



GOVERNMENT OF TUVALU

Te Kakeega II Mid-Term Review: Action Plan 2015

December 2011



GOVERNMENT OF TUVALU
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Foreword

Te Kakeega II Mid-Term Review (TKII MTR) Action Plan 2015 summarises the main outcomes of the TKII MTR held at the Tausoa Lima Falekaupule, Funafuti from 05 – 08 October 2011.

The objectives of TKII MTR were to review existing national and development strategies under the TKII, build national consensus and promote participatory to decision making, legal and capacity development issues, and strategic policy making, provide assessment of progress of Te Kakeega II and the United Nations (UN) Millennium Development Goals (MDGs) implementation, foster responsibility, alliance and ownership of TKII, identify areas and mechanisms to promote aid coordination and harmonization of development activities between Tuvalu and its development partners, identify areas of assistance required by the Government of Tuvalu to promote development and re-orientate and re-prioritize Government's programs and development strategies for period 2011 to 2015.

The TKII MTR Action Plan 2015 has considered the problems and challenges that were faced in the implementation of the TKII in the last five years, and accordingly identified and proposed new and revised strategies to ensure that TKII targets for 2015 will be met.

This document will guide the Government's development policies as well as Tuvalu's development partners' assistance to Tuvalu for the remaining life of the TKII.

I would like to take this opportunity to express my outmost gratitude for the financial and technical assistance provided by Australia, New Zealand, the Republic of China (Taiwan), and the United Nation Development Programme (UNDP) for the TKII MTR.

I would also like to sincerely thank all the Leaders and representatives of the Tuvalu people who availed their precious time to travel from outside and inside Tuvalu to attend the TKII MTR. Your constructive contributions and enthusiastic participations are greatly appreciated.

Last but not the least, I pay tribute to each and everyone who gave a hand in the TKII MTR, particularly staff of the Ministry of Finance and Economic Development, members of the TKII MTR Steering Committee and the sub committees, and staff of the Planning and Budget Department including the TKII MTR consultant for their dedication and determination to ensure a successful review of the TKII. Maloo Fakafetai!



Hon. Lotoala Metia

Minister of Finance and Economic Development

Strategic Area 1: Good Governance

Goal: Strengthen and develop the institutional capacity of the Tuvalu Public Sector

Key Performance Indicators:

1. Number of Ministries and Departments with Operational Plans
2. Number of Government departments running on commercial principles and or corporatized
3. Efficiency Index of the Public Service and Public Enterprises
4. Number of breaches of the Leadership Code
5. Number of decided cases by the Ombudsman
6. Incidences of abuse of Public Office
7. Number of Community consultations meetings
8. Number of countries providing aid to Tuvalu
9. Number training in ethical leadership and management

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Reform the Public Sector	<ul style="list-style-type: none"> - Ministries and private enterprises prepared and working to their annual Operational Plans (OPs) - OPs linked to and derived from TKII and GOT annual Budgets 	<ul style="list-style-type: none"> - TKII Strategies implemented by Government Ministries, Public Enterprise, NGOs and private sector - GOT public service and SOEs operating within set budgets 	<ul style="list-style-type: none"> - TKII strategies fully implemented benefiting people in Tuvalu 	Office of the Prime Minister (OPM) & Ministry Finance & Economic Development (MFED)
	<ul style="list-style-type: none"> - Reviewed departments for corporatization or running on commercial principles 	<ul style="list-style-type: none"> - Efficiency gains in both the Public Service and Public Enterprise sector 	<ul style="list-style-type: none"> - Efficient Public service sector 	OPM & MFED
	<ul style="list-style-type: none"> - Revived Public Service Reform Committee 	<ul style="list-style-type: none"> - Outstanding reform issues resolved – e.g. contracting 	<ul style="list-style-type: none"> - Public Service streamlined 	OPM

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
		out of Permanent Secretaries (PS) and other senior positions		
Improve Fiscal Management	- Refer to the next chapter on Economy: Growth and Stability	- Refer to the next chapter on Economy: Growth and Stability	- Refer to the next chapter on Economy: Growth and Stability	
Strengthen Public Administration	- Management best practices instituted in the Public Sector: Leadership Code publicized	- Leadership Code operating	- Political leadership and Public servants fully understand their roles	OPM
	- Office of Ombudsman established	- Ombudsman Office dealing with cases of administrative irregularities	- Distinct and sustained improvement in administrative equity	OPM
	- Personnel Performance Appraisal process strengthened	- Fairer personnel appraisal process contributed to greater public service efficiency	- Distinct and sustained improvement in public service efficiency	OPM
	- Parliament outreach programmes raised awareness on Constitution, law-making process & citizens' rights - Research librarian and legal officer recruited - Parliament website created - Training Workshop on ethical leadership held	- Citizens aware of their rights under the Constitution - Greater public access to Parliament and documents - Improved law-making process and information storage and retrieval - Better understanding of ethical issues and leaders' responsibilities	- Public fully aware and knowledgeable of the Constitution, legislative process and their rights as citizens - Information about the Parliament easily available - Ethical responsibilities of leaders in society are better understood and appreciated	Speaker of Parliament
	- Auditor General Office carried out its statutory Audit responsibilities	- Audit reports to Parliament, Falekaupule etc submitted on time	- GOT, Falekaupule and Public Sector are more accountable & transparent - Improved transparency and public confidence in GOT	Auditor General

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	- Policy consultation meetings with community	- Increased public involvement in GOT decision making	- Public aware, understands and supports government policies	MFED
	- International relations reviewed	- International relations maintained and strengthened	- Tuvalu maintains harmonious and gainful relations with other countries	Ministry Foreign Affairs (MFA)
	- Private media encouraged	- Media Act considered	- Independent media in operation	OPM
Strengthen and Improve Public Enterprise Management	- Public Enterprises (PEs) management training strengthened management	- All PE Board members trained	- PEs managed efficiently	MFED
	- GOT's community service obligations (CSO) clearly defined and - Sent to PEs for inclusion in PEs annual business plan	- CSOs routinely incorporated in PEs annual business plans	- GOT CSOs keep PEs profitable (as PEs have no unprofitable service)	MFED
	- Operational Plans or business plans and other annual reports and audited accounts routinely produced	- PE operations are transparent and accountable	- GOT policy for PEs achieved	MFED
	- Provisions of the Public Enterprise Act on roles and responsibilities of Ministers and Board complied with	- PEs operating in accordance with Public Enterprise Act and are uninterrupted	- Public Enterprise sector providing uninterrupted and profitable service to the public	MFED

Strategic Area 2: The Economy - Growth and Stability

Goal: Growth and Stability through sound macroeconomic management of the economy

Key Performance Indicators:

1. Budget deficit equivalent to no more than 11% of GDP
2. CIF target minimum balance 16% of TTF's maintained value
3. External debt equivalent no more than 30% GDP
4. Private Sector share in GDP increase by 12% a year
5. Net ODA, total and to the Least Developed Countries, as percentage of OECD/DAC donors' gross national income
6. Proportion of bilateral official development assistance of OECD/DAC donors that is untied
7. ODA received as a proportion of gross national incomes
8. Debt service as a percentage of exports of goods and services

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Strengthen Macroeconomic Management	<ul style="list-style-type: none"> - Fiscal adjustment for 2012/13 budgets instituted, cutting back on expenditure & raising revenue (tax) for balanced budget OR - with budget deficit, limited deficit to no more than 11% GDP or as can be covered by 'sustainable drawdowns' from CIF 	<ul style="list-style-type: none"> - Budget deficits at no more than equivalent of 25% of CIF's targeted minimum balance, is adequately covered by sustainable drawdowns from CIF - 'Sustainable drawdowns' from CIF adequate for covering annual budget deficit 	Budgets are fiscally sustainable	MFED
	<ul style="list-style-type: none"> - Implemented Policy to rebuild the CIF balance to sustainable levels i.e. CIF target minimum balance no less than 16% of TTF's 	<ul style="list-style-type: none"> - CIF target minimum balance achieved 	<ul style="list-style-type: none"> - Budgets deficits adequately financed from CIF 	MFED

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	<ul style="list-style-type: none"> - maintained value at start of TTF year - Saved windfall revenues (if any) in CIF 	<ul style="list-style-type: none"> - GOT routinely saves budgetary surpluses from windfall revenues and other sources in CIF 	<ul style="list-style-type: none"> - Budget surpluses and windfall revenues saved in CIF 	MFED
	<ul style="list-style-type: none"> - Redirected budgetary resources to chosen TKII key sectors of primary education, primary health care and employment oriented technical & vocational training 	<ul style="list-style-type: none"> - expenditure in the 3 sectors increased by at least 50% in non-salary items; redeployed from within the education and health budgets 	<ul style="list-style-type: none"> - The budget priority sectors achieved expected outcomes 	MFED, Ministry Education, Ministry of Health
	<ul style="list-style-type: none"> - Increased share of Private Sector in GDP by 24% ; share in 2010 was 26% GDP 	<ul style="list-style-type: none"> - Private Sector share of GDP reached 40% GDP 	<ul style="list-style-type: none"> - Private sector surpass government share of GDP 	MFED
	<ul style="list-style-type: none"> - External debt kept under 30% of GDP equivalent 	<ul style="list-style-type: none"> - Serviced debt in time 	<ul style="list-style-type: none"> - Sustained debt servicing 	MFED
	<ul style="list-style-type: none"> - GOT subsidies to Public Enterprises no more than 5% of GDP equivalent 	<ul style="list-style-type: none"> - Subsidies short term milestone on subsidies or Community Service Obligations achieved 	<ul style="list-style-type: none"> - Subsidies to Public enterprises drastically reduced 	MFED
	<ul style="list-style-type: none"> - Tuvalu-PIFS Peer Review recommendations implemented 	<ul style="list-style-type: none"> - 70% of the Tuvalu-PIFS Peer Review recommendations implemented and achieved 	<ul style="list-style-type: none"> - Tuvalu-PIFS Peer Review targets achieved 	MFED
Improve and strengthen partnership and cooperation with development partners	<ul style="list-style-type: none"> - International relations reviewed and strengthened - Principles and targets of international and regional Agreements/agendas including the Millennium Development Goals, Paris Declaration, Accra Agenda for Action, Istanbul Program of Action for the 	<ul style="list-style-type: none"> - Improved international relations - Effective Aid in Tuvalu - Level of cooperation and partnership with development partners improved and maintained 	<ul style="list-style-type: none"> - Development cooperation policy objectives achieved - Overall effectiveness of foreign aid to Tuvalu - Achievement of national targets under the various international and regional agreements 	MFED & MFA

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	<p>next decade, Busan Partnership for Development Cooperation, Pacific Plan, Cairns Compact, and RIO+20 considered and implemented</p> <ul style="list-style-type: none"> - National Foreign Aid Policy developed and implemented - Direct budget support encouraged as preferred aid modality - Development cooperation with development partners strengthened 			

Strategic Area 3: Social Development

Goal: Provide Tuvaluans with the highest attainable standard of health, adequate accommodation and an active life free from hardship and gender discrimination

Key Performance Indicators:

1. Strategic Health Plan used in decision-making
2. Amount of budgetary resources saved from review of TMTS and NZMTS
3. Number of medical personnel trained in Pre-service and In-service
4. Number of doctors and nurses leaving the service to work overseas
5. Infant mortality rate
6. Under-five mortality rate
7. Proportion of 1 year old immunized against measles
8. Maternal mortality rate
9. HIV prevalence among population 15-24 years old
10. Proportion of population 15-24 years old with the correct knowledge on HIV/AIDs
11. Proportion of population with advanced infection with access to antiretroviral infection
12. Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation)
13. Contraceptive prevalence rate
14. Adolescent birth rate
15. Antenatal care coverage
16. Incidence of deaths associated with malaria
17. Tuberculosis incidence, prevalence & death rates
18. Percentage of tuberculosis detected & cured under observed treatment short course
19. Ratio girls: boys in primary, secondary tertiary education
20. Number of youth businesses & number of youth in businesses
21. Number youth facilities provided on Outer Islands
22. Share women wage employment and non-agricultural sector
23. Proportion of parliament seats held by women
24. Ratios of girls to boys in primary, secondary and tertiary education

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Highest health standard attainable	<ul style="list-style-type: none"> - Strategic Health Plan (SHP) is approved, updated and signed off by the MoH and stakeholders - Implementation plans or Operational Plans prepared by MoH Task Force together with monitoring & evaluation framework for assessing SHP outcome - Tuvalu Medical Treatment Scheme (TMTS) and NZ Medical Scheme reviewed - Established a results based financial accounting system - Implemented the training of new and existing staff as recommended by clinical managers 	<ul style="list-style-type: none"> - Secured adequate budgetary support for SHP - Medical expenditure reduced through review of TMTS and NZMS - Medical staff qualified and well trained 	<ul style="list-style-type: none"> - Secured respectable health standard for Tuvaluan 	Ministry of Health (MoH)
	<ul style="list-style-type: none"> - Health Infrastructure and Equipment Master Plan developed - Health Workforce Review to assess gaps in the supply and demand for health services in Tuvalu - Reviewed salary & working conditions of doctors and nurses 	<ul style="list-style-type: none"> - Adequate health infrastructure & equipment - Closed Gaps identified in the workforce review - Implemented the salary review recommendations & retained local doctors and nurses in Tuvalu 	<ul style="list-style-type: none"> - High quality & cost effective health management service provided 	MOH

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	<ul style="list-style-type: none"> - Routine tours of Outer Islands executed - Equipment and drugs supplies and appropriate curative technology provided - Actively participated in Regional Pharmaceutical Bulk Purchasing Scheme in the Pacific Plan 	<ul style="list-style-type: none"> - Curative health service provided 	<ul style="list-style-type: none"> - Quality Curative health service provided 	
	<ul style="list-style-type: none"> - Implemented the National day for Non-communicable Diseases & mobilise support for NCD from NGOs, civil society and government - Community aware about Communicable diseases and health education strengthened - Family & Children's health service strengthened - Developed & implemented Environment Health Policy - Developed & implemented a National Oral Health policy 	<ul style="list-style-type: none"> - Society wide support for NCD and CD - Significant improvement in water quality, sanitation, vector control and food safety 	<ul style="list-style-type: none"> - Equitable access to quality curative and preventative health available 	MOH & NGOs
Improve the welfare and opportunities available to youth	<ul style="list-style-type: none"> - National Youth Policy endorsed by cabinet - Youth Operational Plan 2012 completed and implemented 	<ul style="list-style-type: none"> - National Youth Policy and Operational Plans are linked to TKII 	National Youth policies and Operational Plans routinely produced	MEYS
	<ul style="list-style-type: none"> - More training workshops 	<ul style="list-style-type: none"> - Youth aware and living 	Increase in the welfare and	MEYS

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	<ul style="list-style-type: none"> mounted for youths in HIV/AIDs and healthy lifestyles - Youth trained in traditional knowledge skills through the Education Ministry's TVET Programme - Additional facilities for youth provided on outer islands - Microfinance scheme for youth business started - Increase involvement of Churches and NGOs in addressing youth issues 	<ul style="list-style-type: none"> HIV/AIDs preventative lifestyle - Number youths using sports facilities increased - More youth businesses in operation - Churches and NGOs active in youth affairs 	<ul style="list-style-type: none"> opportunities available for youths 	
Improve housing standards and availability	<ul style="list-style-type: none"> - National Building Code approved and in force - Raised public awareness about the building code and its value - Assess the possibility of establishing a Housing Authority - Review land leases under the Home Ownership scheme - Funafuti Urban Management Plan (FUMP) developed 	<ul style="list-style-type: none"> - Building Act in place and authorisation of the building code - Public support for building code - Assessment completed and recommendation complied with - Review of land leases completed and recommendations implemented - More land available for residential housing as result FUMP 	<ul style="list-style-type: none"> - Quality of buildings and construction improved due to enforcement of Building Code - More land available for residential housing 	MPU & MHA
Promote gender equity and expand role of women in development	<ul style="list-style-type: none"> - Gender mainstreamed into all sectors in TKII 	<ul style="list-style-type: none"> - TKII implementation gender sensitized 	<ul style="list-style-type: none"> - Achieved great strides toward gender equity 	MHA & MFED

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	- Land distribution laws reviewed to give custodial rights to women	- Gender equity in land distribution and custodial rights	- Gender equity in land distribution and women's custodial	MHA, OPM & AG
	- Entrepreneurial training for women continued	- More women owned businesses	- Women contributed to private enterprise development	MHA & OPM
Increase participation and opportunities to participate in sports	- Tuvalu joined International Olympic Committee, Federation of International Football Association (FIFA), International Rugby Board (IRB) and others	- Tuvalu participated in international sports fixtures	- Achieved recognition internationally through participation in international sports	MEYS (Tuvalu Sports Association - TSA)
	- More sports facilities and equipment provided	- Facilities and equipment increased opportunities to participate in sports	-	MEY (TSA)
Poverty and Hardship	- Incidence of poverty monitored through regular household surveys - Poverty and hardship alleviation assistance provided	- Poverty alleviation policies designed and implemented	- Drastic reduction in the incidence of poverty	MFED (Statistics)

Strategic Area 4: Falekaupule and Outer Islands

Goal: Provide quality public service and create more opportunities for the sustainable development of Outer Islands

Key Performance Indicators:

1. Number attendees to formal bye-laws and budget sessions of *Falekaupule*
2. *Falekaupule Act* in force combining traditional and modern governance
3. Number of new services decentralised to OI
4. Publication and promotion of traditional knowledge & cultural expressions

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Improve OI governance and community participation in development	<ul style="list-style-type: none"> - Community participation in development process encouraged - Integrated modern and traditional governance institutions 	<ul style="list-style-type: none"> - Community routinely participate in decision-making at the island and national level also 	<ul style="list-style-type: none"> - Good governance achieved through greater community participation in business of government 	MHA
	<ul style="list-style-type: none"> - Services decentralised to OI where feasible - CFC operational strategy improved under NAFICOT management 	<ul style="list-style-type: none"> - OI population satisfied with new services provided - OI earning income from CFC operations 	<ul style="list-style-type: none"> - Greater community autonomy by managing and controlling more public services on the island 	MHA & MNR
	<ul style="list-style-type: none"> - Training provided to OI on management, & integration business and cultural practices - Traditional knowledge & cultural expression documented and promoted 	<ul style="list-style-type: none"> - Good understanding of business practice in the context of local culture - Documentation of traditional knowledge widely available 	<ul style="list-style-type: none"> - More culture friendly businesses in operation 	MHA & MEYS
	<ul style="list-style-type: none"> - Study done on the 	<ul style="list-style-type: none"> - Study recommendations 	<ul style="list-style-type: none"> - Improvement in the quality 	MHA & MPU

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	Urbanization process (on Funafuti) with a view to develop policy and the best way forward	considered by Cabinet implementation	of life of urban dwellers	
	- More services contracted out to private sector and community	- Practice of contracting out work and services routinized	- Contracting-out of jobs normal practice - Local Govt more efficient and effective in their regulatory function	MHA
	- Business advisory service offered advice to clients in the private sector and OI businesses	- Credit Scheme for OI businesses launched	- Advisory service and credit readily available for clients who eligible and qualify	MHA & MFED

Strategic Area 5: Private Sector and Employment

Goal: To be the engine of growth and development providing employment and commercially sustainable service

Key Performance Indicators:

1. Number of applicants for investment under the Foreign Investment Act
2. Ratio of new businesses to total businesses per year
3. Ratio of new business loans to existing loan to businesses of financial institutions
4. Ratio of new jobs to existing jobs per year
5. Number of active employee accounts with NPF
6. Consumer Protection Council established
7. Number of consultations between GOT and the Tuvalu National Private Sector Organization (TNPSO)
8. Type of market information provided to private sector by the Department of Trade
9. Growth in employment of Tuvaluan in overseas labour markets

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Improve enabling environment for private sector development	- Supported foreign and domestic investment in economic & commercial development that creates domestic employment	- Number of jobs created	- Unemployment kept within reasonable levels	MFED
	- Facilitated better access to market information for local businesses	- Supply of market information meet the needs of local businesses	- Market information supplied through Internet	MFED
	- Provide more affordable credit to private sector	- Increase in credit to the private sector supplied through NBT and DBT	- Adequate supply of credit in the economy	MFED (NBT and DBT)
	- Explored new job opportunities abroad including Australia and also for seafarers in Taiwan and	- Access to more work abroad for Tuvalu secured	- Remittances increased	MFAETLT & Labour

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	Swire Shipping company in Hong Kong			
	- Consumer protection strengthened	- Consumer protection against price and quality of goods and services sold in the country	- Consumer protection culture institutionalized	MFED
	- Calculated the value of Private Sector contribution to GDP each year	- Private sector contribution to GDP routinely calculated and published	- Official national accounts routinely published by the Statistics Department	MFED (Statistics)
	- National Strategy for Private Sector Development developed	- Implemented National Strategy for Private Sector Development reviewed and implementation continued - Credit for businesses made available by DBT and NBT	- National Strategy for Private Sector Development reviewed every 5 year and implementation continued	MFED
	- Provided just and fair access for business people onto government leased land	- Businesses received in a just manner a number of government sub-leases for businesses	- Continued the search for land for business	MFED & MFAETLT
	- Provided training through workshop in business finance, management and accounting. - Foreign Investment Act reviewed to reserve some sectors for local businesses and investors - Carried out study of primary production options for Private Sector development in Tuvalu	- Skills in management, finance and accounting improved - Local investors capitalized on sectors reserved for them - Implemented study's recommendations	- Skills in management, finance and accounting improved - Foreign Investment Act reviewed & recommendations implemented - Recommended primary production flourishing	MFED & MFAETLT
Labour protection and rewards	- Labour and Employment legislation reviewed and labour protection, safety,	- Workers and their working conditions comparable to international best practice	- Conditions of work approaching the standards of the United Nations	MFAETLT

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	minimum wages and compensation enforced	in the field of labour	International Labour Organization (ILO)	

Strategic Area 6: Education and Human Resource

Goal: Provide quality education that equips people with the knowledge, skills and attributes to achieve a higher degree of self-reliance in a changing world and one that is consistent with Tuvalu's spiritual values

Key Performance Indicators:

1. Teacher pupil ratio
2. Net enrolment in primary education
3. Proportion of pupils starting grade 1 who reach last grade of primary
4. Literacy rate of 15-24 year-olds, women and men
5. Ratio of Budget allocation for primary education to total education budget
6. Ratio of Budget allocation for technical and vocational education to total education budget
7. Pass rate at final examinations at primary and secondary schools in Tuvalu

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Improve teaching and learning	- Continued teacher training and skills upgrading	- Improved teaching capacity for meeting demand for teaching in the economy	- Teachers well qualified and continually trained - Quality education provided to students and	MEYS
	- Provided adequate classroom equipment and teaching materials, supplies to all schools	- Schools adequately supplied with equipment, materials and supplies	- Supply and equip schools and training institutions	MEYS
	- Continued maintenance of schools and upgrading school facilities, staff housing, dormitories, kitchen	- Adequate school buildings and facilities well maintained	- Schools well maintained	MEYS
	- Curriculum reviewed to better meet the needs of	- Skill needs of the economy and students	- Curriculum relevant for the skill needs of the	MEYS

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	students and economy	met	population	
	- Technical and vocational education expanded, TVET trials completed	- Technical and vocational education meeting the employment needs of the labour force in Tuvalu and abroad	- TVET meets community needs for technical and vocational skills - More Tuvaluans qualified for jobs abroad	MEYS
	- Improved education and teaching of science, mathematics and computer Science	- Increased pass rate in science, mathematics and computer science in national and regional examinations - Increased proportion of labour force in technical and science sectors	- More Tuvaluans qualified to enter the science profession	MEYS
	- Provided adequate training infrastructure for Tuvalu Maritime Training Institute - Carried out study to reorientate TMTI training to include officer level training in addition to seafarer training	- TMTI adequately supplied with standard equipment for training seafarers to IMO standards - Study recommendations implemented	- TMTI graduates qualify to international standards of seamanship - First Officers graduate from TMTI before 2020	MEYS (TMTI)
	- Continuing training courses in culture, customs and traditional skills in schools	- Improved knowledge and understanding of culture and traditional skills	- Population well informed about their culture and tradition	MEYS & MHA
	- Student counselling continuing	- Chaplain at Motufoua School paid by GOT - Students' personal problems well counselled	- Counselling and counselling service part normal life in Tuvalu	MEYS
Provide equal education opportunities for all	- Increased GOT support to all registered schools and	- GOT supported registered schools in the country	- More equal education opportunities available in	

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	training institutions		Tuvalu	
	- Provided special needs education for pre-schoolers, people with disabilities with support from NGOs	- Special education needs provided and catered for	- Inclusive education available	MEYS
Improve management of the education system	- Continue the frequency and quality of school inspection	- Students performance in academic and extra curricula activities improved	- Improved management of the education system	MEYS
	- Continue certify and implement Inspection recommendations	- Students performance in academic and extra curricula activities improved	- Improved management of the education system	MEYS
	- GOT support sought for the implementation of Pre-school policy (ECCE Policy)	- GOT committed budgetary support for pre-school education	- Pre-schools funded by Government - Pre-schools registered and administered by MEYS	MEYS
	- On-going consultation with private sector to better target teaching to the skill needs of job market	- Curriculum designed to facilitate teaching of skills required by the market	- Local skills needs of the market continuing to be met	MEYS
	- Bonding policy for GOT sponsored students amended	- GOT approved bonding policy and policy is in force	- More students trained under GOT scholarships are retained in Tuvalu	MEYS
Improve OI development	- MEYS provided technical and vocational education to OI funded by <i>Falekaupule</i> Trust Fund (FTF)	- Increased technical and vocational skills for employment in the economy	- On-going cooperation between MEYS and <i>Falekaupule</i> in providing education	MEYS

Strategic Area 7: Natural Resources

GOAL: Improve the management and use of natural resources for the sustainable development of Tuvalu

Key Performance Indicators:

1. Proportion of land area covered by forest
2. Carbon dioxide emissions, total, per capita and per \$1 GDP (PPP)
3. Consumption of ozone-depleting substances
4. Proportion of fish stocks within safe biological limits
5. Proportion of total water resources used
6. Proportion of terrestrial and marine areas protected
7. Proportion of species threatened with extinction
8. Proportion of population using an improved drinking water source
9. Proportion of population using an improved sanitation facility
10. Proportion of urban population living in slums
11. Number and types of agricultural tools distributed to active farmers
12. Number of Extension Officer added to the staff
13. Number of private entrepreneurs assisted by agriculture extension
14. Size of land acquired for agriculture production
15. Number of CFC exporting fish to the capital
16. Revenue from NAFICOT joint venture
17. Total revenues from fish licences and vessel-day scheme
18. Community Fishing Centres (CFC) Profits

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
AGRICULTURE				
Increase production and consumption of local produce	- Agricultural extension service expanded and improved	- New Agric Extension officers added to staff - Agric. Extension advisory programmes in all OI	- Extension personnel offering sound advice & assistance to OI farmers	Ministry Natural Resources (MNR)
	- Basic agricultural tools and	- Agricultural tools	- Farmers well supplied	MNR

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	equipment made more accessible	supplied to active farmers in OI	with tools appropriate for their farm work.	
	- Private entrepreneurs assisted to produce and market local produce	- Number of private entrepreneurs assisted increase by 25%	- All private entrepreneurs have been assisted	MNR
	- Assisted in making more land available for agricultural production	- More land made available for agric. Production	- Assistance in securing land for agric. production continuing.	MNR
	- Incorporated more agricultural subjects into school curriculum	- Agriculture introduced into curriculum for TVET	- Continuing teaching of agriculture in technical and vocational education	MNR
	- More opportunities secured for training agriculturalists	- 2 more agriculturalist released on training	- Staff adequate for the workload they carry	MNR
FISHERIES				
Improve the management of fisheries resources – inshore and EEZ	- Review management of CFCs to reduce GOT subsidies either through efficiency gains, transfer to Kaupule, privatisation or closure	- Some CFCs efficient and cover their operation costs - Some CFCs privatised and few closed down	- CFCs continuing to be source of fish exports from outer islands	MNR
	- NAFICOT operating under a joint venture and new management/business plan and covers costs	- Joint-venture progressing well	- More joint-ventures set up and in action	MNR
	- Revenue from fish licensing increased	- Revenue from fish licensing continue to be significant budget revenue	- Fish licences and day-vessel scheme continued contribution to GOT revenue	MNR
	- Integrated Fisheries Sector Development Programme formulated and implemented	- Activities in the fisheries sector coherent and directed	- New fisheries sector programme succeeded the old programme.	MNR

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	- Developed a framework for domestic fisheries for export and for the local market in consultation with private sector and including CFCs	- Domestic fishing industry beginning to take-off	- Domestic fishing industry in full sustainable and profitable operation	MNR
TOURISM				
Develop tourism and eco-tourism industry	- Long standing recommendations for tourism sector implemented	- Several recommendations implemented	- Completed implementation of recommendations	MFA (Tourism)
	- Vaiaku Langi Hotel (VLH) privatized or leased out	- VLH operating under new ownership	- Hotel profitable	MFA (Tourism)
	- Supported and developed new private sector tourism related enterprises	- Tourist services improved and attracted more tourists	- Increased revenues from tourism	MFA (Tourism)
ENVIRONMENT				
Stop unregulated development and degradation of the environment especially on Funafuti	- Waste management improved with development of urban waste management on Funafuti	- Waste well managed	- Waste is well managed	MFA & MPU
	- Multilateral environment agreements including Kyoto Protocol adopted	- Climate change impacts ameliorated	- Tuvalu have capacity with assistance from the international community to mitigate and adapt to the impacts of climate change - Climate change impact - Tuvalu championing the cause for environment protection and green growth	Environment
	- Increase the number of	- Biodiversity in	- Attained rich biodiversity	Environment

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	conservation areas with regulatory compliance assured	conservation areas increased	in the protected areas	
	- Green Growth programmes commenced	- Green growth projects in biogas, waste to energy, biofuels, hydroponics gardening started and continuing marketing their products.	- Reduced carbon emission and saving on import of fossil fuels	MFED, Environment, Agriculture, Fisheries and TNPSO
LAND				
Define Tuvalu's land and sea boundaries	- Completed baselines & median line work and finalizing archipelagic baselines	- Required maritime legislation and gazetting and depositing thereof with UNCLOS completed	- Tuvalu's land and sea boundaries well established and internationally respected	Department of Land
	- Land use management plan and rent assessment study completed	- Land-based development proceeded in accordance with land use plan and a fair rental regime	- Reviewed the Land Use Plan and updated the national land rent system	Department of Land
Improve governance in land administration	- Developed GIS-based land information system that assists transparent and accountable decision-making in the Executive and the Courts system	- Upgraded the equipment for GIS mapping and production of high resolution satellite data	- Dataset requirements for all islands of Tuvalu and sea area completed	Department of Land

Strategic Area 8: Infrastructure and Support Services

GOAL: Provide efficient quality infrastructure and support services that are competitively priced and sustainable

Key Performance Indicators:

1. Water storage capacity under GOT control
2. Number of buildings without guttering and rain tanks
3. Number of complaints about lack of maintenance
4. Number of infrastructure and utilities privatized
5. Proportion of homes and institutional buildings using alternative energy sources
6. Volume of imported fossil fuel per year over last 5 years
7. Public Utilities Profitability
8. Government Subsidies to Utility enterprises
9. Rate of increase in power consumption
10. Number of Households and people with internet access
11. Telecom traffic (phones, mobiles)
12. National Infrastructure Development Plan 2011-2025

Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
MINISTRY OF PUBLIC UTILITIES				
Provide commercial, quality, efficient and competitively priced infrastructure and support services	- Water catchment, collection and storage in homes and business buildings improved	- More rain water collected, stored and distributed as needed in times of droughts	- Water shortage problems addressed	Ministry Public Utilities (MPU)
	- National Infrastructure Development Plan (NIDP) 2011 – 2025 completed and implemented	- Implementation of NIDP continuing	- Physical infrastructure adequately meet country’s need up to 2025	MPU
	- Government and school buildings maintained	- Timely maintenance continuing	- Maintenance continued	MPU

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	- Maintenance continued on government housing and Motufoua Secondary School	- Timely maintenance continuing	- Maintenance continued	MPU & MEYS
	- Roads maintained and airport upgraded and maintained	- Timely maintenance continuing - Airport upgraded	- Maintenance continued	MPU
	- Explore viability of domestic air services to the Outer Islands. - Asses the viability of reallocating the international airport to an Outer Island and constructing a new International Airport and a runway that can cater and accommodate large planes.	- Domestic and international air services assessment complete	- Improvement in domestic and international air services	MTC
	- Ports facilities and adequate machinery and equipment provided	- Port facilities and equipped and maintained	- Well managed and equipped ports and wharf	MPU
	- Technical architectural services provided	- Staffed with graduate level architects and technicians		
Corporatize and privatize where possible government utilities	- Identified alternative providers of infrastructure and utilities in private sector	- Some utilities and infrastructure privatized	- Some infrastructure and utilities in private sector	MPU
	- Develop and implement National Energy Plan	- NEP implementation continuing	- Improved energy service and efficiency to the public	MPU
	- Secured competitively priced, reliable supply of	- Negotiation for cheaper fuel with supplier	- Improved access of public to low priced fuel	MPU

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
	quality fossil fuel	completed	supplies	
	- Reduced reliance on fossil fuel through energy conservation and use of alternative energy	- Completed projects converting to photovoltaic energy for all islands - Radio programmes continuing on alternative energy usage	- Country fully converted to renewable energy	MPU
	- Use of fossil fuel and alternative energy monitored and managed	- Renewable Energy and Energy Efficiency Unit continuing to manage and monitor fossil fuel and alternative energy usage	- Country fully converted to renewable energy	MPU
	- Continued training of staff for management of Renewable Energy	- Staff qualified and managing well the goal of full conversion to alternative energy by 2020	- Country fully converted to renewable energy	MPU
	- Ports and Harbours run on commercial basis monitored by PERMU services in Tuvalu	- Ports & Harbours are profitable enterprises	- Ports and harbours continue to provide efficient and cost effective services	MPU
	- Study for more a viable and profitable shipping strategy completed	- Study recommendations implemented	- Shipping routes are sustainable	MPU
	- Encouraged government private sector partnership in the development of ICT - ICT Committee formed and overseeing development of telecom technology	- Internet service efficient and available to all islands - Computer Crime Act passed and implemented	- Country securely integrated into the global telecommunication domain	Ministry Transport & Communications (MTC)
Upgrade and maintain	- MV Nivaga II and MV	- Nivaga II replacement	- New vessel replaced	MTC

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Strategies	Short-term Milestones 2013	Medium-term Milestones 2015	Long-term Milestones 2025	Responsibility
Transport	Manufolau refitted in Suva	plans completed	Nivaga II and named Nivaga III	
	- Boat passages on the islands improved	- Boat passages on all OI safer to navigate	- Boat passages reviewed	MTC
	- Maritime legislations reviewed and new one more consistent with IMO in place.	- Maritime laws updated	- Maritime laws updated	MTC
	- Training in Maritime Law undertaken.	- Maritime lawyer updated and drafted maritime regulations.	- Maritime laws up to date	MTC & AGs Office
	- International air and sea services reviewed - Alternative international air and sea services considered	- International air and sea services improved	- Reliable international air and sea services.	MTC Transport
	- Provided accurate and reliable observations, forecasts and warnings of weather and climate - Strengthened the manpower of the Met department.	- Strengthened manpower in the Met department able to provide accurate and reliable forecasts and warnings of weather and climate.	- Public well informed about weather and climate information	MTC & Meteorology

Annex 1: Te Kakeega II Mid-Term Review Outcome Report

Introduction

1. *Te Kakeega II* (TKII) Mid Term Review (MTR) was held from the 5th to the 8th October 2011 at the *Tausoa Lima Falekaupule*, Funafuti, Tuvalu. The Forum provided the opportunity for participants to review the progress and implementation of the TKII since 2005. More than 200 participants representing each island of Tuvalu, civil society organizations, NGOs, private sector and government participated in the TKII MTR. The Speaker of Parliament, the Prime Minister and Cabinet Ministers, Private Members of Parliament, Permanent Secretaries, Ambassadors of Tuvalu Missions abroad, Heads of Departments, and Tuvalu overseas expatriates also participated in the review. There were also representatives from our development partners who attended the forum as observers. The Tuvalu Governor General was present during the Opening and Closing ceremonies. Of the registered participants, 70 per cent of them were males with the remaining 30 per cent, females. All deliberations and discussions were broadcasted live on radio and also recorded on video.
2. This report highlights the key outcomes of the TKII MTR.

Overview

3. Participants expressed their concern on the targets of TKII which have not been achieved so far and encouraged the Government to ensure that the targets are achieved by 2015.
4. Participants also urged the private sector, non-government organization, Kaupules and island communities to strengthen their roles in achieving the objectives of the TKII.
5. Participants pledged their commitment to make every effort to achieve the TKII objectives by 2015 and challenged all stakeholders to help in the implementation of TKII strategies and to support each other in achieving TKII targets.
6. Participants agreed that all the TKII objectives and the UN Millennium Development Goals (MDGs) can be achieved by 2015 through renewed commitments, effective implementation, intensified collective action, and holistic and comprehensive approach by everyone and stakeholders at domestic, regional and international levels.

Strategic Area 1: Good Governance

7. Participants reaffirmed their commitment to continue maintaining and pursuing the principles of Good Governance with full respect to the provisions and requirements of the Tuvalu Constitution, Laws of Tuvalu and related regional and international agreements ratified by Tuvalu. They

acknowledged that the principles of Good Governance are vital in achieving TKII objectives by 2015.

8. Participants recognized the importance of focusing efforts to identify conflicts between Tuvalu culture and customs, and the *Falekaupule* Act. They underlined the importance of setting up a Council of Chiefs, comprising of all island Chiefs of Tuvalu to maintain Tuvalu culture and to tackle current and new challenges and obstacles faced by Tuvalu.
9. Participants noted the progress made so far on the Strategic Area of Good Governance; however, they accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Strengthen and develop the institutional capacity of the Tuvalu Public Sector

Strategy 1: Reform the Public Sector

Priorities

- a. Prepare and implement Operational Plans (OPs) for Ministries, departments and private enterprises. OPs to derive from TKII.
- b. Promote sound management principles and practices to deliver quality services.
- c. Review and implement government departments and services for corporatisation and privatisation.
- d. Revive Public Service Reform Committee.

Strategy 2: Improve Fiscal Management

Priorities for improving fiscal management are under the chapter on Economy: Growth and Stability

Strategy 3: Strengthen Public Administration

Priorities

- e. Implement and enforce the Leadership Code as soon as possible.
- f. Establish Ombudsman Office.
- g. Strengthen Personnel Performance Appraisal process.
- h. Raise Parliament outreach programmes on Tuvalu Constitution, law making process and citizens' rights.
- i. Auditor General Office to carry out its statutory audit responsibilities.
- j. Increase public involvement in Government decision making.
- k. Review and strengthen international relations.
- l. Encourage private and independent media.
- m. Improve transparency and accountability and to draft a Procurement Guideline in line with regional and internal best practices.

Strategy 4: Improve and strengthen Public Enterprise Management

Priorities

- n. Strengthen Public Enterprises management training.
- o. Define clearly Government's Community Service Obligations (CSOs) and send to Public Enterprises for inclusion in PEs annual business plans.
- p. Produce routinely Operational/Business Plans, annual reports and audited accounts.
- q. Comply with provisions of the Public Enterprise Act on roles and responsibilities of Ministers and Boards.

Strategic Area 2: Economic Growth and Stability

10. Participants noted and welcomed progress made under the Strategic Area 2 of the TKII of Economic Growth and Stability; and recognized the importance of having a stable and improved economic growth for Tuvalu.
11. Participants noted Tuvalu's vulnerability to external forces such as most recent global financial crisis (GFC) and their impacts on Tuvalu foreign reserves, fishing licenses and other revenues from abroad, as well as domestic revenues. Participants also acknowledged and reiterated the need for development partners' increased assistance to Tuvalu during such periods.
12. Participants noted the importance and relevance of the concept of 'green economy' to Tuvalu's sustainable development efforts and urged all stakeholders and the Government in particular to pursue the principles of 'green growth'.
13. Participants acknowledged the importance and relevance of the Cairns Compact Review Report (Tuvalu Peer Review Report) recommendations for Tuvalu and urged the Government to implement these recommendations to assist in the achievement of TKII targets and the UN MDGs.
14. Participants recognized the importance of the private sector in expanding Tuvalu economy. They acknowledged the importance of promoting inclusive financial services, particularly microfinance including affordable and accessible credit to all segments of society and those who would not normally be served or are underserved by financial institutions.
15. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Growth and Stability through sound macroeconomic management of the economy

Strategy 1: Strengthen Macroeconomic Management

Priorities

- a. Budget deficits equivalent to no more than 11% of GDP.
- b. CIF target minimum balance at 16% of TTF's maintained value.
- c. External debt equivalent to no more than 30% of GDP.
- d. Save windfall revenues (if any) in CIF.
- e. Redirect budgetary resources to chosen TKII key sectors of primary education, primary health care and employment oriented technical and vocational training.
- f. Increase share of Private Sector in GDP to 40%.
- g. External debt not to exceed 30% of GDP.
- h. Government subsidy to Public Enterprises not to exceed 5% of GDP.
- i. Implement Tuvalu-PIFS Peer Review recommendations.

Strategy 2: Improve and strengthen partnership and cooperation with development partners.

Priorities

- j. Review and strengthen international relations.
- k. Develop National Foreign Aid Policy.
- l. Change development partners' assistance to Tuvalu from project aid to budget support.
- m. Carefully explore and establish potential and trustful development partners.

Strategic Area 3: Social Development

16. Participants noted and welcomed progress made under the Strategic Area 3 of the TKII of Social Development. However, they stressed the importance of strengthening the overall health systems to maintain provision of treatment and health care, expanding access to HIV/AIDS prevention and controlling communicable diseases such as TB.
17. Participants expressed their concern on the management and costs associated with Tuvalu Medical Treatment Scheme (TMTS) and the abuse of the scheme by both patients and management. They acknowledged there is more to be done in the area of preventable health through taxation of tobacco and alcohol and awareness in the community. They also acknowledged that non-communicable diseases (NCDs) are a problem and a challenge to overcome in Tuvalu.
18. Participants emphasized the need to improve and increase opportunities for young people to gain access to productive employment and decent work through increased investment in youth employment, active labour-market support and public-private partnerships, as well as through the creation of enabling environments to facilitate the partnership of young people in labour markets.
19. Participants resolved to address issues with regard to housing, mainly land area for housing and availability of houses for civil servants. They also acknowledged the importance of reviewing the Building Code and its applicability to Tuvalu to ensure minimum impact on the people, especially the most vulnerable and poorest. Participants acknowledged the need to establish a Housing Authority to address housing issues.

20. Participants recognized that the respect for and promotion of human and women rights is an integral part of effective work towards achieving TKII objectives. They acknowledged the importance of empowering women through; inter alia, social and economic policies that guarantee their full and equal access to all levels of quality education and training and vocational training.
21. Participants acknowledged that there is much more to do for Tuvalu to be more competitive in regional and international sporting events; particularly the need for more financial resources to develop proper sports infrastructure and facilities.
22. Participants expressed their concern on Tuvalu's progress to meet its UN MDGs' poverty targets by 2015. They agreed that the root cause of this was due to the effects of the Global Economic Crisis on household remittances from overseas especially seafarers. They also noted the critical roles of the Government, development partners, private sector, and NGOs in working together to achieve the MDGs by 2015.
23. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Provide Tuvaluans with the highest attainable standard of health, adequate accommodation and an active life free from hardship and gender discrimination.

Strategy 1: Highest health standard attainable.

Priorities

- a. Update and approve the Strategic Health Plan.

- b. Review the Tuvalu Medical Treatment Scheme and NZ Medical Scheme to improve its policies and to reduce costs.
- c. Develop the Health Infrastructure and Equipment Master Plan.
- d. Review the Health Workforce to assess the gaps in the supply and demand for health services in Tuvalu.
- e. Review working conditions of doctors and nurses.
- f. Execute routine health tours to outer islands.
- g. Participate in regional pharmaceutical Bulk Purchasing Scheme in the Pacific Plan.
- h. Provide society wide support for NCD and CD.
- i. Strengthen Family & Children's health services.
- j. Develop and implement Environment Health Policy.
- k. Develop and implement a National Oral Health Policy.

Strategy 2: Improve the welfare and opportunities available to youth.

Priorities

- l. Endorse the National Youth Policy by Cabinet.
- m. Develop and implement the Youth Operational Plan.
- n. Provide more training workshops for youths in HIV/AIDS and healthy lifestyles.
- o. Train youths in traditional knowledge skills through the TVET Programme.
- p. Provide additional facilities for youths in the outer islands.
- q. Provide micro-finance scheme for youth business.
- r. Increase youth involvement in churches and NGOs youth issues.

Strategy 3: Improve housing standards and availability.

Priorities

- s. Review, approve and enforce the National Building Code.

- t. Assess the possibility of establishing a Housing Authority.
- u. Review land leases under the Home Ownership scheme.
- v. Develop the Funafuti Urban Management Plan (FUMP).
- w. Provide adequate housing for civil servants.

Strategy 4: Promote gender equity and expand role of women in development.

Priorities

- x. Integrate gender and development, and women's role into the TKII implementation.
- y. Review land distribution laws to give custodian rights to women.
- z. Continue entrepreneurial training for women.

Strategy 5: Increase participation and opportunities to participate in sports.

Priorities

- aa. Tuvalu to join the International Olympic Committee, Federation of International Football Association (FIFA), and International Rugby Board (IRB) and others.
- bb. Provide more and better sporting facilities and equipment.

Strategy 6: Poverty and Hardship.

Priorities

- cc. Design and implement poverty alleviation policies.
- dd. Provide and increase assistance for poverty and hardship alleviation programmes.

Strategic Area 4: Falekaupule and Outer Islands Development

24. Participants noted and welcomed the progress made under Strategic Area 4 of the TKII of Falekaupule and Outer Island Development. They also acknowledged the importance of OIs development in achieving the overall targets of TKII.
25. Participants acknowledged Tuvalu culture and traditions and its role in achieving TKII objectives.
26. Participants emphasized the need to apply Good Governance principles in the Outer Islands' decision making process and the need to review the *Falekaupule Act*. They also expressed their concern over the lack of understanding and awareness in the Laws of Tuvalu among the people of Tuvalu.
27. Participants expressed their concern over the slow implementation of OIs development projects and the need to simplify processes. They acknowledged the importance of commercial projects in the Outer Islands in order to provide income opportunities. They also expressed their concern over waste management issues in the Outer Islands and water management and storage issues.
28. Participants encouraged Non-Government organizations such as the Red Cross, TANGO and TuFHA with Government partnership and support to expand social services in the Outer Islands and to improve access to all including disable people.
29. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Provide quality public service and create more opportunities for the sustainable development of Outer Islands (OIs).

Strategy 1: Improve OI governance and community participation in development.

Priorities

- a. Encourage community participation in development process.
- b. Integrate modern and traditional governance institutions.
- c. Decentralise services (where feasible) to outer islands.
- d. Improve Community Fishing Centres (CFCs) operational strategy in the OIs.
- e. Provide training to OIs on management & integration business and cultural practices.
- f. Document and promote traditional knowledge and cultural expression.
- g. Do study on urbanisation process on Funafuti with a view to develop policy and the best way forward.
- h. Contract out more services to the community and the private sector.
- i. Offer business advisory services to businesses in the OIs.

Strategic Area 5: Employment and Private Sector Development

30. Participants noted and welcomed the progress made under Strategic Area 5 of the TKII of Employment and Private Sector Development. They also acknowledged the importance of the private sector in creating employment opportunities which lead to improved quality in standard of living for the people of Tuvalu.
31. Participants emphasized the need for the Government to intervene and provide an enabling environment that

encourages entrepreneurship and business, especially small and medium-sized enterprises to thrive.

32. Participants also noted the important role of trade as an engine of growth and development.
33. Participants acknowledged Tuvalu's small market, limited natural base, expensive access to international markets and poor capacity for major investments as key constraints to expanding the private sector in the country. However, they accepted and proposed that these constraints shall not prevent national efforts and commitments in expanding private sector development in Tuvalu.
34. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: To be the engine of growth and development providing employment and commercially sustainable service.

Strategy 1: Improve enabling environment for private sector development.

Priorities

- a. Support foreign and domestic investment in economic and commercial development that creates domestic employment.
- b. Facilitate better access to market information for local business.
- c. Provide more affordable credit to private sector.

- d. Explore new job opportunities abroad including Australia and also for seafarers in Taiwan and Swire Shipping Company Hong Kong.
- e. Strengthen consumer protection.
- f. Calculate the value of private sector contribution to GDP each year.
- g. Consult private sector in re-developing a Tuvalu National Strategy for Private Sector Development.
- h. Produce annual business plans for businesses and lodge to the MFED.
- i. Provide just and fair business people onto government leased land.
- j. Provide training through workshop in business finance, management and accounting.
- k. Review Foreign Investment Act to reserve some sectors for businesses and investors.
- l. Carry out study of primary production options for private sector development in Tuvalu.

Strategy 2: Labour protection and rewards.

Priorities

- m. Review Labour and Employment legislation, and enforce labour protection, safety, minimum wages and compensation.

Strategic Area 6: Education and Human Resources

35. Participants noted and welcomed the progress made under Strategic Area 6 of the TKII of Education and Human Resources development. However, they noted and agreed to remove barriers, outside and within the education system, so as to provide equitable and learning opportunities for all children,

since knowledge and education are key factors for sustained, inclusive and equitable economic growth and for the achievements of TKII objectives.

36. Participants emphasized the need to improve the quality of education in order to improve results. This requires an increase in the number of qualified teachers and enhancing their quality through comprehensive policies that addresses issues of recruitment, training, retention, professional development, evaluation, employment and teaching conditions as well as status of teachers, through increased national capacity, and building more classrooms and improving materials of school infrastructure and quality and content of the curriculum.
37. Participants also acknowledged the importance of development partners and CROP agencies assistance in achieving TKII objectives for education.
38. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Provide quality education that equips people with the knowledge, skills and attributes to achieve a higher degree of self-reliance in changing world and one that is consistent with Tuvalu's spiritual values.

Strategy 1: Improve teaching and learning.

Priorities

- a. Continue upgrading teachers' training and skills.
- b. Provide adequate classroom equipment and teaching materials and supplies to all schools.

- c. Continue maintenance of schools and upgrading of school facilities, staff housing, students' dormitories, and school kitchen.
- d. Review curriculum to better meet the needs of students and economy.
- e. Expand technical and vocational education and complete trials of TVET.
- f. Improve education and teaching in science, mathematics and computer Science.
- g. Provide adequate training infrastructure for Tuvalu Maritime Training Institute (TMTI).
- h. Carry out study to reorient TMTI to include officer level training in addition to seafarers' training.
- i. Continue training courses in culture, customs, and traditional skills in schools.
- j. Continue students' counselling.

Strategy 2: Provide equal education opportunities for all

Priorities

- k. Increase Government support to all registered schools and training institutions.
- l. Provide special needs education for pre-schoolers, people with disabilities with support from NGOs.

Strategy 3: Improve management of the education system.

Priorities

- m. Continue the frequency and quality of school inspection.
- n. Continue certify and implement inspection recommendations.
- o. Government to support the EECE Policy.
- p. Continue consultation with the private sector better target teaching to the skills need of job market.

- q. Amend bonding policy for Government sponsored students.

Strategy 3: Improve Outer Islands educational development

Priorities

- r. Provide Ministry of Education with funding for technical and vocational education from *Falekaupule* Trust Fund (FTF).

Strategic Area 7: Natural Resources

- 39. Participants noted and welcomed the progress made under Strategic Area 7 of the TKII of Natural Resources.
- 40. Participants agreed on the value of increasing growth rate of agricultural productivity through promoting the development and dissemination of appropriate, affordable and sustainable agricultural technology and supporting agricultural research and innovation and extension services.
- 41. Participants emphasized the need to improve capacity-building in sustainable fisheries management as fish is an important source of revenue and protein for all Tuvaluans and essential component of food security.
- 42. Participants acknowledged the importance of maximizing the economic benefits of Tuvalu from its Exclusive Economic Zone (EEZ) and the need for enhanced monitoring, control and surveillance of this EEZ.
- 43. Participants also recognized the valuable contribution of coastal fisheries and aquaculture to improve social and economic development.

- 44. Participants welcomed progress made by the Lands Department to address terrestrial and sea boundaries and enhancing the use of ICT to store and record all boundaries data. They expressed their concern over land boundaries issues and conflict that still exists in Tuvalu.
- 45. Participants welcomed and encouraged plans by the Department of Lands to draft a Land Use Plan and Policy to maximize the use of the limited land area on Tuvalu to improve social and economic development.
- 46. Participants welcomed progress made in Tourism in promoting Tuvalu during the China 2010 Expo and in the Japan 2005 Expo. They also welcomed progress being made to put Tuvalu tourism on the World Wide Web. Participants acknowledged challenges face by Tuvalu to expand tourism because of its location and high transportation costs including lack of tourism infrastructure.
- 47. Participants expressed their concern over long drought period which have increased intensity, including as a result of climate change, impeding progress towards sustainable development. Reducing vulnerabilities to the effects of climate change is a high priority and they call on the international community for assistance.
- 48. Participants also expressed their concern over waste management issues on and the need for the Government and development partners to intervene in addressing these issues.
- 49. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Improve the management and use of natural resources for the sustainable development of Tuvalu.

Strategy 1: Increase production and consumption of local produce.

Priorities

- a. Expand and improve agricultural extension services.
- b. Provide basic agricultural tools and services.
- c. Assist local and private entrepreneurs to produce and market local produce.
- d. Assist providing more land for agricultural production.
- e. Incorporate more agricultural subjects into school curriculum.
- f. Secure more opportunities for agriculturalists training.

Strategy 2: Improve management of fisheries resources – inshore and EEZ

Priorities

- g. Review management of CFCs operations to reduce Government subsidies either through efficiency gains, transfer to Kaupule, privatisation or closure.
- h. Operate NAFICOT under joint-venture and a new management/business plan and covers costs.
- i. Increase revenue from fishing licence.
- j. Formulate and implement Fisheries Sector Development Programme.
- k. Develop framework for domestic fishery for export and for the local market.

Strategy 3: Develop eco-tourism industry

Priorities

- l. Implement long standing recommendations for tourism sector.
- m. Privatised or lease out the Vaiaku Lagi Hotel.
- n. Support and develop new private sector tourism related enterprises.

Strategy 4: Stop unregulated development and degradation of the environment especially on Funafuti.

Priorities

- o. Improve waste management on Funafuti with development of urban waste management plan.
- p. Adopt, implement, and enforce multilateral environmental agreements including the Kyoto Protocol.
- q. Increase the number of conservation areas with assured regulatory compliance.
- r. Start and implement 'Green Growth' programmes.

Strategy 5: Define Tuvalu's land and sea boundaries.

Priorities

- s. Complete baselines and median line work and finalisation of archipelagic baselines.
- t. Complete Land use management plan and land assessment study.

Strategy 6: Improve governance in land administration

Priority

- u. Upgrade resources to improve governance in land administration in Tuvalu.

Strategic Area 8: Infrastructure and Support Services

50. Participants noted and welcomed the progress made under Strategic Area 8 of the TKII of Infrastructure and Support Services.
51. Participants stressed the importance of boat services to the islands and the need to improve boat harbors on each island.
52. Participants acknowledged strengthening partnerships at all levels both in the country, regional and international in order to close the large gaps that remain in accessing affordable ICT, which include the upgrading of the quality and quantity of existing telecommunication infrastructure and greatly increase connectivity.
53. Participants acknowledged the need to improve international air services and airport which can contribute to national efforts for development.
54. Participants accepted the following goal, strategies and priorities to improve the achievement of TKII objectives;

Goal: Provide efficient quality infrastructure and support services that are competitively priced and sustainable.

Strategy 1: Provide commercial, quality, efficient and competitively priced infrastructure and support services.

Priorities

- a. Improve water collection and storage in homes and businesses buildings.

- b. Complete National Infrastructure Development and Investment Plan.
- c. Maintain government and school buildings.
- d. Continue maintenance of government housing, buildings, and Motufoua Secondary School.
- e. Upgrade and improve airport(s) and related facilities.
- f. Maintain and improve roads.
- g. Provide and improve port facilities and adequate machineries.
- h. Provide adequate architectural services.

Strategy 2: Corporatise and privatise where possible government utilities.

Priorities

- i. Identify alternative providers of infrastructure and utilities in private sector.
- j. Review and implement National Energy Policy.
- k. Secure competitively priced, reliable supply of quality fossil fuel.
- l. Reduce reliance on fossil fuel.
- m. Ports and harbours run on commercial basis.
- n. Encourage government private sector partnership in the development of ICT.
- o. Form an ICT Committee to oversee development of ICT technology.

Strategy 3: Upgrade and maintain Transport

Priorities

- p. Complete replacement of Nivaga II.
- q. Provide safer boat passages on all OIs.
- r. Improve international air and sea services.
- s. Improve inter-islands transportations.
- t. Update Maritime laws.

- u. Provide accurate and reliable observations, forecasts and warnings of weather and climate.
- v. Improve and strengthen the Meteorological department.

Annex 2: Te Kakeega II Mid Term Review Declaration The Way Forward 2015

As representatives and leaders of our people and communities, and also as participants of the Te Kakeega Mid-Term Review conducted from October 5 - 8, 2011 at the *Tausoa Lima Falekaupule*, Funafuti, Tuvalu, we accept to:

1. *Promote and strengthen* national ownership and leadership of development as a key determinant of progress in achieving the objectives of Te Kakeega II.
2. *Encourage* key stakeholders to continue to design, implement, and monitor development strategies tailored to support strategic objectives of Te Kakeega II, including through broad consultations and participations in all levels of the society as appropriate to each island context.
3. *Call* on our development partners to support in the designing and implementation of these strategies and for the expeditious delivery of commitments made under international and regional development agreements.
4. *Urge* island communities to acknowledge and respect the importance and significance of culture and traditions and to cooperate in their maintenance, development and contributions towards the achievement of key objectives of Te Kakeega II.
5. *Call* on key stakeholders to work together and strengthen partnerships in achieving Te Kakeega II key objectives, and

call on the private sector and non-state actors including civil society organizations to strengthen their vital roles in Tuvalu development.

6. *Pursue* sustainable development through nationally owned comprehensive and coherent planning frameworks and taking into account the uniqueness of Tuvalu circumstances.
7. *Recognise* that good governance is vital to the achievement of Te Kakeega II objectives, and *call* on government and all leaders to promote and practice good leadership, and accountable and transparent government.
8. *Strengthen and sustain* partnership and cooperation between the Government, island communities, private sector, civil society and NGOs, through meaningful dialogue.
9. *Acknowledge* that all efforts to this task are based on a truly national vision for Tuvalu.

We reaffirm our acceptance to the way forward as provided in the above principles through our signatures below.

Signed by all Island Chiefs and Minister of Finance and Economic Development and Chairman of the Summit, Hon. Lotoala Metia on the 8th October 2011

