthly newsletter.	Regular updating and maintain the community newsletter.	Monitor and enhance communication channels for transparency and openness.	
<b>6) Youth Uplifting:</b>  <b>Uplift and elevate youth in education, sports, trade, culture, and religion for a meaningful future.</b>	<b>Initiate mentorship programs and sponsor youth development activities.</b>	Develop comprehensive youth upliftment programme in education, sports, trades, culture, religion.	Launch initiatives and partnerships to support youth development.	Launch success story campaign.	Evaluate the impact and make adjustment for sustained success.

<p><b>7) Violence Elimination:</b> Work towards eliminating community violence, domestic violence, abusive language, and any form of violent activity.</p>	<p><b>Conduct awareness campaigns on non-violence and conflict resolution.</b></p>	<p>Develop anti-violence campaign materials</p>	<p>Conduct awareness campaigns against community and domestic violence.</p>	<p>Implement intervention programs and support services.</p>	<p>Monitor and report violent incidents.  Evaluate effectiveness and adjust strategies as needed.</p>
<p><b>9) Cultural Preservation:</b> Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.</p>	<p><b>Host regular cultural events and workshops.</b></p>	<p>Develop initiatives to promote and preserve cultural identity, language, values, arts and crafts.</p>	<p>Organise cultural events and educational programmes. Collaborate with local experts/artisans.</p>	<p>Implement sustainable practices for ongoing cultural preservation.</p>	<p>Implement sustainable practices for ongoing cultural preservation.</p>
<p><b>11) Infrastructure Maintenance:</b> Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.</p>	<p>Secure funding for necessary repairs.  Conduct Re-roofing</p>	<p>Re-roofing Assessment:  Examine the condition of the current roofing materials.  Assess potential leaks, damage, or wear and tear.  Secure funding for repairs.</p>	<p>Secure funding for infrastructure and maintenance repairs projects.  Conduct Re-Roofing.</p>	<p>Secure funding for repairs.  Conduct Re-Roofing.</p>	<p>Secure funding for repairs.  Assess and evaluate the re-roofing project.</p>

### IMPLEMENTATION TIMELINE 2027

*Note: The timeline is a general guide and should be adapted based on organizational capacity, unforeseen circumstances, and external factors.*

KEY OBJECTIVES 2027	STRATEGIES	YEAR 2027 January – March Q1	YEAR 2027 April – June Q2	YEAR 2027 July – September Q3	YEAR 2027 October – December Q4
4) <b>Diversity and Inclusion:</b>  Promote respect and embrace diversity in religion, age, ethnicity, sex, status, and condition.	<b>Organize cultural exchange events to celebrate diversity.</b>	Develop diversity and inclusion awareness campaigns.	Organise events promoting respect for diversity in various aspects.	Implement ongoing programmes to maintain a culture of inclusivity.	
5) <b>Clear Communication:</b>  Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.	<b>Launch a community newsletter and establish an online communication platform.</b>	Regular monthly online community platform newsletter.	Regular updating and maintain the community newsletter.	Monitor and enhance communication channels for transparency and openness.	
8) <b>Counseling and Support:</b>  Provide a secure and safe environment for counseling on family, marriage, relationships, self-confidence, budgeting, legal matters, and other concerns.	<b>Establish a counseling center and collaborate with professionals.</b>	Establish counseling services for family, marriage, relationships, self-confidence, budgeting, and legal matters.	Train and deploy counsellors, ensure a secure and confidential environment.	Regular assess and improve counseling services based on feedback.	
9) <b>Cultural Preservation:</b>	<b>Host regular cultural events and workshops.</b>	Develop initiatives to promote and preserve cultural identity,	Organise cultural events and educational programmes.	Implement sustainable practices for ongoing cultural preservation.	Implement sustainable practices for ongoing cultural preservation.

<b>Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.</b>		language, values, arts and crafts.	Collaborate with local experts/artisans.		
<b>10) Leadership Team:  Create a trusted leadership team within the association to foster confidence and healthy relationships.</b>	<b>Conduct leadership training sessions and team-building activities.</b>	Identify and select individuals for the leadership team.	Conduct leadership training and team-building activities.	Ongoing team-building activities.	Monitor team dynamics, encourage open communication, and provide ongoing leadership support.
<b>11) Infrastructure Maintenance:  Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.</b>	Secure funding for necessary repairs.  Build Outside Shower facility on the Eastern Side of the Hostel.	Assess the need for building additional outside shower facility on the Eastern side.  Consider Regulatory Approvals, Site Assessment, Community Input/Awareness, Budgetary Planning, Environment Impact.  Secure funding for repairs.	Secure funding for repairs.  Consider Regulatory Approvals, Site Assessment, Community Input/Awareness, Budgetary Planning, Environment Impact, Construction Timeline, Utility Connection.	Secure funding for repairs.  Build additional outside shower facility on the Eastern side.  Minimize potential challenges during the construction of outside toilets on the Eastern side of the hostel.	Secure funding for repairs.  Build additional outside shower facility on the Eastern side.  Assess and evaluate the outside shower facility



### IMPLEMENTATION TIMELINE 2028

*Note: The timeline is a general guide and should be adapted based on organizational capacity, unforeseen circumstances, and external factors.*

KEY OBJECTIVES 2028	STRATEGIES	YEAR 2028 January – March Q1	YEAR 2028 April – June Q2	YEAR 2028 July – September Q3	YEAR 2028 October – December Q4
2) Law Adherence:  Encourage all to live by and respect laws and regulations of the country	Conduct awareness campaigns on national laws and regulations		Legal Workshop Planning Identify Legal Experts		Conduct First Legal Workshop Evaluate Workshop Effectiveness.
3) Government Relations:  Foster respectful communication with the government, local authorities, NGOs, and individuals for the benefit of Aitutaki people.	Establish a dedicated committee for government relations.	Schedule meetings. Establish collaborative Initiatives for the benefit of Aitutaki people.	Quarterly meetings with government officials.	Maintain regular communication channels.	Review and enhance communication strategies to maintain positive relationships.
5) Clear Communication:  Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.	Launch a community newsletter and establish an online communication platform.	Regular monthly online community platform newsletter.	Regular updating and maintain the community newsletter.	Monitor and enhance communication channels for transparency and openness.	
6) Youth Uplifting:  Uplift and elevate youth in education, sports, trade, culture,	Initiate mentorship programs and sponsor youth development activities.	Develop comprehensive youth upliftment programme in education, sports, trades, culture, religion.	Launch initiatives and partnerships to support youth development.	Launch success story campaign: August	Evaluate the impact and make adjustment for sustained success.

<b>and religion for a meaningful future.</b>					
<b>9) Cultural Preservation:</b>  <b>Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.</b>	<b>Host regular cultural events and workshops.</b>	Develop initiatives to promote and preserve cultural identity, language, values, arts and crafts.	Organise cultural events and educational programmes. Collaborate with local experts/artisans.	Implement sustainable practices for ongoing cultural preservation.	Implement sustainable practices for ongoing cultural preservation.
<b>11) Infrastructure Maintenance:</b>  <b>Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.</b>	Secure funding for necessary repairs.  Refit the kitchen facilities  Re-Paint the Hostel exterior and interior.	Conduct a detailed cost analysis for all necessary repairs. Identify potential funding sources, including grants, donations, and community fundraisings.	Secure funding for repairs. Work with contractors to design and build a kitchen layout that optimize workflow and efficiency.	Secure funding for repairs.  Re-paint the hostel exterior and interior.	Secure funding for repairs.  Completion of projects.  Assess and evaluate projects.

## Monitoring and Evaluation

The Monitoring and Evaluation (M&E) plan is designed to ensure the effective implementation of the strategic plan for the Aitutaki People's Association. This plan focuses on tracking progress against goals and objectives, obtaining feedback, and making timely adjustments to enhance the impact of initiatives. This Monitoring and Evaluation plan outlines specific Key Performance Indicators (KPI) and tactics with clear responsible parties, and resource requirements for each objective, ensuring a focused and organized approach to achieving the goals of the Aitutaki People's Association.

KEY OBJECTIVES 2024 - 2028	Key Performance Indicators (KPI)	Metric (how is it calculated?)	Target	Tactics	Responsible Parties	Resource Requirements
1) <b>Christian Principles and Values:</b> Promote the teaching and training of Christian principles, values, care, and support for children and the community.	KPI 1: Number of community workshops conducted on Christian principles and values.	Count of workshops organized.	Conduct at least one workshop per 6 months.	Collaborate with local churches, schedule monthly workshops, involve community leaders.	APA EC, Community leaders, church representatives.	Venue, materials for workshops, collaboration with churches.
	KPI 2: Participation in Christian education programs.	Number of individuals attending education programs.	Achieve a 20% increase in attendance annually.			
2) <b>Law Adherence:</b> Encourage all to live by and respect laws and regulations of the country	KPI 1: Awareness level of community members regarding national laws.	Conduct surveys to measure awareness.	Achieve a 15% increase in awareness annually.	Distribute informational pamphlets, organize Vaka meetings.	APA Executive Committee, Community leaders, local authorities.	Printing of pamphlets, venue for Vaka meetings.
	KPI 2: Number of community members actively engaging in law-related events.	Attendance at law-related events.	Increase participation by 10% each quarter.			

<b>3) Government Relations: Foster respectful communication with the government, local authorities, NGOs, and individuals for the benefit of Aitutaki people.</b>	KPI 1: Frequency of meetings with government officials and local authorities.	Number of meetings conducted.	Hold yearly meeting with government officials.	Schedule regular meetings with government officials, participate in community forums.	APA Executive Committee, Community leaders, local authorities.	Meeting venue, communication materials.
	KPI 2: Positive feedback from government and local authorities.	Surveys or feedback forms.	Achieve an 80% or higher positive feedback rate.			
<b>4) Diversity and Inclusion: Promote respect and embrace diversity in religion, age, ethnicity, sex, status, and condition.</b>	KPI 1: Number of cultural exchange events organized.	Surveys measuring perception of diversity.	Conduct at least one event per year.	Coordinate with different community groups, plan cultural festivals.	APA Executive Committee, Cultural Sub-committee,	Venue, coordination efforts, cultural materials.
	KPI 2: Diversity awareness level within the community.	Analyze engagement on communication platforms.	Achieve a 10% increase in awareness annually.			
<b>5) Clear Communication: Encourage open and clear communication among Aitutakians living in Rarotonga and abroad.</b>	KPI 1: Frequency and effectiveness of communication channels.	Analyze engagement on communication platforms.	Increase engagement by 15% each quarter.	Assign a communication team, set up a website, and distribute newsletters.	APA Executive Committee	Website development, newsletter production.
	KPI 2: Feedback on the clarity of communication.	Surveys on perceived clarity.	Achieve a 90% or higher satisfaction rate.			
<b>6) Youth Uplifting: Uplift and elevate youth in education, sports, trade, culture, and religion for a meaningful future.</b>	KPI 1: Number of youth participating in educational programs.	Attendance records of youth programs.	Increase participation by 20% annually	Recruit mentors, collaborate with schools, sponsor sports and cultural events.	Culture Sub-committee (culture) Sports Sub-committee (sports) APA Executive Committee –	Funding for events, mentor recruitment efforts.
	KPI 2: Achievements of youth in education, sports, and culture.	Track accomplishments and awards.	Celebrate at least three notable achievements annually.			

					(Youth Program)	
<b>7) Violence Elimination: Work towards eliminating community violence, domestic violence, abusive language, and any form of violent activity.</b>	KPI 1: Reduction in reported violent incidents.	Incident reports and police records.	Achieve a 15% reduction in violent incidents annually.	Workshops, posters, and community discussions.	APA Executive Committee (Anti-violence), community leaders.	Workshop materials, awareness posters.
	KPI 2: Community perception of safety.	Surveys on safety perceptions.	Achieve an 85% or higher feeling of safety.			
<b>8) Counseling and Support: Provide a secure and safe environment for counseling on family, marriage, relationships, self-confidence, budgeting, legal matters, and other concerns.</b>	KPI 1: Number of individuals seeking counseling services.	Client records.	Increase the number of clients by 10% each quarter.	Recruit counselors, organize training programs, promote awareness.	APA Executive Committee, (Counseling team)	Funding for the center, counselor recruitment.
	KPI 2: Client satisfaction with counseling services.	Client feedback surveys.	Achieve a 90% or higher satisfaction rate.			
<b>9) Cultural Preservation: Promote and preserve cultural identity, traditional principles, language, values, arts, and crafts.</b>	KPI 1: Number of cultural preservation workshops conducted.	Count of workshops organized.	Conduct at least one workshop every six months.	Identify potential leaders, organize training workshops.	Culture Sub-committee.	Training materials, team-building events.
	KPI 2: Participation in cultural events.	Attendance at cultural events	Increase attendance by 15% annually.			
<b>10) Leadership Team: Create a trusted leadership team within the association to foster confidence and healthy relationships.</b>	KPI 1: Effectiveness of leadership team in fostering confidence.	Surveys on confidence in leadership.	Achieve an 80% or higher confidence rating.	Identify potential leaders, organize training workshops.	APA Executive Committee	Training materials, team-building events.
	KPI 2: Team cohesion within the leadership.	Team-building assessments.	Conduct team-building activities every three-years with positive feedback.			

<b>11) Infrastructure Maintenance:</b>  <b>Promote the repair and maintenance of the Aitutaki Hostel to ensure a functional and welcoming space for the community.</b>  <b>(refer: Maintenance Plan)</b>	<b>KPI 1: Maintenance Needs Assessment</b>	Percentage of the hostel maintenance needs assessment completed.	Complete 100% of identified maintenance tasks within specified timeline.	Conduct a comprehensive hostel maintenance needs. Develop a fundraising campaign for repairs. Establish a maintenance team for ongoing upkeep.	Hostel sub-committee	Funding for the maintenance needs assessment.  Materials for the fundraising campaign.  Support for the establishment and operation of the Hostel subcommittee maintenance team.
	<b>KPI 2: Fundraising Campaign.</b>  Amount of funds raised for hostel repairs.	Amount of funds raised for hostel repairs.	Initiate and secure at least 50% of the fundraising goal within the specified timeline.			

### Budget and Resources Plan

KEY OBJECTIVES 2024 - 2028	NON-FINANCIAL RESOURCES	FINANCIAL RESOURCES	BUDGET (\$) (estimated)
1) <b>Christian Principles and Values:</b>	Volunteer hours for organizing and facilitating workshops.	Workshop materials	\$2000 per quarter.
		Guest speakers or educators:	\$500 per workshop.
2) <b>Law Adherence:</b>	Community volunteers for event coordination.	Awareness campaign materials.	\$3000 per quarter.
		Town hall meeting venue and logistics	\$1500 per event
3) <b>Government Relations:</b>	Time commitment from association leaders and committee members.	Travel expenses for meetings.	\$250 per quarter.
		Communication materials.	\$100 per quarter
4) <b>Diversity and Inclusion:</b>	Collaboration with local community groups.	Cultural exchange event expenses	\$2,000 per event.
		Marketing materials	\$1500 per quarter.
5) <b>Clear Communication:</b>	Time and expertise from communication team members.	Website development and maintenance.	\$2,000 per year.
		Newsletter production.	\$150 per quarter.
6) <b>Youth Uplifting:</b>	Mentorship time commitment from volunteers.	Educational program funding.	\$2,000 per year.
		Sports and cultural event sponsorship	\$3,000 per event.
7) <b>Violence Elimination:</b>	In-kind support from local professionals for workshops.	Anti-violence campaign materials	\$500 per quarter
		Workshops and training sessions	\$3,000 per event
8) <b>Counseling and Support:</b>	Volunteer hours for administrative support.	Counseling center setup	\$5,000 one-time cost
		Professional counseling services	\$2000 per quarter

<b>9) Cultural Preservation:</b>	Time and commitment from experienced leaders.	Workshop materials and cultural artefacts preservation	\$4,000 per quarter
		Team-building activities	\$1000 per event
<b>10) Leadership Team:</b>	Time and commitment from experienced leaders.	Leadership training workshops	\$4,000 per quarter
		Team-building activities	\$1000 per event
<b>11) Infrastructure Maintenance:</b>	Collaboration with contractors and professionals. Engage community and volunteers for support.	Maintenance Needs Projects	\$1 million all infrastructure projects
		Fundraising campaign	\$150 per quarter

#### **Contingency Fund:**

- Reserve fund for unforeseen expenses: 10% of the total budget.

#### **Total Annual Budget:** \$1,038,650 (excluding contingency fund)

This budget and resources plan provides a breakdown of both financial and non-financial requirements for each key objective, ensuring that the strategic plan is adequately supported and implemented effectively. Adjustments can be made based on the specific needs and priorities of the Aitutaki People's Association.

#### **REVIEW AND UPDATE PROCESS**

- Strategic Plan will be reviewed and updated every three years.
- Ensure flexibility to adapt to changing circumstances.



Endorsed by:

Name: RURUTAURA TEOPU TAUTA

Aitutaki Peoples Association Incorporation President

Signature: *Rurutaupu*



Date: *6/9/24*