

# **MOEAKIGA O MALEFATUGA III**



## **FUNAFUTI ISLAND STRATEGIC PLAN**

**2021-2024**

**Vision**

*“An idyllic island and a desirable place of residence, where one finds happiness, good health, peace and prosperity, inhabited by a community with high resilience to crises and changes.*

**Mission**

*“Pooling resources and expertise of the Funafuti people for the sustainable development of a prosperous and peaceful community in the spirit of unity and good will”*

Explanation of picture in cover page.

The Picture was taken in the early 1970s on the main road leading to the Commissioners residence (where the Government building is currently situated) in vaiaku. Funafuti children holding each other depicts their onward journey in the spirit of goodwill, unity and togetherness. The road as white as snow, is smooth and straight makes the journey easy.

MOM III has laid down the strategic priorities to pave a straight and smooth path to facilitate our implementation journey. To achieve our vision and mission, We must hold hands and journey together in the spirit of goodwill and unity.



**GOVERNMENT OF TUVALU**

**MINISTRY OF LOCAL GOVERNMENT & AGRICULTURE**

Acknowledging with deep gratitude the Government’s continuing financial support that would help fund the implementation of MoMIII. Fakafetai also to the Department of Local Government for its ongoing support to the Funafuti Falekaupule and Kaupule.

Map of Funafuti



Foreword



It is my great pleasure to present the Funafuti Island Strategic Plan 2021-2024 to the Kaupule and people of Funafuti with honour and gratitude. The experts involved in the formulation of this plan, were all the members of the Funafuti community, including the Heads of Clans, women, men and youths. The Ministry of Local Government and Agriculture also provided advisors, including the Ministry's Chief Executive Officer who opened the four-day convention to create this Strategic Plan. The convention attendees actively participated in the discussions, both in the plenary and focussed group sessions, stating what they would like to see reflected in their Strategic Plan for the next few years. I am, therefore, very pleased to establish that this Strategic Plan is truly and totally owned by the people of Funafuti.

Most of the island's development objectives are all in this Strategic Plan. Some of them are major development objectives carried over from the previous Funafuti Island Strategic Plan, which lapsed in 2020. Amongst them are the land reclamation undertaking with the intention of expanding the main settlement on Fogafale which is a TCAP-coordinated project, piggery development, the COVID 19 settlement on Funafala islet, the commercial crop garden on Funafala and other small but essential developments. This Strategic Plan is taking a step towards creating new retail and commercial markets such as pearl farming, then there is land reclamation at the Funafala islet lagoon, coastal protection, and so forth.

I wish to take this opportunity to express my deepest gratitude to the Kaupule for coordinating and facilitating the whole process of putting together this Strategic Plan, especially to the Strategic Plan Committee. I am also grateful to the Women of Tausoa Lima, Alapi and Senala, as well as to the men of the Masaua for their contribution towards the formulation of this Strategic Plan, by way of providing timely meals and refreshments throughout the convention. Finally, I wish to convey my deepest gratitude to the Government of Tuvalu for the financial support that made this convention possible.

Siliga Kofe

Funafuti Falekaupule

### Statement by the President of the Kaupule



I join the members of the Kaupule, the traditional leaders in the Falekaupule, and the men and women of Funafuti in celebrating the embodiment of the Funafuti Island Strategic Plan for the next four years, 2021-2024, the Moeakiga o Malefatuga III (MoMIII). We created this Plan together in the spirit of unity with confidence that we can further improve the quality of life of the Funafuti people. This can only be achieved through justice, non-discrimination, good governance, as well as sustainable economic development and creating job opportunities. All these things must be carried out in the spirit of respect for others and self-determination.

MoM III was built on the conceptions and needs of the men and women of Funafuti. Therefore, this plan is ours. So let us work together in pushing forward to achieve the goals we planted therein.

Now that our plan is finalized, I humbly ask each and every one of us not to consider ourselves as passengers but as workers striving towards achieving the goals we have put in place.

Moeakiga o Malefatuga II ended in 2020, amidst anxiety and uncertainty over COVID 19, which caused many unforeseeable problems. It was also a year that gave us an opportunity to make better plans towards strengthening our resilience to better respond to economic, climate and health crises.

It is envisaged that COVID 19 will continue to impact our progress in the years to come. Therefore, we need to be prepared. I am thus, pleased to see that this plan emphasises ways and means of strengthening our resilience to this pandemic. I am most grateful to the Government for its continued financial assistance which will go towards funding the implementation of this plan.

We saw the inability of the Funafuti community to cope with the effects of COVID 19. How the Kaupule and Falekaupule were unable to produce the required funds to ensure the security of our people when they needed it most. It is a very important, well learned lesson. One that motivated the Falekaupule and Kaupule to give top priority to the initiative to establish a contingency fund for disaster response and post-disaster rehabilitation.

We shall continue with efforts to improve the quality of education for our children and wellbeing of all our people.

Enhancing the wellbeing of everyone, however, does not necessarily mean that we continue to rely entirely on Government grants. It is high time we, the people of Funafuti, do away with the mindset that all our needs can only be successfully met by the Government. We need to work together with Government to develop our capacity and resources, to enhance our ability to help ourselves, and by doing so diminish our dependency on Government.

A lesson from Genesis 45: 24 as Joseph counsels his brothers who were preparing to return to Canan. He said, **“See that ye fall not out by the way.”** As we journey through the next four years, we need to be mindful of the fact that conflicts may arise from varying opinions on the

best way to implement our plan. But we can easily resolve these issues by falling back on our traditional values of mutual respect and consensus.

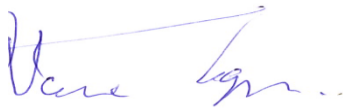
Besides striving to attain our objectives, we need to closely monitor and evaluate our progress. To this end, there is a need for public feedback, the Government's opinion and that of our stakeholders in the civil society and non-governmental organizations. These comments and criticisms will help guide the way forward for this plan.

The realization of this plan relies solely on each and everyone of us and our willingness to share our talents, skills and knowledge to further improve the quality of life of every, man, women, youth and child in our community – all because we are proud to be part of this community and our cultural heritage.

On behalf of the Kaupule and the Falekaupule, I convey our 'fakafetai lasi' to the men and women of Funafuti, Tama Fenua (a network of volunteer technical advisors to the Falekaupule comprising Funafuti islanders) and officials of the Department of Home Affairs for working together in the formulation of this plan. I also extend our deep gratitude to the MoM III Committee for the great undertaking it has mastered in putting together this plan.

I believe that if we join hands, strive and march forward in unity to achieve our goals, we can certainly turn Funafuti into a place where people want to live in because it is where they find happiness, good health, peace and prosperity.

May God bless Funafuti and all its aspirations.



Semi Vine

PULE KAUPULE



**STRATEGIC AREA 1: GOOD GOVERNANCE CULTURE & TRADITIONS**

**GOAL: Reinvigorate traditional customs and values through regular awareness raising in public and family settings, legislate Funafuti cultural heritage, strengthen governing bodies, and promote gender sensitivity.**



**1.1 Introduction: Falekaupule/Kaupule.**

A major objective of this strategic area is to review governance practice in the community and to empower the governing bodies therein. These governing bodies comprise of the Falekaupule, Kaupule, Te Malosiga (male and female active community members between 18 to 49 years of age), Lototasi Fafine Funafuti



(membership of 500 plus and is open to all Funafuti women above the age of 17 by birth or marriage residing in the community or abroad and any other women residing permanently on Funafuti), Te Masaua (an all male association with membership below the age of 50 who carry out most manual labour on voluntary basis for the Falekaupule) and the Funafuti Youth Association (an affiliation of the Tuvalu Congregation of Christian Churches, of which nearly 90 percent of the country’s population are members).

In the previous strategic plan, Moeakiga o Malefatuga II, eleven (11) outputs were listed under the governance strategic area to appraise, regulate and strengthen the above governing bodies. Of the eleven, seven (7) were delivered. The four (4) undelivered outputs are mainly to do with legislative

reviews and induction of new Kaupule members.

Given the importance of the above undelivered outputs in ensuring all governance bodies are functioning effectively and efficiently, all four outputs have been integrated into the current strategic plan. In addition, it was agreed that Gender, the Funafuti cultural heritage be incorporated into this strategic area as they are all interconnected.

**1.1.1 Recruitment of a Lawyer**

The review of the governance strategic area in MoMII confirmed the need to recruit a consultant qualified in legal affairs (lawyer) to implement undelivered outputs brought over from MoMII, as the reason they were not delivered was that no one with the capacity to do so was available at the time. The Terms of Reference for the said consultant would include but not restricted to the review of the Constitution of Funafuti; review of the community’s bylaws that are long overdue for review; carry out consultations with members of the above governing bodies to discuss their obligations as stipulated in the nation’s laws and the bylaws; induct new members of the Kaupule; and run refresher training for the Falekaupule and Kaupule on the Falekaupule Act and the Leadership Code. The Kaupule is to approach the Government to discuss the possibility of funding for this initiative and if needs be, the Falekaupule is prepared to contribute towards meeting these costs.

Furthermore, the community expressed its preference of having a Funafuti islander to run these consultations, because according to them, whoever is recruited needs to be well versed in and one who practises the traditional customs and values of Funafuti.

### 1.2 Gender

This is a new section, incorporated with the view that it concerns each and every individual in the community, men, women, youths and children. It is about looking into the wellbeing of each person to ensure a happy, secure and prosperous community. It is about promoting the spirit of humanity, where people voluntarily help each other out with special consideration given to the less fortunate and most vulnerable members of the community.



It is about choices and opportunities regardless of your gender.

Gender sensitivity promotes non-discriminatory and non-violent behaviour, thereby greatly increasing the odds of everyone in the community living together in peace and harmony which are states we aspire to in our vision.

#### 1.2.1 Recruitment of a Counsellor

A counsellor is to be recruited to work with troubled families and couples to nurture positive change and development. He/She is also expected to identify ways and means of

improving the quality of life of his/her clients and the most vulnerable members of the community. The counsellor is to be housed within the Kaupule office until an appropriate office space for her/him is ready.

### 1.3 The Funafuti identity

Efforts to maintain traditional customs and values that set aside a Funafuti islander from the rest of the country's population is a challenge given the community's current life style. The numerous kinds of entertainments available on so many platforms are taking up the bulk of the children and youths' time and interest there is hardly any left for traditional customs and values as well as the unique arts and crafts of Funafuti. This section highlights the community's concern over the eroding or disappearing Funafuti identity and the fear of losing it completely. There is a great need to revive interest in and practise of our traditional customs and values.

#### 1.3.1 Funafuti Cultural Centre

To help alleviate concerns over the eroding Funafuti identity, a cultural centre will be established where young members of the community can go to learn about our traditional customs, values and arts & crafts. The Funafuti Cultural Centre will be open to all interested members of the community.

#### 1.3.2 Teachers in Cultural Studies

There were several attempts to start the cultural centre initiative, in the past years, but they all failed because no volunteers came forward to share their skills and knowledge. The Kaupule is now providing remuneration for all who are willing to share their traditional skills and knowledge in the Funafuti Cultural Centre.

#### 1.3.3 Documentation of Funafuti folklore and arts & craft

The main objective of this section is to ensure accurate documentation of Funafuti folklore, along with its arts and crafts. Most of Funafuti's folklore are passed through



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generations by word of mouth. It is, therefore, crucial to have these traditional customs, values, skills and stories on record; readily available and accessible to children and youths and the community at large. Office equipment such as a computer and photocopier as well as office furniture (table and chairs) and stationaries are needed to ensure success of this initiative. Extra desks and tables are also needed for the classroom.



Records under this initiative will be taken during class periods and bound together into a book, copies of which will be kept in the Funafuti Cultural Centre for its students and visiting members of the public.



**STRATEGIC AREA 2: CLIMATE CHANGE, THE ENVIRONMENT AND DISASTER RISK REDUCTION.**

**GOAL: To protect the environment even as we diligently work towards strengthening our resilience to climate-related disasters and crises.**



**2.1 Funafuti Geography and Demography**

Funafuti Island is one of the most vulnerable islands in Tuvalu to the impact of climate change and climate related disasters due to its environment, social and economic setting. Funafuti is the capital of Tuvalu, an atoll made up of 32 islets with a total land area of 2.4 sq.km. Fogafale, the main settlement, is 12 km long with width varying between 10 and 400 meters. This small strip of land is home to more than 5,000 people (about half the country’s total population) bringing its population density to 2,500 people per sq.km.

Consequently this accelerated growth of population on Funafuti is putting enormous pressure on natural resources, thus creating unsustainable and unhealthy living conditions on Funafuti. The demand on resources from a growing population is increasingly unmanageable, causing environmental degradation and over-harvesting of natural resources.

**2.1.1 Climate Change**

Additionally, the changes in climate (altered rainfall patterns, rising temperatures, more frequent and severe cyclones and droughts) have exacerbated the degradation of ecosystems, biodiversity and water resources. Some of the key climate change impacts that are evident to date include coastal erosion and loss of land; salt water intrusion into groundwater resources; soil and cultivation areas; inundation; more frequent and severe droughts; more frequent

storm surges; and coral bleaching. For instance, the increase in temperature leads to thermal expansion causing the rise of sea level. Furthermore, the variation of sea surface temperature has caused coral bleaching. Changes in sea level have inundated our agricultural lands and contaminated our freshwater lens. Farmers of Funafuti are currently facing difficulty in planting their crops in particular pulaka (*Cyrtosperma merkusii*), a traditional root crop, and talo due to increased salinization in pulaka pits.

**2.2 Funafuti and Disaster Risk Reduction**

Following the devastating experience of the people of Funafuti from Hurricane Bebe in 1972, during which time the island was completely flattened by fierce winds, continuous heavy rain and alarming waves from both the lagoon and ocean side, the people of Funafuti have since stayed alert during the cyclone season every year.



Funafuti airport after Hurricane Bebe 1972

The Falekaupule sees the dire need to establish a dedicated Island Disaster Committee (IDC) for Funafuti. This was

formally stipulated in MoM II. All the islands of Tuvalu, except for Funafuti, have IDCs because the National Disaster Management Act demands so. An explanation for this arrangement is that the Funafuti Kaupule sits on the National Disaster Committee, which is the body that coordinates and oversees all national disaster preparedness, response and mitigation work so there is no need for the Funafuti community to have an IDC. However, this arrangement does not work well for the people of Funafuti because there is no established link to the community and the failure of the current arrangement was accentuated by COVID19. At the onset of the pandemic, the Government gave grants of equal proportion to each of the island communities to help their preparedness and response efforts. A mass evacuation of families with elderly, children and other vulnerable people residing in the capital took place, relocating thousands of people back to their respective home islands, except for the Funafuti islanders who were already on their home island, the majority of whom reside in the main settlement on Fongafale where the Government headquarters sits and where the country's only ports of entry (airport and marine port) are situated. The Funafuti community, struggled because the Government grant, put together with all the community's collective resources could not even meet half of what was needed to quickly set up a safe relocation settlement with adequate and appropriate shelter, with access to health, education, electricity and other basic services. The people of Funafuti cannot ignore this wake up call. Disaster preparedness work, be it climate, health or economic related, must be carried out all year round and the best people for the job are members of the community who will also be directly responsible for deploying and coordinating the support needed by the people during times of disaster/crisis.

## 2.3 Initiatives to build resilience and reduce disaster risks.

### 2.3.1 Initiatives to protect coastal areas

The shoreline along the coast of Funafuti is under serious threat from coastal erosion and storm surges. The first initiative to protect coastal areas in Fongafale (the main settlement) was a pilot coastal protection measure known as Gravel Beach Nourishment. This initiative was funded by the Government of Japan, and was constructed along a 180m stretch of coastline at Senala village. The initiative was successful in providing shelter to the immediate coastline, and nearby infrastructures. It is recommended that maintenance of the gravel beach nourishment continues, so as to ensure effectiveness of the measure.

The second initiative was the land reclamation project at Vaiaku area. The project dredged about 200,000 m<sup>3</sup> of spoils that stretched across 180m. The project provided protection to the coastline and major existing infrastructures (including the Government main office building) within 10 - 30m from the sea.

Based upon this successful land reclamation project, the Government of Tuvalu has secured climate change funding from the Green Climate Fund (GCF) for a similar coastal protection project to reclaim land in Funafuti and the country's northern-most islands of Nanumaga and Nanumea. The land reclamation project in Funafuti is expected to start in late 2021. The initiative aims at providing protection to the shoreline of the main settlement in Fongafale and nearby settlements and infrastructures (one of which is the Funafuti Community Meeting Hall).

### 2.3.2 Initiatives to enhance water security

The increasing population trend in Funafuti mirrors the rising demand for clean water. Dependent mainly on rainfall as the main source of water, the need to collect and store



enough water for residents in the main settlement are significant. The secondary source of drinkable water is from desalination plants, where seawater undergoes reverse osmosis process to produce water. It is also the initial source of water rationed out during times of drought.

In 2019, the government built 2 major water reservoirs at the Queen Elizabeth II Park. These new water cisterns serve as water reserve for the public, including the Funafuti community, during times of drought. These reservoirs are open for public use every day, except for times of drought. The majority of families in Funafuti collect drinking water from these reservoirs on a daily basis because they have UV filtered water machines installed in the plant. During droughts, however, everyone has to either buy safe drinking water from small businesses (not affordable for many) or boil water (adding to cooking fuel cost).

Also during droughts when water rationing begins, those who need to refill their water tanks must pay a fee (affordable to some but not to households with low income). The average waiting time for household water tank refill, for most of us mere members of the public, is three weeks if you are lucky. From the beginning of 2021 to the time of writing, Funafuti has experienced three droughts.

The Kaupule is obligated to investigate into this long waiting period and to devise ways to resolve this issue for members of the community.

The Funafuti community, like all the communities in the outer islands, has substantial but still insufficient water reserve of its own. Three(3) of the communal water cisterns are located alongside the community's church building and one is situated beneath the community meeting hall. This reserve is managed by the Kaupule.

As part of the Funafuti COVID19 Relocation initiative, the Falekaupule approved the provision of 10,000L tanks for each of the community's Matai (head of clan). This is to ensure sufficient safe and clean supply of water for members of the community relocating under the programme.

In addition, since 2020, the Kaupule started investing in the importation and sale of plastic water tanks from Fiji, to allow residents easy access to adequate clean water storage. This investment is on-going.

In light of the rapid population growth in Funafuti, the Government has committed to procuring a larger Reverse Osmosis (desalination) unit to provide secondary water supply to residents on Funafuti. It is expected that this unit will commence operation in 2021.

### 2.3.3 Initiatives to enhance food security

The COVID19 relocation initiative has strengthened the commitment of local farmers to grow their own crops and vegetables. The Agriculture Department recently provided technical support in setting up a garden in Funafala islet (Funafuti's southern-most and biggest islet where the main COVID19 relocation settlement is under construction) The Tuvalu Live and Learn Organization is also supporting farmers in Funafala to plant their own crops and vegetables. In addition, farmers on the islets of Funafala and Paelise are gratefully benefitting from the support of the Taiwan Technical Mission in Tuvalu.

As a result of the immediate above undertakings, there is a noticeable increase in the participation of farmers from the islets of Funafala and Paelise in the Tau-Maketi (a monthly one-day trade fair coordinated by the Department of Trade to encourage small local businesses exhibit and sell their fresh produces and merchandises).

**2.4 Building resilience in vulnerable sectors.**

**2.4.1 Strengthen coastal zone management**

Coastal areas that are most vulnerable should be given complete protection through appropriate adaptation and security measures. The Kaupule is encouraged to identify, document and closely monitor high fragile areas along the foreshore of the main settlement.



Information and data collected from above activities could be used by the community’s decision makers in the prioritization of the community’s coastal protection projects.

Subsequently, seawalls and reclaimed land projects that have proven to be effective in protecting the coastal areas from erosion and storm surges should be replicated to heighten resilience in coastal areas.

The Funafuti community needs to invest in green and soft protection measures, especially in its islets currently facing severe coastal erosion. Planting of mangroves, vetiver, fetau and gasu could provide shelter to the ecosystem and create ecosystems for biodiversity. These measures have been seen to be successful in Funafala and nearby islets.

Furthermore, stronger bylaws and enforcement measures are needed to effectively regulate the mining of sand and aggregates in the main settlement of Fongafale. In addition, a demarcation of a buffer zone should be regulated to confine construction developments to a certain area that is far enough from the vulnerable coastal areas.

**2.4.2 Improve access to clean and safe water**

Water is a major concern throughout Tuvalu, more so in Funafuti where half the nation’s

population are residing. This section underscores the importance of increasing water storage and improving water catchment to ease the issue of water shortage. Moreover, to ensure that each household has access to adequate clean and safe water.

The Kaupule needs to consult Government on the possibility of tapping into climate change funding opportunities to construct additional water reserves in the main settlement of Fongafale, as well as water reserves in the COVID19 settlement on Funafala islet and in the islets of Papaelise and Fualefeke, where some of the families have already relocated to.

The villagers of Alapi and Senala in the main community settlement of Fongafale need to engage in programs that focus on improving guttering for every household, and also improve plumbing systems. Fixing broken gutters and leaking taps can help capture and save lots of water for individual households.

There is still a need for certain households in the community to access affordable water tanks.

A secondary source of water should be put in place for time of emergency and the Kaupule needs to procure a portable Reverse Osmosis (RO) unit that could be easily mobilized to the islets when needed.

Furthermore, the Kaupule needs to liaise with the Ministry of Health to ensure regular water quality testing for all water storages within the community continues. The installation of UV filtered water machines is critical in ensuring access to clean and safe cooking and drinking water. The Government has installed such a water machine at the Nauti Primary School (the only public primary school on the island with a roll of more than 500 pupils. There is a need to install a similar water filtered machine at the Tausoa Lima Falekaupule



(Community Meeting Hall) to produce clean and safe water for community consumption.

#### 2.4.3 Enhance food security

Climate change and climate-related disasters continue to impact agriculture and food security as a whole in Funafuti. As sea levels rise the inundation of agriculture lands exacerbate, further reducing fertility of the land. In addition the intrusion of saltwater through the porous soil of the atoll has posed difficulty for crops to grow well in traditional agricultural pits.

In light of the above, the Kaupule is tasked to explore avenues to enable the construction of concrete structures, similar to those used by farmers in Nanumaga Island (one of the country's northern outer islands), to grow pulaka (a traditional taro-like root crop) and other climate resilient crops. The concrete floor and sides of the said structure prevent saltwater from disturbing the composed soil within, guaranteeing a garden free from saltwater intrusion. This is crucial for pulaka gardens as this traditional crop is carefully nurtured for years before it is harvested. Such a concrete structure should be built for the students of the Funafuti Cultural Centre, studying the art of growing pulaka (see sections 1.3.1 to 1.3.3).

Members of the community, women, men, youths and even children, must be encouraged to learn how to use the new raised-gardening techniques advocated by the Department of Agriculture and some of our development partners from abroad. Such as the foodwalls and agricultural tubs used in the demonstration gardens in the Funafuti COVID19 settlement on Funafala islet and Papealise islet. These new skills will certainly strengthen our community's resilience, not only to climate-related disasters, but also to pandemics and economic crises. Moreover, they will help to drastically decrease our dependency on imported food. Not to mention the significant and numerous positive health

aspects brought about by eating fresh local produce.

The Saugavaka Piggery Project is a major undertaking still in the pipeline. With the significant projected benefits of the project, it is important that more time and resources are invested in this development. It is expected that funding could be secured for this initiative by 2021.

#### 2.4.4 Improve access to renewable energy and encourage use of energy efficiency technology

The main aim of this section is to ensure all relocating households have access to adequate renewable energy for their daily operation, and that all of them are using energy efficient technologies (household equipment and appliances, transport, etc), especially in the COVID19 village on Funafala islet, because that is where the community plans to begin its diesel-free campaign as part of its contribution towards national efforts to be operating solely on renewable energy by 2025.

There is an on-going nation-wide project on renewable energy. The project, however, has been focusing on the outer islands in the past several years, and the only members of the Funafuti community who benefitted from this project are the few families who are permanent residents of Funafala islet. Even then, they have only partial access to electricity, i.e. solar lighting and just enough power for a communal refrigerator. As the Funafuti COVID19 relocation programme is in progress, it is important that access to quality, adequate electricity is maintained for each of the households moving to the islets. The procurement and installation of off-grid solar PV units together with reliable batteries is a priority for the Kaupule and all the community's governing bodies.

Another priority under this section is, enhancing the understanding of the community on energy efficiency and

improving their access to efficient energy technology.

Reducing *emission* from motor vehicles is a major challenge in the capital, Funafuti. It is an area the Kaupule needs to collaborate with Government towards identifying suitable measures to reduce emissions from vehicles. One of which could be through legislating the reduction of annual motor vehicle imports.

#### 2.4.5 Reduce disaster risks through the enhancement of community disaster preparedness, response, mitigation and rehabilitation

This section further underscores the need to establish an Island Disaster Committee (IDC) for Funafuti (see section 2.1.1), and the Kaupule is tasked to secure funding and lead the campaign to amend the National Disaster Management Act to allow the establishment of the above Committee. The latter will take on all the established responsibilities of an IDC, along with the lead role in formulating the Funafuti Island Disaster Management Plan; coordinate the establishment of a proper infrastructure essential for the effective coordination of disaster evacuation; and the establishment of a contingency fund (Funafuti Survival Fund) for disaster response and post-disaster rehabilitation.

Having its own IDC will greatly enhance the capacity and ability of the Funafuti community and its key institutional bodies to better prepare for disasters and improve the design of appropriate initiatives to assist people throughout the preparedness, response, mitigation and post-disaster rehabilitation stages.

It is essential that all the governing bodies in the community are adequately equipped to provide the necessary support needed by members of the community in all the above four stages, before, during and after a disaster or crisis.

**TAPULA 3: ECONOMIC DEVELOPMENT**

**GOAL Growth and stability through sound financial management in local government**



**3. Introduction**

Many of the outputs under the economic strategic area in the previous Funafuti Island Strategic Plan 2016-2020,



Moeakiga o Malefatuga II (MoM II) were delivered, but only partially or not up to

the

expectation of the Falekaupule and Kaupule. Numerous unforeseeable circumstances contributed towards this gloomy state. COVID 19 was a major contributing factor, as monies and resources allocated to the development of the community and institutional capacity of the Kaupule were all reallocated towards the community’s preparedness efforts and response to the pandemic.

This strategic area aims at developing the capability of the Falekaupule and Kaupule to set and achieve social and economic goals as planned and to better manage limited financial resources so as to ensure the efficient delivery of appropriate services to the Funafuti community. It also highlights the need for sound financial management practices, safeguarding and improving the economic wellbeing of the Funafuti community.

This is one of the objectives carried over from the previous strategic plan, given its importance in ensuring the successful achievement of MoM III goals.

**3.1 Improving Institutional Capacity**

Further enhancing understanding on all financial aspects and systems of the Falekaupule and Kaupule. It is a major objective under this strategic area to improve skills and knowledge of Kaupule staff in sound financial management practices, safeguarding and developing economic growth and stability in the Falekaupule and Kaupule.

**3.1.1 Improving staff qualification**

There is a lack of quality planning and technical capacity coupled with the lack of qualified staff in financial management and other related fields.

Many of the Kaupule staff have not undergone any formal training on financial administrative matters, despite ongoing discussions to send staff in the finance department for tertiary studies.

Some of the staff members have taken up this opportunity and have even successfully completed their university programmes. On their return to the Kaupule, we have seen noticeable improvement in the quality of financial management, safeguarding and accountability through management reporting.

These qualified staff members have moved on to work for the Government, where they enjoy better pay and working conditions. It is a great loss for us, but on the bright side this move increases the number of Funafuti islanders on the list of senior government officials.

There is urgent need to review the salaries, rewards and terms and conditions of the Kaupule staff.

**3.1.2 Staff development – In-house training**

This subject has been on-going for a long time, but essential. It is crucial to ensure in-house training for staff in the finance department takes place on a regular basis. In the lifetime of MoM II, many in-house training for staff in the finance department were carried out, especially in developing their skills on the use of the Kaupule Financial Information System. They were also reminded of the importance of realizing their obligations under the Falekaupule Act and the Financial Guidelines.

**Target**

- *One (1) in-house training per quarter to improve and update skills and knowledge*
- *Improve awareness on the output targets for the delivery of departmental services*

**3.1.3 Accessibility to tertiary studies**

Access to tertiary studies on scholarship, in Tuvalu or abroad. The Kaupule continues to encourage its staff members to take up part-time studies at the Tuvalu USP Centre and in any other educational institute under Kaupule scholarship. Some of those under this scholarship are still struggling to complete their programmes because of family problems. Staff

members are strongly urged to take up these study opportunities under the governments of Tuvalu, Australia and New Zealand scholarships.

A staff member in the finance department will continue studies at the University of the South Pacific, in 2021.

**Target**

- *Number of staff awarded scholarships during the year*

**3.1.4 Sound financial management practices**

This section aims to enhance the financial management capacity and ability of the Kaupule to ensure development goals of the Kaupule and Falekaupule are duly met on time. The Budget is the tool that reflects the needs of the people and the ways by which funds could be obtained to meet these needs. Each head in the budget was created specifically for their respective reasons. Therefore, monies received ought to be spent according to the purpose it stipulated in the budget... In the event that the need arises to spend monies for a reason other than those specified in the budget, then the Kaupule would need the endorsement of the Falekaupule, before executing this transaction.

It is a fundamental obligation of the department of finance to keep true financial records and ensure all monies are expended for the reasons specified in the budget. It is also important to appoint a Committee comprising of members not involved in the implementation of the budget, to review the budget to see how the money was spent.

**3.2. Financial recording to comply with guidelines**

There are laws and policies in place to guide work on financial recording. This section highlights the importance of accurate financial recording in a timely

manner. The recording of revenues and expenditures of the Kaupule must be done in compliance with the Financial Guidelines.

All monies must be well controlled and safeguarded, allowing no room for corruption and fraud. There must be sufficient internal control within the Kaupule to prevent anyone from gaining any personal benefit from the community's funds.

**Target**

- Auditor General renders an unqualified report
- Monthly and Annual financial reports submitted to DLG and Falekaupule on time
- Number of supplementary budgets submitted in a year
- In compliance with Kaupule Financial Guidelines

**3.3 MoM III in the Budgeting Process**

The initiatives in MoM III need to be reflected in the budget. As stipulated in the Falekaupule Act, it is the responsibility of the Kaupule to prepare the budget for the endorsement of the Falekaupule Assembly, which includes all members of the community (men and women) over the age of 18. Work in preparing the budget is the sole responsibility of the Kaupule, with the assistance of the Budget Committee.

This section underscores the need to involve as many members of the community as possible in the budget process. The normal practice is to send a general invitation over Radio Tuvalu to attend the Falekaupule Assembly. Only a few members of the community, besides the Matai (heads of clans), go to these very important meetings. It is suggested that, apart from the radio announcement, the

Kaupule sends written invitations to each of the community's governing bodies and invite ten (10) of their representatives to the Assembly. The Assembly should also allow time for focused group discussions to ensure full participation of all attendees.

**Target**

*Timely approval of budget by the Falekaupule Assembly*

*More attendees at Falekaupule Assembly and also greater representation*

**3.4 Financial Review Committee – strengthen internal control systems**

The Funafuti people need to make new arrangements to improve the quality of performance and service delivery of the Kaupule, along with all the other governing bodies in the community (see section 1.1). It is high time that we all start working towards making these changes to improve awareness, knowledge and skills across the board in the Kaupule, the Falekaupule and the rest of the community's governing bodies.

It is the duty of the Kaupule and all its staff to manage, control and safeguard all monies under its stewardship, allowing no room for corruption and fraud because these funds are personal assets of the Falekaupule.

There is pressing need to strengthen the Kaupule's internal control system. There is a need to put in place policies to safeguard against fraud and corruption.

An initiative highly prioritized in this section, is the establishment of an independent Committee (membership barred to Kaupule and staff) to review the



internal control systems of the community’s major institutional bodies, to improve efficiency and quality output and to achieve uniformity of performance in the Kaupule and Falekaupule.

**Target**

- *Review Komiti is established in the first quarter of 2021*
- *Improved work performance*

**3.5 Production of an Asset Register**

The Falekaupule and Kaupule own many assets. Some were gifts from the Government and our development partners, and there are some that the Kaupule bought. It is presently difficult to track down how much was spent to purchase these assets, seeing we do not have such records. It is a requirement in the Financial Guidelines that the Kaupule produces a list of all its assets (Asset Register), also an output highlighted in MoM II. But 2020 has come and gone and still this output remains undelivered. This section places the Kaupule Asset Register in the top priority list, reiterating the need for transparency and accountability.

**3.6 Procurement Policy**

There is a need to put in place a procurement policy to safeguard all assets of the Falekaupule and Kaupule and to prevent misuse of these assets.

In these times of advanced media and communications technology, there is an increase in cybercrime fraud or deception (scam) with the main purpose of tricking people out of money, property and inheritance. The Kaupule is a victim of such internet scams, so there is urgent need to develop policies and procedures to safeguard the Kaupule and Falekaupule from such deceptions.

The procurement policy needs to be in place at the earliest possibility, to ensure adequate protection is accorded to the community’s assets in this regard.

**3.7 Project Funding**

Neither the Kaupule nor the Falekaupule has sufficient funds to finance all the initiatives in MoM III, so we rely on Government grants, our traditional donor partners as well as regional and international organizations to provide funding for most of these projects. To access these funds we need to write up project proposals and comply with certain protocols and procedures.

**3.8 Project proposal writing**

The Kaupule staff have limited knowledge and skills on project proposal writing, as a result we do not get to access the extra financial support needed to implement MoM III. There is pressing need to run a workshop on project proposal writing for Kaupule staff to rectify the situation. Kaupule staff are strongly urged to take advantage of the short management courses the Tuvalu USP Centre runs on a regular basis.

In the meantime, the network of volunteer technical advisors to the Funafuti Falekaupule the ‘Tama Fenua’ (an informal group of Funafuti islanders, most of whom work in government and corporations) will assist Kaupule staff to write up required project proposals for MoM III.

**Target**

- *Number of project proposals written*

- *Number of Kaupule staff who underwent training in project proposal writing*

### 3.9 Increase revenues

The objective of this section is to ensure economic growth and stability, so that the people of Funafuti can live happily in peace and security. It is only after we have attained this state of wellbeing that we can prepare and respond with some degree of success to the changes ahead of us.

During the formulation of MoM III, there was vibrant discussion about the need for the Kaupule to increase its revenue. An ongoing issue faced by the Kaupule and Falekaupule in their efforts to successfully achieve its goals, is the lack of financial assets. The issue was also emphasized in the most recent report of the MoM II Committee, which went on to discuss its adverse impact on timely completion of project implementation and quality service delivery.

This section focusses on how best to increase Kaupule income. One of the solutions is to set up a contingency fund to help the community better respond to and recover from crises, instead of continuously relying on Government to provide funding and relief services during such times.

### 3.10 Establishment of a Contingency Fund

COVID 19 fully portrayed our state of vulnerability and unpreparedness as a community, to respond to any crisis (see section 2.2).

There is a need to urgently set up a contingency fund for such trying times.

A plan of action for the establishment of the contingency fund must be immediately drawn up to ensure required documents and actions are ready and carried out on time. Required legal documents must be drawn up to strictly regulate above fund, specifying its purpose, the capital amount, initial contributors and elements to safeguard the fund.

#### Target

- *Plan of Action is ready in the first quarter of 2021*
- *Implementation of Plan of Action in 2<sup>nd</sup> quarter of 2021*

### 3.11 Improve tax collection methods

There is concern over the on-going negligence of the Kaupule in carrying out its tax collection duties, resulting in the low income it has generated over the years. Its annual financial reports show that the Kaupule has yet to achieve any of its target income. There is a need to examine the following:

- Ways and means to improve tax collection;
- Staff capability and availability to carry out the task;
- The budgeting process needs to ensure income target mirrors the finance department's ability to collect tax and licenses.

It is important that those responsible for tax and license collection carry out their duties according to standard operational procedures, and the target income should serve as the benchmark for the tax collector's salary.

Stronger measures need to be taken in penalizing tax evaders. The current practice is that tax evaders and those who neglect to renew their licenses on time are taken to the island court, where they are normally given minimal penalty fines. These fines need to be drastically increased to discourage law breaking in this area.

Given that taxes and license renewals are the Kaupule’s main source of income, it is imperative during the budgeting process, to ensure that the target income aligns with the ability of the Kaupule to collect tax and licenses, keeping in mind that the bigger the target income, the more difficult it would be to attain.

In the past years, the Kaupule target income was \$217,057 in 2018, and \$239,534 in 2019. However, the target income for both years was not met. The total amount of Kaupule revenue from taxes and licenses in 2018 was \$133,621 and \$140,292 in 2019. (Source Kaupule Financial Information system)

The table below shows the target income for the years 2017-2019, along with the actual revenues collected in those periods.

Tupe Maua	KAUPULE FUNAFUTI FAKATAUTAUGA O TUPE MAUA MO TUPE NE TAE TAUSAGA 2017-2019								
	Tupe ne tae 2017			Tupe ne tae 2018			Tupe ne tae 2019		
	Pateti	Tesema	Paleni (mutana) Siliga	Pateti	Tesema	Paleni (mutana) Siliga	Pateti	Tesema	Paleni (mutana) Siliga
1.00 Head 1 - Administration	289,233	263,816	-25,417	379,497	322,501	-56,996	411,117	386,327	41,086
2.00 Head 2 - Finance	155,123	88,119	-67,004	217,057	133,622	-83,436	239,534	140,292	-236,231
3.00 Head 3 - Work & Infrast	41,209	97,044	55,836	154,047	70,273	-83,774	79,700	67,279	-182,282
4.00 Head 4 - Marine & Env	15,209	16,315	1,107	30,831	28,669	-2,162	39,114	29,168	-11,410
5.00 Head 5 - Educ & Sport	9,650	261	-9,389	7,750	8,199	449	4,550	434	-662
6.00 Head 6 - Lands	28,303	27,986	-317	27,816	-1,548	-29,364	27,701	1,780	-4,570
7.00 Head 7 - Health	4,020	1,100	-2,920	2,791	0	-2,791	1,450	0	-1,450
8.00 Head 8 - Capital Budget	548,356	253,510	-294,846	461,972	301,972	-160,000	664,737	295,728	26,000
Total Income	1,091,102	748,151	-342,951	1,281,762	863,689	-418,073	1,467,903	921,008	-369,518

### 3.12 Review Legislation on Kaupule Revenues

Legislated revenues of the Kaupule are taxes and licenses. Business licenses are a major source of income along with head taxes. Legislation in this area need to be

reviewed with the intent of increasing the said revenues.

#### 3.13 Establish a Database.

Here, in the capital, there is evidence of a rapid increase in the number of motor vehicles, residences as well as residents. This section, therefore, underscores the need for the Kaupule to set up a database to keep information on residents, residences, motor vehicles, businesses on the island and all other important data the Kaupule needs to have access to on a daily basis.

This database will not only help the Kaupule with its tax collection and license renewal work, but it would greatly assist the Kaupule make well-informed decisions in its planning process (budget formulation etc.) and report writing.

#### 3.14 Increase job opportunities .

The increasing urban drift is causing many social issues besides contributing towards rising unemployment rates. Many of our community members who have completed higher education are facing difficulties in finding jobs.

Establishing small businesses is an avenue worth exploring in this section. There is an urgent need to create an enabling environment within the community for small businesses to prosper thereby creating more job opportunities income generating activities for the Funafuti islanders.

The Kaupule needs to work towards putting into place business-friendly legislations and regulations to encourage the establishment of businesses in the community, especially businesses that can employ many people such as construction companies.

It is also worth exploring the possibilities of establishing communal commercial undertakings.

This section focusses on three approaches to improve business development and create more job opportunities in the community.

### 3.15 Increase Inter-island trade

More than half the country’s population is residing in the capital, putting much strain on Funafuti’s natural resources and forcing the increased dependency of the community on imported foods, which the Ministry of Health says it as a major contribution to increasing non-communicable diseases – the number one cause of death in the country.

It is therefore, imperative for the Kaupule and Falekaupule to encourage the trade of fresh and processed local produce (pulaka, breadfruit, banana, coconut, fish, toddy, pork, chicken etc.) and even handicrafts and other non-food products between Funafuti entrepreneurs and their counterparts in the outer islands.



A good market infrastructure with appropriate storage facilities and space is needed to ensure the success of this initiative.

It is recommended that such a building is erected on reclaimed land near the Funafuti Island Community Hall (a major

climate-related Government project expected to begin in late 2021 – see section 2.3.1)

### 3.16 Create an enabling environment for business growth

It is paramount for the major institutional bodies in the community to construct an action framework for business growth, taking into consideration the need for feasible studies on the appropriate types of businesses to be established and the capacity and ability of community proprietors to successfully run them.

#### Target

- *Business Action Framework in place*
  - *Income and cash flow*
  - *Vibrant inter-island trade*
  - *Number of business people trading on line*
  - *Capacity and ability of community members on internet use*
  - *Access to business loans*
  - *Number of business-friendly legislations and regulations*
- Number of newly-established businesses*

### 3.17 Introduce e-commerce and e-business

Although Tuvalu is still COVID 19-free, the impact of closed borders has taken its



toll on the small business community in the capital. This section underscores the use of internet technology for business

undertakings – interisland and overseas alike.

The use of e-commerce and e-business by all businesses in Funafuti is strongly recommended as one way of improving business growth in the community.

Besides the use of these new media and communication platforms, there are other ways that have been proven successful in encouraging business growth, but the main point emphasized under this goal is the need for members of the community to actually use these tools in the operation of their businesses. The overall success of this goal, depends largely on a united move towards acknowledging and practicing these positive changes that would bring about economic growth and stability.

This will require intensive public awareness –raising, educating business people and aspiring entrepreneurs on the proper use of these platforms, and ensuring easy access to these business platforms.

**3.18: Improved access to business support services**

Making practicable business plans more accessible to local entrepreneurs for required guidance, is one way of ensuring a vibrant business sector. These plans are also required for businesses to access loans, but many small businesses lack the capacity to write them up.

The plans are made only after in depth studies in the ability of the business owners prove their effective use of e-commerce and e-business apps, given that the ability to nurture and maintain good business relations is an important factor in determining the ability of a business to compete in the market.

It is important to closely monitor progress under this initiative to keep track of the desired results of the difference between the traditional mode of doing business and the proposed one using the internet.



**Key Performance Indicators**

- *Increased income generated*
- *Increased number of people using e-commerce and e-business*
- *Increased knowledge and skills on internet use*
- *Better access to business loans and business support services*

**3.19: Joint ventures with external companies**

Involvement in viable joint ventures with overseas companies is another initiative under this goal. Much ground work, however, such as, feasibility studies, due diligence tests, in depth researches etc., need to be diligently carried out before an external company is invited to compete in the local market. The number of foreign investors and amount of foreign investments in a country or community is often used to measure that community’s economic growth and stability.

**3.20: Strengthen relations between Government, business proprietors and the Kaupule**

The growth and stable wellbeing of the business sector in our community, relies heavily on close collaboration and good relations between the business community, the Kaupule and the Government. It is imperative to keep a free flow of business development information between these three bodies. Face-to-face meetings to discuss areas of concern in the business sector, on a frequent basis, are also very important. Especially as there is a need to establish appropriate national legislation and bylaws to regulate business work carried out on-line.



**STRATEGIC AREA 4: EDUCATION AND SPORTS**

**GOAL: To improve access of young Funafuti islanders to quality education and sports, for bigger and better quality future community contributions.**



**4. Introduction**

In any society, education is the key vehicle in enhancing knowledge and skills needed for that community’s sustainable development. This strategic area focusses on education and sports, with much consideration given to the youths in the community, and the importance of the Funafuti cultural heritage (tangible and intangible).

**4.1 Education**

**4.1.1 Primary School pupils**

Formal education is very important because of the major role it plays in preparing children and adults alike, to cope with life in general. For that reason and many other positive outcomes of



good education, this section seeks to identify ways to ensure every child and youth in the community has access to and makes good use of this opportunity. The main objectives are to increase the number of Funafuti islanders attending and completing the highest possible formal education one is able to attain; and to put an end to school truancy in our community.

Given the significance of the matter at hand and magnitude of work required under this strategic area, a steering committee needs to

be established, at the earliest possibility, to advise and give guidance to its sub-committees and the Kaupule on the best way forward to increasing the number of Funafuti islanders undergoing formal education, and to ending school truancy in the community.

This will require many researches and public feedback.

**Key Performance Indicators**

- Funafuti Island Education Steering Committee is well functioning with comprehensive and well-defined Terms of Reference, in second quarter of 2021.
- Base-line survey on primary school attendance.
- Cut down the number of school truants by 50 percent by 2024.
- Names of all Funafuti children in the age range of compulsory school attendance entered in Kaupule database

**4.1.2 Secondary School Students**

*Increase the number of Funafuti students in Secondary Schools.*

There are many ways to motivate a child to do well in school. This section emphasizes a few of them, with the view of giving the appropriate support to the respective students to pass exams and get to go another step upwards.

An output in this section is to carry out a study on the Funafuti islanders in Secondary School to identify the subjects they need the

most support in and to look into the reasons for these needs (poor teaching methods, lack of required facilities and resources for example labs and text books, lack of motivation, family problems, etc.)

Holding special classes on subjects our students need extra support in, is another way to help our students.

Encouraging students to read books is another way to help our students fully understand the different subjects they are tackling at school, given that all teachings and assignment instructions are in written form. Studies have proven that reading for pleasure can positively influence a student's overall school performance.

One way of honing interest in reading, is to take children on frequent library visits at an early age. Parents are urged to help their children learn to read and hone their interest in reading.

Another way of motivating students to do well in school is to have inter-school quiz competitions. It is the task of the education steering committee to coordinate these periodic events.

An output identified in this section, is setting up an education hub on-line. This will help the Education Steering Committee to identify the support needed by each of our students and to nominate a mentor for each student for the duration of their studies.

**Key Performance Indicators**

- Report of study on educational support services for Funafuti students in Secondary schools.
- Special classes set up according to study results.
- Improved overall performance of Funafuti students in Secondary schools.

- Full participation of Funafuti students in interschool quiz competitions coordinated by the Funafuti Island Education Steering Committee.
- All Funafuti students have registered on to the on-line Funafuti Island Education Hub.

**4.1.3 New school on Funafala Islet**

The number of families currently residing in Funafala (where the COVID 19 relocation settlement is being established) has increased to 17 and is expected to rise much higher judging by the number of residences under construction in the COVID 19 settlement.

The children residing on Funafala are now commuting to Fogafale to attend classes, by open boat, crossing two channels which are difficult to navigate on any given day. School attendance for these children depends on the weather. During bad weather these children spend days away from home as they stay with relatives in Fogafale to attend classes. Some of these children are of pre-school or kindergarten age.

This section underscores the need to build a school for primary and kindergarten pupils on Funafala islet. It also emphasizes the need for better, affordable telecommunication services on the islet to allow children easy access to stable internet connection for their school researches.

**Key Performance Indicators**

- Land for the new school is identified.
- Architecture design of new school building.
- Concept note and project proposal
- Stable internet connectivity on Funafala

## 4.2 Sports

### 4.2.1 Sports field

Since Tuvalu's separation from Kiribati to date, the Funafuti sportsmen and women have not played in a sports field of their own, despite the large number of talented Funafuti soccer and rugby players. Many of whom are disheartened by the bad state of the playing fields. The sport careers of many of our highly talented soccer and rugby players have been cut short by injuries obtained on the unsafe playing fields we are using.

There is a need to build a sports field for the young members of the community and it is recommended that this facility is built on reclaimed land in the land refill project expected to begin later in the year.

### 4.2.2 Renovation of Te Ulupuka Lukiluki Court.

'Te Ulupuka Lukiluki' Court is a very valuable asset the youths of Funafuti worked very hard for over a long period of time, with the assistance of the Funafuti Men's Association, the Masaua. Over the years, the court provided much needed appropriate space for sportsmen and women of the community to promote and practice their skills in volleyball, basketball, tennis, netball, badminton, etc. Moreover, it hosted many national tournaments, bringing in revenue from hire fees. Nowadays, the court is in a very bad state, requiring major repair work that require the urgent attention of all the young people in the community.



### Ulupuka Lukiluki

Given the significant contribution of this facility towards enhancing the quality of life for many community members and other Tuvaluans, this section underscores the importance of restoring Te Ulupuka Lukiluki Court to its former glory. The Masaua is tasked to help the Funafuti Youth Association secure funding for this initiative.

### 4.2.3 Sports gears & equipment

It is common knowledge that for one to be good at a certain sport, he/she needs to spend a significant amount of time practising with the appropriate gears for that particular sport. Our sportsmen and women do not have any collective sports gears and equipment and it is recommended that such gears and equipment are purchased for our sports people, with a view of helping those aspiring to pursue sports careers. We have seen from our neighbouring islands, Fiji, Tonga and Samoa how lucrative these careers can be.

## 4.3 The Funafuti Cultural Heritage

### 4.3.1 Maintaining the Funafuti Cultural Heritage

Traditional customs, values and way of life of the Funafuti people clearly distinguish a Funafuti man and woman from the rest of the Tuvaluans, or in other words identify them as actual members of the Funafuti community. The Funafuti man is easily identified by his manner of speech; the manner he carries himself in public; and his actions in the traditional community meeting hall, as a leader or a supportive member. Nowadays, some of us who were youths not so long ago, reminiscence with sorrow the fast eroding Funafuti identity. Especially when we see only a few youths taking time to support community initiatives, and more importantly, to realize the community's national obligations such as national

cleaning up campaigns, catering for and entertaining the Governments VIP visiting guests, etc.

Regular community gatherings and working together as a community depict a people living in peace and harmony. But nowadays, many people claim their human rights allow



them to do whatever they want to do, thus disregarding the traditional customs and values upon which the personality of our ancestors was built.

This section sees the need for more public awareness-raising on human rights to correct this misconception, often used as the reason for not fulfilling communal obligations. In some instances, human rights are used as an excuse for intentional negligence of communal obligations. Funafuti islanders must be made aware of the fact that “Everyone has duties to the community in which alone the free and full development of his personality is possible” (Universal Declaration of Human Rights Article 29). It is very important for young Funafuti islanders to clearly see the link between human rights and the Funafuti traditional customs and values, in order to prevent them from using the former as an excuse to shirk their community duties (see last para in section 1.1).

There is pressing need to revive our traditional customs and values, with the view of bringing back the spirit of unity and

togetherness to promote peace and harmony within the community. Moreover, Funafuti islanders need to be constantly reminded that it is part of their communal duties to fulfil the national obligations of the Funafuti community.

Given the above discourse, the following outputs are strongly recommended, having taken into consideration the need for a holistic approach:

1. The Falekaupule and Kaupule put in place communal policies to strengthen Funafuti traditional customs and values;
2. Matai must ascertain all members of their respective clans are fully aware and understand above communal policies; and
3. Parents teach their children about the traditional customs and values of Funafuti on a daily basis.

#### 4.3.2 Traditional sports

Continuing the practice of traditional games is one important way to promote the spirit of togetherness and unity. We have lost the knowhow and skills of many of our traditional games because there is no longer anyone around to teach us the rules and required skills. But these are part and partial of the customary practices of our ancestors, so we need to work together to ensure our children continue to practice the traditional games we are able to teach them at this stage.

This section underscores the need to arrange periodic competitions on the games of ‘te ano’, ‘kilikiti’ and other traditional sports.





The previous National Strategic Development Plan, the KAKEEGA III, highlighted concerns over the country’s disappearing traditional customs and values. It emphasized in section 4.15 the importance of continuing to respect and practice the Tuvalu cultural heritage. Its significance is reiterated in the current National Strategic Plan, **TE KETE**, under **SPA 4: Island and Culture Development, section NO.14 Culture and Traditional Knowledge Enhanced.**



This strategic area in MoM III, truly aspires to see a change in the efforts we make towards reviving the Funafuti way of life, because it is strongly believed that by doing so, we would be able to attain happiness, peace and security.



#### 4.5 Undelivered Outputs in MoM 11

The following are undelivered outputs in MoM II deemed proper to be carried over to MoM III:

- To develop a comprehensive action framework for Funafuti islanders in formal education, youths and children living with disabilities, on the education support services, sports, traditional knowledge and practices
- Establish a database of all Funafuti islanders and their relevant details
- Run a programme for mothers to teach their children how to read at home
- The Kaupule to include costs of above outputs in the budget and seek means of increasing this allocation
- Develop a programme on semi-skilled trades for unemployed youths
- Put in place a bylaw to end school truancy
- Build a children’s park
- Procure office equipment and stationeries required to record Funafuti cultural heritage.



**STRATEGIC AREA 5 : HEALTH AND WASTE MANAGEMENT**

**GOAL: To strengthen the importance of services and developments which enhance health**



Source: Health Report 2017

**5.1 Introduction**

The World Health Organization (WHO) defines health as a collective strength of the body, mind which does associate with our social wellbeing and free from ill health. Health in the context of Moeakiga o Malefatuga III, its basic roles are based on these major objectives. First, considering prevention measures from communicable and non-communicable diseases, simultaneously to strengthen community to choose a way of life that enhance health excellence. The Kaupule has made plans to achieve this goal by strengthening the delivery of services and developments which enhance health excellence of people on the Capital Funafuti.

Nonetheless, there are planned activities in the MoM III directly link to the plan of the Ministry of Health on non-communicable diseases (National Strategic NCD Plan 2017 – 2021), but also has parts of it which also link to the National Strategic Plan. The emphasis from the perspectives of the MoM III on the issue of health, requires the Kaupule collaboration, with the support from public entities to enhance healthy life on all residents on Funafuti.

This Strategic Goal is the recognition of the stance of the MoM II, and that:

**YOUR HEALTH IS YOUR OWN CHOICES, THE ROLE OF THE PLAN IS TO SHOW YOU WHAT YOU SHOULD DO.**

**5.1.1 Health Explanation.**

The 2017 report by the Ministry of Health reveals the increasing numbers of people suffered from non-communicable diseases such as diabetes, hypertension, heart diseases, and cancer of all types. Also reported the difficulties of having and purchasing balanced diets that contribute to healthy life. The Kaupule by mobilising its available resources relatively apt in the eradication of these non-communicable and communicable diseases. In 2020, the world experiencing the deadliest pandemic COVID 19. This type of pandemic entail a coalition of efforts of responsible public institutions like the Kaupule and the Ministry of Health by reassuring the public of all protective and preventive measures are well in place while monitoring and evaluation measures continues on the capital. These health duties of the Kaupule anticipate great improvements.

**5.1.2 ACHIVABLE OUTCOMES MoM II.**

On a review on activities achieved under Strategic goal 5 was about 83%. The achieved activities were routine visitations by the health committee to restaurants, stores, residences, shelters on islets, including Amatuku and Mulitefala. Visits to sites identified as breeding sites for mosquitoes and flies. Though there remain unachievable developments.

**5.1.3 Work Plan MoM III.**

The accomplishment of outputs under the MoM III is the responsibility of the health committee of the Kaupule. Therefore, require the engagement of members of our community who have the expertise in the area of medical health to assist in achieving outputs under this goal.

- *The Kaupule health committee routine inspection of public restaurants, stores, all residences on the mainland and on islets.*
- *Health department to assist in conducting public awareness and capacity developments on the diminishing common communicable and non-communicable diseases such as diabetes and hypertension.*
- *Encourage smear program on women abdomen and breast; and household checking on all Funafuti families by Funafuti medics in the main hospital.*



The plan does not limit to the inspection of household, but to also encourage mothers and fathers in the proper preparation of children’s lunch to school and food at home. Home gardening is one vital

elements of balance diets. The enlargement of cooking knowledge using green vegetable which contain nutritious elements should uphold at all levels of community. The plant namely ofega that grow wild is very healthful compare to the cabbage.

The Wellness Centre for elderly people and youth to be achieved within the life of the MoM III. The Centre purposely for body workout to maintain good health for both older ones and young people of Funafuti. At the meantime, the Tausoalima can be used for this body workout program, and once the project is achieved then the permanent Centre has become a health recovery spot.

**2 Toxicities to lands.**

The toxicities to lands resulted from the lack of respectable consciousness in caring for the lands by sorting out their waste, and how to properly collect and dispose. The gradual increasing of the population in an area, also increase the volume of waste. The Kaupule and the department responsible for waste management (DWM) routinely manage proper all refuges. Importantly for all residents on Funafuti to have the know how to keep their homes sanitize in order to make them a better place to live.

**5.2.1 Turn Waste to Manure**

Waste can turn to manure and to pile-stock for home gardening. A large portion of home



refuses that can be used for home gardening

are often taken away to the dumpsite. The main purpose of utilizing these home refuses as manure to enrich our soil for gardening. The fertility of the soil bear forth quality fruits sufficient for quality health. Farming activities contribute much to healthy body.

Ways to properly store waste that can be used for manure other than being thrown away 1) make holes on the ground and dump those waste to rot. 2) The other way is the picture



shown here of a solid brick block with no outlet at its base to trap water to quicken waste to rot.

These systems of producing manure from our waste not only for own gardening but we can market them as income generating activities.

### 5.2.2 Sorting Out and Using Again of Waste

Education is the vital key for civic awareness on the needs and expectations for sanitation and healthy life by managing wisely, sorting out and using again of waste in different ways.



Strengthening of the working relationship between the Kaupule and the department of waste ensuring the importance of sorting out of waste, and knowledge in the reuses of waste that cannot be rotten.

The Waste Management Department made several trials of using solid waste materials such as plastic bottles for furniture like chairs and beds to generate incomes.

Raising public awareness for island communities and individual families on the adverse impacts of waste and possible outbreaks epidemics if we ignore our domestic role by ensuring cleanliness and hygienic of



our homes.

### Target

- *Wider capacity with the public on how to reuse solid waste materials that cannot be rotten as income generating activity*

### 5.2.3 Dumpsite and Sorting Out of Waste.

Important to identify specific site for the disposal of nappies. Each household, kaupule, dumpsites and land space to locate specific land spot for the disposal of nappies.

SWAT to provide waste bins at each side of the Tausoalima for people to sort out their rubbish. A billboard is erected at the site displaying protocol for sorting out. This will capture the public interest of the importance of sorting out and the proper managing of waste.



Erect additional solid base for cabbage bins and public billboards attached providing directions for the use of bins to dispose nappies only.

Identified land spots for nappy bins at the causeway, Fetuvalu, TCS near aggregates,



Tefutu waste site, southern end of the aerodrome. Attaining this output eradicate the habit of throwing nappies all over the places.

Install medium size bins at roadside to avoid littering on public roads.

**5.2.4 Maintaining Cleanliness**

The holistic development of Cleanliness is the key to our entire health. To maintain cleanliness, require monitoring and quarterly inspection on the mainland and on islets.



Elevate level of cleanliness on land and coastlines and strengthen the participation in clean-up campaign on islets of the protected areas.

Neglecting stewardship duties of caring for our natural ecosystem, devastated marine habitats. Marine species accessing to microplastics in our waters is a serious threat to human lives.

**5.2.5 Produce data on Waste.**

Producing data on unmanageable waste on land and sea is vital. Proper accounts of waste



produced from shops and other businesses, office, homes, and hospital. The availability of these data is significant to the formulation of programs and

materials for public awareness on the eradication to the root cause on unmanageable increases of waste.

Maintain a record of homes and those that contempt to the law.

**Target**

- *Produce a database that provides valid record of figures and other important information on waste management.*

**5.2.6 A byelaw on Waste Management.**

Create a byelaw on waste management to prevent the adverse impacts of waste that can become hazardous to the life of our community.

The purpose of the byelaw is to restrict dumping waste on landowners' lands other than the land sites legally identified. The legitimate of such byelaw certainly eradicate breeding site for mosquitoes and flies.

**5.2.7 Lands for waste disposal.**

The scarcity of land space for waste disposal is a real problem. Proper consultations and collective views from Matais and responsible institutions on this proposed concepts as:



- 1) To conduct a feasibility studies on the possibility to create new lands to the lagoon side for waste disposal. Proper EIA on the proposed site ensuring the prevention of the marine environment from being impacts. This concept in corresponding to the Kiribati project on Betio Tarawa, in which they start erecting houses on the dumpsite.
- 2) Procure an incinerator that burns huge volume of solid waste, and at the same time produces energy that can be used to generate electricity.

**Target**

- *Reclamation lands ready for waste disposal*

- *Identified landsites on Fogafale to install cabbage bins for nappies.*
- *Increase cabbage bins for waste.*

### 5.3. Stage of Water Scarcity

The scarcity of water is a common phenomenon in own context. The draught in 2011, which affects the whole archipelago of Tuvalu due simply to the inadequacy of water storage. The Kaupule of Funafuti with its mere duties at draught season to ensure that water is enough to cater for the residing population on Funafuti.

The major problem was the insufficiency of water storage to store rainwater during heavy rain. Therefore, to bring an end to this problem is to start making procurement for water storage for each household.

Water tanks with a capacity of ten thousand liters procured under the COVID 19 project benefit those on relocation sites. For those on the mainland they must purchase own water tank.

The major outputs for this goal are to procure water storage enough for all household.

#### Target

- *Each household to secure 2-3 water tanks of 10 – 20 thousand liters*

#### 5.3.1 Reservoir and a Desalination Plant

Requires a feasibility studies on the possibilities of erecting a huge reservoir as a water supply system that can reach the entire residence on Fogafale. Desalination plant to produce drinking water from sea water and to link to the reservoir.

Achieving this goal resolved the problem of water shortage on Funafuti, and stable water supplies certainly elevate health status of all people.

#### Target

- *Implementation of a huge reservoir with a stable water distribution system to all homes and other places. The installation of a desalination plant to pour water into the reservoir.*

#### 5.3.2 Maintaing water system

Maintain water system in good condition is individual obligation. Ensuring that water system is always in good order. Water catchment, protective screening and leaking pipes are fixed.

Once all Funafuti household are provided with a stable supplies of **water filtering system**. People of Funafuti surely access to this clean water and live a healthy life.

This requires the Kaupule to finance water catchments, strain screens, and water filters.

#### Target

- *Increase the number of water tanks to 2-3 per house.*
- *Install water filters in each household*

#### 5.3.3 Composed Toilet.

The initial trial of the project on composed toilet in the village was discouraged due to health reasons. Now decided to erect composed toilets on islets.

#### 5.4 Good Health of the Elderly

The population of the elderly people of Funafuti entitled for social befits from government approximately thirteen (13). Though other elderly was just below the qualify category and receive nothing. The sick people should receive government assistance, by providing wheelchair, beds etc. etc...

Recognizing these people through our support is legitimate, for they have done their parts for



## MOEAKIGA O MALEFATUGA III

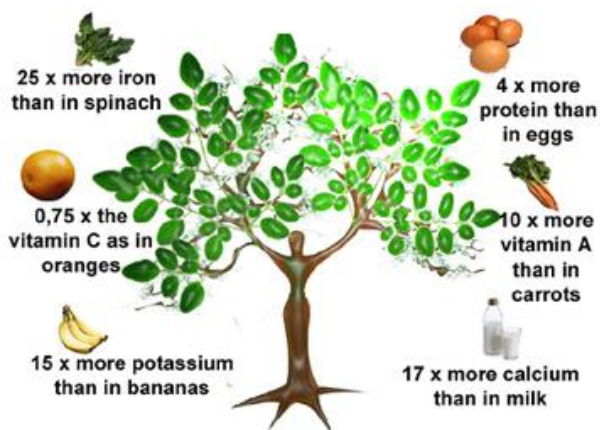
our community. Our true duty to nurture them and gave them the joy for relish with gladness.

The attractiveness of a special place for elderly amusement was repeatedly raised on other strategic goals. Achieving this goal entail a program for physical body workouts for the elderly, and to provide with balance diets simultaneously.

Routine check-up on elderly people by medics to include in the ministry of health.

### Target

- Offer support to families with elderly people in their homes.



**STRATEGIC AREA 6: Infrastructure Developments, Communication and Transport**

**Goal: To advance ability and refurbish the focus.**



**6. Introduction**

Infrastructure, communication and transport are the pinnacle of community developments, transforming the ability for immediate response for better accessibility.

**6.1 Community Infrastructure Developments**

Perfect planning and genuine arrangement and management on infrastructure developments consequently eradicate time and money wasted.

**6.1.1 Island Development Planning Committee.**

To establish an Island Development Planning Committee (IDPC) required a good composition of those who have the diverse expertise to device strategic plans, policy and regulations on infrastructure developments. The committee is to advise and make recommendations to Matais of the Tausolima specifically on super project developments designed only for the benefits of the community.



One of the major roles of this committee is to make arrangement for an assessment on the possibility of

employing a Funafutian with a qualification in Town and Village Planning. The town planner is to work closely with the committee in devising policies and guidelines to better manage and determine all infrastructure developments in town. The committee will be responsible for the writing

of super project proposals that assist with all the development aspects of the community.

**6.1.2 Device a Town Planning Policy**

The importance of proper town planning especially those infrastructure developments that are to be implemented right in town. Due to the increasing population residing on the Capital, one legitimate reason is to enforce the town policy and regulation. This policy and regulation will uphold the proper care for the capital by discouraging the erections of any houses and roads. There should be a Master Plan for the deconstruction and reconstruction of village on Fogafale, and all islets where people are residing on.



**6.1.4 Target**

- *The Island Development Planning Committee (IDPC) established and active*
- *A Funafutian Town Planner appointed purposely to do the planning for the village or town.*
- *Policy and regulation in place to enforce the operation of the Town Master Plan .*

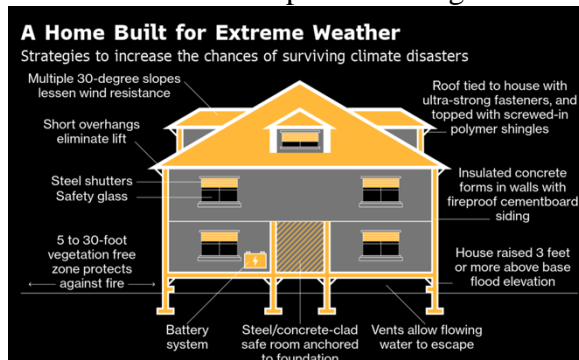


- *The Master Plan now exist*

### 6.2 Climate Resilience Household on Funafuti

Climate resilience housing is in alignment with strategic outputs of Te Kete (National Strategic Plan). The Funafuti community is aiming to build solid structures that can withstand events of climate change affecting all islands.

These climate proof housing will be constructed to withstand extreme events of sudden causes. The other important factor of this developments is to generate stable earning for families, the community, and to the Funafuti Housing Authority (FHA) by leasing the houses to workers on the capital. The main objectives here is to furnish all families with climate proof housing.



#### 6.2.1 Architectural Design

To have an architectural design of climate proof housing is important for estimating the cost of one structure. Not only the physical structure but inclusive of some movable assets as part of the house that are of great assistance to people in time of extreme events.

#### 6.2.2 Planning the Way Forward

Because of the prime viewing platform of this expected outcome, it is proper to have an assessment on the possibility of achieving all aspects of planning protocol. Since such national development entail collaborative efforts with government to achieve this objective, it is important to have an indicator to determine how many families can be register under this development.

Prepare a master plan that will provides legitimate operational factors of the

development, particularly the planning of the village or town landscape. This project development has to come under the management of the Funafuti Housing Authority for a long-term basis.

#### 6.2.3 Target

- *20% climate proof houses erected from 180 houses of the community within a timeframe of 4 years*

### 6.3 Land Preparation for Infrastructure Developments

Land is a paramount asset to community and define our identity as families to that community. Community large developments can only be possible with the availability of land space legally binding for erecting of houses. The accomplishment of community planned developments such as hurricane proof housing contribute much to the safety of the people.



#### 6.3.1 Plan for Reclamation Land

Essential planning for technical assessment on the possibility of procuring new lands for infrastructure developments is a must. Land space on the main island and on islets is a common target likewise reclaimed lands from large projects by government. The main aim is to enable to obtain land spaces and new lands for infrastructure developments.



- *Achieved huge infrastructures developments envisioned by community.*

**6.3.2 Land Management Plan (land use policy)**

Land is an asset that entail proper care and to wisely manage according to the traditional discretion of the Landowners and Matais, and valid lands policy. This land use policy will focus specifically to the use of community land on huge developments especially by the community and government. The Funafuti Native Lands Trust Board (FNLTB) in consultation with the Town Council establish legal framework focusing on the following:

- Community economic wealth from its infrastructure developments on the land.
- Individual wealth from the use of lands and family lands leased.
- In alignment with the Falekaupule Act 1997, and other laws in Tuvalu
- In alignment with existing policy or byelaws on town planning

**6.3.3 Land Planning on Mainland and Islets**

Vital and necessarily to use land spaces on large islets like Funafala and Papeaese for infrastructure developments. Shifting those developments to the above islets leave more space for developments that are of relevance to the context of the mainland.

**Target**

- *Availability of land space for infrastructure developments*
- *Lands Use Management Policy has been materialised.*

**6.4 Planning Stable Water Supply.**

Water of course is one of the most human necessities and is also known as a vital wealth. The abundance of clean water and stable fast supplies of water to people at any time especially in time of drought to stabilize and espouse peoples’ health and livelihood.

**6.4.1 Feasibility Studies of Uderground Water.**

To conduct an underground water studies that can feasibly a source. Underground water is a mixed salt-water and sweet-water and abundance. There is a need to outsource an expert who can specially identify potential land sites on the mainland and islets where underground water is in abundance. To design efficient system of water extraction from underground to refinery water purifying that can be used by people.



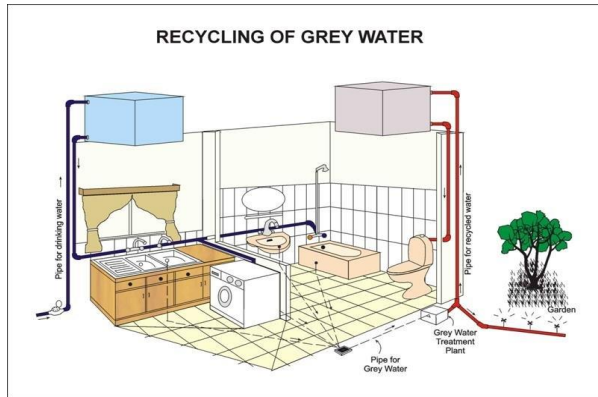
**6.4.2 Erect Reservoir.**

The availability of a well-constructed huge reservoirs to store a large volume of rainwater resolve the problem of water scarcity. Erect one on the mainland, and islets where people are occupying.

**6.4.3 A System of Recycling grey waters**

One of the essential speculations on the possibility to reuse waters that has been used or grey water. The recycling waters will only use for restrooms, watering home gardening and for animals. The idea here is to procure water refinery machine and water tank for each household. People are encouraged to use this type of water system for reasons of attaining healthy life.

- *Installation of water refinery machines for each family completed,*
- *Huge reservoir and water refinery plants and water system to all residences on the Capital island are all in place,*
- *The Funafuti Water Authority in operation.*



**6.4.4 Distribution of Clean Water to all Residents.**

The supply of water to the needy residents at the most reasonable time, simple and easy to reach them is one of the development prospects to withstand the ongoing challenges of water scarcity. The view to produce a complete written plan to have a centralised water system like a reservoir, a purification plant and proper water outlet system that link to all residence.

Also noted the importance of generating incomes by producing purified drinking water at a reasonable market scale in local context, and much cheaper than the imported ones. This development influenced the innovation of the Funafuti Water Authority to operate as a company and deal only with marketing drinking water production.

**Target**

- *Potential sites for extraction of underground water have been identified and ready for us,*
- *Reservoir and water cisterns on Fogafale and islets inhabit by people of Funafuti,*

**6.5 A Beacon of Hope of our Community.**

The Fetuaolima Chapel built by our ancestors for worshipers and to empower our spiritual being. The Pastor caring for the community received the honour of the chief of the island. Consequently, the community is responsible for nurturing the physical life of the Pastor and provide him with a good home. Apart from the Falekaupule, the Church is a house defines our identity as a community of faith and to be protected by the Falekaupule.



The Falekaupule is a community hall known as the house of assembly that one of its cultural values is the oral tradition of our ancestor’s knowledge that continue passing down to the young generation. The enhancement of these cultural structures lead to the satisfaction of other paramount institutional status of community.

**6.5.1 A Master Plan for Community Classic Structures.**

Not just the fame of building these community classic structures as symbols of superiority, but rather essential for the community to maintain their physical condition. The infrastructure development and planning committee to plan the building of new houses, renovate existing houses,



maintenance of houses and importantly advising community.

To erect on islets especially on Funafala a meeting hall of elders (falekaupule).

#### Target

- *Master Plan for building and maintaining community special structures in place.*
- *Pastor's new house at Funafala erected.*
- *Renovation works on the Pastor house on the mainland completed.*
- *New Chapel Fetu-Ao-Ono accomplished*

### 6.6 School Infrastructure Development.

The shift of the population to islets particularly Funafala and Papaelise require the establishment of schools. Having proper educational facilities and infrastructures on these large islets resolve the challenges that faced by parents in getting their children to the mainland with the high cost of transportation each day. Having proper school facilities on the islet of Funafala encourage people to move.

Start erecting school buildings for preschool and primary school on islets occupy by our people. The main purpose is for pupil on these islets to receive the same education services. Working opportunities on the islets benefit landowners by letting their lands to be leased by government for teachers' residences.

#### Target

- *Preschool building erected on Funafala*
- *Primary school building erected on Funafala*
- *Opportunities for workers are available.*

### 6.7 Transportation Developments.

Th increasing need for travellers between the mainland and islets requires improvement on sea transports. Proper sea transports like a ferry that provides the service for travellers between islets in the lagoon fulfil the desire

to get to workplaces on time. This lagoon services accommodate the needs of the people, and especially reduces accidents at sea.

#### 6.7.1 Erect Jetties on Mainland and on Islets.

Reduce risks at sea is to have proper and safe berthing sites like quaysides, jetties or mariner for lagoon ferry and boats. By having these jetties or mariners certainly ease the loading and unloading of cargoes and foremost the safe embarking and disembarking of passengers. Due to the essentiality of this development, it entails proper planning.

The committee for infrastructure development and planning to consider the experts to undertake feasibility studies and other technical ground-breakings on this particular development and report to the committee of what type of jetties, or mariners relevant to our current context, and types of sea vessels using these structures. The type of piers suggested here is a moveable floating structure that follows with the momentum of the sea.

Easily to install and remove during rough seas, low prices and less impacts on to the environment.



#### 6.7.2 Ferry as Lagoon transport.

To procure a reasonable size ferry as a lagoon transport. A ferry with inboard engine strong structure reasonable speed and consume less fuel, and outfitted with navigation apparatus, with safety gears. Foremost, is the safe travel and safe arrival of passengers to their destination.



### 6.7.3 Procure Sea Ambulance.

A stable transportation services in the lagoon between the mainland and islets increases the residing population on islets. For this reason however, a sea ambulance to provide emergency evacuation services from islets to the mainland at any time. The sea ambulance to fully equip with medical supplies.

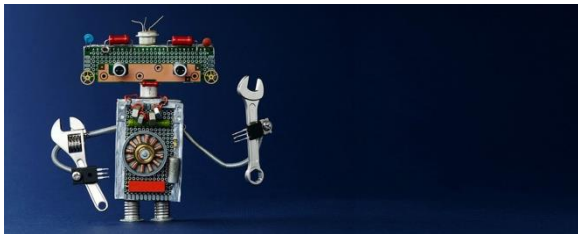


#### Target

- *Jetties on inhabited islets and Fogafale*
- *Lagoon transport services in operation between the mainland and islets*
- *A sea ambulance in operation*
- *Increases the residing population on islets.*
- *Less risks on sea and in time of berthing at islets*

### 6.8 Communication Technology and Stable Services.

The duties of the Kaupule to provide stable services to the residing population. Providing immediate responses, quality and sufficient services support peoples' livelihood, joy, peace and prosperous life. Nevertheless, the council 's economic wealth increases.



Access to communication technology such as internet raise working capacity of the local council. It creates opportunities and provides stable services to the public. Council administration networking empower governance of collective informed decisions. Easy access of the public to office literatures online such as council policy on various

issues, byelaws, minutes, reports etc. etc. Building capacities on new technologies require to organise in-office-training of all council's workers on basic communication technologies.

### 6.8.1 Communication Management Plan.

Communication Technology of today legitimately relevance for day-today council's works. Therefore, require the production of a communication management plan for the smooth operation of this technology.

### 6.8.2 Policy of Using New Technologies.

The policy is relatively important and strengthen the proper use and care of these new communication technologies. It will preserve all written correspondences and other important data or information, and to protect all classified materials from being disclosure. One important aspects of this technology were in time of extreme crisis that provides reliable sources for genuine services in reducing disaster risks.

### 6.8.3 Capacity Building on New Technologies.

Raise knowledge and skills of council staff and expand to stakeholders of community on these new communication technologies. Not to limit to in-house and hands-on training, but to further the trainings of council employees of enlarging their knowledge and skills in tertiary institutions in and out of Tuvalu. The expectation is to ensure the proper care to sustain working condition of these technological apparatus.

**Target** *Installation of new communication technological apparatus and on operation Council Website now available and can be accessed to it Digital register and store on the cloud now exist online. Increases of knowledge and skills on communication technologies (ICT)*

### 6.9 New Technology for doing Community Business

Business development for community is one essential economic growth of wealth for community. A stable, reliable financial wealth of community assist in aiding its own developments. This economic development prospective is to consider the distributive just for the common benefit of the people of Funafuti.



Communication online using internet is one essential ways of doing business remotely, whilst lock-down measures for COVID 19 continues. The most reliable method in doing business on-line is to have a business incubator established under the Kaupule, and the Funafuti Holding Limited. Such concept is to ease business dealings, promote products and services provider to clients.

#### 6.9.1 A Room for doing business on e-Commerce website.

The e-commerce on website efficiently portrait community business online promoting products and delivery of services to clients. Greatly assist reduces expenses on commercial advertisements and business operation.



The outlook of this development is to enable consumers to easily purchase products and services online (online purchases). Constant promotions that strengthen the online purchases ensuring the unfailing service provider of such business nature as Financial

Management Information System (FMIS), inventory system that causes simplicity on the workloads, compilation of financial reports of the business and the procurement of goods from overseas.

There is no time or hours restriction on this type of business since it operates online and runs 24hrs throughout the week (24/7). High turnover that is due to the simplicity of such operational system, which does satisfy the consumers demand and supplies at any time of their own wish.

#### 6.9.2 Target.

- *Established e-Commerce Website.*
- *Reduce total spending of the business operation.*
- *Increases total income earned by the business.*

### 6.10 Information Technology Learning Centre (ITLC)

Education is the only essential phenomena of life for generation of Tuvalu for the tomorrow. To portrait their achievements, they need to genuinely confirm their excellence contributions for the wellbeing of families, community and nation.



The pandemic COVID-19 was an opportunity to exalt the use of internet for communication online in the year 2020, since to lockdown measures that affects normal services when schools closed, air services, sea vessels, and businesses. International, regional and national meetings are all done on zooming. Likewise, education and trade online. There are direct benefits



from this new technology, so an opportunity to acquaint with the technology. Establish an institution that provides Information Communication Technology (ICT) on the islet of Funafala to qualify our young people

to produce rather than being a consumer. A time for a change and self-reliance for profit making using this ICT.

### Target

- *IT learning centre in Funafala*
- *Increase employment opportunities for knowledgeable Funafutian on ICT in app development and software development.*
- *Increase employment opportunities for those on the islet.*
- *Purchasing and selling online creates economic viability for families and individual.*



Ata mai tua mo loto o te - Fetu Ao III



**STRATEGIC AREA 7: SUSTAINABLE NATURAL RESOURCES**

**GOAL: To Utilise and Wise Management of Natural Resources for Sustainable Use.**



**7.1 Lost and Damaged to Islets and land Areas.**

The most alarming ecological dilemma in our natural phenomena was the lost and damage to islets, and coastlines on



mailands. Constant inundation of saltwater, causing frequent ocean surge

urgently need effective level responses.

These obvious global phenomena continue to distress the face of the earth causing disappearance to low-lying islets and to main settlements and coastal areas. The loss of common vegetation, marine, land and air species, and mostly peoples' lands is an ongoing concern.

**7.1.1 Restore Islets, lands and coastlines.**

Returns of natural resources on islets and those affected areas for the last couple of years.

People return to their normal lives in abundance and live happily and peacefully as they enjoy the return of their natural resources.

Landowners greatly appreciate the restoration of their lost and damaged lands; it does settle their internal commotion.

**7.1.2 Causes to the impacts on islets and lands.**

The loss of islets and erosion to coastal areas gradually noticed from 1976 and was

hasten two decades later and continue worsen in 2020.

- In this century it has been proven that the increase impacts to islets and land areas obviously known as of the following events:
- Two islets of Funafuti completely disappeared in 1997, and 2015.
- Over 20 sq acres of lands lost and damaged.
- Continue deterioration to coastlines cause by constant erosion



Islet of Vasafua – Completely disappeared

The European Union (EU) started its assistance to the Government of Tuvalu from 1976 to 1980 by providing aids for coastal protection program on all islands of Tuvalu. Yet, unavoidable strength of ocean wave surge constantly washed away lands and loss of islets to now. The concerning issue here is the no thorough investigation to the impacts of climate change and rising sea level done in Tuvalu.



**Outputs**

This output is to request government to procure machinery and equipment, such as barge with dregging gears and other related apparatus.



Coastline of Tepuka Islet

The Government and Industrial Countries to consider agreeing to priority in their agenda for sustainable development goals the restoration of lost and damaged to low-lying islets, coastal areas and lands caused by natural catastrophes as a result of climate change and rising sea level.

**7.1.3 Chaos on Land Registry & Lack Justice**

The contradictory understanding of landowners on lands literatures, Cadastral Survey Map 1980s, and original boundaries known to landowners of Funafuti.

The increasing rate of land cases to lands court and island court especially on extended families eating together (Kaitasi) who are now in chaos due to the poor lands records. The government will be responsible for the TOR of this lands commission and financing support.

Lands assets particularly land registers and other lands literatures of Funafuti all in worse condition. It needs to new lands literatures with quality materials that can last a century.

**7.1.4 Achieve justice and peace accord.**

The Lands Court impel justice in order to bring peace.

Government of Tuvalu to recruit an expert on lands related from Europe. The lands commission to work independently in achieving its assignment. Vanish the chaotic situation in families and unresolved distress of landowners require urgent positive response in the prearrangement of lands of individual landowners of Funafuti.

**7.1.5 Insufficient Vegetables for families.**

These are reasons obviously known for insufficient supply of vegetables:

- Lands space are given away for infrastructure developments and other things.
- Unsolved lands dispute amongst members of the clan eating together (Kaitasi)
- People with moral evil often destroy planted garden.



Home Gardening

This strategic goal aims to utilize all land spaces for planting edible fruits, root crops like banana, tapioka, kumala, potatoes and greeneries.



Enlargement of community farms on new lands on islets to plant varieties of edible crops. This will be a collaborative effort with the Taiwan Mission

farming program.

**7.1.6 The ability to maximize of own natural resources.**

Little knowledge and skills to turn own natural resources to wealth, a reason to deviate from planning to obtain wealth. Lack of tools cannot achieve the required industry. The problem on the kaitasi lands is one reasons for not using lands for farming. Little knowledge of seasonal crops. Remain lacking to envisage huge wealth that can be produced from our scarce lands.

**Outputs**

Conduct civic education and awareness on own wealth that can be obtained on own lands.

Outsource an agricultural economist who actually knows the natural resources available on the land that can be turned into big



money.

Proper management of natural resources to sustain people’s livelihood, wealth, and happiness. Waste, land and seashells, native trees, and other natural resources were largely extracted for cash and subsistence living.

**7.1.7 Using of waste and animal drops and corroded iron.**

The council previously the provider of this waste collection services. Today this service is under the Department of Waste Management (DWM). There routine service includes collection and sorting out rotted waste and non-rotted waste. Rotted waste is collected by DWM and process them as manure and sell to the public as an income generating activity.

Municipality waste management is the sole responsibility of the Funafuti Town

Council, and thus requires the return of this service immediately. There are avenues for income generating activities in this service like turning waste into manure, recycling, etc.

**The well-planned Saugavaka piggery**



project is one essential development that assist enhance the fertility of the land for agricultural farming.

**7.1.8 People opt for expensive imported meats.**

There is a need for innovative tactics to set-up small scale industries for families, and the individual by maximizing own natural resources available.

- There has not been any budgetary plan by the council for industrial developments.
- Lacking the expertise to plan for economic development industries.
- The absence of local produces causes dependency on imported produces.

Create farming industries such as piggeries, poultry, fishpond etc. for families and individuals who are willing to take on these developments.

**7.1.9 Inland waters of Funafuti with healthy mangroves and fish.**

There are sites on Funafuti remain idol yet



there is abundance of natural resources that can be turned into economic

developments.

The inland water to the ocean side of the aerodrome was planned three decades back





- Using small size fishing net
- The common use of spear-guns and hands-spear
- Use of scoop netting

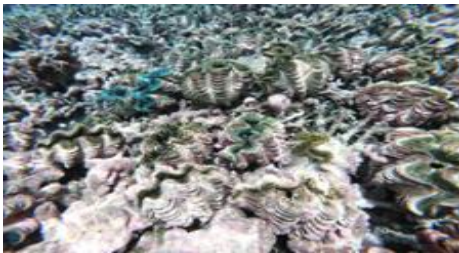


**7.2.1.3 Strengthen the enforcement of laws.**

Prohibit the extraction, harvesting and mining for marine species that are at the breeding size in the surrounding waters of Funafuti. Apply traditional punishment on culprits according to the Tausoalima written constitution. Need to have a three-year marine baseline survey (2023)

**7.2.1.4 Widen the scope of learning to develop our marine resources.**

There is a need to enlarge knowledge and skills of people in utilizing their natural resources.



Abundance of untouched marine resource out there without our proper care.

Empower people to embrace their stewardship role on own natural resources. Widen-up the knowledge of our people of the wealth from the sea.

- Set-up clam farming in the conservation area.
- Technical survey for the best sites for pearl farming.
- Farm seaweeds as sea food and for manure

- Collect and accumulate seashell from all kind of invertebrates, fish tooth and bones etc.

**7.2.1.5 Capacity to instigate economic development.**

A great need to elevate peoples' capacity in financial management. Shortage of people with financial and economic background. Lack the right office apparatus to perform quality results. These are the major setbacks in economic developments in local context.

Raise knowledge and skills to enable achieve all aspects of this strategic goal.

Capacity building of all workers in collaboration with government departments and our assisting partners from abroad.

**7.2.1.6 Cost benefits analysis on the Funafuti marine conservation area.**

No proper accounts of natural resources in the Funafuti conservation area.

- No special tools to measure the sizes of fish, invertebrates, and marine habitats.
- No marine biologist to do baseline survey in the conservation area.
- No valid data on the natural resources in the conservation area

To maintain an up-to date data that portrait true pictures of marine natural resources of the Funafuti waters. Recruit marine biologist and related field to train our kaupule workers.

To enable council workers to conduct marine baseline survey, and to monitor the FCA according to timeline.

Provide from the results of the baseline survey and monitoring reports the true picture of the various marine resources identified and which one is the highest rate in the conservation area.



**7.2.1.7 Equipment to easily detect and seize culprit in the conservation area.**

People continue to illicitly enter the conservation area. There is a need to have speedboats and drone to improve patrol of the conservation area especially at night.

The continue trespassing in the conservation area, probably the fine is too small. Therefore, require a review on the list of fines.

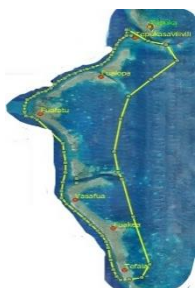
Raise peoples’ awareness on laws and penalties, and ways to sustain marine natural resources in the surrounding waters of Funafuti. Conservation department must fully equip with all the required working tools and machines.

**7.2.1.8 High prices of fish**

It is evidenced that on the capital the prices of fish is extremely high. Because there has not been any legal form that regulate the rise on fish prices though the cost of fuel drops. The high prices of fish make it difficult to peoples’ normal life. There is a need to investigate this issue because:

- There has not been any calculation done on fish prices in Tuvalu.
- There has not been any control on fish prices.
- There has not been any ethical control on fish prices offered by fishermen.
- Fishermen cannot be charged for offering different prices of their own wish.

Conduct surveys in order to calculate prices of fish against the type of fishing. Council to prepare byelaws on the control of fish prices and testing of all fish scales. Fishermen to submit records of all fish sold to the council.

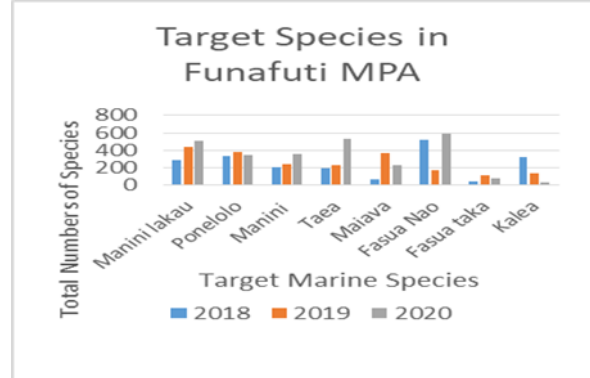


Information about the FCA

- Total area 33 sq kilometers
- Elevation 9.843’

- Area 15sq miles
- NO of islets 6
- Natural species all kid of marine species, corals, invertebrates of different variety of species

**7.2.1.9 Data on Targeted Species in Funafuti Marine Protected Area: 2018 – 2020.**



The table above disclosed the total numbers of marine species in the Funafuti conservation area that value much to the community. The R2R Project and the Funafuti council begun their survey on this natural wealth from the year 2018 to 2020 and likewise year ahead.

The purpose of the survey is to know exactly the status of natural resources of community in the conservation area whether an increase or decrease. From the figures presented in the above table, it is proven that most of these targeted marine species are increasing, also at noted simultaneously the declining of targeted species such as maiava, clams and lambsis. The reason for this increasing and improvement, due to strong and effective regulations and enforcement undertaken by the community of Funafuti.

Despite the existence of the legislation on the designated conservation area, yet people continue to be seen and caught fishing in the area, consequently, in the declining on some of the targeted species in the conservation area was noted. Other obvious impacts on these targeted species is climate change that causes extreme

weather events bringing storms, wave surge and rise of warm temperature in the sea. One other outputs of goal 7 in this aspect is to amplify legislations on conservation areas and increase policing capacities and monitoring of marine resources.

**7.2.1.10 Coral reef gardening.**

The coral reef gardening in the lagoon of Funafuti began in September 2018 lead by the R2R project together with the assistance from the fisheries department and the council with the efforts to rehabilitate degraded reef with



to continue this programme by conducting coral gardening on reefs that are being degraded in order to bring back the habitats to life.



plan for coral



Paava	80
Fualefeke	80
Amatuku	120
Fatato	60
Paepaelise	133







**GLOSSARY**  
**of Tuvaluan terms**

<b>Word</b>	<b>Definition</b>
Alapi	One of the two main villages in the first main settlement established by the indigenous people on Funafuti Island, the capital of Tuvalu.
Fakafetai	Thank you
Fakafetai lasi	Thank you very much
Falekaupule	“The traditional assembly , in each island of Tuvalu, which is composed in accordance with the traditional customs and usages of an island.”(Falekaupule Act 2008) In the Funafuti Island community the Falekaupule comprises all the Matai (heads of clans) and is the highest governing body of the community. Literally, <i>Fale</i> , house; <i>kaupule</i> , leaders.
Kakeega III	The Tuvalu National Strategy for Sustainable Development 2016-2020. Literally, <i>kakeega</i> , climbing or progressing upwards.
Kaupule	Local government; island council; the executive arm of the <i>Falekaupule</i> .
Lototasi Fafine Funafuti	The Funafuti women’s association. It has a membership of more than 500 and is open to all female members of the community residing on or off the island.
Masaua	One of the six governing bodies in the Funafuti community, comprising the majority of active male adults of the community who do most manual work for the Falekaupule, on voluntary basis. Literally, <i>masaua</i> , remember.
Moeakiga o Malefatuga III (MoM III)	The title of this strategic plan. Literally, <i>moeakiga</i> , aspiration; <i>o</i> , of; <i>Malefatuga</i> , name of land on which the Funafuti community meeting hall is situated.
Pule Kaupule	Mayor, president of island council
Senala	One of the two main villages in the first main settlement established by the indigenous people on Funafuti Island, the capital of Tuvalu.
Tama Fenua	A group of Funafuti islanders with varied professional backgrounds, often tasked by the <i>Falekaupule</i> to undertake various work for the community. Their services are often rendered voluntarily. Literally, <i>tama</i> , child; <i>fenua</i> , island.
Tausoa Lima	The Funafuti Island community meeting hall. There is only one such hall on every island. The current one replaces the fourth Funafuti Island community hall, which was totally flattened along with all the buildings on the island when Hurricane Bebe struck the island , in 1972.
Te Kete	The title of the country’s latest National Development Plan for 2021 to 2030. Literally, <i>te</i> , the; <i>kete</i> , basket (woven from coconut leaves for storage / safe keeping of food)



### MOEAKIGA O MALEFATUGA III

Te Malosiga	One of the community's governing bodies made up of very active members of the community, both women and men below fifty (50) years of age, whom the Falekaupule relies heavily upon to realize the community's national obligations. Literally, <i>te</i> , the; <i>malosiga</i> , power or strength.
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8. MATRIX

8.1 Strategic Area 1

**STRATEGIC AREA 1 : GOOD GOVERNANCE, FUNAFUTI CULTURAL HERITAGE AND TRADITIONS**  
**Goal : Reininvorate traditional customs and values through regular awareness raising in public and family settings, legislate Funafuti cultural heritage, strengthen governing bodies, and promote gender sensitivity.**

Challenges	Outcomes	Strategies	KPIs	Year				Budget	Person Responsible
				2021	2022	2023	2024		
<b>Falekaupule &amp; Kaupule</b>									
No-one with required capacity and capability to review bylaws, the community's constitution etc.	Outdated bylaws are reviewed	Recruit a lawyer to review out dated bylaws, create new required bylaws	A lawyer is recruited and working full time	Kaupule to advise Falekaupule on progress of this output				\$ 60,000	Kaupule, Falekaupule, Ministry of Local Government & Agriculture (MLGA)
Review of the Funafuti Island Constitution is long overdue	The revised Funafuti Island Constitution is in place	Newly recruited lawyer to undertake review of the community's constitution	Revised constitution	Kaupule to seek the Government's financial support				\$ 10,000	Falekaupule & Kaupule
Falekaupule and Kaupule are not well versed on their obligations and good governance	Falekaupule and Kaupule are well aware of their obligations and practicing good governance	Enhance capacity of Falekaupule and Kaupule	Falekaupule and Kaupule members are using good governance practices	Constitution review process begins				\$ 5,000	MLGA and newly recruited lawyer
Minutes of Falekaupule meetings are not well recorded nor are they properly stored and often difficult to find for reference purposes	Purchase appropriate office equipment (desktop, laptops, printer, filing cabinet) to record meeting minutes of the Falekaupule, and also make available a room with a lock in Tausoa Lima to keep meeting minutes of the Falekaupule.	. Minutes of Falekaupule meetings are well recorded and safely stored under a good filing system	Desktop, laptops, printer for minute recording, filing cabinet and a room with a sturdy lock is identified to keep minutes	Good governance training		Refresher good governance training		\$ 25,000	Falekaupule & Kaupule
				Project proposals are drawn up and submitted					

**MOEAKIGA O MALEFATUGA III**

**SA 1 Continue**

Gender									
There is no support for troubled married couples and families with domestic violence issues	Counselling support is available for couples with marital problems, as well as victims of domestic violence	. Recruit a counsellor to lend support to troubled marriages and families	Counsellor is working in the community	A counsellor is recruited at the earliest possibility and his/her office temporarily set up in the Kaupule HQ				\$ 50,000	Falekaupule & Kaupule
There is very little knowledge on Gender issues	Falekaupule & Kaupule members are gender sensitized	Promote Gender sensitivity amongst members of Falekaupule & Kaupule	Falekaupule and Kaupule members are making decisions using gender lens	Gender training				\$ 5,000	Gender Affairs Department
Funafuti Cultural Heritage (Tangible & Intangible)									
Funafuti traditional customs and values, arts, crafts, knowledge and skills are fast disappearing or no longer practised by younger generations	The Funafuti Cultural Centre is established and fully functional to enhance knowledge and skills on Funafuti traditions and culture	Revive knowledge and skills on Funafuti cultural customs and values - Restore Funafuti identity (material and non-material)	Project proposal and concept note, temporary space identified, architecture design, new centre	Project proposal and concept note submitted in 2nd qrt, temporary culture and traditions classrooms identified in 2nd qrt, Tutors and mentors recruited and classes are running by 3rd qrt, architecture design of new building is ready by 4th	Funafuti Cultural Centre is fully functional		Construction work on new Funafuti Cultural Centre begins		Kaupule, Falekaupule, Mlosiga, Masaua, Lototasi, Fafine Funafuti, Funafuti Youth Association and Ministry of Local Government & Agriculture (MLGA)
	Identify tutors with knowledge and skills on different handcraft making, fishing, agriculture and herbal medicines		TORs for 5 tutors, work contracts for tutors, payslips for contractors	Run Funafuti culture and tradition classes				Tama Fenua, Kaupule and all of the community's governing bodies	
	Include persons with disabilities in culture and traditions classes, & procure wheelchairs & other devices to help make the culture centre accessible to members of the community		Number of Appropriate mobility devices (wheelchairs, crutches etc), hearing aids, spectacles, projectors, microphones etc	Write up and submit project proposals and concept notes for purchase of mobility devices, hearing aids, spectacles etc in 2nd quarter				Tama Fenua, Falekaupule and the rest of the community's governing bodies	

## MOEAKIGA O MALEFATUGA III

### SA 1 Continue

Funafuti traditional customs and values, arts, crafts, knowledge and skills are fast disappearing or no longer practised by younger generations	Documentation of Funafuti Cultural Heritage	Revive knowledge and skills on Funafuti cultural customs and values - Restore Funafuti identity (material and non-material)	Book, fact sheets and booklets on Funafuti Cultural Heritage	Write up and submit project proposals and concept notes in 2nd quarter to purchase required office equipment, stationaries, camera, furniture and also a full-time worker for this output ii) start recording/documenting Funafuti folklore, knowledge and skills in the Funafuti Culture Centre during classes	Consolidate writings and start production of book on Funafuti Cultural Heritage, related booklets etc.	Publish and launch the book on Funafuti Cultural Heritage, copies of which are made available to students and visitors to the Funafuti Cultural Centre		Tama Fenua, Kaupule and all of the community's governing bodies	Kaupule, Falekaupule, Mlosiga, Masaua, Lototasi Fafine Funafuti, Funafuti Youth Association and Ministry of Local Government & Agriculture (MLGA)
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### 8.2 Strategic Area 2

#### STRATEGIC AREA 2 : CLIMATE CHANGE, THE ENVIRONMENT AND DISASTER RISK REDUCTION

Goal: To protect the environment, even as we diligently work towards strengthening our resilience to climate-related disasters and crises

Challenges	Outcomes	Strategies	KPIs)	Year				Budget	Person Responsible
				2021	2022	2023	2024		
Massive coastal erosion	Lessen the impact of coastal erosion	Reclaim severely affected coastal areas	Project proposal and concept note for the recruitment of a consultant to carry out a study on the most affected coastal areas of the island; report of the study	Write up and submit project proposal for financial support to hire a consultant to carry out study on the most vulnerable coastal areas to sea erosion in 3rd quarter.	Study begins in 2nd quarter and final report of study is submitted by 4th quarter;	Project proposal and concept note based on study report are written and submitted by 1st quarter	Work on land reclamation around the coastal areas begins	\$ 100,000	Kaupule, Falekaupule, Tama Fenua & Climate Change Dept., Disaster Dept. and MLGA
	Access to more land for community development work is made available through the land reclamation project						Falekaupule and Kaupule identify development projects on reclaimed land		Also covered in Strategic Area 6.
Insufficient water reserves for times of drought	Adequate water supply for all members of the community throughout the year and even during droughts	Build communal reservoirs in the islets with growing populations (3 on Funafala, 2 on Papaelise and 2 on Fualefeke)	Framework to ensure that by 2024, the proposed water cisterns are in place and ready for use in times of drought	Tama Fenua design and produce Framework of Action for this outcome, by 4th quarter	Implementation of FoA begins	Implementation of FoA continues	Implementation of FoA completed	\$ 300,000	Kaupule, Falekaupule & PWD
		Construct storage for brackish water for use by households :- to flush toilets, clean pig pen etc...	Brackish water storage ready by 2024	Kaupule to identify suitable location for storage	Kaupule to procure materials	Construction begin	Construction begin	\$ 300,000	Kaupule, Falekaupule & PWD



**MOEAKIGA O MALEFATUGA III**

**SA 2 Continue**

There are no evacuation centres or pre-identified safe places for members of the community to go to in times of disasters	All members of the community know where to go to in times of disasters, such as cyclones, tsunamis etc.	Proposed evacuation centres are thoroughly inspected for suitability in terms of building safety, availability of adequate, well functioning toilets and bathrooms and cooking facilities before they are actually earmarked as evacuation centres	Evacuation centres have been identified in the community and signs to that effect have been installed to clearly mark them; number of people reached in awareness programmes on the evacuation centres	Kaupule undertakes inspection of proposed evacuation centres in 3rd quarter ii) Evacuation centres are identified at 4th quarter	Install big signs outside identified evacuation centres			\$ 10,000	Kaupule, Falekaupule & Disaster Dept.
The roads along the lagoon are greatly affected by big waves during cyclones, storm surges and king tides, often highly piled with debris and rocks brought in by big waves	Kaupule has access to and capacity to use plants (heavy equipment) to clear debris on roads along lagoon after storms and king tides and also to repair those roads	Make available relevant plants to help efforts to clear debris and rocks from the roads along the lagoon, brought in by huge wave during storms and king tides and to repair those roads.	Number of required plants acquired and used by 2023	Kaupule to start negotiations and make necessary arrangements for acquisition of plants used in building the Nauti Primary School				\$ 10,000	Kaupule, Disaster Dept. & PWD
There is a lack of capacity and capability amongst Funafuti islanders to carry out scientific studies, analyse findings and develop accurate reports on the status of the environment, the impacts of climate change, not only on the environment but also on the people in the community	Well-trained Funafuti islanders, with the help of the Tuvalu Red Cross Society undertake vulnerability and capability assessment of the community and report on findings	Send two (2) Funafuti islanders for further studies on disaster risk management and train as many young people as possible on Vulnerability and Capability Assessment by the Tuvalu Red Cross Society	Number of Funafuti islanders benefiting from Tuvalu Red Cross VCA training and number undertaking further studies in Disaster Management	The Kaupule leases with the Tuvalu Red Cross Society for VCA training ii) Kaupule seeks funding and assists coordination of VCA trainings iii) Kaupule identifies suitable students (2) for further studies on Disaster Management and finds appropriate learning institutions	Two students begin further studies on Disaster Management			\$ 60,000	Kaupule & Falekaupule & Environment Dept. & Disaster Dept. & Tuvalu Red Cross Society
The community does not have an official body specifically created to oversee and coordinate needed disaster risk reduction activities, disaster response and post disaster rehabilitation	Enhanced resilience of Funafuti community to climate, economic and health related crises	Establish an Island Disaster Committee to oversee and coordinate all community efforts in disaster preparedness, response, mitigation and post-disaster rehabilitation to strengthen the community's resilient to any climate, economic and health-related crises.	Amendment of National Disaster Management Act to allow establishment of Funafuti Island Disaster Committee	i) Kaupule leads the campaign to amend National Disaster Act and produces Funafuti's submission to MLGA for further submission to the Attorney-General's Office	The Funafuti Island Disaster Committee is in place and fully functioning				Kaupule & Falekaupule
			Emergency Plans in place, and number of Funafuti islanders made aware of these plans and their contents		Funafuti IDC implements crises action framework				Kaupule & Falekaupule

## MOEAKIGA O MALEFATUGA III

### SA 2 Continue

There is no alternative source of electricity for all residences on Fogafale and little access to electricity for residences on the islets	All households in the community have access to adequate stable solar electricity, in the case of households in the islets, and in the case of the residents in Fogafale, access to solar power in time of unplanned power cuts	Distribute off grid solar panels for all households in the community starting from those in the COVID 19 village on Funafala and other islets	By 2024, 80% of households in the community have access to solar energy power	Kaupule and Tama Fenua write up project proposal and concept note for this solar power project		Solar panels are delivered and installed in residences, starting on the islets		\$ 150,000	Kaupule & Energy Dept., Aid Dept.
The great increase in motor vehicles in Funafuti is contributing to our increasing carbon footprint	Decrease import of motor vehicles running on fossil fuels to protect the environment	Put in place bylaws to discourage the import of motor vehicles, especially fossil powered ones.	Laws and bylaws to restrict importation of fossil powered motor vehicles are in place	Kaupule to liaise with Government	Continue working in collaboration with Government	continue working in collaboration with Government	Relevant laws in place	\$ 10,000	Kaupule, Falekaupule & Waste Management Dept. & Environment Dept. & MLGA & AG's Office
Rapid increase in stray dogs	Population of stray dogs reduced	Prepare byelaw to exterminate unlicensed dogs	By 2023 all unlicensed dogs exterminated and all licensed dogs to be confined to their home and to not to hang loose.	Kaupule to work with the National Dogs Committee to implement byelaws.	Kaupule to continue monitoring and control dog population			\$ 10,000	Kaupule, Falekaupule & AG's Office

8.3 Strategic Area 3

**STRATEGIC AREA 3: ECONOMIC DEVELOPMENT**

**Goal : Economic Growth and stability through sound financial management in local government**

Challenges	Outcomes	Strategies	KPIs	Year				Budget	Person Responsible
				2021	2022	2023	2024		
Lack of capacity in financial management of Kaupule staff with many having very little knowledge on sound financial management practices	1.0 Enhance capacity and capability of Falekaupule and Kaupule on sound financial management practices	Conduct periodic in-house training for staff in the finance dept	Auditor-General's unqualified report * Timely submission of monthly and annual financial reports to Department of Local Government * Number of supplementary budgets per year * In compliance with Kaupule Financial Guidelines	Kaupule to identify resource people to conduct in house training for staff. This may also be achieved through the help the TAMA FENUA.				\$ 5,000	Kaupule, Tamafenua, MLGA
		Secure places for finance dept staff to go on in-service training		Kaupule to work with the Ministry of Local Government and Agriculture for training opportunities abroad.				\$ 10,000	Kaupule, MLGA
Monies expended in compliance with Financial Guidelines		Monthly / Quarterly and annual review of Kaupule financial records of expenditure and revenue, assets etc.				\$ 10,000	Kaupule, Auditor General, MLGA		
Participatory approach is used in the budgeting process, especially in the final stage of endorsement		Encourage all stakeholders 18 years and above to participate in the Assembly to discuss the budget.					Kaupule		
Establish an independent Finance Review Committee periodically check on Falekaupule and Kaupule financial status to strengthen internal control		Kaupule to establish an Independent Review Committee		Review committee to be granted the powers to enquire into the financial affairs of the Kaupule, review and make recommendations to improve internal control systems		\$ 5,000	Kaupule, Tamafenua, MLGA		
Put in place a procurement policy		Recruit a national consultant to prepare Procurement policy.		Review Committee to regularly undertakes assessment of compliance with policy		\$ 10,000	Kaupule, MLGA		
Produce and retain updated Asset Lists for Kaupule and Falekaupule		Recruit a consultant on short term to parepare and Asset register and recor all Assets, including Falekaupule assets.		Kaupule regularly update assets register		\$ 5,000	Kaupule		
There are no written rules and procedures in place to guide procurement processes of Kaupule, FHA, Falekaupule assets and to safeguard assets from misuse									

**MOEAKIGA O MALEFATUGA III**

**SA 3 Continue**

Lack of Knowledge and skills in project proposal writing	Develop and maintain capacity and ability on project proposal writing	Include project proposal writing in in-housing training programme Making use of short financial management training at USP Tuvalu Campus	* Number of quality project proposal writing	Given the lack of capacity in the Kaupule to prepare project proposals, this work may be outsourced to Tamafenua. Advise the Kaupule to invite resource people to conduct in-house training on preparing proposals.			\$ 10,000	Kaupule, Tamafenua, MLGA	
Inability of the Kaupule to collect, in part or in full, anchorage fees, liquor licenses and other such fees because of restrictive laws in place.	Increase Falekaupule and Kaupule revenue and establishment of a Contingency Fund	Review all laws pertaining to fees and licenses collected by the Kaupule; as well as those with a potential of bringing in more revenue for the Kaupule	Revenue recorded	Kaupule to work with office of the Attorney General and MLGA to review license fees with intention of increasing as they have been reviewed for year.		\$ 5,000	Kaupule, AG MLGA		
Poor financial record keeping		Establish a database for safe keeping and ease of reference of all data needed by the Kaupule (All members of the community and personal details, residences, businesses, motor vehicles etc)		Develop data base and input relevant data	regularly update data base with latest revenue, expenditure data etc			\$ 5,000	Kaupule, Tamafenua, MLGA
		Establish a Contingency Fund (Funafuti Survival Fund)		Committee to prepare plan of action, to identify main objectives, stakeholders, community contributions etc....	Falekaupule to consider and approve Plan of Action	Fund formally established.	\$ 10,000,000	Kaupule, Falekaupule, Tamafenua, People of Funafuti	
Many Funafuti islanders are unemployed		Creating job opportunities		Strengthen inter-island trading of fresh produce and processed foods, and non-food items such as handicrafts etc	* Household income * Accessibility to local fresh produce and processed foods and non-food goods on Funafuti	Kaupule dialogue and establish inter-island trading	Clearly set out terms and conditions of trade	Begin trading	Continue trading
	Develop comprehensive and feasible communal business plans		Prepare business plan to identify communal business opportunities.			\$ 5,000	Kaupule, Tamafenua, MLGA		
	Build a shopping mall on reclaimed land at western side of Tausoa Lima Falekaupule		Covered in Strategic Area 6				Kaupule		



## MOEAKIGA O MALEFATUGA III

### SA 3 Continue

Little knowledge of utilising modern communication technologies in business development	Conducive business environment for all people is attained	Establish working relation (through the use of modern communication technologies) between business community to enhance trading.	More people get to participate in the e-commerce platform. The amount of sales through e-commerce increased.	Ongoing refresher course and training on the use of modern technologies	\$ 4,000	Kaupule, PSOT, GoT, Business Community
No formal arrangement for local businesses to trade with businesses outside Tuvalu		Fully utilise internet technology to promote formal business dealings between local and overseas businesses.	knowledge and skills of our people in e-commerce and e-business advanced			Business community, GoT, Kaupule
Absence of business links (between local and overseas businesses) due to absence of reliable and cheap internet.		To facilitate ways and means of communicating with overseas businesses to encourage them to participate in the local market on conditions that will bring about mutual benefit.	Increase number of registered businesses	Ongoing attempt to establish business dealings with overseas businesses.	\$ 5,000	Kaupule, Business Community, GoT, PSOT
Small businesses lacks recognition and financial support from government.		Encourage dialogue between Government, business community and Kaupule to find ways and means to further improve business development through reliable and affordable internet services.	conducive business environment established and business innovations improved.	Business community to arrange regular dialogue with government and kaupule and also make use of the services provided by the Private Sector of Tuvalu (PSOT)	\$ 5,000	Kaupule, PSOT, GoT, Business Community

8.4 Strategic Area 4

**STRATEGIC AREA 4: EDUCATION AND SPORTS**

**Goal: To improve access of young Funafuti islanders to quality education and sports, for bigger and better quality future community contributions**

Challenges	Outcomes	Strategies	KPIs	Year				Budget	Person Responsible
				2021	2022	2023	2024		
<b>I.Education</b>									
There is an increase in school truancy	Decrease school truancy with a view of ending it	Establish an Education Steering Committee to formulate plans, coordinate and guide all education related programmes, one of which is to end school truancy	The Funafuti Education Steering Committee is established and fully functional as per its TOR Report on baseline survey of all children in the age range of mandatory education Incidence of school truancy in the community decreased by 50% in the year 2024	Establish Education Steering Committee and Carry out baseline survey	Sub-committees established to carry out education plan of action framework  Quarterly reports to Falekaupule through ISP Manager			\$ 10,000	Kaupule, School Committee, Police, Parents
		Establish a sub-committee to deal specifically with primary school matters	TORs for sub-committees ready to be used by 2022	Make arrangement for the establishment of sub committee	sub committee fully functional			\$ 10,000	Kaupule, School Committee, Police, Parents
	Decrease in number of incidences of school truancy	Put in place communal arrangements to discourage school truancy	Enter into Kaupule database all names of Funafuti islanders in primary school age range	carry out an island wide survey to ascertain children not going to school	Enforce policies and regulations relating to school truancy.			\$ 5,000.00	Falekaupule, Parents, Police, School Sub committees

**MOEAKIGA O MALEFATUGA III**

**SA 4 Continue**

Decrease in number of Funafuti islanders in Secondary Schools	Increased number of Funafuti students pass secondary school entrance exams	Run special classes for secondary school students	Report of study on education support services needed by Funafuti Islanders students in primary, secondary and tertiary education levels	Carry out a survey to determine subjects that needed most help	Based on survey results, to provide special classes	Conitnue special classes	\$ 10,000	Kaupule, School Committee
	Increased number of Funafuti young people take up pleasure reading or reading for pleasure	Arrange frequent library visits	Increase in number of Funafuti students visiting libraries and borrowing books	Parent, Kaupule and School Committee to joint force to organise reading program	continue reading program		\$ 10,000	Kaupule, School Committee
	Better overall school results of Funafuti students and pupils	Arrange periodic inter-school quiz competitions on all school subjects to hone students general knowledge on contemporary issues	Number of students and pupils participating in school quiz competitions coordinated by the Funafuti Island Education Steering Committee	Kaupule, Parent and School Committee to organise and facilitate school quiz competition			\$ 10,000	Kaupule, School Committee
	Appropriate support services for students are easily identified on this platform	Create an online education hub specifically for Funafuti students	Number of students registered on proposed education hub (all Funafuti students are encouraged to register)  Number of mentors allocated to each student for the rest of each school year	Kaupule, Parent and School Committee to work in coloboration with the Education department prepare a plan on how best and effective to implement this strategy.			\$ 10,000	Kaupule, School Committee. Education department

SA 4 Continue

Eroding or disappearing Funafuti culture and traditions	Increased participation of youths and children in all community activities; and rising interest of young community members in learning about and practicing the Funafuti cultural heritage	Put in place communal rules and policies to encourage the respect and practise of Funafuti traditional customs and values	Number of participants in community activities	Falekaupule to impress upon Elders and Leaders of each clan to encourage members of their Clan to participate in community activities.		Falekaupule, Kaupule, Youth, Masaua, Alapi, Senala
	Young members of the community are made aware of the importance of realizing their "...duties to community in which alone the free and full development of his/her personality is possible"	Matai to explain to all their respective clan members the communal rules put in place and the reason these rules are enforced	Number of youths and children made aware of the importance of carrying on the Funafuti identity, and an increase in interest amongst young members of the community to learn about and practise the Funafuti way of life, values and arts & crafts			
	Funafuti identity is easily detected amongst youths and children in the community	Parents take time to advise their children at home on the importance of Funafuti traditional customs and values, on a regular basis	Greater participation of youths volunteering to help achieve community initiatives and in realizing the community's national obligations	Parents play important role in counselling their children to respect tradition and culture and that they are obligated to support and participate in community undertakings		



MOEAKIGA O MALEFATUGA III

SA 4 Continue

There is no communal Action Framework to enhance capacity in education, capability in sports and knowledge and skills on the Funafuti cultural heritage for children and youths, including those with special needs and or living with disabilities	All children and youths have access to appropriate education support services, good sports facilities, equipments and training, as well as traditional knowledge and skills	Design and produce such a comprehensive action framework for the duration of the life of MoM III	Communal Education, Sports and Traditional Customs Action Framework for children and youths in place and implemented in 2021 right throughout the life cycle of MoM III	Tama Fenua to assist Kaupule and Funafuti Island Education Steering Committee formulate and implement the communal education, sports and traditional customs action framework for children and youths					
Not sufficient information/data on children and youths required in developing the comprehensive communal action framework in section 7	Better quality communal action framework is produced due to well-informed planning and decision-making	Collect all required information on children and youths in the community, create a database and enter all newly collected data and made available to formulators of the communal action framework in section	Database is up and running by 2022	Kaupule to carry out another household survey to collect all required information for proposed database	Database is available for use by Education Steering Committee				Kaupule & Komiti fakatonutonu
Parents no longer helping their children to read at home	Enhanced reading skills of children across the board	9. Produce materials to help parents teach their children to read at home	By 2022 parents in the community have access to and are using tool kits and materials provided by the Education Steering Committee to teach their children to read at home	i) Steering Committee closely monitors implementation of this output	ii) Advocate the power of pleasure reading in helping raise overall performance at school to encourage to parents continue teaching their children to read at home.				Kaupule, Falekaupule, parents and guardians

**MOEAKIGA O MALEFATUGA III**

**SA 4 Continue**

There is minimal amount of funds allocated in the Kaupule Budget to assist young members of the community access quality further studies (for tuition fees only) in country and abroad	More students can access and benefit from this fund	10. More funds are allocated to this head	Increased funding allocation for the communal tuition scheme by 2021	Kaupule seek funds to increase allocation to for communal tuition scheme						Kaupule & Falekaupule
No support programmes for young community members not continuing studies in secondary school	Increased number of unemployed young members of the community with trade skills and enhanced knowledge and skills on traditional customs and arts and crafts	Establish trade school for young community members unable to continue into secondary school studies and unemployed youths	Trade school classes resume by 2022	Fuanfuti Island Steering Committee coordinates and closely monitors progress of trade school initiative						Kaupule, Falekaupule, Tamafenua
No communal law to penalize school truants and parents/guardians	All children in the age range of mandatory education are attending school	Establish and strictly enforce bylaw to discourage school truancy	Bylaw on school truancy is enforced by 2021 90% of children of primary school age are attending school	Anti school truancy bylaw is amongst the first bylaws put in place in 2021						Kaupule, Falekaupule & AG's Office
No proper, safe play ground for children in the community	Children have a safe and attractive space to play, socialize and build their social and communication skills	Build a children's park	Children's park is open to all children by 2023	Kaupule identifies good site for children's park and starts project cycle for this initiative	Required funding and other resources secured and construction work begins in first quarter					Kaupule & Falekaupule
There are no thorough documentations of Funafuti cultural heritage (tangible and intangible)	Published documentation (written and video taped) of Funafuti culture and traditional customs are readily available to children, youths and the public at large	Obtain stationaries and devices such as video and still cameras, audio recorders, desktops etc. to record and store documentation on the culture and traditional customs of Funafuti	First publication under this initiative is ready by 2023	Kaupule to start the project cycle of this initiative in the 2nd quarter of year 1. There is also a similar initiative in SA 1.						Kaupule & Falekaupule & Tama Fenua

MOEAKIGA O MALEFATUGA III

SA 4 Continue

II. SPORTS						
There is no sports field for Funafuti sportsmen and sportswomen	A suitable site for a playing field is identified on reclaimed land under the on-going land reclamation TCAP project	. Find a suitable site for a sports field (facilities to include store room for sports equipment)	Minutes of negotiations with the Government and TCAP for room for a playing field	Also covered under SA 6 Infrastructure Development		Falekaupule & Kaupule & Masaua & Youth Association
The Ulupuka Lukiluki Court is in great need of major repair work	Enhanced skills of Funafuti sportsmen and women, including young aspiring professional players in indoor games	19. Repair the Ulupuka Lukiluki	Project proposal and concept note, architecture design, project progress reports, Ulupuka Lukiluki Court repaired	Repair to court is long overdue and all stakeholder must raise funds to mee costs. Additional funds should be sought from external donors.	\$ 80,000	Kaupule, Masaua & Youth Association & DLG
Insufficient appropriate sports equipment	Further enhanced sports skills	Obtain required sports equipment and find good storage place	Project proposal & concept note; architecture design of sports equipment store room Included in above facility, 6 monthly progress reports to ISP Manager	Seek help of TASNOC, Ministry of Education, Business Communities to sponsor sports equipment	\$ 30,000	Kaupule, Masaua, DLG, TASNOC, Donor partner, Ministry of Education & Sports
Traditional games are no longer practised by younger generations	Revive and maintain interest of youths in playing traditional sports	Organize regular communal competitions in Te Ano, Kiliti and fishing etc	Number of traditional sports competitions; number of participants in the above competitions	Te Masaua, Youth, Alapi and Senala to include traditional games competitions in Island Special day programs		Masaua, youth, Alapi, Senala

8.5 Strategic Area 5

STRATEGIC AREA 5: HEALTH AND WASTE MANAGEMENT									
GOAL: To Strengthen the Importance of Services and Developments which Enhance Health									
Challenges	Outcomes	Strategies	KPIs	Years				Budget	Person Responsible
				2021	2022	2023	2024		
Obesity, Hypertension, Diabetes, and Heart diseases	Reduce Obesity, Hypertension, Diabetes; and increase number of people with ideal weight	Empower people to eat Tuvalu local food and drink water when feasting	.Encourage balance diets and water for drinking during all community feastings	The Kaupule to work in partnership with the Department of Health (nutritionist) to provide awareness and training to members of the community of the benefits of eating local and balanced foods and drinking water.				\$ 5,000	Falekaupule, Kaupule, Health Dept (Nutritionist)
		Cabbage as an option, whilst other greens with high rate of nutrition is a must	People start to realise the essential substance in other greens	Each household to continue eating greens and maintain healthy living				\$ 15,000	Kaupule, Health Department, Komiti Tu Maa
		Each family ought to have a home gardening		The Kaupule to organise gardening competition and assist with procurement of gardening tools and equipments. ROC mission to assist with seedlings.				\$ 10,000	Kaupule, Each Household, ROC Mission
		Body movement is healthy	Erect a gym at the Tausoa Lima site	Identify possible site	identify possible fund donor	installation of equipment	Gym should be up & running	\$ 200,000	Funafuti Sports Association, Kaupule
		Testing of diabetes, hypertension, and heart during gathering	Home visit and in time of feasting by medical team	Kaupule to organise with Health Dept, for regular testing and inspection.				\$ 10,000	Kaupule, Health Dept,
Degradation to Lands	Beautiful clean environment Prosperous life of the people	Rotten wastes to keep at home for gardening	Make home gardening	Households to make use of rotten wastes for gardening. Kaupule to seek help of ROC Mission in demonstrating the process of turning waste to manure.				\$ 3,000	Waste Dept, Kaupule, House holds, ROC Mission.



MOEAKIGA O MALEFATUGA III

SA 5 Continue

Degradation to Lands	Raise awareness with people to know how to sort-out the waste, which is very important	Well sorting out in own categories	Conduct Public awareness on Health and Waste Management	The Kaupule with help of the Dept of Waste continue and regularly carry out awareness training and demonstrate the process of sorting of wastes.			\$ 10,000	Kaupule. Waste Dept
	Install enough bins specificall for used nappies	No more mess-up by dogs and human		Enough waste bins should be made available to each households. Make byelaws to regulate the disposal of nappies.			\$ 10,000	Kaupule, Dept of Waste
	Possible land reclamation to satisfy the need for proper dumping site	Can possibly provide housing as well. Residing on that land till the dump site is filled up	Grant approval of the land	Carry out feasibility studies	Undertake EIA to determine any adverse effects of using reclaimed land as dump site	reclamation work depends on results of EIA and availability of funds for ecavation.	\$ 2,000,000	Falekaupule, Kaupule, Lands Dpt, Landowners, GoT
	Beautiful and clean environment	Maintan hygienical condition of community and mainland and on islets and health inspection quarterly	Constant visitation	Kaupule Health Committee work in collaboration with the Health Deptment to contineously carry out health inspections of each household on Fogafale and islets			\$ 15,000.00	Kaupule Health Committee, Health Dept,
	Governance paractices in making recommendations	Maintain proper data and information on waste, consumption rate of individual Household	Strengthen good governance in decision making for achieving health issues	Falekaupule to make relevant byelaws and the Kaupule Police to monitor and arrest people violeting the byelaws			\$ 20,000.00	Falekaupule Kaupule, Waste Dept. Komiti Tu Ma.
	Well protected community	A byelaw in place to well manage waste	Strengthen health practices	Falakaupule to make byelaws	Kaupule Police to enforce byelaws			Kaupule, Health Dept, Households

**MOEAKIGA O MALEFATUGA III**

**SA 5 Continue**

Scarcity of water	Stable water supply for community	Proper water catchment system must be clean at all time	Strengthen health practices and preventing from diseases	feasibility/ scoping study	Put up centralised irrigation system that feed from the desalination			5M	Kaupule, GoT Contracts from overseas
		Provide sufficient water storage facilities - Increase capacity of water by providing sufficient water storage for each household	Provide other means of water storage, and no water tank to avoid bulky for a limited space	Identify available lands for construction of water cistens.	Prepare concept design of water cisten and make estimates of costs	Seek donor to fund costs and construction work begins	Water cistens constructed on communal lands.	\$ 500,000.00	Kaupule, PWD. GoT
	Up-todate information	To conduct a survey on the number of water tank in each household	Each family to have filter	Conduct household survey	Seek funding for the purchase of water filters	Kaupule to assist with installation of water filters in each house hold		\$ 10,000	Kaupule, GoT,
Benefits for elders as of the current amount is not enough	Elderly people happily enjoy their healthy life	Ensure the number of elderly people in each household in order to provide them with proper bedding, wheelchair etc	Wellness center to erect next to the Tausoalima	Need to carry out a detail assessment of the likely cost of providing elders benefits, shelter and beddings. Budgetary implications is huge and may drain Falekaupule resources.			\$ 100,000	Kaupule, MLGA	
Hygienic standard of living	Well established working relationship with government and overseas partners	To build proper housing for people of Funafuti	To contract overseas building companies to build houses	Refer Strategic Area 6 for details of timeline and implementation.				Contracts from overseas	
No partners from abroad	Satisfy our needs	Search for Prominent partners from abroad to assist with our needs	Increase number of new partners	Work with GoT and RoC to assist identify possible partnership with overseas Organisations, NGOs,				Kaupule, Got, ROC	

**MOEAKIGA O MALEFATUGA III**

**8.6 Strategic Area 6**

**STRATEGIC AREA 6: INFRASTRUCTURE DEVELOPMENT, COMMUNICATION AND TRANSPORT**

**Goal: To advance ability and the refurbish focus**

Challenges	Outcomes	Strategies	KPIs	Year				Budget	Person Responsible
				2021	2022	2023	2024		
Lack of housing for Civil Servants	Reduce demand for Civil servant housing. Generate sustainable income for families on Funafuti, assist improve way of life of families and contribute to Island affairs.	Build additional double story buildings (with water cisterns) strong enough to withstand strong wind and cyclone. Place house in house rental market to generate income for family.	Number of completed new houses constructed and available for rent by civil servants. Achieve construction of strong safe houses and water security.	Prepare architectural designs of new buildings and seek approval and conduct rapid survey to determine households that active in contributing to Island affairs.	Start developing new Village setting for Funafuti	Construction of new houses starting with Low income earning families.	Continue construction of new houses for selected families.	\$ 1,280,000	Kaupule, FHA, MLGA, Komiti Fakatutu
	Complete building of remaining 10 houses to make up total of 55 houses.	Continue implementation of FHA housing project	to complete construction of the remaining 10 houses	Build 10 houses during the three year period. Subject to availability and sufficiency of funds, it may be possible to achieve this in the first two years.			May continue construction if not completed in the first three years.	\$ 640,000	
	Buildings for clinic, school and kaupule office in Funafala to provide essential services. Build more houses in Funafala to house workers and employees.	Build FHA houses on inhabited islets for rent by workers and employees.	Six Houses build in Funafala	Total of 6 houses to be build				\$ 100,000	
Not enough land for infrastructure development purposes.	Identify specific wetland (Taisala) for re-fill for sport field.	Create land space by re-filling Pulaka pits	Be able to complete sport field.	Prepare implementation plan and hold dialogue with landowners to ascertain boundaries.	Prepare proposal to seek funds for proposed work	Re-filling work commence	Re-filling work continue and completed	\$ 200,000	Kaupule, GoT, Dept. of Environment, Sports Association
	The New Kaupule Office erected on the site	Reclaimed land to the lagoon site of main settlement	Design and drawings of new kaupule office	Make preparation to construct new Kaupule office on reclaimed land (TCAP Project)	Prepare proposal to seek funds for proposed work	Build new office.		\$ 500,000	Kaupule, Education Dept., GoT
	A suitable site (on the islet) specifically allocated for field husbandry.	Suitable site chosen on islet for field husbandry with care taker to be recruited	Caretaker recruited, and lease agreements agreed with land owners. Site cleared and ready.	Move all family pig-pens to chosen site	Use pig pen as dry litter pen to produce manure for farming and gardening.			\$ 100,000	Kaupule, GoT, Agriculture Dept.

MOEAKIGA O MALEFATUGA III

SA 6 Continue

Housing on islets now occupied by people of Funafuti	Secure a new residence for the Pastor on Funafala and bigger shelter to cater for influx of people to Funafala.	Renovate current community buildings and erect new house for Pastor	Pastor House ready and community hall fully renovated,	Prepare land lease agreement, including house plan and the procurement of funds	Erect Pastor's house	Erect community residences on other inhabited islets		\$ 100,000	Kaupule, PWD,
Inadequate transport services on Funafuti	Reliable transport services available on Funafuti	Construct jetty and mariner at the islets where people are residing	Completed jetty in Funafala	Conduct a survey to identify suitable site and location for jetty and mariner in Funafala (and later in Papaelise)	Seek external funding for this project. Procure plants and equipment and materials.	Construction begin	Maintain regular repair and maintenance	\$ 200,000	Kaupule, Landowners, PWD, GoT
		Procure suitable ferry boats to provide transport services to and from islets.	Ferry boat available and providing reliable inter islets transport services	Obtain relevant information on most suitable ferryboat to provide service.	Seek external funding for this project and procure ferry boat	Begin procurement process	Maintain regular repair and maintenance	\$ 100,000	Kaupule, GoT,
		To procure a sea ambulance for emergency evacuation from islets to the main hospital	Boat provides ambulance and medical evacuation services	Obtain dimensions and specifications of boat suitable for medical evacuation	Negotiate with GoT - the possibility of funding Ambulance	Funds available and begin procurement process	keep up maintenance work to lessen wear and tear	\$ 100,000	Kaupule, GoT,
		Build a bridge over the causeway at Teasagataupaka	Bridge completed and operational	Prepare bridge concept design	seek funding from external partners	Subject to fund availability, construction begin.	keep up maintenance work to lessen wear and tear	\$ 100,000	Kaupule, GoT,
		carryout repairs to road from Funafala main settlement to Malata (Northern End)	Improved road conditions	Prepare implementation plan	Work begin	Maintain regular repair work on road		\$ 50,000	Kaupule, GoT, PWD



MOEAKIGA O MALEFATUGA III

SA 6 Continue

Unreliable communication system in the Kaupule hinders business progress and development	improved communication services in the Kaupule and its business arm (FHL)	Prepare a plan and design an efficient, reliable and affordable communication network system in the Kaupule, Falekaupule and FHL.	All departments within the Kaupule, FHL and Falekaupule connected to communication network	Given capital cost implications, there is need to find external donor, to provide funds	Acquire the required equipment and apparatus and installation	Service continues	Up keeping of maintenance and repair works.	\$ 50,000	Kaupule, IT Officer, TTC, GoT,
	All Users more aware and conversant with new modern communication technologies.		Kaupule and its business unit, Falekaupule enjoyed new communication network						
unable to maximise benefit from the use of internet due to inadequate knowledge of modern communications technologies.	well trained users with sufficient understanding and knowledge to fully maximise benefit from the use of internet.	Provide training to enhance knowledge on the use of internet and modern communication technologies	Number of people already undergone computer and internet training,	Seek funds from donors willing to finance training.	provide ongoing refresher training			\$ 5,000	Kaupule, IT Officer,,
Slow progress to infrastructure development	Make good progress to Island development initiatives	Establish a Committee to identify infrastructure development (Fogafale and Islets) needs	A Plan is ready to map out the infrastructure development needs.	Prepare infrastructure concept designs according to infrastructure development plan.	Site Preparation and seeking funds to implement project			\$ 200,000	Kaupule, GoT, PWD,
		Recruit a Town Planner	Town Planner started work	Town Planner assist Infrastructure development committee.			\$ 16,000	Kaupule	

8.7 Strategic Area 7

STRATEGIC AREA 7 : SUSTAINABLE NATURAL RESOURCES									
Goals: To Utilise and proper management of Natural Resources for Sustainable use									
Challenges	Outcomes	Strategies	Targets (KPIs)	Year				Budget	Person Responsible
				2021	2022	2023	2024		
Loss and Damages to Lands Caused by Natural Disasters	Retore lost lands.	Plead government for support	Secure funding from Government to restore lost and damage lands. Establish new lands.	Carry out EIA to damages (to lost Islaet and Land) erosion caused by natural disasters -	Prepare concept design of suitable sea wall	Prepare for land reclamation phase 1		\$ 2,000,000	Kaupule, MLGA, Fono Manafa, PWD
		Plant mangrove on shorelines to protect land erosion .	Increase planted mangroves. Many coastal areas planted with mangroves.	Prepare plan for planting mangroves, and trees on costlines	Ongoing program to plant mangroves and trees on cost lines		\$ 30,000	Kaupule, Matagaluega o Enivalomene, Tokilakau	
Very difficult for the works of the lands court because of poor condition of lands registers . Poor records keeping of lands documents.	Make it easy for the works of the lands court. Have peace and justice prevails.	. To establish a land commission for proper analysis on lands documents	Decrease number of land cases. Smooth running of lands court.		Carry out discussions and consultations with Falekaupule and stakeholders. FNLTB to spear head discussion.	Implement recommendations of of the land commission		\$ 30,000	Kaupule, GOT, Lands Dept
Insufficient edible crops to sustain individual families.	Abundance of edible fruit crops to sustain individual families market the rest.	Maximize all available land spaces for planting edible crops like banana, tapioka, kumala, potatoes and greens edible leafs	100% famailies with home gardening. Start consuming own local produces	Planning for growing edible plants for each family. Raise awareness and train family members to know how to plant edible crops .Run the plan and regular inspection.	Poor lands condition to improve by cultivate using excavator and proper softing of grounds for planting edible crops. Covert bushes to edible crops and greens. Build water system and tubs for gardening. Home fences with edible plants such ofenga, moringa and fig plants (felo) with proper nurturing .			\$ 200,000	Kaupul.FNLTB, Falekaupule, Fono Manafa, GoT

**MOEAKIGA O MALEFATUGA III**

**SA 7 Continue**

Insufficient edible crops to sustain individual families.	Abundance of edible fruit crops to sustain individual families market the rest.	Expand and increase community gardening on islets and plant with varieties of edible crops. Working together with the Taiwan Mission.	Abundance of fruit crops for marketing at the Council market and the Taumaketi. Leftover fruit crops to reduce the prices or process into food and market it.	Prepare lease land agreements for gardening. Work together with Taiwan Mission in establishing the shredder shed for manure storage. Work together with Taiwan Mission and learn how to acquire skills and knowledge for sustainable maintenance of eatable crops for future.		\$ 20,000	Kaupul.FNLTB, Falekaupule, Fono Manafa, GoT
		3.3 A replanting scheme of coconut, pandanus, breadfruit on Fogafale and islets (Agroforestry).	Within the 4 years period of this plan the total edible crops planted is approx: 3,000 coconut trees; 1000 panadanus trees; 200 breadfruit trees.	Set a plan for planting edible crops at the ocean side and along side of roads. Coconut seedling, panadanus mo breadfruit. Team up with Agriculture experts.	Ground preparation and sufficient manure for edible crops . Seal around these plants solid walls to hold manure. Start planting these edible crops. And regular attendance to proper nurturing the plants.	\$ 30,000	Kaupule, Dept of Waste,
Lack knowledge and skills to wisely utilize their own natural resources.	People know how to use most of their own natural resources.	Training and awareness on how to use various natural resources that are often discarded as rubbish.	Wisely utilize natural resources for build-up stable living, prosperous, and enjoyable life. Waste, misa, pule, native plants and other resources largely used by people for a stable living.	Baseline survey and data analysis on natural resources available on land and marine ecosystem. Provide training for people to know how to look after their own natural resources and to sustain for future generation.		\$ 5,000	Kaupule, Dept of Fisheries, Lands Dept,
Waste and animal waste worsen the ecosystem.	Waste and animal waste, iron, algaeturn into manure and bio-gas.	Collection and dumping of solid waste to return to the rightful service provider the Town Cocouncil of Funafuti.	Kaupule Funafuti now the service provider of waste collection and proper sorting of waste. People access to rotten manure and animal waste, rotten iron and algae for gardening.	Consult with government for the return of the service to council for these waste can become worthy resources to the Kaupule for it is the true resources of the community.	Proper sites for these specific waste to quickly turn into quality manure. Acquire shredder to produce manure from plant waste.	\$ 5,000	Kaupule, Dept of Waste,
		5.2 Saugavaka piggery accomplished.	People access to quality manure from animal waste. Also provide bio-gas.	Impress upon government to assist identify donor for this development.. To prepare a byelaw and policy to protect and safe guard this asset..	Enforcement of the byelaw of the Saugavaka piggery on mainland and islets. Bio-gas production economically virable kaiao mo te saipuakakesi.	\$ 100,000	Kaupule, Dept of Waste,

## MOEAKIGA O MALEFATUGA III

### SA 7 Continue

People consuming expensive imported meats obviously causes illness.	People consuming local meats which fresh and cheap'.	Provide poultry farming for those keen to do this type of development.	People are buying animal meat of Funafuti for its cheap. Healthy, and wealthy Its provide opportunities for people of Funafuti.	Survey on those who keen and ready to takeon this poultry farming. Prepare plan and policy for protecting the sustainability of the development	Council to first finance this poultry development.	Council to work together with poultry farmers for the early inception of this development. Council established a space in the market and furnish with proper facilities to store and sell meats.	\$ 100,000	Kaupule, Dept of Agriculture, Dept of Waste,
Edge of the Tafua Pond so awkward because of pigpens.	Decorated park for picnicking, fish watchers, facilities for public amusements, restaurants where fresh fish from the park in dishes as income generating.	Improve the surrounding edges of the pond and turn into a public park that creates job opportunities.	Promote local and overseas tourist ground where the fish pond is. Availability of fresh fish, attracted people. A recreation park for parents and children.	Prepare concept design and detail plan of actions, to highlight inter alia: estimated costs, any donor interested in funding the proposed initiative.			\$ 500,000	Kaupule, Dept of Waste, Dept of Lands, Dept of Fisheries, GoT.
The abuse of the lagoon and waters of Funafuti by sea vessels.	agoon and other water areas are well protected from the abuses by sea vessels entering.	Prepare regulation and byelaw for the protection water areas such as the lagoon and 12 nautical miles and council levy fees from vessels a good income for community.	There exist regulation and byelaws for the protection of the lagoon and other water areas of the island. All vessels are to anchor at the designated area. Fees collected from all vessels mooring in the anchorage area. Sea vessels anchor outside of the designated area fees is high.	Te Kaupule Police with the help of Fisheries Dept to enforce regulations and byelaws. Ensure all vessels/ships entering the logoon abide and pay the appropriate fees to the Kaupule.			\$ 40,000	Kaupule, Fisheries Dept, Police Department
Too many undersize fishes are fished by fishermen.	List of restricted size of fish not to be taken is available at the council's office.	To produce a byelaw to protect the medium size of fish ready for breeding	No more of the undersize fish sold by fishermen.	Kaupule to prepare the relevant byelaws to regulate the harvest and sale of under size fish. Closely monitor and bring to justice thos violating byelaws.			\$ 50,000	Kaupule, Dept of Fisheries, Households
Lack the knowledge of utilizing marine resources.	Start surveying and make serval trials on doing sea farming.	Start surveying for potential grounds for Pearl Farming & Giant Clams.	Community knows how to setup a farm in the sea. There is giant clams farm. There is also a pearl farming in the lagoon of Funafuti.	Carry out a survey to asceratin sites suitable for pearl farming, seaweeds, giant clams	Create pilot project to test feasibility of farming sea resources,	Depending on success of pilot farming project, either to continue or abandon farming.	\$ 50,000	Kaupule, Dept of Fisheries,



## MOEAKIGA O MALEFATUGA III

### SA 7 Continue

No fair idea of the land and marine resources in the conservation area.	Know exactly of the level of natural resources in the conservation area, which help in making inform decision.	Conduct a survey on both on land and marine ecosystem at the conservation area.	Know the exact level of resources in the conservation area.	Carryout a detail survey of resources exist in the conservation area.	Continue to monitor illegal harvesting of resources in the conservation areas.	\$ 30,000	Kaupule, Police Dept. Dept of Fisheries.
Illegal entry into the conservation area by culprits.	People respect the conservation area.	Review the management plan of the conservation area and strengthen its operation.	Byelwas for the conservation area with new amendments.	To review existing byelaws and mend any loop holes.	Kaupule lacks the manpower and ability to remotely monitor intruders. On going support from GoT and donors to provide equipments necessary to remotely police illegal entry to the Conservation areas.	\$ 60,000	Kaupule, GOT, Dept of Fisheries
High prices for fish due the small catches. Hard to get fish in time of bad weathers.	Quality fish available at the Tafua pond, can be sold to the public during bad weathers.	Strengthen the proper managing of the Tafua Pond to produce abundance of fish.	Maintain the growth of fish in the Tafua Pond. Sufficient supply to the public during bad seasons.	Prepare a plan of action to map out the course of actions necessary to fully utilise the Tafua pond		\$ 100,000	Kaupule, GOT, Dept of Fisheries

