



Government of Tuvalu



# Tuvalu Agriculture Strategic Marketing Plan 2016–2025



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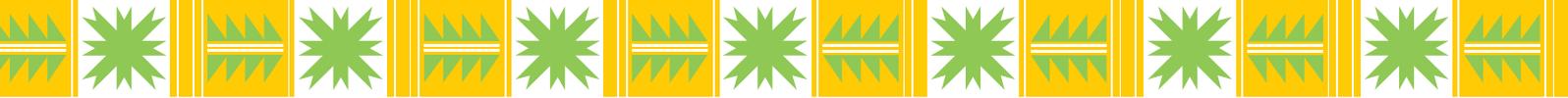




**Government of Tuvalu**

# Tuvalu Agriculture Strategic Marketing Plan 2016–2025

Prepared by the Global Climate Change Alliance:  
Pacific Small Island States Project



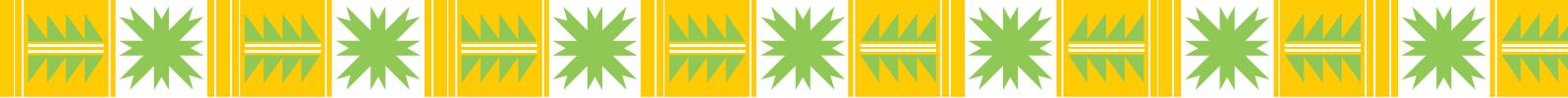
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through the Global Climate Change Alliance: Pacific Small Island States project,  
implemented regionally by the Pacific Community  
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## Foreword

Climate change is impacting the people of Tuvalu. It is likely that the prices and transportation costs for imported staple foods (i.e. rice, flour, sugar and biscuits) will significantly increase in the near future. Increased production of local food would protect Tuvalu's economy and the livelihoods of the locals from any negative shock due to the increase in imported food prices.



Figure 1: Planting crops for agroforestry in the Department of Agriculture Nursery, Funafuti.

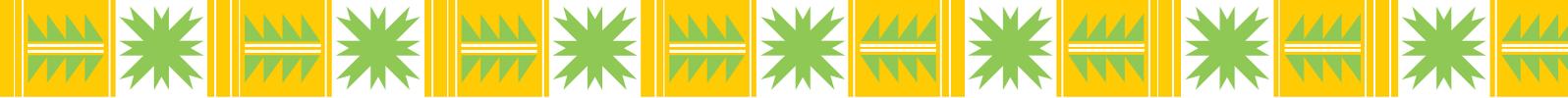
The Tuvalu Agriculture Strategic Marketing Plan (TASMP) is not an end in itself but rather a means towards increased food security in Tuvalu. Marketing local produce – i.e. foods and handicrafts – is not a new venture. In fact, in the first ten years of Tuvalu's independence, there was regular domestic trade of local produce. Handicrafts were produced in large quantities and traded locally and overseas.

The TASMP aims to revive domestic and international trade of locally produced agricultural products through domestic activities and trade arrangements. To achieve this, I encourage the people of Tuvalu to 'return to the land' by cultivating underutilised and barren land. The successful revival of trading local agricultural products is also dependent on the passing on of traditional skills for the production and preparation of local food and handicrafts.

The TASMP is an important tool not only for boosting the production of local food and handicrafts, but also to encourage the people of Tuvalu to eat more local food in order to enable them to live longer and healthier lives. It is also a means for many families to earn extra income from the sales of local produce.

Through synchronisation of TASMP with the other national policies and with support from developing partners, it is my dream that Tuvalu will be able to develop a sustainable industry of Tuvalu-branded agricultural exports.

Hon. Elisala Pita OBE  
Minister for Natural Resources

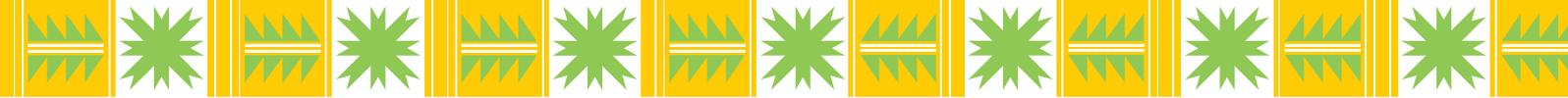


## List of Abbreviations

ACIAR	Australian Centre for International Agricultural Research
AG	Office of the Attorney General
ASP	Agriculture Sector Plan
CTA	Chief Technical Officer, Agriculture
CTCs	Community training centres
CVO	Coconut Virgin Oil
DOA	Department of Agriculture
DOE	Department of Education
DOEN	Department of Environment
DOH	Department of Health
DOP	Department of Planning
DOT	Department of Trade
DOTR	Department of Transport
DRD	Department of Rural Development
DWG	Department of Women and Gender
EAS	Elisefou Agriculture Station, Vaitupu
EPA	European Union Economic Partnership Agreement
EU	European Union
FAO	Food and Agriculture Organisation
FGP	Taiwan Fiafia Garden Project
FHS	Fetuvalu High School
FSP	National Food Security Policy
FTF	Falekaupule Trust Fund
GCCA: PSIS	Global Climate Change Alliance: Pacific Small Islands States
GDP	Gross Domestic Product
GOT	Government of Tuvalu
HDP	Human Development Programme
IACT	Increasing Agricultural Commodity Trade
KRA	Key Result Area
MES	Ministry of Education
MHARD	Ministry of Home Affairs and Rural Development
MNR	Ministry of Natural Resources
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MSS	Motufoua Secondary School
NAPA	National Adaptation Programme of Action
NGOs	Non-Governmental Organisations
NCDs	Non-Communicable Diseases
NPC	National Policy on Culture
NTP	National Trade Policy
OPM	Office of the Prime Minister
PACER	Pacific Agreement on Closer Economic Relations
PFS	Policy on Food Security



PICs	Pacific Island Countries
PIF (or PIFS)	Pacific Islands Forum Secretariat
PICTA	Pacific Island Countries Trade Agreement
PMU	Project Monitoring Unit
PWD	Public Works Department
R&D	Research and development
ROC	Republic of China (Taiwan)
SAPF	Strategic Action Plan Framework
SPNCDs	Strategic Plan on Non-Communicable Diseases
SPC	Pacific Community
SPC/HDP	Pacific Community/Human Development Programme
TA	Technical assistance
TANGO	Tuvalu Association of Non-Governmental Organisations
TASMP	Tuvalu Agriculture Strategic Marketing Plan
TCS	Tuvalu Co-operative Society
TCCS	Tuvalu Copra Co-operative Society
TCTC	Tuvalu Coconut Traders Co-operative
TEC	Tuvalu Electricity Corporation
TFG	Taiwan Fiafia Garden
TMTI	Tuvalu Maritime Training Institute
TOR	Terms of Reference
TNCW	Tuvalu National Council of Women
TNPSO	Tuvalu National Private Sector Organisation
TVET	Tuvalu Vocational, Education and Training
UNDP	United Nations Development Programme
WB	World Bank
6mRIP	Six Months Rolling Implementation Plan



## Executive Summary

The overarching goal of the Tuvalu Agriculture Strategic Marketing Plan (TASMP) is to increase the resilience of the Tuvalu people in relation to climate change by fostering a sustainable domestic trading platform for local food and other local produce, mainly traditional handicrafts. In pursuit of this noble goal, a review of various documents relating to agriculture in Tuvalu, combined with the findings and outcomes of the consultations held in Tuvalu and abroad (particularly in Fiji), identified issues and challenges (Chapter 6) and a total of 38 recommendations were developed (Chapter 5). From these issues and recommendations, eight common threads were identified that depict general thematically focused development areas, which the TASMP process will follow (detailed in Appendix B).

The eight common threads are as follows:

1. *Restructuring and strengthening of agriculture*, which includes an organisational arrangement restructure for the Department of Agriculture (DOA);
2. *Increased sale and consumption of local food* with emphasis on the ‘Go Local’ campaign;
3. *Increased production of local food through organic farming*, which includes development of the ‘pulaka’ pit system;
4. *Revival of production of traditional quality handicrafts*, which includes the establishment of minimum quality standards for handicrafts and educating the younger generation on the range of skills necessary in making handicrafts;
5. *Research and development* with emphasis on the branding and development of export and cultural industries;
6. *Changing the mindsets and attitudes of the people to accept and ‘Go Local’* by streamlining the campaign into all levels of the school curriculum;
7. *TASMP implementation* through the use of the Strategic Action Plan Framework (SAPF – Chapter 6) and Six Months Rolling Implementation Plan (6mRIP – Chapter 7); and
8. *Financing the TASMP* which includes identifying recurrent costs and preparing specific project proposals.

The TASMP process will not only strengthen the resilience of the Tuvalu people against the negative impacts of climate change, but the population will also be healthier with fewer incidences of non-communicable diseases (NCDs). However, it does require political commitment by leaders – the Tuvalu Government and the administrative directorate must successfully design and implement an effective ‘Go Local’ food campaign.



## 1. Introduction

This document is the result of extensive consultations that were held to develop the TASMP. Two consultation workshops with approximately 30 stakeholders were held in Vaitupu and Funafuti in 2014. A follow-up visit also allowed for a one-day consultation with representative farmers from all of the islands in Tuvalu, a half-day consultation with the Tuvalu National Council of Women (TNCW), and group consultations with representatives of the departments of education (DOE) and health (DOH). An analysis of the findings and outcomes of the consultations that were held is presented in Appendix A.

The formulation of this TASMP is a result of the European Union funded and the Pacific Community (SPC) implemented Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS) project. The project is being implemented in nine of the smaller Pacific Island states from 2012 to 2016. Under the GCCA: PSIS regional project, EUR 0.5 million has been allocated to each country for on-the-ground climate change adaptation projects aimed at building resilience to climate change, with support from targeted technical assistance and training. The focus sector for these on-the-ground projects was selected by each country, with Tuvalu selecting agriculture in 2013. The overall objective of this climate change and agriculture project in Tuvalu is to 'Increase resilience to climate change impacts in Tuvalu' and the purpose is to 'Enhance food security in Tuvalu'.

The project benefits the 6,194 people living in the urban capital, Funafuti (55% of the population), as well as the rest of the people living in the outer islands. The key result areas are as follows: (i) Enhanced understanding of agroforestry among community members, land owners, and Kaupule through awareness raising, capacity building and training; (ii) Improved agroforestry system implemented in demonstration sites in Funafuti and Nukufetau; (iii) Evaluated marketing potential and access; and (iv) Enhanced coordination and capacity of the Department of Agriculture.

## 2. Vision and Objectives

### 2.1 Vision

The overall vision for the TASMP component of the GCCA: PSIS project in Tuvalu is 'to revive the marketing of local food and other local produce to increase the resilience of Tuvalu towards climate change.' This vision will be achieved through the implementation of the SAPF that is outlined in Chapter 7.

### 2.2 Objectives

- Increase local food consumption and decrease reliance on imported food.
- Generate foreign exchange earnings by exporting prime local products.
- Revive traditional integrated organic farming practices and consequently increase land productivity.
- Preserve and breed more climate-resilient traditional food crops and tree varieties by cultivating them with innovative crops and trees that are bred to be more resilient to climatic changes.
- Increase knowledge and awareness of the benefits of local food.
- Increase the sale of local produce and quality traditional handicrafts in Tuvalu.



Figure 2: Tuvalu traditional cuisine

### 2.3 Stakeholders' Responsibility

The revival of the sale of local produce will bring about immense benefits for the people and economy of Tuvalu. In order to realise these benefits, it is imperative that all responsible stakeholders play their part. These include the following:

- The Government of Tuvalu (GOT) to take the lead role in implementing the SAPF. The TASMP was requested by the DOA, but implementation will require support from other government departments. It is predicted that coordination will be required for the following:
  - Allocation of adequate funds from both recurrent and development sources (Special Development Expenditure and donor development funds<sup>1</sup>) to the Agriculture Sector.

<sup>1</sup> It is understood that Tuvalu has surplus funds available from its multi-lateral partners such as the World Bank, which are yet to be allocated to development projects and thus it is important that a large proportion of these funds are allocated to agricultural development during the early preparation of project proposals.



- ▶ Communications campaign through education and health sectors and the media.
  - ▶ Development and implementation of relevant education curricula that are focussed on changing the mindset and attitude of the people of Tuvalu.
  - ▶ Multi-disciplinary approach among major stakeholders (i.e. health, education, environment, rural development, gender and agriculture) to fully integrate efforts directed at increasing consumption of local food and production of traditional handicrafts.
  - ▶ Synchronisation of the TASMP with the National Adaptation Programme of Action (NAPA), National Policy on Culture (NPC) and the National Trade Policy (NTP)<sup>2</sup>.
- The DOA, Falekaupule and Kaupule (local government) to adopt a policy for their respective people in order to clear their land, undertake replanting of coconuts and other trees, re-cultivate the barren pulaka pits, and encourage the people to eat more local food and produce traditional handicrafts.
  - Non-governmental organisations (NGOs) such as TANGO and Tuvalu National Private Sector Organisation (TNPSO) to provide technical backstopping to the people involved in the sale of local food and handicrafts.

## 2.4 Benefits

Benefits from the implementation of the TASMP include:

- Increased consumption of local nutritious food resulting in a healthier population with fewer incidences of NCDs.
- Revival and protection of Tuvalu tradition in the preparation of local food and making of handicrafts through the upskilling of the younger generation in Tuvalu.
- Provision of an opportunity to earn more money and consequently encourage those living on the outer islands to continue living there.
- Increase in both cash and subsistence employment.
- Opportunity to develop sustained trading arrangements with overseas markets through the export of prime local products.
- Increase in the Agriculture Sector's contribution to gross domestic product (GDP) and a narrower balance of trade for Tuvalu.

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<sup>2</sup> NAPA is now being streamlined into the national planning framework through the work of a technical advisor in the Planning Office, while the NPC is yet to be approved and the NTP is being finalised – these are compatible projects that should be synchronised.



## 3. History of Agriculture in Tuvalu

### 3.1 Traditional Agriculture: Pulaka

Tuvalu is an atoll country and consequently does not have the same soil composition and food crop varieties as volcanic countries like Fiji and Tonga. The soil is highly porous and holds very few nutrients. Tuvalu's forebears had to dig pits that went down to the groundwater level and compost them by adding fertilisers in order to grow Tuvalu's staple root crop – the giant swamp taro, *Cyrtosperma chamissonis*.

This method is the traditional way of cultivating the giant swamp taro, or pulaka, and is among the best forms of organic farming techniques in the world. The use of fertilisers in conventional farming techniques has boosted food production locally, but this practice could eventually harm the groundwater and surrounding lagoon.

All the islands of Tuvalu have at least five acres of land that has been dug and used as pulaka pits and these were the main source of food. The pits are rich in compost and usually store brackish water throughout the year. It is only during droughts that the pits dry up and the pulaka crops start dying<sup>3</sup>.

The challenge, therefore, has been to have abundant water available for irrigation purposes should the need arise. Seawater had infiltrated a sizeable amount of pulaka pits and during the early years of independence, agricultural research was able to block the infiltration holes by constructing concrete floor blocks over them. This has helped, but there is still a need to verify if seawater infiltration at these points has completely ceased.

If infiltration has not ceased, another option is to dig pits using available machinery, build concrete floors and walls in the pits, compost them the way the pulaka pits were done and use them for growing crops. There are some concrete pits around Tuvalu now where pulaka and taro are grown and this can be one of the main research activities for the Vaitupu Agriculture Station.

### 3.2 Current Agriculture Trade

Tuvalu cultural norms are still practiced by its people. Families living overseas and those residing in the capital, Funafuti, send remittances to their families on the outer islands and those on the outer islands send local food such as pulaka, germinated coconuts, brown coconuts and fish in return.

In the past decade, the number of Tuvaluan seafarers working on overseas boats has significantly decreased – the number of seafarers working at any one time overseas has dropped from 600 to about 40. Support from seafarers was the main source of income for families on the outer islands. The decrease in income puts pressure on the outer island community and further justifies the TASMP as it will provide alternative income-generating opportunities. Through the TASMP, the outer island communities will be able to sell their excess produce at the local market on Funafuti.

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<sup>3</sup> At Niutao Island for instance, the giant swamp taro in pulaka pits called 'te pela' were almost wiped out following the 2011 drought. This called for immediate R&D initiatives to rehabilitate 'te pela' and the proposed concrete pulaka pit is a feasible alternative.



## 4. Situational Analysis

### 4.1 Taiwan Gardens

The Taiwan International Cooperation and Development Fund implemented a demonstration Fiafia Garden Project (FGP) on Funafuti in 2003. The FGP produce is being sold on Funafuti, but it fails to meet domestic demand and customers are often deterred by its high prices.

The FGP also conducts training for farmers from all the islands in Tuvalu. It is recommended that when these farmers complete the training, they be equipped with proper tools to start small vegetable gardens and that this is followed up with regular visits from FGP technical staff. Ideally, the Kaupule on each island can follow up on the trainees and ensure that they receive appropriate support in developing their newly acquired farming skills.



Figure 3: The Taiwan Fiafia Garden on Funafuti.

### 4.2 Tuvalu Coconut Trading Co-operative

The organisation was established as part of the Tuvalu Co-operative Society (TCS) a little after independence in 1978. Its primary activity was trading in copra at a time when world copra prices were reasonably good. In the mid-1990s, it separated from the TCS and became an entity on its own known as the Tuvalu Copra Co-operative Society (TCCS). A few years later, world copra prices dropped significantly and the TCCS resorted to diversifying its operating base to focus on 'all' coconut products instead of just copra. The TCCS then became the Tuvalu Coconut Trading Co-operative (TCTC).

In the early years of the 2000s, TCTC was extensively engaged in trading brown coconuts locally. Eventually it also exported brown coconuts to New Zealand; however, drought negatively affected this market.

The GOT funded the TCTC from 2008 until 2010 and this was used to purchase coconut products and other local food like pulaka, salted fish and handicrafts from the outer islands. Widespread drought in 2011 forced the government to suspend its funding to TCTC and domestic trading of local produce ceased.

Lessons learned from the TCTC process include the need for:

- strong and sustained commitment by the GOT in order to provide the necessary economic and physical infrastructure such as appropriate level of funding whether through project funding and/or recurrent budgetary support;
- a comprehensive exercise to analyse extensive dialogue with the people of Tuvalu with the view to arrive at a good understanding of the importance of establishing a pricing structure that will ensure a sustainable market for local produce both locally and overseas;

- ongoing training, research and development on the various traditional and conventional methods for food preparation and preservation; and
- documenting traditional food preparation and preservation, and consequently upskilling the younger generation on these methods.

### 4.3 Trade Agreements and Potential Products for Export

A trade agreement signed in 1998 by the Prime Ministers of Fiji and Tuvalu established a platform for a number of Tuvalu products to enter the Fiji market on a duty-free basis. Other trading arrangements that could benefit Tuvalu include the European Union Economic Partnership Agreement (EPA), and the Pacific Islands Forum (PIF) trading initiatives – Pacific Agreement on Closer Economic Relations (PACER) and the Pacific Island Countries Trade Agreement (PICTA). At the regional level, Tuvalu could collaborate and form partnerships with its Pacific Island neighbours to become joint suppliers of common goods such as the ‘noni’ juice and coconut virgin oil (CVO). Tuvalu’s Treaty of Friendship with the United States of America is another potential market-outlet that can be explored.

The draft NTP (along with earlier analytical reports on export trading in Tuvalu) asserts that producing potential exports on a large scale is impossible. It further argued that the main role of agriculture in Tuvalu is to meet domestic demand. It urged the GOT to seriously regard the role of agriculture in its national policy framework as a major drive in achieving import substitution. **Whatever the case may be, the TASMP strongly advocates a different view – it is possible to not only focus on import substitution but also on producing quality niche products that are branded with a Tuvalu logo, for export.** Potential exports include the ‘red toddy’ (a syrup produced from boiling the sap of the coconut tree), CVO, noni juice, breadfruit chips, millionaire salad<sup>4</sup> and handicrafts.

<sup>4</sup> This is a popular and healthy food that comes from the heart of the coconut tree – at the top where the leaves are located.





## 5. Recommendations

*There should be a strong campaign to ‘Go Local’*

R1. Strongly recommend that key stakeholders – agriculture, education, health, media and NGOs – jointly construct a campaigning platform to encourage the people of Tuvalu to increase consumption of local food. The campaign should:

- carefully spell out in simple terms the phrase ‘Go Local’ in Tuvalu so that everyone has the same understanding when the phrase is used<sup>5</sup>;
- adopt the ‘Go Local’ phrase to become the catchword for the campaign to eat and grow more local food;
- encourage parents to support and strengthen the campaign by encouraging their children to eat local food; and
- extend to the outer islands and include awareness on the TASMP.

### *Agriculture*

The mainstay of the national economy and the sustainable livelihoods of the people of Tuvalu come from both the sea and land. While the wealth of Tuvalu comes from the sea, agriculture provides for the semi-subsistence living of the majority of the population. It is, however, not clearly reflected in the GDP composition even though it has the potential to make a meaningful contribution.

The TASMP is one tool that has been created to realise this potential in the agriculture sector. Currently, in terms of percentage share of agriculture within the overall national budget (refer Table 1) agriculture does not even receive a 0.5% share of the national budget (up to 2014).

**Table 1: Share of the agriculture sector in the national budget and in the Ministry of Natural Resources (MNR) budget for years 2012–2014**

% share of National Budget			% share of Ministry of Natural Resources Budget		
2012	2013	2014	2012	2013	2014
0.21	0.29	0.38	2.55	2.54	2.56

The following are therefore recommended:

R2. Approve the Agriculture Sector Plan as soon as possible.

<sup>5</sup> FAKA-TUVALU will be the most appropriate Tuvalu phrase to translate ‘Go Local’ and then elaborate on the term further by spelling out the specificities.



- R3. Increase the budgetary allocation (recurrent) to the agriculture sector to at least 1% of the total 2016 national budget and 3% of the MNR budget and then increase this annually for the next five years after which a review can be conducted as to whether there is still a need to increase. This is being recommended with the view that a high level of funds is required for national replanting schemes, executing a sustainable trading arrangement for local produce, revival of the Elisefou Agriculture Station (EAS) on Vaitupu, capacity building and training, etc.
- R4. Strengthen the research capacity of the EAS, Vaitupu.
- R5. Increase the workforce (e.g. all islands should be provided with at least one agriculture extension officer).
- R6. Strengthen the development of agriculture on each island through planning and formulation of island agriculture plans.

#### *Taiwan Fiafia Garden training programme*

- R7. The ongoing training of farmers by the Taiwan project is highly commended and it is recommended that a programme is institutionalised where these trained farmers are encouraged, through the provision of relevant incentives, to apply the knowledge and skills they acquired by establishing vegetable gardens.

#### *Agricultural Census*

- R8. Conduct an Agricultural Census to benchmark all agricultural development activities including the implementation of the TASMP. This census is to be carried out every ten years.

#### *National Policy on Food Security*

- R9. Formulate and adopt a national Policy on Food Security (PFS) to provide the supporting framework for the successful implementation of the TASMP.

#### *Synchronisation of the ASP and TASMP with other national policy and planning documents*

At the time of this exercise, various related policy and planning documents were either already endorsed or yet to be considered for approval. These include the NAPA extension and Strategic Non-communicable Disease (SPNCD) plan – which are already endorsed, the draft NPC that is yet to be considered for approval and the NTP that is in the process of being finalised. In addition to this, as stated earlier, is a recommendation to also have a PFS in place.

- R10. All national policy and planning documents (TASMP, NAPA, NPC, SPNCD, NTP and later PFS) be synchronised as a matter of priority to avoid duplication and to reinforce each other, which would result in better coordination and optimum use of resources. The outcome of this synchronisation would be the identification of common priorities and activities in order to foster a multi-disciplinary approach towards their respective implementations.



### *Specific recommendations for NPC*

- R11. Review and adopt the draft National Policy on Culture as a matter of priority<sup>6</sup>.
- R12. Foster the development of cultural industries with the assistance of the SPC Human Development Programme (HDP) Culture Division.

### *Domestic trading of local produce*

TCTC was able to operate the sale of local produce from 2008 until 2010 without the informed planning as envisioned by the TASMP. In terms of infrastructure, there is market space available at the Ulukai building next to the Funafuti Kaupule Building. At present, farmers are selling local food at this market.

- R13. Recommence domestic trading (while research, planning and development are pursued in relation to the implementation of the TASMP) and the GOT to make available a grant to the TCTC to perform this task in the 2016 fiscal year.

Due to the hot weather conditions, the people living on Funafuti are resorting to living in traditional houses called ‘fale-alaala’, ‘fale-umu’ or ‘maneapa’. Selling pandanus thatches (‘lau-sui’) and local timber and other building materials like coconut strings is a potential private sector enterprise.

- R14. Explore the opportunity for a market study for these important local products – thatches made out of pandanus leaves – and learn from the Kiribati experience of establishing a significant market for thatch.

### *Supporting infrastructure for the domestic trading arrangements (the market)*

- R15. Undertake a careful analysis to clearly map out the infrastructure economic and physical needs – e.g. budgetary, workers, packaging, storage facilities, transportation, freight, national market building, etc. – and have them prioritised by way of an implementation schedule to facilitate the smooth implementation of the domestic trading platform.

### *Pricing*

The situation now in Tuvalu – as affirmed by the deliberations at the two Vaitupu and Funafuti workshops and later the workshop in October 2014 where representatives from the outer islands attended, including the presentation by TCTC – is such that prices of local produce are far too expensive. Some individuals confirmed that they prefer to eat imported meat and chicken because local fish is too expensive. The pricing of local produce is a major factor in ensuring sustainable trading of local products in both domestic and overseas markets.

- R16. A comprehensive study on the pricing structure is conducted in Tuvalu as soon as possible in close consultation with farmers, fishers, handicraft makers and members of the TNCW.

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<sup>6</sup> A Cultural Mapping Toolkit and Lens, accompanied with a draft National Policy on Culture was prepared with the help of SPC HDP Culture Division in the early part of 2010 and was funded by the European Union. This cultural policy is already with the Ministry of Home Affairs and Rural Development and as of November 2014, it has not been officially adopted. It advocates important milestones and activities that are also supported in the TASMP.



- R17. SPC, through the IACT and GCCA: PSIS project, to be approached to help in the preparation of a detailed Terms of Reference for the conduct of the proposed pricing study.

### *Quality Control*

In addition to an agreed pricing structure for the TASMP, quality control is also imperative in fostering a sustainable market for local produce. In order to recognise the importance of revival and preservation of Tuvalu's cultural practices, the following is recommended:

- R18. Adopt an acceptable quality benchmarking framework and accord the cultural heritage yardsticks as one of the main benchmarks<sup>7</sup>.

### *Export products*

Consultations with the SPC/IACT programme reveal that there is potential for exporting Tuvalu products. Given that there are development funds available to Tuvalu under the World Bank (WB), the Fiji–Tuvalu trade agreement still exists and the Tuvalu Trade Policy Framework is still being finalised, the following are recommended:

- R19. Revisit the existing Fiji–Tuvalu trade agreement and develop an implementation framework to avail the opportunity provided in the export of local produce in particular handicrafts for the present and additional agricultural products in the future.
- R20. Request that SPC, through its HDP Culture Division, to assist in the recruitment of a branding consultant to develop unique export products bearing the 'Tuvalu brand' and noting the importance of fully accounting for the cultural heritage of Tuvalu<sup>8</sup>.
- R21. Review the appropriateness of the envisioned trade agreement with Rotuma relating to the import of taro and other crops considering that the islands of Nui and Vaitupu are potential suppliers of taro under the TASMP-mapped activities.

### *Roles of Falekaupule, civil society and private sector*

Given that the TASMP was conceived as a means to help build the resilience of the Tuvalu communities towards climate change, the population of Tuvalu should be engaged and empowered in one way or another and the key entities – GOT, Falekaupule, civil society and the private sector – must play their parts consistently in the years to come. Without the concurrent genuine commitment of these entities, the TASMP process will likely fail. Following are the recommended roles (list not exhausted) for each institution other than the GOT.

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<sup>7</sup> Take the traditional dyes, for instance. Handicrafts such as mats using imported dyes will be ranked lower quality than those using traditional dyes (e.g. the main traditional colours in these traditional dyes are black, red and yellow).

<sup>8</sup> One of Tuvalu's major cultural heritages is featured in the various high quality mats on which each island sews its cultural heritage patterns. These mats are unique to Tuvalu and the patterns can be applied in fashion designing where Tuvalu could obtain property rights. There are many other options that can be explored.



R22. *Falekaupule*

- Commitment by the Falekaupule as a first step to formulating island work plans.
- Formulate island work plans to support the implementation of TASMP that are linked with existing island plans.
- Commit funds from its budget to fund island agricultural projects.

*Civil society*

NGOs and religious bodies are generally the organisations that are most in touch with the people. It is important that the benefits of the TASMP are well articulated to all levels of the Tuvalu society. It is suggested that the key roles civil society will play are as follows:

R23. Fostering effective campaigns through house-to-house visits, peer group discussions, radio programmes and pamphlets that encourage people to eat local food, teach traditional skills in food preparation and handicraft.

R24. Organising regular programmes with their members in order to promote home gardening; and preparation and sale of local food.

*Private sector*

The private sector is considered most important in facilitating a sustainable local produce trading system because they are generally the best business managers. The following is therefore recommended:

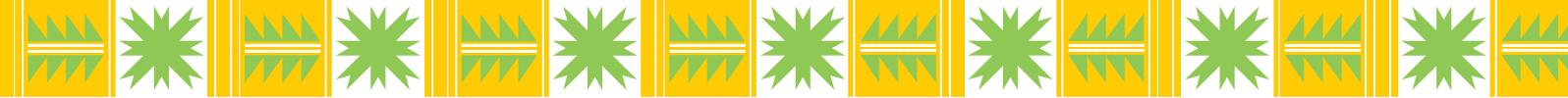
R25. Support private sector entities – either individuals or a group of entrepreneurs – that develop achievable proposals by:

- Providing appropriate training;
- Providing funding (preferably grants or soft loans);
- Close monitoring and assessment; and
- Strict quality control.

*Gender and women's development*

R26. More coordination between the TNCW and the Department of Women and Gender (DWG) is needed. In addition, there needs to be extensive dialogue with the TNCW on agreed competitive prices of the various traditional handicrafts and male handicraft makers must be included in this dialogue.

R27. Given the division among executive members of the TNCW on the need to lower the prices of their handicrafts, it is recommended that while the pricing study is commissioned, the TNCW office or any other private sector entity can identify women or groups of women on the different islands who are willing to sell their handicrafts at negotiated competitive prices.



### *Education – school curricula and institutional strengthening*

Education, whether formal or informal, is of paramount importance in changing the mindset and attitude of people towards the ‘Go Local’ campaign and it is strongly recommended that the DOE take the lead role to:

- R28. Formulate and deliver comprehensive training modules for both schools and adults through consistent programmes and workshops.
- R29. Develop curriculum streams on local food preparation and preservation, and handicraft making for delivery at all levels of education – home economics the Tuvalu way.
- R30. Assist farmers/fishers in teaching their children traditional agriculture, fishing, handicraft making and food preparation.
- R31. Establish training centres at the national level and at all islands where traditional skills and knowledge are taught.

### *Electrification of outer islands*

- R32. Recommend that the DOA liaise with the Tuvalu Electricity Corporation (TEC) to ensure consistent power supply to support the TASMP.

### *Research and development*

Research and development (R&D) is a crucial process when venturing into new productive grounds. It is important that the R&D component of the TASMP is carefully planned and established right at the beginning. It is therefore recommended to:

- R33. Carefully identify priority R&D activities in the areas of livestock (e.g. animal feed using breadfruit), organic farming (using the traditional farming system of the pulaka pits) and agricultural exports.
- R34. Test the nutrient value of all edible local crops and leafy plant vegetables and publish the results in pamphlets for use in the ‘Go Local’ campaign.

### *TASMP implementation*

Two documents will guide the implementation of the TASMP – the (1) Strategic Action Plan Framework (SAPF), which is detailed in chapter 6 and (2) Six Months Rolling Implementation Plan (6mRIP), which is detailed in chapter 7. Both documents are subject to change as and when necessary but the vision and objectives of the TASMP are not to be modified. The following are therefore recommended:

- R35. Establishment of a steering committee to be chaired preferably by a Cabinet Minister (ideally the Minister for Agriculture) and to comprise technical personnel from agriculture, health, education, culture and the TNCW<sup>9</sup>.

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<sup>9</sup> It is important that the number is kept to a maximum of five people to ensure easy coordination and facilitation.



R36. As a matter of priority, recruit a Chief Technical Advisor to support the Director of Agriculture in the overall management and implementation of the Agriculture Sector Plan and the TASMP process.

*Financing the TASMP*

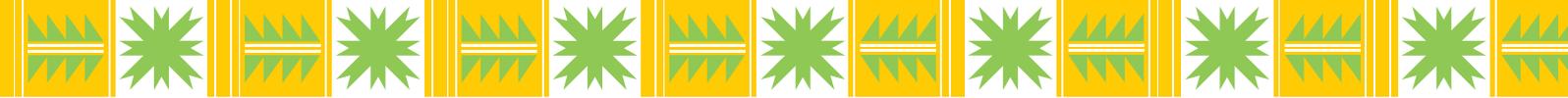
R37. As a matter of priority, submit an official request to SPC for a joint technical assistance to Tuvalu by relevant experts from the IACT, GCCA: PSIS project and HDP Culture Division to determine and prepare relevant project proposals for submission to the Ministry of Finance (MOF) to bid for WB funds and for submission to any other donor agencies that may have available funds for allocation.

Specific projects or 2 to 3 separate project proposals should be prepared as soon as possible in order to seek financing for the following strategic outcomes:

- Increase in food production (by way of organic farming) and raw materials (for production of traditional canoes, etc. and handicrafts) through increased land cultivation, clearing and replanting;
- Revive and strengthen the production and sale of quality Tuvalu handicrafts through the development of cultural industries;
- Commence trading of local produce through the TCTC; and
- Develop branding and export of Tuvalu local produce.

R38. Identify priority activities for the first two years – i.e. short-term and develop estimated budgetary requirements, which are from both recurrent and development sources. This has to be done jointly with the DOA and MOF in close consultation with other relevant stakeholders such as the DOE, media, etc.





## 6. Strategic Action Plan Framework

This is the main section of the Plan – depicting the strategic priorities, indicators and activities, and the responsible stakeholders. The underlying consideration in the preparation of this action plan is to be pragmatic – sometimes a strategic plan lists numerous activities but very little consideration is given to the real priorities that will, when implemented at the appropriate time, move the whole process forward and eventually achieve the set targets. Therefore, bearing in mind this underlying factor, the proposed action plan framework will be kept strictly ‘strategic’ and thus only the real pragmatic priorities are listed with the view that upon implementation the set goals and vision of the TASMP will be achieved. It is a working document and should be consistently reviewed at least every year and adapted as and when necessary.



**Table 2: Strategic Action Plan Framework (SAPF)**

**Strategic Priority 1: Restructure and strengthen the agriculture sector**

**Key Performance Indicators:**

1. Agriculture Sector Plan adopted.
2. SAPF and the Six Months Rolling Implementation Plan adopted and followed diligently allow for unforeseen changes as and when required.
3. Budgetary (both recurrent and extra-budgetary) allocation for agriculture increased to at least 1% of total budget.
4. Tuvalu trade policy in place and synchronised with TASMP to enhance its implementation.
5. Tuvalu food security policy in place.
6. Agriculture organisational structure reviewed and upgraded.
7. Capacity at Elisefou Agriculture Station on Vaitupu strengthened.
8. Establishment of agriculture extension officers on all islands.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017-2019	Long-term 2020-2025	
<b>1. Rank the agriculture sector a top priority within the overall national policy framework</b>	Finalise the SAPF prepared with the assistance of the Food and Agriculture Organisation (FAO)	Percentage share of the agriculture sector in the overall national GDP increased to at least 2%	Percentage share of the agriculture sector in the overall national GDP considerably increased to at least 6%	DOA/MNR, MOF Cabinet, FAO
	Provide a summary of the ASP to all islands and relevant stakeholders in the Tuvalu language	Percentage share of the agriculture sector in the overall national budget increased to at least 2%	Percentage share of the agriculture sector in the overall national budget increased to at least 5%	DOA, MOF/Planning
	Synchronise SAPF with NTP, NPC, NAPA and SPNCDP	Multi-disciplinary approach put in force to save time and resources	Agriculture, education, health, DWG, TNCW, media, and civil society working closely on a common approach	DOP, DOH, DOEN, DOT, DOC/MHARD, TNCW, DWG, Media, NGOs
	GOT considers and endorses the formulation of a national food security policy (FSP)	FSP formulation in process	FSP in place	OPM, MOF, DOA, FAO
	Taiwan FGP extended to EAS	EAS fully operational – all houses and offices fully renovated, with a well-stocked agricultural store that has all the necessary tools and equipment	EAS fully staffed with the relevant expertise supported by Taiwan FGP and project funds	DOA, MOF/Planning, SPC, FAO, UNDP, Other Donors, ROC
		All islands provided with appropriately sized agricultural machineries such as multi-purpose tractors, and small coconut mills and saws	Local food production through the cultivation of additional land and pulaka pits increased to sustainable levels	ROC/FGP, DOA, SPC, Other donors, Falekaupule/ Kaupule, Farmers/ Women
		Priority research activities in organic farming systems, trees and livestock developed and operational	Local food produced using organic farming available in abundance	DOA, ROC, DOF, MOF, SPC, TNPSO
		Commercial pig and poultry farming using organic animal feed developed	Livestock products such as eggs, pork sausages, local chicken, etc. available in abundance domestically at competitive prices	
		Lay the ground work for the implementation of the TASMP	6mRIP fully operational	Additional inflow of development funds from donors
<b>2. Review and restructure DOA organisational structure</b>	Develop the R&D capacity of the DOA	Upskilling of agricultural staff through further specialised training overseas; recruitment of TAS	Research capacity of DOA well established in agronomy, livestock, tree crops and traditional farming systems	DOA/MNR Personnel/OPM
		All islands have agriculture extension officers	Additional agricultural staff working on all islands who focus on replanting schemes and nursery maintenance	
		Falekaupule include budget lines for increased production of local food and handicrafts	FTF specifically assign development funds from its annual distribution for TASMP through negotiations with Falekaupule	Falekaupule Kaupule DOA MHARD MOF/Planning

**Strategic Priority 2: Increase sale and consumption of local food**

**Key Performance Indicators:**

1. TCTC government grant received to recommence its purchasing scheme of local produce from outer islands.
2. Increased local food sold in Funafuti and to government institutions.
3. Prices of local food reviewed and now competitive.
4. Cooling and storage facilities on outer islands installed.
5. National market building established.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017–2019	Long-term 2020–2025	
<b>1. Commission study on pricing structure</b>	Construct a well-structured campaign on the pricing of local produce to persuade farmers, fishers and handicraft makers (both men and women) to adopt competitive prices	Local campaign to accept cheaper and competitive prices for local produce continues	Majority of the people in Tuvalu eating more local food due to more competitive prices of local food	DOA, DOE, MOF/ Price Control Board, AG, SPC, Planning, DOT, TCTC, TNCW, Media
<b>2. TCTC to recommence its purchasing of local produce from outer islands</b>	Government gives TCTC a grant of at least AUD 50,000	TCTC able to make a small contribution towards financing its purchasing scheme	TCTC focussed on specialised line of local products now that the private sector (through farmers and fishers) is taking over the same local produce	TCTC and its branches all over the islands MOF
	TCTC receives a reduced grant for AUD 45,000 for the next year	TCTC able to generate adequate profits for its future purchasing scheme	TCTC purchasing scheme of local produce fully running and self-financing	TCTC MOF
<b>3. Te Ulukai on Funafuti to be fully utilised by people as the centre for sale of local produce and cuisine</b>	Increased people from Funafuti selling local produce at the Ulukai	Te Ulukai as a market space for the sale of local produce is fully operational	Te Ulukai services local produce to Funafuti and government institutions	Funafuti Kaupule Farmers Fishers TNPSO Taiwan/FGP
	More private vendors renting rooms upstairs of the Ulukai to sell Tuvalu cuisine	More people eating at Ulukai restaurants serving local cuisine	Restaurants serving Tuvalu cuisine become highly competitive against Chinese food and thus less people eating Chinese food	DOH DOE DOA TNPSO MOF
<b>4. Planning for the construction of the national market building on Funafuti</b>	Feasibility study for the construction of a national market building	Project proposal formulated and submitted to potential donors for the construction of a national market on Funafuti to include costs, architectural plan and expected site location	National market building constructed and fully operational	DOA DOTR MOF Foreign Affairs PWD TNPSO Donors
<b>5. Economic and physical infrastructure to be developed on Funafuti and all the islands</b>	Project identification for the securing of infrastructure, e.g. cooling machines and freezers, packaging materials, etc. for all outer islands.	Project proposal developed and submitted to donors for funding	All islands, including the national market and other institutions, have adequate infrastructure to support the sustainable marketing of local produce	DOA DOE TEC MOF/Planning Falekaupule
	Establish consistent power supply to support needed infrastructure	Installation of much needed infrastructure, e.g. storage facilities and packaging materials, on all islands	Transportation (including freight) arrangements for the TASMP process developed	TEC DOA DOE DOTR MOF



**Strategic Priority 3: Change the mindset and attitude of the people of Tuvalu towards local food**

**Key Performance Indicators:**

1. 'Go Local' campaign fully developed and ongoing.
2. Benefits of local food and strategies to sell local produce shared with all islands.
3. National policy on 'national food security' reviewed.
4. School curricula at all levels teaching value of eating local food, food preparation and farming.
5. Patients of hospitals and students of all government schools, including primary schools, eat more local food.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017–2019	Long-term 2020–2025	
<b>1. Local food preparation streamlined to school curricula</b>	Identification of critical lines of local food for preparation and preservation for inclusion in the school curricula	Local food preparation curricula developed and taught at all levels of schools	TMTI expanded to include training streams in traditional home economics	DOA DOH/Nutrition DOE TMTI SPC
	Traditional certified trainers in cooking identified	Training and further certification of the trainers	Tuvalu home economics and traditional technical skills in agriculture, fishing, etc. fully integrated into the official school curricula at all levels of education (i.e. primary to tertiary)	Other Donors MSS FHS TNCW DWG Farmers/Women Youth
<b>2. Develop campaign platform for 'Go Local' with the participation of all relevant stakeholders</b>	Contents of campaigning strategy to 'Go Local' fully mapped out and translated into the Tuvalu language	All local food tested for their nutrient value and the results published in the Tuvalu language	People of Tuvalu (majority if not all) fully appreciate the value of eating nutritious local food	Media NGOs DOA DOE DOH SPC Other Donors
	Education policy established requiring all primary schools to serve local food during breaks and lunches	Government serves local food in all its schools, hospital and clinics on the outer islands	People are used to and prefer local food over imports	MOF MES MSS FHS TMTI Youth TNCW DWG Women and Men Falekaupule Kaupule
<b>3. Introduce import substitution policy</b>	FSP to include a policy that all imported food be labelled with expiry dates, manufacturer, and nutrient contents	Reduction in the quantity of certain imported food due to people eating more local food instead of rice, flour and sugar	More money on average is spent by households in the purchase of local food than imported food	OPM DOA DOT MHARD
		Import substitution policy in place clearly spelling out local food involved, regulations and other specificities	Import substitution policy legislated and fully operational	DOEN TNPSO AG FAO SPC/IACT

**Strategic Priority 4: Research and development of potential export products from Tuvalu**

**Key Performance Indicators:**

1. Tuvalu exporting unique branded products.
2. Trade agreement with Fiji revived and operational.
3. Coconut mills established in the outer islands are operational.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017–2019	Long-term 2020–2025	
<b>1. Establish Tuvalu brand for all Tuvalu export products</b>	Marketing branding specialist hired to establish a pure Tuvalu brand for potential export products like 'red-toddy'	Unique Tuvalu products researched and developed for export	Tuvalu branded exports fully established and operational	DOA SPC (IACT and HDP, Culture) MOFA (to submit official request to SPC) MOF (to secure adequate funding)
<b>2. Trade agreement with Fiji to be reviewed and made operational</b>	Commence negotiations with Fiji Government with the view to operationalise the existing trade agreement	Handicrafts and other products listed under the trade agreement exported to Fiji and other overseas markets	Tuvalu branded exports well established and in reasonable supply	MOFA/Tuvalu High Commission, Suva TNCW DOA DOF Falekaupule
	Quality of local produce analysed and established	Benchmarks for quality control of all local produce in place	Quality control benchmarking legislated	
<b>3. Undertake a comprehensive situation analysis of the small coconut mills established in all the outer islands except Funafuti</b>	Strategy for operating the coconut mills in place	Resources, both technical and financial, in place to operationalise the coconut mills	CVO and other by-products produced for local and overseas markets	DOA TNCW DOT SPC PIFS FAO MNR Falekaupule MHARD
	Packaging and branding CVO completed	Coconut flakes used for animal feed	Animal feed supply available locally	
<b>4. Develop appropriate packaging materials and preservation methodologies</b>		Local food available for domestic trade identified and provided with appropriate packaging and preservation methodologies	Packaging materials readily available at competitive prices	DOA SPC FAO UNDP



**Strategic Priority 5: Increased sustainable production of local produce and raw materials**

**Key Performance Indicators:**

1. Increased percentage of land and barren pulaka pits under cultivation.
2. Main mode of growing vegetables and food crops wholly organic.
3. Concreted pulaka pits constructed on all the islands.
4. More locally prepared thatches available nationally.
5. Coconut, pandanus and other trees replanting schemes under way.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017–2019	Long-term 2020–2025	
<b>1. Effective campaign for people to increase cultivation of food crops, clear land and replant coconut trees, pandanus and other trees</b>	Replanting schemes planned and funding sought through project proposals	Commence replanting schemes in all islands	Replanting schemes fully operational	Media DOA DOE DOH Farmers Associations TNCW TNPSO SPC FAO Falekaupule
	Innovative and adaptable 'concrete pulaka pits' researched and developed	Land area for cultivating pulaka and other local food crops through concrete pulaka pits increased	Pulaka, taro, and local food crops readily available at competitive prices	
<b>2. Adopt organic farming as the main farming system</b>	Policy on organic farming developed	Organic farming instrumental in terms of direction and research in place	No more fertilisers imported and main farming system is wholly organic	Taiwan FGP DOA SPC FAO
<b>3. Agroforestry nurseries to be extended to all the islands</b>	Agroforestry project nurseries on Funafuti and Nukufetau are fully developed by way of established local and overseas varieties of trees	Transfer of planting materials from Funafuti and Nukufetau to the rest of the outer islands commenced	All islands now have fully stocked and thriving agroforestry nurseries manned by Kaupule agriculture employees under the supervision of agriculture extension officers	SPC DOA Falekaupule Taiwan/FGP
	Concrete pulaka pits built in the demonstration farms on Funafuti and Nukufetau for cultivating pulaka and other crops	Concrete pulaka pits built on the demonstration farms on all the islands	Landowners constructing concrete pulaka pits throughout the islands with the assistance of the GOT	
		Market research into the sale of pandanus thatches to Funafuti	Pandanus thatches used widely in Funafuti	
<b>4. All islands to update existing island development plans for beyond 2016 including agricultural priorities</b>	DOA identifies funds for this planning exercise	Updating of island development plans commences	All islands have updated island development plans for 2016–2020, including agricultural priorities	MOF Planning DOA Falekaupule/Kaupule

**Strategic Priority 6: Development of cultural industries and strengthening of the production and sale of handicrafts**

**Key Performance Indicators:**

1. Acceptable pricing structure for all handicrafts in place.
2. International standards of quality are instituted and legislated.
3. Increased number of women and men – young and old – producing handicrafts as a source of sustainable livelihood.
4. Sustainable trading both domestically and overseas of Tuvalu quality traditional handicrafts.
5. National Policy on Culture adopted and implemented.
6. Cultural tourism strengthened.
7. School curricula at all levels include teaching handicraft skills.
8. Certified trainers in handicrafts making.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017–2019	Long-term 2020–2025	
<b>1. Priority dialogue with women (TNCW, and all other women) and men on the prices of handicrafts bearing, in mind the importance of a sustainable trading process</b>	Gender featured strongly in the negotiations and dialogue regarding the pricing structure of local handicrafts	The once popular traditional handicrafts like 'ato taa', 'tele taa', 'kete', 'tuluma' etc. are now produced in large quantities	Sale of handicrafts domestically and overseas fully operational	TNCW MHARD DWG DOT DOA SPC/HDP, Culture SPC/IACT MHARD MOF MEDIA Men and women who are traditional experts in handicraft making
	Island consultations through peer-group meetings and workshops completed, and report submitted to stakeholders	National consultation on the recommended options for local handicraft pricing platforms held and the best competitive pricing structure is adopted	Local handicraft prices highly competitive and ongoing domestic and international trade	
	Quality benchmarking for handicrafts considered by all stakeholders	Minimum quality standard for all handicrafts discussed and agreed at the national workshop	Quality benchmarks published with prices according to grades and distributed to all makers and buyers	
<b>2. Review National Policy on Culture and submit to Cabinet for approval</b>	Quick review of draft policy on culture and the accompanied Cabinet paper for submission to Cabinet for adoption	National Policy on Culture is operational supporting TASMP with commitment from GOT, civil society and all islands  Falekaupule strengthened and role of women in national and island development clarified and upgraded	Status of culture sector in the overall national development framework of Tuvalu is upgraded in terms of staffing and budgetary resources, and fully streamlined into the national development platform	MHARD DCC DOC OPM/Cabinet DOA TNCW DWG
<b>3. Implement handicraft training and teaching programme</b>	Traditional experts – men and women – in handicraft making, (weaving, carving, canoe building, etc.) identified from all the islands	National workshop (with subsequent certification) on 'training of the trainers' for identified experts	Trainers certified and available to teach the range of skills in handicraft making	MHARD DOE DOA DWG DOC Price Control Board Private Sector MOFA/Trade TNCW
	Technical assistance sought from potential donors	Establish training centres to teach agriculture and handicraft making on all islands <sup>1</sup>		
	National workshop to include women's groups, Kaupule, NGOs, government and other stakeholders	National trainers working with staff of DOE in the design of curriculum streams on handicraft making (including canoe and house building)  National workshop on teaching curricula in traditional home economics, handicraft making and canoe and house building	All schools including community training centres teach handicraft making and other skills  Increased adult training programmes	
		Revive handicraft centres on all islands	Handicraft production increased by at least 30% and an increase in the number of women and men engaged in handicraft making	



<b>4. Establish market outlets both domestically and overseas</b>	Establish a technical steering committee to monitor quality and pricing of handicrafts	National workshop on handicraft quality testing	Quality handicrafts sold locally and also exported with a value around AUD 1 million a year	MOFA/Trade All Tuvalu overseas posts DOA Media SPC PIFS
<b>5. Replanting of trees to supply raw materials for handicraft making, canoe building, local house building, etc.</b>	All trees pertinent to the handicraft industry, and traditional canoe and local house building included in the two agroforestry demonstration farms on Funafuti and Nukufetau	National workshop on canoe building, carving, building local houses and weaving  The same workshop (above), including quality benchmarking, extended to all islands	All islands using canoes more for leisure, fishing and for agricultural purposes  Carved and woven handicrafts available in high quantities  More people with knowledge and skills in building canoes and local houses	DOA Falekaupule Kaupule Donors SPC FAO UNDP

**Strategic Priority 7: Financing the Tuvalu Agriculture Strategic Marketing Plan**

**Key Performance Indicators:**

1. Budgetary allocation for DOA increased to allow for the implementation of the strategic priorities under the TASMP.
2. Agricultural credits readily available to support agribusiness enterprises.
3. Acceptable level of development funding from donor-partners both regional and international resulting from approved project proposals.
4. DOA, other partner agencies in government and the private sector have technical expertise to support the TASMP process.

Activities	Milestones Achievements			Responsible Stakeholders
	Short-term 2016	Medium-term 2017–2019	Long-term 2020–2025	
<b>1. Establish a team comprising relevant expertise that is recruited locally and from overseas to work on project identification and formulation</b>	Establish clear project streams and activities including the resources required through development of a framework (either for each project or collectively)	Framework for all projects – ranking them in order of priority – supporting the TASMP process developed and endorsed  GOT clearly defines recurrent costs of all projects and provides budget lines from the national budget	Secured adequate development fund and support from donors	DOA MOF SPC MOFA Donors
	Project and associated activities are clearly prioritised	At least 2–3 projects approved and funds flowing into Tuvalu	The same projects bearing positive outcomes as envisioned and are applied throughout the islands	
	First 2–3 priority project proposals prepared and submitted for donors' consideration	Procedures for acquittal of project funds well established and follow the respective donor requirements	Donors satisfied with reports and acquittals, and continue to provide funding	
	Technical assistance sought (Chief Technical Advisor); preferably an agricultural economist with skills in project formulation, monitoring and evaluation	A Project Monitoring Unit (PMU) in the DOA established and operated with appropriate expertise  DOA to clearly map out the training needs for current staff, and new graduates to make sure the department is operated by professional and technically qualified staff	DOA and partner agencies benefitting from employment of technical expertise funded under projects  PMU fully operating with project specialist staff	

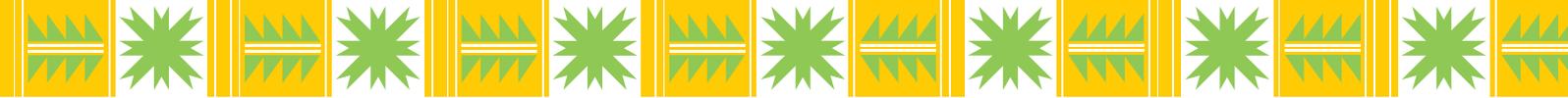


## 7. TASMP Implementation

It is proposed that the Strategic Action Plan Framework (SAPF) presented above will be implemented by way of a Six Month Rolling Implementation Plan (6mRIP). In these six months, careful analysis of the tasks that are required in order to achieve the seven Strategic Priorities listed in the SAPF above are clearly listed in terms of priority ranking, and show the tasks, responsible stakeholders, timeframe, and key performance indicators (KPIs). Flexibility will be maintained to account for unforeseen events but it is encouraged that thorough planning is conducted as much as possible. In this way, the degree of risk – both external and internal – is minimised.

The 6mRIP identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; and uses time efficiently. In this case, one has to be realistic in the sense that there is no need to list endless activities for implementation in the first six months. Rather, it is imperative to be focussed and carefully map out the priority activities through careful analytical planning. This is the manner in which the 6mRIP, below, was formulated.



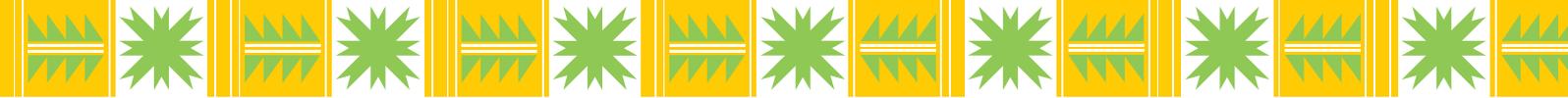


Strategic Priority # from SAPF	Tasks/Activities	Responsible																									KPIs				
			1 <sup>st</sup> Month				2 <sup>nd</sup> Month				3 <sup>rd</sup> Month				4 <sup>th</sup> Month				5 <sup>th</sup> Month				6 <sup>th</sup> Month								
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
SP3	Craft a common campaigning platform to 'Go Local', which engages key stakeholders such as media, education, health, and agriculture	Media Education Agriculture Health SPC																													'Go Local' campaign fully explained (also in the Tuvalu language) and repeatedly aired on radio
	Launch effective campaign to 'Go Local'	Agriculture, Health, Education, Media NGOs, Fale-kaupule																													Increased number of people eating local food
	Consultative workshops taken to rest of the islands	Agriculture, SPC																													All islands aware of TASMP  TASMP translated to Tuvalu language
	Conduct radio programmes	Agriculture																													Media employs a specialist on 'Go Local'
	Develop relevant training modules and publish pamphlets	Agriculture, Education, NGOs																													
	Commence planning work on food import substitution policy	Agriculture Trade MOF Customs																													
	Develop curriculum streams on local food production	Agriculture, Education																													Traditional skills and knowledge integrated into teaching curriculum
	Local food served in government schools and hospital	Education, Agriculture, Health, Cabinet																													Local food served regularly in schools
	SP4	Explore export products																													
Commission branding consultant																															Branding consultant recruited
National workshop on quality benchmarking																															Workshop on branding conducted
SP5	Commence agro-forestry nursery on Nukufetau																														Agriculture SPC



Strategic Priority # from SAPF	Tasks/Activities	Responsible																									KPIs
			1 <sup>st</sup> Month				2 <sup>nd</sup> Month				3 <sup>rd</sup> Month				4 <sup>th</sup> Month				5 <sup>th</sup> Month				6 <sup>th</sup> Month				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
SP6	Adoption and approval of Tuvalu National Policy on Culture	Cabinet																									National Policy on Culture endorsed
	Due to long delay in its approval, table the draft policy to relevant technical and administrative directorates	Home Affairs																									Amended and supported by technical and administrative directorate
	Cabinet Paper submission	Home Affairs																									
	Commence implementing policy	Culture Unit/ Home Affairs																									National Policy on Culture implemented
	Develop curriculum streams on handicraft making	National trainers, Education																									Traditional skills and knowledge integrated into teaching curriculum
SP7	Project identification and formulation process																										Project proposals for specific priority activities approved
	Recruit Chief Technical Officer	Agriculture OPM																									Chief Technical Officer recruited





## 8. Challenges

The challenges that are to be addressed in order to achieve the vision espoused in the TASMP include changing the mindset and attitude of the people, most importantly the young generation, towards eating local food through capacity building, through school curricula and a strong behaviour change campaign. This envisioned change is seen as a combined effort of the GOT, Falekaupule, civil society and private sector. It is envisaged that the media and the education sector will play critical roles through the 'Go Local' campaign.

Commitment from all levels of government is of paramount importance, particularly in meeting the following:

- Early approval of the Agriculture Sector Plan and National Policy on Culture;
- Increased budgetary allocation to the agriculture sector starting with the 2016 national budget;
- Availability of necessary tools and implements;
- Provision of storage and packaging facilities;
- A national market building on Funafuti;
- An effective campaign for people to eat more local food;
- Local food preparation and handicraft making streamlined to school curricula; and
- Government schools, the hospital and outer island clinics to serve local food.

Changing the mindset and attitude of the people will also lead to the development of cultural industries – revival of traditional knowledge, skills and heritages – which will enhance Tuvalu's resilience to the effects of climate change by increasing local food production and subsequently increasing domestic and foreign trade.

Another challenge arises with the allocation of budgetary resources. It is important that the agriculture sector allocation in the national budget and within the Ministry of Natural Resources is increased. The sector is the mainstay of the Tuvalu economy and this should be reflected in its budget and its level within the national policy framework.

A quick analysis of the increasing budgetary allocation to the Department of Fisheries shows that one major contributing factor to this trend is the fact that the department has consistently brought in increased revenue. The same analogy can be applied to agriculture by increasing its contribution to economic growth through the development of agricultural exports – CVO, red toddy, breadfruit chips and cultural industries.

Pricing provides another challenge. It has been recommended that a comprehensive pricing study be undertaken to determine a national consensus on the nature of the pricing structure. This then raises the issue of whether prices should be regulated or be determined by the forces of supply and demand.



## 9. Conclusion

The proposed TASMP provides the means to realise the numerous benefits arising from domestic and international trading. The following are important prerequisites and must be accomplished at the earliest.

- Genuine commitment by government, Falekaupule, civil society and the private sector must be forthcoming.
- Government to upgrade and strengthen the agriculture sector and to commit to increase budgetary allocation to agriculture by at least 1% of the total budget in the 2016 national budget.
- Government to consider, approve and adopt the following and in accordance with the proposed Implementation Plan:
  - Agriculture Sector Plan
  - TASMP
  - National Policy on Culture

There is a platform in place that can be used immediately to commence domestic trading of local produce while in-depth planning for the execution of the TASMP's proposed strategies and activities is pursued. As revealed in section 4.2, TCTC has been doing this work for a number of years. It stopped its domestic trading activities in 2011 when the government suspended its funding support due to widespread drought. A sign of genuine commitment by the government would be to allocate a reasonable grant to TCTC in the 2016 national budget to enable them to recommence domestic trading.

The challenge now is for the DOA and MNR begin to implement the TASMP, since it has been already endorsed by cabinet. Face-to-face dialogue with the people of Tuvalu over the next 2 to 3 years will impact on changing their mindset towards eating more local food. This is because, from experience, there is a tendency for people to accept and adapt to changes when they fully understand the issue(s).

Finally, the success of the TASMP is dependent, from the outset, on the effectiveness of the 'Go Local' campaign.

# Appendices

## Appendix A: Findings and Outcomes of Consultations with Stakeholders, Including the Funafuti and Vaitupu Workshops

Below is a summary of the group discussions, which shows the emerging threads and suggested strategies and actions that form the base of the formulation of TASMP's two main components – Strategic Action Plan Framework (SAPF) and the Six Months Rolling Implementation Plan (6mRIP).

**Table A.1: Suggested Strategies and Actions Following the Outcomes of the Consultation Process**

FUNAFUTI AND VAITUPU WORKSHOPS			
Vaitupu Workshop			
Questions	Common Threads and Suggested Strategies Arising from Group Discussions	Suggested Actions	Priority Ranking
1. What do you think of the prices of local food?	<ul style="list-style-type: none"> <li>Important to consider selling at affordable prices in order to earn a small profit and encourage buyers to continue buying.</li> <li>Explore whether pricing needs to be regulated or not.</li> <li>Learn from other PICs</li> </ul>	<p>Comprehensive study on the pricing structure – bearing in mind need for sustainable trading.</p> <p>Standardise all prices of local food.</p>	High (Immediate/Short-term) Priority
2. What kind of services and assistance should be provided by the Government and Island Falekaupule to support the marketing of local produce?	<p>Government to provide the following:</p> <ul style="list-style-type: none"> <li>machinery (e.g. shredder, plough, etc.)</li> <li>fertilisers</li> <li>farming tools</li> <li>fences</li> <li>seeds;</li> <li>a national market building</li> <li>storage facilities (fridges, etc.)</li> <li>adequate funds</li> <li>transportation</li> <li>training (not only in farming but also handicraft making and food preparation and preservation</li> <li>quickly endorse the TASMP and the Agriculture Sector Plan.</li> </ul> <p>Falekaupule to:</p> <ul style="list-style-type: none"> <li>formulate and adopt an island strategic plan on the production and marketing of local produce;</li> <li>put in place an evolving work plan for the effective implementation of activities on the island; and</li> <li>liaise closely with the government (agriculture, rural development, health, education, etc.) and farmers.</li> </ul>	<p>Government to provide the economic and physical infrastructure needed.</p> <p>National market building on Funafuti.</p> <p>Adequate and priority funds.</p> <p>Early approval of the agriculture sector plan and the TASMP.</p> <p>Consistent training programme.</p> <p>Falekaupule/Kaupule formulate island work plans.</p>	<p>Medium (Short-term to medium) priority</p> <p>Medium Priority</p> <p>High Priority</p> <p>High Priority</p> <p>High to Medium Priority</p> <p>High to Medium Priority</p>

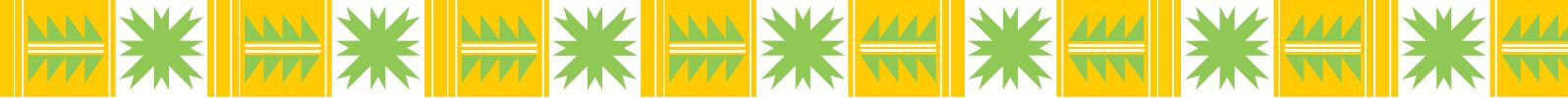
Vaitupu Workshop			
Questions	Common Threads and Suggested Strategies Arising from Group Discussions	Suggested Actions	Priority Ranking
3. What do you think about the prices for handicrafts?	<p>Very expensive:</p> <ul style="list-style-type: none"> <li>Deters people from buying.</li> <li>Failure of domestic trade in local produce is due to the high prices.</li> </ul> <p>Yes, strongly support the revival of trading in local produce:</p> <ul style="list-style-type: none"> <li>It helps people on the outer islands earn more income.</li> <li>It will allow the Vaitupu people to increase local production and sell their produce to Funafuti and also overseas.</li> <li>There will be increased local food for consumption by the people.</li> <li>People will be healthier, which will protect them from NCDs.</li> <li>The younger generation of Tuvalu will learn how to prepare and preserve local food and the making of handicrafts.</li> </ul>	<p>Undertake a comprehensive analytical exercise on the pricing structure in close consultation with the people at all levels.</p> <p>Initiate radio and public awareness programmes to revive the marketing of local produce.</p> <p>Quality control is of paramount importance and should be addressed from the outset.</p>	<p>High Priority</p> <p>High Priority</p>
4. Do you support the initiative to revive and strengthen the marketing of local produce?	<p>Yes, strongly support the revival of trading in local produce:</p> <ul style="list-style-type: none"> <li>It helps people on the outer islands earn more income.</li> <li>It will allow the Vaitupu people to increase local production and sell their produce to Funafuti and also overseas.</li> <li>There will be increased local food for consumption by the people.</li> <li>People will be healthier, which will protect them from NCDs.</li> <li>The younger generation of Tuvalu will learn how to prepare and preserve local food and the making of handicrafts.</li> </ul>	<p>Undertake a comprehensive analytical exercise on the pricing structure in close consultation with the people at all levels.</p> <p>Initiate radio and public awareness programmes to revive the marketing of local produce.</p> <p>Quality control is of paramount importance and should be addressed from the outset.</p>	<p>High Priority</p>
Funafuti Workshop			
Questions	Common Threads and Suggested Strategies Arising from Group Discussions	Suggested Actions	Priority Ranking
1. What are the benefits that you envisage from the revival of sustainable trading of local food and handicrafts?	<ul style="list-style-type: none"> <li>Healthy body, live longer, lessen occurrence of NCDs like diabetes, high blood pressure, gout, etc.</li> <li>Tuvalu people will live highly sanitary and hygienic lives and will apply this when preparing local food.</li> <li>Families will earn more money to support their children in education, etc.</li> <li>The younger generation will learn the following skills: <ul style="list-style-type: none"> <li>o traditional methods of making handicrafts and food preparation</li> <li>o traditional methods of food preservation</li> <li>o traditional farming and fishing techniques.</li> </ul> </li> </ul>	<p>Benefits of the TASMP to be articulated strongly to all levels of the Tuvalu society.</p>	<p>High Priority – (to be addressed through the public awareness campaign programme)</p>
2. What are the main milestones to be put in place in order to facilitate the successful marketing of Tuvalu local produce?	<ul style="list-style-type: none"> <li>Institute the necessary economic and physical marketing infrastructure for trading local produce.</li> <li>Storage facilities for food and packaging.</li> <li>Adopt the highest level of quality control.</li> <li>Research and analyse whether the actual trading itself could be better conducted by the private sector through competition while government provides the institutional support.</li> <li>Government institutions like the Maritime Training Institute and the Motufoua Secondary School should be the first to buy local food and make it a permanent component of their meals.</li> <li>Maintain a consistent training and awareness programme to encourage the people to eat local food and introduce local meals, as matter of priority, to all primary schools.</li> <li>Agriculture, local food and handicraft preparation to be taught in all schools and included in the school curriculum at all levels.</li> <li>Conduct radio programmes and use the media in building the capacity and understanding of the Tuvalu people on the value of 'Going Local' and publish pamphlets in the local language to enhance the campaign to eat local food.</li> <li>Prices should be fair to the owner and the buyer – the proposed study should address this factor carefully in close consultation with the people. The pricing study should also take into account handicrafts and the export potential of a number of Tuvalu products. The ICTC pricing structure is a useful base for the study together with the pricing structure of the TNCV.</li> </ul>	<p>National market building on Funafuti.</p> <p>Storage and packaging.</p> <p>Quality Control benchmarks to be in place.</p> <p>Carefully determine role and responsibilities of all stakeholders, especially the government, Falekaupule, NGOs and the private sector.</p> <p>Government schools and training institutions to be the first to serve local food within their institutions.</p> <p>Formulate a comprehensive training module for both schools and adults through consistent training programmes and workshops.</p> <p>Curriculum streams on local food preparation and preservation plus handicraft making to be developed at the earliest.</p> <p>Media campaign on local food benefits.</p> <p>Comprehensive pricing study.</p>	<p>High Priority</p> <p>Medium Priority</p> <p>Medium Priority</p> <p>High to Medium Priority</p> <p>High Priority</p> <p>High Priority</p> <p>High to Medium Priority</p> <p>High to Medium Priority</p> <p>High to Medium Priority</p> <p>High Priority</p>

Funafuti Workshop			
Questions	Common Threads and Suggested Strategies Arising from Group Discussions	Suggested Actions	Priority Ranking
3. What do you think are ways to encourage the Tuvalese people to eat more local food?	<ul style="list-style-type: none"> <li>Increase budgetary allocation to the agriculture sector and prepare project proposals to attract donor funding.</li> <li>Integrate agriculture, traditional home economics and handicraft making into the school curriculum for all levels of school.</li> <li>As a matter of priority, Government to purchase local food for students at Government schools.</li> <li>Establish a vocational training school or extend the curriculum at the TMTI to include traditional home-economics and handicraft making</li> </ul>	<p>Increase budgetary allocation to the agriculture sector as a matter of priority.</p> <p>Strong campaign and awareness programme for people to eat local food more.</p> <p>Local food serving at government schools.</p> <p>School curriculum development.</p>	<p>High Priority</p> <p>High Priority</p> <p>High to Medium Priority</p> <p>High Priority</p>
4. Should the marketing of local produce be overseen by the public or private sector?	<p>A holistic approach is needed here and it should not necessarily be given to one entity only. The government, NGOs and the private sector ought to work together.</p> <ul style="list-style-type: none"> <li>Government facilitation by: <ul style="list-style-type: none"> <li>endorsing the TASMP and the policy on food security;</li> <li>providing adequate funds – operating and project funding;</li> <li>upgrading the status of agriculture and in particular early approval of the ASP; and</li> <li>having relevant departments provide technical assistance backstopping, providing tools, etc.</li> </ul> </li> <li>strong support from Falekaupule and Kaupule to island programmes and projects on increased cultivation and production of local food and raw materials/implements, etc.</li> </ul>	<p>A holistic approach is needed, which very clearly maps out the respective responsibilities of the government, Falekaupule, NGOs and the private sector. This has been started in the SAPP.</p>	<p>High Priority</p>
5. What do you think of the prices of local food and handicrafts?	<ul style="list-style-type: none"> <li>Prices of local produce are too expensive.</li> <li>For trading to be sustainable, these prices should be competitive and affordable.</li> </ul>	<p>There is an urgent need to address this factor by conducting a comprehensive pricing analysis of local produce that involves dialogue and close consultation with farmers, etc.</p> <p>This analysis may lead to the establishment of a Pricing Review Committee on local produce.</p>	<p>High Priority</p>
6. What would be the role of the government?	<ul style="list-style-type: none"> <li>Provide adequate funding to the TASMP.</li> <li>Make available agricultural tools, handicraft making tools and in particular appropriate-sized machinery like tractors, plough etc. to till and cultivate the land, on all the islands.</li> <li>Institute necessary economic and physical infrastructure to support the TASMP implementation (e.g. building a national market building on Funafuti).</li> <li>Continue building water storage facilities to make adequate water available for agriculture. <ul style="list-style-type: none"> <li>All islands to have reliable internet</li> <li>Early project formulation to access development funds to supplement the recurrent budgetary allocation to agriculture.</li> </ul> </li> </ul>	<p>Strong commitment by the government to the TASMP is of primary importance.</p>	<p>High Priority</p>

<b>Funafuti Workshop</b>			
<b>Questions</b>	<b>Common Threads and Suggested Strategies Arising from Group Discussions</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
7. What about the Falekaupule and Kaupule – what are their roles?	<ul style="list-style-type: none"> <li>Support the TASMP by encouraging their people to eat local food and introduce local food lunches and morning teas to the primary school on their island.</li> <li>the local government arm of the Falekaupule, to institute island programmes for people to plant more food crops and trees.</li> </ul>	Falekaupule commitment is also important as a first step to formulating island work plans.	High Priority
8. And you as the farmer, the gardener, the fisher, what will be your role and contribution?	<ul style="list-style-type: none"> <li>Farmers and landowners to clear bush coconut lands and commence replanting coconut, pandanus trees and others.</li> <li>Mothers to teach their children how to garden, weave mats, fans, etc. making traditional dyes, traditional food preparations and preservation, etc.</li> <li>Fathers to teach their children canoe carving and other 'lost' male handicrafts, making strings from coconut fibres, etc.</li> </ul>	Clear the bush coconut woodland/ replanting schemes Farmers/fishers to teach their children traditional agriculture, fishing, handicraft and food preparation.	High Priority High to Medium Priority
	Outer island people to make woven pandanus thatches for sale to the Funafuti population for local huts.	Establish training centres at the national level and on all islands where traditional skills are taught. Explore a market study for this important local product – thatches made out of pandanus leaves (learn from the Kiribati experience).	Medium Priority High to Medium Priority
<b>CONSULTATIONS WITH OTHER STAKEHOLDERS</b>			
<b>Consultation with Rural Development</b>			
<b>Met with</b>	<b>Suggested Strategies</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
Director of Rural Development	A major goal of the Department of Rural Development (DRD) is to help people on the outer islands diversify their income-generating opportunities and in doing so the DRD want to work closely with the departments of agriculture and fisheries to help farmers and fishers produce surpluses beyond their daily sustenance for sale.  Director of DRD wished to see increased home gardening and re-cultivation of pulaka pits that are presently filled with overgrown weed, as well as the replanting of coconuts, pandanus and other important trees (pointing to the importance of the ongoing GCCA: PSES agroforestry activity in Tuvalu).  Recognised the importance of having qualified and skilled agricultural staff on each island – similar to the setting in the early years of independence where all islands were privileged with the posting of an agricultural supervisor and regular visits from agricultural extension officers either from Vaitupu or Funafuti.	Meet with DOA at the earliest and map out an agreed joint work plan with clear responsibilities.  From the agreed joint work plan, formulate a joint project proposal to obtain much needed funds for the activities.  Establish qualified agricultural extension officers on all outer islands.	High Priority High Priority High to Medium Priority
<b>Consultation with Women and Gender Development</b>			
<b>Met with</b>	<b>Suggested Strategies</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
Women and Gender Development Officer	In regards to gender, its activities revolved mainly around leadership, mainstreaming gender into policy-making, economic development, capacity development and domestic violence.  Discussed the need for more interaction with the TNCW and to foster the true spirit of teamwork at all levels of interventions in gender development.	Include as a matter of priority 'Go Local' in its work programme.  Create dialogue and establish an agreed joint work plan with TNCW.	Medium Priority High to Medium Priority

<b>Consultation with TCTC</b>			
<b>Met with</b>	<b>Suggested Strategies</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
General Manager	<p>For about 3 years, 2008–2011, the organisation was engaged in domestic trading of local produce, using a pricing structure.</p> <p>The General Manager, Pasivao Maani, confirmed that a major hindrance in the flow of their trading activities was the high prices of local produce – so in 2009 they visited all the islands to conduct a survey of prices. It was not a systematic analysis since in the end they just picked the lowest price per product offered by an island or group of islands. For example, in the case of a bucket of red toddy, which used to cost AUD 80 each, they had to choose the lowest price offered by Niulakita of AUD 45 per bucket.</p> <p>TCTC was able to do domestic trading through the funding provided to them in 2008 by the government, which amounted to AUD 45,000. This funding, however, gradually declined over the years – AUD 25,000 (2009) and AUD 15,000 (2010), and in 2011 following the national drought, the programme came to a stop until recently.</p> <p>It was revealed by TCTC that each island – except for Funafuti – was supplied with a small coconut mill to produce virgin oil. Some machines are still working but there is no update on whether the rest are still working or not – which points to the importance of conducting a situation analysis of these machines and reporting on any need for maintenance to ensure continued production of virgin oil. Along with this proposed analysis, the standardisation of the production process up to the packaging and quality control must also be addressed.</p>	<p>Extensive dialogue with the people must be carried out when the pricing study is conducted and the results should be used in the careful construction of fair prices.</p> <p>Confirm the importance of sustainable funding by the government with the view that the activity will later become self-financing.</p> <p>Identify the situation of the coconut mills that were established in the islands around 2004 and have them operational.</p>	<p>High Priority</p> <p>n/a</p> <p>High Priority</p>
<b>Consultation with Agriculture</b>			
<b>Met with</b>	<b>Suggested Strategies</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
Agroforestry TA and Project Finance Manager	<p>To synchronise the envisioned outcomes of the assignment regarding the agroforestry component of the GCCA: PSIS project and to brief them on the purpose of the visit to Tuvalu.</p> <p>It was agreed that the agroforestry activity is of paramount importance in not only in keeping a nursery for all important local trees, but more so as a major supporting activity in the replanting of raw materials for handicraft production such as: dwarf coconut trees most suitable for toddy cutting, coconut tree varieties for the production of 'taa' (coconut fibre from coconut shoots) for fans and other Tuvalu handicrafts, pandanus varieties for the production of 'lau' to thatch local houses, pandanus varieties to produce 'kie' for mat weaving, etc.</p> <p>A comprehensive project proposal needs to be prepared for a National Replanting Scheme not only for coconuts, pandanus and other trees, but also for planting crops and moni trees under coconut trees.</p>	<p>GCCA: PSIS project will not continue past 2016 so another project is urgently required to secure adequate funding to continue the collection of planting materials, etc.</p> <p>It is imperative to quickly formulate relevant project proposal(s) to ensure adequate funds are consistently available to implement these activities.</p>	<p>High Priority</p> <p>High Priority</p>

<b>Consultation with IACT</b>			
<b>Met with</b>	<b>Suggested Strategies</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
Export Marketing Officer and Export Processing Officer	It is now IACT's belief that Tuvalu could benefit immensely from export products using the whole of the coconut tree. A coconut mill to produce virgin oil would be a starting point and IACT has prepared a spreadsheet on the associated costs and revenue projections, and passed it to the DOA.	Follow up on the spreadsheet and the current situation.	High Priority
	It was pointed out that IACT has no project funds for Tuvalu but was willing to provide technical assistance on request.	Discuss with IACT and the GCCA: PSIS project what technical assistance is required from them.	High Priority
	This is an area IACT, the GCCA: PSIS project and the HDP Culture Programme could jointly assist Tuvalu in project mapping and preparation at the earliest for the DOA to submit to the MOF.	Request for a joint meeting of the 3 SPC programmes – IACT, GCCA: PSIS and HDP Culture Division to agree on a joint TA to support the TASMP implementation.	High Priority
<b>Consultation with Taiwan Fiafia Gardens</b>			
<b>Met with</b>	<b>Suggested Strategies</b>	<b>Suggested Actions</b>	<b>Priority Ranking</b>
ROC Ambassador Chief Technical Advisor, Taiwan Fiafia Gardens	Confirmed that the ROC Government through its OCDF Agency had approved the extension of the Fiafia Garden to Vaitupu to facilitate the renovation of the housing and office at the Elisefou Agriculture Station, conducting of crop research and development including tree crops and livestock, and the posting of two TAs to Vaitupu.	Revisit the agreed extension of Taiwan's Fiafia Garden to EAS and identify loopholes requiring immediate attention.	High Priority
	Discussed the Fiafia Garden product prices and stated that they are rather expensive – he explained that this was an arrangement with the DOA. The attention of the DOA was drawn to this important point.	Include an assessment of their existing prices in the overall proposed Pricing Study.	High Priority
	Promoted the use of organic farming or any other type of farming where the use of fertiliser is minimised or not used at all.	Foster organic farming throughout.	Medium to Low Priority



## Appendix B: Synchronising the Recommendations through Common Threads with the SAPF and 6mRIP

### Common threads:

- **Restructure and strengthen agriculture**
  - Early approval of Agriculture Sector Plan (ASP).
  - Synchronise ASP with National Trade Policy (NTP), SPNCD and NAPA.
  - Synchronise ASP with National Policy on Culture (NPC) (pending consideration for approval).
  - Restructure the organisational arrangement of the DOA in terms of staffing and divisions, such as livestock, crops, coconuts and other trees, research and development.
  - Revive and strengthen the Elisefou Agriculture Station (EAS).
  - Accord the agriculture sector its rightful position in the overall national development policy framework by the allocation of the necessary budgetary resources, both from recurrent and development sources.
  
- **Increased sale and consumption of local food**
  - Competitive pricing.
  - Strong consistent campaign on ‘Go Local’.
  - High quality local food production and preparation.
  - Domestic trading – quality control, packaging, storage, and transportation – and explore need for different islands to produce different local food (e.g. Nui and Vaitupu to produce taro, etc.)
  - Food import substitution – limit the import of selected food items through a quota system.
  - Market space – Ulukai and national market building.
  - Follow up on the trainees who are completing training at the Taiwan Fiafia Garden (TFG) and provide them with relevant support (e.g. tools) to help them establish home gardens.
  - DOA to liaise closely with TEC to ensure that the power needs for TASMP on all islands are well taken care of.
  
- **Increased production of local food through organic farming**
  - The medium to long-term goal is to do away with inorganic farming and revert to a traditional organic farming system through in-depth research and development of the pulaka pit system.
  - Both demonstration farms on Funafuti and Nukufetau, respectively, to include research and development of a pulaka pit farming system.
  - Test growing of vegetables and other root crops including bananas etc. in the pulaka pits.
  - Research the planting of taro (taro-ni-tanna) under the coconut trees.
  - Develop preservation and packaging of local food, e.g. breadfruit.
  - All government schools and institutions such as the Princess Margaret Hospital to serve more local food.
  - Education department and Funafuti Kaupule to introduce a policy where no imported food is sold or served to the pupils.



- **Revival of production of traditional quality handicrafts**
  - Establish the minimum standard of quality for each handicraft.
  - Extensive review of the prices using the TNCW 2009 pricing structure.
  - Strengthen domestic trading of handicrafts.
  - Increased production of raw materials through replanting on all islands.
  - Teach younger generation on the range of skills in making handicrafts (e.g. weaving of mats, baskets, trays, fans, etc.)
  
- **Research and development**
  - Export development – synchronise with the NTP.
  - Development of cultural industries – synchronise with the NPC.
  - Branding Tuvalu export products.
  - Strengthen research at the EAS.
  
- **Change the mindset and attitude of the people to accept and ‘Go Local’**
  - Development and streamline ‘Go Local’ into the school curriculum at all levels.
  - Explore and certify local experts in the preparation and preservation of local food in order to train students at community training centres throughout the nation.
  
- **TASMP implementation**
  - Implement TASMP through the use of the SAPF and 6mRIP.
  - Steering committee to be chaired preferably by the Minister for Agriculture and attendance by members from Agriculture, Health, Education, Culture and TNCW.
  - Synchronise TASMP with NAPA, SPNCD, NPC and NTP.
  - Liaise closely with TEC to make sure power needs for TASMP on all islands are well accounted for in the ongoing outer islands electrification project.
  
- **Financing the TASMP**
  - As a matter of priority, identify recurrent costs.
  - Prepare specific project proposals for each of the following:
    - Financing of the restructuring of the agriculture sector.
    - Increased food production (by way of organic farming) and raw materials (for production of traditional canoes, etc. and handicrafts) through increased land cultivation, clearing and replanting.
    - Strong campaign to ‘Go Local’.
    - Revive and strengthen the production and sale of quality Tuvalu handicrafts through the development of cultural industries.
    - TCTC to commence trading of local produce as early as possible.
    - Health and Education technical backstopping by way of expertise to develop curriculum streams, and school and hospital local food menu.



