

TE KETE NSSD PLAN MID-TERM REVIEW REPORT 2021 -2030

Planning, Budget and Aid Coordination Department,
Ministry of Finance and Economic Development,
Government of Tuvalu

Acronyms

ADB: Asian Development Bank
DCC: Development Coordinating Committee
EIAs: Environment Impact Assessment
FTF: Falekaupule Trust Fund
IGIF: Integrated Geospatial Informational Framework
IMF: International Monetary Fund
KDCC: Kaupule Development Coordinating Committee
KORs: Key Outcome Results
KPIs: Key Performance Indicators
KSAs: Key Strategic Actions
MHEWS: Multi-Hazard Early Warning Systems
MTFF: Medium -Term Fiscal Framework
NBT: National Bank of Tuvalu
NCDs: Non-Communicable Diseases
NGOs: Non-Governmental Organizations
NOs: National Outcomes
PFM: Public Financial Management
SPAs: Strategic Priority Areas
TTF: Tuvalu Trust Fund



Acknowledgement

We extend our sincere appreciation to all Ministries, Honorable Ministers and Secretaries, Leaders of the Kaupule, Falekaupule, community groups, and donor partners whose dedicated inputs and collaboration have made the Midterm Review of Te Kete possible.

The provision of metadata, sectoral updates, and outreach narratives has been invaluable in capturing the breadth of progress across physical projects, policy reforms, training and technical assistance, and financial partnerships. Special recognition is given to the collective effort of government officials, advisors, and translators who ensured that the findings were synthesized into accessible dashboards and community-friendly formats.

This Review stands as a testament to Tuvalu's commitment to inclusive development, cultural resilience, and transparent reporting, and it would not have been achieved without the steadfast support of all contributors



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Foreword



It is my privilege to present the Mid-Term Review (MTR) of Te Kete, Tuvalu's national development framework that guides our collective efforts towards achieving sustainable, inclusive, and resilient development for our people.

Te Kete represents the Government of Tuvalu's commitment to strengthening national systems, improving livelihoods, and safeguarding our cultural identity while responding to emerging challenges such as climate change, economic vulnerability, and capacity constraints. The framework is built upon five Strategic Priority Area SPA 1: Enabling Environment, SPA 2: Economic Development, SPA 3: Social Development, SPA 4: Island and Culture Development, and SPA 5: Infrastructure Development, which together provide a holistic approach to national progress. This Mid-Term Review provides an important opportunity to reflect on the progress made, lessons learned, and challenges encountered during the first phase of implementation.

It highlights achievements across sectors, while also identifying areas where greater coordination, innovation, and investment are required to accelerate progress. The review demonstrates the Government's continued commitment to evidence-based policymaking, transparency, and accountability in delivering results for the people of Tuvalu.

I wish to acknowledge the collective efforts of Government ministries, island communities, development partners, non-governmental organisations, civil society organisations, and the private sector, all of whom have played a vital role in the implementation of Te Kete. The contributions of non-governmental organisations have been particularly important in supporting community-level initiatives, strengthening service delivery, and ensuring that development efforts are inclusive and responsive to the needs of vulnerable groups. This collaborative approach reinforces the importance of partnership in addressing national priorities and advancing sustainable development outcomes.

As we move forward, the findings and recommendations of this Mid-Term Review will help inform policy adjustments, strengthen implementation mechanisms, and ensure that resources are effectively directed towards areas of greatest impact. The Government remains committed to fostering an enabling environment that supports economic resilience, social wellbeing, cultural preservation, and climate-responsive development.

I encourage all stakeholders to continue working together in the spirit of cooperation and shared responsibility to ensure that the vision of Te Kete is fully realised for the benefit of present and future generations of Tuvalu.

Hon. Panapasi Neleson
Deputy Prime Minister
Minister of Finance and Economic Development

Introduction

The Mid-Term Review (MTR) of Te Kete provides a comprehensive assessment of progress made towards the implementation of Tuvalu's national development priorities as articulated in the Te Kete framework. Te Kete serves as the Government's strategic roadmap guiding national development across key priority areas, ensuring that economic, social, cultural, environmental, and infrastructure outcomes are pursued in an integrated and coordinated manner.

This review evaluates the achievements, challenges, and lessons learned during the first half of the implementation period. It assesses the extent to which Strategic Priority Areas (SPAs) have contributed towards national development outcomes, identifies gaps in implementation, and highlights emerging priorities that require policy attention. The MTR also provides an opportunity to reflect on the relevance, effectiveness, efficiency, and sustainability of current strategies in light of evolving national, regional, and global circumstances.

The Te Kete framework is structured around five Strategic Priority Areas: SPA 1: Enabling Environment, SPA 2: Economic Development, SPA 3: Social Development, SPA 4: Island and Culture Development, and SPA 5: Infrastructure Development. These pillars collectively support the Government's vision of achieving resilient, inclusive, and sustainable development for the people of Tuvalu.

The findings of this Mid-Term Review are informed by consultations with key stakeholders across Government ministries, island communities, development partners, civil society organizations, private sector and non-governmental organizations. The review also draws on available administrative data, sector reports, and monitoring frameworks to provide evidence-based analysis of progress and performance.

The purpose of the MTR is not only to measure progress but also to strengthen implementation and monitoring going forward. It aims to guide policy adjustments, improve coordination mechanisms, enhance accountability, and ensure that national resources are effectively aligned with priority outcomes. Importantly, the review supports the Government's commitment to transparency, good governance, and adaptive policy-making in pursuit of sustainable development.

As Tuvalu continues to navigate development challenges, including climate change, economic vulnerability, and capacity constraints, the MTR of Te Kete provides a timely opportunity to reaffirm national priorities and ensure that development efforts remain responsive to the needs of the country and its people.

The Setting

Tuvalu is a geographically remote small island developing state (SIDS), comprising six atolls and three reef islands dispersed across a vast ocean territory of approximately 1.3 million square kilometers. Despite this expansive maritime domain, Tuvalu's total land area is just 26 km², supporting a population of around 10,500 people. The country faces significant development constraints due to its limited natural resources and narrow economic base.

Tuvalu's economy remains highly reliant on external sources of income, including development assistance, fishing license revenues, remittances, returns from the Tuvalu Trust Fund, and leasing of its ".tv" internet domain. Over 60% of the population resides in the capital, Funafuti—an atoll of only 2.8 km². Fongafale, the largest islet in Funafuti, is home to approximately 6,300 people across 850 households, with a population density exceeding 2,250 people per km².

Tuvalu is an upper middle-income country with a gross national income (GNI) per capita of AUD 11,484 in 2022. The country is isolated, almost entirely dependent on imports, particularly for food and fuel. The public sector dominates economic activity in Tuvalu as the country has few natural resources, with the exception of fisheries. Earnings from fish exports and fishing licenses for Tuvalu's territorial waters are a significant source of government revenue

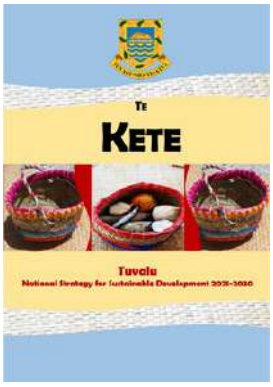
The lack of economic opportunities in the outer islands has contributed to sustained internal migration, with Funafuti's population growing at an average annual rate of 3% between 2012 and 2017. This trend underscores the need for balanced development, improved service delivery, and strengthened resilience across all islands—key priorities reaffirmed in Te Kete.

The soils of Tuvalu's islands are usually shallow, porous, alkaline and coarse-textured, with carbonate mineralogy and high pH values of up to 8.2 to 8.9. The soils are usually deficient in most of the important nutrients needed for plant growth. Tuvalu's small, widely scattered atolls have a total land area of only about 26 square kilometres, making Tuvalu the fourth-smallest country in the world by land area, and one of the most densely inhabited with 369 people per square kilometre.

Climate change and sea level rise remain the greatest existential threats to Tuvalu's sovereignty, wellbeing, and long-term development. Climate change affects nearly every priority in Te Kete, from food security and health to infrastructure, migration, and national sovereignty. The review assesses how well current strategies are responding to these interconnected risks.

Tuvalu continues to advocate internationally for recognition of its unique vulnerability, including efforts to safeguard statehood and maritime boundaries despite rising seas. The upcoming UN Declaration on Sea Level Rise (2026) is a key milestone, with Tuvalu expected to play a leadership role. From 1993 to 2004, the sea level in Funafuti (the capital city) rose 14 cm, and it has been determined that rising sea levels are causing more wave energy to be transferred across reef surfaces, which has tended to push more sand onto island shorelines, as vegetations are inundated with seawater.

TE KETE 2021 - 2030



The formulation of Te Kete was informed by extensive consultations with stakeholders across all sectors to ensure that national aspirations were fully reflected. Following a rigorous peer-review process, the Plan was finalized and officially launched in October 2021, establishing Tuvalu's overarching national development framework for 2021–2030.

Te Kete stands as Tuvalu's principal blueprint for inclusive, climate-resilient, and culturally grounded development. To operationalize this vision, the Plan is structured around ve Strategic Priority Areas (SPAs), supported by 20 National Outcomes (NOs) and 89 Key Strategic Actions (KSAs). Collectively, these components align with Tuvalu's national vision: "A Peaceful, Resilient, and Prosperous Tuvalu." The five focus areas encompass the enabling environment for sustainable development, economic development, social development and inclusion, islands and culture, and infrastructure development.

Although the initial rollout of Te Kete in 2021–2022 was significantly disrupted by the COVID-19 pandemic, the plan foundation has grown stronger through sustained collaborations amongst stakeholders and donor partnerships and international allies. These collaborations have supported major infrastructure investments, national capacity development, and the reinforcement of institutional systems. Among Tuvalu's most active bilateral partners are Australia, Canada, France, Japan, the Republic of Korea, New Zealand, Taiwan, and the United States. Multilateral partners include the Asian Development Bank (ADB), European Union institutions, the Global Environment Facility (GEF), the Green Climate Fund (GCF), the Adaptation Fund, United Nations institutions, and the World Bank.

Since 2021, the current Administration is the second government entrusted with the stewardship of Te Kete. Upon assuming office, the Government articulated an immediate agenda through a "Statement of 21 Priorities," shaped by the lived experiences, observations, and interactions of stakeholders, communities and Parliament. Each of these 21 priorities is closely aligned with the objectives of the National Strategy for Sustainable Development (NSSD) 2021–2030, Te Kete (see Table 1). They are intended as urgent measures requiring immediate attention and are not necessarily designed to span the full term of the current Parliament.

The Ministry of Finance acts as the lead coordinating agency for Te Kete, Tuvalu's National Strategy for Sustainable Development. In this role, it provides overarching supervision of the strategy's implementation, ensuring that reporting requirements, monitoring frameworks, and donor alignment are consistently managed across government.

A central responsibility of the Ministry is to align national budgets with the strategic priorities set out in Te Kete. This involves harmonizing donor-funded initiatives and sectoral programs with the national framework, while embedding Te Kete priorities into fiscal planning through the Medium-Term Fiscal Strategy (MTFS) and the Medium-Term Fiscal Framework (MTFF).

The Monitoring and Evaluation Unit within Central Planning is tasked with overseeing the implementation of Te Kete, including the tracking and reporting of key performance indicators.

Its mandate extends across all government programs and major investments under the strategy, ensuring that progress is systematically assessed. In support of this function, the Planning Department consolidates information and data from ministries, Kaupule, and development partners into a unified results framework. It produces regular progress reports for Cabinet, Parliament, and donors, and leads midterm and end-of-term reviews to performance against national outcomes and guide future decision-making.

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Table 1: Aligning Te Kete Key Outcomes with the 21 Priorities and SDGs.

KETE 2021-2030	21 PRIORITIES 2024 -2028
SPA 1: ENABLING ENVIRONMENT	
National Outcome 1: Harnessing the Digital Transformation to Improve Lives	8 Reliable and affordable Internet Connectivity
National Outcome 2: Strengthened Partnerships	20 Reaffirm Tuvalu's commitment to the LT durable relationship Tuvalu – ROC 21 Intensification of Relations Tuvalu and Australia
Nat. Outcome 3: Good Governance Strengthened	4 Review Electoral Processes and Laws 10 Ensure Public Service functions efficiently and to full capacity 14 Embrace inclusivity in policymaking and legislations 15 Review the operational efficiencies of statutory corporations.
National Outcome 4: Climate Change and Disaster Resilience Increased	1 Combating the causes and impacts of CC, 2 Immediate and interim measures to combat King Tide Impacts,
National Outcome 5: Environment, Meteorology, Land and Waste Management Strengthened	17 Improve management of Waste Disposal esp on densely populated Funafuti
SPA 2: ECONOMIC DEVELOPMENT	
Nat. Outcome 6: Macroeconomic Resilience Increased	5 Ascertain and Redress root cause of high cost of living 9 Comprehensive Revenue Generation Framework and Initiatives 14 Embrace inclusivity in policymaking and legislations
Nat. Outcome 7: Fisheries Contribution To Socio-Eco Development & Quality of Life Increased	9 Comprehensive Revenue Generation Framework and Initiatives 18 Maintain Tu8 values, culture, traditions & knowledge, customs, norms & language
National Outcome 8: Agric Productivity Increased	9 Comprehensive Revenue Generation Framework and Initiatives 18 Maintain Tuvalu values, culture, traditions & knowledge, … and language,

National Outcome 9: Develop, Improve and Strengthen Private Sector	9 Comprehensive Revenue Generation Framework and Initiatives 15 Review the operational efficiencies of statutory corporations. 14 Embrace inclusivity in policymaking and legislations
SPA 3: SOCIAL DEVELOPMENT	
National Outcome 10: Health and Well Being Improved	11 More equitable, sustainable and reliable medical service 12 Review the TOMRS operations, governance and financial implications 18 Maintain Tuvalu values, culture, traditions & knowledge, ...and language
National Outcome 11: Quality Education for Sustainable Living Improved for All	13 Upgrade all classrooms
National Outcome 12: Civil Society, Youth, Women, Men and People with Disabilities Participation Improved	14 Embrace inclusivity in policymaking and legislations 18 Maintain Tuvalu values, culture, traditions & knowledge, ...and language
SPA 4: ISLAND & CULTURE DEVELOPMENT	
National Outcome 13: Capacity and Resilience of Falekaupule Increased	10 Ensure Public Service functions efficiently and to full capacity 14 Embrace inclusivity in policymaking and legislations 18 Maintain Tuvalu values, culture, traditions & knowledge, ...and language
National Outcome 14: Devolution Policy Framework Improved	10 Ensure Public Service functions efficiently and to full capacity 14 Embrace inclusivity in policymaking and legislations 18 Maintain Tuvalu values, culture, traditions & knowledge, ...and language
National Outcome 15: Culture and Traditional Knowledge Enhanced	9 Comprehensive Revenue Generation Framework and Initiatives 18 Maintain Tuvalu values, culture, traditions & knowledge, ...and language
National Outcome 16: Traditional Eco Model of Reciprocity and Distribution of Wealth Strengthened	14 Embrace inclusivity in policymaking and legislations 18 Maintain Tuvalu values, culture, traditions & knowledge, ...and language

SPA 5: INFRASTRUCTURE DEVELOPMENT	
National Outcome 17: Resilient Housing and National Building Facilities Upgraded	19 Undertake assessment of Infrastructures (unfinished and planned (TISIP – 2016-2025)
National Outcome 18: Improve Shipping, Networking and Harbor Facilities	3 & 6 Improve scheduling, reduce operational costs, ensure safety and customer services, onshore facilities 19 Undertake assessment of Infrastructures (unfinished and planned (TISIP – 2016-2025)
Nat. Outcome 19: Quality & Affordable Energy Supply	5 Ascertain and Redress root cause of high cost of living 19 Undertake assessment of Infrastructures (unfinished and planned (TISIP – 2016-2025)
National Outcome 20: Access to Clean Water and Sanitation Achieved	17 Improve management of Waste Disposal esp on densely populated Funafuti 19 Undertake assessment of Infrastructures (unfinished and planned (TISIP – 2016-2025)

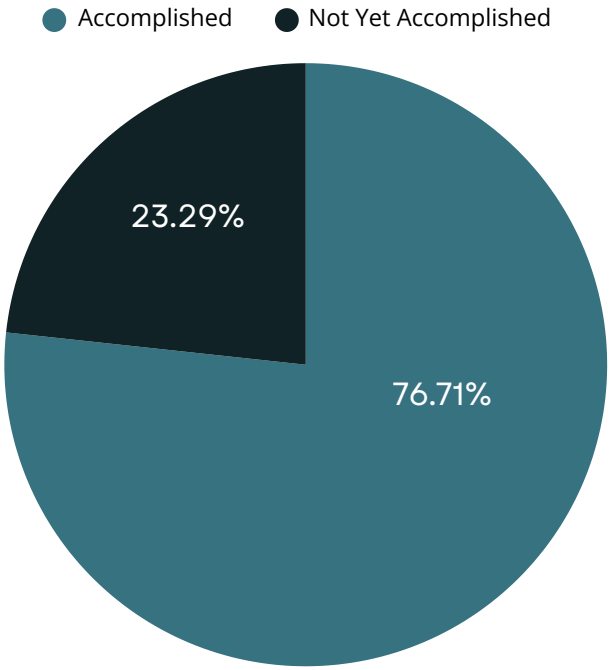
PROGRESSES FROM THE LAST FIVE YEARS 2021-2025

‘Progress is not always visible, but disciplined effort is never wasted’.



STRATEGIC PRIORITY AREA 1: ENABLING ENVIRONMENT

The Government has successfully achieved most of the Key Outcomes Results under SPA 1; National Outcome 1 acknowledges the deployment of basic infrastructure such as the Te Vaka Submarine Cable and Starlink proving critical in strengthening reliable communication and driving cross-sectoral connectivity and sectoral momentum—enhancing both people-to-people and institutional operatives and preparing for cybercrime activities



The percentage of progress is calculated using the metadata inputs provided by the Ministries, which capture information on their activities across physical projects, policy initiatives, training and technical assistance, and financial collaborations.

Under National Outcome 2 – Strengthening Partnerships, Tuvalu continues to deepen collaboration with donor partners, with Falepili and Kaitasi relationships prominently highlighted during the review period. Effective partnerships (Bilateral, Multilateral) have fostered cooperation across key sectors and priority issues, with partners remaining steadfast in their commitment—particularly in supporting Tuvalu's urgent response to climate change.

Progress in National Outcome 3 – Good Governance is current/ongoing, characterized by more transparent laws, stronger financial management, and enhanced accountability to Kaupule and stakeholders through a well-developed community and stakeholder consultative process. The revitalization of the Ombudsman roles and Review of the Public Service are important pursuits for transparency and they are in the pipeline.

In National Outcome 4 – Climate Change and NO 5 – Disaster Management, Significant strides have been achieved through strengthened advocacy of Tuvalu's existential vulnerabilities vis a vis Climate impacts; and improved access to climate finance. Critical coastal protection infrastructure projects have bolstered national defenses against sea level rise and erosion; while new technologies are being deployed for early warning of tides and impending storms. Enhanced digital advances further safeguard Tuvalu's sovereignty and dignity—even in the face of existential threats such as inundation, rising seas, and the reality of potential land loss.

Summit Outcomes:

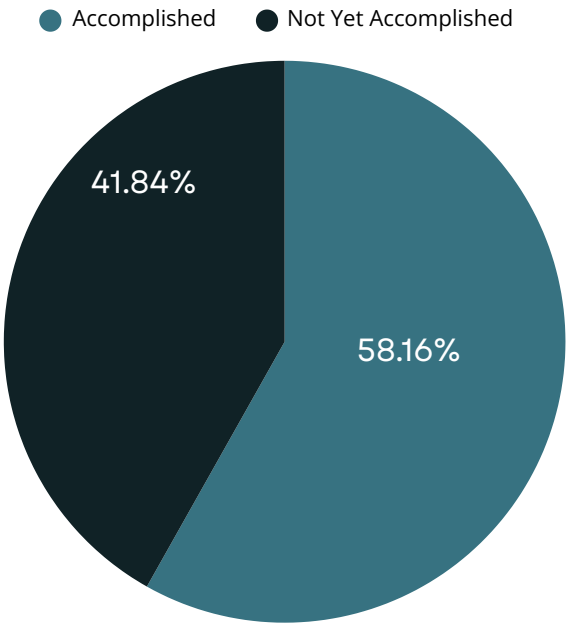
Strategic Priority Area	National Outcome	Key Strategic Actions (existing)	New Key Strategic Actions
STRATEGIC PRIORITY 1: ENABLING ENVIRONMENT	***National Outcome 1: Harnessing the Digital Transformation to Improve Lives***	1.1.1 Ensure accessibility of people to affordable and reliable telecommunication services.	1.1.1 Expand digital financial services to improve economic participation, remittances, and service delivery efficiency.
		1.1.2 Develop inclusive digital economy by fostering virtual activities such as e-commerce, e-learning, e-government, telemedicine etc.	
		1.1.3 Develop reliable, secure and safe digital environment, including cyber security to address virtual activities.	1.1.2 Develop and enforce a national data sovereignty framework to ensure ownership, protection, and control of national data.
		1.1.4 Develop a legal, regulatory and standards framework required to promote investment in, and use of, digital technology.	
	National Outcome 2: Strengthened Partnerships	1.2.1 Attain higher returns on investment through delivery of a responsible and effective foreign policy.	1.2.1 Optimize labor mobility schemes to ensure a sustainable balance between overseas opportunities and domestic development needs.
		1.2.2 Promote Tuvalu cultural values as guiding principles for diplomatic practice and representation overseas.	
		1.2.3 Foster effective partnerships between development partners, NGOs, Public Enterprises, Private Sector and Falekaupule.	

	National Outcome 3: Good Governance is Strengthened	1.3.1 Improve law-making process through community consultation and capacity building.	1.3.1 Strengthen parliamentary oversight through enhanced Public Accounts Committee functions and establishment of sector-linked parliamentary committees for an M&E oversight.
		1.3.2 Improve quality, accessibility, efficiency and effectiveness of legal services to the general public.	1.3.2 Review vacant public service positions to improve efficiency and fiscal sustainability.
		1.3.3 Maintain political stability and effective judicial system, through the necessary constitutional reform.	1.3.3 Align public service remuneration with cost of living while maintaining fiscal discipline.
	National Outcome 4: Climate Change and Disaster Resilience Increased	1.4.1 Develop long-term national adaptation strategy, including a staged land reclamation programme, that takes into account a worse-case scenario of sea level in Tuvalu rising by one meter by year 2100.	1.4.1 Build national capacity for climate adaptation planning and project delivery (engineering, project management, finance).
		1.4.2 Secure increased funding from global climate financing facilities.	
		1.4.3 Strengthen access to labour mobility schemes.	
		1.4.4 Develop effective frameworks for disaster risk and resilience management.	
		1.4.5 Implement a land rehabilitation and reclamation framework that is resilient to sea level rise and climate change impacts.	

	National Outcome 5: Environment, Meteorology, Land and Waste Management Strengthened	1.5.1 Enforce application and management of Environmental and Social Impact Assessments.	1.3.1 Strengthen parliamentary oversight through enhanced Public Accounts Committee functions and establishment of sector-linked parliamentary committees for an M&E oversight.
		1.5.2 Improve Meteorology services capacity to respond to climate change, disaster resilience and adaptive capacity.	1.5.1 Strengthen enforcement of environmental and waste management regulations, including penalties and compliance systems.
		1.5.3 Develop the capacity to implement Multi-Hazard Early Warning Systems (MHEWS).	
		1.5.4 Develop and implement improved waste management strategies with local communities and the private sector.	1.5.2 Promote public awareness and behaviour change on environmental protection, encouraging simple, responsible everyday actions such as proper waste disposal and keeping communities clean.
		1.5.5 Adopt and implement an Integrated Geospatial Information Framework (IGIF) to measure, monitor, quantify and manage Tuvalu's natural environment.	
		1.5.6 Improve land management and development.	

STRATEGIC PRIORITY AREA 2: ECONOMIC DEVELOPMENT

Tuvalu remains committed to the highest standards of integrity in managing its fiscal and economic affairs to enhance its Macroeconomic Resilience. National Outcome 6 - Fiscal policy is grounded in thorough research (PEFA/PRM) and informed advice from Planning, TTFAC, and World Bank and ADB experts, who provide pertinent guidance on challenges related to macro-economic analysis, fiscal prudence, statistical and data formulations and capacity building, auditing responsibilities, and economy-wide physical maintenance requirements. Tuvalu modernized its financial management system with TechOne, improving structure and transparency, but rollout was constrained by COVID and capacity, leaving some key modules (commitment controls, reconciliation, HRM/Payroll) still in progress.



Te Kete monitoring frameworks remain incomplete and have not yet been fully institutionalized. Current M&E staff capacities are limited, constraining effective implementation and uptake.

National Outcome 7 – Fisheries has continued to dominate GDP contributions; while also prioritizing the sustainable management of fish resources to ensure they endure for future generations, as key revenue and as food security.

National Outcome 8 – The agricultural sector faces ongoing challenges in advancing import substitution. Despite these efforts, production remains constrained by the realities of a Small Island Developing State (SIDS) environment, including poor soil quality and the impacts of climate change. Building a local food market will however be a tremendous boost to potential vendors of local food on Funafuti; and we must discourage sales of Chinese products at the market and leave them for Tau Maketi or the retail shops.

Summit Outcomes:

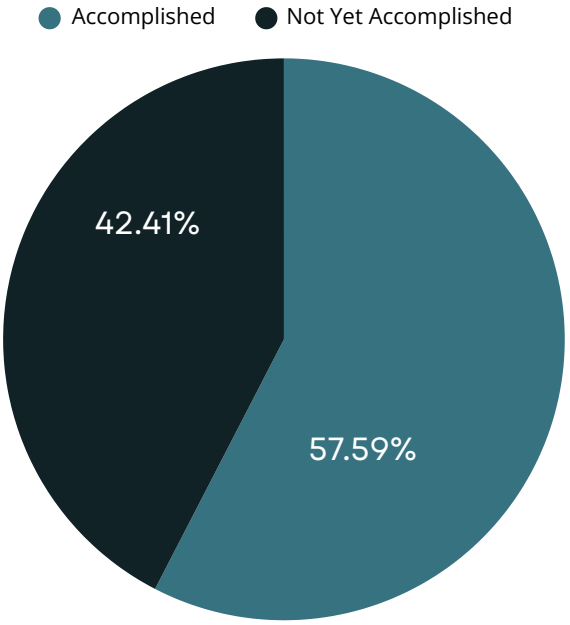
Strategic Priority Area	National Outcome	Key Strategic Actions (existing)	New Key Strategic Actions
STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT	***National Outcome 6: Macroeconomic Resilience Increased***	2.6.1 Maintain prudent management of fiscal policy and sound budgeting (Te ao, atafai olo tasi mo te kai filifili - prudent, sustainability and highly selective but be sensible) discipline through the diligent application of the specific policy initiatives contained in the PFM Roadmap, the MTFF and related policy documents.	2.6.1 Sustain targeted government subsidies and social programs to protect affordability and alleviate cost of living pressures.
		2.6.2 Implement policies aimed at mitigating both the risks and consequences of severe crisis (Global and Domestic).	
		2.6.3 Review and strengthen agreements on Tuvalu's sovereign assets and rentals to ensure Tuvalu maximizes its benefits derived from those assets.	2.6.2 Review border taxes, wharf charges, and freight cost structures to ensure cost efficiency.
		2.6.4 Provide a conducive business environment to encourage private sector growth and local exports and also to reduce reliance on imported food products.	2.6.3 Position tourism as primary driver of GDP growth and sustainable job creation.
		2.6.5 Implement an effective national planning management framework at all levels of planning, implementation, assessment and reporting.	

	National Outcome 7: Fisheries Contribution To Socio-Economic Development and Quality of Life Increased	2.7.1 Develop a sustainable commercial fishery optimizing revenue from our own waters.	2.7.1 Scale domestic fisheries processing capabilities to bolster food security and drive import substitution through high-value-added products and cannery operations.
		2.7.2 Foster sustainable management of oceanic fisheries resources.	
		2.7.3 Improved management of coastal fisheries imperative for sustainable inshore resources.	2.7.2 Improve safety at sea for small fishing boats and skiffs through awareness, basic safety equipment, and safe boating practices.
		2.7.4 Execute a consistent data collection and analysis facility to ensure best decisions are made throughout.	
		2.7.5 Increase value of access fishing licenses in Tuvalu waters.	
	National Outcome 8: Agricultural Productivity Increased	2.8.1 Foster import substitution through effective fiscal and tax policy incentives.	2.8.1 Support coconut rehabilitation and expansion programmes (e.g. Fenua Ola Project).
		2.8.2 Implement a national integrated coconut replanting scheme.	2.8.2 Strengthen pest management and biosecurity systems across islands.
		2.8.3 Develop agricultural commercial activities including agribusiness.	2.8.3 Develop agricultural value chains and agribusiness opportunities
		2.8.4 Develop greater level of local food production and use of traditional food preservation knowledge.	

	National Outcome 9: Develop, Improve and Strengthen Private Sector	2.9.1 Promote outsourcing of the delivery of the relevant government services to the private sector.	2.9.1 Improve access to finance and business development services
		2.9.2 Develop the capacity of private sector entities in key sectors.	
		2.9.3 Provide conducive environment that foster private sector development including readily access to finance.	
		2.9.4 Modernize banking services to enable the provision of a suite of modernized financial services and products.	2.9.2 Increase sales of local produce to reduce import dependency (Food market)
		2.9.5 Develop of Tuvalu's eco-tourism potential accompanied by greater strategic marketing.	

STRATEGIC PRIORITY AREA 3: SOCIAL DEVELOPMENT

Social development attainments SPA 3 needs strategic support and improvements. Tuvalu's health sector National Outcome 10 faces formidable challenges: non-communicable diseases (NCDs) such as diabetes, hypertension, and cardiovascular disease dominate mortality, while communicable diseases like tuberculosis and respiratory infections remain persistent. Climate change impacts, poor sanitation, poor nutrition, lack of physical exercise and limited healthcare infrastructure compound these challenges. We have a $14m+ TOMRS and it has been reviewed for efficiency.



National Outcome 11 Tuvalu's education sector shows steady progress in access and equity, supported by strong donor partnerships, but faces challenges in quality, learning outcomes, and dropouts. Primary enrolment is near universal, while secondary enrolment lags, and programs like TAPQE (Tuvalu–Australia Partnership for Quality Education) are driving reforms in teaching, inclusion, and monitoring.

National Outcome 12 sees Civil society participation in Tuvalu is progressive, particularly through stronger inclusion of youth, women, men, and persons with disabilities in policy-making, training, and community development.

Key drivers include gender and disability mainstreaming policies, targeted financial literacy and entrepreneurship programs, and the ratification of international conventions that safeguard rights and participation. Youth employment has received a boost through migration schemes but at the cost of losing youthful energy for community development needs.

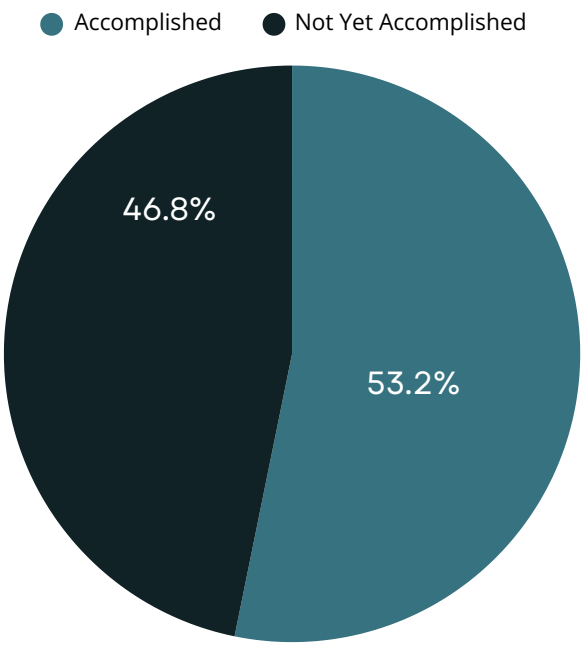
Summit Outcomes:

Strategic Priority Area	National Outcome	Key Strategic Actions (existing)	New Key Strategic Actions
STRATEGIC PRIORITY 3: SOCIAL DEVELOPMENT	***National Outcome 10: Health and Well Being Improved***	3.10.1 Promote primary health care services targeting the reduction of NCDs rate and as well as modifiable behavioral risk factors - tobacco use, physical inactivity, unhealthy diet and the harmful use of alcohol.	3.10.1 Improve deployment and retention of healthcare workers, particularly qualified nurses in outer islands
		3.10.2 Foster strong nutritious dietary practices by eating local food.	
		3.10.3 Strengthen administrative and management capability of staff towards the improvement of health services delivery and preventive health at the clinical and primary care levels.	
		3.10.4 Institute quality secondary health care at the earliest.	3.10.2 Expand critical health infrastructure including dialysis and water purification systems
		3.10.5 Strengthen mental health care at all levels in partnership with relevant stakeholders both national and overseas.	
		3.10.6 Foster greater use of traditional medicine and healing.	

	National Outcome 11: Quality Education for Sustainable Living Improved for All	3.11.1 Provide and sustain excellence in education for all	3.11.1 Strengthen teacher certification, training, and professional standards (qualified teachers)
		3.11.2 Implement curriculum reform at all levels of education targeting the key streams imperative to building the capacity, skills and resilience of Tuvalu.	
		3.11.3 Align the national education and training policy to the national human resource development priorities.	
		3.11.4 Provide quality teaching and learning consistently.	3.11.2 Improve nutrition and wellbeing support for students (all levels of education)
		3.11.5 Provide appropriate e-learning opportunities through internet.	
		3.11.6 Develop a framework for the strengthening of the Tuvalu language.	
	National Outcome 12: Civil Society, Youth, Women, Men and People with Disabilities Participation Improved	3.12.1 Promote greater participation of social institutions in the delivery of development to the people particularly at the island level.	3.12.1 Strengthen coordination and partnership between government, NGOs, and civil society organisations
		3.12.2 Foster greater participation and inclusiveness of people with disabilities in development.	
		3.12.3 Create innovative platforms for greater participation of men, youth and women in development.	
		3.12.4 Foster the integration of gender into the development in harmony with recognition of Tuvalu values.	
		3.12.5 Develop and implement a master plan for the advancement of sports capitalizing on its potential to provide career opportunities for youth.	

STRATEGIC PRIORITY AREA 4: ISLAND AND CULTURE DEVELOPMENT

Under National Outcome 13 – Increased Falekaupule Capacity and Resilience require consistent strengthening of Falekaupule and Kaupule staff and technical backstopping particularly from Communities and Ministerial Departments, PWD and Rural Development Headquarters. Strengthening the Kaupule's capacity for effective resource utilization is essential for fiscal accountability and sustainable service delivery. Monitoring of numerous (GoT) and donor partnerships—particularly for large climate adaptation projects remains a demanding task for the capacities at the Kaupule but nevertheless essential for effective delivery and resilience at the island level.



Any successful Devolution Policy Framework National Outcome 14, depend on clearer fiscal anchors, stronger Kaupule policies and roles, and targeted capacity upgrades supported by enabling data reforms; measures that will facilitate the transition of any authority and financial autonomy closer to communities. In Tuvalu, culture and traditional knowledge are being actively enhanced through policies, community practices, and donor-supported programs that recognizes the coexistence and strength of traditional subsistence economy and the more modernized and monetized model of living. Reciprocity transaction that is acknowledged in wealth equalization (olaga alofa faka Tuvalu) and is encouraged to ensure the resilience and sustainability of communities.

Food security is undermined by the increasing dependence on imported food (rice, flour, sugar), limited market availability of local produce, and its higher cost compared to imports. Addressing these constraints is critical for resilience and nutrition.

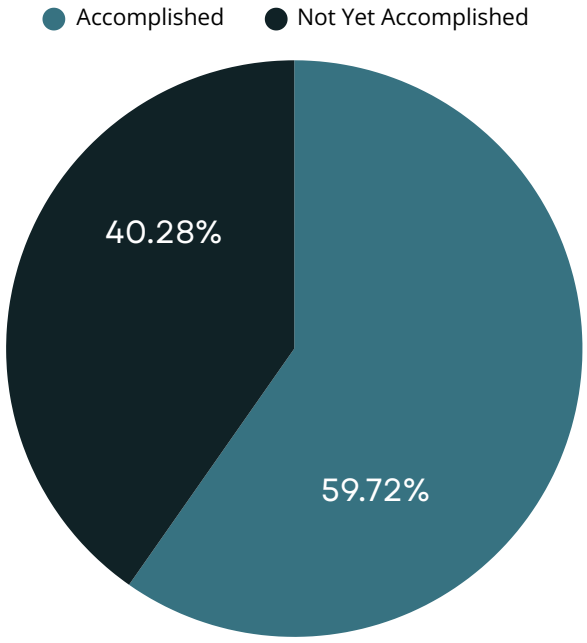
Summit Outcomes:

Strategic Priority Area	National Outcome	Key Strategic Actions (existing)	New Key Strategic Actions
STRATEGIC PRIORITY 4: ISLAND AND CULTURE DEVELOPMENT	***National Outcome 13: Capacity and Resilience of Falekaupule Increased***	4.13.1 Improve the traditional Falekaupule governing organizational structure.	4.13.1 Increase scholarship opportunities for Kaupule Satff (Requirement -3 years of Work Experience)
		4.13.2 Foster close working relations between Falekaupule and Kaupule, recognizing the latter as the working arm of Falekaupule.	
		4.13.3 Enhanced Falekaupule ability to make informed decisions through mechanisms such as enhanced partnership between Falekaupule, Government and Tamafenua.	4.13.2 Ensure standardised remuneration frameworks for Kaupule staff (budget templates, AWP templates)
		4.13.4 Develop the capacity of Falekaupule and improve institutional and organizational structure of Kaupule.	4.13.3 Strengthen youth engagement through island development funding mechanisms (migration impacts-Labour mobility schemes)
		4.13.5 Develop the capacity of Kaupule technical support staff	

	National Outcome 14: Devolution Policy Framework Improved (Enhance Island Project Development Implementation)	4.14.1 Develop and implement a decentralization policy framework and clearly demarcate the status of devolution within the policy.	4.14.1 Improve procurement and financial management systems at island level
		4.14.2 Conduct a review of the Kaupule Development Coordinating Committee (KDCC) to enhance coordination of all development activities targeted to each island.	
		4.14.3 Improve the mechanism to better consolidate all budgetary provisions for island development.	4.14.2 Procurement of an outer island barge for efficient delivery of project materials
		4.14.4 Create a framework for the equitable distribution of resources to all islands in accordance with traditional norms of sharing and distribution where both per capita and communal populations are accounted as key determining factors (te tufa, nifo and muafale - at times of abundance these are important traditional values reminding us of giving and sharing; values that sustained us through good and bad times e.g returning from fishing the community will share the fish among the families; when there is still excessive food available then the sharing will be made available on a capita basis and widows and families with little cash incomes receiving extra shares).	4.14.3 Ensure equitable resource allocation across all islands

	National Outcome 15: Culture and Traditional Knowledge Enhanced	4.15.1 Mainstream culture into all sectors of development.	4.15.1 Document and preserve cultural heritage sites and knowledge systems
		4.15.2 Develop cultural industries as imperative platform towards socio-economic and income-generating activities.	4.15.2 Strengthen Tuvalu language preservation (including dictionary development)
		4.15.3 Provide and improve library and archives services in the strengthening of the Tuvalu culture.	4.15.3 Develop national cultural infrastructure (e.g. museum facilities)
	National Outcome 16: Traditional Economic Model of Reciprocity and Distribution of Wealth Strengthened	4.16.1 Strengthen the village-based economic model of reciprocity and redistribution of wealth.	4.16.1 Strengthen community-based reciprocity and redistribution systems
		4.16.2 Strengthen sustainable food production and security, eco-systems, and well-being for the community.	

STRATEGIC PRIORITY AREA 5: INFRASTRUCTURE DEVELOPMENT



Foundational infrastructure for Tuvalu's economic and social growth is progressing positively, with favorable support of our development partners. Nevertheless serious consideration of long-term maintenance must be fully integrated into future financial planning. The development of the Infrastructural Master Plan, led by the Public Works Department (PWD) in collaboration with PRIF, is underway, with the national building code applied to ensure climate-resilient construction. However, compliance remains costly for private housing, as most construction materials are imported and shipping expenses are high. By strengthening resilient housing and upgrading national facilities, Tuvalu is preparing for impending disasters.

Improvements in shipping, networking, and harbour infrastructure have advanced, ensuring reliable trade and mobility for people and goods. At the same time, the provision of quality and affordable renewable energy and the pursuit of universal access to clean water and sanitation collectively establish a strong foundation for sustainable development, improved living standards, and long-term resilience.

Summit Outcomes:

Strategic Priority Area	National Outcome	Key Strategic Actions (existing)	New Key Strategic Actions
STRATEGIC PRIORITY 5: INFRASTRUCTURE DEVELOPMENT	***National Outcome 17: Resilient Housing and National Building Facilities Upgraded***	5.17.1 Develop and implement a master plan for all buildings and facilities both at the national and island levels.	5.17.1 Improve infrastructure project planning and implementation efficiency
		5.17.2 Develop and implement climate proof national housing programme	
		5.17.3 Establish a sustainable maintenance programme.	
		5.17.4 Develop and implement a master plan for all sport facilities and structures throughout the nation.	5.17.2 Enforce climate-proof all infrastructure investments through the building code.
		5.17.5 Implement the national building code.	
		5.17.6 Develop integrated IGIF principles to assit Tuvalu in bridging the geospatial digital divide.	5.17.3 Improve maintenance systems for public infrastructure and a funding mechanism
		5.17.7 Adopt and implement IGIF to plan, and manage future infrastructures to maximise the use of our country's limited land resources.	

	National Outcome 18: Improve Shipping, Networking and Harbour Facilities	5.18.1 Building harbour facilities that allow ships to go right up to shore and berth alongside a deep-sea wharf.	5.18.1 Upgrade and rehabilitate existing high-risk harbour channels particularly in vulnerable islands
		5.18.2 Establish a domestic air service while at the same time build a new International Airport freeing up the existing airfield for other demanding infrastructural target activities.	5.18.2 Implement maritime sector reforms and maintenance systems
		5.18.3 Improve international air and shipping services to ensure reliability of service and lower transport cost.	5.18.3 Enhance regional shipping cooperation and explore northern routes to reduce high freight costs
		5.18.4 Improve quality of roads on Funafuti and all outer islands. The main objective is for all people to have access.	
	National Outcome 19: Quality and Affordable Energy Supply	5.19.1 Assess the appropriate energy mix through research, collaboration and partnership.	5.19.1 Improve grid integration and energy system reliability
		5.19.2 Strengthen efforts on decreasing the high dependency on costly fuel imports.	5.19.2 Strengthen maintenance and operational efficiency of energy infrastructure
		5.19.3 Review the existing energy supply on the outer islands as well as on Funafuti and consider installing suitable solar energy service provision.	5.19.3 Enhance national energy security and affordability

	National Outcome 20: Access to Clean Water and Sanitation Achieved	5.20.1 Continue building storage capacity nation-wide including improved guttering and catchment.	5.20.1 Strengthen maintenance of desalination and water systems
		5.20.2 Promote education programme on cleanliness to foster healthy homes and surrounding environment.	
		5.20.3 Increase access to quality water supply taking into full account Water Quality Compliance with Acceptable Drinking Water Standards.	5.20.2 Improve workforce implementation and monitoring capacity in water utilities
		5.20.4 Update and implement Tuvalu National Water and Sanitation Policy.	

Key Monitoring Responsibilities

In the context of Small Island Developing States (SIDS) such as Tuvalu, monitoring and evaluation of programs, projects, and strategic priorities—including Te Kete and related national plans—face persistent challenges. Limited staffing, frequent turnover, and varying levels of staff capacity place competing demands on institutions. Implementation delays, coupled with data gaps, further constrain efforts to track progress effectively and sustain coherence across diverse areas of implementation. These realities complicate the ability to maintain a consistent evidence base, ensure accountability, and align national priorities with donor and stakeholders expectations.

The monitoring of the Te Kete, begins with the PBACD circulating the required information needs, including through workshops, to stakeholders and line ministries with all the relevant supporting documents. Each ministry has the responsibility to reach out to stakeholders through projects and other developments which fall under their portfolio to provide their progress report over a specified period required by the PBACD. An annual progress report is then developed based on the updates from line ministries and submitted to GAC, Cabinet and even Parliament as needed. The M&E staff in PBACD have worked with a consultant from ESCAP to have a system of Indicator data that's set by stakeholders but there has been a lack of interest and enthusiasm in the new approach of filling meta-data and to translate it into meaningful KPIs.

In reality the production of the new indicator data system of information and data collection and reporting from stakeholders to the M&E Unit, is still not fully applied by stakeholders and the managers in the Ministry of Finance have either moved to other jobs and left Te Kete indicators unfinished business. For the M&E cycle to work well, it needs to be supported by other functionaries in and outside government.

Although Te Kete has been in place for five years, several challenges persist in its management across different levels of government. The importance of monitoring and evaluation is not yet fully embedded in staff commitments or in the mandates of certain Ministries and Departments, which affects the momentum of Te Kete as the government's planning foundation. The evaluation highlights ongoing, government-wide constraints in planning capacity and technical limitations that undermine consistent reporting and analysis of progress toward Te Kete outcomes. Many staff, including those within the Monitoring and Evaluation (M&E) Unit, require comprehensive training in plan management and the practical use of monitoring and evaluation tools. While capacity-strengthening initiatives have been undertaken, these skills take time to embed, and frequent staff movement further disrupts continuity and institutional learning

Monitoring and Evaluation reporting- templates may be overly technical, making it difficult for stakeholders to engage meaningfully. This Review has made progress by introducing a tracking excel that captures – Policies, Infrastructure; Training and Technical Assistance; and Financial Collaborations throughout the year. The approach is straightforward and non-technical, serving both as a tool and a facilitation mechanism to capture what has happened and what is ongoing within the Ministries' planning processes. These processes include Corporate Plans, Annual Work Plans, Budgets, and, in some cases, Sector Plans and Island Strategic Plans. Many civil servants are aware that they play an important role in this framework—even if they do not always recognize or appreciate the extent of their involvement in the broader planning system.

Realizing the full vision of Te Kete demands renewed commitment to coordination, capacity building, and inclusive monitoring. By addressing these challenges in a deliberate and strategic manner, Tuvalu can reinforce its development trajectory and ensure that Te Kete remains a dynamic, responsive framework for national progress.

Stakeholders are encouraged to reflect on whether agencies have the necessary resources, skills, and systems to fulfill their M&E mandates, and how effectively coordination is functioning across government and with development partners. The Review notes the alignment of donor programs and regional initiatives with Te Kete's vision, and identifying opportunities (e.g. data collaborations) to strengthen partnerships for long-term impact and sustainability.

The Review also noted the scarcity of and quality of data and evidence used to track progress toward each outcome, while identifying gaps in monitoring, reporting, and learning. Stakeholder and community ownership of Te Kete and inclusion remain central, and the linkages to other plans and its role in national planning, and how well communities, youth, women, and vulnerable groups are engaged in its delivery is haphazard.

The PBACD of the Ministry of Finance serves as the lead coordinating agency for Te Kete. It provides overarching supervision of the strategy's implementation, ensuring that reporting requirements, monitoring frameworks, and donor alignment are consistently managed across government. Currently, however, monitoring and evaluation (M&E) responsibilities are embedded within the PBACD, which already carries a wide range of other functions. This arrangement risks diluting the focus and effectiveness of M&E oversight. It is therefore recommended that a dedicated M&E Unit be established, separated from the broader tasks of the PBACD. This would strengthen accountability, streamline reporting, and ensure that performance monitoring remains a distinct and prioritized function within the national strategy's implementation framework

The PBACD unit work in the Budget process and implementation is to ensure that resources used are linked to the results that impact people's lives. Ongoing assistance to build a national planning and budget system and capability across government is a daily reality in the Ministry of Finance. Financial expenditure reports from the Treasury and Planning are presented in the Budget, and the non-financial reports—specifically the indicator framework produced by the M&E Unit—and they should collaborate to provide a more complete picture of performance and ensure coherence between resource use and outcomes. However, progress in this area remains limited within the M&E Unit and the corresponding planners in the line ministries as noted above.

The GAC makes decisions about next year's budget and other activities warranted by the information received from the Public Service. The final step in the planning process is the submission of GAC advice for a Cabinet decision.

Monitoring, Evaluation and Reporting

Embedding systematic monitoring across all levels of planning is essential to ensure that progress is tracked consistently, gaps are identified early, and development outcomes remain aligned with both national priorities and community needs. A unified monitoring framework will strengthen accountability, enhance transparency, and provide timely evidence to guide adjustments, ensuring that Tuvalu's development trajectory is cohesive, inclusive, and results-driven.

The Development Coordinating Committee (DCC) should establish a standing monthly schedule within its meetings for ONE Ministry to report on all portfolio responsibilities under Te Kete and their Annual Work Plans (AWPs). This reporting mechanism would ensure that Ministries provide regular updates on progress, challenges, and resource use across their respective plans, including Corporate Plans, Budgets, and, where relevant, Sector and Island Strategic Plans. A structured monthly reporting cycle would:

- Strengthen accountability by requiring Ministries to demonstrate how their activities contribute to Te Kete outcomes.
- Improve coherence across government by aligning financial expenditure reports with non-financial performance indicators.
- Facilitate coordination by enabling the DCC to identify overlaps, gaps, and opportunities for collaboration across sectors.
- Build capacity by encouraging Ministries to engage consistently with monitoring and evaluation tools, thereby reinforcing institutional learning.
- Enhance transparency for Cabinet, donors, and communities by ensuring that progress is tracked and communicated in a timely manner.

By embedding this monthly reporting schedule into the DCC's routine, Tuvalu can strengthen its planning and monitoring framework, ensuring that Te Kete remains a living, responsive instrument for national development.

Senior ministry officials, such as Deputy Secretaries (DS) and Assistant Secretaries (AS), should be formally assigned responsibility for ministerial monitoring. Entrusting this role to senior leadership ensures that monitoring is not treated as a peripheral task but as a core function of governance. With clear accountability at the top, Ministries can can elevate the role of monitoring within the planning framework, ensuring stronger accountability and more coherent progress tracking across all ministries

Ultimately, collaborative management and data-driven coordination will reinforce Tuvalu's resilience, ensuring that every program and project contributes meaningfully to national development priorities while respecting the principle that time, resources, and people matter.

Encouraging the use of new technologies—such as satellite tools, cloud-based platforms, and collaborative applications like Google Workspace—can significantly strengthen Te Kete monitoring. By embedding these technologies into the monitoring system, Tuvalu can overcome many of the current challenges of limited staffing, data gaps, and fragmented reporting. This approach would make Te Kete a more dynamic and transparent framework, while also positioning Tuvalu as a leader among SIDS in adopting innovative monitoring practices.

Regular stakeholder engagement through Zoom and Teams has proven effective and should continue.

Reporting frameworks for Te Kete Key Performance Indicators (KPIs) remain overly complex and should be simplified. The current system places heavy demands on Ministries and the M&E Unit, often resulting in fragmented reporting and inconsistent analysis. By simplifying KPI reporting frameworks, Tuvalu can make monitoring more effective, reduce delays, and ensure that Te Kete remains a living, responsive instrument for national development.

Data collection and formulation for Key Performance Indicators (KPIs) remain overly technical and demand specialized capacities that are not yet widely available across government. This complexity often creates barriers for line ministries and the M&E Unit, leading to delays, inconsistencies, and gaps in reporting. By addressing the technical barriers and focusing on capacity building, Tuvalu can transform KPI monitoring from a specialized, burdensome exercise into a practical, inclusive tool that supports Te Kete as a living framework for national development.

ISP monitoring requires significant improvement, with Assistant Kaupule Secretaries playing a central role in maintaining project updates and logs. Assigning this responsibility to Kaupule Assistant Secretaries ensures that monitoring is embedded at the operational level of island governance, where projects are implemented and community impacts are most visible. Strengthening this role of Assistant Kaupule Secretaries in ISP monitoring, can bridge the gap between island-level implementation and national reporting, ensuring that Te Kete outcomes are tracked more consistently and inclusively.

Risks

The onset of COVID-19 had a significant impact on Tuvalu during the early stages of the Te Kete - evaluation period 2021-2022. It is important to consider how implementation might have progressed in the absence of this disruption. Many projects experienced delays and cost overruns, particularly due to challenges in project management, shipping logistics, and the recruitment of local personnel with specialized skills. These constraints contributed to implementation bottlenecks that affected the timely delivery of Te Kete priorities and exposed systemic vulnerabilities in resource mobilization and coordination in 2021-2022+.

During the review of Te Kete, we acknowledge the risks and constraints that affect the integrity and impact of this Review.

1. ***Fragment Data and Reporting System:***

- Ministries and development partners use different formats, platforms, and timelines.
- Lack of a centralized dashboard or harmonized results framework complicates data consolidation and progress tracking.

2. ***Limited Planning and Analytical Capacity:***

- Shortages of skilled staff and technical tools across ministries and Kaupule.
- Inconsistent reporting and limited ability to analyze progress against outcomes.

3. ***Inadequate Documentation:***

- Some projects lack proper records, making it difficult to verify alignment with *Te Kete*.
- Institutional memory is weakened by staff turnover and limited archiving systems.

4. ***Overly Technical Formats:***

- Reporting templates may be inaccessible to Kaupule, civil society, and community stakeholders.
- Risk of excluding grassroots voices from the review process.

5. ***Program and Budget Misalignment:***

- Some donor-funded initiatives and sectoral programs operate outside *Te Kete*'s framework.
- Budget allocations may not reflect strategic priorities, complicating implementation analysis.

6. ***Time and Resource Constraints:***

- Limited timeframes and financial resources may restrict the depth and reach of the review.
- Risk of rushed consultations or incomplete data collection.

7. ***Political and Institutional Sensitivities:***

- Ministries may be reluctant to disclose underperformance or challenges.
- Potential for defensive responses or politicization of findings.

8. ***Evolving Development Context:***

- Climate change, digital transformation, and post-COVID realities may not be fully reflected in the original strategy.
- Need for adaptive review mechanisms to ensure continued relevance.

KEY STRATEGIC FINDINGS





The Planning Fraternity

• The new Administration has reaffirmed its commitment to Te Kete and its 21 national priorities, ensuring policy coherence and continuity across government. To strengthen accountability and impact, updates on the 21 priorities must be systematically tied to the Kete Key Outcome Results, providing a clear framework for measuring progress, guiding decision-making, and sustaining long-term national development

• The mandate for implementing Te Kete should be formally assigned to senior officers in Ministries, ensuring clear accountability and leadership in driving Te Kete and the 21 national priorities. Entrusting this responsibility to experienced officials will strengthen policy coherence, improve coordination across ministries, and guarantee that progress reporting is systematically tied to the Key Outcome Results. This approach embeds ownership at the highest administrative level, reinforcing continuity and discipline in national planning.

• Stronger use of Te Kete as the central planning tool—linked to all complementary frameworks including sectoral plans, ministerial and institutional corporate plans, annualised work plans, and Island Strategic Plans—is essential to sustain a cohesive momentum of national development and trajectory. Embedding Te Kete at the core of planning ensures coherence, avoids fragmentation, and provides a unified results framework that aligns national priorities with community-level initiatives and institutional mandates.

• Proper planning for future maintenance requirements of infrastructural projects must be enforced to ensure sustainability within future budgets. Maintenance planning should be systematically integrated into project design and financing, with clear alignment to the key roles of the Tuvalu Trust Fund (TTF) and the Falekaupule Trust Fund (FTF). Embedding lifecycle costs into national planning will safeguard infrastructure investments, reduce long-term fiscal risks, and strengthen resilience by ensuring that assets remain functional and reliable over time.

• Proper planning of major infrastructure must explicitly incorporate energy requirements to ensure effective energy management. Integrating renewable energy solutions and efficiency measures will ensure that infrastructure investments remain viable, environmentally responsible, and aligned with national development priorities.

The Action Agenda

• Critical developmental infrastructure/enablers such as telecommunications, shipping, banking, renewable energy, and human resource development—must be strategically strengthened, given their cross-sectoral benefits. Strategic investment in these areas will generate multiplier effects across the economy, improve service delivery, and enhance resilience. By prioritizing these enablers, Tuvalu can ensure that national development is supported by reliable systems, inclusive access, and sustainable capacity across all sectors.
• We deeply appreciate the continued support of development partners, and this is a favorable time of strengthened partnerships. To maximize impact, Tuvalu must be strategic in resource management, ensuring that investments contribute to long-term sustainability (how to generate some revenue), planning must account for the longer-term maintenance outlay required to preserve infrastructure, programs, and services, so that collaborations remain effective and resilient well into the future.
• Data and monitoring systems in Tuvalu need to be strengthened nationwide to ensure evidence-based planning, accountability, and resilience. Current arrangements are fragmented, with sectoral ministries collecting information in isolation, limited integration across systems, and uneven capacity at island and community levels. This weakens the ability of government and partners to track progress, identify risks, and respond effectively to emerging challenges such as climate change, non-communicable diseases, and economic shocks.
• Social sectors must be well supported—because in Tuvalu, the people count. Investing in health, education, social protection, and community development is not simply about service delivery; it is about safeguarding the nation's resilience, identity, and future. Strong social systems ensure that every Tuvaluan has access to quality healthcare, inclusive education, and protection against vulnerabilities, while also reinforcing cultural heritage and community cohesion.
• The acquisition of a national heavy-duty cargo ship and the expansion of container storage facilities in Funafuti are critical to strengthening Tuvalu's logistics capacity. These investments will enhance supply chain reliability, reduce bottlenecks, and ensure that essential goods and development materials can be transported and stored efficiently. By addressing current constraints in shipping and storage, Tuvalu can build a more resilient logistics system that supports economic growth, disaster preparedness, and long-term national development.
• In addition to strengthening enabling infrastructure, Tuvalu should expand its outputs and activities to include productive sectors such as tourism, small-scale industrial production (e.g., tin fish), and essential services (e.g., dialysis operations). Diversifying into these areas will generate employment, broaden the economic base, and improve our social outcomes.
• The potential for household solar systems to connect and contribute to the national energy grid should be explored, subject to detailed feasibility studies. Such integration could enhance energy security, diversify supply, and promote community participation in renewable energy generation. Careful assessment of technical, financial, and regulatory requirements will be essential to ensure that household contributions are reliable, efficient, and aligned with national energy planning objectives
• Staff turnover and mobility continue to undermine institutional stability and weaken the retention of institutional memory. High levels of movement across ministries and departments disrupt continuity, erode accumulated knowledge, and limit the effectiveness of long-term planning and implementation. Mechanisms must be developed to capture and transfer institutional memory, ensuring that valuable experience and lessons learned are retained. Strengthening knowledge management will enhance efficiency, reduce duplication, and safeguard continuity across leadership transitions.
• The management of public funds by Kaupule must be strengthened to ensure accountability, transparency, and efficiency. Where weaknesses persist, the same rules and standards applied during Ministerial Budget Rounds should be consistently enforced, thereby maintaining discipline and coherence across all levels of government. This alignment will help safeguard public resources, reinforce trust in local governance, and ensure that financial management practices are uniform and credible nationwide.

• Recruitment for key island positions and the election of Kaupule members should be guided by clear criteria of experience, good health, qualifications, and management capacity. Establishing minimum standards will help ensure that individuals entrusted with leadership roles possess the skills and knowledge necessary to deliver effectively. Where appropriate, the development of a standardized assessment or competency test could provide an objective mechanism to evaluate candidates, strengthen transparency, and promote merit-based selection across all levels of local governance.
• Persistent financial integrity issues—including budget leaks, overspending, and weak virement controls—continue to undermine accountability and fiscal discipline. These weaknesses expose vulnerabilities in public financial management, erode confidence in governance systems, and reduce the efficiency of resource allocation. Strengthening internal controls, enforcing compliance, and embedding consistent standards across all ministries and Kaupule are essential to restore integrity and ensure that public funds are managed responsibly.
• Climate-secured funding must be managed and utilized for the benefit of all stakeholders. Such resources should be deployed transparently and inclusively, ensuring that communities, government institutions, and development partners alike share in the outcomes. By embedding accountability and equity into the use of climate finance, Tuvalu can guarantee that these funds strengthen resilience, protect livelihoods, and advance sustainable development across every sector.

Vision and Outcomes

• Tuvalu must live within its means as a small Least Developed Country with limited natural resources. This reality underscores the importance of prudent fiscal management, prioritization of essential investments, and careful stewardship of external assistance. By aligning expenditure with sustainable revenue streams and focusing on resilience-building initiatives, Tuvalu can safeguard its economic stability while ensuring that development remains both realistic and achievable.

• Dependency on imports and uneven development between Funafuti and the outer islands remain pressing challenges. These structural imbalances highlight the need for stronger investment in local production, equitable resource allocation, and targeted infrastructure development. Addressing these disparities will reduce vulnerability, enhance self-reliance, and ensure that national progress is shared more evenly across all communities.

• The Government, Church, Kaupule, and Falekaupule must work cohesively to sustain peace and unity in Tuvalu. Strengthening collaboration among these institutions will reinforce social harmony, uphold cultural values, and ensure that national development is grounded in community trust and shared responsibility. A coordinated approach will safeguard stability and resilience, enabling Tuvalu to navigate challenges while preserving its identity and collective well-being.

“Tuvalu mo te Atua” calls on the nation to live up to its faith, belief, and Constitution. Upholding this principle requires that governance, community life, and development planning remain firmly rooted in Tuvalu’s spiritual values and constitutional commitments. By ensuring that policies, institutions, and communal practices reflect both faith and law, Tuvalu can sustain unity, strengthen resilience, and preserve its identity as a nation guided by God and collective responsibility.

• The incidence of poverty remains a pressing concern, with some individuals and communities effectively left behind. This underscores the need for targeted interventions that address inequality, strengthen social protection systems, and expand opportunities for inclusive growth. By ensuring that national development strategies explicitly prioritize vulnerable groups, Tuvalu can reduce disparities and guarantee that progress is shared equitably across all sectors of society. Poverty and hardship must be addressed inclusively, ensuring that vulnerable groups have a voice throughout the entire planning cycle—not only during final reviews. Embedding participation at every stage will strengthen equity, improve the relevance of policies, and guarantee that national development outcomes reflect the lived realities of all communities. This inclusive approach will foster ownership, accountability, and resilience across Tuvalu’s social fabric.

• Tuvalu must address unhealthy lifestyle habits that contribute to escalating medical costs. Promoting healthier eating practices and organizing community workshops should emphasize frugality and sustainability, guided by the principle of “eat to live, not live to eat.” Embedding these values into public health outreach will reduce long-term health expenditures, strengthen community well-being, and foster a culture of resilience and responsibility.

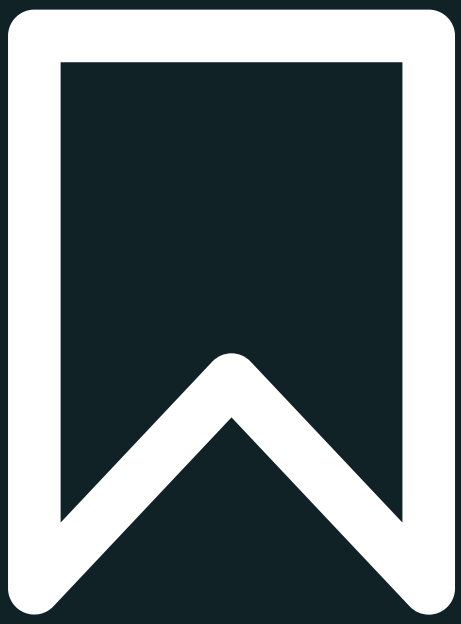
• Clear and consistent data requirements for monitoring must be established to ensure that progress is measured accurately, gaps are identified early, and results are credible. Standardized indicators, reporting formats, and verification processes will strengthen accountability and comparability across ministries and Kaupule. Embedding these requirements into planning and implementation cycles will enhance evidence-based decision-making, improve transparency, and ensure that development outcomes remain aligned with national priorities and community needs.

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ANNEXES





PROGRESSES FROM THE LAST FIVE YEARS 2021-2025

STRATEGIC PRIORITY AREA 1: ENABLING ENVIRONMENT

The Government has successfully achieved most of the Key Outcomes Results under SPA 1; National Outcome (NO) 1 notes the operationalisation of foundational infrastructure such as the Te Vaka Submarine Cable and Starlink proving critical in strengthening reliable communication and driving cross-sectoral connectivity and sectoral momentum—enhancing both people-to-people and institutional operatives and preparing for cybercrime. Under NO # 2 – Strengthening Partnerships, Tuvalu continues to deepen collaboration with donor partners, with Falepili and Kaitasi relationships prominently highlighted during the review period. Effective partnerships (Bilateral, Multilateral) have fostered cooperation across key sectors and priority issues, with partners remaining steadfast in their commitment—particularly in supporting Tuvalu's urgent response to climate change. Progress in NO #3 – Good Governance is current/ongoing, characterized by more transparent laws, stronger financial management, and enhanced accountability to Kaupule and stakeholders through a well-developed community and stakeholder consultative process. The revitalisation of the Ombudsman roles and Review of the Public Service are important pursuits for transparency. In NO #4 – Climate Change and NO #5 – Disaster Management, Significant strides have been achieved through strengthened advocacy of Tuvalu's existential vulnerabilities vis a vis Climate impacts; and improved access to climate finance. Critical coastal protection infrastructure projects have bolstered national defenses against sea level rise and erosion; while new technologies are being deployed for early warning of tides and impending storms. Enhanced digital advances further safeguard Tuvalu's sovereignty and dignity—even in the face of existential threats such as inundation, rising seas, and the reality of potential land loss.

Te Kete Details	Progress / KPIs	Challenges //Opportunities	Way Forward / KOR Achieved
National Outcome 1: Harnessing Digital Transformation to Improve lives *KSAs* *1.1.1. Ensure accessibility of people to affordable and reliable telecommunication services* *1.1.2. Develop inclusive digital economy by fostering virtual activities such as e-commerce, e-learning, e-government, telemedicine etc.* *1.1.3. Develop reliable, secure and safe digital environment, including cyber security to address virtual activities* *1.1.4. Develop a legal, regulatory and standards framework required to promote investment in, and use of, digital technology*	1.1.1 The Tuvalu Vaka Submarine Cable and Starlink community gateway are now fully operational, providing improved connectivity across the country with a boost of 3GBps. Starlink prices have decreased by 65% following the acquisition of an operational license in Tuvalu, improving affordability. 4G coverage rollout for remaining islands that currently do not have services (Nanumaga, Nui, Nukufetau, Nukulaelae and Niulakita) 1.1.2 Measures are ongoing to enhance broadband infrastructure, monitor service quality, and ensure reliability for households, businesses, and government services. Education: Digital resources and global knowledge for schools, bridging isolation Health: ICT systems and mobile tools are supporting patient care, and during emergencies. Climate Resilience: Geospatial mapping and disaster monitoring tools are helping us adapt to rising seas and protect our communities. 1.1.4 The FUTURE NOW, Digital Nation functions Digital Ark: Store and safeguard digitised Tuvaluan cultural artifacts and traditions in a secure digital repository.	1.1.3 Cybersecurity Risks: Expanding systems require stronger safeguards. An assessment conducted by Oceania Cyber Security Centre (OCSC) – Cybersecurity Capacity Maturity Model for Nations (CMM) Assessment OCSC has provided Tuvalu with key recommendations to enhance its cyber security posture - developing a national cybersecurity strategy, building the skills of our workforce, protecting critical infrastructure, and engaging in regional cooperation. OPPORTUNITY Actionable Steps for Tuvalu - Strengthen legal frameworks to sanction fake news and cybercrime. - Invest in capacity building: train ICT staff, partner with regional cybersecurity hubs. - Regional cooperation: collaborate with Pacific neighbors on shared cyber defense. - Public awareness campaigns: educate Tuvaluans on safe online practices. - Resilience planning: ensure backup systems for critical services.	Tuvalu would progressively embrace modern technologies to enhance eco-social-governance development—including e-learning and e-medicine, e-business—and harness cyberspace to generate income and build citizens' capacity to use these opportunities effectively. Strategic digitisation can extend to banking, civil registration, identification, and licensing, consolidated within secure mobile wallets, thereby modernising service delivery and ensuring Tuvalu fully benefits from digital advances Improved digital connectivity will enable Tuvaluans to access global online business platforms such as Amazon, Alibaba, and TEMU, which often provide goods at lower prices compared to local retail options in Tuvalu. By leveraging .tv revenues and ICT investments, we are diversifying beyond aid and remittances. Radio and mobile platforms, enriched with Tuvaluan language, ensure that digital transformation is inclusive and culturally grounded. At the same time, negativity and false information must be carefully monitored, with new legal frameworks in place to sanction harmful fake news and protect community trust.

	Digital twin: Build a virtual replica of Tuvalu's land territory for planning, preservation, and remote access. Fully digitised government: Move all public services online to improve access for Tuvaluans and enable the government to operate virtually if climate change forces relocation. Tuvalu successfully licensed the .tv domain and contributed approximately $12.6 million to the national Budget!		Outer Island Connectivity: Infrastructure gaps remain, limiting equitable access. Technical Capacity: Reliance on external partners for ICT expertise; local training is critical. Equity: Ensuring women, youth, and vulnerable groups benefit equally
National Outcome 2: Strengthened Partnerships *KSAs* *1.2.1. Attain higher returns on investment through delivery of a responsible and effective foreign policy* *1.2.2. Promote Tuvalu cultural values as guiding principles for diplomatic practice and representation overseas* *1.2.3. Foster effective partnerships between development partners, NGOs, Public Enterprises, Private Sector and Falekaupule*	1.2.1 Tuvalu relies heavily on ODA for development financing: net ODA climbed from US$7.5 million in 2000 to US$37.4 million in 2019 (2018 constant prices). Over the same period, ODA's share of GDP expanded markedly —from 33% in 2003 to 77.2% in 2019—and technical assistance funding rose from US$1.9 million in 2000 to US$7.2 million in 2018 (2018 constant prices). Tuvalu has recently strengthened partnerships with Australia, Taiwan, and global development actors, focusing on climate resilience, connectivity, and governance. The Falepili Union treaty with Australia (entered into force in August 2024), which guarantees security and climate support. 8,750 Tuvaluans (more than half the population) applied in the first ballot in mid-2025, for the 280 visas available quota. The inaugural cohort of 27 Tuvaluans arrived in Australia in December 2025, marking the start of climate-linked permanent migration with dignity. Taiwan contributes approx USD $8–10 million per year in direct budgetary support and project-specific grants. Funding covers government operations, water security, h*ealth programs, education scholarships, infrastructure resilience, and international representation.* *Other ROC assistance come in-kind and separate - ICDF scholarships; Visiting Medical Teams; Fatoaga Fiafia; adhoc support by Taiwan Embassy to our request.*	**Donor Dependence**: Heavy reliance on external partners requires careful fiscal discipline. **Capacity Constraints:** Limited local expertise and implementation challenges and realities of SIDS/LDC Tuvalu may slow project execution of various donor projects. **Geopolitical Balance:** Tuvalu must navigate partnerships with donors - while maintaining sovereignty. Recognising Tuvalu's limited domestic financial capacity and high vulnerability to climate change, GoT depends on cooperation with partners of the Green Climate Fund (GCF), Global Environment Facility (GEF), World Bank, Asian Development Bank (ADB), and key bilateral partners such as Australia, New Zealand, Japan, and Taiwan. 1.2.3 Enhancing partnerships across government, communities, regional institutions, donors, and the private sector is essential for Tuvalu's sustainable development. By fostering coordination, transparency, and cultural grounding, partnerships ensure that national priorities are supported, resources are maximized, and resilience is strengthened for all Tuvaluans.	Tuvalu's strengthened partnerships are not just about aid—they are about solidarity, shared responsibility, and mutual respect. They embody our values of falepili—neighborly care—and kaitasi—shared responsibility. Tuvalu continues to strengthen international partnerships by signing agreements with like-minded countries to mutually recognize maritime boundaries, Exclusive Economic Zone (EEZ) claims, and shared climate change challenges. Partnerships with the private sector, NGOs, communities, and other stakeholders have been greatly strengthened through regular consultations on projects, Government of Tuvalu strategies, donor programs, and monitoring missions.

National Outcome 3: Good Governance is Strengthened *KSAs* *1.3.1. Improve law-making process through community consultation and capacity building* *1.3.2. Improve quality, accessibility, efficiency and effectiveness of legal services to the general public* *1.3.3. Maintain political stability and effective judicial system, through the necessary constitutional reform*	1.3.1 Tuvalu has recently undergone major constitutional reforms with a long review process of community consultations that began in 2016 culminating in unanimous approval by Parliament in September 2023; came into effect on 1 October 2023. The revised General Administrative Order is pending approval from Cabinet Review of Public Sector 1.3.3 A full review of the Electoral Provisions Act is current and will strengthen voter registration, improve representation, and address logistical challenges, preparing the nation for stronger democratic governance ahead of the 2028 elections. Parliament meets regularly, passes legislation, and provides oversight of the Executive. Laws are debated and enacted in line with constitutional processes, ensuring representation of the people. Example: Passage of budget laws and sectoral reforms demonstrates active legislative engagement. The Executive, led by Cabinet, is implementing policies and delivering services across priority sectors. Decisions of Cabinet are summarised for Public consumption in the media and are aligned to the NSSD Te Kete and 21 Priority objectives, ensuring coordination of national programs and donor-supported initiatives. The Judiciary continues to operates independently, upholding the rule of law and protecting citizens' rights. Judicial decisions are respected and enforced, reinforcing public trust in the legal system. Peace & Security Peace and law enforcement in Tuvalu are maintained through the Tuvalu Police Force, ensured by a combination of legal frameworks, community-oriented policing, and specialized units such as maritime surveillance, customs, prisons, and immigration	CHALLENGES: Capacity Constraints: Limited legal drafting expertise and reliance on external advisors. Accessibility: Laws often remain in English; translation into Tuvaluan is essential for community understanding. Modernization Needs: Climate change, digital transformation, and global partnerships require updated legislation. Balancing Tradition & Modernity: Ensuring customary law remains respected while adapting to new realities. Ensure that Parliament discussions, Parliament Special Committees decisions are gazetted properly. Improved Capacity in Parliament Law making	1.3.2 Digitisation of Governance - Decisions of Cabinet/Government ; and Parliament Debates will greatly improve documentation of decisions of the Parliament. Need to develop an effective Parliament Office that keeps better records of Parliament debates. Public servants are increasingly perceived as lacking punctuality and commitment to their responsibilities. Existing penalties and disciplinary measures are viewed as ineffective or inconsistently applied, contributing to a rise in slackness and reduced accountability. Public Service Reforms are being

National Outcome 4:Climate Change and Disaster Resilience Increased *KSAs* *1.4.1. Develop long-term national adaptation strategy, including a staged land reclamation programme, that takes into account a worse-case scenario of sea level in Tuvalu rising by one meter by year 2100* *1.4.2. Secure increased funding from global climate financing facilities* *1.4.3. Strengthen access to labor mobility schemes* *1.4.4. Develop effective frameworks for disaster risk and resilience management* *1.4.5. Implement a land rehabilitation and reclamation framework that is resilient to sea level rise and climate change impacts*	Long-term coastal adaptation has remained a flagship project of the government, with strong backing from donors 1.4.1 The NAP strategy maps out collaborations. Existing financial relationships from - the Green Climate Fund (GCF), Global Environment Facility (GEF), World Bank, Asian Development Bank (ADB), and key bilateral partners such as Australia, New Zealand, Japan, and Taiwan, Regional SPREP, SPC are sincerely appreciated.. 1.4.5 In late 2023, TCAP-I (2017–2024) completed the construction of 7.8 hectares of raised, flood-free land in Funafuti, protecting densely-populated and exposed foreshore from coastal hazards. On the outer islands of Nanumaga and Nanumea, protective Berm Top Barriers – geo-textile bags filled with sand to raise the natural storm berm along the foreshore by an extra 1.5 metres to prevent flooding, measuring 665 meters and 1,330 respectively TTCAP - Taiwan funded has extended 400mtrs in length and 25 metres wide from the Main wharf to the north.	Tuvalu is the world's fourth smallest country by land area. The nation's atoll islands are low-lying (2 mtrs above sea level and exposed to cyclones, sea-level rise and marine flooding, especially during storms. Worst case scenario sea-level rise projections by the Intergovernmental Panel on Climate Change (IPCC) estimate that almost half of the land area of Fogafale will become routinely inundated during normal monthly high tides by 2050 – 2060 if nothing is done. Tuvalu's greenhouse gas emissions are negligible on a global scale., Tuvalu continues to be the voice of SIDS LDCs in international advocacy, for adaptations and financial and moral integrity.	Tuvalu's Readiness Project with the Green Climate Fund has strengthened national systems for climate finance, improved transparency, and expanded stakeholder participation. Through capacity building, strategic planning, and regular consultations with communities, NGOs, and the private sector, the project has laid the foundation for resilient, accountable, and culturally grounded pathways to access international climate funding. Adaptation options need to consider the needs of all groups to ensure a fair distribution of benefits and take care to not disadvantage any groups. Integrating gender in the NAP M&E Framework through the identification of indicators that track gender related impacts and the collection and analysis of sex-disaggregated data Continue with Water and Sanitation projects Climate-smart agriculture and resilient fisheries are being promoted to safeguard food security. (rehabilitation of coconut plantations, the introduction of salt-tolerant crops, and sustainable fisheries management practices) Health programs are integrating climate resilience into service delivery. The commitment to achieving 100 percent renewable energy by 2030 is ambitious and recent solar projects at the sportsground will advance this target while reducing electricity costs and improving energy reliability. Are there proper Government Plans to develop the now reclaimed land on Funafuti???
National Outcome 5:Environment, Meteorology, Land and Waste Management Strengthened *KSAs* *1.5.1. Enforce application and management of Environmental and Social Impact Assessments* *1.5.2. Improve Meteorology services capacity to respond to climate change, disaster resilience and adaptive capacity*	1.5.1 Under the revised Environmental Impact Assessment Regulations (2022), comprehensive Environmental and Social Impact Assessments (ESIAs) are required for all projects. The Environment Department ensures that detailed assessment of baseline conditions and potential impacts are identified both qualitatively and quantitatively and a suite of mitigation, monitoring, and institutional measures recommended for all major projects. Regional partners such as SPREP have	OPPORTUNITIES: Comprehensive awareness programs in communities and schools have been conducted to highlight the health and environmental benefits of proper waste management and initiative behavioral change for communities to fully understand the adverse impacts of poorly managed waste on both the environment and public health, and demonstrate a willingness to share responsibility in managing waste sustainably.	The Government of Tuvalu affirms the Integrated Geospatial Information Framework (IGIF) to strengthen national geospatial governance, data infrastructure, and capacity. By prioritizing high-value datasets—elevation, shoreline, and cadastral records—and fostering regional partnerships, Tuvalu will use geospatial information to guide coastal and climate adaptation, disaster risk reduction, secure land administration, resilient infrastructure planning, and SDG monitoring.

1.5.3. Develop the capacity to implement Multi-Hazard Early Warning Systems (MHEWS) *1.5.4. Develop and implement improved waste management strategies with local communities and the private sector.* *1.5.5. Adopt and implement an Integrated Geospatial Information Framework (IGIF) to measure, monitor, quantify and manage Tuvalu's natural environment* *1.5.6. Improve land management and development*	supported awareness-raising and practical EIA training. 1.5.2 Tuvalu's Meteorological Office ocean monitoring and coastal inundation forecasting, using Climate Risk Early Warning Systems (CREWS), enables multi hazards alerts and actionable information for safety at sea and community preparedness. Tuvalu's Meteorological Office now operates advanced multi-hazard forecasting systems that integrate satellite observations, ocean monitoring, and tide gauge data. These tools significantly enhance the accuracy of tracking cyclones, storm surges, and king tides, providing communities with critical lead time to prepare and respond effectively. 1.5.4 The Solid Waste Agency of Tuvalu (SWAT) processes and disposal systems have greatly improved as evident in the collection and more formal dumping areas identified and managed. Reduction in poor waste practices such as burning, littering and dumping of wastes are socially progressive attitudes. 1.5.5 Recent reforms have strengthened national land management, through updated policies, clearer procedures for allocation and registration, improved mapping and recordkeeping, and enhanced community consultation. The Government has increased tenure security, transparency, and environmental stewardship while respecting customary land rights and island-level decision making. Tuvalu now has a world-class, comprehensive coastal hazards platform which can provide information on shoreline change over time, the changing relationship between sea level and land elevation across every island, and potential storm wave inundation patterns.	The Environment, Meteorology, Land, and Waste Management sectors have been strengthened, yet they continue to face pressing challenges and emerging opportunities. Climate change, rising sea levels, and waste pressures demand urgent responses, while opportunities exist in advancing renewable energy, sustainable land use, improved forecasting systems, and community-driven solutions that build resilience and protect Tuvalu's future. Challenges The main dump in Funafuti has severe impacts on the capital, including environmental degradation, health risks, and land-use pressures. Waste accumulation contaminates groundwater, contributes to pollution in the lagoon, and reduces already scarce land availability, while unmanaged rubbish creates breeding grounds for disease and undermines community well-being.	The Government will continue to consolidate these gains by scaling secure and inclusive digitisation of land records with appropriate legal safeguards, formalizing and resourcing local dispute resolution mechanisms, and integrating climate resilience into all land-use planning. Capacity building for land officers and ongoing engagement with island councils, customary leaders, and civil society remain priorities to ensure that land administration supports sustainable development and the wellbeing of all Tuvaluan communities. Continued advocacy is needed to promote the public separation of rubbish, ensuring that recyclable materials are properly sorted and managed. Establishing dedicated containers for export—such as tins and other recyclables—will expand opportunities for resource recovery, reduce waste pressures on land, and generate economic value through sustainable recycling practices.

STRATEGIC PRIORITY AREA 2: ECONOMIC DEVELOPMENT

Tuvalu remains committed to the highest standards of integrity in managing its fiscal and economic affairs to enhance its Macroeconomic Resilience.(NO # 6) Fiscal policy is grounded in thorough research (PEFA/PRM) and informed advice from Planning, TTFAC, and World Bank and ADB experts, who provide pertinent guidance on challenges related to macro economic analysis, fiscal prudence, statistical and data formulations and capacity building, auditing responsibilities, and economy-wide physical maintenance requirements. Tuvalu modernized its financial management system with TechOne, improving structure and transparency, but rollout was constrained by COVID and capacity, leaving some key modules (commitment controls, reconciliation, HRM/Payroll) still in progress. Te Kete monitoring frameworks remain incomplete and have not yet been fully institutionalized. Current M&E staff capacities are limited, constraining effective implementation and uptake NO #7 – Fisheries has continued to dominate GDP contributions; while also prioritizing the sustainable management of fish resources to ensure they endure for future generations, as key revenue and as food security. NO #8 – The agricultural sector faces ongoing challenges in advancing import substitution. Despite these efforts, production remains constrained by the realities of a Small Island Developing State (SIDS) environment, including poor soil quality and the impacts of climate change. Building a local food market will however be a tremendous boost to potential vendors of local food on Funafuti; and we must discourage sales of Chinese products at the market and leave them for Tau Maketi or the retail shops.

Te Kete Details	Progress / KPIs	Challenges //Opportunities	Way Forward / KOR Achieved
National Outcome 6: Macroeconomic Resilience Increased *KSAs* *2.6.1. Maintain prudent management of fiscal policy and sound budgeting (Te ao, atafai olo tasi mo te kai filifili -prudent, sustainability and highly selective but be sensible) discipline through the diligent application of the specific policy initiatives contained in the PFM Roadmap, the MTFF and related policy documents* *2.6.2. Implement policies aimed at mitigating both the risks and consequences of severe crises (Global and Domestic)* *2.6.3. Review and strengthen agreements on Tuvalu's sovereign assets and rentals to ensure Tuvalu maximizes its benefits derived from those assets.* *2.6.4. Provide a conducive business environment to encourage private sector growth and local exports and also to reduce reliance on imported food products.* *2.6.5. Implement an effective national planning management framework at all levels of planning, implementation, assessment and reporting*	2.6.1 The Government of Tuvalu is dedicated to building a vibrant and resilient economy through sound financial and economic policies, prudent fiscal management, and the delivery of high-quality public services. Guided by core values of accountability, transparency, and value for money, it ensures that every policy and financial decision supports long-term economic sustainability and serves the best interests of Tuvalu's citizens and strengthens stakeholder confidence. 2.6.1 Te Ao has held its second leadership committee meeting, co-chaired by the Permanent Secretary of Finance and First Secretary Georgina to review progress, set priorities and reaffirm our shared commitment to delivering real impact for Tuvalu. TTF grew by 12.2 percent in 2021 but declined by 7 percent in 2022 as global capital markets declined, which left the TTF's market value at A$191 million. The CIF balance, in turn, stood at A$37.6 million at the end of 2022, or 18 percent of the market value of the TTF (the government's target for the CIF is 16 percent of the maintained value of the TTF). The Government of Tuvalu has successfully maintained fiscal reserves at an average of $70 million per year (2021-2024), anchored by a strong Consolidated Investment Fund (CIF).	Delays experienced in clearing back log of outstanding bank reconciliations which also impacts completion of the prior year financial statements High staff turnover faced by MFED in its Directorates resulted in heavy workloads for remaining staff and loss of institutional knowledge. The auditing of SOEs' financial reports has been significantly lagging in Tuvalu. Institutionalizing the use of a simplified reporting template is critical to enhance fiscal transparency of public enterprises and will ensure consistent publication of the annual fiscal risk reports The importance of robust macroeconomic statistics - More focused effort on strengthening the Central Statistics Division through strategic staff augmentation and targeted training initiatives. IMF technical assistance will continue to enhance the quality, coverage, and reliability of data necessary for effective surveillance, including revision of historical national accounts data and updating estimates through 2024, drawing on improved source information from public corporations, government non-market production, and consumption taxes PEFA Assessment 2024 - Tuvalu's 2024 PEFA (Public Expenditure and Financial	Seeking technical support from Te Ao program through advisers to be placed in key areas including FMIS, Financial Reporting, Procurement, PBACD to provide training, review process, develop procedures and conduct organizational reviews. Caution for the future - Grants that have supported our budget may decline over time, and without careful planning, deficits could grow. The path forward requires fiscal discipline and vision. We must manage expenditures wisely, strengthen tax compliance, and direct savings toward strategic outcomes (Te Kete and 21 priorities), toward key infrastructure (and maintenance), and toward climate resilience. Our financial sector must modernize, with stronger regulation, better connectivity, and digital innovation to serve all Tuvaluans Continued improvement in public financial management would help manage the volatility and risks of fiscal accounts. Facing the challenges of delivering essential public services, addressing investment needs from climate adaptation, and alleviating labor shortages from emigration pressure, a multi pronged fiscal strategy is needed to reduce fiscal deficits, increase spending for priority areas, and maintain adequate fiscal buffers.

	In 2022 the Government improved the integration of the new Financial Management Information System (FMIS) to include an accounts receivable module, thus extending the coverage of the FMIS to include bank reconciliation. Further reforms included improvements in financial reporting, budget credibility, audit controls, and—in line with the authorities' plans—introducing climate budget tagging. Connectivity to the global payments system remains limited and reforms include joining the Asia Pacific Group on Money Laundering, setting up the AML Coordination Committee, and updating the AML/CFT legal framework. The Government is committed to further building the statistical workforce, reinforcing knowledge management practices to mitigate high staff turnover, and implementing recommendations provided through IMF TA. The Ministry of Finance is responsible for planning, budgeting and aid coordination, as well as trade and business. It maintains discipline by the application of financial policies including the Public Reform Matrix (PRM) and the Medium-Term Financial Framework (MTFF) and Medium-Term Fiscal Strategy (MTFS). Budget documentation is now more comprehensive, with clear fiscal aggregates and macroeconomic assumptions.It is also responsible for the mitigation of severe economic and financial crises both at home and abroad.	Accountability) assessment shows strong progress in transparency and budget documentation, but continuing weaknesses in revenue performance, expenditure composition, and financial reliability. Through the Gov4Res initiative, Tuvalu has strengthened governance systems by embedding risk-informed approaches into national planning, budgeting, and monitoring. Tuvalu has developed a Citizens Budget Guide to make national budget information accessible, transparent, and understandable for all citizens. The guide translates technical financial data into simplified formats, enabling communities to see how resources are allocated and how government priorities are funded. The ratification of PACER Plus 2022 helped further integrate Tuvalu into the Asia-Pacific region, with associated reforms (including on the revenue collection front) bringing substantial benefits to the country. PACER Plus provides a valuable opportunity to deepen regional trade and economic integration in the Pacific, increasing regional trade, investment and labour flows and thereby growing the private sector, creating jobs and raising standards of living in the Pacific. Alongside PACER Plus, the Parties concluded a Labour Mobility Arrangement (LMA) which provides a new platform for enhanced dialogue and regional cooperation on labour mobility.	Implementation of the fiscal strategy requires a combination of revenue mobilization, expenditure rationalization, and resource reprioritization measures. Tuvalu is assessed to remain at a high risk of debt distress. The Government is also prioritizing tax efficiencies, auditing, and compliance, with particular focus on large taxpayers. Continued reforms in public financial management are also delivering benefits by facilitating access to favourable external funding sources. Substantial benefits have been derived from recent IMF CD technical assistance in tax administration, macroeconomic statistics, public financial management (PFM), and financial sector oversight. Financial management continues to face difficulties in completing timely and accurate bank reconciliations. Weak reconciliation practices reduce transparency, hinder effective monitoring, and increase the risk of errors or mismanagement. Strengthening financial controls, staff capacity, and enforcement of reconciliation procedures is essential to improve accountability and donor confidence

National Outcome 7:Fisheries Contribution To Socio-Economic Development and Quality of Life Increased *KSAs* *2.7.1. Develop a sustainable commercial fishery optimizing revenue from our own waters* *2.7.2. Foster sustainable management of oceanic fisheries resources.* *2.7.3. Improved management of coastal fisheries imperative for sustainable inshore resources* *2.7.4. Execute a consistent data collection and analysis facility to ensure best decisions are made throughout* *2.7.5. Increase value of access fishing licenses in Tuvalu waters*	Fishing licenses remain Tuvalu's strongest domestic revenue source, recording a 10% decrease of 4.8 million from 2023 projections. This growth was driven by higher market values for fishing days sold under the Vessel Day Scheme (VDS) and strong returns from the U.S. Treaty Agreement. The reopening of borders after the pandemic, enabled transshipment activities to resume, further boosting fishing income and strengthening the sector's contribution to the national economy. 2022 - $29.7 m 2023 - $32.8 m 2024 - $29.6 m 2025 - $30.5 m The TFA will continue to rely heavily on development assistance to achieve the objectives of their Corporate plan as well as their contribution to Te Kete. Notable donor partnership collaborations continuing on to the next phase of Te Kete include: • WB PROPER project - $21 million from mid-2016-2022 (7.9m); 2023-2029 (13m); • NZ TFSP2 project - $5 m 2021-25 plus long-term TA; $11m 2026-30 plus long-term TAs; • KOREAN KOFCC project - $6.7 million invested mainly in infrastructure from 2023-27; The , KOFCC, project for fisheries infrastructure was not implemented during the planned year due to difficulties faced by the Korean Government in finding a contractor to undertake the project. The programme would be broken down and the first phase – construction of a store and boatshed – was expected to be implemented in 2025. • FAO, SPC, OFCF – small projects and maintenance of boats and equipment are ongoing annually. Coastal Fisheries Creel Report Card 2023 All Islands, Tuvalu Fisheries Department, the National average across survey years; indicates a high level of undersized catch. Sharp increase in 2021 and 2023; 2021 doubled relative to prior years.	Our coastal fisheries are under increasing pressure: Catch Per Unite Effort (CPUE) has declined for most fishing methods, and undersized landings have risen sharply in recent years (notably in 2021 and 2023), indicating reduced stock productivity and recruitment risk. Pelagic species contribute a significant share of recorded catches, but coastal reef and nearshore resources show signs of overexploitation. Immediate, evidence-based management actions are required to rebuild spawning potential, protect juvenile cohorts, and sustain livelihoods. The Observers Program collects essential fisheries data and deploys trained observers to licensed fishing vessels to ensure compliance with international and regional regulations. The program has grown in impact over time, equipping participants with valuable skills and career opportunities. However, of a roster of 145 observers, only 85 are currently active; this decline is largely due to the increasing attractiveness of regional labour mobility schemes in Australia and New Zealand, which offer financial incentives that surpass the program's remuneration. The Word Bank TV PROPER project is strengthening TFA's capacity and regional collaboration in managing and sustainably developing oceanic and coastal fisheries. It is part of a broader, multi-phase World Bank program across Pacific Island countries, coordinated with the Forum Fisheries Agency (FFA), to improve shared management of fisheries and their critical habitats. Project activities will include support for upgrade of an existing aquaculture facility; construction of a watch tower; implementation of a small scheme to undertake coral rehabilitation projects; procurement of equipment and technology (e.g., upgrading communications infrastructure, procuring safety equipment; procuring a fishing research vessel); fisheries surveys and trials; feasibility and other studies; technical advisory (including support for legislative and policy change); and training activities.	Protect juvenile and spawning stocks through size limits, gear restrictions, and targeted spatial/temporal closures. Increase domestic value capture by improving onshore processing, cold-chain infrastructure, and market access for locally landed fish. Priority actions for undersized catches Strengthen size and gear controls and enforce them through community institutions to reduce undersized landings. Implement spatial and temporal protections (no-take zones and seasonal closures) targeted at spawning and nursery habitats. Improve monitoring and incentives by linking creel survey results to adaptive management, supporting alternative livelihoods, and increasing observer and community engagement.

N**ational Outcome 8:Agricultural Productivity Increased** *KSAs* *2.8.1. Foster import substitution through effective fiscal and tax policy incentives* *2.8.2. Implement a national integrated coconut replanting scheme* *2.8.3. Develop agricultural commercial activities including agribusiness* *2.8.4. Develop greater level of local food production and use of traditional food preservation knowledge*	2.8.1 The Agricultural Sectoral Plan 2021–2023 committed to strengthening food security, climate resilience, and sustainable livelihoods. Building on earlier reforms, the plan prioritized the modernization of agricultural practices, expansion of community participation, and alignment with Te Kete's national development objectives. Agriculture remains a small yet vital component of Tuvalu's economy and food system. In 2024, the sector contributed A$2.1 million in crops and A$2.5 million in livestock to GDP, reflecting its modest but important economic role. A gradual upward movement over the past decade, most notably in livestock production, which peaked in 2023 before moderating slightly in 2024. Crop output has shown a steadier progression, with incremental gains linked to expanding home-gardening programs and improved nursery systems. The ASP emphasizes the adoption of climate-resilient crops, improved land and water management, and stronger extension services to support farmers across all islands. The Pacific Seeds for Life (PS4L) initiative is a regional program coordinated by SPC's Land Resources Division, aimed at strengthening seed systems across Pacific Island countries, including Tuvalu. It focuses on food security, nutrition, and resilience by improving access to climate-resilient, high-nutrition crop varieties. 2.8.2 Tuvalu's coconut replanting scheme is currently being revitalized through the Tuvalu Coconut Sector Rehabilitation Programme, funded by the European Union and supported by technical assistance from Landell Mills (2024–2026). The program focuses on replanting, rehabilitating old plantations, and strengthening livelihoods tied to coconuts. The ROC Technical Mission has played a vital role in strengthening Tuvalu's food security and resilience through the Horticulture Expansion Project. By introducing improved farming techniques, expanding vegetable production, and building local capacity, the Mission has reduced reliance on imports and enhanced nutrition for communities..	The sector continues to operate within a context of persistent structural constraints including saline soils, extremely limited arable land, freshwater scarcity, and the increasing impacts of climate change. These constraints restrict productivity, narrow livelihood options, and sustain a high national dependence on imported food. Climate change poses several threats to food production, including saltwater intrusion, increased flooding, and changes in temperature and rainfall patterns. These environmental changes can lead to diminished crop yields and, consequently, food shortages. Local food production may be declining due to urban migration and youth opting for work schemes for employment and overseas experience. Preservation of food is also slowly losing out to the economies of refrigeration. Despite its scale, agriculture remains essential for household livelihoods and food security, particularly in the outer islands where the majority of households engage in crop cultivation, livestock rearing, and home gardening. Production is centered on traditional staples, pulaka, taro, coconut, pandanus, breadfruit, and supplemented by small vegetable gardens and poultry and pig systems.	Development of a Tuvalu National Market Building, financed from EU (NDICI), is planned for completion in December 2026 @Funafuti. Improved transportation to islands may increase production and domestic trade revival (Outer Islands vs Funafuti) Continued advocacy for GO LOCAL and Healthy living should encourage more people to consume local produce. However it has been noted that some local produce are more expensive than import alternatives that even the locals opt for the alternative retailed in the shops (Oils, coconut cream vs. $1.80 per coconut at FOFA)

	Despite challenges of land scarcity and climate stress, the Mission continues to provide opportunities for sustainable agriculture, community empowerment, and alignment with Tuvalu's national development priorities. The Live & Learn Project in Tuvalu, part of the Climate Resilient Islands initiative, launched in 2022 with New Zealand Government funding is hosted across Funafuti, Nukufetau, Papaelise, and Vaitupu to embed Indigenous knowledge into nature-based solutions for climate resilience, focusing on food security, water, ecosystems, and community planning.		
National Outcome 9:Develop, Improve and Strengthen Private Sector *KSAs* *2.9.1. Promote outsourcing of the delivery of the relevant government services to the private sector* *2.9.2. Develop the capacity of private sector entities in key sectors* *2.9.3. Provide conducive environment that foster private sector development including readily access to finance* *2.9.4. Modernize banking services to enable the provision of a suite of modernized financial services and products* *2.9.5. Develop of Tuvalu's eco-tourism potential accompanied by greater strategic marketing.*	Since 2021, Tuvalu has taken important steps to strengthen its private sector, recognizing that a vibrant business community is essential for resilience, innovation, and inclusive development. The Tuvalu National Trade Development Strategy (2022–2026) has provided a roadmap for identifying goods and services that can expand trade and improve livelihoods. Tuvalu has a very small private sector, consisting of a handful of merchandise wholesalers and retailers, fish hawkers, bakeries, building hardware, lodgings, restaurants, construction companies, mechanical repair shops, fishing operations and a private secretarial school. In 2018, there were around 1,597 businesses registered with the Government which contributed to 30% of GDP. Due to the smallness of the economy, the opportunities to grow are scarce and the costs of doing business are high. Each month, the capital comes alive for two days of the Tau Maketi where local farmers, fishers, artisans, and small businesses showcase their products, from fresh produce and seafood to traditional handicrafts and household goods, second hand sales and imported materials and fashion accessories. The Tau Maketi has provided a platform, empowering local businesses, and building an entrepreneurial foundation for a culture that thrives on barter system	A number of state-owned enterprises (SOEs) operate in Tuvalu that provide essential services in sectors such as utilities, transport, telecommunications, and finance. These include the National Bank of Tuvalu, Tuvalu Electricity Corporation, and Tuvalu Telecommunications Corporation. To improve SOE performance, strengthening oversight through the Public Enterprises and Monitoring Unit (PERMU) will enhance transparency, and performance based management contracts. However, implementation remains uneven, and capacity constraints persist. The implementation of million dollar projects (WB and ADB) and climate related finance projects have assisted in the employment of an increasing number of youth. Labor mobility is also important in the mix of job opportunities available to the youth. The government has adopted a comprehensive National Labour Migration Policy (TNLMP) and a Labour Migrants Reintegration Strategy (LMRS). The TNLMP provides a coherent strategy for promoting overseas employment, protecting the welfare of Tuvaluans abroad, and maximizing the development benefits of migration. It emphasizes a whole-of-government approach, improved data collection, financial literacy training, and the alignment of skills development with overseas labor market needs.	The GoT endeavours to provide a conducive business environment to encourage private sector growth and local exports through e-commerce, online sourcing, and improved online banking alternatives. How can Tuvalu ensure that the qualifications of TVET and TASTI cohorts are formally recognized across the Pacific region and internationally? This requires strengthening accreditation frameworks, aligning curricula with regional standards, and building partnerships with recognized institutions and qualification authorities. Our institutions should guarantee that graduates are equipped with credentials that are portable, credible, and valued beyond our borders.

		The LMRS fills a critical policy gap by outlining an integrated approach to the sustainable reintegration of returning migrants, addressing economic, social, and psychosocial dimensions at the individual, community, and structural levels. The strategy includes support for business start-ups, access to microfinance, vocational training, social protection, and psychosocial services, with a strong focus on gender, disability, and social inclusion.	

STRATEGIC PRIORITY AREA 3: SOCIAL DEVELOPMENT

Social development attainments SPA 3 needs strategic support and improvements. Tuvalu's health sector NO # 10 faces formidable challenges: non-communicable diseases (NCDs) such as diabetes, hypertension, and cardiovascular disease dominate mortality, while communicable diseases like tuberculosis and respiratory infections remain persistent. Climate change impacts, poor sanitation, poor nutrition, lack of physical exercise and limited healthcare infrastructure compound these challenges. We have a $14m+ TOMRS and it has been reviewed for efficiency. NO # 11 Tuvalu's education sector shows steady progress in access and equity, supported by strong donor partnerships, but faces challenges in quality, learning outcomes, and dropouts. Primary enrolment is near universal, while secondary enrolment lags, and programs like TAPQE (Tuvalu–Australia Partnership for Quality Education) are driving reforms in teaching, inclusion, and monitoring. NO #12 sees Civil society participation in Tuvalu is progressive, particularly through stronger inclusion of youth, women, men, and persons with disabilities in policy-making, training, and community development. Key drivers include gender and disability mainstreaming policies, targeted financial literacy and entrepreneurship programs, and the ratification of international conventions that safeguard rights and participation. Youth employment has received a boost through migration schemes but at the cost of losing youthful energy for community development needs.

Te Kete Details	Progress / KPIs	Challenges //Opportunities	Way Forward / KOR Achieved
National Outcome 10:Health and Well Being Improved *KSAs* *3.10.1. Promote primary health care services targeting the reduction of NCDs rate and as well as modifiable behavioral risk factors - tobacco use, physical inactivity, unhealthy diet and the harmful use of alcohol* *3.10.2. Foster strong nutritious dietary practices by eating local food* *3.10.3. Strengthen administrative and management capability of staff towards the further improvement of health services delivery and preventive health at the clinical and primary care levels.* *3.10.4. Institute quality secondary health care at the earliest.* *3.10.5. Strengthen mental health care at all levels in partnership with relevant stakeholders both national and overseas.* *3.10.6. Foster greater use of traditional medicine and healing.*	3.10.1 -The STEPS Survey (2025) was completed in June 2025, and the draft report is currently pending review by the World Bank-funded Technical Advisor before finalization. The WHO STEPS Survey is a standardized global tool for monitoring noncommunicable disease (NCD) risk factors. It uses a three-step approach: Questionnaire – collects information on lifestyle behaviors (tobacco, alcohol, diet, physical activity). Physical measurements – records height, weight, blood pressure, waist circumference. Biochemical tests – measures blood glucose and cholesterol. Summary statement: The STEPS Survey provides countries with reliable, comparable data on NCD risk factors through a simple three-step process—questionnaire, physical checks, and biochemical tests—helping governments and donors design evidence-based policies and community outreach for healthier populations .The updated Package of Essential NCD Interventions (PEN) is being rolled out, including training for the CNCDW team on diabetic foot identification and referral pathways, and planning for cardiovascular disease (CVD) risk assessments at the primary care level. Clinical and facility audits are	High rates of lifestyle-related risk factors, limited community engagement in some outer islands, and resource constraints for preventive programs remain significant challenges. Environmental factors and socio-economic pressures further exacerbate the prevalence of NCDs, making widespread behavior change difficult. Limited availability of fresh produce in some outer islands and changing dietary habits influenced by imported processed foods continue to impede the adoption of healthy local diets. Seasonal variability, logistical challenges in distribution, and the high prevalence of obesity indicate that nutrition education alone is not sufficient to achieve dietary behavior change. 3.10.3 -Limited skilled human resources, high staff turnover, and gaps in leadership and management training remain significant constraints to consistent service delivery. Remote outer islands face particular challenges in maintaining trained personnel, while inadequate mentorship and monitoring frameworks can reduce the effectiveness of capacity-building efforts. 3.10.4 -High costs associated with hospital infrastructure development and medical equipment, coupled with limited availability of specialised health professionals, continue	3.10.1 -The Government will continue to Scale up health promoting integrated community and civil society organizations capacity with action plan targets on behavioral risk factors for 2026-2030. Increase case findings detection and referral in all government workplace facilities for early management. 3.10.2 -The Government will continue to promote community and school gardening initiatives, expand nutrition education programs, and strengthen partnerships with local farmers to increase access to fresh, local, and nutritious foods. Integrating awareness campaigns that highlight the health benefits of traditional diets, improving transport and storage of produce to outer islands, and supporting home and school gardens will be essential. These measures, combined with monitoring dietary trends, aim to reduce obesity and related NCD risks while fostering sustainable food systems and healthier eating habits nationwide. The Government will continue building capacity through targeted training programs, leadership development initiatives, and strengthened monitoring and evaluation systems. Expanding mentorship opportunities, improving retention strategies for health staff, supporting initiatives such as the FSN nursing enrollment program, and continuing collaboration with DFAT and

currently underway in Funafuti and are expected to extend to the outer islands starting in April. Meanwhile, the NCD Strategic Plan (2022–2026) is in its final phase, with review and audit processes ongoing, alongside early planning for the next five-year strategic plan.

Recent data indicate that NCDs continue to represent the majority of the disease burden in Tuvalu, accounting for approximately 75% of a
ll health conditions. Cardiovascular disease remains the leading cause of adult mortality with 46 deaths in 2021, while diabetes affects 19% of adults aged 20–79 and caused 9 deaths in 2024. Obesity prevalence among adults increased from 69.5% in 2020 to 73.2% in 2022, highlighting persistent lifestyle risks despite ongoing interventions.

3.10.2 -The Government has continued to expand nutrition programs promoting the consumption of locally sourced foods across schools, community centres, and households. Initiatives under the Atoll Food Futures (2022–2025) project, the Funafala "food cube" gardening model, and GCCA: PSIS agroforestry interventions have encouraged households and communities to grow and consume fruits, vegetables, root crops, and other traditional foods, strengthening both nutrition outcomes and national food security.

3.10.3 -Training programs, mentorship schemes, and systems-strengthening initiatives have been implemented to improve efficiency, service quality, and coordination among health facilities. Key interventions include capacity-building workshops for health administrators, deployment of standardized management tools, and integration of electronic health record systems to improve reporting and monitoring.
In addition, the Ministry of Health and Social Welfare runs a program in collaboration with the Fiji School of Nursing (FSN) to enroll assistant nurses into formal nursing education, providing pathways for skill development and professional advancement. Support from

to constrain service delivery. Ongoing technical support, staff retention, and skills development remain critical needs, especially for outer-island clinics.
3.10.5 -Limited availability of mental health professionals, high stigma surrounding mental health conditions, and under-resourced services remain major barriers. Geographic isolation of outer islands further limits access to specialized care, while insufficient monitoring and follow-up systems constrain continuity of care.
3.10.6 -Challenges remain in formalising these practices. There is no structured programme to systematically document, validate, or integrate traditional medicine into the formal health system. Limited technical capacity, research infrastructure, and regulatory frameworks constrain the scaling and safe use of traditional healing practices. Integration with formal health services is largely informal, which can limit quality assurance and monitoring.

SPC for locum specialist support will be essential to improving health service efficiency, quality, and sustainability across Funafuti and the outer islands.
The Government will continue to upgrade secondary health care facilities, recruit and train specialised staff, and strengthen partnerships with regional and international health partners. Continuing collaboration with DFAT, SPC, and UNOPS to provide locum specialists, technical support, and capacity-building will be essential to maintaining high-quality services and achieving timely, locally delivered secondary care. Expansion of health information systems, clinical governance structures, and facility upgrades will ensure sustainable improvements in access, quality, and efficiency across Funafuti and outer islands.
3.10.5 -The Government will continue to train staff, expand community-based mental health initiatives, and strengthen partnerships with regional and international stakeholders. Strategies include integrating mental health into primary health care, deploying tele-mental health support to outer islands, increasing awareness campaigns to reduce stigma, and developing monitoring and evaluation systems to track service outcomes. Collaborating with organisations such as Fusi Alofa and their partners will remain central to ensuring inclusive, community-oriented, and culturally appropriate mental health services nationwide.
3.10.6 -the Government could implement pilot projects in collaboration with cultural and health partners. Such projects could document and validate traditional medicinal plants and healing practices, engage traditional healers in community health promotion, and develop culturally appropriate models for integration into primary health care. Research and capacity-building partnerships with regional organisations such as SPC and WHO could also support evidence-based use of traditional medicine. These initiatives would strengthen holistic health outcomes, preserve cultural knowledge, and align with Tuvalu's broader health and wellbeing goals under TE KETE.

development partners, including DFAT and the Pacific Community (SPC), has strengthened service delivery through the provision of locum specialists, helping to fill critical clinical and administrative gaps in Funafuti and outer islands. Reports indicate that at least 50–60% of primary care staff have participated in formal management or leadership development programs since 2021.

3.10.4 -The Government has prioritised the establishment and enhancement of secondary health care facilities to provide specialised medical services locally, reducing reliance on overseas referrals. Upgrades to Princess Margaret Hospital (PMH), including infrastructure improvements and investment in essential medical equipment such as a new digital radiography (DR) X-ray system, are ongoing. The Tuvalu Health System Strengthening Project (World Bank) and UNOPS initiatives support rehabilitation of outer-island clinics and expansion of diagnostic and emergency care services. Development partners, including DFAT and the Pacific Community (SPC), provide locum specialists and technical support, strengthening both clinical service delivery and administrative capacity. These combined efforts aim to ensure that complex medical conditions can be managed within Tuvalu wherever possible, enhancing accessibility and reducing the burden on overseas referral programs.

3.10.5 -Fusi Alofa Association plays a key role in promoting inclusion and psychosocial support, particularly for persons with disabilities, while engaging communities to reduce stigma and improve social connectedness. Fusi Alofa collaborates closely with the Tuvalu Red Cross, Department of Community Affairs (Social Welfare), SPC, and faith-based community groups, complementing clinical interventions with advocacy, awareness, and community engagement. Together, these efforts aim to improve access to mental health care, enhance early detection, and provide culturally appropriate support to individuals and families across Funafuti and the outer islands.

(CONTINUE TO THE OTHER COLUMN)

3.10.6 -Traditional medicine and healing practices remain an important part of Tuvalu's cultural heritage, with communities continuing to use herbal remedies, massage, and spiritual wellness practices for holistic health. While there is currently no dedicated national programme, several initiatives support the promotion and documentation of these practices. Community wellness and cultural events often include knowledge sharing of traditional health practices, supported informally by local health and cultural programmes. Additionally, the Tuvalu National Culture Policy (2018–24) recognises the role of traditional healers and encourages research into traditional medicine, providing a policy foundation for future initiatives.

National Outcome 11:Quality Education for Sustainable Living Improved for All *KSAs* *3.11.1. Provide and sustain excellence in education for all* *3.11.2. Implement curriculum reform at all levels of education targeting the key streams imperative to building the capacity, skills and resilience of Tuvalu* *3.11.3. Align the national education and training policy to the national human resource development priorities* *3.11.4. Provide quality teaching and learning consistently* *3.11.5. Provide appropriate e-learning opportunities through internet* *3.11.6. Develop a framework for the strengthening of the Tuvalu language*	3.11.1 -The Government, through the Ministry of Education, Human Resource Development (MEHRD) and the Education Department (EdDep), together with development partners, continues to review and strengthen strategies to improve student learning outcomes. The focus is on empowering the head, heart, and hands of all learners in Tuvalu. Initiatives under this outcome encompass curriculum reform, teacher quality, e-learning, and Tuvalu language development, which together contribute to sustaining excellence in education. 3.11.2 -The Tuvalu National Curriculum Policy Framework (TNCPF) was launched on 17 October 2025. Collaboration with SPC-EQAP is ongoing to align school curricula from primary to secondary levels. Math and English curricula for Years 1–4 have been reviewed with support from TAPQE to enhance foundational skills. 3.11.3 -All subjects' curricula are being mapped and scoped in collaboration with SPC-EQAP, which vets syllabuses to ensure alignment with the Pacific Qualifications Framework, serving as Tuvalu's National Qualifications Framework. This ensures that education and training outputs are relevant to national human resource needs. 3.11.4 - Currently, 68.9% of primary school teachers are fully qualified. By the end of April 2026, all teachers will have completed the first round of classroom observations to align with the Quality Teaching Assessment Tool, ensuring consistent delivery of high-quality teaching. 3.11.5 -All schools have computer labs except Nauti Primary School, achieving 91.6% coverage for primary and secondary schools. Motufoua Secondary School (MSS) is piloting a Digital Smart Classroom, with plans to roll out to Nauti, SDA, FSS, Vaipuna, Tolise, and Faikimua by August 2026. MSS and FSS also offer computer classes for Years 11–13. 3.11.6 -The TNCPF emphasises the importance of the Tuvalu language. In 2025, Year 4 students sat for the first PILNA Literacy Assessment in Tuvaluan, with results expected in April 2026 from SPC-EQAP.	3.11.1 -Challenges include limited resources for continuous teacher professional development, uneven access to educational technology in some schools, and ensuring equitable implementation across all islands. 3.11.2 -Curriculum reform requires continuous teacher training, provision of updated learning materials, and alignment with assessment standards across all schools. 3.11.3 -Challenges include ensuring all curricula meet both regional and national qualification standards and maintaining relevance to evolving workforce requirements. 3.11.4 -Teacher shortages in remote islands and limited professional development opportunities may affect uniformity in teaching quality. 3.11.5 -Limited ICT infrastructure and connectivity on some outer islands remain a barrier to full-scale e-learning implementation. 3.11.6 -Limited teaching materials and trained language specialists may slow full implementation across all schools. Vocational Institutions (TVET, TASTI, TMTI) certs not recognised outside of Tuvalu	3.11.1 -The Ministry will continue monitoring and evaluating educational strategies, strengthening teacher capacity, and working closely with development partners to implement interventions that enhance student achievement and resilience. 3.11.2 - The Ministry will continue curriculum alignment, pilot new teaching approaches, and strengthen monitoring of learning outcomes to ensure students acquire the skills, knowledge, and resilience required for national development. 3.11.3 -The Ministry will continue to integrate curriculum mapping with national development priorities, ensuring that education equips students with the skills needed to meet Tuvalu's human resource and sectoral needs. 3.11.4 -The Ministry will continue to build teacher capacity through training, observation feedback, and mentorship programmes to achieve consistent quality teaching across all schools. 3.11.5 -The Ministry will continue scaling up digital learning infrastructure, expand ICT capacity, and integrate e-learning into the national curriculum to enhance student engagement and outcomes. 3.11.6 -The Ministry will continue developing Tuvalu language teaching frameworks, training teachers, and promoting the use of Tuvaluan in literacy assessments and classroom instruction.

National Outcome 12:Civil Society, Youth, Women, Men and People with Disabilities Participation Improved *KSAs* *3.12.1. Promote greater participation of social institutions in the delivery of development to the people particularly at the island level* *3.12.2. Foster greater participation and inclusiveness of people with disabilities in development* *"3.12.3. Create innovative platforms for greater participation of men, youth and women in development* *3.12.4. Foster the integration of gender into the development in harmony with and recognition of the Tuvalu values* *3.12.5. Develop and implement a master plan for the advancement of sports capitalizing on its potential to provide career opportunities for youth.*	3.12.1 Civil society organizations—Tuvalu Association of NGOs (TANGO), TUFHA, Tuvalu National Council of Women, and also Red Cross —have played a vital role amplifying community voices, monitoring government actions, and providing services complimenting state services and capacities. Improving civil society means empowering our people to participate, to monitor, and to shape the future of our Nation as Civil society is the bridge between Government and the people; the voice of communities, and the guardian of accountability in a healthy democracy. -The National Women's Forum (September 2025) provided a structured platform for women from different islands to engage in policy dialogue and express priorities. The Shared Leadership Forum (September 2025) created space for discussions on inclusive leadership and governance, including women's participation in decision-making. Community engagement was further strengthened through the 16 Days of Activism campaign, which included outreach activities with civil society organisations and engagement with women in outer islands. These activities facilitated dialogue on gender-based violence, rights, and community responsibilities. In addition, ongoing consultations in outer islands on Temporary Special Measures (TSM) for women's representation in Parliament represent a concrete effort to involve communities directly in discussions on structural barriers to women's political participation. 3.12.2 -GAD supported the inclusion of persons with disabilities through collaboration with Fusi Alofa, including in the organisation of the National Women's Forum. This ensured representation of persons with disabilities in national dialogue spaces. Fusialofa was also actively engaged during the 16 Days of Activism, contributing to awareness-raising activities and ensuring that disability perspectives were included in discussions on gender-based violence and community wellbeing.	3.12.1 -Participation remains uneven across islands due to geographic isolation, limited transport, and resource constraints. Engagement depends on external funding and project-based activities, which affects continuity. There are also structural and cultural barriers to women's participation in decision-making spaces, particularly at higher levels such as Parliament. While consultations are taking place, translating community dialogue into policy adoption remains uncertain. Coordination across sectors is limited, and there is no unified framework to track how different institutions contribute to participation outcomes at island level. 3.12.2 -`Inclusion of persons with disabilities remains largely dependent on specific partnerships rather than being systematically integrated across all programmes. Accessibility barriers persist, including limited accessible infrastructure, communication tools, and tailored outreach approaches. There is limited data on participation of persons with disabilities in development processes, which constrains planning and monitoring. 3.12.3 -Participation platforms are still largely event-based and not institutionalised. Sustaining engagement beyond consultations and events remains a challenge. 3.12.4 -The handbook is still under development and has not yet been fully operationalised or tested at scale. Capacity constraints at island level may limit the effective use of the tool without sustained training and mentoring.	3.12.1 -Strengthen coordination mechanisms across ministries and local governance structures to ensure that participation is systematically embedded in development planning and service delivery. Institutionalise community consultation processes, including regular feedback loops between Kaupule, civil society, and national government. Support the adoption and implementation of Temporary Special Measures to address structural barriers to women's representation. Develop simple monitoring indicators to track participation at island level, disaggregated by sex, age, and disability, to inform policy adjustments. 3.12.2 -Promote systematic inclusion of disability considerations across all GAD-supported initiatives, rather than through standalone activities. Strengthen partnership with FusiAlofa to co-design programmes and ensure relevance. Advocate for accessibility standards in community consultations and national events. Support the development of data collection mechanisms to track participation of persons with disabilities in development processes. GEDSI facilitators targeting the development of capacity of selected people from the outer islands to engaged in community mobilisation for promoting gender equity and social inclusion, including disability inclusion. 3.12.4 -Finalize and pilot the GEDSI handbook with selected Kaupules, followed by phased roll-out. Provide practical training and ongoing mentoring to ensure effective application. Frame gender integration explicitly within Tuvalu values (e.g. paagatasi and lototasi) to strengthen ownership and acceptance. Link the handbook to funding requirements (e.g. climate finance access) to reinforce its practical relevance.

	3.12.3 -Existing initiatives such as national forums and community outreach activities have provided entry points for participation of women and men and youth. The Shared Leadership Forum contributed to expanding dialogue on inclusive leadership involving both women and men, including traditional leaders. The ongoing consultations on Temporary Special Measures also represent an emerging platform for engaging communities, including men and youth, in discussions on governance and representation. 3.12.4 -GAD, in collaboration with the Department of Home Affairs, is developing a Gender Equality, Disability and Social Inclusion (GEDSI) handbook to support Kaupules' access to climate finance. This approach is grounded in Tuvalu cultural values and aligns gender mainstreaming with local governance systems. This represents a shift from standalone gender activities toward integrating gender considerations into planning, budgeting, and project design processes at island level.		

STRATEGIC PRIORITY AREA 4: ISLAND AND CULTURE DEVELOPMENT

Under NO #13 – Increased Falekaupule Capacity and Resilience require consistent strengthening of Falekaupule and Kaupule staff and technical backstopping particularly from Communities and Ministerial Departments, PWD and Rural Development Headquarters. Strengthening the Kaupule's capacity for effective resource utilization is essential for fiscal accountability and sustainable service delivery. Monitoring of numerous (GoT) and donor partnerships—particularly for large climate adaptation projects remains a demanding task for the capacities at the Kaupule but nevertheless essential for effective delivery and resilience at the island level. Any successful Devolution Policy Framework NO # 14, depend on clearer fiscal anchors, stronger Kaupule policies and roles, and targeted capacity upgrades supported by enabling data reforms; measures that will facilitate the transition of any authority and financial autonomy closer to communities. In Tuvalu, culture and traditional knowledge are being actively enhanced through policies, community practices, and donor-supported programs that recognises the coexistence and strength of traditional subsistence economy and the more modernised and monetised model of living. Reciprocity transaction that is acknowledged in wealth equalisation (olaga alofa faka Tuvalu) and is encouraged to ensure the resilience and sustainability of communities. Food security is undermined by the increasing dependence on imported food (rice,flour,sugar), limited market availability of local produce, and its higher cost compared to imports. Addressing these constraints is critical for resilience and nutrition."

Te Kete Details	Progress / KPIs	Challenges //Opportunities	Way Forward / KOR Achieved
N**ational Outcome 13:Capacity and Resilience of Falekaupule Increased** *KSAs* *4.13.1. Improve the traditional Falekaupule governing organizational structure* *4.13.2. Foster close working relations between Falekaupule and Kaupule, recognizing the latter as the working arm of Falekaupule* *4.13.3. Enhanced Falekaupule ability to make informed decisions through mechanisms such as enhanced partnership between Falekaupule, Government and Tamafenua.* *4.13.4. Develop the capacity of Falekaupule and improve institutional and organizational structure of Kaupule* *4.13.5. Develop the capacity of Kaupule technical support staff*	The Falekaupule, as the traditional island council, and the Kaupule, as its executive arm, remain central pillars of Tuvalu's community governance system. Together, they embody cultural legitimacy, community authority, and local ownership of development. Their role ensures that decisions are grounded in tradition while also serving as a bridge to modern national planning frameworks. Strengthening local governance in Tuvalu's island councils has included reforms that respect Aganu (customary authority), clarify legal roles under the Falekaupule Act, and build practical capacity for planning, finance, service delivery and accountability. The capacity and resilience of the Falekaupule must be strengthened through Headquarters facilitative role - to ensure effective local governance and sustainable community development. This requires investment in leadership training, financial and project management skills, legal and rights awareness, and the integration of modern monitoring systems alongside traditional practices. By embedding inclusivity, climate resilience, and alignment with national priorities, the Falekaupule can evolve into a more robust institution. Improved access to information, stronger partnerships with Rural Development	The Falekaupule, as the traditional island council, and the Kaupule, as its executive arm, remain central pillars of Tuvalu's governance system. Together, they embody cultural legitimacy, community authority, and local ownership of development. Their role ensures that decisions are grounded in tradition while also serving as a bridge to modern national planning frameworks. The capacity and resilience of Tuvalu's Falekaupule (island councils) have been steadily strengthened through a mix of governance reforms, capacity strengthening, Government and donor-supported budgets and programs, and community-based initiatives.	Strategic Alignment with National Goals: A critical improvement for every island is ensuring that all subordinate island strategic plans (ISPs) are strictly aligned with the broad national planning framework established in Te Kete. This ensures that local development efforts contribute directly to the national vision of a "Peaceful, Resilient and Prosperous Tuvalu To enhance the effectiveness of island-level governance, there is a need to strengthen the capacity of Kaupule staff through a structured and sustained approach. This can be achieved through the implementation of targeted training programs focused on key areas such as project management, financial management, monitoring and evaluation, and strategic planning. Strengthening technical and administrative skills will enable Kaupule staff to better plan, implement, and monitor development activities at the island level.

	Headquarters and Ministries, and inclusive mechanisms that ensure Youths, Tamafenua and Gender voices are heard in decision-making. By combining traditional knowledge with modern governance tools, and by investing in training, awareness, and collaboration, communities are better equipped to make informed choices, safeguard essential services, and contribute to a resilient and sustainable future. Development of Basic Infrastructure; Digital upgrades; better communications; protection of their land and existential rights; Advocacy programs from Cabinet Decisions to Program Advocacy of the Department of Rural Development. Educational, Sports and Health programs to keep them safe from pandemics and immunization programs.		
National Outcome 14: Devolution Policy Framework Improved *KSAs* *4.14.1. Develop and implement a decentralization policy framework and clearly demarcate the status of devolution within the policy* *4.14.2. Conduct a review of the Kaupule Development Coordinating Committee (KDCC) to enhance coordination of all development activities targeted to each island* *4.14.3. Improve the mechanism to better consolidate all budgetary provisions for island development* *4.14.4. Create a framework for the equitable distribution of resources to all islands in accordance with traditional norms of sharing and distribution where both per capita and communal populations are accounted as key determining factors (te tufa, nifo and muafale - at times of abundance these are important traditional values reminding us of giving and sharing, values that sustained us through good*	Decentralisation has been tried before with Agriculture to Vaitupu. Devolution Assessment needs to be done. The partnership between the national government and island governance structures forms the foundation of Tuvalu's devolution process, whereby certain government functions and responsibilities are delegated to the island level to be managed by local bodies. This outcome recognizes that the early stages of the devolution process in Tuvalu began with the establishment of the Falekaupule, where certain local government functions were transferred to the island level to strengthen community participation in decision-making. The Kaupule Development Coordinating Committee (KDCC) was later introduced as a mechanism to improve coordination of development activities at the island level. However, the KDCC is currently not fully active. The Ministry is therefore planning to strengthen and revive this mechanism to better coordinate and monitor all development activities implemented on each island and	Lack of a comprehensive and clearly defined decentralization policy framework. Limited monitoring and reporting mechanisms at the island level. Limited financial management capacity at the island level. Insufficient transparency in allocation and utilization of funds. Acquittal Reports - not timely; lack of capacity; project funds not acquitted - Positions are selected by Kaupule. Too many available choices of jobs and capacities are lacking behind. Shipping and Cargo handling in the islands - when there is a funeral.	Develop clear guidelines and tools to support operationalization of the policy Conduct a review of KDCC Build financial management capacity of Kaupule staff through training and technical support Introduce monitoring and reporting systems to track island-level development activities Integration of Traditional Values: The path forward emphasizes using traditional benchmarks—like the community sharing of a fish catch—as guiding principles to ensure no families or islands are left behind during times of abundance or scarcity

and bad times e.g. returning from fishing the community will share the fish among the famillies; when there is still excessive food available then the sharing will be made on a per capita basis and widows and families with little cash incomes receiving extra shares)	ensure that projects align with national development priorities. The COSFA policy was introduced in 2024 to improve fairness and transparency in the distribution of government grants to island communities. Previously, all islands received the same level of funding regardless of population size. Under the COSFA policy, funding allocations are now determined based on the population of each island -CRITERIA) ensuring that resources are distributed more equitably according to community needs. This policy aims to improve the effectiveness of development funding and support more balanced development across the islands of Tuvalu.		
National Outcome 15: Culture and Traditional Knowledge Enhanced *KSAs* *4.15.1. Mainstream culture into all sectors of development* *4.15.2. Develop cultural industries as imperative platform towards socio-economic and income-generating activities* *4.15.3. Provide and improve library and archives services in the strengthening of the Tuvalu culture*	Mainstreaming culture across all sectors remains a challenge, as integrating cultural considerations into development planning and implementation requires strong coordination and awareness among different ministries and stakeholders. Despite these challenges, the GoT continues to undertake various initiatives to strengthen and promote Tuvaluan culture. This includes conducting training and awareness programs aimed at increasing public understanding of the importance of preserving cultural identity, traditional knowledge, and practices. Financial support is being provided to promote local handicrafts, particularly for women, as a way to encourage income-generating activities and strengthen the role of culture in economic development. Preparations for the upcoming Fakaapo Festival 2026 also provide an important platform for celebrating and promoting Tuvaluan culture, traditional knowledge, and community participation. Over the past few years, GoT has also focused on documenting and preserving traditional knowledge through written records. Efforts have been made to collect and compile stories, historical accounts, and cultural knowledge from elders and community members. To date, four cultural journals have been completed and submitted to the national library and archives	Lack of clear guidelines on how to integrate culture into policies and programs. Weak coordination between cultural authorities and line ministries. Lack of skills in entrepreneurship, marketing, and product development. Limited resources such as digital archiving equipment, funding constraints, and staff turnover. Risk of loss of cultural knowledge due to climate change and aging population	Conduct awareness and training programs for ministries and stakeholders. Strengthen coordination mechanisms between the Department of Culture and other sectors. Deliver training on business development, marketing, and product innovation. Digitize cultural materials to ensure long-term preservation and accessibility. Continue documentation of traditional knowledge, including oral histories and cultural practices. Collaborate with partners such as UNESCO to support preservation efforts

	to support the preservation and accessibility of Tuvalu's cultural heritage for future generations. Phases 1 and 2 of the Dictionary Project were completed and verified by the Dictionary Committee, with support from a recruited Local Technical Advisor. This steady progress ensures the Dictionary remains on track for its final phase		
National Outcome 16: Traditional Economic Model of Reciprocity and Distribution of Wealth Strengthened *KSAs* *4.16.1. Strengthen the village-based economic model of reciprocity and redistribution of wealth* *4.16.2. Strengthen sustainable food production and security, eco-systems, and well-being for the community* *4.16.3. Foster traditional mechanisms that bring about greater degree of self-reliance and community cohesiveness*	Gradual shift from traditional systems to cash-based economy. Tuvalu is experiencing a gradual shift toward a cash economy, particularly in Funafuti, where wages, remittances, and imported goods drive monetary transactions. However, traditional exchange systems remain strong in outer islands, reflecting cultural resilience. The coexistence of cash and traditional systems highlights both opportunities and challenges for "olaga faka Tuvalu". Tuvalu is prioritizing sustainable food systems to reduce reliance on imports and improve nutrition. Protecting ecosystems — from coastal fisheries to agricultural lands — ensures long-term resilience against climate change. These efforts directly support community well-being by safeguarding livelihoods, promoting healthier diets, and reinforcing cultural practices tied to land and sea. Integrating traditional knowledge with modern approaches will be key to sustaining both ecosystems and people. A National Strategy for Healthy Local Food Supply, which is under the Tuvalu Development Fund (TDF) and operationally implemented as the Local Food Trade Mechanism (LFTM), was initiated in 2021. The LFTM aims to strengthen Tuvalu's food system by promoting the supply and trade of local food between the outer islands and Funafuti. The initiative supports	OPPORTUNITY: Traditional systems of sharing, reciprocity, and collective responsibility continue to play a vital role in Tuvaluan society. These mechanisms reduce dependence on external inputs, promote food security, and sustain social bonds across islands. By integrating traditional practices with modern governance and development programs, Tuvalu can enhance community resilience, preserve cultural identity, and ensure that self-reliance remains a cornerstone of national well-being. Tuvalu's agriculture and fisheries sectors face mounting impacts from climate change, including droughts and saltwater intrusion, which undermine productivity and resilience. Limited land availability and declining soil fertility further constrain local food production. As a result, dependence on imported food continues to grow, posing risks to food security, community well-being, and national self-reliance.	Promote climate-resilient agriculture. Provide training and technical support to communities on food production. Strengthen partnerships with relevant stakeholders to support food security initiatives and encourage local food production to reduce reliance on imports. The COSFA Policy was implemented in 2024 with the aim of improving the fairness in the distribution of grants across the islands. Prior to the introduction of this policy, all islands received the same amount of funding to support their development projects. However, this approach did not fully consider the differences in population size among the islands The COSFA Policy was therefore introduced to promote greater equity in the allocation of funds. Under this policy, grants are distributed based on the population of each island, ensuring that islands with larger populations receive a proportionate share of the funding. The main objective of the policy is to ensure a fairer and more needs-based distribution of financial resources to support community development projects across Tuvalu.

	farmers and fishers in increasing local production, improving access to locally produced food, and enhancing the resilience of the national food supply chain. (Red line) A key milestone of this initiative is the establishment of a national market (AUD 400,000), which will serve as a central hub to facilitate and expand the trade of local food within the country.		

	Headquarters and Ministries, and inclusive mechanisms that ensure Youths, Tamafenua and Gender voices are heard in decision-making. By combining traditional knowledge with modern governance tools, and by investing in training, awareness, and collaboration, communities are better equipped to make informed choices, safeguard essential services, and contribute to a resilient and sustainable future. Development of Basic Infrastructure; Digital upgrades; better communications; protection of their land and existential rights; Advocacy programs from Cabinet Decisions to Program Advocacy of the Department of Rural Development. Educational, Sports and Health programs to keep them safe from pandemics and immunization programs.		
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STRATEGIC PRIORITY AREA 5: INFRASTRUCTURAL DEVELOPMENT

Foundational infrastructure for Tuvalu's economic and social growth is progressing positively, with favourable support of our development partners. Nevertheless serious consideration of long-term maintenance must be fully integrated into future financial planning. The development of the Infrastructural Master Plan, led by the Public Works Department (PWD) in collaboration with PRIF, is underway, with the national building code applied to ensure climate-resilient construction. However, compliance remains costly for private housing, as most construction materials are imported and shipping expenses are high. By strengthening resilient housing and upgrading national facilities, Tuvalu is preparing for impending disasters. Improvements in shipping, networking, and harbour infrastructure have advanced, ensuring reliable trade and mobility for people and goods. At the same time, the provision of quality and affordable renewable energy and the pursuit of universal access to clean water and sanitation collectively establish a strong foundation for sustainable development, improved living standards, and long-term resilience.

Te Kete Details	Progress / KPIs	Challenges //Opportunities	Way Forward / KOR Achieved
National Outcome 17: Resilient Housing and National Building Facilities Upgraded *KSAs* *5.17.1. Develop and implement a master plan for all buildings and facilities both at the national and island levels.* *5.17.2. Develop and implement a climate proof national housing programme.* *5.17.3. Establish a sustainable maintenance programme* *5.17.4. Develop and implement a master plan for all sport facilities and structures throughout the nation* *5.17.5. Implement the national building code.* *5.17.6. Develop integrated IGIF principles to assist Tuvalu in bridging the geospatial digital divide* *5.17.7. Adopt and implement IGIF to plan, and manage future infrastructures to maximise the use of our country's limited land resources*	5.17.1 -The Public Works Department is leading the development of a national master plan in collaboration with the Pacific Region Infrastructure Facility (PRIF). Work has already commenced, including the compilation of existing documentation on government buildings and facilities. Initial consultations with line ministries have been completed, and preparations are underway to roll out consultations to outer islands for data validation and stakeholder engagement. The draft master plan is targeted to be finalised by December of this calendar year, providing a comprehensive blueprint for national and island-level infrastructure planning. 5.17.2 -The Government has begun promoting climate-resilient housing designs that comply with national building standards to address increasing climate risks such as sea level rise, coastal flooding, and extreme weather events. As part of these efforts, the official residence of the Deputy Prime Minister has been constructed in accordance with the requirements of the Tuvalu National Building Code, making it one of the first government housing structures designed to meet these standards. This initiative serves as a pilot example to demonstrate climate-resilient construction practices, with plans to apply similar building standards to future government housing and infrastructure developments.	5.17.1 -Data gaps and incomplete documentation on existing infrastructure continue to present challenges for master planning. Ensuring meaningful engagement with outer island stakeholders and aligning diverse agency priorities may also affect timelines. 15.7.2 -The implementation of climate-resilient housing on a larger scale continues to face several challenges, including high construction costs, limited access to resilient building materials, and financial constraints. Technical capacity in climate-resilient housing design and construction also remains limited. 5.17.3 -Maintenance programmes often face financial constraints, limited technical staff, and lack of systematic asset management frameworks. As a result, infrastructure maintenance is sometimes reactive rather than preventive 5.17.4 -Limited funding and space constraints, particularly in urban areas such as Funafuti, affect the expansion and upgrading of sports facilities. Maintenance of existing facilities also remains a challenge due to limited resources 5.17.5 -Ensuring consistent application of the building code across all islands remains a challenge due to limited technical personnel and varying levels of awareness among contractors, developers, and stakeholders. Training and outreach for local builders and government agencies are ongoing needs.	5.17.1 -The next steps include completing consultations with outer islands, validating infrastructure data, and incorporating feedback from all stakeholders. Finalisation of the draft master plan will enable the Government to guide future investments in resilient buildings and facilities across Tuvalu. Strengthened coordination with line ministries and development partners will be essential for successful implementation 5.17.2 -Moving forward, the Government intends to use the Deputy Prime Minister's residence as a model for future public housing and infrastructure projects. Strengthening technical guidance, promoting compliance with the national building code, and expanding climate-resilient housing initiatives will be key priorities. Collaboration with development partners and improved access to resilient construction materials will also support the wider implementation of the climate-proof national housing programme. 5.17.3 -Establishing a national asset management and maintenance framework will help ensure regular monitoring and upkeep of public infrastructure. Allocating dedicated maintenance budgets and strengthening technical capacity will support more sustainable infrastructure management. 5.17.4 -Future initiatives will focus on developing a national sports facilities master plan that identifies priority investments and

	5.17.3 -PWD Department has initiated efforts to improve the maintenance of public buildings and infrastructure through periodic inspections and repairs. Some ministries are strengthening asset management systems to better track infrastructure conditions and maintenance needs with the support of the Ministry of Finance for fundings. 5.17.4 -The Government continues to promote the development of sports infrastructure to support community well-being and youth development. Improvements have been made to selected sports facilities, including the national stadium and community sports areas, to support national and regional sporting activities. No Master Plan for sports facilities have been 5.17.5 & -The National Building Code of Tuvalu 2024 (Incorporating Amendment 1) was officially published on 10 December 2024 and is now being implemented nationwide. To support enforcement and compliance, the Building Code Unit has been established within the Public Works Department, staffed with two newly recruited officers responsible for monitoring, guidance, and technical support. Government buildings and new construction projects are progressively aligning with the updated code, including pilot applications in key government housing and facilities. 5.17.6 &5.17.7 -The Lands and Surveys Department, with technical support from the Pacific Community, has conducted a national stakeholder consultation workshop to support the adoption of the Integrated Geospatial Information Framework. During the workshop, a national roadmap was developed to guide the implementation of the framework in Tuvalu. From the nine strategic pathways of the framework, stakeholders identified three priority pathways that are most relevant and manageable within the remaining implementation period of TE KETE. These priority pathways include Leadership, Data, and Communication, which will guide the strengthening of geospatial governance, data management, and information sharing across government institutions	5.17.6 &5.17.7 -The implementation of geospatial initiatives requires specialised technical expertise, improved digital infrastructure, and stronger institutional coordination across government agencies. Limited human resources and financial constraints may affect the pace of implementation	promotes community access to sports infrastructure. Strengthening partnerships with regional organisations and development partners may also support facility upgrades. 5.17.5 -Future efforts will focus on strengthening enforcement, expanding capacity within the Building Code Unit, and providing technical guidance and awareness programs for stakeholders. The Government also plans to use model projects, such as climate-resilient housing and government facilities, to demonstrate compliance and best practice standards 5.17.6 & 5. 17.7 -The Lands and Surveys Department is currently awaiting the next council meeting with the Pacific Community to further develop a country action plan that will guide the implementation of the identified priority pathways. The action plan will outline specific activities, institutional responsibilities, and capacity-building initiatives to support the effective use of geospatial information for national planning and infrastructure management

National Outcome 18: Improve Shipping, Networking and Harbour Facilities *KSAs* *5.18.1. Building harbour facilities that allow ships to go right up to shore and berth alongside a deep-sea wharf* *5.18.2. Establish a domestic air service while at the same time build a new International Airport freeing up the existing airfield for other demanding infrastructural target activities.* *5.18.3. Improve international air and shipping services to ensure reliability of service and lower transport cost.* *5.18.4. Improve the quality of roads on Funafuti and all outer islands. The main objective is for all people to have access (pagatasi - every single Tuvaluan in our traditional setting must not be left out and all to get same treatment)*	5.18.1 -The Government's ongoing project aims to construct new harbours for all outer islands that currently lack port facilities, ensuring safer and more reliable docking for vessels. Harbours at Nukulaelae, Nui, and Niutao have been completed and are fully operational, providing safer, more reliable berthing for ships. Construction continues on remaining outer islands with the goal of achieving equitable port access for all communities, improving both transport safety and service reliability. 5.18.2 -The Government is in the final stages of establishing the Tuvalu Domestic Air Service (DAS). Cabinet has approved the creation of a dedicated Project Management Unit (PMU) and the appointment of a full-time officer to manage the service. Construction of the DAS hangar is near completion, pending roofing installation, and the Nanumea runway has been largely finalised with field marking complete. These developments will enable the operational rollout of domestic air services while the planned new international airport will handle regional and international flights 5.18.3 -Efforts are ongoing to strengthen Air Tuvalu's connectivity with regional and international airlines. Partnerships and coordination with other airlines are being explored to provide more frequent and affordable travel options. Fiji Airways has announced a 20% discount on fares for students and patients, effective from 30 September 2025, improving affordability for key groups. Initial measures have been implemented to review airfare structures and reduce travel costs where feasible. 5.18.4 -The Public Works Department continues its efforts to maintain road infrastructure across Funafuti and the outer islands through routine maintenance programmes conducted annually. These efforts aim to ensure safe and accessible road networks for all communities, in line with the national objective of pagatasi (equitable access for all)	5.18.1 -Geographical constraints, exposure to extreme weather events, and limited financial resources continue to present challenges for completing harbours on all outer islands. Coordination with multiple agencies and contractors is also essential to ensure quality and timely delivery. 5.18.2 -Remaining tasks include completing construction of DAS facilities, sourcing final materials, and ensuring the air service is fully operational with trained staff and regulatory compliance. 5.18.3 -Key challenges include limited frequency of services, high operational costs, vulnerability to weather disruptions, and the safety risk posed by having no alternate airfield in Tuvalu for emergency landings, which limits options in case of aircraft emergencies. Additionally, Tuvalu's small market size constrains negotiating power with international carriers, and disruptions can significantly affect connectivity and costs. 5.18.4 -Ongoing challenges include limited financial resources, the high cost of materials and logistics for outer islands, and the impact of climate-related events such as flooding and coastal erosion, which accelerate road deterioration. Also, key challenges include limited financial resources, high costs of materials and logistics for outer islands, and the impacts of climate-related events such as flooding and coastal erosion. In addition, while the principle of pagatasi (equitable access for all) underpins national development, there is currently no clear inclusive implementation plan to ensure that this principle is systematically integrated into the design and construction of road infrastructure across all islands.	5.18.1 -The Government will continue the phased construction of harbour facilities on remaining outer islands, ensuring compliance with safety and operational standards. Strengthened planning, stakeholder engagement, and technical support from development partners will help complete the programme and achieve nationwide port coverage. 5.18.2 -The Government will finalise all remaining DAS infrastructure, complete operational preparations, and ensure safety and regulatory compliance for domestic flights. The PMU will coordinate implementation, staffing, and scheduling, with support from regional aviation authorities and development partners to ensure a fully functional and sustainable domestic air service. 5.18.3 -The Government will strengthen agreements with international carriers, explore alternative shipping routes, and implement policies to incentivise reliable and cost-effective transport services. Infrastructure improvements at ports and airfields, as well as operational safety measures, will be prioritised to mitigate emergency risks. Collaboration with regional aviation and maritime organisations will continue to enhance safety, reliability, and efficiency in Tuvalu's transport network. 5.18.4 -For FY 2026/2027, the Government has prioritised investment in the construction of new roads in Funafuti to support upcoming national and regional and international events. At the same time, continued maintenance of existing roads across all islands will remain a priority to ensure equitable access and long-term sustainability of road infrastructure.

National Outcome 19: Quality and Affordable Energy Supply *KSAs* *5.19.1. Assess the appropriate energy mix through research, collaboration and partnership* *5.19.2. Strengthen efforts on decreasing the high dependency on costly fuel imports* *5.19.3. Review the existing energy supply on the outer islands as well as on Funafuti and consider installing suitable solar energy service provision*	5.19.1 -Tuvalu has made significant strides in expanding renewable energy to reduce reliance on imported diesel and improve energy security. Key initiatives include the floating solar PV system at Tafua Pond in Funafuti, generating around 174 MWh annually, as well as solar PV and battery storage installations supported by the Asian Development Bank across Funafuti and outer islands. GEF and IAREP projects are also enhancing solar capacity and storage infrastructure, contributing to grid stability, fuel savings, and climate resilience. 5.19.2 - The household biogas project, which converts organic waste into clean energy for cooking and small-scale electricity use collectively, these projects contribute to lowering fuel consumption and improving energy security. However, data show that Funafuti continues to consume a high volume of diesel, indicating that fuel dependency remains a significant challenge. 5.19.3 -Solar photovoltaic (PV) systems with battery storage have already been installed in several outer islands, including Nui, Nukufetau, and Nukulaelae, improving electricity reliability and reducing diesel consumption.	Despite progress, logistical difficulties in transporting equipment to outer islands, maintenance of PV and battery systems, and limited local technical capacity remain constraints. Additionally, ensuring equitable access to reliable energy across all islands continues to be a challenge. 5.19.1 -Despite these efforts, data show that Funafuti and the wider energy sector continue to consume a significant amount of imported diesel fuel — historically around 1.76 million litres per year for electricity generation alone and with renewables still accounting for a relatively small share of total energy consumption (around 5 % in 2022 and increases to 19% in 2023). This reflects the ongoing dominance of diesel in the energy mix. 5.19.3 -Despite these installations, diesel remains the dominant source of electricity, especially in Funafuti, with limited renewable capacity in smaller outer islands. Logistical difficulties in transporting solar equipment, limited local technical skills for operation and maintenance, and intermittent solar generation are key constraints.	5.19.1 -The Government aims to achieve 100 % renewable electricity generation by 2035 through further solar PV and battery expansions. Efforts will focus on building local technical skills, strengthening maintenance systems, promoting community awareness, and ensuring equitable energy access to all communities across Tuvalu. 5.19.2 -The Government will continue to expand renewable energy capacity, strengthen local technical and maintenance capacity, and promote policies that accelerate the transition away from diesel dependency — including additional hybrid systems, energy storage, and efficiency measures that further reduce fuel imports and energy costs. 5.19.3 - The Government plans to expand solar PV and battery systems across all outer islands, strengthen local technical capacity for installation and maintenance, and integrate renewable energy into the national grid to improve reliability. These measures aim to ensure equitable access to clean, affordable, and sustainable energy while further reducing reliance on imported diesel fuel.
National Outcome 20: Access to Clean Water and Sanitation Achieved *KSAs* *5.20.1. Continue building storage water capacity nationwide including improved guttering and catchment* *5.20.2. Promote education programme on cleanliness to foster healthy homes and surrounding environment* *5.20.3 Increase access to quality water supply taking into full account Water Quality Compliance with Acceptable Drinking Water Standards* *5.20.4. Update and implement Tuvalu National Water and Sanitation Policy*	5.20.1 -Tuvalu has made significant progress in expanding water storage capacity through a combination of community-level and national projects. Community water cisterns across Funafuti and the outer islands, with capacities of up to 30,000 litres, have enhanced the ability of households and communities to store rainwater during dry periods. These cisterns are complemented by improved guttering and catchment systems, ensuring maximum collection efficiency. The Funafuti Water Supply and Sanitation Project, funded by the ADB, further strengthens storage infrastructure by integrating tanks and pipelines that support urban water distribution. Similarly, solar desalination units and projects at institutions such as Motufoua Secondary School include dedicated storage tanks, ensuring that both	5.20.1 -Limited financial resources, high costs of materials, and logistical challenges in transporting equipment to outer islands continue to constrain progress. Maintenance of existing water infrastructure and uneven distribution of storage capacity also remain concerns 5.20.2 -Behavioural change remains gradual, and there are limitations in resources to sustain continuous nationwide awareness programmes. Coordination across sectors such as health, education, and community development can also be strengthened. 5.20.3 -Outer islands have limited treatment and monitoring capacity. Water contamination risks arise from aging infrastructure, saltwater intrusion, and extreme weather events. Seasonal variability of rainwater sources makes supply inconsistent in some areas.	5.20.1 -Scale up storage solutions through hybrid systems combining rainwater harvesting and solar desalination. Engage local communities in routine maintenance and monitoring of infrastructure. Integrate storage systems with broader water distribution networks to improve resilience during droughts and extreme weather events. 5.20.2 -Strengthen school-based and community-led hygiene campaigns, leveraging NGOs, faith-based groups, and local leaders for broader reach. Use multimedia tools to educate remote outer islands. Monitor behavior change outcomes and adapt programs to ensure long-term adoption of healthy sanitation practices. 5.20.3 -Expand safe water infrastructure, particularly solar desalination and advanced rainwater harvesting systems. Strengthen water quality monitoring and integrate it with

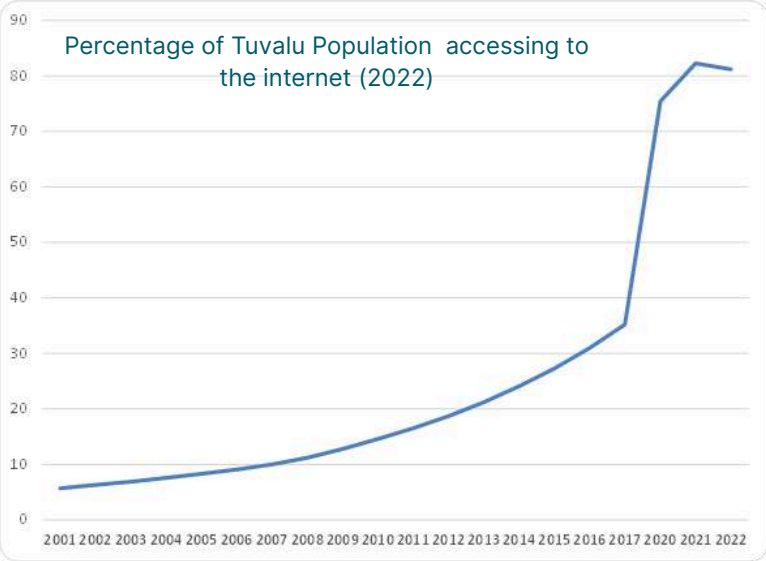
	desalinated and harvested rainwater are available consistently, even during periods of low rainfall. Collectively, these efforts have significantly improved Tuvalu's capacity to manage and store water nationwide. 5.20.2 -Water projects in Tuvalu have integrated education and awareness programs to promote hygiene and sanitation practices at the community and school levels. The GCCA+ SUPA and Integrated Water Resource Management (IWRM) projects include outreach initiatives that teach proper water handling, safe sanitation practices, and environmental hygiene to households. Schools, particularly Motufoua Secondary, have incorporated hygiene education alongside the installation of new water systems, fostering early awareness among students. These educational programs help reduce the risk of waterborne diseases and encourage communities to maintain healthy home environments, creating long-term benefits for public health and environmental cleanliness. 5.20.3 -Access to clean and safe water has been strengthened through multiple initiatives, ensuring compliance with national and international drinking water standards. The Funafuti Water Supply and Sanitation Project delivers treated water to urban communities, meeting acceptable quality standards. Solar desalination projects, along with rainwater harvesting systems on outer islands and at schools, provide clean, potable water to areas previously underserved. The IWRM project supports ongoing monitoring and forecasting of water supply, which ensures that water quality and availability remain reliable, even during periods of drought. Together, these initiatives significantly expand equitable access to safe drinking water across Tuvalu. 5.20.4 -. Tuvalu's original Sustainable and Integrated Water and Sanitation Policy 2012–2021 provided the national framework to guide water and sanitation planning, infrastructure development, and service delivery for nearly a decade, and was formally endorsed and released by government agencies in 2021 as the guiding policy for that period. Although this policy has	5.20.4 -Expand safe water infrastructure, particularly solar desalination and advanced rainwater harvesting systems. Strengthen water quality monitoring and integrate it with national reporting. Promote community awareness on safe storage and hygiene practices to maintain water quality at household and community levels.	national reporting. Promote community awareness on safe storage and hygiene practices to maintain water quality at household and community levels. 5.20.4 -Integrate ongoing and planned projects with the WaSH Policy objectives to ensure consistent progress. Strengthen inter-agency coordination, monitoring, and reporting mechanisms. Secure technical and financial support to scale initiatives and ensure equitable, sustainable access to water and sanitation services nationwide.

	now expired, Tuvalu has progressed its water sector governance by developing a new National Water, Sanitation and Hygiene (WaSH) Policy 2025–2034, which reflects current needs and priorities across both Funafuti and the outer islands. The drafting process involved national consultations with stakeholders, including government departments, community groups, and development partners such as the Asian Development Bank (ADB), ensuring that the new policy is grounded in evidence and community priorities. This updated WaSH Policy aims to strengthen institutional coordination, improve access to safe water and sanitation services, integrate hygiene and behaviour change strategies, and support resilient infrastructure planning aligned with climate adaptation frameworks. As such, current water and sanitation projects — including rainwater harvesting, expanded storage capacity, reticulated supply systems, and sanitation upgrades — are supporting the implementation and operationalisation of this new policy, providing a strong foundation for meeting national targets through 2034.		

KEY PERFORMANCE INDICATORS (TRENDS)

STRATEGIC PRIORITY AREA 1: ENABLING ENVIRONMENT

National Outcome 1: Harnessing DIgital Transformation to Improve lives

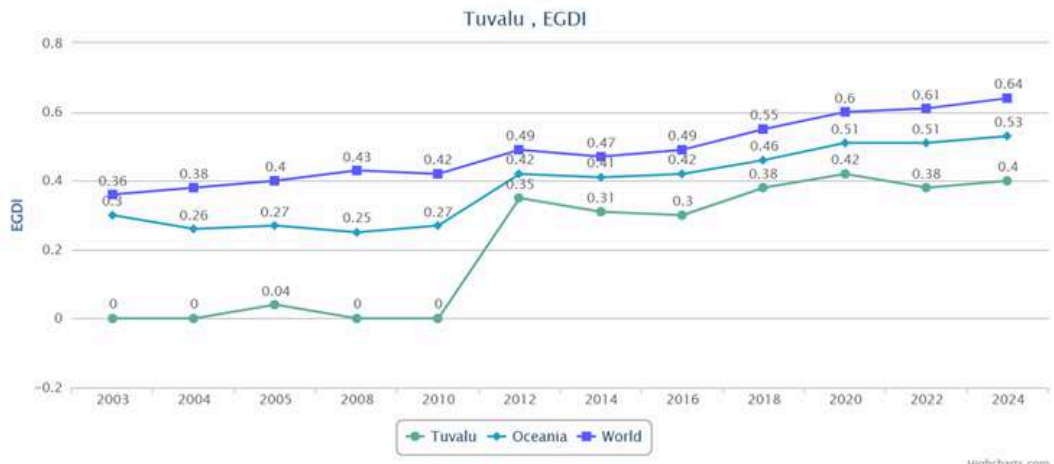


Source: UNDESA LDC Data, 2025

In 2023, 74.3% of Tuvalu's population were Internet users, compared with a 75.7% average for the East Asia and Pacific region and a 72.8% global average, based on World Bank / ITU data.

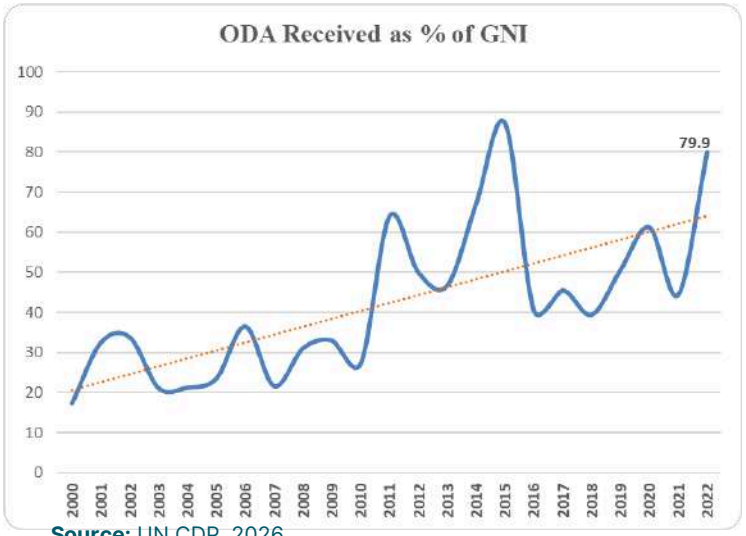
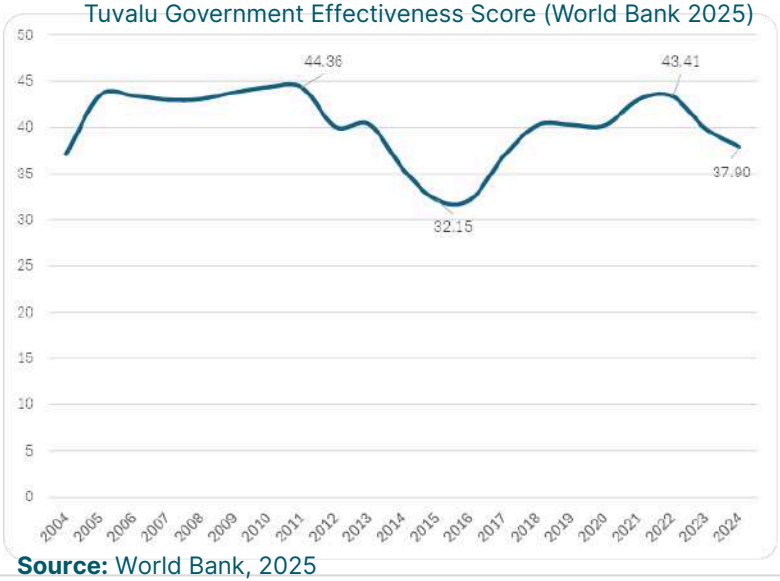
Between 2010 and 2019, the percentage of individuals using the Internet has increased from 15% to 84% (ITU estimates, and Tuvalu MICS 2019-20).

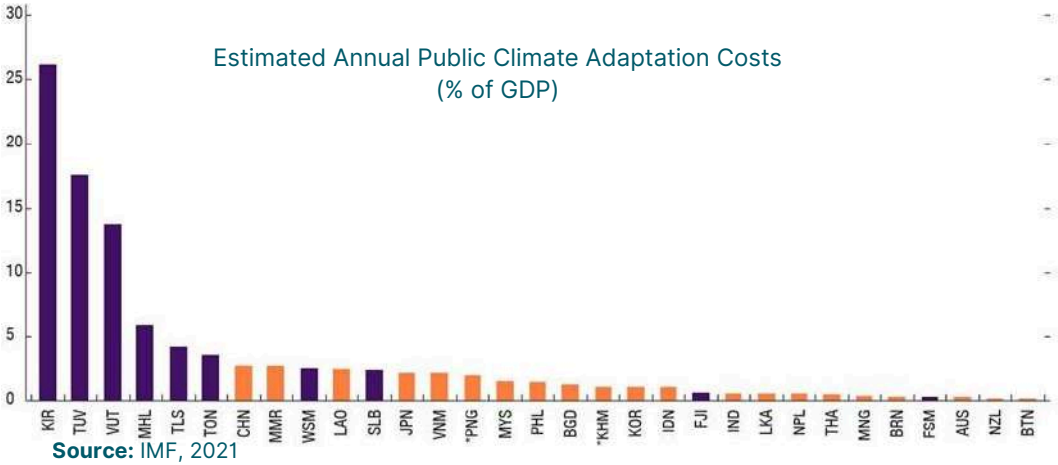
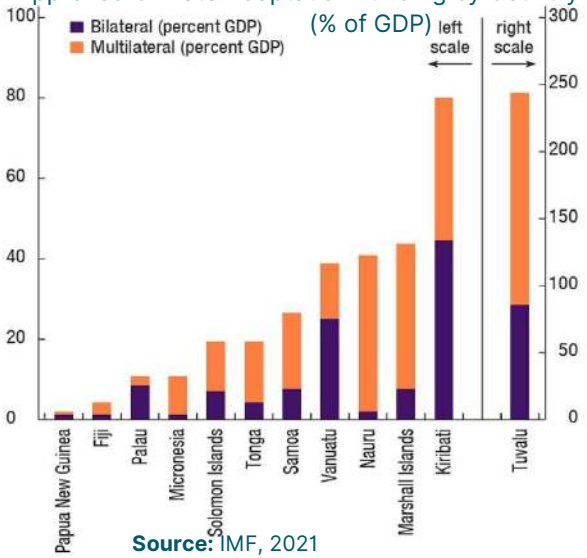
This digitization highlights both progress in access and room for targeted improvements in digital inclusion and broader potential with strategic investment expansion to services in banking, civil registration, identification, and licensing—consolidated within secure mobile wallets.



Source: UN e-Government Knowledge, 2025

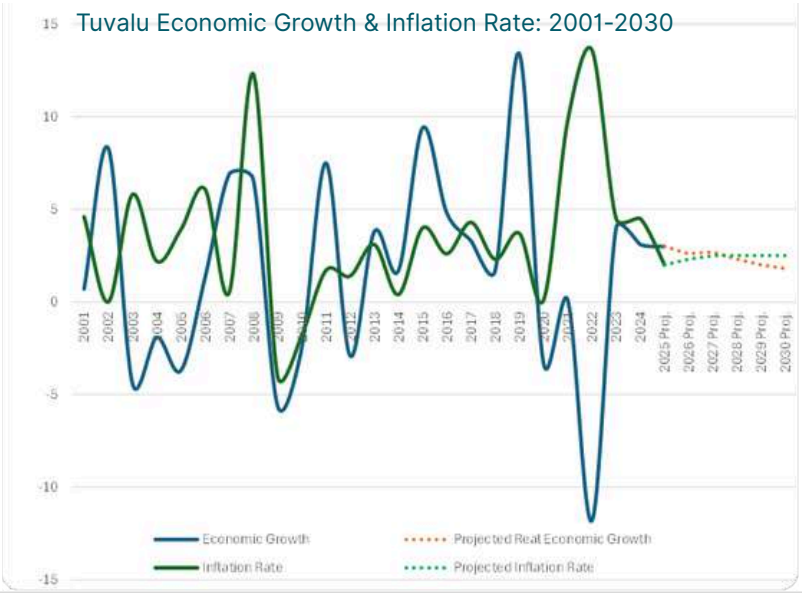
According to the UN , in 2024, Tuvalu's E-Government Development Index (EGDI) score was 0.4209, ranking 158 globally. EGDI is a composite measure of three important dimensions of e-government, namely: provision of online services, telecommunication connectivity and human capacity.
The Government of Tuvalu recognizes that digital transformation is an essential pillar for sustainable development and national resilience, efficient governance and service delivery, and enhancing economic and social progress.
Bridging the digital divide, and embedding technology as a cross-sectoral enabler and facilitator of sustainable development, across governance, education, health, climate resilience, and economic growth; Tuvalu knows that technology serves as a catalyst for inclusion, efficiency, and national resilience.
Investments in connectivity infrastructure are being advanced through initiatives such as the Te Vaka Cable project and the deployment of Starlink services. These efforts aim to strengthen Tuvalu's digital backbone and ensure reliable, affordable access across the islands and beyond.

National Outcome 2:Strengthened Partnerships	
 **Source:** UN CDP, 2026	Budget support with DFAT, MFAT and ADB started around 2011. Tuvalu joined the World Bank in June 2010. Gross National Income (GNI) is the total income earned by a country's residents, both domestically and abroad, in a given year. It equals Gross Domestic Product (GDP) plus net income from overseas sources such as remittances, investments, and aid.
National Outcome 3:Strengthened Partnerships	
Tuvalu Government Effectiveness Score (World Bank 2025)  **Source:** World Bank, 2025	Long-term series from World Bank Governance Indicators (2025) indicated that the government effectiveness score has improved over the years since 2016. The World Bank Government Effectiveness score captures perceptions and views of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Tuvalu's latest Government Effectiveness score (2023 data, published in 2024) was approximately –0.41 on the World Bank's governance scale (which ranges from –2.5 = weak to +2.5 = strong). This places Tuvalu below the global average, reflecting structural challenges in public service delivery, civil service capacity, and policy implementation Key Areas of Challenge Public Service Delivery Limited resources and small workforce constrain the ability to deliver services efficiently. Outer islands face higher costs and weaker access compared to Funafuti. Civil Service Capacity Small pool of skilled professionals makes it difficult to sustain specialized functions. Reliance on donor-funded technical assistance highlights capacity gaps. Policy Implementation Even when policies are well-designed, execution is slowed by resource constraints, institutional fragmentation, and uneven coordination between ministries and Kaupule.

National Outcome 4:Climate Change and Disaster Resilience Increased	
Estimated Annual Public Climate Adaptation Costs (% of GDP)  **Source:** IMF, 2021	Why It Matters for Tuvalu High Vulnerability: As a low-lying atoll nation, Tuvalu faces sea-level rise, saltwater intrusion, and extreme weather. Fiscal Pressure: Adaptation costs can be very high compared to Tuvalu's small GDP, often exceeding 15%+ of GDP annually in estimates. Donor Dependence: Tuvalu cannot meet these costs alone; external financing (climate funds, bilateral support, trust funds) is essential. Equity Issue: Spending such a large share of GDP on adaptation diverts resources from health, education, and other priorities.
Approved Climate Adaptation Funding by Country (2014–2019) (% of GDP)  **Source:** IMF, 2021	What It Shows Relative Burden: By expressing funding as a share of GDP, we see how significant adaptation financing is compared to the country's economic size. Comparability: Small island states like Tuvalu, Kiribati, and Marshall Islands often show higher percentages because their GDPs are small, so even modest funding looks large relative to the economy. Equity Lens: It highlights whether countries most vulnerable to climate change are receiving proportionate support. Why It Matters for Tuvalu High Costs vs. Small Economy: Tuvalu's adaptation needs are enormous compared to its GDP. Approved funding in this period often represented several percentage points of GDP, underscoring reliance on external support. Donor Dependence: Most adaptation financing came from multilateral funds (Green Climate Fund, Adaptation Fund) and bilateral partners. Regional Similarity: Other Pacific SIDS show similar ratios, reflecting shared vulnerability and limited domestic fiscal space

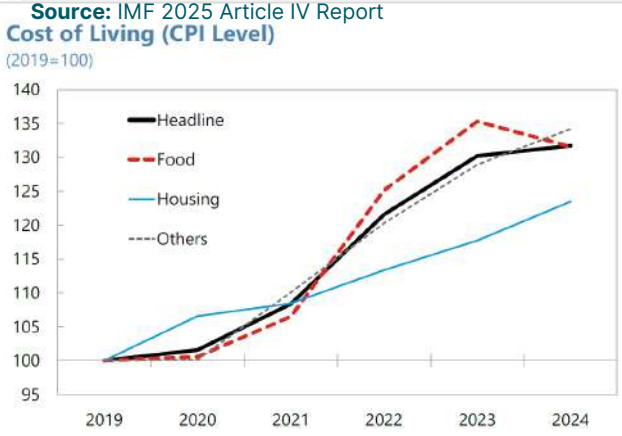
STRATEGIC PRIORITY AREA 2 : ECONOMIC DEVELOPMENT

National Outcome 6:Macroeconomic Resilience Increased



Source: IMF 2025 Article IV Report

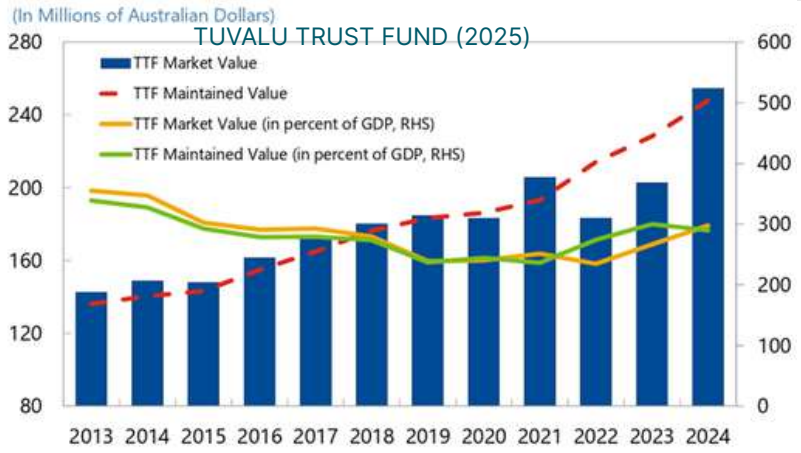
According to the IMF , Tuvalu's economy gradually recovered after a sharp contraction caused by the COVID-19 pandemic. The projected economic growth for the year 2025 was 2.4 percent, which is slightly lower than in 2024 with 3.5 percent and in 2023 with 3.9 percent. This economic growth follows an economic cumulative contraction of 15 percent from 2020-2023. The rebound was driven mainly by an increase in economic activities in the construction sector and high government spending. The IMF economic growth forecasts from 2025 to 2030 barely exceed 2.3 percent as the construction of most of the large post-covid infrastructure projects are expected to be completed in early 2026.



Sources: Country Authorities; and IMF Staff Estimates.

Tuvalu's CPI shows moderate but persistent inflation pressures, heavily shaped by global price shocks and import dependency. Monitoring CPI is essential for budget planning, donor negotiations, and community outreach, ensuring that vulnerable households are not left behind.

TUVALU TRUST FUND (2025)

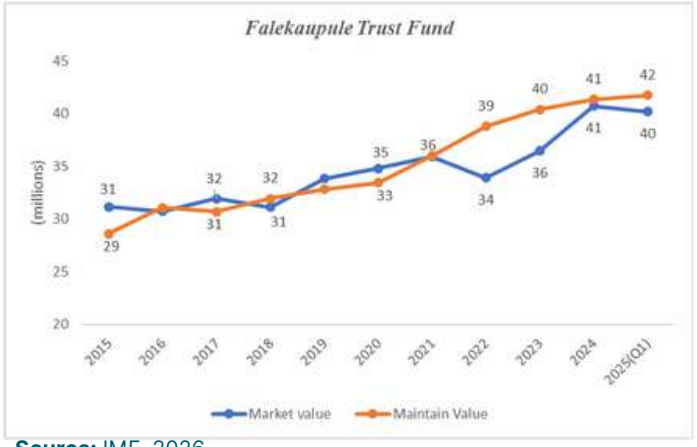


Note: Updated as of March 2024.

The market value of the TTF has been recovering.

The above graph presents the trend in the Tuvalu Trust Fund (TTF) from 2015 to 2025, showing steady growth in both market value and maintained value over the ten-year period. The market value increased from $152 million in 2015 to $254 million in 2025, indicating a strong overall performance. While the fund generally remained above the maintained value, enabling transfers to support the national budget, certain years such as 2018 and 2022 reflect instances where the market value dropped below the maintained value, restricting access to automatic drawdowns. As of 2025, the market value is only slightly above the maintained value, indicating market volatility due to unresolved trade tariffs. The TTF is also set to benefit from a significant one-time contribution of $12 million from Australia, confirmed in May 2025. This generous support acknowledges the fluctuating market value of the TTF

FALEKAUPULE TRUST FUND



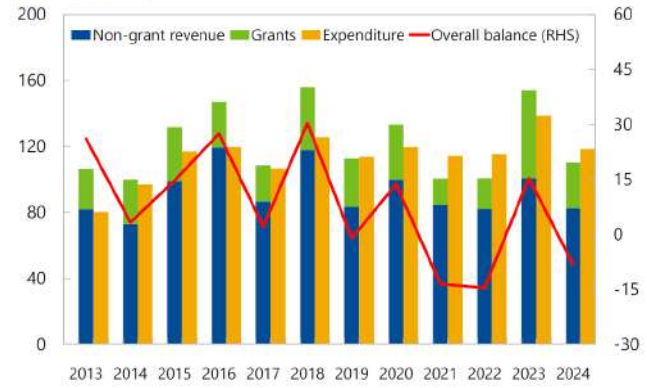
Source: IMF, 2026

The Falekaupule Trust Fund has played an important role in strengthening decentralization and supporting island-level development in Tuvalu.

The Falekaupule Trust Fund (FTF) showed gradual growth of a market value from $31 million in 2015 to $40 million in 2025, modest overall growth.

As of 2025, the market value remains slightly below the maintain value, underscoring the importance of prudent financial management to safeguard the long-term sustainability of the fund and its continued contribution to the development priorities of the Falekaupule.

Fiscal Balance
(In Percent of GDP)

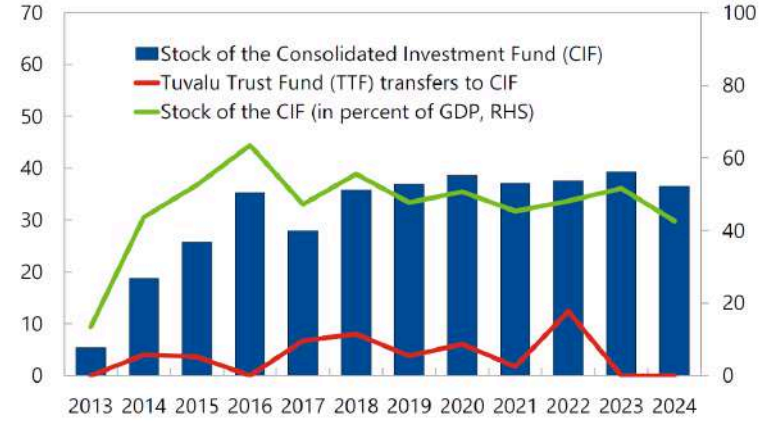


Sources: Country Authorities; and IMF Staff Calculations.

What This Means
Fiscal Balance: The difference between government revenues and expenditures.
Grant Dependence: In Tuvalu, grants (from bilateral partners, multilateral institutions, and climate funds) make up a major part of revenue.
Domestic Revenue: Limited, mainly from fishing license fees, import duties, and small-scale taxes.
Why Grants are important

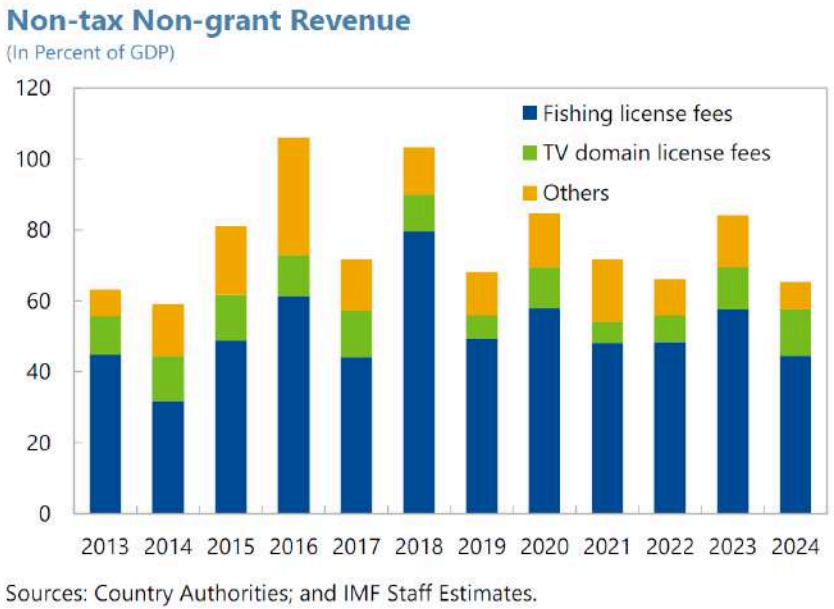
- Small Economic Base: Tuvalu's GDP is very small, with limited capacity to generate tax revenue.
- Import Dependency: Heavy reliance on imported goods restricts domestic production and tax diversity.
- Climate Vulnerability: Grants are essential for adaptation, infrastructure, and resilience projects.
- Trust Fund Support: The Tuvalu Trust Fund provides stability, but donor grants remain the backbone of fiscal sustainability

Consolidated Investment Fund
(In Millions of Australian Dollars)



Note: Updated as of April 2024.
Source: Country Authorities.

	Tuvalu Trust Fund		Falekaupule Trust Fund	
Years	Market Value	Maintained Value	Market Value	Maintained Value
2020	183,249,548	185,645,303	33,157,081	32,832,816
2021	205,655,607	193,252,181	36,896,720	34,152,939
2022	183,239,859	214,112,769	33,299,617	38,093,534
2023	202,791,936	228,256,325	34,489,075	40,140,617
2024 (March)	236,218,558	241,151,509	38,214,954	40,763,642



Sources: Country Authorities; and IMF Staff Estimates.

Table 5: Number of Licenses issued for fishing in Tuvalu EEZ by vessel gear type from 2020 to 2024.

YEAR	Purse Seine	Longline	Pole & Line	Fish Carrier	Bunker	Total
2020	97	14	16	56	3	186
2021	109	27	12	26	8	182
2022	93	23	1	6	10	133
2023	96	9	0	33	11	149
2024	81	26	0	16	9	132

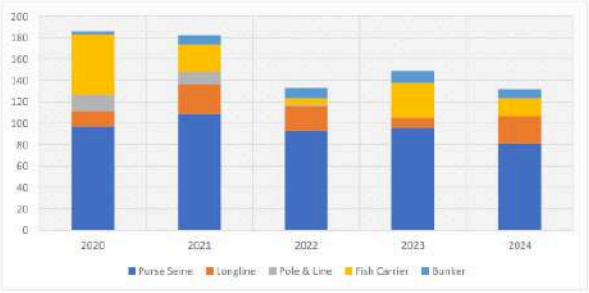
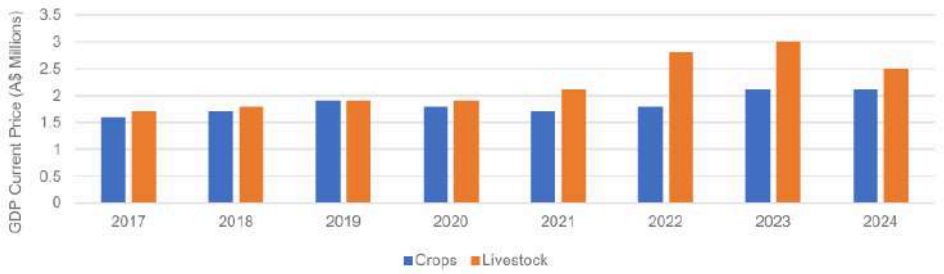


Figure 3: Annual Licensed issued by vessel gear type from 2020 to 2024

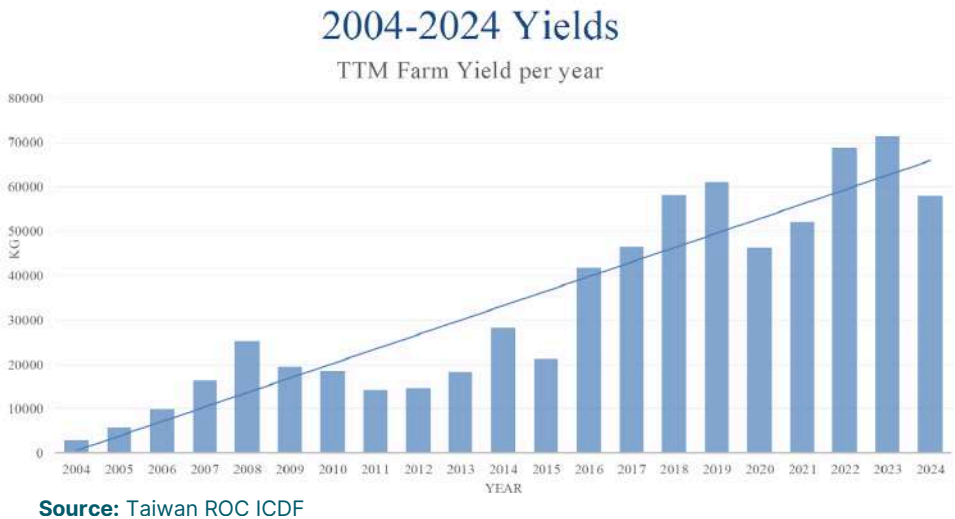
Fisheries are both Tuvalu's economic backbone and cultural lifeline. Their rising contribution strengthens fiscal resilience, food security, and quality of life, making them central to national planning and donor advocacy.

Figure 92: Agriculture Contribution to GDP, 2017-2024



Source: Government of Tuvalu, Tuvalu Central Statistics Division. 2025. *Tuvalu – Gross Domestic Product 2024 (2016 Base Year).*

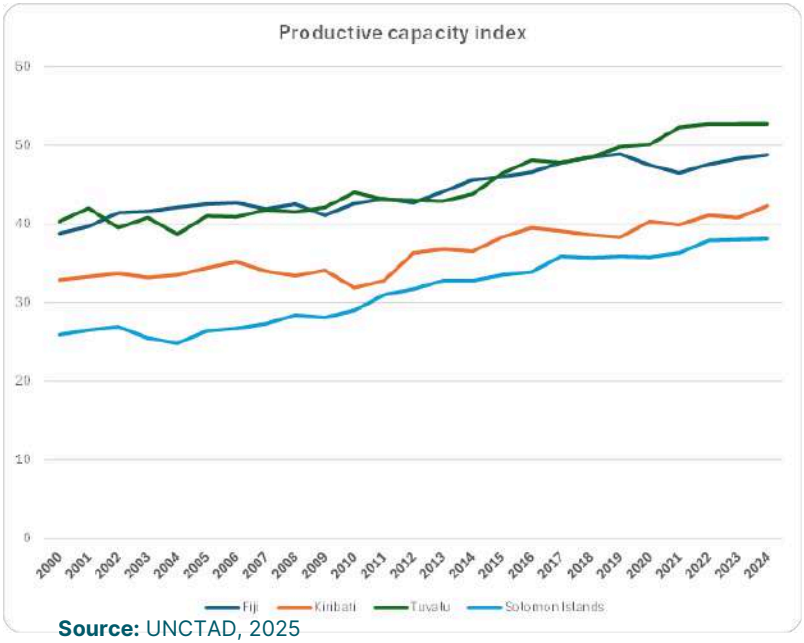
Beyond its economic role, agriculture sustains traditional knowledge systems, reinforces cultural identity, and supports social cohesion through shared practices of cultivation and food preparation. Although its GDP share has declined in recent years due to rising food imports and limited commercialization, agriculture remains central to Tuvalu's resilience strategy. Strengthening climate-resilient crops, introducing innovative techniques such as hydroponics, and integrating agriculture with fisheries and renewable energy initiatives could enhance both its economic contribution and its role in safeguarding Tuvalu's heritage and food sovereignty.



Source: Taiwan ROC ICDF

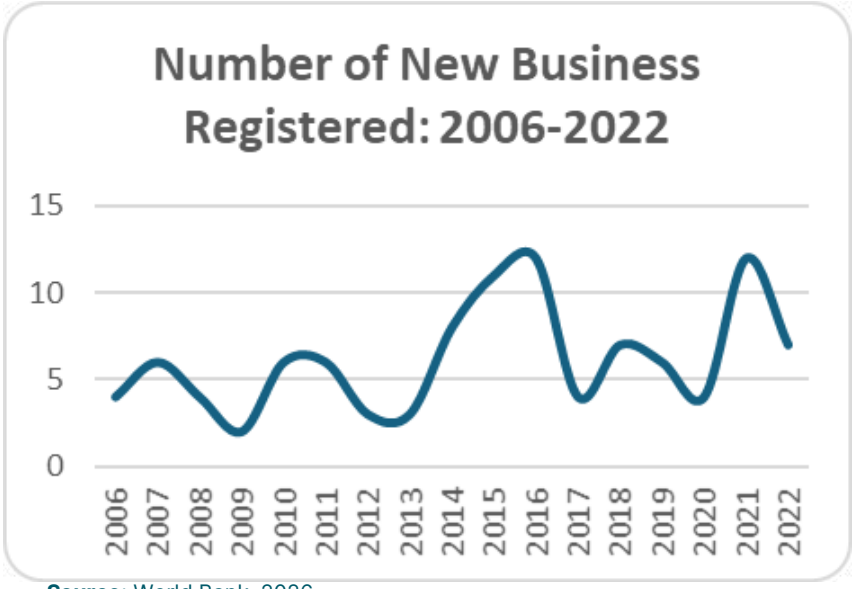
Yield	Place\Year	2025	2026	2027	2028	2029
Seedlings	Funafuti	280,000	300,000	320,000	320,000	330,000
	Funafala					
	Vaitupu					
Compost (ton)	Funafuti	340	360	390	420	450
	Funafala					
	Vaitupu					
Vegetables (kg)	Funafuti	80,000	90,000	100,000	110,000	120,000
	Funafala					
	Vaitupu					

National Outcome 8:Agricultural Productivity Increased



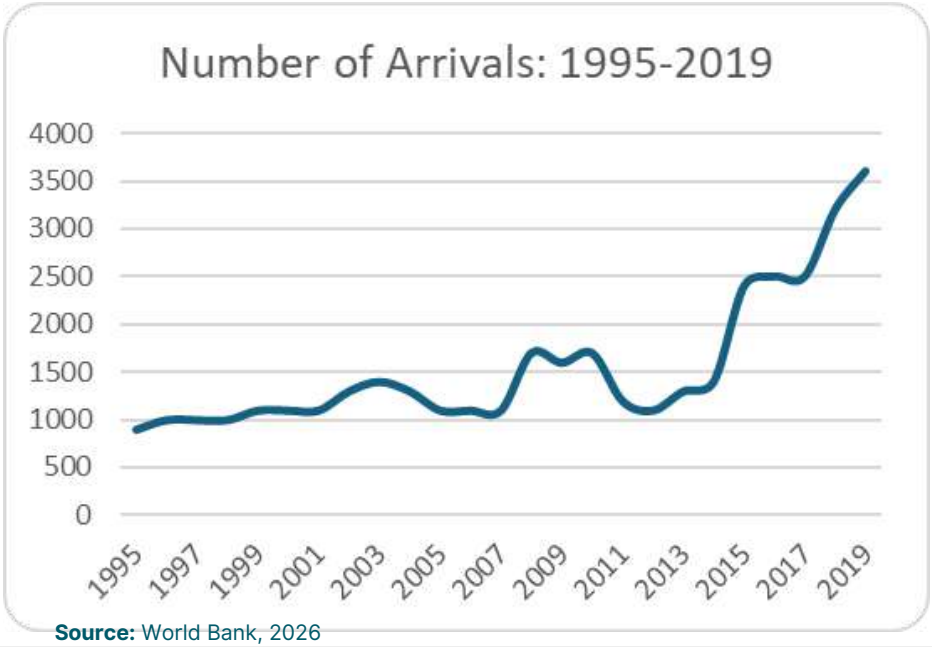
Source: UNCTAD, 2025

According to the UN Trade and Development , Tuvalu productive capacity index was 52.7 in 2024 compared to 40.3 in 2000 and it is very similar to other countries in the Pacific. Productive Capacity Index (PCI) is a dynamic and practical tool to support developing countries in understanding the status of their productive capacity in terms of human capital, natural capital, ICTs, structural change, transport, institutions and the private sector.
What PCI Measures
The Productive Capacity Index (PCI) is a composite tool developed by UNCTAD. It tracks how well a country can generate and sustain economic growth by looking at:
Human capital: Education, skills, and workforce readiness.
Natural capital: Land, fisheries, and environmental resources.
ICTs: Access to digital infrastructure and connectivity.
Structural change: Shifts from subsistence to more diversified economic activities.
Transport: Shipping, ports, and logistics.
Institutions: Governance, laws, and policy frameworks.
Private sector: Business activity, entrepreneurship, and investment climate.
Policy focus: For Tuvalu, the PCI highlights the importance of investing in human capital, ICT, and transport, since natural capital is limited. Regional comparison: Being similar to other Pacific countries shows Tuvalu's challenges are shared, but also that regional cooperation can accelerate progress.
Regional comparison: Being similar to other Pacific countries shows Tuvalu's challenges are shared, but also that regional cooperation can accelerate progress.



Source: World Bank, 2026

New Businesses Registered data was reported at 7.000 in 2022. This records a decrease from the previous number of 12. for 2021. New Businesses Registered data is updated yearly, averaging 8.000 Number from Dec 2006 (Median) to 2022, with 17 observations. The data reached an all-time high of 12.000 Number in 2021 and a record low of 2.000 Number in 2009.

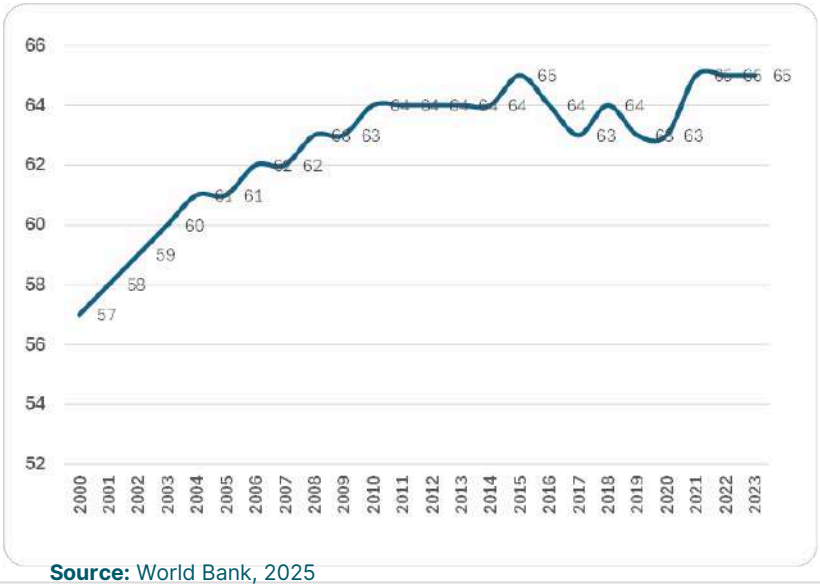


Source: World Bank, 2026

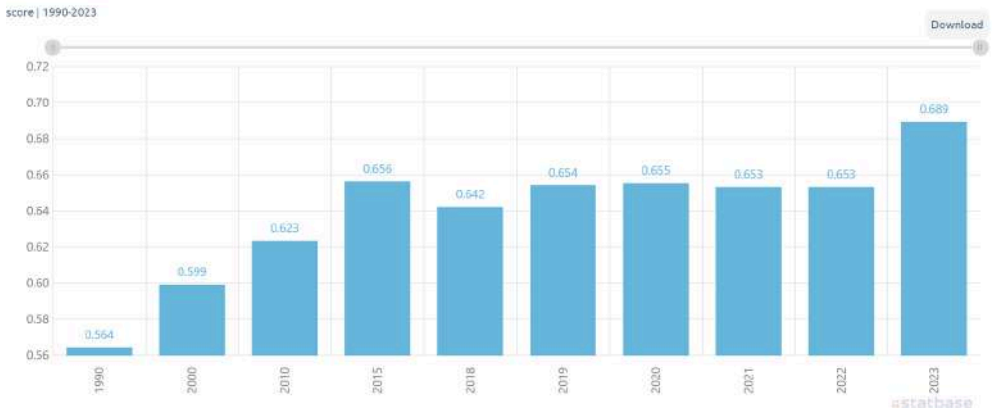
Between 2005 and 2007, Tuvalu experienced a slight decrease in visitor numbers, followed by a small increase in 2008, a minor decline in 2009, another slight increase, and a major drop in 2011. From 2013 onwards, visitor numbers increased significantly. The declines around 2005–2011 may be linked to limited flight connectivity, infrastructure constraints, and the impacts of the Global Financial Crisis, which reduced international travel. The strong growth after 2013 is likely due to increased international engagement through development assistance, climate-related initiatives, regional cooperation programmes, and improved awareness of Tuvalu as a destination. This upward trend is expected to continue in the coming years, supporting economic growth and sustainable development objectives.

STRATEGIC PRIORITY AREA 3 : SOCIAL DEVELOPMENT

National Outcome 10:Health and Well Being Improved



Source: World Bank, 2025



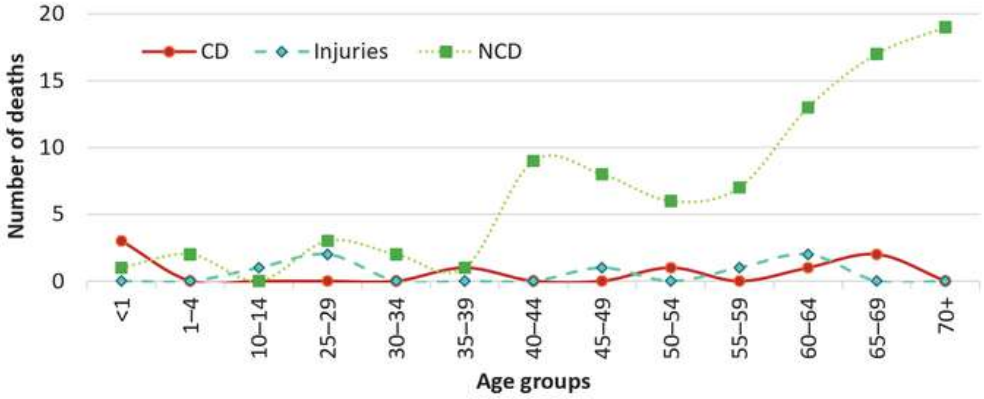


1/ A higher score indicates higher achievement in a long and healthy life, being knowledgeable and having a decent standard of living.
Sources: United Nations Development Programme.

The Human development index in Tuvalu in 2023 was 0.689 points. In 2022, the index value was 0.653. This is the first year of growth after a decline. 1 = the maximum level of human development. Since 1990, over the entire period of UNDP data, this indicator has increased 1.22 times.

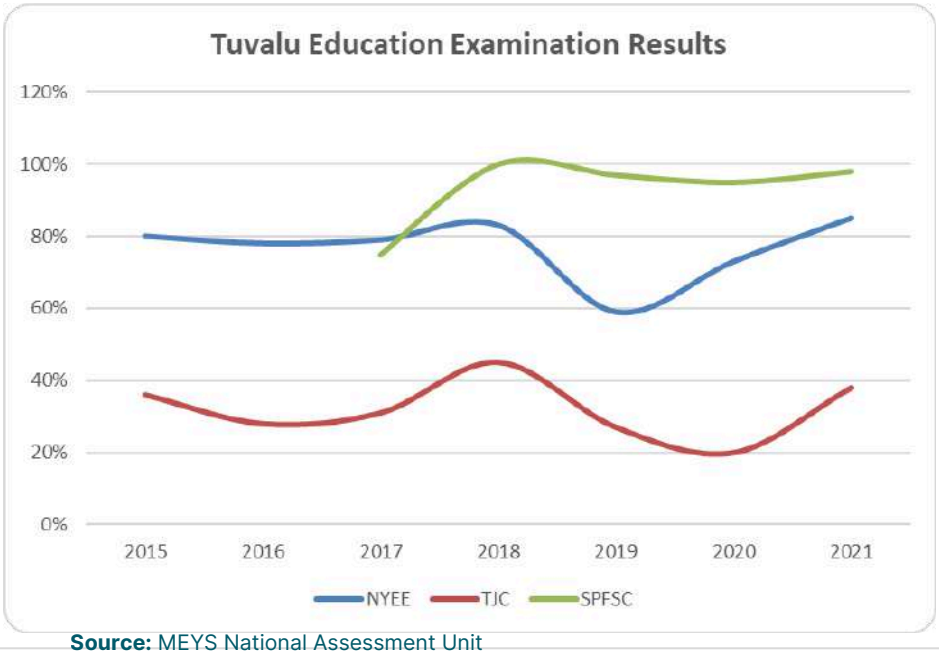
The highest level of Human Development in Tuvalu was recorded in 2023, with a value of 0.689. The lowest HDI was observed in 1990, when it reached 0.564. The index is calculated by the United Nations Development Programme, which supports transformative change and provides access to knowledge, experience, and resources to help improve people's lives

Cause of Deaths (2024-2025)



Source: Central Statistics Division, 2026

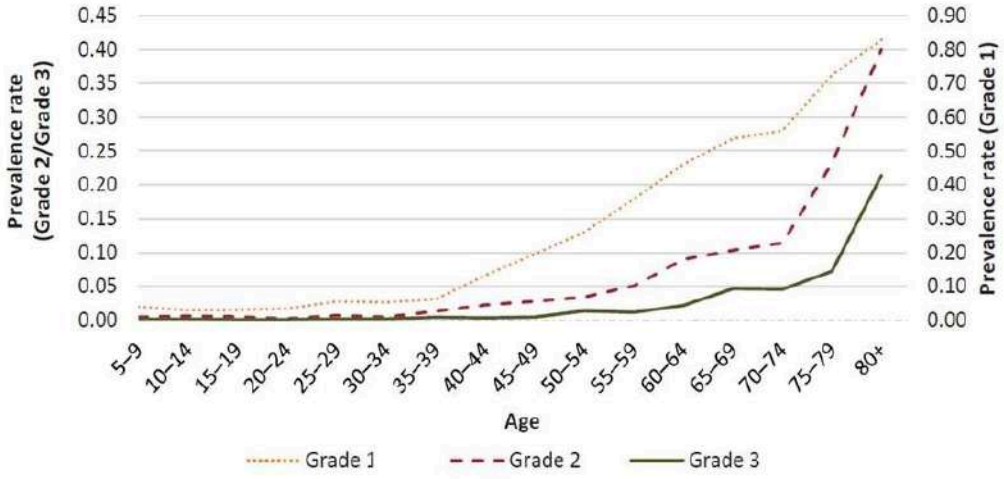
NCDs dominate mortality in Tuvalu, making them the country's most pressing health challenge. While frameworks like the National NCD Strategic Plan (2022–2026) provide direction, stronger enforcement, community-level prevention, and donor-supported interventions are needed to reduce premature deaths and improve quality of life.



Source: MEYS National Assessment Unit

Department of Education Partnership Compact for Reform 2023

- Across all grades, at least 10 per cent of children drop out.
- Non-transition rates in primary education are high at 31 per cent, meaning that 31 per cent of children who attended the last grade of primary did not continue to secondary education. The non-transition rates increase substantially to 59 per cent at the secondary level.
- Girls represent over 50% of dropouts. Similarly, among children who do not transition to the next level, about 60% are girls.
- The primary completion rate in Tuvalu is very high at 95 per cent, but completion rates decline quite steeply for upper secondary education to 53 per cent.
- Among children who do not have foundational reading and numeracy skills, a higher share of them are boys.
- Overall, 9 per cent of 2- to 4-year-olds and 13 per cent of Tuvalu's children aged 5 to 17 years have at least one functional difficulty. For both age groups, the share of children with functional difficulties is at least twice the rate for males than it is for females.
- 13 per cent of children aged 7 to 14 years live in a household with no child-oriented books. This means they do not have access to additional age-appropriate materials to read to help them learn.
- In Tuvalu, 4 per cent of children ages 5 to 17 are in child labour. A greater share of girls are in child labour than boys, and a higher share of rural children are in child labour than urban children. Children from the two lowest wealth quintiles are more likely to be in child labour than their wealthier peers.
- The Education Department faces challenges in recruiting and retaining trained staff in key positions at the departmental and school level.

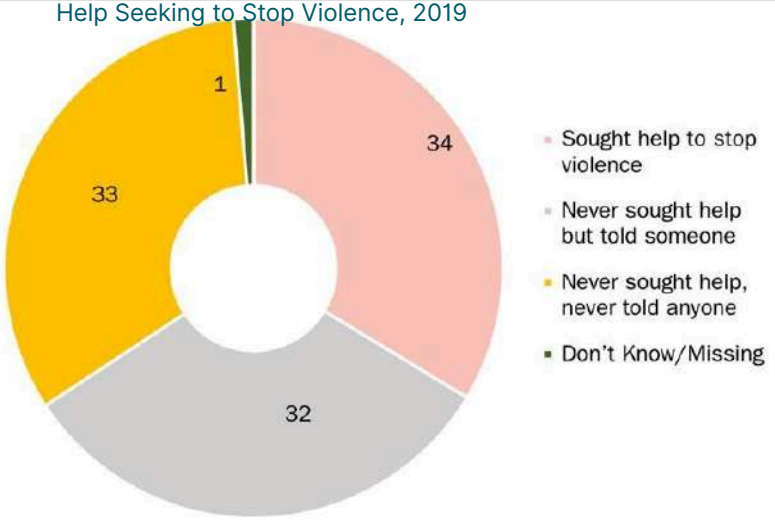


Source: Tuvalu Population Census 2022

According to the 2022 Tuvalu Population Census, 1,278 individuals experience at least one form of disability, ranging from the inability to do anything to experiencing lots of difficulties and some difficulties performing in at least one of the six functional areas.

Over 75% of individuals aged 80 years and above reported experiencing some difficulty with daily activities in at least one domain. In the same age group, about a third stated they faced "a lot" of difficulties, while just over 20% indicated they could not perform at least one function in any of the six domains assessed. Grade 1 are those who stated that they have "some difficulty" or "a lot of difficulty" or "cannot do at all" in at least one of the domains. Grade 2 are those who stated that they have "a lot of difficulty" or "cannot do at all" in at least one of the domains. Grade 3 are those who stated that they "cannot do at all" in any domain.

Help Seeking to Stop Violence, 2019



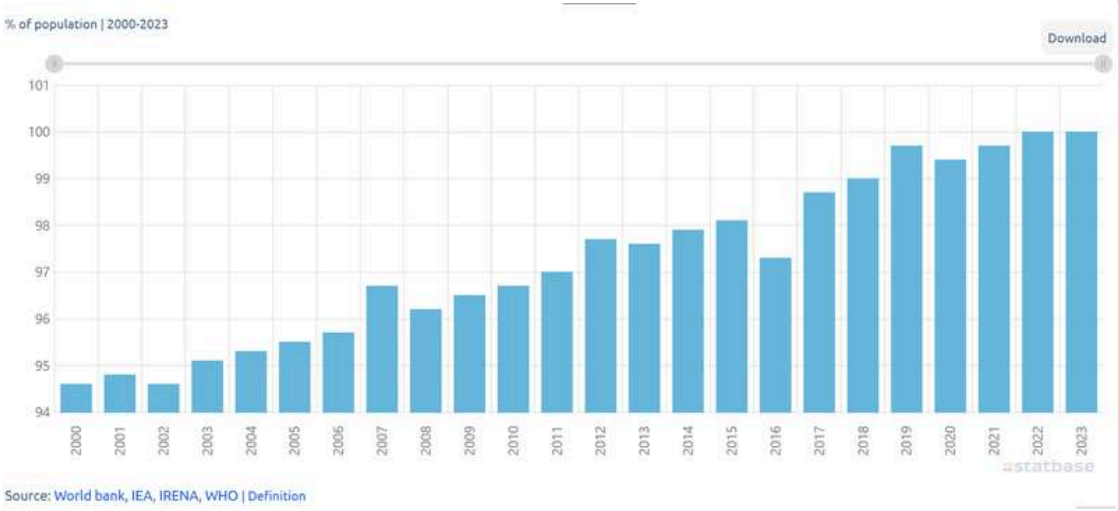
Percent distribution of women age 15–49 years who have ever experienced physical or sexual violence by their help-seeking behavior according to type of violence

Source: Tuvalu MICS Report 2022

The 2019–2020 Tuvalu Multiple Indicator Cluster Survey (MICS) reported that almost half of women in Tuvalu (44 percent) reported having experienced some type of physical or sexual violence in their life, 38 percent reported having been subjected to physical violence, 16 percent reported having been subjected to sexual violence, and 10 percent reported having been exposed to both forms of violence. The report further states that 65 percent of women who have been subjected to some form of domestic violence have never sought help. Tuvalu has a relatively less pervasive incidence of violence against women than other Pacific island countries. According to the 2019 MICS, 6.6% of women aged between 15 and 49 have experienced physical violence and 5.4% have experienced sexual violence in 2019.

STRATEGIC PRIORITY AREA 5: INFRASTRUCTURE DEVELOPMENT

National Outcome 19: Quality and Affordable Energy Supply



Access to electricity in Tuvalu was available to 100.00% of the total population in 2023. In 2022, the value was also 100.00%

The World Bank's Global Electrification Database (GED) compiles nationally representative household survey data, and occasionally census data, from sources going back as far as 1990. At the time of this analysis, the GED contained 1,375 surveys for 149 countries in 1990-2021.

National Outcome 20: Access to Clean Water and Sanitation Achieved

Name	2022	2021	2020	2019
Population using at least basic drinking-water services	99.26	99.24	99.22	99.20
Population with basic handwashing facilities at home	96.32	96.32	96.32	96.32
Population using at least basic sanitation services	83.55	83.54	83.52	83.50
Population using safely managed sanitation services	37.23	37.70	38.17	38.66
Population using safely managed drinking-water services	8.71	8.67	8.63	8.58
Population practicing open defecation	2.62	2.88	3.15	3.42

Source: WHO | Hide definition

The percentage of population using at least basic drinking water services, that is, the population that drinks water from an improved source, provided collection time is not more than 30 minutes for a round trip. This indicator encompasses both people using basic drinking water services as well as those using safely managed drinking water services. Improved water sources include piped water, boreholes or tubewells, protected dug wells, protected springs, rainwater, and packaged or delivered water. Population drinking water from an improved source that is accessible on premises, available when needed and free from faecal and priority chemical contamination. Improved water sources include piped water, boreholes or tubewells, protected dug wells, protected springs, rainwater, and packaged or delivered water. The percentage of population living in households that have a handwashing facility with soap and water at home. Handwashing facilities can consist of a sink with tap water, but can also include other devices that contain, transport or regulate the flow of water. Buckets with taps, tippy-taps and portable basins are all examples of handwashing facilities. Bar soap, liquid soap, powder detergent and soapy water all count as soap for monitoring purposes. The percentage of population using at least basic sanitation services, that is, improved sanitation facilities that are not shared with other households. This indicator encompasses both people using basic sanitation services as well as those using safely managed sanitation services. Improved sanitation facilities include flush/pour flush toilets connected to piped sewer systems, septic tanks or pit latrines; pit latrines with slabs (including ventilated pit latrines), and composting toilets. Population using an improved sanitation facility that is not shared with other households and where excreta are safely disposed of in situ or treated off site. Improved sanitation facilities include flush/pour flush to piped sewer systems, septic tanks or pit latrines; pit latrines with slabs (including ventilated pit latrines), and composting toilets.

SAMPLE EXCEL MONITORING FRAMEWORK

Sample of Monitoring Framework with the Planning Department that can be used to monitor progress of Policy, Infrastructure and Tangibles, Financial Collaborations and Tas; Training received and provided by the Institution.

STRATEGIC PRIORITY 1: ENABLING ENVIRONMENT				
National Outcome 1: Harnessing the Digital Transformation to Improve Lives				
#	**KEY STRATEGIC ACTION**	**KEY OUTCOME RESULTS and 21 PRIORITIES**	**IMPLEMENTED ACTIVITIES**	
1 **2** **3** **4**	1.1.1. Ensure accessibility of people to affordable and 1.1.2. Develop inclusive digital economy by fostering virtual activities such as e-commerce, e-learning, e-government, telemedicine etc. 1.1.3. Develop reliable, secure and safe digital environment, including cyber security to address virtual activities 1.1.4. Develop a legal, regulatory and standards framework required to promote investment in, and use of, digital technology	i) Internet connectivity reliable and digital development activities increased ii) Appropriate legal framework for our protection from cybercrime is established Connectivity reliable and ditgital development activities increased 21 PRIORITIES 8 Reliable and affordable Internet Connectivity	Policy Tuvalu National ICT Policy 2021 Starlink Community Gateway 2025 June Infrastructure/Tangibles Te Vaka Submarine Cable Starlink connections 2024 Digititation of Tuvalu culture (Digital nation project) Library and Archives Project Future Now Project	Financial Collaborations & TAs Te Vaka Submarine Cable Telecom & ICT Development Project WB 2016-2025 Digititation of our culture Digital Connectivity (DFAT 2024-26) Library and Archives Project GoDaddy (dotTV) Trainings given and recd Internet Security trainings

Asia Development Bank

Under its Pacific Approach 2021 – 2025, ADB is committed to building resilience against economic shocks, delivering sustainable services, and promoting inclusive and sustainable growth for Tuvalu.

Table 14: ADB active project list

Project Titles	Project Objective	Duration	Value (USD/millions)	Disbursement Rate
Transport Sector				
Outer Island Maritime Infrastructure Project (OIMI)	Overcoming domestic maritime connectivity challenges.	2018 - 2028	ADF 15.42 ADF 20.00 ADF 15.00 AUSG 15.00	81%
Strengthening Domestic Shipping Project	Replacing of the M.V Manufolau with an upgraded vessel ensuring improved safety, reliability and service capacity for domestic transportation.	2022 - 2030	ADF 30.00	90%
Health Sector				
Systems Strengthening for Effective Coverage of New Vaccines in the Pacific Project	Improve immunization coverage, strengthen vaccines supply chains and health worker training, and reducing the burden of vaccine preventable diseases for a healthier population	2021 - 2026	ADF 1.50 ADF 2.50	70%
Energy Sector				
Increasing Access to Renewable Energy Project	To provide clean and realiable electricity supply for Funafuti and outer islands	2019 - 2029	ADF 6.00 UFPF-URTF 2.00 GEF 3.00 BCCDR .80 ADF 2.00 GEF 1.84 ADF 9.00	26%
Water and Urban Development Sector (WUD)				
Preparing Funafuti Water and Sanitation Project	Increase access to safe water and improve sanitation to reduce the incidence of aterbone disease in Funafuti	2020 - 2025	ADF 4	55%
Funafuti Water Supply and Sanitation Project	Increase access to safe water and improve sanitation to reduce the incidence of aterbone disease in Funafuti	2024 - 2031	ADF 7.34 NZG2 4.30 GLDCF 4.58	1%
Public Sector Management and Governance (PSMG)				
Pacific Disaster Resilience Program, Phase 5	Strengthening Tuvalu's resilience to disasters caused by natural hazards and health related emergencies	2024 - 2027	ADF 4.00	0%
TOTAL			**148.28**	**61%**