



Tuvalu Fisheries Authority  
Ministry of Natural Resources Development  
Government of Tuvalu

*Final Approved by Cabinet*

## **CORPORATE PLAN 2026 - 2028**



## Table of Contents

Acronyms used in this report.....	3
1. Background.....	4
1.1 Fisheries in Tuvalu.....	4
1.2 Legal and Policy Framework.....	4
1.3 Corporate Planning.....	5
1.4 TFA Priorities.....	5
2. Vision, Mission, Values and Cross-cutting Issues.....	6
2.1 Vision.....	6
2.2 Mission.....	6
2.3 Values.....	6
2.4 Cross-cutting issues.....	7
3. New Areas of Work in this Plan.....	8
4. Objectives, Activities and Indicators.....	9
4.1 Table of activities and performance indicators.....	9
4.2 Monitoring and evaluation framework.....	13
5. Risks.....	14
5.1 External risks.....	14
5.2 Internal Risks.....	15
6. Fisheries Authority Resources.....	15
6.1 Organisation.....	15
6.2 Staffing.....	16
6.3 Staff training.....	18
6.4 Assets and facilities.....	18
6.5 Information and Data.....	19
6.6 Budget.....	19
Conclusion.....	20

## Acronyms used in this report

AFO	Assistant Fisheries Officer	MCS	Monitoring Control and Surveillance
CA	Competent Authority (for fisheries products exports to the EU)	NAFICOT	National Fishing Corporation of Tuvalu
CFC	Community Fisheries Centre	OFCF	Overseas Fisheries Cooperation Foundation (of Japan)
CP	Corporate Plan	PFO	Principal Fisheries Officer
EEZ	Exclusive Economic Zone	PNA	Parties to the Nauru Agreement
EU	European Union	PNAO	PNA Office
FAD	Fish Aggregating Device	PROP	Pacific Regional Oceanscape Project (World Bank funded)
FAO	Food and Agricultural Organisation (of the United Nations)	PROPER	Pacific Regional Oceanscape Project for Economic Resilience
FFA	Pacific Islands Forum Fisheries Agency	SFO	Senior Fisheries Officer
FO	Fisheries Officer	SPC	Pacific Community
GCF	Green Climate Fund	TFA	Tuvalu Fisheries Authority
GEF	Global Environment Facility	TFD	Tuvalu Fisheries Department
GRP	Glass Reinforced Plastic (Fibreglass)	TFSP	Tuvalu Fisheries Support Programme (New Zealand funded)
IT	Information Technology	TNA	Training Needs Assessment
IUU	Illegal Unreported and Unregulated (fishing)	UN	United Nations
JICA	Japan International Cooperation Agency	VDS	Vessel Day Scheme (of the PNA)
KPI	Key Performance Indicator	VHF	Very High Frequency (radio)
LL	Longline	WCPFC	Western and Central Pacific Fisheries Commission
LMMA	Locally Managed Marine Area		

# 1. Background

## 1.1 Fisheries in Tuvalu

Tuvalu is one of the most fishery-dependent countries in the World. With a limited land area and poor soils, fish has always been an essential part of providing for Tuvalu's social, cultural and economic wellbeing.

Today, with a range of imported foods available, per capita consumption of seafood has been falling. The HIES survey published in 2008 showed a per capita annual consumption of 111 kgs, which had fallen to 72 kgs in the 2018 survey; but it is still one of the highest in the world. Fisheries resources are essential for food security and fish is a healthier option than most of the imported substitutes. Nearly all households engage in coastal fishing, and small-scale commercial fishing supports the livelihoods of many who are not in formal employment. While much of this commercial effort targets sustainable resources of tuna, subsistence fishing is mainly based on lagoon and reef fish. The demands of a growing population in Funafuti are putting pressure on these resources already, while the impacts of climate change are expected to reduce future productivity.

Tuvalu's Exclusive Economic Zone (EEZ) extends over three quarters of a million square kilometres and is more than three hundred times the land area. Located in the east of the main equatorial tuna fishing grounds, the main fishery is by purse seine. Smaller catches are taken by longline fisheries, which have declined in recent years, and occasional visits by distant water pole and line vessels. Access fees have formed an important part of Government revenue for decades and rose sharply under the Parties to the Nauru Agreement (PNA) Purse Seine Vessel Day Scheme (VDS) in the last decade. They now account for more than half of Government revenues but achieving further increases will be very challenging. Other benefits from the oceanic fishery include employment – mainly of fisheries observers at present – and economic activity around transshipment in Funafuti lagoon. The Government, through the National Fishing Corporation of Tuvalu (NAFICOT) is a partner in one joint venture managing a single Tuvalu flagged purse seine vessel. The domestic, Tuvalu flagged, fleet currently includes six more purse seiners, owned and operated by foreign companies. It will increase in 2026, and further expansion to at least 12 vessels is planned during the coming 3 years.

## 1.2 Legal and Policy Framework

The legal basis for this plan is Tuvalu's new *Fisheries Management Act, 2025*, which states the objective: **'to ensure the long-term conservation and sustainable use of the living marine resources for the benefit of the people of Tuvalu'** (Section 3(1)).

Authority for the conservation, management, development and sustainable use of the living marine resources in the EEZ is vested in the Minister and the Board of the Authority (Part 1.3(ii)), and the Act states the principles and measures which must be taken into account in the exercise of this authority. Regulations under the act have mainly been consolidated in the *Fisheries Management Regulations, 2025*, but the earlier *Fishing Crew Regulations, 2019*, remains in force. Tuvalu's maritime zones are established under the *Maritime Zones Act 2012* and include archipelagic waters (around Nukufetau, Funafuti and Nukulaelae), territorial sea, EEZ and an extended continental shelf.

Management of coastal fisheries in lagoon and nearshore waters is, to a large extent, devolved to the Kaupule (or Island Councils) of each island under the *Falekaupule Act of 1997*, as amended in 2000. This requires the Kaupule to 'provide for the improvement and control of fishing and related industries in accordance with the Fisheries Act' and to regulate exploitation in accordance with the Wildlife Conservation Act. Marine protected areas may

be established under the *Conservation Areas Act of 1999*. Section 3(3)p of the Fisheries Management Act requires the Fisheries Authority to support the Kaupule in their endeavours. Tuvalu's oceanic fisheries resources mainly comprise of the four main species of tropical tuna, namely Skipjack Tuna, Big Eye Tuna, Yellowfin Tuna and Albacore Tuna, which are all classified and managed as highly migratory species. Tuvalu is a party to a number of global, regional and sub-regional treaties and arrangements for cooperation in the management of these shared resources, notably the United Nations Convention on the Law of the Sea, the UN Fish Stocks Agreement, the Nauru Agreement, the Palau Arrangement, the Federated States of Micronesia Agreement, the Western and Central Pacific Fisheries Convention and the FAO Port State Measures Agreement. Tuvalu is an active member of the Western and Central Pacific Fisheries Commission (WCPFC); the Pacific Island Forum Fisheries Agency (FFA); and the Parties to the Nauru Agreement (PNA); as well as participating in the fisheries programmes of the Pacific Community (SPC). Tuvalu has a national sustainable development strategy for the period 2021-2030 – *Te Kete*. This corporate plan is based on outcome 7 and has been built around the five strategic actions agreed for the fisheries sector in *Te Kete*. The plan also delivers on other Government policies and legislation relating to fisheries.

### 1.3 Corporate Planning

This is the fifth corporate plan (CP) for Fisheries, but the first for the new Authority. It should be regarded as a transitional plan as the Authority starts work and embraces a new way of doing business. Together with our annual workplans and reports, it will take us well into a second decade of systematically planned and reported fisheries management and development. The process of developing it included a review of achievements under the 2023-25 corporate plan which found that more than half of the key performance indicators (53%) had been achieved; while 30% had been partly achieved or were still in progress; and 17% were not achieved.

As usual, there are some unfinished initiatives and projects to be carried over into the new plan. It also needs to cover ongoing activities which are part of the core business for fisheries, as well as new initiatives and activities. These include bedding down and strengthening the systems and processes for the new Authority.

### 1.4 TFA Priorities

The plan sets out the work of the Authority under seven objectives. Five of these are taken directly from *Te Kete*, while the last two relate to building up TFA's capacity to deliver on these objectives and informing stakeholders and the public about our work and fisheries issues in general.

The priorities for this corporate plan are therefore to:

- 1: Develop a sustainable commercial fishery optimizing government revenue from our own waters, which includes continued support for small-scale commercial fishers as well as efforts to develop a larger scale commercial operation.
- 2: Foster sustainable management of oceanic fisheries resources – reflecting the importance of regional cooperation as well as monitoring control and surveillance in our waters.
- 3: Improve management of coastal fisheries, imperative for sustainable inshore resources, which face threats of overfishing and impacts of climate change.
- 4: Execute a consistent data collection and analysis facility to ensure best decisions are made throughout, in support of the effective management of both oceanic and coastal resources.
- 5: Increase the value of access fishing licenses in Tuvalu waters – maintaining and if possible increasing Government revenue while seeking to develop other economic opportunities.

6: Develop systems and processes, staff capacity and facilities of the Tuvalu Fisheries Authority to ensure that the transition from a Department to an Authority improves the efficiency and effectiveness of the fisheries agency.

7: Promote public awareness of fisheries issues, with an emphasis on maintaining public support of the TFA and attracting talented young people into the fisheries sector.

## 2. Vision, Mission, Values and Cross-cutting Issues

### 2.1 Vision

The guiding vision of the Authority is taken from *Te Kete* and can be stated as:

- Sustainable small-scale fisheries operations pertinent to income generation, food security and healthier diets are maintained and strengthened nationwide.
- Revenue generated from our ocean fisheries is optimized.

The cultural, social and economic wellbeing of the Tuvalu population depends upon the health of both its inshore and oceanic fisheries. While inshore fisheries can be managed by Tuvalu, the oceanic fisheries cannot be managed by Tuvalu alone but require regional and sub-regional co-operation.

### 2.2 Mission

The Authority's mission is also as stated in *Te Kete*:

- To increase the contribution of Fisheries to socio-economic development and quality of life.

This vision and mission emphasise building food security and greater economic resilience based on our fisheries resources.

### 2.3 Values

- **Teamwork and cooperation**

The TFA will work as a team. Team performance will be recognised and rewarded. TFA will strengthen cooperation between the Fisheries Authority and Kaupule/ Falekaupule as well as Fishers' Associations and island communities. The management of shared fisheries will continue to require cooperation between Tuvalu and neighbouring coastal and fishing States as well as with regional and sub-regional organisations, notably PNAO, FFA, SPC and WCPFC, while maintaining a focus on Tuvalu's national interest. Tuna is a transboundary resource and informed decisions at the community and national levels and that of other jurisdictions require careful and strategic consideration not to undermine interests of all parties, while ensuring productivity and sustainable use this resource.

- **Integrity and ethics**

In its dealings with other parties the Authority will deliver on undertakings, and will act honestly, fairly consistently and courteously. The Authority will be respected as a trusted management partner; a firm but fair regulator. TFA will take a principled approach in the management of regional organisations and initiatives.

- **Customer service**

The TFA will deliver high quality services in an efficient, respectful, helpful and court manner. The Authority will be proactive and responsive in meeting government and customer requirements.

- **Operational excellence and staff development**

TFA staff will be recognised and rewarded for achieving high levels of performance. They are expected to strive for high levels of performance by carrying out their duties and responsibilities in a timely and efficient manner. This will be supported by a culture of valuing the staff of the TFA, and developing their skills and abilities through appropriate training and mentoring.

- **Innovation and creativity**

TFA will continually explore the use of new systems and technology and will be open to new ideas and new ways of working to deliver on our responsibilities.

#### 2.4 Cross-cutting issues

In delivering on the priorities of this corporate plan, the Authority will be mindful of a number of issues that cut across all of them, and the interests of the different island communities and the nation more generally. These include:

- **Climate change**

Climate change is an existential threat to Tuvalu, with impacts forecast in many areas including fisheries. Climate variability has always had an impact on oceanic fisheries, with better fishing in the Tuvalu EEZ during El Nino years as the fishery shifts east. However, changes in the climate and ocean acidification are forecast to cause: shifting the centre of the fishery out of the EEZs; submersion of EEZ baselines; and a major decline in the productivity of coastal fisheries. TFA must advocate for international, regional and sub-regional agreements that will protect Tuvalu's interests, as well as developing management arrangements that build resilience to climate change.

- **Marine Environment**

A healthy marine environment and minimal disturbance of ecosystems is essential for healthy fisheries resources. While the impact of fisheries management is expected to be positive, wider action to protect the marine environment from pollution and other threats is equally important. This requires work outside the normal areas of responsibility of TFA, particularly for Funafuti where the health of the lagoon needs urgent action to reduce degradation of habitat by coastal development, decrease pollution and improve water exchange. Monitoring and addressing the impacts of climate change on the marine environment, on Tuvalu's coral reefs and related ecosystems, will be important

- **Women and youth**

Fisheries are important for the whole population of Tuvalu. The Authority will be inclusive in its consultation on marine resources, respecting the rights of women, youth and vulnerable groups. Women are under-represented in the staffing of the Authority (and in formal employment more generally), and efforts will be made to address this. Work with young women and men will aim to raise awareness of fisheries issues and encourage them to seek further studies and employment in the fisheries sector.

- **Outer island communities**

Empowering island communities to manage their coastal fisheries resources, including by enforcement of customary measures and/or by-laws, has been an important theme of the work of Fisheries. This requires technical and financial support, noting that oceanic fisheries contribute directly to the funding of the Kaupule through the community VDS. Fisheries can provide economic opportunities for outer island communities, and this area will receive increased attention in this plan and is reflected in each island's coastal fisheries management plan. TFA's support for these opportunities in island communities and creating formal employment will be important if further depopulation of the outer islands is to be avoided.

- **The private sector**

Small scale commercial (or artisanal) fisheries are one of the success stories of the private sector in Tuvalu, and TFA will continue to support their development. It will be important to ensure that Government-led initiatives to develop an offshore fishery or utilize tuna by-catch from purse-seiners do not adversely affect local fishing businesses and the families that rely on them. Government subsidies supporting local fishing businesses may need to continue through direct funding or soft loans. However, subsidy masks realistic profitability and production of these fishing businesses and require careful use in the future.

- **Good governance**

The tuna fishery in the region is a multi-billion dollar industry, and such big money provides potential opportunities for dishonest practices at all levels – from fisheries observers to the nation’s leaders. We aim to implement and enforce all policies and legislation needed for sustainable management of Tuvalu’s resources. TFA will have zero tolerance of corruption and will promote transparency in all matters that affect the national interest. TFA will develop and execute tough measures to discourage and avoid dishonest practices occurring.

### 3. New Areas of Work in this Plan

The key priority for the Authority is to maintain and, whenever possible, increase the flow of Government revenue from access to Tuvalu’s fisheries resources. It is also important to ensure stable longer term arrangements that can reduce fluctuations in revenue due to changing oceanographic conditions. The main strategy is the reflagging initiative - to increase the number of purse seine vessels registered in Tuvalu, which purchase fishing access annually from Tuvalu but can operate throughout the region under the FSM Arrangement. A growing national fleet requires more attention to meeting flag state responsibilities, as well as work to ensure market access for catches. It is expected that our EU-compliant Competent Authority will be approved by the EU early in the plan period, as well approval to issue catch certificates under the EU IUU regulation. Tuvalu will continue to support Marine Stewardship Council certification for all Tuvalu-registered vessels through their respective schemes.

The Authority will still depend heavily on development projects to support most of its activities. While the World Bank project will remain subject to WB requirements and controls, the transition will allow quicker and more efficient implementation of all other project activities as procurement and control of payments will pass to the Authority. Reporting on expenditure in line with donor requirements will also be quicker and more efficient as the financial system is set up to handle this.

The main source of cost recovery funding is through the Observer Fund, which is charged to foreign vessels as apart of the licensing fee and is used almost entirely to cover the fees for days spent at sea by observers under the national programme. There may be scope to increase the observer levy slightly to cover increased fees to observers, as well as related costs such as training. The transition to an Authority also provides scope for more efficient delivery of a range of services with cost recovery where appropriate. This will include new charter arrangements for vessel hire, charging out of divers and dive equipment, and some workshop services. However it will be important to ensure that services to the public are not over-priced.

There is a stronger emphasis on developing economic resilience and food security by ‘fishing our own fish’. This plan period should see the start, at last, of the offshore fishing project, following a number of feasibility studies, to trial a new 17 meter multi-purpose fishing vessel. Increased support for private sector fishing operations in Funafuti and the outer islands – in areas such as sea safety, FAD deployment and training - is also a priority. This is the first

objective of the plan, under which sustainable commercial fisheries are considered to include the existing small scale troll fishery for tuna, as well as developing an offshore fishery based on large deep-swimming tunas and deep water snapper on seamounts.

Inshore fisheries are facing growing threats from climate change and ocean warming, with massive mortality of coral experienced in 2024. While working with communities and adaptive management remain the best hope for robust coastal fisheries resources, the plan includes increased emphasis on monitoring the marine environment.

Increased investment in protecting our oceanic fisheries resources from IUU fishing is also planned, with further utilisation of new satellite surveillance methods, as well as a delivery of a small high-speed patrol boat that can be deployed rapidly to deal with any detections. A study of emerging technology for fisheries Monitoring Control and Surveillance will be carried out early in the plan period to identify new opportunities. A system of citations, which allow on-the-spot fines for minor offences, will allow prompt and proportionate penalties for infractions by Foreign and Tuvalu flag vessels.

The transition of TFD into a Fisheries Authority has involved substantial institutional reform and development. A number of infrastructure developments are also expected to be completed during this plan period: the training centre and store that were delayed during the last plan, as well as new investments in upgrading of the fisheries slipway, and solar power for the new buildings and NAFICOT fish market. There will also be increased attention to the management and maintenance of existing assets.

In the area of information and communications, there will be further efforts to establish fisheries materials in the school curriculum, work on the role of women in fisheries in Tuvalu and a continuation of the scheme to attract promising school leavers to study and work in Fisheries.

#### 4. Objectives, Activities and Indicators

This section of the plan again aims to answer the main question: “what is the Authority going to do over the next three years?” Under the seven broad objectives are listed the main areas of activity, which in turn will form the basis for annual work plans. Progress will be measured against a number of Key Performance Indicators (KPIs). Wherever possible, KPIs have been set so that they are within the control of TFA, as this has been a weakness of previous plans. While they have been selected to provide relevant measures of achievement, they are only indicators. There may be further work required even when these KPIs have been achieved; and conversely there will be important progress which is not measured by a KPI.

##### 4.1 Table of activities and performance indicators

Activities	Key Performance Indicators
<b>Objective 1: Develop a sustainable commercial fishery optimizing returns from our own waters.</b>	
Trial larger (17 m) vessel for offshore tuna fishing and deep sea snapper fishing (Offshore Fishing Project) using longlining and other methods to maximise the chance of success.	At least one multi-purpose vessel delivered, equipped and operated for at least 18 months to determine catch rates and economic viability.
Provide training and support for small scale fishers and processors, including fishing skills, sea safety, fish processing and outboard motor maintenance	At least 4 courses delivered per year. Training in all areas listed delivered to all islands over plan period.

Deploy and maintain Fish Aggregation Devices (FADs) at all islands. FAD echosounder buoys trialled to determine their usefulness.	At least 3 FADs at Funafuti and 1 at each outer island in place throughout period Offshore FADs (>5 n.mi. from land) tested at Funafuti
Implement projects identified for the fisheries sector in community consultations that will support safe and sustainable fishing in each island	At least one small project is completed in each of 8 islands each year
Continue to upgrade facilities for fish processing and storage in outer islands, including solar power where practical	Each Community Fisheries Centre (CFC) has functioning ice machine and can store at least 1 tonne of frozen fish; Where practical, Solar powered chillers installed in each island.
Maintain the safety at sea programme to ensure all fishers have access to well-maintained safety equipment (grab bags). New vessel tracking systems trialled.	Every active fisherman operating outside the lagoon has a fully equipped and maintained grab-bag. Small boat VMS installed in at least 20 active trolling boats on Funafuti.
<b>Objective 2: Foster sustainable management of oceanic fisheries resources</b>	
Cooperate regionally in the various fishery management arrangements while promoting Tuvalu's national interests.	High seas limits for domestic purse seine fisheries agreed. Any reform of the FSM Arrangement does not disadvantage eligibility of Tuvalu's vessels.
Ensure compliance with international fisheries treaties and arrangements to which Tuvalu is a party, including through regular review and updating of legislation and policies.	No major non-compliance recorded in WCPFC CMR. Fisheries Management Act and subsidiary legislation reviewed after two years in force. Tuvalu fully implements the FAO Port State Measures agreement.
Monitoring Control and Surveillance (MCS), to regulate fishing by licensed foreign and domestic vessels and combat Illegal, Unreported and Unregulated (IUU) fishing, continues to be expanded and improved	100% monitoring of transshipment in Funafuti continued Electronic reporting by longliners is fully implemented.
Explore and, where appropriate, implement new systems and technology to monitor the fishery and detect IUU fishing in territorial waters the EEZ and adjacent high seas areas	New high speed patrol boat managed by Fisheries is delivered and operational. Maritime Police Patrol Boat carries out at least one High Seas Boarding and Inspection mission per year. At least two aerial surveillance exercises per year.
<b>Objective 3: Improved management of coastal fisheries for sustainable inshore resources</b>	
Work closely with the Kaupule, fishers associations, and other stakeholders to develop and implement coastal fishery management plans and by-laws to optimise resources and regulate harvesting of key species in each of the outer islands	Fishery management plan implemented in each island Monitoring and adaptive rules designed and agreed By-laws developed for each island requesting them
Design and implement Funafuti Reef	Watchman's hut built for monitoring Funafuti

Fisheries Stewardship Plan phase 2.	Conservation Area Size limits for at least 5 key species introduced
Develop a national locally managed marine areas (LMMA) strategy to scale-up and optimise the delivery of services to the communities sustainably	LMMA Strategy workplan approved and implemented.
Develop systems and procedures to support compliance with new management rules and by-laws.	Fisheries and/or Kaupule employees in each island have been trained appropriately as compliance officers. Appropriate fisheries staff have been warranted as authorised officers under the Marine Resources Act
Support small scale aquaculture activities.	Mariculture hatchery successfully producing juvenile clams ( <i>Tridacna</i> ) for re-stocking Algal culture introduced and additional species trialled Milkfish culture in Vaitupu is improved and increases production.
<b>Objective 4: Execute a consistent data collection and analysis facility to ensure best decisions are made throughout</b>	
Strengthen systems for collection and analysis of data from the oceanic fishery	WCPFC part 1 report submitted on schedule each year Analysis and briefing provided for access negotiations with major bilateral partners In country training in oceanic fisheries science provided each year
Maintain and strengthen the Fisheries Observer programme with improved data transmission.	Programme maintained at 80 active observers, with at least 2 national observer trainers. Electronic reporting by purse seine observers maintained at 80% or more
Continue and improve coastal fishery resource monitoring and analysis to identify trends and problems, to provide reliable information on the status of the resources and feedback on the effectiveness of management measures	Creel and artisanal tuna surveys improved on all islands with databases available for analysis in Tuvalu Creel survey data is entered, results analysed and distributed to inform management Annual estimates of total catch of tuna and reef fish for each island available Analysis of catch trends for tuna and reef species prepared
Maintain and expand fisheries-related research and monitoring of the coastal environment (e.g., water quality and seafood toxicology).	Research completed on size at maturity and recommended size limits introduced for at least 5 species Develop a monitoring program for coral cover and bleaching at selected sites Monitoring of the algae that cause ciguatera and ciguatera cases in humans continued and reported
<b>Objective 5: Increase value of access fishing licenses in Tuvalu waters</b>	
Maximise and sustain government revenue	Fisheries revenue maintained at more than

from the sale of access to the resource by optimising arrangements and systems	US\$30 million/yr At least 90% of vessel days sold each year.
Support the environmentally sustainable development of Funafuti as a transshipment port to provide revenue and other economic benefits including new vessel support facilities.	Purse seine transshipment averages 100 per year over 3 years Bycatch utilisation is introduced.
Support the operations of vessels under Tuvalu flag and increase the number.	Increase from 8 flag & chartered vessels in 2025 to at least 10 all flagged in 2028
Develop opportunities for Tuvaluan fishing crew.	Either all Tuvalu-flag vessels comply with their commitment to employ at least 5 Tuvaluan crew within 2 years or the regulatory requirement is scrapped.
Develop systems needed for export of fisheries products from Tuvalu flagged fishing vessels	Tuvalu is listed as competent for EU sanitary and IUU regulations and certifies export of Tuvalu flag vessels by 2027
Maintain and strengthen port and flag state controls	Port State Measures Agreement fully implemented Tuvalu maintains record of zero non-compliance for the WCPFC compliance monitoring scheme
<b>Objective 6: Development of systems, staff capacity and facilities for a Tuvalu Fisheries Authority</b>	
Tuvalu Fisheries Authority fully operational providing effective and transparent financial management.	Clean annual audits for each year of operation.
Implement revised staff structure for the Authority, and strengthen coordination, work planning and performance management.	All vacant positions filled within 6 months of Authority starting operation. Individual annual work plans and performance evaluations against those plans completed for each staff member each year
Implement the training needs assessment for all staff through institutional strengthening, and appropriate staff training in-country and overseas	Training and Development Plans completed for each staff member and reviewed annually. Technical training to meet TFA needs is delivered 20 staff benefit from short (4-8 week) courses overseas
Efficiently implement development projects in line with the objectives of this plan, and with timely reporting to donors	TFSP3 project is approved for funding 2026-30. PROPER project continues to receive 'satisfactory' rating.
Develop new fisheries buildings by 2027: training centre, store, boatshed, with renewable energy supply where possible.	New buildings completed and in use.
Improve infrastructure for landing and maintain TFA vessels and other small boats	Fisheries slipway upgraded with second set of rails and winch. New facilities provided for small boat landings on Funafuti.
Improve internet connectivity for TFA and outer island CFCs	Reliable high-speed connection between Fisheries HQ and staff in outer islands

Efficiently operate TFA vessels and provide a service to the Authority and the wider community	At least 20 trips per vessel per year Operational and engineering maintenance plan fully implemented. More streamlined system for charter of vessels is introduced.
<b>Objective 7: Promoting public awareness and education on fisheries issues</b>	
Continue to inform stakeholders and the public on TFA activities and fisheries issues through radio, website, social media and printed reports	At least 12 radio programmes per year At least 12 media/new releases on website and Facebook Annual work plan and annual report printed and circulated each year Short video on the work of TFA made for local TV
Celebrate special events in Fisheries to raise awareness	Programme of events organised for World Tuna Day each year.
Develop and roll out materials on fisheries in the school curriculum, and promote careers in fisheries to school leavers	Fisheries materials included in the curriculum for primary and secondary schools by 2028 Fisheries career talks/brochures developed and delivered to Secondary school leavers Competitive Fisheries attachment offered to top form 5 student from each of MSS and FHS each year.
Document the role of women in fisheries through short videos	At least 4 short videos on women's role and issues in Fisheries prepared from face-to-face sessions in different islands. These should include information on fish processing and preservation.

#### 4.2 Monitoring and evaluation framework

The performance indicators shown in the table above give overall targets for the planned activities over the plan's 3-year duration, but a more detailed and time-bound M&E framework has been developed to improve measurement of performance. This is based on annual targets for relevant and quantifiable outputs of the Authority's work, compared with a baseline year of 2024. It does not cover all areas of the Authority's work but focuses on key measurable indicators where we can expect year on year progress. The main source of verification will be the Authority's annual report, but three targets (the CMR, published by-laws and EU listing) can be verified independently.

	<b>Baseline</b>	<b>Milestone Targets – for end of year</b>		
<b>Indicator</b>	<b>2024</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Objective 1: Develop a sustainable commercial fishery optimizing returns from our own waters.</b>				
Catch from offshore fishing trials kg	0	0	3,000	5,000
No. of inshore FADs in place	4	6	8	10
No. SAR requests for aerial search	1	0	0	0
<b>Objective 2: Foster sustainable management of oceanic fisheries resources</b>				
No. of non-compliance in CMR	0	0	0	0

No. of days of fishery patrol	2	20	40	60
No. aerial surveillance exercises	0	2	2	2
<b>Objective 3: Improved management of coastal fisheries for sustainable inshore resources</b>				
No. of islands with fishery by-laws	0	1	3	5
Approved LMMA strategy (Y/N)	N	N	Y	Y
Successful clam spawnings	0	1	3	3
<b>Objective 4: Execute a consistent data collection and analysis facility to ensure best decisions are made throughout</b>				
No. of active observers	60	80	80	80
No. of creel surveys completed/yr	460	600	800	800
Fish species with size at maturity	0	3	6	9
<b>Objective 5: Increase value of access fishing licenses in Tuvalu waters</b>				
% P/S fishing days sold each year	80%	85%	90%	90%
No. of Tuvalu flag vessels	6	4	8	12
EU CA approved to list vessels Y/N	N	N	Y	Y
<b>Objective 6: Development of systems, staff capacity and facilities for a Tuvalu Fisheries Authority</b>				
Clean annual audit of TFA accounts	n/a	Y	Y	Y
Performance management system	N	Y	Y	Y
Days at sea for TFA vessels	0	40	60	80
<b>Objective 7: Promoting public awareness and education on fisheries issues</b>				
No. of Yr. 5 students on attachmt.	6	6	6	6
World Tuna Day events organised	Y	Y	Y	Y

## 5. Risks

This section identifies in general terms some of the risks faced by the Authority which may affect its ability to deliver on the objectives described above. A detailed risk register with mitigation strategies will be developed and kept under review by the Board.

### 5.1 External risks

TFA's ability to function effectively and maximise benefits for Tuvalu depends on a number of factors which are not under the control of the Authority. These include:

- Effective cooperation through regional agencies, particularly in PNA, supported by effective secretariats;
- Ability to engage with key fishing partners irrespective of geo-political issues;
- Resilience of the tuna fishery to economic shocks, stable currency exchange rates;
- Continued support from development partners;

- Ability of coastal and oceanic fisheries to adapt to climate change impacts;
- Outer island communities remaining viable despite migration and depopulation.

## 5.2 Internal Risks

Risks that are more amenable to management by the Authority, but still require close attention, include:

- Attracting and retaining competent and high performing staff and advisers, including succession planning;
- Maintaining robust financial systems and controls;
- Ensuring Government and public support; and cooperation from other agencies and departments.

## 6. Fisheries Authority Resources

### 6.1 Organisation

The Authority comprises five sections, with different areas of responsibility. The scope of the new Fisheries Authority is similar to the Department, so the first four sections remain much the same, with the addition of a new Corporate Services section.

- The Executive Section, which is led by the Director, includes the Deputy Director, Legal Officer, Economist, Information Officer, Competent Authority Officer and the Board Secretary. The group is responsible for fisheries access agreements, fisheries policy including regional initiatives, management of development projects, as well as the planning and oversight of the work of the Authority and supporting the Board of Directors.
- The Oceanic Fisheries Section, led by a Principal Fisheries Officer (PFO), is responsible for Monitoring, Control and Surveillance of the tuna fishery. Main work areas include vessel licensing, reporting and data collection, VMS and VDS monitoring, coordinating aerial surveillance and patrol boat operations, transshipment monitoring and the observer programme.
- The Coastal Fisheries Section also led by a PFO, is responsible for inshore fisheries resource assessment and management, as well as monitoring of the inshore marine environment. The Section works closely with the Kaupule and other stakeholders in the community. Three teams, each led by a Senior Fisheries Officer, are responsible for work: in Funafuti; the outer islands; and on resource monitoring and assessment (including aquaculture).
- The Operation and Development Section is responsible for operation of the Authority's two vessels – Manau I and Manau II – including managing charters. The Section also has responsibility for the FAD programme, promoting sea safety, and training in fishing and fish processing. The new offshore fishing project will be led by this Section, working closely with local fishermen and their associations.
- The Corporate Services Section is led by a second Deputy Director and manages the finances, human resources, information technology, asset management, building maintenance and security.

## 6.2 Staffing

A new staffing structure for the Authority was approved in 2025. This includes the new Corporate Services posts as well as a few positions to deal with new responsibilities including aquaculture, the CA and additional flag state responsibilities.

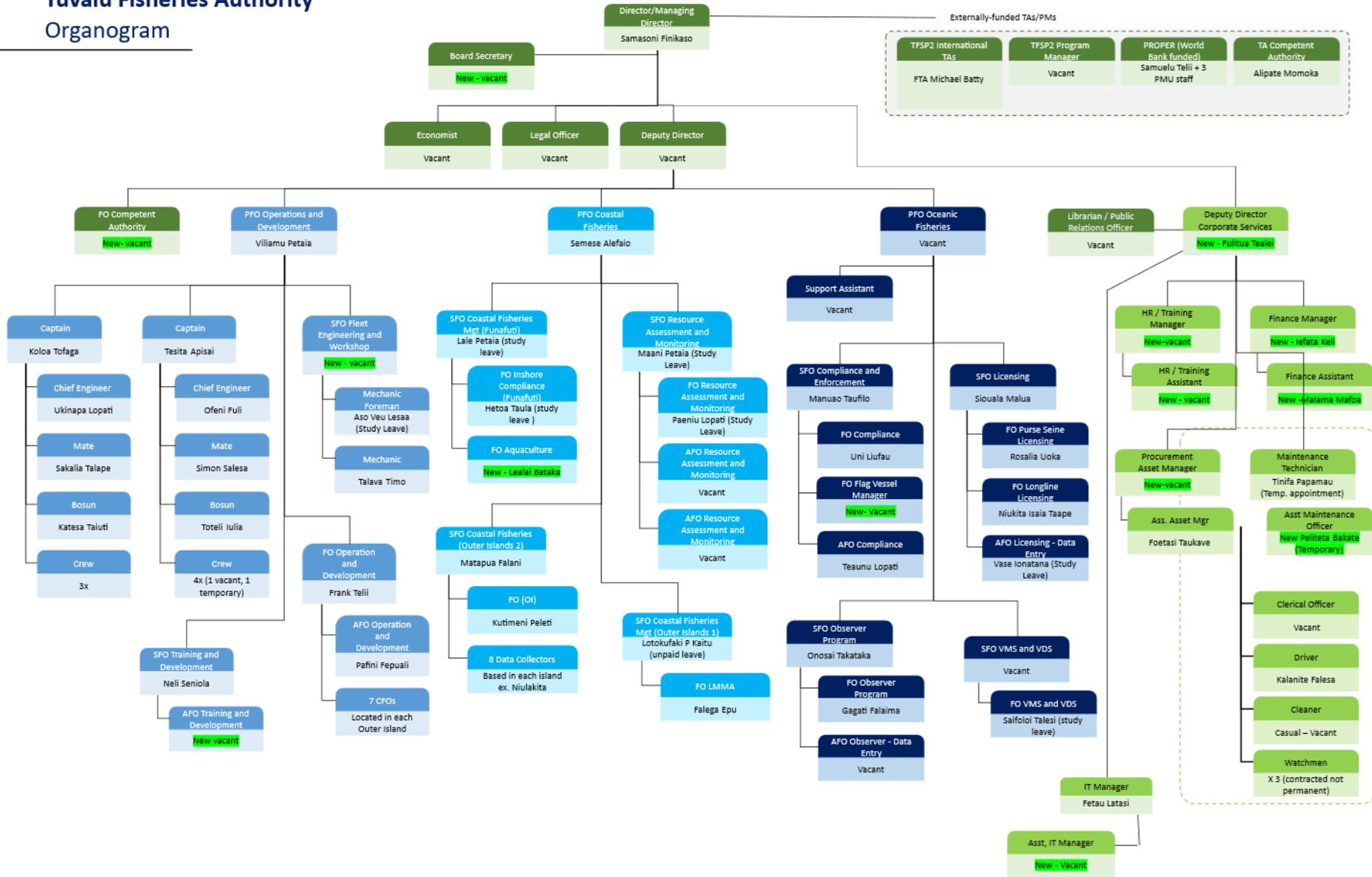
In addition to the 72 staff positions, including 2 staff in each of the outer islands, there is another important group of contract workers: around 80 qualified fisheries observers and debriefers, who work in the national and regional observer programmes, and undertake transshipment monitoring.

These are funded through cost recovery (an observer levy paid at the same time as licence fees or payments from the PNA Observer Agency when engaged on regional programme duties).

The Authority also engages a small number of contract employees for work as cleaners and night watchmen.

The organogram as at July 2025 is shown on the following page.

# Tuvalu Fisheries Authority Organogram



### 6.3 Staff training

A training needs assessment (TNA) was completed in 2024 as part of a broader Human Resources Development Plan. This emphasized the need for training in general work skills such as report-writing, as well as focused technical training in the following areas:

- Asset management and maintenance;
- Financial management and reporting;
- Human resource management and staff appraisal;
- Mechanic training, particularly to repair the increasingly sophisticated outboard motors now in use;
- Ensuring that the Authority's vessels have officers with the required qualifications;
- Database management, data analysis and reporting;
- Laboratory techniques and skills;
- Dive training and field maintenance of dive equipment;
- Mariculture hatchery operations;
- Practical aspects of Monitoring, Control and Surveillance, including the use of new techniques and equipment;
- Fisheries products hygiene and sanitary controls.

Training in many of these areas has been delivered but the Authority will continue to prioritise building capacity.

In the Tuvalu Government system, many senior positions require a university degree and qualifications result in an immediate increase in salary. This has encouraged staff to seek long-term scholarships overseas. It is planned to encourage promising school leavers to take up scholarships in Fisheries related subjects so that more of such training can be provided pre-service in future. The new Fisheries Authority will also have an opportunity to ensure that promotion in technical areas relies more on skills, competence and performance than formal qualifications. There is also a need to rationalise the number of long-term in-service scholarships for which staff can apply, to ensure that no more than two staff are absent from any section for more than a year at any time.

The Authority will take advantage of a number of opportunities apart from long-term study overseas, including:

- Participation in short training courses, workshops and meetings organised by regional organisations;
- Engagement of consultants and personnel of regional agencies to deliver short training courses in-country;
- Attachments with regional agencies and other institutions overseas;
- Specialised short courses delivered by academic institutions overseas.

### 6.4 Assets and facilities

Since 2018, TFD/TFA has benefited from a new and well-furnished office complex (provided under the New Zealand Aid Programme) equipped with a solar energy system that meets most of the building's electricity needs. The office complex will require significant ongoing maintenance due to some of the building products used in its construction not being fit for purpose. During the last plan period a new mariculture hatchery was built and commissioned. A new training centre, store and boatshed could not be built and will now be constructed in 2025/26 with assistance from the Republic of Korea.

The Authority currently operates two vessels with inter-island capability. The *Manau* is a 17 meter GRP vessel provided by the Japanese International Cooperation Agency (JICA) in the 1980s, while the larger *Manau II* (19 meters) was delivered in 2021.

Both *Manau* and *Manau II* have had some mechanical problems and have experienced a lot of down-time in the last three years. In early 2025, *Manau* was overhauled and has been working much better, but ongoing maintenance is essential. A similar overhaul of *Manau II* is planned for early 2026. In terms of support facilities, the slipway was upgraded during last plan period, but construction of a new Fisheries jetty is a priority subject to funding.

Two new vessels are planned during the current plan period: a small high speed patrol boat that can respond quickly to detections of IUU vessels in the EEZ; and an exploratory fishing vessel. These vessels will make an important contribution to achieving the objectives of this plan, but the timing of procurement is subject to World Bank processes and has already taken longer than planned. When these boats are received, they will add to the requirements of maintenance and support.

During 2025 /26 the TFA will explore the feasibility of constructing a jetty to be used by authority, police and NAFICOT vessels

The Authority also has four outboard powered boats for use in the lagoon, a compressor and diving gear, a range of laboratory and workshop equipment, and a large number of computers, printers and other IT equipment. Again, it will be important to rationalise some of these assets and dispose of equipment that is no longer needed. TFA also needs to improve its asset register and implement its plan for asset maintenance and replacement.

### 6.5 Information and Data

We live in the information age and never has so much information been readily available to the global public. However there is a wealth of experience, traditional knowledge and fisheries data relevant to Tuvalu that is not available on-line and can easily be lost if not properly recorded, stored and backed up. For some years the Fisheries Library has maintained a collection of grey literature, which has been scanned and stored electronically. Large amounts of coastal fisheries data have been collected from creel surveys and other fieldwork and held in our purpose-built Management Information System. Videos recording traditional knowledge have been prepared. However much remains to be done in storing and sharing information, both within the organisation and with the public.

During the planning period the TFA will develop a fisheries information management strategy that will specify how fisheries information will be collected, stored, managed, accessed and most importantly leveraged for the benefit of the people of Tuvalu. A new IT system will be installed early in the plan period, with new and upgraded servers and better security.

### 6.6 Budget

In recent years Fisheries has contributed around 40% of all Government income (including budget support from aid donors) and more than 60% of revenue actually collected. It is perhaps not surprising that the agreement to establish a Fisheries Authority stipulates that fisheries access fees will continue to go directly to the Government's general revenue account, and the Authority will receive an annual allocation through the normal government budget process, which will probably remain at less than 3% of Government expenditure. The ability to control this expenditure directly, as well as project funds and cost recovery accounts, is expected to increase the effectiveness and timeliness of disbursement and procurement.

For 2024/25 the Government approved a recurrent budget of AUD\$2,565,860. With careful management, it should be possible to maintain a similar level for the next 3 years, with small annual increases to cover pay rises related to the cost of living and performance increments,

and to develop a staff housing scheme. Staff costs account for 80% of the recurrent budget grant.

The most important cost recovery element of the Authority’s budget is the observer programme, which is projected to generate around \$742,847 in 2024/25 from a levy on all licensed vessels, and to expend \$584,285 mainly on observer sea-time for observers deployed under bilateral arrangements. Tuvalu also provides observers to the PNA Observer Agency for deployment on vessels registered in PNA member countries. It is planned to increase the daily rate paid under the national programme to be closer to the regional level, and this will require negotiation of an increase of the levy paid by vessels.

The Authority will continue to rely heavily on development assistance to achieve the objectives of this plan. Notable contributions expected include:

- WB PROPER project - \$16 million – 2024-2029;
- NZ TFSP3 project - \$10 million from 2026-2030 plus 2 technical advisers;
- KOFCC project - \$7 million invested mainly in new buildings from 2025-27;
- GCF (though SPC) – US\$1.3 million mainly to support inshore FADs from 2026-32
- OFCF – in kind assistance with maintenance of boats and equipment annually.

Smaller but significant inputs of funding and/or technical assistance can be expected from FAO and the regional agencies.

The Authority will again need to work closely with donor partners throughout this plan period. This means developing realistic project workplans and budgets, as well as meeting donor requirements for procurement and reporting. While both New Zealand and World Bank have indicated a relatively long-term commitment, their support will not continue indefinitely and both are keen to see the Tuvalu Government absorb activities, that may be project funded at first, into the recurrent budget.

Generating revenue for Government is a key role of the Authority, and one by which its success will be judged. Conditions have been difficult in the last three years, with the demand for fishing access by foreign flag purse seine vessels declining. As the plan makes clear, Tuvalu’s response has been to expand the number of Tuvalu sponsored vessels operating under the regional FSM Arrangement, which purchase fishing days and pay management fees. Current projections are for bilateral access to continue to decline. A growth in new-build Tuvalu registered vessels will help to fill the gap but withdrawal of some older Korean owned TV-flag seiners is expect to cause a dip in 2028. Total revenue is obviously very sensitive to changes in the USD:AUD exchange rate, and several sources of revenue are heavily influenced by oceanographic conditions.

*Table 1: Expected annual revenue 2026-28 assuming current exchange rates and average ocean conditions.*

Year	2026	2027	2028
<b>Total (USD)</b>	25,993,000	27,986,000	27,059,000
<b>Total (AUD @ 0.7)</b>	<b>\$37 million</b>	<b>\$40 million</b>	<b>\$38.5 million</b>

## Conclusion

This Corporate Plan provides an overview of the objectives and activities for the Tuvalu Fisheries Authority over the next three years. It will be supplemented by more detailed annual work plans and budgets to be submitted to the TFA Board each year and may be updated and improved by the Board of Directors at any time.