



## Foreword

As Pule Kaupule, I am pleased to present the Kaupule's Strategic Plan which sets out the framework within which the Kaupule will organize its business over the years 2011-2015.



The Strategic Plan is the second long-term plan to be developed by the Funafuti Kaupule in collaboration and consultation with the Funafuti community and all stake holders including the Ministry of Home Affairs of the government of Tuvalu. It introduces a new framework of strategic planning in the Funafuti Falekaupule area which is driven by the community's vision and issues. The plan incorporates the visions and strategies and feeds these into the Kaupule's management and operational plans to deliver actions which ultimately achieve the vision for the community who contributed their time, knowledge and vision during the consultations were of great benefit with Kaupule listening to you and threading your visions and issues throughout this plan.

The holding of consultations with representatives from every sections of Funafuti community, is indicative of Kaupule's belief in a true participatory and democratic planning which gives people the opportunity to directly contribute to the future development of Funafuti and it's citizens.

I commend this Plan to you as exciting document which pave the way forward to a new future for Funafuti and its people. This plan will be a major tool to help us achieve our Corporate Aim of improving the quality of life for all and making Funafuti Community an attractive, safe, and clean place to live and work.

Finally, Kaupule looks forward to working with the community in making the Plan a reality.

Andrew Ionatana  
PULE KAUPULE – FUNAFUTI

## Declaration by the Head of the Funafuti Community

I am privileged and honored to be able to speak on behalf of the people of Funafuti to acknowledge and express my sincere gratitude to all those who have offered their time and efforts in preparing this important document. This document envisioned our community's needs that have been identified in order to map our way forward for the next five years.



Taking Funafuti to the future will not be easy as we will be journeying through the process of change. Many oppose change because they are by nature more comfortable with that which is familiar, settled and comfortable. Major change disrupts routines, forces us out of comfort zones, calls into question our certainties and threaten our securities.

The world however is a place of inexorable and constant change. The post modern age in particular is experiencing rapid social, economic and environmental change both globally and locally. At a profound level therefore change is simply unavoidable – it is all around, within and without. The choice is ours, individually or corporately, to resent it and grudgingly to accommodate it. Or we can pretend that it does not really impact, affect or influence us. We do have a third option, however, namely that of welcoming change, to learn lessons from the negatives, to embrace the positives it has to offer, to move creatively and collaboratively with it, and to be a partner and not a prevaricator of change.

We have embarked on major processes of review and potential major change that engaged all stakeholders. By way of community consultation, the processes are being facilitated by a Coordinating Team, Facilitators, and Focus Groups who were drawn from members of the Funafuti Community. They have been working diligently over a period of two weeks to ensure the Strategic Plan is completed within the shortest possible time. Had it not for everyone's sacrifice, dedication and commitment, it would not have been possible to develop and make this Plan a reality. *Congratulations for the work well done.*

The **Strategic Plan 2011-2015** that we now have is the product of everyone's collective efforts. But let me remind our selves that the most critical phase of our plan lies ahead of us, namely that of implementation. All the planning, long hours and strenuous efforts will be in vain if we are not fully invested and wholeheartedly committed to implementing the objectives of the Strategic Plan. We therefore owe it to all stakeholder concerned, and above all God who has guided in this direction, to see this major project through.

On behalf of the People of Funafuti I wish to register herein our appreciation and thanks to the Government of Tuvalu through the Ministry of Home Affairs who have kindly sourced financial assistance from the Commonwealth Local Government Fund (CLGF) for this major project. The latter's monetary contribution had gone a long way in facilitating the planning and consultation processes.

The Women of Funafuti have kindly provided refreshments to keep the participants nourished during the long and tiring weeks of consultation. You are owed a FAKAFETAI LASI.

This Plan was augmented through consultations and participatory efforts of members of the Funafuti Community in order to create in everyone a sense of ownership. This Plan is therefore, dedicated to all the people of Funafuti. By virtue of the approval given by the Falekaupule, I represent the people of Funafuti in declaring this Plan an official document.

To the people of Funafuti, THIS IS YOUR PLAN. May God bless us all as we journey together to reshape the future of our beloved Island Funafuti.

Mr. Mesaka Usufono  
ULU FENUA - FUNAFUTI  
28<sup>th</sup> February 2011

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### **Explanation of cover title/meaning of words:**

#### **-‘Moeakiga o Malefatuga’**

The driving spirit towards achieving a collective vision that was agreed upon at Malefatuga.

#### **-‘Malefatuga’**

Traditional location designated as a protection ground for paramount chiefs of the island.

#### **-‘Alaalafaga o aliki’**

Permanent sacred ground for traditional chiefs.

## Chapter 1

# Introduction

The Funafuti Strategic Plan (FSP) 2011 – 2015 is the 2<sup>nd</sup> Plan since after achieving the 1<sup>st</sup> Island Development Plan (IDP) 2003 – 2007.

The 2011 – 2015 strategic plan represents detail and comprehensive policy guideline by the Funafuti Falekaupule for its socioeconomic and infrastructure development focusing on five given indicators of community that raise most essential needs of community for the next three to five years, with the aim of improving the quality of life of the people and greater improvement on principles of good governance with respect for the rule of laws, Christian principles and cultural norms. Of course, the Funafuti community has given a *Vision* that presents a clear picture of their commitments to achieve their short, medium and long term investment strategies.

Since that the Government has constituted the composition of programmes and projects through a formal planning process as provided under the *Kakeega of Tuvalu* and the Falekaupule Act 1997, and other formal setups by responsible institutions of Government by giving the best coordination in achieving our community Strategic Plan. Simply to the fact that Government and island communities have established an economic base so called the Falekaupule Trust Fund (FTF) that aid the needs of communities through projects and programmes.

The documentation of the Strategic Plan (SP) 2011 - 2015 provides areas of strategic outcomes that guide the future course of development of this community, based on previous strategies and results of various community consultations. And to realise the essentiality of sustainable development initiatives with regards to both cash and natural resources, which is the basis of our progress onward in this temporal life.

As we may all aware that most economic and infrastructure developments are taken place on our land for the purpose of the national interest. Due to the scarcity of land space on the main land to meet the demanding needs of the vast population of about six thousand people, it is encouraged that other islets of Funafuti can make arrangement to be used for those development purposes.

While developing this SP, there was some set back due to unforeseen situation involved during the same period of the SP consultation. Despite this disruption, the Coordinating Team maintains the spirit of moving forward with the community consultation workshop based on the importance of achieving the Funafuti Strategic Plan.

It was thought worthwhile to have material evidences such as photographs, tables, data, as attachments to this Plan that would certainly provides facts and authenticable information to decision makers of the day.

To achieve this Plan requires the integration of all efforts and commitments from the individual, community and stakeholders as a whole through collaboration with government legitimate provident. And of course, nothing in this world is easy to achieve overnight, otherwise faith, dedication and hard works is our recipe for success.

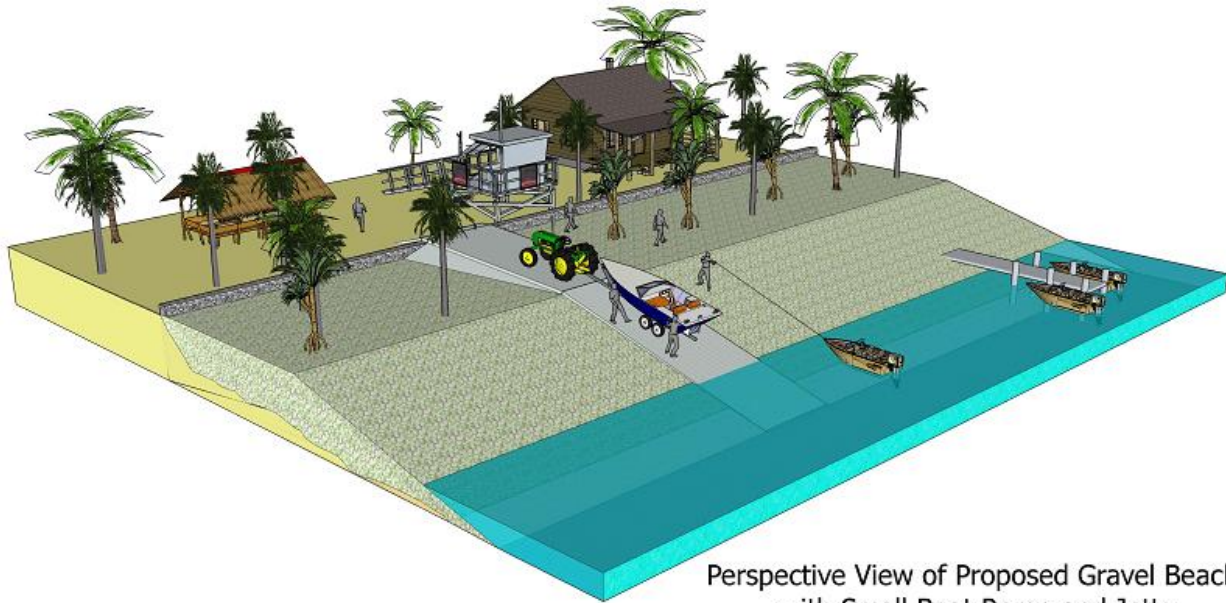


## Chapter 2

# Vision, Mission and Guiding Principles

## Our Vision

“Rise together in actions to maintain prosperity for all, and consolidate all efforts for the betterment of tomorrow”



Perspective View of Proposed Gravel Beach with Small Boat Ramp and Jetty

*(Courtesy of J-PACE)*

## Our Mission

“To consolidate all hearts with the capacity to provide actions, by offering knowledge, wisdom and strengthen to achieve and sustain excellence life in abundance with greater recognition of the environment for our future generation.”





## Values and Guiding Principles

The people of Funafuti would like to see that the Capital, Funafuti, will be developed based on the following principles and values:

People:	The key primary responsibilities are to the people and communities it serves. The Funafuti Kaupule will in delivering its services will treat everyone fairly and with respects.
Teamwork:	The Funafuti Kaupule will build good working relationships with increasing cooperation with the individuals and with community groups to solve problems and achieve common goals under this plan.
Excellence:	The Funafuti Kaupule will perform its very best, for the organisation, for it clients and for it staff.
Accountable:	The Funafuti Kaupule will accept responsibilities and will work to achieve agreed results. It will correct it mistakes right away.
Responsive:	The Funafuti Kaupule will respond effectively and efficiently to the wishes of the people.
Good governance	The Funafuti Kaupule will implement its activities and policies under this plan in a honest, transparent, fair and equitable manner.
Partnership	The implementation of this plan cannot be successfully achieved without the active participation and contribution of key stakeholders-including government, and donors with sustainable cultural partnership with stakeholders from abroad.
Environmental friendly	The Funafuti Kaupule shall strive to protect the environment and ensure that developments of the island are implemented in a sustainable manner and in harmony with the environment.



## Chapter 3

### Summary of Key Strategic Areas

The Funafuti Strategic Plan 2011 – 2015 is a product that demonstrates strategies and priority goals voted from groups of issues under the five indicators of community given the essential needs of the community within the next five years timeframe.

#### 1. Social and Demographic

- (i) Education
  - Pre-School
    - To increase physical infrastructure and financial support to Pre-school teachers
  - Primary School
    - Require sufficient classrooms for pupil, and the improvement of Teacher's quality
- (ii) Health
  - Housing conditions
    - To improve condition of all houses on Funafuti
    - Greater improvement of health condition on people

#### 2. Economic Development

- (i) Finance and Investment
  - Strengthening Revenue and Debt collection
  - Widening Economic Base
  - Improve Database and Auditing
- (ii) Human Resource Development
  - Capacity building- staff of Kaupule

#### 3. Culture and Institutions

- (i) Decision making pattern
  - To improve communication link within the system of Falekaupule
- (ii) Gender Roles in Household
  - To highly recognize the status of women in community
- (iii) Limited key contributors of community (Mataniu)
  - To increase community key contributors

#### 4. Infrastructure development

- Island developments
  - (i) Scarcity of land & Overcrowded
    - To expand community settlement by developing Funafala islet
  - (ii) Sport facilities (Gymnasium)
    - To improve physical health
  - (iii) Land
    - To enhance sustainable land management

### **Kaupule Structure and Development**

- (i) Lacking authoritative enforcement
  - Policy advantage to local business, other than foreign investors
- (ii) Building Materials
  - Establish an investment policy on gravel and sand
- (iii) Housing Conditions
  - Improve housing conditions

### **Transportation**

- (i) Roads
  - Improve public access
- (ii) Bus Services
  - Encourage public transportation services
- (iii) Road around the island of Fogaafale
  - Improve public roads both to the ocean and lagoon

## **5. Environment and Natural Resources**

### **Water and Sanitation**

- (i) Improve water quality and supply to the community
  - Build bigger and larger cistern inside borrow pits
  - Procure water trucks
  - Improve water data collection.
- (ii) Mitigation of waste water pollution on land and water conservation
  - 50 Falevatie composting toilet for the community.
  - Empower Falevaties in the community.
  - Identify solution to mitigate waste water pollution and sanitation problem in the community.

### **Solid Waste Management**

- (i) Improve collection and disposal system of all solid waste on Fogaafale
  - Review solid waste management plan
  - Segregation of waste at household level
  - Identify needs and develop action strategies
  - Improve facilities at final dump site
  - Identify potential prevention measures to minimize future hazards.
- (ii) Waste recycling
  - Conduct needs assessment
  - Revive material contracting machine
  - Regenerate revenues for Kaupule

### **Marine Resources**

- (i) Mainstreaming conservation
  - Development of an effective management framework for coastal marine resources of Funafuti
  - Demarcation of Funafuti Conservation Area(FCA)
  - Capacity building- awareness and training programs for staffs/community reps
  - Establishment of sustainable financing initiatives
  - Generate income activities(eco-tourism)
  - Set up conservation trust fund
- (ii) Increase fisheries yield in the lagoon.
  - Set up of FADS(Fish Aggregation Device) in lagoon areas

### **Climate Change**

- (i) Aggregates and sand project
  - Impose total restriction of extraction of natural materials from shorelines and beaches
  - Develop assessment needs for importing these materials from abroad
  - Beach nourishment
  - Enforce Kaupule bye-law
- (ii) Vulnerability and Adaptation Assessment
  - Identify local vulnerability and changes
  - Identify community hotspots
  - Develop adaptation and mitigation community strategies
- (iii) Research and advocacy
  - Development of research projects for case scenarios for future projection.
  - Develop awareness programs for public and schools.

### **Renewable energy**

- (i) Solar energy
  - Encourage the use of solar energy
- (ii) Biogas/Biodiesel
  - Identify possibility of using biogas/biodiesel

In achieving our key strategies and our priority goals according to the given timeframe in this document is entirely rest on the key actor the management institution (Kaupule) to ensure that priority actions are effectively absorbed into the system for immediate actions.

## Chapter 4

# Social and Demographic

### Population

The general view on population matrix of previous research indicates the authenticity of clear recommendations on the vast impacts on community health based on densely populated island like Funafuti. In reference to the “Social data analysis and interpretation report 2005 Tuvalu” the Focus Group that deals with this strategic area place greater emphasis on the ability to encounter the arising problems through infrastructure developments and policy enforcement.

Tables below indicate changes to population density overtime and especially Funafuti. Funafuti has a total land area of 2.79sq.km with a population of 5,131 in 2010 with a density of 1,839 per person per sq.km. We cannot deny the fact that urban center like Funafuti where most major public utilities and facilities are always available at all time is the reason for outer island population shift. There also two other factors which contribute to the population movement in Tuvalu and that is one is the push factor and the other is a pull factor. The push factor is where those in the outer island are forced perhaps by autocratic power of the Falekaupule. And the pulled factor is where those who might be forced to shift because of the availability of first class facilities and other related social reasons on the Capital island of Funafuti. However, 47% of the total population of Tuvalu is now residing on Funafuti, and to make it easy for this constant internal migration is the freedom of movement.

The census report of 2002 and the most recent statistics on the issue of population shift informed us that the whole population on the capital will be at risk if nothing is done to slow down the internal migration between Funafuti and the outer island.

### Housing

One major constraint that challenges the population on Funafuti is the lack of houses to accommodate the incoming people from outer island. From 2002 to 2010 there have been a growing number of different types of houses throughout the years and yet still cannot accommodate the needs of this population increases. And as a result some people forces to find shelters by building squatters alongside of those huge borrow pits on the capital island Funafuti.

A number of houses and squatters on Funafuti lack sealed latrines or toilets and that create high health risk on Funafuti. The 2002 census reported on the number of available toilet facilities on each island of Tuvalu clearly indicates that Funafuti most commonly used toilet is flush toilet with a total number of 345 built in units and 79 outside unit.

**Water**

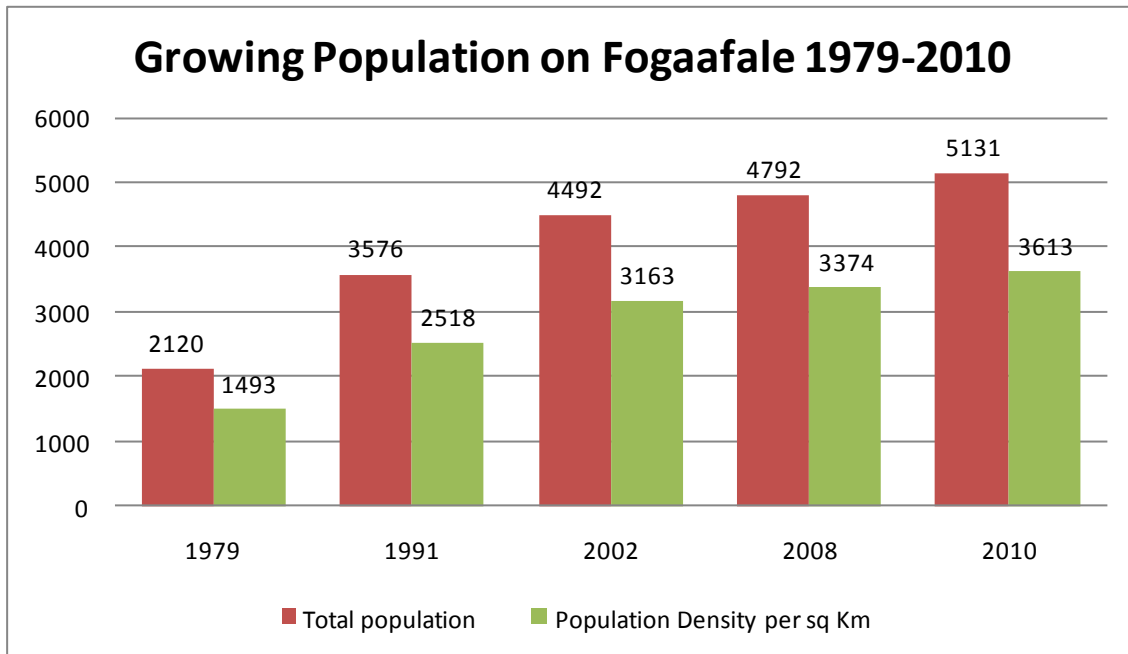
Water is one major source of human basic needs which has recently declared internationally by the United Nation as vital human right, for every human being to access to clean and adequate safe water. According to statistic figures for 2002 Funafuti alone has a total number of 404 tanks with three different types with different capacity e.g: a) 1000 gallons, b) 2000 gal and c) 2500 gal. And 134 water cisterns with different volume of drinking water. Recently, from 2009 up to now a number of plastic water tanks with a volume of 2500 gallons has been disburse to all household on Funafuti and to outer island as well. Yet there is a high demand for more water storage to cater for the whole population on Funafuti at the international standard of water quality for drinking at a rate of 101 liters per person per day.

Community indicators: **SOCIAL DEMOGRAPHIC**

1. Subject: population composition and structure

**Do we really know how many people are residing on Funafuti atoll to date?**

Graph 1. Gives a trend of population increase and density on Funafuti between periods 1979 to 2010.



(Source: Census 1979, Census 1991, Census 2002, Census 2008 Department of Statistics records 2010)

This plan gives a wake-up call for policy makers to understand the critical issues of over-crowding of population on the capital which is seen as the major root causes of most problems on the capital. The population on Funafuti in 2010 was more than double the population level in 1979.



The table 2 below gives a clear picture of the residing population on Funafuti by home islands and sex, as in the population count by Department of Statistics of 2010.

**Table: 1 Resident population by home island and sex, 2010**

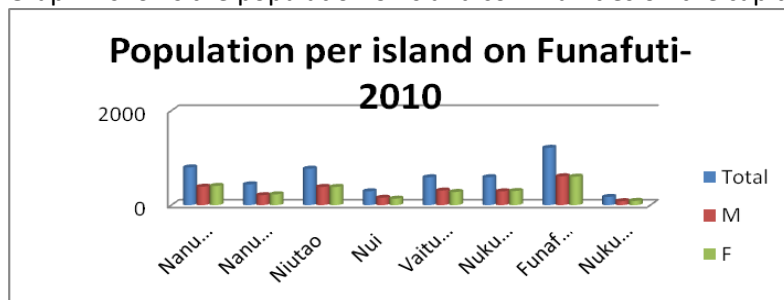
Islands	Total	M	F
Nanumea	1,835	876	959
Nanumaga	1,250	601	649
Niutao	1,709	848	861
Nui	982	475	507
Vaitupu	1,993	1,018	975
Nukufetau	1,352	667	685
Funafuti	1,181	594	587
Nukulaelae	542	262	280
Non-Tuvaluans	165	86	79
<b>Total</b>	<b>11,009</b>	<b>5,428</b>	<b>5,582</b>

**Table: 2 Funafuti Resident population by home island and sex, 2010**

ISLANDS	TOTAL	M	F	% PROP
Nanumea	798	391	407	15.55%
Nanumaga	440	211	229	8.57%
Niutao	772	386	386	15.04%
Nui	294	157	137	5.72%
Vaitupu	590	310	279	11.49%
Nukufetau	592	292	300	11.54%
Funafuti	1,214	611	603	23.66%
Nukulaelae	174	84	90	3.39%
Others	259	133	126	5.04%
<b>Total</b>	<b>5,131</b>	<b>2,575</b>	<b>2,556</b>	<b>100%</b>

Table 2 in comparison with Table 3 below it shows us that the trend of movement of people from outer islands to the Capital Funafuti is gradually increasing at the average of 140 people each year to reside. This constant shift of people from the outer island to Funafuti without control put more pressures on the environment and its scarce resources, land, marine, health and other social risk. The reality of this uncontrolled movement is genuinely evident on the inevitability of establishing squatter settlements on Funafuti.

Graph 2 shows the population of island communities on the capital in 2010.



(Source: Department of Statistics records for 2010)

**Table 3: Funafuti resident population by home islands and sex, 2002**

Island	Total	M	F
Nanumea	666	326	340
Nanumaga	367	176	191
Niutao	634	322	312
Nui	245	131	114
Vaitupu	492	259	233
Nukufetau	494	244	250
Funafuti	1,013	510	503
Nukulaelae	145	70	75
<b>Total</b>	<b>4,056</b>	<b>2038</b>	<b>2018</b>

**Table 4: Number of Household on the seven major divisions of Funafuti**

Villages	Total
Lofeagai	99
Teone	84
Fakaifou	156
Senala	141
Alapi	143
Vaiaku	81
Tekavatoetoe	87
<b>Total</b>	<b>791</b>

**(i) Number of person per Household**

Table 5: Population and Household size for Funafuti, 2002

Total household 2002	Total Population 2002	Number per house 2002
639	4253	6.6

Source: Social Data Analysis and interpretation Report 2005

Table 6: Population and Household size for Funafuti, 2010

Total household 2010	Total Population 2010	Number per house 2010
791	5,131	6.5

Source: Funafuti Community Consultation Workshop on Strategic Plan 2011 – 2015

**(ii) Water**

Table 7: Funafuti Household with drinking

Tank	Cistern	Tank and cistern	Community water cistern	other	Total
404	134	62	22	17	639

Source: Social Data Analysis and interpretation Report 2005

Table 8: Sum of Water storage by category in litres in Funafuti, 2010

Community	Government	Residential	Commercial	other
3,227,958	4,579,529	22,429,277	1,644,260	67,293

Source: Wolff Reserve Storage, Funafuti, 2010

Water is one of the most essential needs for human survival and that accessing to quality water for drinking require proper water system with stable supply to all resident on Funafuti.

Table 7 and 8 shows the number of water storage in different types, which cannot cater for the whole population on Funafuti. There is an increase in new houses built on Funafuti immediately after the census period in 2002 to 2010 and increase the number at risk due to the lack of proper storage for drinking water.

The focus group post a question on the issue of over populated on the urban area like Funafuti if there is no control on the internal movement of the population.

The increase of water tanks begins only in 2007 and 2009 were 1060 plastic water tanks were built by Rotomould Fiji Ltd. The mould was installed at PWD complex. About 220 water tanks have been sent to outer islands while the remaining were distributed on the capital with more to be distributed to outer islands.

**Do we know how serious is when a small land like Fogaafale becomes overcrowded, and that challenge the whole population with the consequences of reality?**

Constraints	Objectives
<ul style="list-style-type: none"> <li>• Not enough shelters to accommodate such huge population</li> <li>• Scarcity of land to accommodate the needs of this huge population</li> <li>• Not enough water</li> <li>• Not enough toilets</li> <li>• Increase number of unemployed</li> <li>• Over harvesting of land and sea resources</li> <li>• Increases of new religious movement</li> <li>• Overcrowded</li> <li>• Increasing of all kind of deceases</li> <li>• Crime increases</li> <li>• Commutable deceases are often</li> <li>• Young pregnancy</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to build more living quarters to accommodate employees of government and the private sectors and others.</li> <li>• Refilling of barrow pits on Fogaafale</li> <li>• Land refill/land reclamation on Fogaafale</li> <li>• To regulate the number of people per home/house</li> <li>• To regulate the movement of people from inside and outside of Tuvalu</li> <li>• All household must have a compost toilet</li> </ul>

*Focus Group N0:1 IDP2 Funafuti (FFTI)*

*FG N0:1 IDP2 FFTI*

The focus group identified a number of constraints that based on the uncontrolled movement of the population from the outer islands to the Capital island Funafuti.

## EDUCATION

The education needs that care for by the Funafuti Kaupule is the focus of this community indicator looking at both areas and that is, one infrastructure improvement and two supports for teachers.

### Pre-School

On Funafuti there are seven established pre-schools which are privately owned. Pre-schooling of course is not a prerequisite yet it is a great advantage to those who make use of it for onward status. Government is giving special grants each year to support all pre-schools on Funafuti.

Table 9 **Funafuti Pre-School General Information for year 2010**

Number of pupil	Number of Teachers	Number of classroom	Number of toilet
86	3	1	1

The teacher-pupil ratio is 1:28 which is not recommended.



*Pictures of the Funafuti Pre-school end elevation to the lagoon  
Photo by the SP2 Team 2011*



*Funafuti Pre-school end elevation to eastern side of the island  
Photo by the SP2 Team 2011*

**Key strategy: “Increase physical infrastructure and financial support to Pre-school Teachers”**

#### Priority actions:

1. Need assessment survey-consider the health and safety of students
2. Renovation requirement on the building esp. doors
3. To build a new building
4. Proper site for a proper playground
5. To install electric/or solar water pump to cater for toilet and other
6. Qualified pre-school teachers
  - Review/identify gaps needed (salary of teachers)
  - Special grant for paying teachers (from National Government)

#### Expected outcome:

- Quality education of pre-school students
- New building constructed
- Teacher-pupil ratio standard achieved
- Better play ground for students

## Primary School

Table : 10 Nauti Primary School General information for 2010

Number of Pupil	Number of Teachers	Standard ratio Teacher to pupils	Number of Classrooms	Number toilet	Water Tank 2=5,000 liters 6=10,000 liters	Water cistern 68,800 liters
840	35	1 : 25	34	18	8	1

Key strategy: **“Require sufficient classrooms for pupil and improve Teacher’s quality.”**



**Nauti Primary School 2010**

Priority actions:

1. To set up two new Primary School Building (one at the Northern part of Fogaafale and one to southern).
2. Need assessment study.
3. Add more toilets for the Nauti Primary School.
4. Electric water pump is required.
5. Provide in-service training for higher level of academic encompassing that professionalism.
6. Provides more special classes for Funafuti students only.
7. Government to inject more funds to cater the needs of the school.

Expected outcome:

- New class rooms.
- Quality education for Funafuti pupils.
- More qualified teachers.

## HEALTH

Greater pressures on living condition of a high population on Funafuti due to poor condition of houses, which are no longer healthy and hygienic fit for human refuge. And therefore require urgent response from assisting agencies to achieve strategies and priority goals.

## Housing Conditions

Key Strategy: **“Improve condition of all houses on Funafuti.”**

### Priority actions:

1. To renovate all the Funafuti houses.
2. Require proper spacing between houses.
3. To restrict additional or adjoining platforms.
4. To regulate the banning and removal of all squatters on Funafuti.

### Expected Outcomes:

- Healthy conditions.
- Happy family.
- Clean and attractive environment.

## Health condition

Pig waste on Funafuti has become a nuisance and hazardous to the lives of people living on the island. Before separation from Kiribati in 1976 the number of pigs is considerably low compare to 2010 the number is over taking the population on Funafuti. This animal is valued important as for its attachment to traditional ceremonial, and thus almost all household have pigs. However, due to the absence of proper management of pig waste the level of impacts on people’s lives continues to grow.

Key Strategy: **“Greater improvement on health condition of people.”**

### Priority actions:

1. To remove all pigs on Fogaafale to a more remote site away from residential homes.
2. Proper arrangement to shift pigs to Fatato islet or elsewhere.
3. To have a byproduct from these piggeries (Biogas) that can be marketed.
4. A slaughter house and butchery is also necessary.

### Expected outcome:

- Reduction of air-borne and infectious diseases.
- Healthy living.
- More earning for Kaupule.



## Chapter 5

# Economic Development

### Overview

Funafuti, the capital is the seat of Government of Tuvalu. Funafuti is faced with many challenges such as the rapidly growing population while the size of land remains small, the overexploitation of very limited resources, pollution, and increase in health problems. Despite these constraints, the focus during this plan period 2011-2015 under this sector would rest entirely on widening the economic base of the island's economy, strengthening the island's capacity to generate adequate revenue, replenish and maintain investments for future use. The stakeholders are mindful that this plan has direct links with the national development plan- Kakeega II and the Millennium Development goals of alleviating hardship, generating economic growth and creating employment opportunities.

### Economic setting

The island's economy is a mixture of cash economy and subsistence economy. The GDP for Funafuti alone has not been calculated. But on the national level, the Tuvalu economy grew by 7.3% per annum from 1996-2002. The economy grew primarily as a result of expansion in the public sector. Given that Funafuti is the seat of Government, the Tuvalu Public Service is the biggest employer on the island. There are more economic activities on Funafuti compared to those on outer islands. There are major constructions of basic infrastructures on the capital such as- New Deep Sea Wharf, New hospital, New Power station, new Government building etc.

Private sector development is recognized as one of the drivers of economic growth. Funafuti Kaupule is currently promoting private sector activities, through a joint venture with Tuvalu Provident fund in improving market facilities. The current plan ensures that a mini mall is built to provide an enabling environment for private sector initiatives and income source for the Kaupule.

The unemployment rate on Funafuti in 2002 census was of 8.9% p. a. Annual inflation rates for Funafuti were recorded for the following period: Table :11

2006	2005	2004	2003
5.64%	3.83%	2.10%	1.50%.

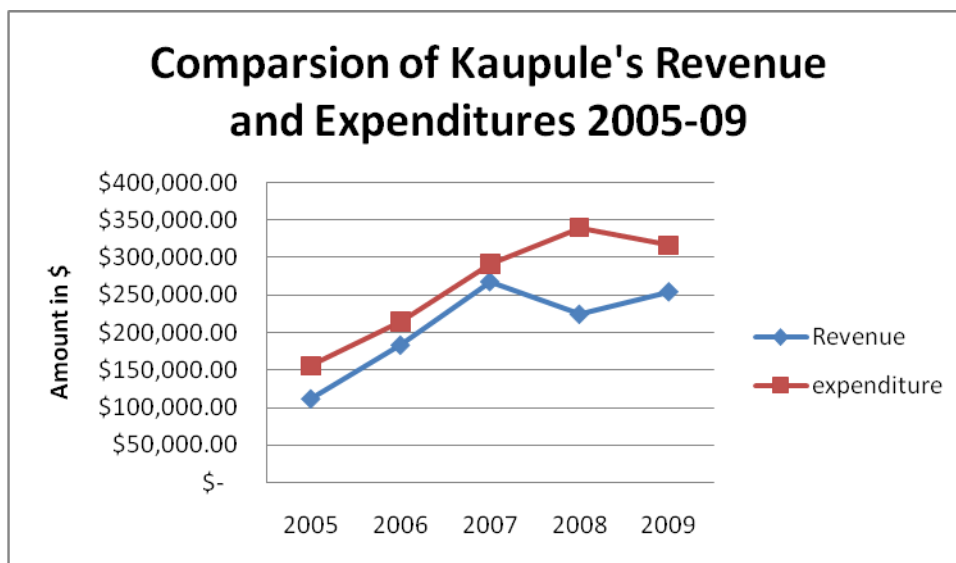
The income distribution on Funafuti is unevenly distributed as only those who are employed in the public sector, non-government and civil society organizations get good wages with very few business people earning regular income. Hardship on Funafuti in 2010 remains at about 20% of Households as in 1994 level.

### Funafuti Kaupule Management

As a pre-requisite of strengthening the economic base of the island economy, the capacity of the Kaupule staff must be intact to enable them deliver the required strategies. This plan will consider giving the right kind of training for staff of the Kaupule.

The Kaupule should demonstrate prudent financial management and put in place proper fiscal policies to ensure financial sustainability of the Kaupule's finances. The Funafuti Kaupule's budget should be sustainable and efforts to minimize deficit levels at all costs must be adhered to. Fiscal targets should be developed. The collection of revenue should be strengthened and expenditure levels to be contained within sustainable levels.

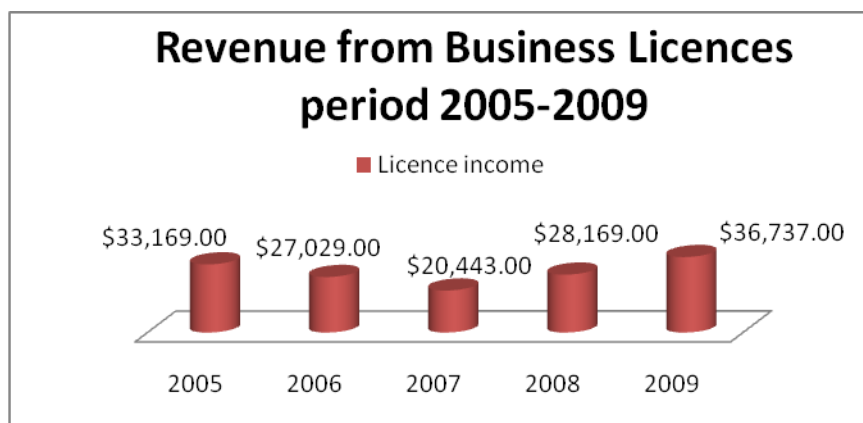
Graph 3: Shows actual recurrent revenue and expenditure during period 2005-2009.



(Source: Funafuti Kaupule records)

The above graph 3, shows that recurrent revenue were below expenditure levels. A major difference occurred in 2008 where the revenue fell considerable while expenditure increased. A huge deficit was created. Graph 3, does not take into account government block grant and revenue from project funds.

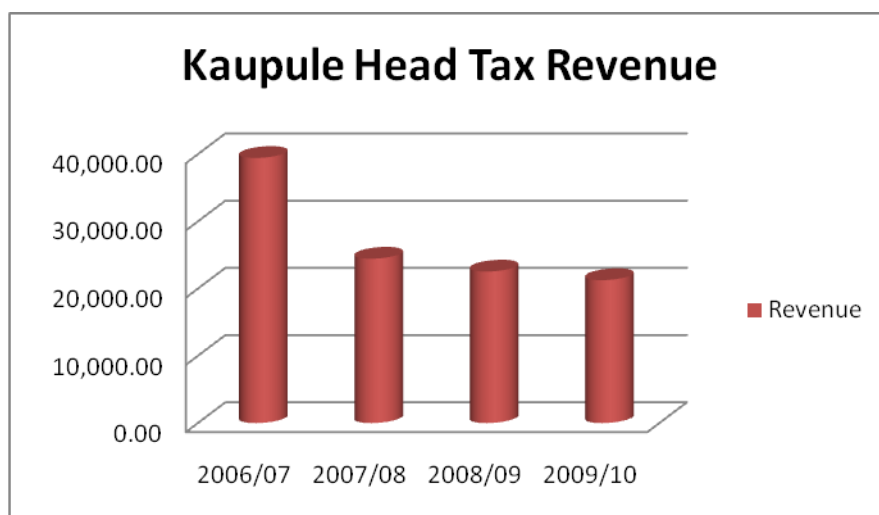
Graph 4: Shows Kaupule's revenue from business licences for period 2005-2009.



(Source: Funafuti Kaupule records)

The above Graph 4, shows that revenue from business licences pitched at \$33,169 in 2005 and decreased in the following two years. In 2007, revenue was under collected and in the next two years revenue slowly increased again.

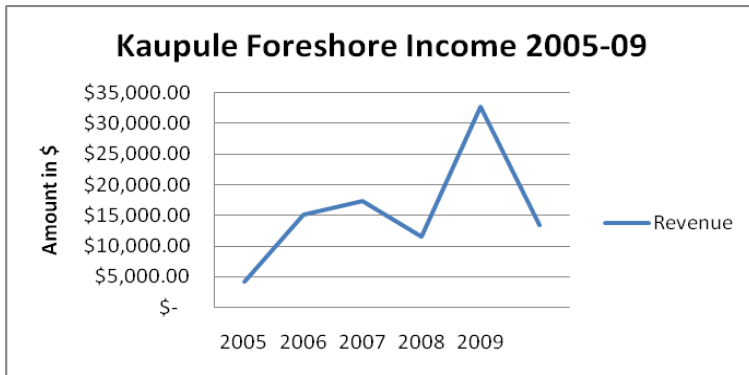
Graph 5: shows Kaupule revenue from Head Tax for period 2006-2010



(Source: Funafuti Kaupule records)

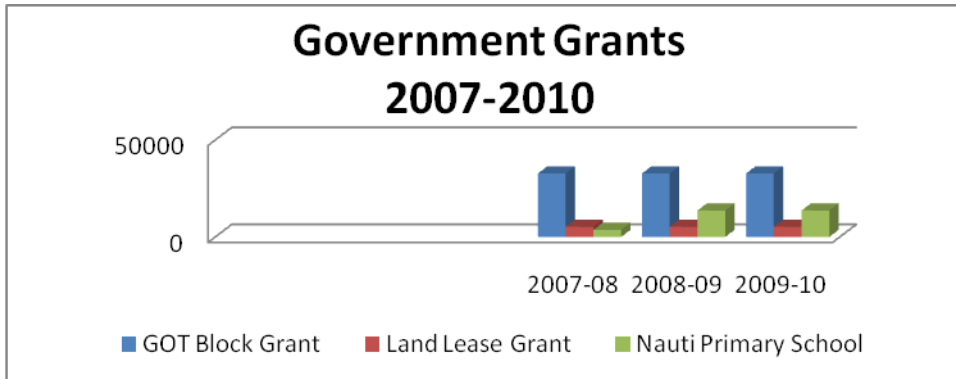
From Graph 5, there were 1720 people paid headtax in 2006 compared to only 1068 people in 2009. The revenue declined significantly by almost half the amount collected in 2006.

Graph 6: Shows Kaupule revenue from foreshore licence for period 2006-2009



(Source: Funafuti Kaupule records)

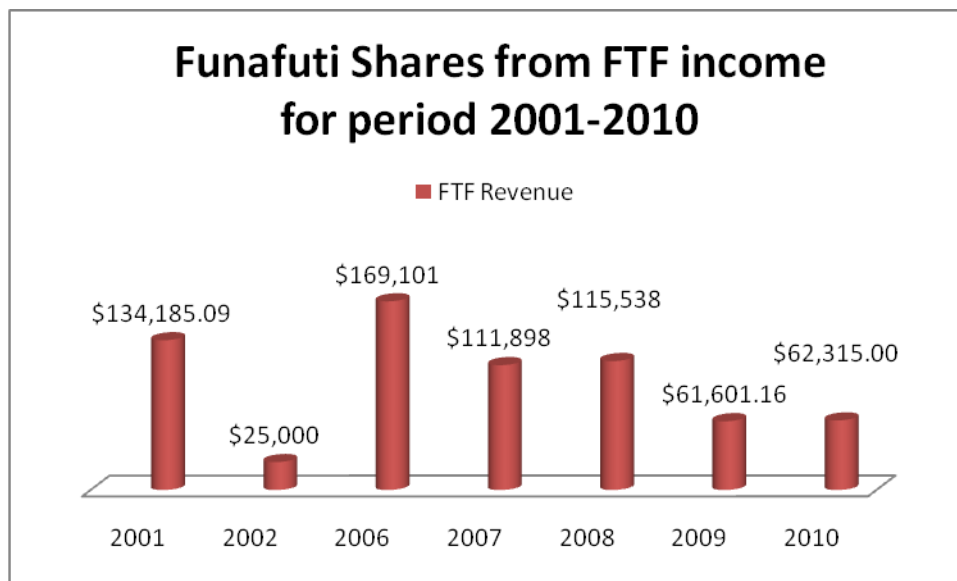
Graph 7: Shows government grants to Funafuti Kaupule from period 2007-2010



(Source: Funafuti Kaupule records)

Government block grant, land lease grant, Nauti Primary school grant and Tuvalu independence grant each year assist in financing the Kaupule budget deficit.

Graph 8. Shows Funafuti shares from FTF distribution for period 2001-2009



(Source: FTF records)

Funafuti Kaupule received more than \$617,000 from Falekaupule Trust fund between periods 2001-2010. Funafuti noted the inequality in the FTF distribution formulae given the increases in-migration of Tuvalu population into the capital.

#### Fiscal Targets

- Recurrent budget deficits should not exceed the average deficits calculated over five year period from 2005-2009. The sustainable budget deficit level should be no more than \$55,000 level.
- Reserve Fund should be replenished from surplus or savings to maintain a distribution over a four year period in the event of a financial crisis. The Reserve fund should always maintain a target minimum balance of \$220,000.
- Sustainable recurrent revenue remain at \$209,000
- Sustainable recurrent expenditure stood at \$264,000

#### Key Sectoral Priorities:

2011- Finance and Investment

2012- Human Resources Management of staff

2013- Database and auditing- recording of finances and assets

2014- Mini Mall

2015- Guest House in islets

Key strategy: Strengthening Revenue and Debt Management collection

Priority actions:

1. To conduct baseline surveys of potential Head Tax payers, households engaging in types of businesses garbage bins home extensions permit and non compliance commercial Fishermen
2. Send written reminders to pay tax, license fees
3. Non compliance to go to court.
4. Clarify status of court order in the event of non repayment
5. Collect normal revenue and outstanding debts (IDRF)
6. Set up a Committee to investigate and recommend solutions for IDRF problem and submit to Kaupule and Falekaupule
7. Conduct proper financial planning, develop accurate budget estimates, and put in place proper internal control processes as well as debt management planning.
8. Prepare sustainable budget estimates

Expected outputs:

- Generation of more earning for the Kaupule
- Reduction of debts level
- More information on Tax revenues

Key strategy: Widening Economic Base

Priority actions:

1. implement the Funafuti Housing Plan.
2. Expand the Cancare focus to include other recyclable waste.
3. renovate the MGB and generate revenue for the Kaupule.
4. Set up a committee to undertake a study of the building of a mini-mall.
5. Ensure that each island projects developed should at least have some revenue paid into. the Funafuti Kaupule general revenue account as a contribution to island development.

Expected Output:

- More revenue sources
- Strengthening economic base
- Private sector activities
- Reduction of solid waste
- More employment opportunities

Key strategy: **Improve Database and Auditing**

Priority actions:

1. Train staff to set up database
2. Conduct survey- all sectors
3. Conduct analysis of data



4. Conduct auditing of accounts
5. Submit audit accounts reports to Kaupule and Falekaupule

Expected outputs:

- Rational informed decisions
- Capacity Building
- Database set up

Key strategy: Strengthening investment strategies

Priority actions:

1. Conduct public awareness campaigns to stakeholders
2. Develop policies on use of FTF returns and identify projects to be funded
3. Strengthen Reserve fund and IBD investments to ensure minimum target balance is achieved
4. Set up a committee to look into other forms of investment- investing in properties internally and abroad, investing in business shares, investing in equities, investing in fixed interests and cash management.
5. Build the capacity of FTF representative of FTF to the Board of Trustees
6. Arrange a re-look into the FTF distribution formulae to address the alarming rate of in-migration from outer islands into the capital to sort out the inequality.

Expected outputs:

- Improve fiscal policies
- Improved investment
- Strengthening FTF

### **Key Strategy: Human Resource development**

Priority Actions:

- 1: Train the Treasurer/Secretary through USP
- 2: arrange attachment with Government Treasury, and Audit,
- 3: Train Account Clerk/Cashier and support staff
- 4: Arrange exchange scheme with Lake McQuarrie City Council for council members and staff.
- 5: Develop a HR management plan

**Expected Outcomes:**

- Quality and productive staff

## Chapter 6

## Culture and Institutions

### Overview

Funafuti culture and traditions has been the driving force behind life on the capital. Households play an important role in shaping and keeping unity within the traditional unit at the island level. Households with their resources provided back-up to keep the unity of the island through the Falekaupule. This plan will look at strengthen the backbones of traditional institutions on the island. These are- Falekaupule, Chiefly clans, the decision making bodies (mataniu), villages, women and youth groups.

### Gender Roles in Household

Gender issue is one sensitive issue in the context of Tuvalu simply because women feel the right to become equal with men in all manner of life regardless of the cultural and traditional perception where men is always given the privilege to become head of the family . In the late twentieth century women of Tuvalu become involve in decision making bodies. Some of them went on to higher position and placed themselves in those hierarchies.

Tuvalu is already a party to the Convention on the Rights of the Child (September 1995) and the Convention on the Elimination of all forms of Discrimination against Women (October 1999).

The role played by Funafuti Kaupule on gender issues are:

- reinforcement of community activities in Funafuti including women's group
- coordination between central government and Falekaupule

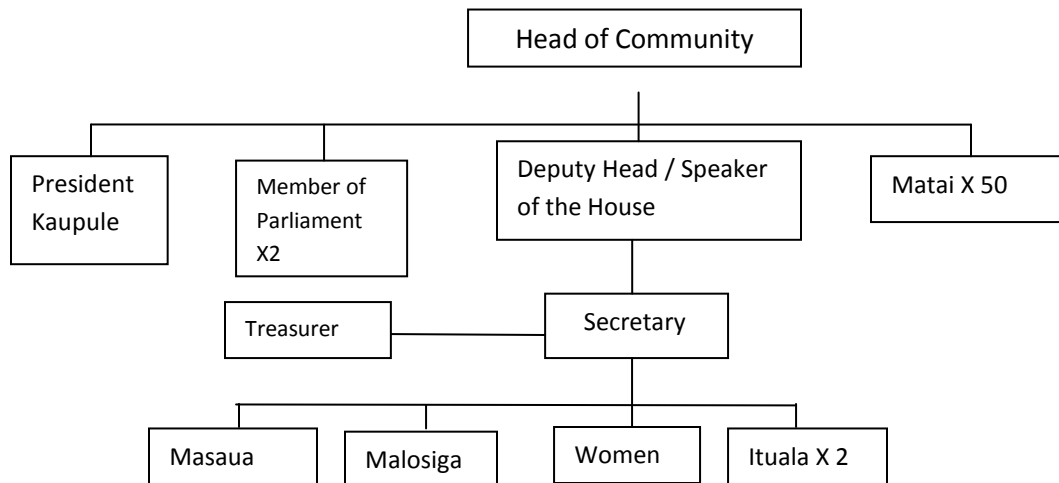
Positive treatment on women of Tuvalu makes Tuvalu a better place to live.

### The structure of Falekaupule

The Falekaupule is a traditional assembly that was set up with customs and tradition. The Falekaupule exercise full authority and controls over the affairs and activities of the island Funafuti. It is the supreme decision making body on the island.

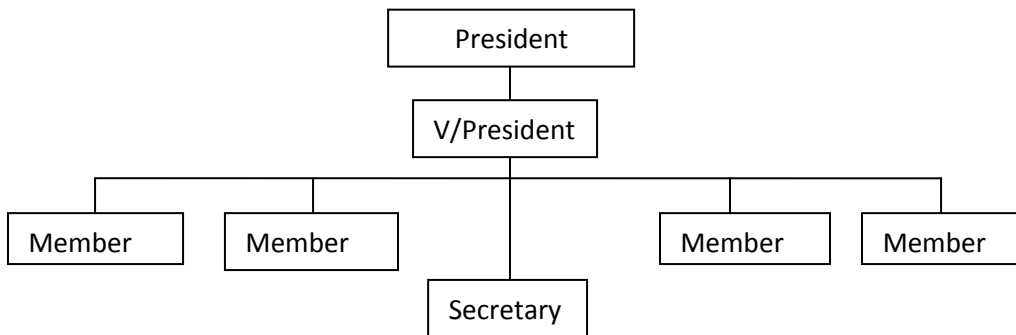


### The Funafuti Falekaupule decision making structure



The Kaupule is the executive arm of the Falekaupule. Members of the Kaupule comprised of six elected members and appointed officers whom make up the administrative staff.

### The Funafuti Kaupule decision making structure



Funafuti Kaupule staff

### Decision making pattern

The Funafuti stakeholders felt the need to establish a more sound and effective ways of communication link within the community hierarchy system to its operational sectors. This is to protect the reputation of the Falekaupule from being deteriorated by foreign influences.

Key Strategy: **“To improve communication link within the system of the Falekaupule”**

Priority actions:

1. To establish a formal communication linkage system that cannot be interrupted and corrupted
2. Falekaupule to consider the way Community Leaders are elected in a more democratic manner whereby they are elected by the majority of all those eligible to vote in the assembly.
3. Proper Management principle must always applies
4. Representatives of the house of elders must always pay respect to the dignity given to their title
5. To change the title called chief to Leader of community
6. To strengthen principles of Good Governance

Expected outcomes:

- Stable condition of the house of elders
- Clear and understandable
- Maintain order at all time

### CULTURE

Key Strategy: **“To highly recognise the status of Women”**

Priority actions:

1. The Falekaupule is to consider the inclusion of women in decision making body of the traditional house.
2. To make amendment onto the existing policies of the Falekaupule to allow women’s liberty to participate parallel with men.

Expected outcomes:

- Women are heard in community institutions where decision are made
- Adequate balance between men and women in decision making process
- Community become healthy
- Family lives very peaceful

### Limited Key Contributors (Mataniu) to Community.

The Falekaupule is a traditional meeting house where all community issues are deliberately discussed and resolved as require by traditional practices.

Because of the limited key contributors (Mataniu) to community some of these contributors cannot contribute simply because of the obligatory share is too high and hard to contribute.

The focus group concerning with the issue sees that there are about 245 registered landowners but only about 50 current contributors. The problem is entirely rested on the number of contributors, the smaller the number the higher the shares. To solve the problem require the increase of contributors. And the selection criteria for the additional contributors must always in-line with the traditions of the Falekaupule. This issue was also one of our constitutional requirements which still on the process.

Key Strategy: **“To increase community key contributors”**

Priority actions:

1. Elders of the Falekaupule to consider allowing more key contributors to join in and determine the criteria of membership.
2. The Falekaupule is to review the basis of this traditional precept while in the making of the constitution
3. To establish a mechanism that precisely acquires all shares from key contributors and to recognise their obligations by community.
4. There is a need to establish a more feasible and effective way of communication link within the system

Expected outcomes:

- Increase wealth as contributors increases
- More contributors less shares more savings
- Community maintain its reputation

Funafuti Kaupule

Key strategy- To strengthen the capacity of the Kaupule to effectively implement the plan

Priority Action

1. To develop a Human Resources Management plan
2. Conduct proper trainings
3. Develop an implementation plan
4. Utilise local expertise, engaged task forces, special committees to develop policy recommendations
5. Develop policy recommendation

6. Develop proper research activities
7. Mobilise local resources as well as those from abroad
8. Promote foreign relations
9. Seek employment opportunities through Lake McQuarrie City Councils for Funafuti youth.
10. Mainstream Funafuti Kaupule Strategic Plan with national and sectoral plans and with those of donors.
11. Consider reviewing staff responsibilities and consider inclusion of new jobs if needed such as part-time, lawyer, architect, auditor etc.

Expected Outcomes:

- Rational informed decisions
- Quality and productive staff
- Employment opportunities
- Integration of policies and plans





## Chapter 7

# Infrastructure Development



Nivaga II arrives at deep sea wharf



Passengers disembarking at Funafuti International airport

### Overview

During the consultations stakeholders realised that most of the basic infrastructure on Funafuti have been established. Infrastructure such as Deep Sea Wharf, Runway, Power House, Telecommunication, tar sealed roads, streetlight, Princess Margaret Hospital, Primary and tertiary school buildings, National Banks, Sport ground and Water reservoirs etc, are well set up on the capital.



Funafala in the early 80's

Scarcity of land and Overcrowded

Key Strategy: **“To expand community settlement by developing Funafala”**

## Priority actions:

- To draw a village plan for Funafala
- To build a school building
- To build a hospital
- To have a generator to power the islet
- To build or install adequate water tanks/ water cisterns
- To put in place a reliable transport system from Fogaafale to Funafala
- Liaise, negotiate and consult with landowners on land lease at Funafala

## Expected outcomes:

- More space for the population both on the mainland and on the islet
- Healthy community
- People live happily

## Sport Facilities

Key Strategy: **“To improve physical health”**

## Priority actions:

- To build a gymnasium and to fully furnish with proper facilities
- To promote health programmes
- Encourage health education and physical fitness

## Expected outcomes:

- Qualify our young people to participate in regional and international sports
- Young generation improves their health
- Develop young people’s interest in physical health

## Land

### Scarcity of Land

Funafuti has a total land area of 2.79 sq.km and the residing population is 5,131 with a density of 1,839 people per sq.km. Compared to total population density on Fogaafale of 3,613. With that constant growth of population on Funafuti there will be a great deal of land distribution problem due to land shortage.

Key Strategy: **“To enhance sustainable land management”**

### Priority actions:

- To refill all burrow pits on Fogaafale.
- Land reclamation is necessary.
- To appoint a committee to look into possible options in getting rid of dead bodies.
- Set up mortuary.
- Promote sustainable use of land.
- Put to good use unused land which have been neglected for years.
- Communal land to be turned into productive use.
- Maintain and educate landowners of their basic right under Native Lands Act.
- Minimise the use of sand and aggregates on private land.

### Expected outcomes

- Achieve all development needs
- More space
- Healthy environment
- Positive response to climate change
- Maintain integrity of land owners

### Private Sector Improvement

#### Lacking authoritative enforcement

To encourage officers responsible to monitor the performance of all foreign investors registered under the Kaupule to comply with the terms and conditions of their license. In the last five years an increasing number of foreign investors instead of investing their capital into our financial institutions they come and reside and set-up their businesses. There is a great potential for these investors to contribute to the growth of our economy, but simultaneously their flight can always fly at anytime at night

Key Strategy: **“Policy advantages to local businesses, other than foreign investors”**

## 31

### Priority actions:

- To maximise benefits from foreign investors
- To regulate the smuggling or trafficking of hard cash out of the country
- More opportunities for local investors
- Build up financial returns that help our economic growth

### Expected outcome:

- Policy written
- Mitigate cash trafficking
- More local investors

## Transportation

### Roads

#### Key Strategy: **“Improve public access”**

### Priority actions:

- To build a bridge or a causeway from the southern end of Fogaafale to the islet of Fatato
- To shift all the pigs on Fogaafale to Fatato islet thus
- The Kaupule to well manage this whole piggery set-up

### Expected outcomes:

- Fogaafale would be very clean and free from pigs waste
- Healthy life of the population on the mainland
- More tourist from outside of Tuvalu coming in
- Expand infrastructure development on other islets

### Bus Services

#### Key Strategy: **“Encourage and improve public transportation services”**

### Priority actions:

- Kaupule to provide public transports like, buses, taxis etc
- Kaupule to find an operators for these public transports
- Sufficient public transport

### Expected outcomes:

- Much more convenient to all members of the public and especially students to Fetuvalu and pupil of Nauti primary school and others
- Available at all time when there is emergencies
- Great assistance to all travelers within and from outside of Tuvalu
- Public transport are more environmental friendly rather than rest of population to have its own means of transport

## Road around the island of Fogaafale

Key Strategy: **“Improve public roads”**

Priority actions:

- To build a road around the mainland Fogaafale running alongside the ocean and adjoin to the lagoon
- Increase the number of public roads to cater for the increasing vehicle

Expected Outcomes:

- Construction of new roads



## Chapter 8:

**Environment and Natural Resources**

Overview (southern end of Funafuti Atoll, looking west)

Fogaafale, the main island of Funafuti atoll, and location of the seat of government and most economic activity in the country, is becoming increasingly urbanized and is under severe population pressure. Due to limited employment opportunities on other islands, large numbers of outer island residents have migrated to Fongafale, which now has one of the highest population densities of any Pacific island (Total area of Fogaafale, 1.42 sq Km). With the increasing human population on Fogaafale, it has become increasingly important to manage the atoll's limited natural resources both terrestrial and marine resources. The average land elevation generally less than 3m above sea-level (SPREP 1997), poor, thin soils, and no permanent freshwater aquifers. As a result of these conditions, agricultural activity is quite limited. As a result of these conditions, agricultural activity is quite limited. Average rate of rising sea level in Funafuti is estimated to be 2-3mm per year, which is in line with IPCC estimates (*JICA-report 2010*) The increasing population on this island poses threats to the existing natural resource base of Funafuti atoll, especially its fragile coastal ecosystems and fisheries resources (Knapman et al. 2002; Lane 1993; Government of Tuvalu, 1992).



It is believed that such threats exist due to direct increases in fishing pressure, and also due to environmental degradation associated with increasing nutrient and rubbish pollution of the

lagoon from the burgeoning population center on Fogaafale. Subsistence fishing is an important aspect of Tuvaluan life, where it subsidise main source of protein for most household.

Against this backdrop of reported increases in fishing pressure, and the threat of deteriorating environmental quality, a recommendation was made in the ADB Fisheries Sector Study for Tuvalu (Berdach and Maynard 1994), for establishing marine sanctuaries in Tuvalu to ensure the continuing viability of marine resources for sustainable use in the future. At around the same time, the South Pacific Regional Environment Programme (SPREP), the United Nations Development Programme (UNDP), and the Global Environment Facility (GEF) initiated a regional South Pacific Biodiversity Conservation Programme (SPBCP). One of the core objectives of this program was to establish marine protected areas in some 14 nations in the Pacific region (SPREP May 1993). It was with the support of the SPBCP that the FCA project was begun in 1996.

The FCA encompasses some 33 sq km of ocean area in the western portion of Funafuti Lagoon, including six small islets or *motu* that occupy a total land area of approximately 8 ha. The boundaries of the conservation area have been defined at a line 50m seaward from the Oceanside reef crest in the west, and to the 30m depth contour on the lagoon side in the east. In the north-south direction, the conservation area extends from just north of Tepuka Savilivili to just south of Tefala islets (Figure 1. below).

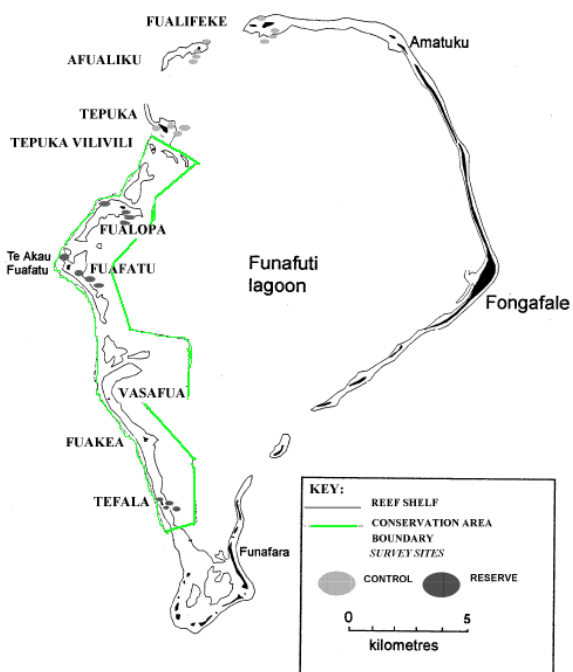
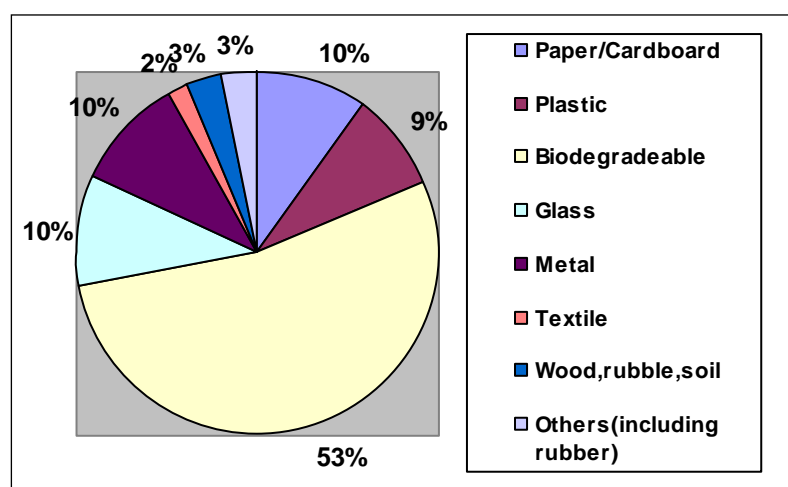


Fig. 1 Boundaries of the Funafuti Conservation Area (See reference on Appendices for FCA boundaries coordinates)

The boundaries of the CA encompass about 20 percent of the total coral reef area of the lagoon. At least 400 species of fish (Kaly November 1997), and at least 36 species of corals (Sauni n.d.) are known from Funafuti Lagoon, with a large number of these reported within the CA. Despite their small land area, the islets of the CA are also significant for their biodiversity richness. About 40 percent of the total area of threatened native broadleaf forest of the atoll is found on the islets within the CA. Some 22 species of seabirds and shorebirds, and 2 species of land birds are recorded from the islets, and most of the bird species found here utilize the islets for nesting or roosting including one endemic gecko- Tepuka Pili(Watling 1998). In addition, the indigenous coconut crab occurs here, and sea turtles are known to nest on the islet beaches. Most of these species have traditionally been exploited for food use by Tuvaluans.

Figure 1 SOLID WASTE COMPOSITION-FOGAFALE



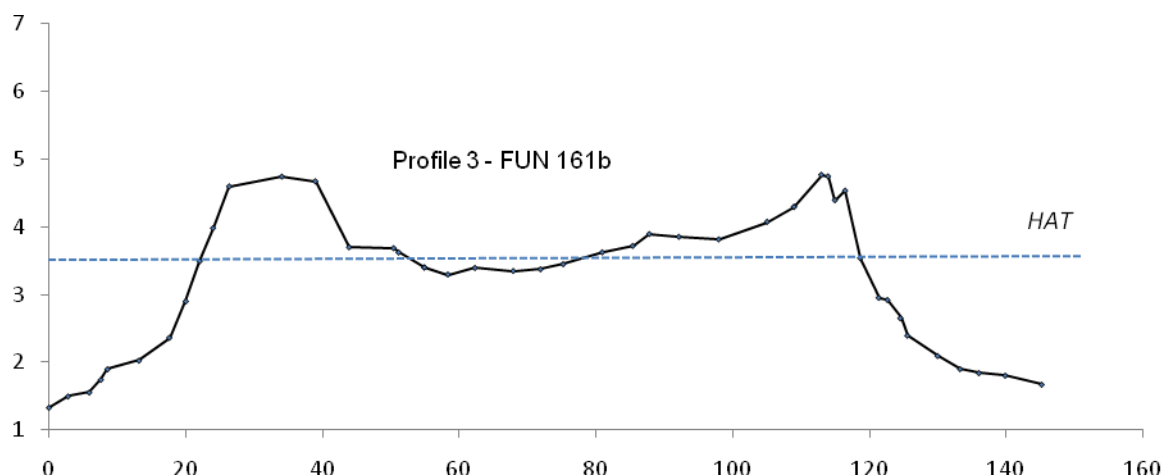
(Source: Tuvalu Integrated Solid Waste Plan 2005)

Solid waste pollution is a significant issue on Fogaafale due to the fast population growing and has been confirmed as second most serious priority environmental concern by residents and community members after water supply at the development of this strategic plan. Waste is part of our life, no matter where we are. The total amount of household waste produced on Fogaafale is estimated at 650-700 tonnes/year(WMU report 2004). The following are some of the findings taken from community consultation during the development of this SP 2011.

Immediate challenges :

- Inadequate final disposal facilities and lack of suitable equipment for their operation.
- Lack of community awareness of waste issues-at all level.
- Overloading on final disposal option due to the mixed waste containing a high proportion of green waste and packing waste.
- Lack of waste by-laws or overall laws Very serious under-funding of basic waste services such as collection and dump site operation and lack of a uniform pricing fee collection approach across the whole island.





Graph 9: APN CAPable project 2011-Tekavatoetoe, Fogaafale

The above graph 9 highlights a common island cross section of Fogaafale physical structure. The elevation of the island ridges are higher than highest astronomical tide (HAT) in all cases. This implies that the ridges provide a buffer and offset the potential for marine flooding under non storm conditions. This also highlights the importance of these ridges in protecting the lower lying houses behind. These ridges also provides natural filters for 'run-offs' from land in terms of mitigating waste water pollution on to our reefs and our lagoon. However, if we continue to allow human modification to these ridges than it will increase the vulnerability level of those residing around these areas to waves surges and other climate and environmental related hazards. Therefore, it's strongly recommended that particular attention should be considered by Kaupule and government especially on the issue of extracting aggregates and sands near these ridges. One possible suggestion by group 5, is for the Kaupule to place a total ban on the extraction of aggregates and sand on Fogaafale and import these materials from elsewhere and commercialize it to the public for further needs. Two possible issues that will benefit out of this initiative, firstly, the prevention of the impact of coastal erosion on shorelines on Fogaafale and secondary, is the generation of revenues for sustainably financing Kaupule needs.

### Sector Priorities:

2011- Water and Sanitation

2012- Waste Management

2013- Marine Resources

2014-Climate Change

2015- Renewable Energy

Priority 5.1: **Water and Sanitation**

**Key Strategy 1: Increase community water supply**

Priority Action:

1. Conduct needs assessment on developing water cistern inside borrow pit.
2. Negotiate with relevant stakeholders on outcome of needs.
3. Procure water trucks
4. Improve collection of Water Data

Expected Outcome:

- Stable supplies of quality water
- More water storage
- Better uses of borrow pits
- Improve livelihood and food security
- Improve sanitation

**Key Strategy 2: Healthy sustainable sanitation on Fogaafale.**

Priority Action

1. Empower and promote 'Falevatie' (compost toilet) in the community
2. Promote compost organic fertilizers for home gardens.
3. Identify potential donors for funding support.

Expected Outcome:

- Increase water conservation
- Promote sustainable land management

Priority 5.2: **Waste Management**

**Key Strategy 1: Improve collection and disposal systems of all solid waste on land.**

Priority Action

1. Review the Kaupule waste management plan and identify action needed to improve the collection and disposal of all solid waste on Fogaafale.
2. Enforce Kaupule bye-law.
3. Conduct public awareness on radio.
4. Identify action needs to reduce impact of waste from sea and air transportation in port.
5. Identify incentives that supports national activities intended to achieve the above.

Expected Outcome:

- Clean, attractive and healthy environment
- Prevention of transmitted diseases
- Reduction of water pollution on our lagoon

Key Strategy 2: **Recycling of waste**



Priority Action

1. Identify action needed to implement and support.
2. Enforce Kaupule bye-law.

Expected Outcome:

- Reduce solid waste capacity.
- More earning for Kaupule.

Key Strategy 3: **Plastic free island**

Priority Action

1. Place a stronger mandate on the controlling of importing of all types plastic bags from abroad.
2. Enforce Kaupule bye-law and ban plastics bags.
3. Raise public awareness.

Expected Outcome:

- Clean environment.
- Healthy marine ecosystems.



Priority 5.3: **Marine Resources**

Key Strategy 1: Set up beacon on all reefs inside lagoon

Priority Action

1. Develop an implementation plan on setting up beacon on all reefs.
2. Conduct a preliminary survey of all reefs and areas needed protection.
3. Draft proposals.
4. Development of educational awareness program.

Expected Outcome:

- Healthy reefs
- Improved fish stock
- Safe navigational routes for ships and small boats in port

Key Strategy 2: **Increase fisheries yield in our lagoon.**

Priority Action

1. Consult with fisheries on setting up FADS(Fish Aggregation Device).
2. Encourage hand lining fishing in the lagoon.
3. Identify potential incentives to financially meet maintenance cost of these FADS.

Expected Output:

- Increase in marine yield
- Easy access to potential fishing ground
- Generate more incomes for local fishermen

Key Strategy 3: **Mainstreaming community based conservation**

Priority Action

1. Develop a management framework for FCA.
2. Demarcation of boundaries of the area.
3. Capacity building training for staffs and community reps.
4. Develop public awareness education programs.
5. Identify conservation measures needed to preserve valuable ecosystems and other endangered species on those hotspot sites on the island.
6. Development of sustainable financing mechanism.

Expected Outcome:

- Management Plan
- Sustainability of marine and terrestrial biodiversity
- Healthy environment
- Eco-tourism
- More community participation on project activities
- Establish best practices model

Priority 5.4: **Climate Change**

Key Strategy 1: Increase coastal resilient to impact of sea level rise.

Priority Action

1. Conduct a thorough research to determine impacts of climate change on Funafuti covering important sectors (health, water, agriculture, coral reef, marine life, coastal, land, and temperature) and presenting different scenarios of impacts-for 2020, 2040, and 2080.
2. Conduct a vulnerability assessment of hotspots on Fogaafale.
3. Identify soft solutions for local adaptation measures.
4. Documentations and evaluation.

Expected Output:

- Island hotspot identified
- Vulnerability level identified
- Better mitigation and adaptation measures

Building Materials

Due to the impact of climate change on our natural environment stakeholders supported the idea of establishing a business arm of the Kaupule to import gravel or aggregates from overseas and marketed it within Tuvalu. This would solve the problem of continue extracting gravel and sand from around the coastline of Fogaafale.

Key Strategy: **“Establish an investment policy on gravel and sand”**

Priority actions:

- The Kaupule to import gravel and sand from outside of Tuvalu.
- Kaupule to establish a business arm to achieve this concept.
- Ban the extraction of gravel, stone and sand for huge building projects.
- Assisting the return of the environment to a more sound and healthy condition.
- Consider the options posed by SOPAC and J-PACE in extracting sand/gravel within lagoon versus importing them from abroad.

Expected Outcome:

- Increase resilience to coastal erosions
- Generation of earning for Kaupule
- Healthy coastal ecosystem

Priority 5.5: Renewable Energy

Key Strategy 1: Provide solar energy to the general population of Fogaafale and Funafala.

Priority actions:

- To install all solar power on all household for Funafuti and Funafala
- It solve the problem of high cost
- The solar energy is environmental friendly

Expected outcomes

- Stable supplies of solar energy
- Solve the problem of high cost on fuel
- Environmental friendly



## Monitoring and Evaluation

Monitoring is a tool of management that helps the organisation know all levels of movement in the whole process of implementation. And therefore, it is advisable that the management to wisely consider the common functions of monitoring as provided herewith:

- the documentation of the process of implementation;
- to facilitate decision making by the management;
- to take remedial action;
- to learn from experience / feedback to planning

Monitoring can always be done either in formal or informal meetings with responsible institutions like the Falekaupule, Kaupule and Government departments etc. Sensitive information that will not be written in documents can be communicated better through informal meetings and discussions. The combination of methods for gathering information and giving feedback will yield the best results. Funafuti Kaupule shall play the role of monitoring by giving quarterly reports to the Falekaupule.

### Evaluation

The responsible institution is reminded of the importance of having an internal evaluation to assess the progress on all ongoing developments under the Strategic Plan 2011 – 2015. It is recommended that a mid-term evaluation is more realistic throughout the Plan period. Funafuti Kaupule shall arrange for an independent consultant to undertake the mid-term evaluation.

The purpose of this internal evaluation is to guide our decision makers through making efficient and effective decisions. It always requires that officers responsible during the evaluation period to ensure that the progressing results of this plan contribute optimally to the strategic objectives of the Funafuti Falekaupule.



## Conclusion

The documentation however has provided our scenarios of all our strategic priorities even their implementation period so spread out through the years 2011-2015. To achieve this plan require cooperate outputs by legitimate institutions and individual commitments by the people of Funafuti.

The President in his speech concludes by labeling that” the document is a major tool to help us achieve our corporate aim of improving the quality of life for all and making Funafuti community an attractive, safe and clean place to live and work,” This is the ultimate aim of the Funafuti community to achieve its vision and that require actions to succeed in reality.



Community consultation at the formulation of the Funafuti strategic plan 2011



## Appendices:

### 1. Acknowledgement

The Funafuti Strategic Plan 2011 – 2015 is the first ever to create according to the requirement of national policy directions and with the Falekaupule Act 1997. This plan initially is the people inputs and aspiration that determines the future outlook of the community and its pattern of life.

I would like to express my sincere gratitude to members of each Focus Group and their Facilitators, the Secretariat and the Coordinating Team for their tireless efforts and enthusiasm in experiencing the success completion of a difficult task in a timely manner. My thanks also to the staff of the Funafuti Kaupule for their valuable time and efforts in collecting and providing the working groups with the require data and all relevant information.

To Luke Paeniu, Tuafafa Latasi, Semese Alefaio and Feagaiga Penivao, I owe you my big fakafetai lasi for your technical expertise in compiling, analyzing important information with data entries, editing and formatting the whole text of the Strategic Plan. Thank you so much indeed for your outmost efforts and time spent in making sure the validity of all data and relevance are maintains. Thanks the Secretary of the Kaupule for allowing the Coordinating Team to use his office in most occasions and his earnest response to our needs during the writing exercise.

I would like also to recognize with appreciation the attitudes of those responding unit of government to some of our demanding needs specifically on their official data and information especially the PACC personnel with PWD, Environment Unit, the Lands and Survey, and the NAPA project with Funafuti Town Council and in particular the Statistic Office. My thanks to the Ministry of Home Affairs through the Kaupule Funafuti for providing directions and financial assistance to enable make this Strategic Plan exist.

Last but not least, my Fakafetai lasi lasi to all stakeholders' men and women old and young your valuable contribution and participation in the consultation process from the beginning to its final stage makes this Strategic Plan a reality. I believe that the information you have provided here will certainly help our decision makers makes more informed decision in improving the quality of life of our people residing on Funafuti. I always maintain the belief that without God intervention in our human efforts we cannot achieve all what we need.

Rev. Teleke Peleti Lauti

**Chairman of the Coordinating Team**

## 2. List of Participants

## List of Names

1. Mesako Usufono
2. Talakatoa O'Brien
3. Semeli Manase
4. Mate Simeona
5. Levolo Fepuali
6. Lauina Mika
7. Peniata Tui
8. Ieti Filemoni
9. Siaso Finiki
10. Kaiu Niu
11. Mofete Naseli
12. Suka Taupale
13. Kaitu Nokisi
14. Tevasa Iakopo
15. Aloseta Teikafili
16. Teava Saulo
17. Sualua Lauti
18. Miliama Lupe
19. Nimei Iona
20. Puatalo Eli
21. Melipa Siaso
22. Apiseka Fousaga
23. Lepaio Tekita
24. Anitela Omeli
25. Melina Tili
26. Falefea Tapumanaia
27. Sam P Teo
28. Andrew Ionatana
29. Feagaiga Penivao
30. Kilisi Salanoa
31. Pasai Andrew
32. Peitala H Sente
33. Selotia Saulo
34. Eleni Iapo
35. Kale Tuegeli
36. Rt.Hon Sir.Kamuta Latasi
37. Polau Kofe
38. Sianoa Opeta
39. Peniuna Kaitu
40. Uluaio Lauti
41. Sir Toaripi Lauti
42. Meneua Apelu

Group 1:

Ekuea Papamau  
 Andrew Ionatana  
 Puatalo Eli  
 Feagaiga Penivao  
 Melina Tili

Group 2:

Luke Paeniu  
 Finiki Siaso  
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 Miliama Lupe  
 Mesako Usufono  
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Group 5:

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 Falefaea Tapu  
 Eleni Iapo  
 Falata Kilisi  
 Lepaio Tekita  
 Lutelu Valoazz

## Matrix on strategies and expected outputs

YEARS OF IMPLEMENTATION	EXPECTED OUTCOMES	OBJECTIVES	STRATEGIES	PROJECT & PROGRAMMES	FUNDING AGENCIES
2011	<p><b>EDUCATION</b></p> <p><b>Pre-School</b></p> <ul style="list-style-type: none"> <li>• More rooms for pupils</li> <li>• New educational facilities installed</li> <li>• Qualify teachers to meet standard ratio 1:18</li> <li>• more space for children to play</li> </ul>	<ol style="list-style-type: none"> <li>1. Need assessment survey</li> <li>2. Renovation requirement on the building esp. doors</li> <li>3. To build a new building</li> <li>4. Proper site for a proper playground</li> <li>5. To install electric water pump to cater for toilet and other</li> <li>6. Qualified pre-school teachers</li> </ol> <ul style="list-style-type: none"> <li>• Review/identify gaps needed (salary of teachers)</li> <li>• Special grant for paying teachers (from National Government)</li> </ul>	<ul style="list-style-type: none"> <li>• To Increase physical infrastructure</li> <li>• Government through the Kaupule to finance pre-school teachers' wages</li> </ul>	<ol style="list-style-type: none"> <li>1. Assessment survey on needs – (Programme)</li> <li>2. Classroom renovation – (Project)</li> <li>3. New school Building – (Project)</li> <li>4. Play ground – (Project)</li> <li>5. New electric water pump – (Project)</li> <li>6. 2 new qualify Teachers – (Programme)</li> <li>7 Increase wages of teachers – (Programme)</li> </ol>	JICA GOT FTF Parents Kaupule
2011	<p><b>Nauti Primary School</b></p> <ul style="list-style-type: none"> <li>• More new classrooms</li> <li>• Assessment study is needed</li> <li>• Educational requirements must all in place</li> <li>• Special classes for Funafuti pupil</li> <li>• More qualify teachers</li> </ul>	<ol style="list-style-type: none"> <li>1. To set up two new Primary School Building (one at the Northern part of Fogafale and one to southern)</li> <li>2. Need assessment study</li> <li>3. Add more toilets for the Nauti Primary School</li> <li>4. Electric water pump is required</li> <li>5. Provide in-service training for higher level of academic encompassing that professionalism</li> <li>6. Provides more special classes for Funafuti students only</li> <li>7. Government to inject more funds to cater the needs of the school</li> </ol>	<ul style="list-style-type: none"> <li>• Require sufficient classrooms</li> <li>• Improve teachers quality</li> <li>• Improve pupils ability to learn</li> </ul>	<ol style="list-style-type: none"> <li>1. Two new school buildings – (Project)</li> <li>2. Assessment study is needed (Programme)</li> <li>3. Built-in building require facilities – (Project)</li> <li>4. Have more qualify teachers – (Programme)</li> <li>5. Financial capability within its operational year – (Programme)</li> </ol>	ROC  GOT FTF from o/Islands Parents
2012	<p><b>HEALTH</b></p> <p><b>Housing Condition</b></p> <ul style="list-style-type: none"> <li>• Healthy condition healthy life</li> <li>• Happy family</li> <li>• Live longer</li> </ul>	<ol style="list-style-type: none"> <li>1. To renovate all the Funafuti houses</li> <li>2. Require proper spacing between houses</li> <li>3. To restrict additional or adjoining platforms</li> <li>4. To regulate the banning and removal of all squatters on Funafuti</li> </ol>	<ul style="list-style-type: none"> <li>• improve condition of all houses on Funafuti</li> <li>• Removed health risks</li> <li>• Raise living condition &amp; health standard</li> <li>• Improve standards of housing, sanitation and water</li> </ul>	<ol style="list-style-type: none"> <li>1. Renovation project on all the Funafuti houses – (Project)</li> <li>2. Set a standard house lease for all residents on Funafuti – (Programme)</li> <li>3. Enforcement on housing policy – (Programme)</li> <li>4. Removal of all squatters on Fogafale – (Project)</li> </ol>	XB  Kaupule  Kaupule Kaupule
2013	<p><b>Health Condition</b></p> <ul style="list-style-type: none"> <li>• Clear from animal virus</li> <li>• Clear from stink smell of pigs</li> </ul>	<ol style="list-style-type: none"> <li>1. To remove all pigs on Fogafale to a more remote site</li> <li>2. Proper arrangement to shift pigs to Fatato islet or elsewhere</li> <li>3. To have a byproduct from</li> </ol>	<ul style="list-style-type: none"> <li>• Greater improvement on health condition of people</li> <li>• Removed health risk</li> </ul>	<ol style="list-style-type: none"> <li>1. Put a causeway from the Southern end of Fogafale to Fatato islet – (Project)</li> <li>2. Remove all pigs on Fogafale to Fatato islet – (Project)</li> </ol>	Study—JICA  XB

	<ul style="list-style-type: none"> <li>Decrease the number of epidemics on Fogafale</li> </ul>	<p>this piggeries (Biogas) that can be marketed</p> <p>4. A slaughter house and butchery is also necessary</p>	<ul style="list-style-type: none"> <li>Raise living condition &amp; health standard</li> </ul>	<p>3.Biogas from pig waste – (Project)</p>	<p>XB</p>
<p><b>YEARS OF IMPLEMENTATION</b></p> <p><b>2014</b></p>	<p><b>EXPECTED OUTCOMES</b></p> <p><b>YOUTH &amp; SPORT</b></p> <p><b>Youth and Sport</b></p> <ul style="list-style-type: none"> <li>Reduces the rate of unemployment</li> <li>More opportunities in pay institutions</li> <li>Decline in crime Rate</li> <li>Contribute to the wealth of the family</li> </ul>	<p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>To provide training needs for tertiary dropouts</li> <li>Establish a funding scheme under the Kaupule to continue students with brilliant mind</li> <li>The Kaupule to create more services</li> <li>To introduce and promote athletics in all age level</li> </ol>	<p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>Generate more job opportunities for youth</li> <li>Develop sports management and training</li> </ul>	<p><b>PROJECT &amp; PROGRAMMES</b></p> <ol style="list-style-type: none"> <li>Built-in the Kaupule budget a funding scheme to support education needs for dropouts – (Programme)</li> <li>To build a gymnasium and furnish with all the training gears</li> <li>To have youth awareness workshops on crime and other social problems – (Programme)</li> </ol>	<p><b>FUNDING AGENCIES</b></p> <p><b>FTF</b></p> <p><b>NZ</b></p> <p><b>Kaupule</b></p>
<p><b>2015</b></p>	<p><b>HEALTH</b></p> <p><b>Health services &amp; Facilities</b></p> <p><b>Mortuary</b></p> <ul style="list-style-type: none"> <li>Save more lands</li> </ul>	<ol style="list-style-type: none"> <li>To have a mortuary that can store more than ten dead bodies</li> <li>An opportunity for families from the outer islands</li> </ol>	<ul style="list-style-type: none"> <li>A proper place for dead bodies to be well kept before burial</li> </ul>	<ol style="list-style-type: none"> <li>To build a mortuary to cater the needs for bodies to be transported elsewhere</li> </ol>	<p><b>JICA</b></p>

YEARS OF IMPLEMENTATION	EXPECTED OUTCOMES	OBJECTIVES	STRATEGIES	PROJECTS & PROGRAMMES	FUNDING AGENCIES
<p><b>2011</b></p>	<p><b>ECONOMIC DEVELOPMENT</b></p> <p>Improve</p> <p><b>Finance &amp; Investment</b></p> <ul style="list-style-type: none"> <li></li> </ul>	<ol style="list-style-type: none"> <li>To collect at least 50% on top of revenue levels in 2009</li> <li>By the end of plan period, revenue levels</li> </ol>	<ul style="list-style-type: none"> <li>Strengthening Revenue and Debt collection</li> <li>Widening Economic Base</li> </ul>	<ol style="list-style-type: none"> <li>To conduct surveys of <ul style="list-style-type: none"> <li>potential Head Tax payers,</li> <li>households engaging in types of businesses</li> <li>garbage bins</li> <li>home extensions permit and non compliance</li> <li>commercial Fishermen</li> </ul> </li> <li>Send written reminders to pay tax, license fees Strategy</li> <li>Non compliance to go to court.</li> <li>clarify status of court order in the event of non repayment</li> <li>Collect normal revenue and outstanding debts (IDRF)</li> <li>Set up a Committee to investigate and recommend solutions for IDRF problem and submit to Kaupule and Falekaupule</li> <li>To Implement the Funafuti Housing Plan</li> <li>Expand the Cancare</li> </ol>	<p><b>Kaupule</b></p> <p><b>Waste Mgt Kaupule</b></p>

		would be 100% of revenue levels in 2009		focus to include other recyclable waste. 3. To renovate the MGB and generate revenue for the Kaupule 4. To set up a committee to undertake a study of the building of a mini-mall	FTF FTF  Kaupule
2012	<u>Improve Capacity building- staff of Kaupule</u>	By end of plan Treasury staff all trained	• Improve staff quality	1. Train the Treasurer through USP 2: To arrange attachment with Government Treasury, and Audit, 3: Train Account Clerk/Cashier and support staff 4: Arrange exchange scheme with Lake McQuarrie City Council for council members and staff.	GOT/FTF  Kaupule  GOT/FTF  Lake McQ
2013	<u>Improve Database and Auditing</u>	1. A proper database is in place and annual auditing is conducted	• Acquaint kaupule Technical staff	1. Train staff to set up database 2. Conduct survey- all sectors 3. Conduct analysis of data 4. Conduct auditing of accounts 5. Submit audit accounts reports to Kaupule and Falekaupule	FTF  Kaupule  Kaupule/HA  Kaupule  Kaupule
2014	<u>Create private sector initiatives-more employment; improve hardship</u>	Creation of mini mall	• Construct a mini mall	Feasibility study -negotiation with landowners -Draw designs -Tender -procure materials -Identify builder -construct mini-mall	FTF Kaupule  GOT Japan/ROC
2015	-Tender -procure materials -Identify builder -construct mini-mall	3 eco-tourism huts constructed on 3 different islets	• Construct 3 eco-tourism huts	study -negotiate with landowners -Designs, tender, procurement, builder Transport materials to islets -Construction	Kaupule  Kaupule  FTF  FTF

YEARS OF IMPLEMENTATION	EXPECTED OUTCOMES	OBJECTIVES	STRATEGIES	PROJECTS & PROGRAMMES	FUNDING AGENCIES
2011	<p>CULTURE &amp; INSTITUTIONS</p> <p>¶ <u>Improve decision making pattern</u></p> <ul style="list-style-type: none"> <li>• Stable condition of the house of elders</li> <li>• Clear and understandable</li> <li>• Maintain order at all time</li> <li>• Make more informed decision</li> </ul>	<ol style="list-style-type: none"> <li>1. A written guideline for communication channel within the system</li> <li>2. Decision makers awareness programmes on principles of good governance</li> </ol>	<ul style="list-style-type: none"> <li>• To improve communication link within the system of the Falekaupule</li> </ul>	<ol style="list-style-type: none"> <li>1. To establish a formal communication linkage system that cannot be interrupt</li> <li>2. Community Leaders to be elected by the majority of all those eligible to vote in the assembly</li> <li>3. Proper Management principle must always applies</li> <li>4. Representatives of the house of elders must always pay respect to the dignity given to their title</li> <li>5. To change the title called chief to Leader of community To strengthen principles of Good Governance</li> </ol>	Kaupule
2012	<p><u>Gender Roles in Household</u></p> <ul style="list-style-type: none"> <li>• Women are heard in community institutions where decision are made</li> <li>• Adequate balance between men and women in decision making process</li> <li>• Community become healthy Family lives very peaceful</li> </ul>	<ol style="list-style-type: none"> <li>1. Making amendment to the traditional policies</li> <li>2. Traditional community awareness on gender issues</li> </ol>	<ul style="list-style-type: none"> <li>• To highly recognize the status of Women</li> </ul>	<ol style="list-style-type: none"> <li>1. The Falekaupule is to consider the inclusion of women in decision making body of the traditional house.</li> <li>2. To make amendment onto the existing policies of the Falekaupule to allow women's liberty to participate parallel with men</li> </ol>	XB
2013	<p><u>Limited Key Contributors (Mataniu) to Community</u></p> <ul style="list-style-type: none"> <li>• Increase wealth as contributors increases</li> <li>• More contributors less shares more savings</li> <li>• Community maintain its reputation</li> <li>• Eradicate hardship on families</li> </ul>	<ol style="list-style-type: none"> <li>1. Eligible members of community to register</li> <li>2. Strengthening community wealth</li> </ol>	<ul style="list-style-type: none"> <li>• To increase community key contributors</li> </ul>	<ol style="list-style-type: none"> <li>1. Elders of the Falekaupule to allow more key contributors based either on voluntary basis or according to the number of lands and swamp taro individually owned</li> <li>2. The Falekaupule is to review the basis of this traditional precept while in the making of the constitution</li> <li>3. To establish a mechanism that precisely acquires all shares from key contributors and to recognize their obligations by community.</li> <li>4. There is a need to establish a more feasible and effective way of communication link within the system</li> </ol>	Kaupule
2014	<p>Religious</p> <p><u>Too many religion</u></p> <ul style="list-style-type: none"> <li>• End to division in Families</li> </ul>	<ol style="list-style-type: none"> <li>1. To stop new religious movement</li> </ol>	<p>Improve the pace of developments</p>	<ol style="list-style-type: none"> <li>1. To have a constitutional review on freedom of religion</li> <li>2. To have public awareness on the impacts of new religious movement onto traditional community</li> </ol>	

	<ul style="list-style-type: none"> <li>Peace and Harmony</li> </ul>				
2015	<p><b>FUNAFUTI CRAFT MAKING TECHNIQUES</b></p> <p><u>The Funafuti knowledge of craft making</u></p> <ul style="list-style-type: none"> <li>Maintain the knowledge in craft making</li> <li>Earn more money</li> </ul>	Generation of Funafuti to acquaint with the knowledge of traditional craft making	Improve skills in craft making	<ol style="list-style-type: none"> <li>To train young people of Funafuti in craft making</li> <li>To provide proper housing for traditional craft making</li> <li>Training attachment to handicraft institutions in the Pacific region</li> </ol>	<p><b>FTF/Women</b></p> <p><b>UNESCO</b></p>

YEARS OF IMPLEMENTATION	EXPECTED OUTCOMES	OBJECTIVES	STRATEGIES	PROJECTS & PROGRAMMES	FUNDING AGENCIES
2011	<p><b>INFRASTRUCTURE DEVELOPMENT</b></p> <p><u>Scarcity of land and Overcrowded</u></p> <ul style="list-style-type: none"> <li>More space for the population both on the mainland and on the islet</li> <li>Healthy community</li> <li>People live happily</li> </ul>	<ol style="list-style-type: none"> <li>More space for family development</li> </ol>	<ul style="list-style-type: none"> <li>To expand community settlement by developing Funafala</li> </ul>	<ol style="list-style-type: none"> <li>To draw a village plan for Funafala</li> <li>To build a school building</li> <li>To build a hospital</li> <li>To have a generator to power the islet</li> </ol>	<p><b>UN</b></p> <p><b>AUST</b></p> <p><b>JAP</b></p> <p><b>Kaupule</b></p>
	<p><u>Sport facilities</u></p> <ul style="list-style-type: none"> <li>Qualify our young people to participate in regional and international sports</li> <li>Young generation improves their health develop young people's interest in physical health</li> </ul>	<ol style="list-style-type: none"> <li>Promotion of physical health</li> <li>Talented young men and women to invest in sports</li> </ol>	<ul style="list-style-type: none"> <li>To improve physical health</li> </ul>	<ol style="list-style-type: none"> <li>To build a gymnasium and to furnish with proper facilities</li> <li>To promote health programmes</li> <li>Encourage health education and physical fitness</li> </ol>	<p><b>AusAid</b></p>
	<p><u>Scarcity of Land</u></p> <ul style="list-style-type: none"> <li>Achieve all development needs</li> <li>More space</li> <li>Healthy environment</li> <li>Positive response to climate change</li> </ul>	<p>Proper management of land usage on Funafuti</p>	<ul style="list-style-type: none"> <li>To enhance sustainable land management</li> </ul>	<ol style="list-style-type: none"> <li>To refill all barrow pits on Fogafale</li> <li>Land reclamation is necessary</li> <li>To appoint a committee to look into possible options in getting rid of dead bodies</li> </ol>	<p><b>J-PACE</b></p> <p><b>NZAID</b></p>
2012	<p><b>Kaupule Structure and Development</b></p> <ul style="list-style-type: none"> <li>More opportunities for local investors</li> </ul>	<ol style="list-style-type: none"> <li>Creates more opportunities for local investors</li> <li>To protect our wealth wisely from foreign investors</li> </ol>	<ul style="list-style-type: none"> <li>Policy advantages to local businesses, other than foreign investors</li> </ul>	<ol style="list-style-type: none"> <li>To maximize benefits from foreign investors</li> <li>To regulate the smuggling or trafficking of hard cash out of the country</li> <li>More opportunities for local investors</li> <li>Build up financial returns</li> </ol>	

	<ul style="list-style-type: none"> <li>• Healthy economy</li> <li>• Strong policy Enforcement</li> </ul>			that helps our economic growth	
	<b>Building Materials</b> <ul style="list-style-type: none"> <li>• Generate income for the Kaupule</li> <li>• Well managing of aggregates on the island</li> </ul>	<ol style="list-style-type: none"> <li>1. Import all building materials and sell locally</li> <li>2. Development of policy guideline</li> </ol>	<ul style="list-style-type: none"> <li>• Establish an investment policy on gravel and sand</li> </ul>	<ol style="list-style-type: none"> <li>1. The Kaupule to import gravel and sand from outside of Tuvalu</li> <li>2. Kaupule to establish a business arm to achieve this concept</li> <li>3. Ban the extraction of gravel, stone and sand for huge building projects</li> <li>4. Assisting the return of the environment to a more sound and healthy condition</li> </ol>	<b>FTF</b>
	<b>Housing Conditions</b> <ul style="list-style-type: none"> <li>• Healthy condition healthy life</li> <li>• Happy family Live longer</li> </ul>	<ol style="list-style-type: none"> <li>1. To renovate all the Funafuti houses</li> <li>2. Require proper spacing between houses</li> <li>3. To restrict additional or adjoining platforms</li> <li>4. To regulate the banning and removal of all squatters on Funafuti</li> </ol>	<ul style="list-style-type: none"> <li>• Improve housing conditions</li> </ul>	<ol style="list-style-type: none"> <li>1. To have renovation works on all the houses on Funafuti</li> <li>2. Build toilets for those houses without one either a flush toilet or a compose toilet</li> <li>3. Promote hygienic and healthy fit for human refuge</li> </ol>	<b>XB</b>
<b>2013</b>	<b>Transportation</b>  <b>Road</b> <ul style="list-style-type: none"> <li>• Fogafale would be very clean and free from pigs waste</li> <li>• Healthy life of the population on the mainland</li> <li>• More tourist from outside of Tuvalu coming in</li> <li>• Expand infrastructure development on other islets</li> </ul>		<ul style="list-style-type: none"> <li>• Improve public access</li> </ul>	<ol style="list-style-type: none"> <li>1. To build a bridge or a causeway from the southern end of Fogafale to the islet of Fatato</li> <li>2. To shift all the pigs on Fogafale to Fatato islet thus solve the problem of smell</li> <li>3. The Kaupule to well manage this whole piggery set-up</li> </ol>	<b>JICA</b>
	<b>Bus Services</b> <ul style="list-style-type: none"> <li>• Much more convenient to all members of the public and especially students to Fetuvalu and pupil of Nauti primary school and others</li> <li>• Available at all time when there is emergencies</li> <li>• Great assistance to all travelers within and from</li> </ul>		<ul style="list-style-type: none"> <li>• Improve public transportation services</li> </ul>	<ol style="list-style-type: none"> <li>1. Kaupule to provide public transports like, buses, taxis etc</li> <li>2. Kaupule to find an operators for these public transports</li> <li>3. Sufficient public transport</li> </ol>	<b>Kaupule</b>



	outside of Tuvalu				
	<b>Road around the island of Fogafale</b>		<ul style="list-style-type: none"> <li>•</li> </ul>	<ol style="list-style-type: none"> <li>1. To build a road around the mainland Fogafale running alongside the ocean and adjoin to the lagoon</li> <li>2. Increase the number of public roads to cater for the increasing vehicle</li> </ol>	<b>XB</b>
<b>2011</b>	<b>ENVIRONMENT</b>  <b>Water and Sanitation</b>  Increase community water supply	1. To provide more than 70% water tanks to household on Fogafale	<ol style="list-style-type: none"> <li>1: Conduct needs assessment on developing water cistern inside borrow pit.</li> <li>2: Negotiate with relevant stakeholders on outcome of needs.</li> <li>3: Procure water trucks</li> <li>4: Improve collection of Water Data</li> </ol>	<ol style="list-style-type: none"> <li>1.To establish 2 major water cistern inside borrow pits</li> <li>2. Develop Water Data Base</li> <li>3. Procure water trucks</li> </ol>	<b>GEF/EDF-10/</b>  <b>Japan</b>
<b>2012</b>	<b>Waste water and sanitation</b>  Increase water conservation	1. Established 50 composting toilet in the community and reduce waste water pollution on land and coastal marine. ecosystems.	<ul style="list-style-type: none"> <li>• Adopt an integrated approach to promote 'Falevatie compost toilet in the community</li> <li>• Promote compost organic fertilizers for home garden</li> </ul>	<ol style="list-style-type: none"> <li>1. 50 Falevatie composting toilet.</li> <li>2. Organic compost fertilizer</li> </ol>	<b>GEF/PACC/I</b> <b>WRM</b>
<b>2012</b>	<b>Solid Waste Management</b>  Clean, attractive and healthy environment	50% reduction on the disposal volume and transportation cost	<ul style="list-style-type: none"> <li>• Revision of the Kaupule solid waste plan</li> <li>• Identify needs and action</li> <li>• Enforce bye-law</li> <li>• Public awareness programs</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop proposal for improving disposal facilities at dumping site.</li> <li>2.</li> </ol>	<b>ROC/GEF/Au</b> <b>sAid</b>
<b>2012</b>	<b>Recycling of waste</b>  Reduce solid waste volume in borrow pits	Reduce all recyclable waste up to 60% by 2015	<ul style="list-style-type: none"> <li>• Identify needs and action</li> <li>• Enforce Kaupule By-law</li> </ul>	<ol style="list-style-type: none"> <li>1. CANCARE PROJECT</li> <li>2. Revenue project for Tuvalu</li> </ol>	<b>ROC</b>
<b>2013</b>	<b>Plastic Free Island</b>  <b>Clean environment</b>	By 2015 all plastic should be reduced to 0.	<ul style="list-style-type: none"> <li>• Place stronger mandate on the controlling of importing all types of plastic bags.</li> <li>• Enforce by-law</li> </ul>	<ol style="list-style-type: none"> <li>3. Recyclable plastic should be pack and ship to Australia.</li> </ol>	<b>AusAID/Can</b> <b>ada</b>
<b>2011</b>	<b>Marine Resources</b>  Healthy Reefs  Improved fish stock  Safe navigational routes for ships and small boats in port	50 % of all reefs should be marked with beacons	<ul style="list-style-type: none"> <li>• Develop an implementation plan on setting up beacon on all reefs</li> <li>• Conduct a preliminary survey of all reefs and areas needed protection</li> <li>• Draft proposals.</li> </ul>	Reef beacon project	<b>GEF-SGP</b>
	Maximize fish yield	Increase fish catch up	Consult with fisheries on setting up	FADS Project	PDF/PIF

		to 50%	FADS(Fish Aggregation Device). <ul style="list-style-type: none"> <li>Encourage hand lining fishing in the lagoon</li> </ul>		
<b>2013</b>	<b>Mainstream conservation</b> <ul style="list-style-type: none"> <li>Management Plan</li> </ul> Sustainability of marine and terrestrial biodiversity Healthy environment Eco-tourism More community participation on project activities Establish best practices model	To be able to develop a effective framework by 2015	1: Develop a management framework for FCA. 2: Demarcation of boundaries of the area. 3: Capacity building training for staffs and community reps. 4: Develop public awareness education programs. 5: Identify conservation measures needed to preserve valuable ecosystems and other endangered species on those hotspot sites on the island. 6: Development of sustainable financing mechanism.		<b>GEF-SGP</b>
<b>2014</b>	<b>Climate Change</b> <ul style="list-style-type: none"> <li>-Island hotspot identified</li> <li>-Vulnerability level identified</li> <li>-Better mitigation and adaptation measures</li> </ul>	Increase coastal resilient to impact of sea level rise	1: Conduct a thorough research to determine impacts of climate change on Funafuti covering important sectors (health, water, agriculture, coral reef, marine life, coastal, land, and temperature) and presenting different scenarios of impacts- for 2020, 2040, and 2080. 2: Conduct a vulnerability assessment of hotspots on Fogaafale. 3: Identify soft solutions for local adaptation measures. 4: Documentations and evaluation.	V&A	<b>GEF</b>
<b>2015</b>	<b>Establish an investment policy on gravel and sand</b> <ul style="list-style-type: none"> <li>- Increase resilience to coastal erosions</li> <li>-Generation of earning for Kaupule</li> </ul>	50% Reduction of extraction of aggregates by 2015	-The Kaupule to import gravel and sand from outside of Tuvalu -Kaupule to establish a business arm to achieve this concept Ban the extraction of gravel, stone and sand for huge building projects -Assisting the return of the environment to	Kilikili project	<b>FTF</b>

	-Healthy coastal ecosystem		a more sound and healthy condition. -Consider the options posed by SOPAC and J-PACE in extracting sand/gravel within lagoon versus importing them from abroad		
<b>2015</b>	<b>Energy</b>  <b>Solar Energy</b> <ul style="list-style-type: none"> <li>• Stable supplies of solar energy</li> <li>• Solve the problem of high cost on fuel</li> <li>• Environmental friendly</li> </ul>	1.To have a stable renewable energy supply for Funafuti	-To install all solar power on all household for Funafuti and Funafala  -It solve the problem of high cost -The solar energy is environmental friendly	1. To install all solar power on all household for Funafuti and Funafala 2. It solve the problem of high cost 3. The solar energy is environmental friendly	<b>ROC</b>  <b>FRANCE/EU</b>

## Funafuti Conservation Area Boundaries

Landmarks	Depth	South	East	Distance From Shore	Remarks
Buoy No 1	27m	08-28.595'	179-05.721	1129m	Point of Tepuka passage in the lagoon to No: 1
Buoy No 2	35m	08-29.018'	179-05.257	1666m	Between Tepuka Savilivili and Fualopa
Buoy No 3	33m	08-29.515'	179-04.829	1481m	Point of Fualopa passage in the lagoon to No: 3
Buoy No 4	27m	08-30.256'	179-04.298	1481m	From Fualopa reef to buoy No: 4
Buoy No 5	31m	08-30.800'	179-03.877	2870m	From Fuafatu to buoy No: 5
Buoy No 6	33m	08-31.391'	179-03.710	963m	Between Fuafatu and Teafua papa to buoy No: 6
Buoy No 7	33.3m	08-32.970'	179-04.112	2037m	From Teafua papa to buoy No: 7
Buoy No 8	27m	08-63.652'	179-04.468	778m	The point of Ava-I-Salia passage to buoy No: 8
Buoy No 9	30m	08-34.238'	179-04.277	926m	From Vasafua to buoy No: 9
Buoy No 10	30m	08-34.058'	179-04.692	900m	Between Vasafua and Fuakea to buoy No: 10
Buoy No 11	19.6m	08-34.930'	179-04.722	1111m	From Fuakea to buoy No: 11
Buoy No 12	17.6m	08-36.166'	179-04.796	1111.2m	From Tefala to buoy No: 12