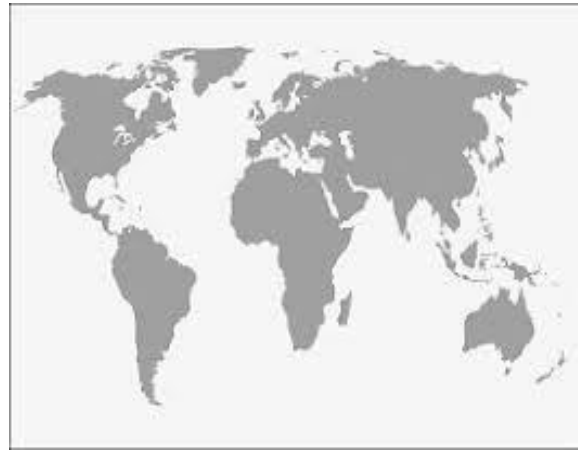




GOVERNMENT of the KINGDOM of TONGA

MINISTRY
of
FOREIGN AFFAIRS



Corporate Plan & Budget
2019/2020 – 2021/2022

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List of Abbreviations

CP	Corporate Plan
CSD	Corporate Services Division
FY	Financial Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
MFA	Ministry of Foreign Affairs
PSC	Public Service Commission
SDGs	Sustainable Development Goals
TIMS	Tonga Immigration Management System
TSDF	Tonga Strategic Development Framework

I am pleased to present the Ministry of Foreign Affairs' (MFA) Corporate Plan (CP) for the 2019/20 - 2021/22 financial periods.

The Ministry endeavours to formulate and implement Tonga's foreign policy and promote national interests, security and prosperity by fostering foreign relations at national, bilateral, regional and multilateral levels.

The Ministry over the next three years will continue to determine the strategies and foreign policy objectives required to achieve the general direction provided by His Majesty and to be discharged by the Cabinet. This includes the general directions from His Majesty to remain "FRIENDLY TO ALL NATIONS" and "NON-INTERFERENCE AND RESPECT FOR ALL SOVEREIGNTY".

I anticipate positive commitments by all to conducting diplomatic, protocol, immigration and consular responsibilities to broaden relations with all nation-states in the pursuit of prosperity, peace and security.

I look forward to implementing this plan to achieving fruitful outcomes.

Respectfully,

Hon. Samuela 'Akilisi Pohiva
Minister of Foreign Affairs

This Corporate Plan covers the period from 2019/2020 to 2021/2022 financial years. The Ministry is mandated to support the Tonga Strategic Development Framework (TSDF) 2015-2025 and to ensure it is aligned with the Sustainable Development Goals of the 2030 Development Agenda. These are cascaded down to seven (7) Ministry level outputs which form the basis of this plan, the Ministry's organizational structure and our budget.

The Ministry will continue to play a pivotal role in the implementation of Tonga's foreign policy in support of Government's commitment to improve the livelihood, prosperity, safety and well-being of its nationals. The presence of the overseas missions further strengthens and advances Tonga's national interests and foreign relations in the international community; in addition to the provision of Immigration Services. This role essentially supports the National Impact of the TSDF towards "*A more progressive Tonga supporting higher quality of life for all*".

The Secretary for Foreign Affairs and all staff will continue to assist the Minister of Foreign Affairs to achieve and comply with the Constitutional mandate of the Ministry.

Faka'apa'apa atu,

Mr. Mahe 'Uli'uli Sandhurst Tupouniua
Secretary for Foreign Affairs

1.1 Mandate

The Ministry of Foreign Affairs is mandated for the implementation of strategies in support of Tonga's foreign policy in pursuit of clauses 39 and 40 of the Constitution of Tonga.

Clause 39 of the Constitution of Tonga gives His Majesty the power to:

- a. **Make treaties with foreign states, provided such treaties are in accordance with the laws of the Kingdom; and**
- b. **Appoint His representatives to other nations**

Clause 40 of the Constitution of Tonga gives His Majesty the power to:

- a. **Receive foreign ministers; and**
- b. **Address the Legislative Assembly in writing regarding:**
 - 1) **the affairs of the Kingdom; and**
 - 2) **matters which His Majesty may wish to bring to the Legislative Assembly for deliberation.**

Through the Royal Prerogative powers of the Sovereign, the Monarch as Head of State directs Tonga's foreign policy at the highest level. Accordingly, His Majesty's decisions are to be implemented by the Minister of Foreign Affairs, Secretary for Foreign Affairs, all Diplomats and Staff of the Ministry of Foreign Affairs.

Our foreign policy remains to be an unwritten one, although we operate on a guiding principle of "remaining friends of all and enemy of none". Under Section 17 (2) of the Government Act, the Minister of Foreign Affairs is the representative of the Kingdom to foreign nations. Under Clause 51 of the Constitution, a Cabinet Minister may be appointed as the Minister of Foreign Affairs, whose duty is to administer and effectuate the formulation of strategies required to achieve foreign policy through the Royal Assent of His Majesty King Tupou VI.

1.1.1 Key legislation, treaties, policies and plans

- | | |
|---|---|
| <ul style="list-style-type: none">- The Constitution of Tonga- Government Act- Nationality Act- Passports Act (Cap. 61)- Immigration Act (Cap. 62)- Diplomatic Relations Act (Cap. 158)- Consular Relations Act (Cap. 159)- Consular Conventions Act (Cap. 160)- Diplomatic Privileges Act (Cap. 161)- Special Missions Privileges and Immunities Act (Cap; 162)- International Organisations (Immunities and Privileges of Certain Officers) Act (Cap.163)- Public Service Act- Public Finance Management Act- Remuneration Authority Act | <ul style="list-style-type: none">- Tonga Strategic Development Framework II- Government Priority Agenda <p>International Treaties and Conventions</p> <ul style="list-style-type: none">- UN Charter 1945- UN Convention on the Law of the Sea- UN Framework Convention on Climate Change- Convention on Biological Diversity- Convention on the Elimination of All Forms of Racial Discrimination- Convention on the Rights of the Child- Vienna Convention on Diplomatic Relations 1961- Vienna Convention on Consular Relations 1963- Vienna Convention on the Law of Treaties 1969- UN Convention on Special Missions 1969- The Hague Convention |
|---|---|

1.2 Stakeholders

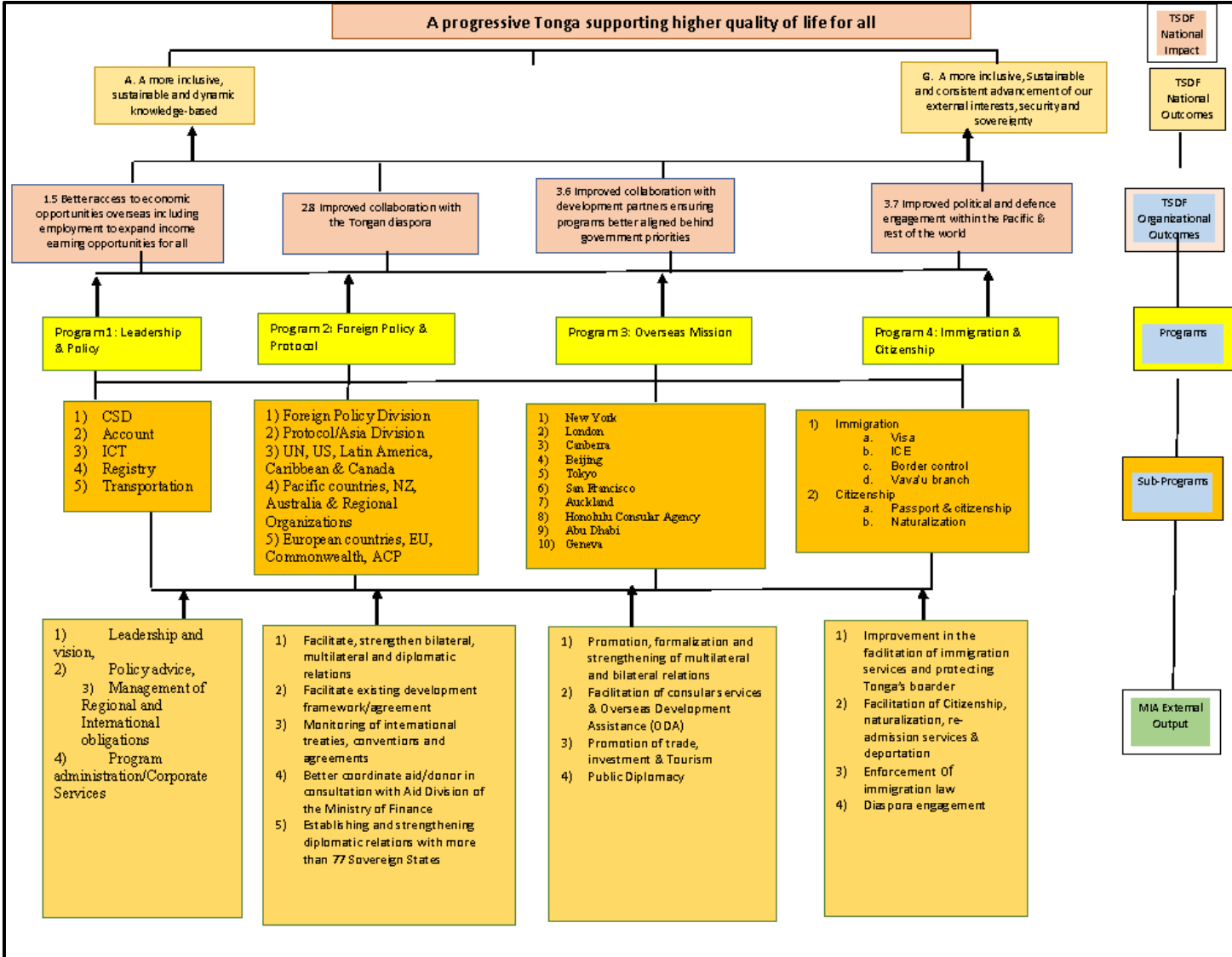
Key to the success of the operation of this ministry is the relationship with its stakeholders, summarized in the Table 1 below:

Table 1: Stakeholders by Relationship with MFA				
Stakeholder	Customer of MFA	Supplier to MFA	Partner with MFA	Oversight of MFA
His Majesty The King				✓
Cabinet				✓
MDAs	✓		✓	
LA			✓	
Tonga Diplomatic Missions abroad	✓		✓	
Foreign Missions accredited to Tonga	✓		✓	
Foreign Governments			✓	
UN and International Organizations			✓	
Development Partners			✓	
Business	✓	✓		
Non-state actors (IGOs, NGOs, CSO, NSA, etc...)			✓	
General Public (including Foreign Nationals, Tongans living & travelling abroad)	✓	✓	✓	

1.3 Ministry's Results Map

The Results Map for the Ministry is shown below. As depicted in the map, the Ministry is mandated to support the national level impacts and outcomes determined under TSDF 2015–2025 and, in alignment with the Sustainable Development Goals of the 2030 Development Agenda. These are cascaded down to organisational level outcomes and outputs.

The outputs are grouped into six external components, reflecting core functions of the ministry which are directly supported by the internal output to ensure efficient and effective delivery of relevant duties, anticipating the achievement of the overall national impact of supporting a higher quality of life for all.



1.4 Tonga Strategic Development Framework (TSDF)/SDGs/Regional Frameworks

The TSDF has an overarching goal (high level outcome) of a more efficient, high performing, transparent and equitable public service which contributes to a national outcome of 'more inclusive, sustainable and responsive good governance'. This national outcome, among others, becomes the means to achieving the intended national impact of 'A progressive Tonga supporting higher quality of life for all'.

1.4.1 TSDF National Outcomes directly supported by MFA

The Ministry of Foreign Affairs continues to provide significant contributions to two (2) National Outcomes which are:

- A) More inclusive, sustainable and dynamic knowledge-based economy; and
- G) More inclusive, sustainable and consistent advancement of our external interests, security and sovereignty

1.4.2 TSDF Organizational Outcomes directly supported by MFA

The Ministry of Foreign Affairs is mandated as the official channel of communication and actively engages and commits nationally and internationally towards achieving the four (4) Organizational Outcomes:

1.5. Better access to, and use of overseas trade & employment, and foreign investment

Trade is critical to the prosperity of the country where it allows for production optimization, fuelling economic growth, encouraging foreign investment, creating jobs, and raising living standards.

2.8. Improved collaboration with the Tongan diaspora

Improve servicing the consular needs of the Tongan diaspora who reside overseas which in turn encourages remittances and increases trade in services receipt channelled through Tongan visitors/investors, improving economic standard of living.

3.6. Improved collaboration with development partners ensuring programs better aligned behind government priorities

Continue to maintain good relations with development partners, for mutual partnership, aid effectiveness and harmonization and actively engage in initiatives to improve the effectiveness of aid and development assistance to small island states.

3.7. Improved apolitical and defence engagement within the Pacific and the rest of the world

Actively engaging with regional efforts to improve border security, regional and international policing, law and order, and defence cooperation.

1.4.3 The Government Priority Agenda 2019/20 – 2021/22:

The Ministry supports all the Government Priority Agenda areas, particularly the following:

1. Strategic Focus (SF) 3: Combat and address the impacts of illicit drugs: Criminal Deportees

Pacific Immigration Development Community Memorandum of Arrangement

- Tonga to sign memorandum of arrangement to support information sharing. MBIE has offered to provide any support required including sending the most recent copy of the Arrangement. (MBIE understands that Tonga needs its Secretary to sign it, rather than its regular attendee to PIDC)

2. Rule of law.

- Revise Immigration Act and relevant legislation
- Upgrade of Immigration System and procedures (to include addressing customer service issues)

a. Economic Pillar

1. Maintain economic and fiscal stability of the Economy (SF 2: Development of the Informal Sector)
2. Improve economic growth and standard of living

Enforcement:

- Visa waiver: is for tourism purpose only; no more entry under the tourist visa program and later converted to a working visa.

Lands & Natural Resources (SF 9: "Land Administration and Management Reform")

- a. Further discussions of Maritime boundary especially Fiji and New Zealand around March 2019
 - Economic Exclusive Zone (EEZ)
 - Continental Shelf: 350 miles
- b. International Seabed Authority (ISA) Deep sea mining: ongoing research on how to do deep sea mining and has reported that Tonga mineral resources grades between 7 – 10 . Tonga continues its active engagement and negotiations as a member of the Council and legal and Technical Commission (LTC).

1.4.4 Budget Strategy 2018/19 – 2020/21:

The Ministry's Corporate Plan is guided by the 2018/19 Budget Strategy approved by Cabinet to guide the budget and CP preparation, where the strategic thrust for the 2019/20 budget draws focus in creating job opportunities to improve individual income and standard of living, empowering of the informal sector to improve economic stability and developing the agriculture and fisheries sectors to increase export products. At the same time, it is crucial to continue work to establish secure and affordable energy sources, preserving the environment particularly the historical sites, reforms to improving Government processes and systems and addressing emerging social problems such as illicit drugs.

¹ SF 9: Land Tenure System with specific focus on recommendations included in the Interim Report on Phase 1 of the Royal Land Commissions Inquiries, 25 February 2010.

2.1 Ministry outputs grouped into divisions/sub-programs and programs

The outputs and their grouping into divisions (sub-programs) and programs are listed below.

Program(s)	Outputs	Sub-Outputs	Strategies/Activities	Responsible Division/ Officer	
Program 1: Leadership and Policy	Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration	1.1. Leadership and Vision	1.1.1. Leads strategically with vision (Strategic Leadership and strategic thinking)	CEO to lead CSD to facilitate All Divisions/Overseas Missions to participate	
			1.1.2. Navigates complex ambiguous and political environments (Senior official experience, navigating politics)	CEO	
		1.2. Policy Advice	1.2.1. Policy and Procedures	CEO to lead All Divisions/ Overseas Missions	
		1.3. Executive Support	1.3.1. Secretariat duties	All Divisions	
		1.4. Program Administration	1.4.1. Human Resource Management <i>CEO Contract Support Services</i>		CSD CEO to lead CSD to coordinate and facilitate All divisions/ overseas missions to participate
				<i>Recruitment and Selection</i>	HR
				<i>Performance Management System</i>	HR All divisions
				<i>PSC Policies and Procedures</i>	HR Overseas Accounts
				<i>Training and Capacity Building</i>	HR
				<i>Leave Management</i>	Registry
				1.4.2. Finance	Accounts
				Financial reports	Accounts
				<i>Budget</i>	CEO to lead Head of CSD and Accounts to coordinate and facilitate HODs
				<i>Salary and Wages</i>	Accounts
				<i>Expenditures (Purchase Order Processing)</i>	Accounts
				<i>Assets</i>	Accounts
				<i>Procurement</i>	Accounts
				<i>Overseas Missions</i>	Accounts
				<i>Immigration Accounts (Revenue Collection)</i>	Immigration Accounts
		1.4.3. ICT	ICT		
1.4.4. Registry	Registry Consultant				
1.4.5. Transportation pool	Transportation pool				

Program(s)	Outputs	Sub-Outputs	Strategies/Activities	Responsible Division
Program 2: Foreign Policy	OUTPUT 2: Promotion, Establishment and Strengthening of Multilateral and Bilateral Relations	2.1 Bilateral Diplomatic Relations	2.1.1. Revision of current guidelines and procedures for the processing of diplomatic relations.	Foreign Policy
			2.1.2. Update diplomatic relations' database and frequently monitor	Foreign Policy
			2.1.3. Promote establishment of formal diplomatic relations	Protocol to lead Supported by Foreign Policy and Overseas Missions
			2.1.4. Establish formal diplomatic relations	Protocol to lead Supported by Foreign Policy and Overseas Missions
			2.1.5. Maintain and strengthen diplomatic relations	Foreign Policy Overseas Missions
			2.1.6. Formalize Diplomatic Relations via Cabinet and Privy Council	Protocol to lead Supported by Foreign Policy
Program 3: Overseas Missions		2.2. Multilateral Diplomatic Relations	2.2.1. Lead and strengthen cooperation and partnership with International Organizations to advance Development Cooperation in all sectors of the economy	Foreign Policy Overseas Missions
			2.2.2. Representation of the Foreign Ministry and the country at diplomatic engagements	Foreign Policy Overseas Mission
			2.2.3. Analyse information on international/ regional interest to Tonga	Foreign Policy
			2.2.4. Pursue cooperation on projects and issues of mutual interest including political, economic, social, culture, defence, technology, diplomacy, environment etc...	Foreign Policy Overseas Missions
			2.2.5. Increase engagement with Regional Organisations	Foreign Policy Overseas Missions
			2.2.6. Increase engagement with International Organisations	Foreign Policy Overseas Missions

Program(s)	Outputs	Sub-Outputs	Strategies/Activities	Responsible Division
Foreign Policy	Facilitation of Overseas Development Assistance	3.1. Facilitate existing Development Framework/ Agreement	3.1.1 Establish Develop Framework/ Agreement	Foreign Policy Overseas Missions
			3.1.2 High Level Consultations	Foreign Policy Overseas Missions
Overseas Missions		3.2. Develop, Monitor and Review of MOUs and MOAs	3.2.1. Effective monitoring of MOUs and MOAs	Foreign Policy Overseas Missions
			3.2.2 Establishment of MOUs	Foreign Policy Overseas Missions
			3.2.3 Review and Monitor Existing MOUs and MOAs	Foreign Policy Overseas Missions
		3.3. Better coordinate aid/donor in consultation with Aid Division of the Ministry of Finance	3.3.1 Coordination for the proactive engagement with donor partners	Foreign Policy Overseas Missions
			3.3.2 Cooperation of projects and issues of mutual interest with relevant MDAs	Foreign Policy Overseas Missions
				Foreign Policy Overseas Missions
Overseas Missions Foreign Policy Leadership and Policy	Promotion of Economic and Public Diplomacy	4.1. Advocacy and negotiation	4.1.1. Representation and networking (promotional/awareness phase)	Overseas Missions Foreign Policy
			4.1.2 Sovereignty defined and protected	Overseas Missions Foreign Policy
			4.1.3 Membership contribution and privileges	Overseas Missions Foreign Policy CSD
			4.1.4 Project and protect Tonga's national, diplomatic, political, technical and legal interests	Overseas Missions Foreign Policy
		4.2. Effectively participation and engagement in regional and international organizations' negotiations	4.2.1 Identification of economic opportunities, markets and increase awareness on trade investment in government priority agenda	Overseas Missions Foreign Policy
		4.3. External Trade development and Investment promotion	4.3.1 Facilitate and engage in attracting investment opportunities for Tonga	Overseas Missions Foreign Policy
		4.4 Pursuit of Trade and Commercial links	4.4.1 Strengthen promotion of trade, tourism and investment opportunities for Tonga	Overseas Missions Foreign Policy
		4.5 Promotion of Culture and Heritage	4.5.1 Cultural shows, exhibitions and festivals	Overseas Missions Foreign Policy
			4.5.2 Tongan diaspora activities	Overseas Missions Foreign Policy
		4.6 Sports Diplomacy – "Sports is a tool for development and peace	4.6.1 Tongan citizenship profile enhanced	Overseas Missions Foreign Policy
			4.6.2 Leadership (Royalty engagement)	Overseas Missions Foreign Policy

Program(s)	Outputs	Sub-Outputs	Strategies/Activities	Responsible Division
Program 3: Overseas Missions Program 2: Foreign Policy	OUTPUT 5: Management of Regional and International Obligations	5.1. Monitoring of International Treaties, Conventions and Agreements	5.1.1. Development of a guideline to enhance system of Treaty ratifications 5.1.2. Develop and maintain a database for Treaties and Conventions 5.1.3. Assurance of representation 5.1.4. Depository of signed agreement 5.1.5. Facilitation of Tonga's accession to treaties if Tonga was not a signatory	Foreign Policy Foreign Policy Overseas Missions Foreign Policy Foreign Policy Overseas Missions Foreign Policy
Program 5: Protocol Program 1: Leadership and Policy Program 2: Foreign Policy Program 3: Overseas Missions	OUTPUT 6: Provision of Protocol and Consular Services	6.1. Facilitation of Diplomatic Relations 6.2. Facilitation of suitable Consular services 6.3. Facilitation of Protocol Services (normal operation, national events, overseas missions, etc...) 6.4. Facilitate and coordinate assistance to Tonga (miscellaneous) 6.5. Diaspora engagement	6.1.1. Efficient processing of request in line with Tonga Foreign Policy 6.1.2. Facilitation of diplomatic week 6.1.3. Facilitation of international conferences and official functions 6.2.1. Efficient processing of Consular services 6.2.2. Facilitation of proper travel documents for Diplomats 6.3.1. Efficient Provision and facilitation of Protocol Services 6.4.1. Support, facilitate and/or coordinate assistance to Tonga 6.5.1. Attend to relevant and appropriate activities	Protocol to lead Supported by Foreign Policy and Overseas Missions Protocol CSD Foreign Policy Overseas Missions Overseas Missions Immigration Protocol Overseas Missions Overseas Missions

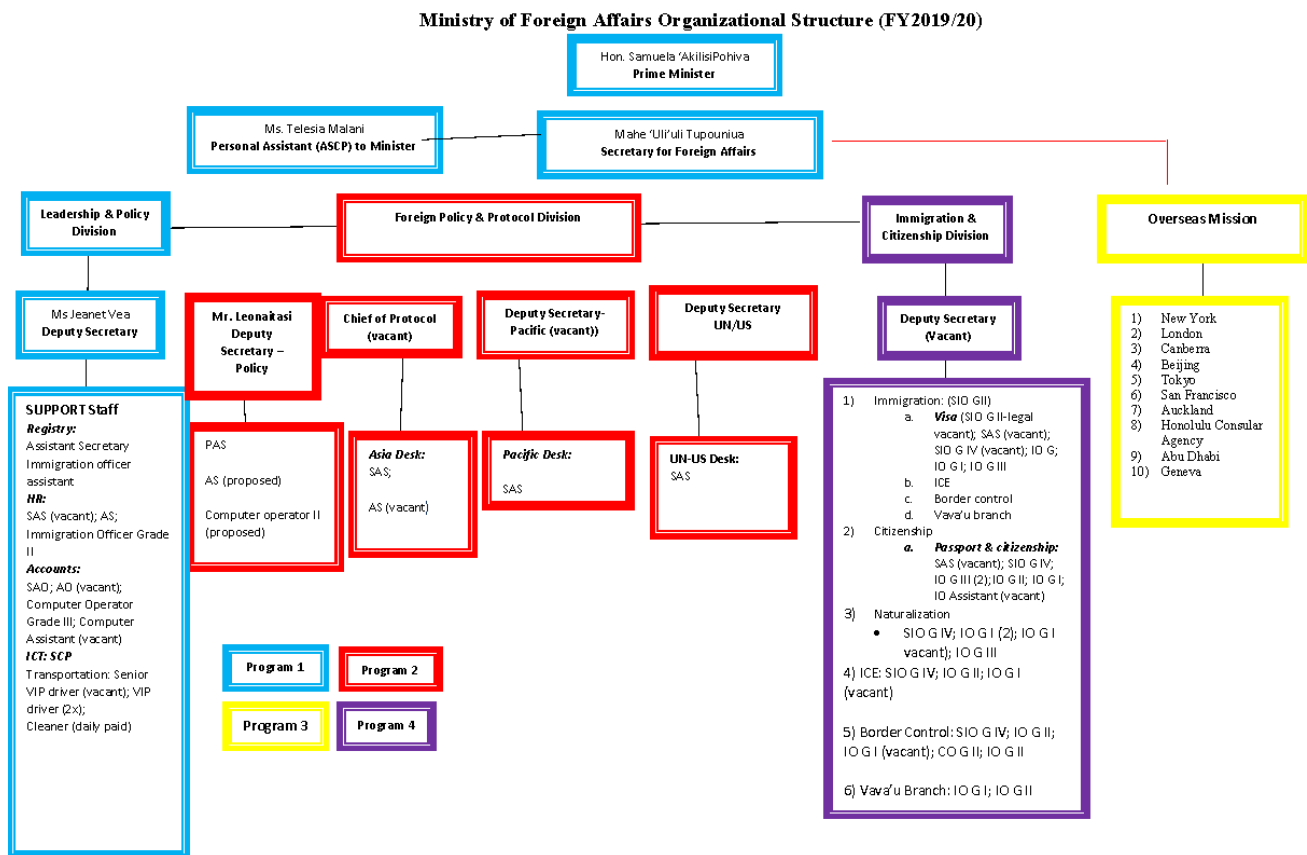
Program(s)	Outputs	Sub-Outputs	Strategies/Activities	Responsible Division
Program 4: Immigration	OUTPUT 7: Management of Human Movement and Citizenship	7.1. Improvement in the facilitation of Immigration services and protecting Tonga's boarder 7.2. Facilitation of Citizenship services 7.3. Enforcement of Immigration Law 7.4. Diaspora engagement	7.1.1. Review of Immigration Legislation by IOM 7.1.2. Review of Passport and Naturalization Act by PIDC 7.1.3. Develop SOPs for all Immigration Services 7.1.4. Develop a new IT system to replace TIMS 7.1.5. Develop a website for Immigration and a work email for all staff 7.1.6. Enhance customer service 7.2.1. Processing of citizenship applications and related services 7.3.1. Strengthen enforcement of Immigration Law 7.4.1. Conduct diaspora visits to places with no consular presence and provide Immigration services as well as other Government Agencies involved.	Immigration Immigration Immigration Immigration CSD/ICT Immigration Immigration Immigration Immigration

2.2 MFA Organizational Structure

The Ministry is structured in accordance with organisational mandate cascaded from high-level impacts and outcomes devised to support the achievements of relevant outputs. It is therefore comprised of eight (8) Overseas Missions and four (4) locally based divisions namely: 1) Leadership and Policy (Corporate Services); 2) Foreign Policy; 3) Immigration; and 4) Protocol – demonstrated in **Figure 1** below. These Overseas Missions and locally based divisions operate under the leadership of the Secretary for Foreign Affairs with the strategic directions of the Minister, subject to Foreign Policies set and authorized by His Majesty The King.

New structure to be inserted

Figure 1: Organizational structure – Ministry of Foreign Affairs



The aforementioned structure is outlined in more details in [Annexure A](#).

2.3 Summary of MFA Planned Major Reforms

The Ministry has on going reform activities stemmed from previous years' restructure where the ministry's outputs and operational arrangements were realigned to highlight the ministry's key mandate of fostering foreign relations at all levels in the bilateral, regional and international front in view of conducting a more vigorous analysis to better pursue Tonga's national interests supporting a higher quality of life for all. It is anticipated that more of the Ministry's current key deliverables will be strengthened and expanded to better represent the actual functions carried out by each of the diplomatic desk and mission which should ultimately contribute to achieving the overall objective set under the TSDF.

These include expansion of established Diplomatic Relations such as the establishment of two new missions in the United Arab Emirates and Switzerland, increase representations at international and regional meetings while Head Office is progressing to support the aforementioned through the

upgrade of CSD systems (ICT website and related activities, Registry, Accounts and Transportation), revision of Immigration legislation and upgrade of Immigration systems and procedures with the view to address customer service and corruption issues.

2.4 Reasons for major changes in recurrent budget allocations

There is a reduction of TOP87,100 in the MFA recurrent budget due to the centralisation of telecommunication and internet payments in support of government's initiatives. However, the Tokyo Mission has proposed an increase of Chancery rent of TOP190,334 owing to the increasing volume of work. This is particularly the involvement of the Office in facilitating projects for Japan Grant Aid resulting in the \$30USD million approved for the HM King Taufa'ahau Tupou IV's Wharf completed in 2018, the \$20USD million approved by Japan 2019, \$25USD million approved by Japan 2020, pending \$15-30USDm Airport Infrastructure Project, \$20USD million - Exchange of Notes signed by the Hon Minister Piukala, Tokyo Jan 2018. The RENEWABLE ENERGY - Wind Power Generation (adding to the national power grid for the Renewable Energy Goal of 50% by 2020) - Estimated Date of completion June 2019, \$25USDmillion - Exchange of Notes signed by Hon Deputy Prime Minister Sika with Hon Minister Tei at PALM May 2018, NEWS Project National Early Warning System for all of Tonga (up to Niuas) and Construction of Radio Tonga - Estimated Date of completion August 2020.

3. MFA BUDGET AND STAFFING

In order to deliver the MFA outputs to meet expectation and proper standards set out for each division, the overall budget summarized in Table 2 and staff summarized in Table 3, are required:

Table 2: Ministry Budget by Recurrent, Development and item (cash & in kind)

Expenditure Item by Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff (10xx)	5,484,200	5,331,900	5,535,300	5,720,200	5,720,200
Unestablished Staff (11xx)	1,223,700	1,053,700	38,100	38,100	38,100
Travel and Communication (12xx)	1,086,600	688,900	694,700	694,700	694,700
Maintenance and Operations (13xx)	653,600	612,100	587,100	587,100	587,100
Purchase of Goods and Services (14xx)	2,232,000	2,666,300	2,687,900	2,687,900	2,687,900
Assets (20xx)	212,200.00	137,200	76,400	76,400	76,400
Total Operation	4,184,400	4,104,500	4,046,100	4,046,100	4,046,100
Total Salaries	6,707,900	6,385,600	5,573,400	5,758,300	5,758,300
Total Expenditure Recurrent	10,892,300	10,490,100	9,619,500	9,804,400	9,804,400

Notes:

1. 'Established and un-established staff' - all expenditures under CATs 10 and 11.
2. 'Ministry Operational Costs' - all expenditures under CATs 12, 13, 14 and 20 for Programs 1, 2, 3, and 4.

Table 3: Total Staff for the Ministry by Category

Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff/vacancies					
Executive Officers (Band G to Band C)	4	5	3	5	5
Professional Staff (Band L to Band H)	11	15	23	23	23
Other Staff (Band Q to Band M)	19	17	26	26	26
Diplomatic staff/vacancies	18	15	17	19	19
Total Established Staff/vacancies	34	37	52	54	54
Unestablished Staff	7	5	5	5	5
Total Staff/vacancies	41	42	57	59	59
Total Recurrent Cost (\$TOP)	6,707,900	6,385,600	5,573,400	5,758,300	5,758,300

3.1 Program 1: Leadership and Policy

The Leadership and Policy program is comprised of the following:

- 3.1.1 Office of the Minister
- 3.1.2 Office of the Secretary for Foreign Affairs
- 3.1.3 Corporate Services
- 3.1.4 Protocol

This output relates to the effective leadership and management of MINOFA, managed through the offices of the Minister and the Secretary for Foreign Affairs. The Protocol and the Corporate Services Divisions are placed under this Output/Program, as sub-programs.

3.1.1 Office of the Minister

This sub-program relates to the effective provision of political direction and leadership for the Ministry through the Minister for Foreign Affairs.

The summary budget staffing for this sub-program is shown in Error! Reference source not found.4 below:

Table 4: Summary of sub-program 1.1's Budget and Staff

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	10,000	10,000	10,000	10,000	10,000
Total established staff and vacancies		0	0	0	0

ive

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.1: Leadership and Vision						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Leads strategically with vision (Strategic Leadership and strategic thinking)	Future oriented in thoughts, analysis and action	Draft initiatives	1 Initiative adopted and implemented	2 Initiatives adopted and implemented	2 Initiatives adopted and implemented	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$10,000 (Minister) \$89,000 (CEO)
	Communicates a clear and compelling vision for the Ministry that is meaningful to others (High rated CP and strategies) Corporate Plan submitted	2018/19 Corporate Plan	2019/20 Corporate Plan	2020/21 Corporate Plan	2021/22 Corporate Plan	Same as above	Same as above	Same as above
	Articulates and drives the implementation of strategies that align with organizational vision and purpose (Clear AMP)	NIL	2019/20 AMP	2020/21 AMP	2021/22 AMP	Same as above	Same as above	Same as above
	Commits the organization to customer service in its vision, strategies and culture	Draft Plan	Customer Service Survey Completed	Customer Service Issues addressed and Complaints System established	Outreach program through Radio and TV	Same as above	Same as above	Same as above
	Submission of Monthly and Annual Reports	NIL	12 monthly reports 1 annual report	12 monthly reports 1 annual report	12 monthly reports 1 annual report	Same as above	Same as above	Same as above

3.1.2 Office of the CEO

The sub-program for the Office of the Secretary for Foreign Affairs provides effective oversight and efficient management and implementation of the Ministry's overall outputs. There are key outputs produced under this sub-program which is outlined in Table 7 below with relevant KPIs:

The summary budget staffing for this sub-program is shown in Error! Reference source not found.5 below:

Table 5: Summary of sub-program 1.2's Budget and Staff

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	102,800	81,400	83,200	83,200	83,200
Total established staff and vacancies	1	1	1	1	1

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.1: Leadership and Vision						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Navigates complex ambiguous and political environments (Senior official experience, navigating politics)	Makes decisions in complex and ambiguous environments, in the absence of complete information	NIL	2 cases	4 cases	6 cases	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$10,000 (Minister) \$89,000 (CEO)
	Understands 'hot button' areas of political sensitivity and risk, and uses judgement when deciding how to proceed	NIL	All PC and Cabinet decisions implemented	All PC and Cabinet decisions implemented	All PC and Cabinet decisions implemented	Same as above	Same as above	Same as above
	Works with other executives and stakeholders to understand different viewpoints and plot a course of action	NIL	70%	80%	90%	Same as above	Same as above	Same as above
	Accurately reads situations, including key power relationships and group dynamics	NIL	70%	80%	90%	Same as above	Same as above	Same as above

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.2: Policy Advice						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Policy and Procedures	Develop and formulate appropriate policies and procedures	NIL	2 (Immigration)	2 (Foreign Policy)	2 (Internal policies and processes)	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$10,000 (Minister) \$89,000 (CEO)
	Providing Policy advice	4	5	5	5	Same as above	Same as above	Same as above
	Review and monitor Existing Policies	2	3	3	3	Same as above	Same as above	Same as above

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.3: Executive Support						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Secretariat duties	Facilitation of Meetings, Conferences and High-Level Dialogue	6	8	10	13	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$10,000 (Minister) \$89,000 (CEO)

Output 2: Management of Regional and International obligations						SDG/TSDf	Costing	
Sub output 2.1: Monitoring of International Treaties, Conventions and Agreements								
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Assurance of representation	Number of meetings represented Privileges maximised	Data not available	80% attendance	90% attendance	100% attendance	9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.6, 17.12, 17.13, 17.15, 17.17, 17.18	Relevant SDG Indicators	\$2,294,000
Facilitation of Tonga's accession to treaties if Tonga was not a signatory	Tonga's accession facilitated	Data not available	As scheduled	As scheduled	As scheduled	Same as above	Same as above	

3.1.3 Corporate Services

The Corporate Services division (although a sub-program under Leadership and Policy) is crucial wherein the effective provision of quality services by other divisions rely on the efficient support provided by this division. It is mandated to ensure efficient and effective systems are established based on appropriate balance between available budget and desired outputs.

The summary budget staffing for this sub-program is shown in Error! Reference source not found.6 below:

Table 6: Summary of sub-program 1.3's Budget and Staff

Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff/vacancies					
Executive Officers (Band G to Band C)	1	1	1	1	1
Professional Staff (Band L to Band H)	5	5	5	5	5
Other Staff (Band Q to Band M)	9	9	9	9	9
Total Established Staff	15	15	15	15	15
Unestablished Staff	2	2	3	3	3
Total Staff	17	17	18	18	18
Total Recurrent Cost	485,900	419,000	387,600	387,600	387,600

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.4: Program Administration/Corporate Services						SDG/TSDf		Costing	
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/ 2021FY	Target 2021/2022FY	Targets	Indicators		
Human Resource Management	HR management systems established, aligned with PSC policies and instructions	NIL	70%	80%	90%	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$533,400	
CEO Contract Support Services	CEO annual calendar and checklist	NIL	1	1	1	Same as above	Same as above	Same as above	
	Meetings: Weekly for HODs Bi-weekly for Senior Staff Monthly for all Staff	Weekly staff meeting	As appropriate	As appropriate	As appropriate	Same as above	Same as above	Same as above	
	Secretariat: Appoint a Secretariat to each of the above meeting. Secretariat is to prepare agenda, write minutes and follow up on action items.	NIL	Secretariat appointed Agenda, Minutes and Action Items produced	Secretariat appointed Agenda, Minutes and Action Items produced	Secretariat appointed Agenda, Minutes and Action Items produced	Secretariat appointed Agenda, Minutes and Action Items produced	Same as above	Same as above	Same as above
	Reports: HODs to prepare bi-weekly reports All divisions to submit quarterly reports	NIL	As appropriate	As appropriate	As appropriate	Same as above	Same as above	Same as above	
	Templates: CSD/ICT to develop reporting templates and linked to CP and AMP: Weekly reporting templates for HODs Quarterly reporting templates for all divisions	NIL	Weekly and Quarterly reporting templates completed	Revised as appropriate	Revised as appropriate	Same as above	Same as above	Same as above	

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.A: Program Administration/Corporate Services						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
<i>Recruitment and Selection</i>	Robust internal recruitment and selection systems developed	NIL	Gaps identified	Implementation plan approved	Systems adopted, implemented and monitored	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$533,400
<i>Performance Management System</i>	PMS Implementation Plan revised to include more specific activities to assist HCDs and all employees	NIL	PMS internal implementation plan revised	Monitoring and Evaluation	Monitoring and Evaluation	Same as above	Same as above	Same as above
	Job descriptions revised	90% of all positions have job descriptions	90% of JDs for occupied positions revised	100% of all JDs revised	Monitoring and Evaluation	Same as above	Same as above	Same as above
	Revise key performance indicators to ensure they are specific, measurable, achievable, realistic and timely	90% of all positions have KPIs	90% of KPIs for occupied positions revised	100% of KPIs for all positions revised	Monitoring and Evaluation	Same as above	Same as above	Same as above
	PMS Monitoring and Evaluation Systems developed	NIL	M&E systems drafted	M&E systems adopted	M&E systems revised	Same as above	Same as above	Same as above
<i>PSC Policies and Procedures</i>	PSC Policies and Procedures are efficiently disseminated to inform employees	Distributed as per normal	Policy database created Internal policy consultation developed	Gaps identified and forward to PSC 4 internal policy consultations conducted	M&E	Same as above	Same as above	Same as above
	Diplomatic policy instructions are revised and adopted	Still in draft	Diplomatic Policy Instructions revised and adopted	Overseas Missions updated 60% of outstanding entitlements cleared	70% of outstanding entitlements cleared	Same as above	Same as above	Same as above
<i>Training and Capacity Building</i>	Training and Capacity Building Plan adopted and implemented	NIL	Training Needs Analysis conducted Enforce submission of reports after every training	Trainings database developed to monitor distribution of trainings	M&E	Same as above	Same as above	Same as above
<i>Leave</i>	Leave entitlements	Leave database	Leave Case	M&E	M&E	Same as above	Same as above	Same as above

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.4: Program Administration/Corporate Services						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021 FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Finance	Clearly defined financial control systems and procedures developed and implemented	NIL	80% drafted, adopted and implemented	90% drafted, adopted and implemented	100% drafted, adopted and implemented	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$533,400
Financial reports	Accurate monthly financial reports on expenditures, budget utilisation, revenue collection etc...are submitted on the first week of every new month (to report the previous month)	20% submitted	12	12	12	Same as above	Same as above	Same as above
Budget	Timely distribution of Budget cycle timetable, Budget Strategies, Guidelines and Envelope etc... to CEO, HODs and Overseas Missions	Poorly done	100% timeliness	100% timeliness	100% timeliness	Same as above	Same as above	Same as above
	Internal budget consultations conducted (this is with the view to identify pressing needs and allocate money in line with priority areas as identified by HODs and Heads of the Overseas Missions)	Poorly done	All HODs and Overseas Missions are consulted	All HODs and Overseas Missions are consulted	All HODs and Overseas Missions are consulted	Same as above	Same as above	Same as above
	Budget templates and relevant documentation prepared and submitted to meet deadline	Poorly done	Budget requirements are completed in line with Finance's instructions	Budget requirements are completed in line with Finance's instructions	Budget requirements are completed in line with Finance's instructions	Same as above	Same as above	Same as above
	Approved budget is distributed to CEO, HODs, senior officers and Overseas Missions within a week from official notification	Carried out but needs improvement	Approved budget distributed within one week from receipt	Approved budget distributed within one week from receipt	Approved budget distributed within one week from receipt	Same as above	Same as above	Same as above
	Internal systems developed to ensure each HOD is responsible for their own budget utilisation and if transferred between	Nothing in place other than Treasury Instructions	Internal Systems developed and implemented	M & E	M & E	Same as above	Same as above	Same as above

Output 1: Leadership and Vision, Policy Advice, Executive Support and Program Administration. Sub-output 1.4: Program Administration/Corporate Services						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Salary and Wages	Timeliness and accuracy	95%	98%	98%	98%	All SDGs Targets relevant to MFA	All SDG Indicators relevant to MFA	\$533,400
Expenditures (Purchase Order Processing)	Internal control systems established	NL	Systems established	M & E	M & E	Same as above	Same as above	Same as above
	Timeliness and accuracy of PO processing	Poorly done	100% timeliness	100% timeliness	100% timeliness			
Assets	Ministry's assets are all registered and monitored	About 50% of assets are registered	60% of assets registered (to include Overseas Missions)	70% of assets registered (to include Overseas Missions)	80% of assets registered (to include Overseas Missions)	Same as above	Same as above	Same as above
Procurement	100% compliance	Poorly done	100% compliance	100% compliance	100% compliance	Same as above	Same as above	Same as above
Overseas Missions	Internal financial control procedures developed for the Overseas Missions	Current practice is not in written form	Internal control system drafted and adopted	M & E	M & E	Same as above	Same as above	Same as above
Immigration Accounts (Revenue Collection)	Accounting revenue systems reviewed	Current system is in place but is not in written form	Accounting revenue systems revised and adopted	M & E	M & E	Same as above	Same as above	Same as above
ICT	Hardware and Software maintained and upgraded Need a centralized database to store and manage information re diplomatic relations, agreements etc...	95% TIMs 20% Office Support	Upgrade Office Support Unit by 60%	Both Units to reach 98% effectiveness	M & E	Same as above	Same as above	Same as above
Registry	Filing System revised	Filing system	Filing system revised	M & E	M & E	Same as above	Same as above	Same as above
	Digitization of files	NL	Consultant engaged	Digitization plan implemented	Continue digitization project			
Transportation pool	Vehicles gap supplied Garage built	6 vehicles NL	7 vehicles Completed	5 vehicles Maintenance	5 vehicles Maintenance	Same as above	Same as above	Same as above

3.2 Program 2: Foreign Policy and Protocol

This Division conducts the core function of the Ministry of Foreign Affairs in vigorously pursuing Tonga's national interests within Nuku'alofa and abroad, as detailed below:

- Protect Tonga's international interests through the provision of high-quality policy advice to Cabinet Ministers and Tonga's overseas missions;
- Provide high quality advice to cabinet ministers on Tonga's bilateral, regional and multilateral engagements and its global interest;
- Provide effective and efficient services to diplomatic representatives in Tonga and accredited non-resident missions;
- Act as the channel between the government, resident missions and foreign governments to pursue the Foreign Ministry's mandate;
- Utilize opportunities to advocate Tonga's interest internationally through high quality support for ministerial visits to key partners and international forums;
- Build strong bilateral and multilateral relationships for high quality information gathering, analysis and advocacy in support of government policies;
- Develop and maintain extensive networks in pursuit of shared objectives to maximize Tonga's influence in the regional and international institutions;
- Develop and implement policies and diplomatic responses to address bilateral, regional and international security;
- Actively participate in regional, global institution and forums to promote peace and stability;
- Maintain and strengthen bilateral relationships in pursuit of stronger cooperation to achieve Tonga's development goals;
- Effectively cooperate with line Ministries to achieve Sustainable Development Goals; and
- Contribution to the development of effective regional and international institutions.

The summary budget and staffing for this program is shown in Error! Reference source not found.7 below.

Table 7: Summary of Program 2's Budget and Staff

Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff					
Executive Officers (Band G to Band C)	-	1	1	1	1
Professional Staff (Band L to Band H)	-	6	6	6	6
Other Staff (Band Q to Band M)	-	-	-	-	-
Total Established Staff	0	7	7	7	7
Total Recurrent Cost	80,300	244,000	258,500	258,500	258,500

PROGRAM 2

Output 2. Promotion, Establishment and Strengthening of Multilateral and Bilateral Relations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
Facilitate and strengthen bilateral, multilateral and diplomatic relations	Create guidelines and procedures for the processing of diplomatic relations	Design guidelines and procedures for the processing of diplomatic relations	None	1	1	1	9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.15, 17.17	Relevant SDG indicators	\$51,000
	Create database for diplomatic relations	Design database for diplomatic relations	None	1	1	1			
	Facilitating the process of	Number of diplomatic	20 requests still pending	5	7	8			

	<i>establishment of formal diplomatic relations through Cabinet and Privy Council</i>	<i>relations approved by Cabinet and Privy Council</i>							
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Output 3: Facilitation of Overseas development Assistance							SDGs/TSD F	
Sub output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	Targets	Indicators
3.1 Facilitate existing development framework/agreement	Lead and strengthen cooperation and partnership with International Organizations to advance Development Cooperation in all sectors of the economy	Number of meetings and engagements conducted with development partners	Data not available	10	15	20	9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.15, 17.17	Relevant SDG indicators
	Increase engagements with Regional and International Organization	Number of meetings and engagements conducted with Regional and International Organization	Data not available	10	15	20		
	Established Development Framework/Agreement, MOU and MOAs	Develop Framework/Agreement, MOU & MOAs	NIL	1	1	1		
	Effective monitoring of MOU and MOAs	Create monitoring system	Not available	1	1	1		
	Review and Monitor Existing MOU and MOAs	Existing MOU & MOAs reviewed and monitor	Data not available	70%	80%	90%		
	Assist with the localization of Agenda 2030	Number of meetings and engagements with the localization of Agenda 2030						
	Assist with the preparation of the National Voluntary Report	Report completed by June 2019	None	1	Update development on VNR	Update development on VNR		

PROGRAM 2

Output 4:- Promotion of Economic & Public Diplomacy							SDGs/TSD F	
Sub Output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	Targets	Indicators
Better coordinate aid/donor in consultation with Aid Division of the Ministry of Finance	Better coordinate Development Aid with Development Partners in consultation with Embassies/High Commissions, Ministries of Foreign Affairs and Aid Division of the Ministry of Finance	Number of projects negotiated and implemented	Data not available	10	15	20	9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.15, 17.17	Relevant SDG indicators

	Regular engagements and meetings nationally, regionally and internationally with UN Agencies and other international Agencies to strengthen genuine and durable Partnerships	Number of engagements and meetings attended and reported	15	20	20	20		
	Host High Level Consultations with Australia and New Zealand	Number of High Level Consultations held	2	2	2	2		
	Directing overseas missions on the implementation of foreign policy through regional and multilateral negotiation and national statements	Number of negotiations and follow up reports	To be provided throughout the year					

PROGRAM 2

Output 5: Management of Regional and International Obligations							SDGs/TSDf	
Sub output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019 /2020	Target FY2020/2021	Target FY2021/2022	Targets	Indicators
Monitoring of international treaties, conventions and agreements	Attend meetings and workshops on Treaties and Conventions	Number of meetings and workshops attended	Data not available	5	8	10	9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.15, 17.17	Relevant indicators
	Host national capacity building workshops on treaties and conventions	Number of capacity building workshops on treaties and conventions	None	1	2	3		
	Establish a database for Treaties Conventions	Develop a database for Treaties and Conventions	None	1	1	1		

Output 6:- Provision of Protocol & Consular Services							SDGs/TSDf	
Sub Output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019 /2020	Target FY2020/2021	Target FY2021/2022	Targets	Indicators
Establishing and strengthening diplomatic relations with more than 77 Sovereign States	Chaired and hosted meetings and engagements to maintain and strengthen diplomatic relations	Number of meetings and engagements hosted	77 diplomatic relations established	80	82	84	9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.15, 17.17	Relevant SDG indicators
	Coordinating and hosting Diplomatic week	Number of credentials presented	to be provided	to be provided	to be provided	to be provided		
	Facilitate Diplomatic and Consular Visits	Number of Diplomatic and consular visit coordinate and hosted	10	14	16	20		

3.3 Program 3: Overseas Missions

The Ministry continues its pivotal role of implementing Tonga's foreign policy to support Government's national interests and commitment to increase the livelihood, prosperity, safety and well-being of its nationals. Within that role, includes servicing the consular needs of Tongan subjects who reside overseas. This role essentially tasks the Ministry to capitalize on its foreign presence overseas, to advance Tonga's national interests and foreign relations in the international setting through:

- Commitment to increase the standard of living, prosperity, safety and well-being of all Tongans including those in foreign countries. This output is measured by consistently keeping our Overseas Missions informed and ensuring that quarterly reports from Overseas Mission are submitted to Head Office on the first week of every quarter;
- Taking into account Tonga's small economy and vulnerabilities, it is crucial to be alert to emerging risks and opportunities for Tonga and provision of timely advice to Government;
- Translate national development strategies into prioritized public sector investment programs and therefore lead negotiation to mobilize aid and development finance, improve its effectiveness and coordination at all levels (this can only be carried out in a timely fashion with a skilful negotiation ability);
- Maintain and secure a peaceful environment in the South Pacific and internationally (this can only be measured by regular attending the security conferences in the Pacific Island Region with close consultation with the HMAF); and
- Provide active support to regional and international organizations and work to maximize benefits from these partnerships such as the Pacific Forum, African Caribbean and Pacific (ACP), Commonwealth and the United Nations (UN) (need regular attendance at relevant international meetings).

The summary budget and staffing for this program is shown in Table 8 below:

Table 8: Summary of Program 3's Budget and Staff

Overseas Missions

Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff					
Diplomatic Staff/vacancies	16	17	19	21	21
Domestic and locally recruited employees	18	22	25	25	25
Total Recurrent Cost	5,071,600	4,974,200	4,122,900	4,307,800	4,307,800

3.3.1 London Mission

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	522,700	436,700	336,300	463,300	463,300
Diplomatic Staff/vacancies	3	3	2	2	2
Domestic and locally recruited employees	1	4	4	4	4

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations

Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators

2.1 Promotion, formalization and strengthening of multilateral and bilateral relations	Formalizing and strengthening current and concurrent Diplomatic Relations	Number of diplomatic relations formalized and strengthened	1	2	2	2			
	Regular participation and reporting on relevant Meetings of the ACP-EU in Brussels; Commonwealth Secretariat; and International Maritime Organization (IMO) etc	Number of annual Meetings, Side Events attended and reported. Follow up on the outcomes of Meetings and Side Events and Report	2	10	15	20			
	Provision of relevant Concept Notes, Research and Evaluation, Recommendations, and drafting of Statements and Interventions	Provision of timely and accurate Concept Notes, Research and Evaluation, Recommendations, and Draft Statements and Interventions to the Ministry of Foreign Affairs as the Official Channel of Communication	No data	10	15	15			

OUTPUT 3: Facilitation of Overseas Development Assistance									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
3.1 Promotion of Trade, Tourism, and Investment	Promotion of Trade, Tourism, and Investment opportunities multilaterally, bilaterally, and unilaterally in London and European Capitals	Number of enquiries and engagements in London and European Capitals	5	5	5	5	6		
	Engagement with WTO ,UNWTO, and other trade, tourism, and investment entities in London and Europe	Number of engagements and reports	15	15	15	15	15		
	A								

OUTPUT 4: Promotion of Economic & Public Diplomacy									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	

4.1 Public Diplomacy	Maintenance and Strengthening of diplomatic relations with the Court of St. James's and all accredited Countries from the Tonga High Commission in London.	Number of engagements through bilateral, regional, multilateral, and plurilateral meetings.	No data	10	10	10			
	Follow-up on the bilateral, regional, multilateral, and plurilateral meetings.	Number of follow-up and deliverables reported	2	10	10	10			

OUTPUT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
5.1 Facilitate Overseas Development Assistance (ODA)	Develop and increase engagement with the ACP-EU, Commonwealth Secretariat, International Maritime Organization and other International Organizations headquartered in Brussels and Geneva	Number of meetings, follow-up reports, and deliverables submitted to the Ministry of Foreign Affairs and Government Ministries	No data	5	10	10			

OUTPUT 6: Provision of Protocol & Consular Services									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
6.1 Facilitation of consular services	Processing of Tongan Passports, Naturalizations, Citizenships, and Visas	Number of Tongan Passports, Naturalizations, Citizenships, Re-admissions, and Visas processed	3	10	10	10			
	Facilitating States, Royal and Government/Official Visits to London and accredited countries from the Tonga High Commission	Number of Royal and Official visits facilitated	3	5	5	5			

3.3.2 Canberra

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	822,100	822,100	665,000	722,900	722,900
Diplomatic Staff/vacancies	3	3	3	3	3
Domestic and locally recruited employees	3	4	4	4	4

Output 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
3.2 Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations	Formalizing the establishment of Diplomatic Relations	Number of diplomatic relations formalized	No data	2	2	2			
	Regular participation and reporting on relevant Meetings in Canberra and across Australia	Number of Meetings attended and reported to Head Office	No data	100	150				
	Presentation of Credentials	Number of Credentials presented	Nil	2	2	3			
	Inter-States Visits	Number of State visits conducted	Nil	1	1	2			
	Diplomatic & Promotional visits	Number of Diplomatic and Promotional visits	Nil	1	2	1			
	National Day celebration	National Day celebrated	Nil	1	1	1			
	Facilitating and hosting of Royal, States, and officials visits	Number of Royal, States and official visits facilitated	5	6	4	4			
	Regional and International meetings themed on Pacific Island priorities requiring Tonga's representation	Number of meetings attended and reports submitted to HQ	4	5	5	5			
Output 3: Facilitation of Overseas Development Assistance	Representation at conferences and meetings at countries of accreditation particularly in Asia	Number of meetings and conferences attended and reports submitted to Head Office							
	Diplomatic courtesies required of the High Commission such as hospitality luncheons and dinners	Number of hosted hospitality meetings and reportage submitted to Head Office	4	10	10	10			
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	Costing

	Promote Tourism, Trade & Foreign Investments	Number of enquiries and engagements received	No data	5	5	6			
	Representation at trade shows, multicultural festivals and exhibitions	Number of representation	No Data	3	3	3			
	Promotional engagements of Tonga organized by the High Commission either in Canberra or inter-state	Number of promotional engagement	No Data	2	2	2			
	Commercial links and investment reports to HQ on a regular basis	Number of reports to Head Office on matters of trade and investment for Tonga	No Data	2	2	2			
	Provision of tourism and trade related products and brochures displayed at the Chancery and also for promotional activities	Number of displayed items and gift products	No Data	30	30	30			
	Attendance at tourism workshops and forums in Australia	Number of tourism and trade related forums	No Data	1	2	2			

Output 4: Promotion of Economic & Public Diplomacy									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
Public Diplomacy	Maintenance and Strengthening of diplomatic relations with the Executive Authorities of Australia which are Canberra-based namely the Government House, Parliament House and the Department of Foreign Affairs & Trade	Number of engagements through bilateral, regional, multilateral, and plurilateral meetings.	Throughout the year	Throughout the year	Throughout the year				
	Follow-up on the bilateral, regional, multilateral, and plurilateral meetings.	Number of meetings yearly and reports submitted to Head Office	Throughout the year	Throughout the year	Throughout the year				
	Annual Tongan Community dialogues and visits by the High Commissioner	Number of Tongan community visits held by the High Commissioner annually	No Data	2	2	2			
	Participation and representation by the High Commission of Tonga at Canberra and inter-state diplomatic events and functions	Number of diplomatic events and programmes attended by the High Commission of Tonga	Throughout the year	Throughout the year	Throughout the year				

	Sports Diplomacy – Australia regularly hosts sports diplomacy events of which they provide public diplomacy opportunities for Tonga and for High Commission to attend	Number of Sports diplomacy events attended to by the High Commission of Tonga	Throughout the year	Throughout the year	Throughout the year				
	Military and Defence activities on offer and representation by High Commission	Number of defence and military activities where public diplomacy and representation warranted	Throughout the year	Throughout the year	Throughout the year				

Output 5: Management of Regional and International Obligations **Costing**

Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDf Targets	Indicators	Costing
	Regular engagements with DFAT on ODA assistance		No data	5	5	6			
	Representation at regional and international events namely IOM, World Bank, Pacific Investment and Trade Office, Seasonal Workers Programme Annual Meetings and Pacific Islands Forum annual visitations	Number of meetings held	No data	5	5	6			
		Number of meetings held and reports submitted to Head office	No Data	4	4	4			

Output 6: Provision of Protocol & Consular Services **Costing**

Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDf Targets	Indicators	Costing
Facilitation of consular services	Processing of citizenship applications and related services	Number of citizenship applications and related services provided	NIL	200	300	400			
	Facilitating of Royal and Government/Official visits to Canberra, and accredited countries from the Tonga High Commission	Number of Royal and Official visits facilitated	NIL	5	5	5			
	Facilitating visits to the States where Seasonal Workers are stationed	Number of visits to the seasonal workers conducted	NIL	3	3	3			

Facilitation of consular services	Facilitating visit to the territories where Seasonal Workers are stationed	Number of Royal and Official visits successfully received	No Data	4	4	4			
	Facilitating the processing of passports, visas, citizenships' applications , and other government documentations	Number of visits to Seasonal Workers station	No Data	2	2	2			
		Number of applications received and process	No Data	200	200	200			

3.3.3 New York

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	1,095,000	1,095,000	1,053,000	1,053,000	1,053,000
Diplomatic Staff/vacancies	3	3	3	3	3
Domestic and locally recruited employees	2	3	4	4	4

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
2.1 Promotion, formalization and strengthening of multilateral and bilateral relations	Formalizing the establishment of Diplomatic Relations	Number of diplomatic relations formalized	Nil	2	2	2			
	Regular participation and reporting on relevant United Nations Meetings as outlined in the Annual Calendar of Conferences and Events; 6 Main Committees of the UNGA; Pacific Small Island Developing States(PSIDS); Pacific Island Forum(PIF), Alliance of Small Island States (AOSIS), Asia and Pacific Regional Group(APG); Forum of Small States(FOSS); International seabed Authority(ISA)	Number of annual meetings, side events attended and reported	30	30	30	30			
	Maintenance and Strengthening of diplomatic relations multilaterally and bilaterally with UN Members States	Number of engagements through bilateral, regional, multilateral, and plurilateral meetings	30	30	30	30			

	and bilaterally with Canada, Cuba, Mexico, USA and Venezuela	Follow-up on the bilateral, regional, multilateral, and plurilateral meetings and report							
	Provision of relevant Concept Notes, Research and Evaluation, Recommendations, and drafting of Statements and Interventions	Provision of timely and accurate Concept Notes, Research and Evaluation, Recommendations, and Draft Statements and Interventions to the Ministry of Foreign Affairs as the Official Channel of Communication	30	30	30	30			

OUTPUT 3: Facilitation of Overseas Development Assistance **Costing**

Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
3.1 Promotion of Trade, Tourism, and Investment	Promotion of Trade, Tourism, and Investment opportunities multilaterally, bilaterally, and unilaterally with United Nations Members States and all Stakeholders	Number of enquiries and engagements within the margins of the United Nations and accredited countries.	5	5	5	6			
	Engagement with United Nations Programmes and Funds such as UNCTAD, UNDP, UNFPA and UN Related Organizations such as WTO and UNWTO	Number of engagements with UN Programmes and Funds and UN Related Organizations	15	15	15	15			

OUTPUT 4: Promotion of Economic & Public Diplomacy **Costing**

Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
4.1 Public Diplomacy	Maintenance and Strengthening of diplomatic relations with 192 Member States of the United Nations through active engagement at UN Meetings and Side Events	Number of active engagements through bilateral, regional, multilateral, and plurilateral meetings at the United Nations and UN Member States' Countries	30	30	30				

	Negotiating Texts, Co-sponsoring, and Voting on UN Resolutions and UN Principal Organs' Elections	Number of negotiations, co-sponsoring, and voting on UN Resolutions	200+	200+	200+	200+			
		Number of submissions to the Ministry of Foreign Affairs for approval	200+	200+	200+	200+			

OUTPUT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
5.1 Facilitate Overseas Development Assistance (ODA)	Develop and Increase active engagement with the United Nations and its Principal Organs	Number of active engagements with the UN and its Principal Organs	50	50	50	50			
	Regular engagements with the UN Secretariat, UN Main bodies, UN Agencies Development Partners, and all relevant Stakeholders towards implementing the 2030 Agenda: Paris Agreement on Climate Change; Sendai Framework on Disaster Risk Reduction; S.A.M.O.A. Pathway; International Seabed Authority; and South-South/Triangular Cooperation	Number of acting engagements reports; follow up and implementation towards development assistance to the Kingdom of Tonga	50	50	50	50			

OUTPUT 6: Provision of Protocol & Consular Services									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
6.1 Facilitation of Protocol and Consular Services	Facilitating Royal, High Level, and Government/Official Visits to the United Nations Headquarters in New York, Washington D.C., Canada, and Cuba	Number of Royal, High Level, and Government/Official Visits facilitated	10	10	10	10			
	Advising on Consular Services and conveying to the Consulate	Number of advice and guidance on	15	15	15	15			

	General and Consular Agency in San Francisco and Honolulu respectively	Consular Services							
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3.3.4 Beijing

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	1,046,200	1,046,200	921,200	921,200	921,200
Diplomatic Staff/vacancies	2	2	2	2	2
Domestic and locally recruited employees	2	2	2	2	2

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
2.1 Promotion, formalization and strengthening of multilateral and bilateral relations	Formalizing and strengthening Diplomatic Relations with the People's Republic of China	Number of activities to strengthen Diplomatic Relations with China	10	10	10	10			
	Regular participation and reporting on relevant Meetings in Beijing and other Provinces in China	Number of annual Meetings, Side Events attended, reported, and followed up	5	10	15	20			

OUTPUT 3: Facilitation of Overseas Development Assistance									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
3.1 Promotion of Trade, Tourism, and Investment	Active participation and promotion of Trade, Tourism, and Investment activities	Number of enquiries received and participation in Seminars and Fairs/Expo	10	10	10	10			
	Provision of trade, tourism, and investment related products and brochures displayed at Chancery and promotional activities	Number of products and brochures displayed and disseminated	15	15	15	15			
	Promotional visits with trade, tourism, and, investment companies to the Kingdom of Tonga	Number of Visits to the Kingdom of Tonga	1	3	3	3			

OUTPUT 4: Promotion of Economic & Public Diplomacy									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
4.1 Public Diplomacy	Maintenance and Strengthening of diplomatic relations with the People's Republic of China and Member States accredited and resident in Beijing	Number of engagements through bilateral, regional, and multilateral relations	No data	10	10	10			
	Follow-up on the bilateral, regional, multilateral, and plurilateral meetings.	Number of follow-up and deliverables reported	2	10	10	10			

OUTPT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
5.2 Facilitate Overseas Development Assistance (ODA)	Negotiations and engagement with the Ministry of Foreign Affairs and Ministry of Commerce on development assistance	Number of negotiations and engagements and reports to Ministry of Foreign Affairs	4	5	5	5			

OUTPUT 6: Provision of Protocol & Consular Services									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
6.1 Facilitation of Protocol and Consular services	Processing of Tongan Passports, Naturalizations, Citizenships, and Visas	Number of Tongan Passports, Naturalizations, Citizenships, Re-admissions, and Visas processed	3	10	10	10			
	Facilitating State, Royal and Government/Official Visits to China from the Kingdom of Tonga	Number of Royal and Official visits facilitated	3	5	5	5			

3.3.5 Tokyo

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	868,488	641,018	604,500	604,500	604,500
Diplomatic Staff/vacancies	1	1	1	1	1
Domestic and locally recruited employees	4	4	4	4	4

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
2.1 Promotion, formalization and strengthening of multilateral and bilateral relations	Developing and strengthening Diplomatic Relations with Japan and other Countries accredited to Japan	Number of Meetings and activities to strengthen Diplomatic Relations with Japan	10	10	10	10			
	Regular participation and reporting on relevant Meetings in Tokyo and other Prefectures in Japan	Number of annual Meetings, Side Events attended, reported, and followed up	5	10	15	20			

OUTPUT 3: Facilitation of Overseas Development Assistance									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
3.1 Promotion of Trade, Tourism, and Investment	Active participation and promotion of Trade, Tourism, and Investment activities	Number of enquiries received and participation in Seminars and Fairs/Expo	10	10	10	10			
	Provision of trade, tourism, and investment related products and brochures displayed at Chancery and promotional activities	Number of products and brochures displayed and disseminated	15	15	15	15			
	Promotional visits with trade, tourism, and, investment companies to the Kingdom of Tonga	Number of Visits to the Kingdom of Tonga	1	3	3	3			

OUTPUT 4: Promotion of Economic & Public Diplomacy									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
4.1 Public Diplomacy	Maintenance and Strengthening of diplomatic	Number of engagements through bilateral,	No data	10	10	10			

	relations with Japan and Member States accredited and resident in Tokyo	regional, and multilateral relations							
	Attendance and follow-up on the bilateral, regional, multilateral, and plurilateral meetings in Tokyo and other Prefectures.	Number of reports, follow-up and deliverables	2	10	10	10			

OUTPT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
5.3 Facilitate Overseas Development Assistance (ODA)	Negotiations and engagement with the Ministry of Foreign Affairs and Japanese Government Ministries for development assistance to the Kingdom of Tonga	Number of negotiations and engagements and reports to Ministry of Foreign Affairs	4	5	5	5			

OUTPUT 6: Provision of Protocol & Consular Services									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
6.1 Facilitation of Protocol and Consular services	Processing of Tongan Passports, Naturalizations, Citizenships, and Visas	Number of Tongan Passports, Naturalizations, Citizenships, Re-admissions, and Visas processed	3	10	10	10			
	Facilitating State, Royal, and Government/Official Visits to China from the Kingdom of Tonga	Number of State, Royal and Government/Official Visits facilitated	3	5	5	5			

3.3.6 San Francisco

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	323,600	343,600	228,600	228,600	228,600
Diplomatic Staff/vacancies	2	2	2	2	2
Domestic and locally recruited employees	3	3	3	3	3

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations									Costing
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Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	Costing
2.1 Promotion, formalization and strengthening of multilateral and bilateral relations	Developing and strengthening Diplomatic and Consular Relations with the West Coast and other States in the U.S.A.	Number of Meetings and activities to strengthen Diplomatic and Consular Relations in the U.S.A.	20	20	20	20			
	Regular participation and reporting on relevant Meetings with Consulates General in San Francisco and other States in the U.S.A.	Number of annual Meetings, Side Events attended, reported, and followed up	10	10	15	20			

OUTPUT 3: Facilitation of Overseas Development Assistance										Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	Costing	
3.1 Promotion of Trade, Tourism, and Investment	Active participation and promotion of Trade, Tourism, and Investment activities in San Francisco and other States in the U.S.A.	Number of enquiries received and participation in Seminars and Fairs/Expo	10	10	10	10				
	Provision of trade, tourism, and investment related products and brochures displayed at the Consulate General and for promotional activities	Number of products and brochures displayed and disseminated around the U.S.A.	50	50	50	50				
	Promotional visits with trade, tourism, and, investment companies to the Kingdom of Tonga	Number of Visits to the Kingdom of Tonga	3	6	6	6				

OUTPUT 4: Promotion of Economic & Public Diplomacy										Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	Costing	
4.1 Public Diplomacy	Maintenance and Strengthening of diplomatic and consular relations in San Francisco and other States in the U.S.A.	Number of engagements through bilateral, regional, and multilateral consular relations	3	10	10	10				

	Attendance and follow-up on the bilateral, regional, multilateral, and plurilateral meetings in San Francisco and other States	Number of reports, follow-up and deliverables	2	10	10	10			
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OUTPUT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
5.4	Facilitate Overseas Development Assistance (ODA)	Negotiations and engagement with the Office of Foreign Mission and other Consulates General for development assistance to the Kingdom of Tonga							

OUTPUT 6: Provision of Protocol & Consular Services									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
6.1	Facilitation of Protocol and Consular services	Processing of Tongan Passports, Naturalizations, Citizenships, and Visas	50	50	50	50			
	Facilitating State, Royal, and Government/Official Visits to San Francisco from the Kingdom of Tonga	Number of State, Royal and Government/Official Visits facilitated	15	15	15	15			

3.3.7 Auckland

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	450,400	450,400	269,500	269,500	269,500
Diplomatic Staff	1	1	1	1	1
Domestic and locally recruited employees	4	4	4	4	4

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators	
2.1	Promotion, formalization and strengthening of	Developing and strengthening Diplomatic and	10	10	10	10			

multilateral and bilateral relations	Consular Relations in Auckland and other Cities of New Zealand	strengthen Diplomatic and Consular Relations in New Zealand							
	Regular participation and reporting on relevant Meetings in New Zealand	Number of annual Meetings, Side Events attended, reported, and followed up	5	10	15	20			

OUTPUT 3: Facilitation of Overseas Development Assistance									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
3.1 Promotion of Trade, Tourism, and Investment	Active participation and promotion of Trade, Tourism, and Investment activities	Number of enquiries received and participation in Seminars and Fairs/Expo	10	10	10	10			
	Provision of trade, tourism, and investment related products and brochures from the Consulate	Number of products and brochures displayed and disseminated	15	15	15	15			
	Promotional visits with trade, tourism, and, investment companies to the Kingdom of Tonga	Number of Visits to the Kingdom of Tonga	1	3	3	3			

OUTPUT 4: Promotion of Economic & Public Diplomacy									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
4.1 Public Diplomacy	Maintenance and Strengthening of diplomatic and consular relations with New Zealand and other Consulates accredited and resident in Auckland	Number of engagements through bilateral, regional, and multilateral relations	2	10	10	10			
	Attendance and follow-up on the bilateral and regional meetings in Auckland	Number of reports, follow-up and deliverables	2	10	10	10			

OUTPUT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	

5.5	Facilitate Overseas Development Assistance (ODA)	Negotiations and engagement with the Government of New Zealand	Number of negotiations and engagements reported and followed up							
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Output 6: Provision of Protocol & Consular Services										Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators		
Facilitation of consular services	Facilitating of State, Royal and Government/Official visits to Auckland	Number of State, Royal and Government/Official Visits successfully facilitated	10	10	10	10				
	Facilitating visit to the territories where Seasonal Workers are stationed	Number of visits to Seasonal Workers station	2	3	3	3				
	Facilitating the processing of Passports, Naturalization, Re-admission, and visas	Number of applications received and process	20	20	20	20				

3.3.8 Honolulu Consular Agency

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	181,300	249,000	275,100	275,100	275,100
Staff	1	1	1	1	1

OUTPUT 2: Promotion, Establishment & Strengthening of Multilateral and Bilateral Relations										Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TS DF Targets	Indicators		
2.1 Promotion, formalization and strengthening of multilateral and bilateral relations	Developing and strengthening Diplomatic and Consular Relations in Honolulu and other Hawaiian Islands	Number of Meetings and activities to strengthen Diplomatic and Consular Relations with Hawaii	10	10	10	10				
	Regular participation and reporting on relevant Meetings in Honolulu and other Hawaiian Islands	Number of annual Meetings, Side Events attended, reported, and followed up	5	10	15	20				

OUTPUT 3: Facilitation of Overseas Development Assistance										Costing
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Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
3.1 Promotion of Trade, Tourism, and Investment	Active participation and promotion of Trade, Tourism, and Investment activities	Number of enquiries received and participation in Seminars and Fairs/Expo	5	5	5	5			
	Provision of trade, tourism, and investment related products and brochures displayed at Consular Agency and promotional activities	Number of products and brochures displayed and disseminated	20	20	20	20			
	Promotional visits with trade, tourism, and, investment companies to the Kingdom of Tonga	Number of Visits to the Kingdom of Tonga	1	3	3	3			

OUTPUT 4: Promotion of Economic & Public Diplomacy									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
4.1 Public Diplomacy	Maintenance and Strengthening of Diplomatic and Consular relations with Hawaii and other foreign Consulates	Number of engagements through bilateral Consular Relations	No data	10	10	10			
	Attendance and follow-up on the bilateral and regional meetings in Honolulu and other Hawaiian Islands	Number of reports, follow-up and deliverables	2	10	10	10			

OUTPUT 5: Management of Regional and International Obligations									Costing
Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
5.6 Facilitate Overseas Development Assistance (ODA)	Negotiations and engagement with the Government of Hawaii for development assistance to the Kingdom of Tonga	Number of negotiations and meetings attended and reported							

Output 6: Provision of Protocol & Consular Services									Costing
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Sub-output	Activities	KPIs	Actual (Baseline) 2018/19	Target FY2019/2020	Target FY2020/2021	Target FY2021/2022	SDGs/TSDF Targets	Indicators	
Facilitation of consular services	Facilitating of Royal and Government/Official visits to Honolulu and other Hawaiian Islands	Number of Royal and Government/Official Visits successfully facilitated	15	15	15	15			
	Facilitating the processing of Passports, Naturalization, Re-admissions, and Visas, and other government documentations	Number of applications received and processed	20	20	20	20			

3.3.9 Abu Dhabi

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	400	200	100	100	100
Staff	-	2	2	2	2

3.3.10 Geneva

Description	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Total =Recurrent	400	200	100	100	100
Staff	-	-	-	-	-

3.4 Program 4: Immigration and Citizenship Division

The achievement of the aforementioned is through enhancing collaboration to:

- Protect the national security of Tongan citizens and of its legal resident non-citizens;
- Enforce the policies of Government which impinge on immigration matters; and
- Comply with the protection of regional and international security measures relating to immigration matters.

The Immigration and Citizenship Division has a branch in Vava'u, staffed by two officers. Passport and other related Immigration work for the rest of the other Island groups such as Ha'apai, Niutoputapu, Niuafu'ou and 'Eua are undertaken at the Head Office of Immigration in Nuku'alofa.

The administration of the Immigration and Citizenship Division is divided into five (5) units namely: Visa; Passport and Citizenship; RICE (Research, Investigation, Compliance and Enforcement); Border Protection; and the Vava'u Branch. The border protection activities are shared between the Immigration and Citizenship Division and Customs.

The above functions of the Immigration and Citizenship Division, however, are only restricted to available resources allocated through the budget of the Corporate Planning period, summary of which is shown in Table 9 below:

Table 9: Summary of Program 4's Budget and Staff

Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff/vacancies					
Executive Officers (Band G to Band C)	1	1	1	1	1
Professional Staff (Band L to Band H)	9	10	10	10	10
Other Staff (Band Q to Band M)	17	17	17	17	17
Total Established Staff	27	28	28	28	28
Unestablished Staff	3	3	3	3	3
Total Staff	30	31	31	31	31
Total Recurrent Cost	742,700	532,100	605,300	605,300	605,300

Output 7: Management of Human Movement and Citizenship Sub-output 7.1: Improvement in the facilitation of Immigration services and protecting Tonga's boarder						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021 FY	Target 2020/2021 FY	Target 2021/2022 FY	Targets	Indicators	
7.1.1 Review of Immigration Legislation by IOM	Immigration Legislation reviewed	Draft legislation	2	2	2	10.6, 10.B 10.7, 16.A	Relevant SDG Indicators	\$1,077,900
7.1.2 Review of Passport and Naturalization Act by PIDC	Passport and Naturalization Act reviewed	In progress	First Draft completed	Final draft submitted	Approval	Same as above	Same as above	Same as above
7.1.3 Develop SOPs for all Immigration Services	SOPs for all Immigration Services developed and finalized	Draft	First Draft completed	Final draft submitted	Approval	Same as above	Same as above	Same as above
7.1.4 Develop a new IT system to replace TIMS	Number of consultations with Donors in relation to IT system development	Data not available	2	3	2	Same as above	Same as above	Same as above
	Transition plan developed	NIL	1	1	1	Same as above	Same as above	Same as above
7.1.5 Develop a website for Immigration and a work email for all staff	Immigration website developed to publicize all information, checklist and forms	NIL	1	1	1	Same as above	Same as above	Same as above
	Enquiry work email for Immigration and all staff developed	NIL	1	1	1	Same as above	Same as above	Same as above
7.1.6 Enhance customer service	Complaint system established	NIL	1	1	1	Same as above	Same as above	Same as above
	Customer surveys distributed and make available for the public at the counter	NIL	1	1	1	Same as above	Same as above	Same as above

Output 7: Management of Human Movement and Citizenship Sub-output 7.2: Facilitation of Citizenship services Sub-output 7.3: Enforcement of Immigration Law Sub-output 7.4: Diaspora engagement						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021 FY	Target 2020/2021 FY	Target 2021/2022 FY	Targets	Indicators	
7.2.1 Processing of citizenship applications and related services	Processing time for all naturalization services reduced to 3 months	Some take more than a year	3 months	3 months	3 months	10.6, 10.B 10.7, 16.A	Relevant SDG Indicators	\$1,077,900
	Clear checklist for all naturalization applications developed in line with the PC order	Not available	Checklist produced	Same	same	Same as above	Same as above	Same as above
7.3.1 Strengthen enforcement of Immigration Law	Intelligence Compliance & Enforcement (ICE) section of the Division revived	Not operational	ICE operational	ICE operational	ICE operational	Same as above	Same as above	Same as above
	Staff of ICE with appropriate skills required for this section trained	N/A	2 trainings	2 trainings	2 trainings	Same as above	Same as above	Same as above
	SOP & set guidelines for enforcement and ICE section drafted and developed	Not available	1	2	2	Same as above	Same as above	Same as above
	Ensure full participation on law enforcement taskforce and Government Ministries Taskforce inspections.	Not available	As scheduled	As scheduled	As scheduled	Same as above	Same as above	Same as above
7.4.1 Conduct diaspora visits to places with no consular presence and provide Immigration services as well as other Government Agencies involved.	Engagement with Diaspora strengthened	Not available	2	2	2	Same as above	Same as above	Same as above

3.5 Program 5: Protocol Division

The Protocol division is the arm of the Ministry of Foreign Affairs that deals with all matters relating to Tonga's diplomatic relations with the international community through the internationally accepted norms and procedures of 'Protocol'. Accordingly, the Protocol Division handles official ceremonial functions including Visits, Diplomatic Privileges and Immunities, Accreditations and Concurrent Accreditations of Heads of Mission from Tonga and to Tonga and facilitating logistical and protocol arrangements for international conferences held in Tonga. Moreover, the provision of high-quality advice on Royal Court Protocol and other relevant protocol to facilitate organization of national ceremonies and events is of paramount importance to maintaining Tongan culture and tradition.

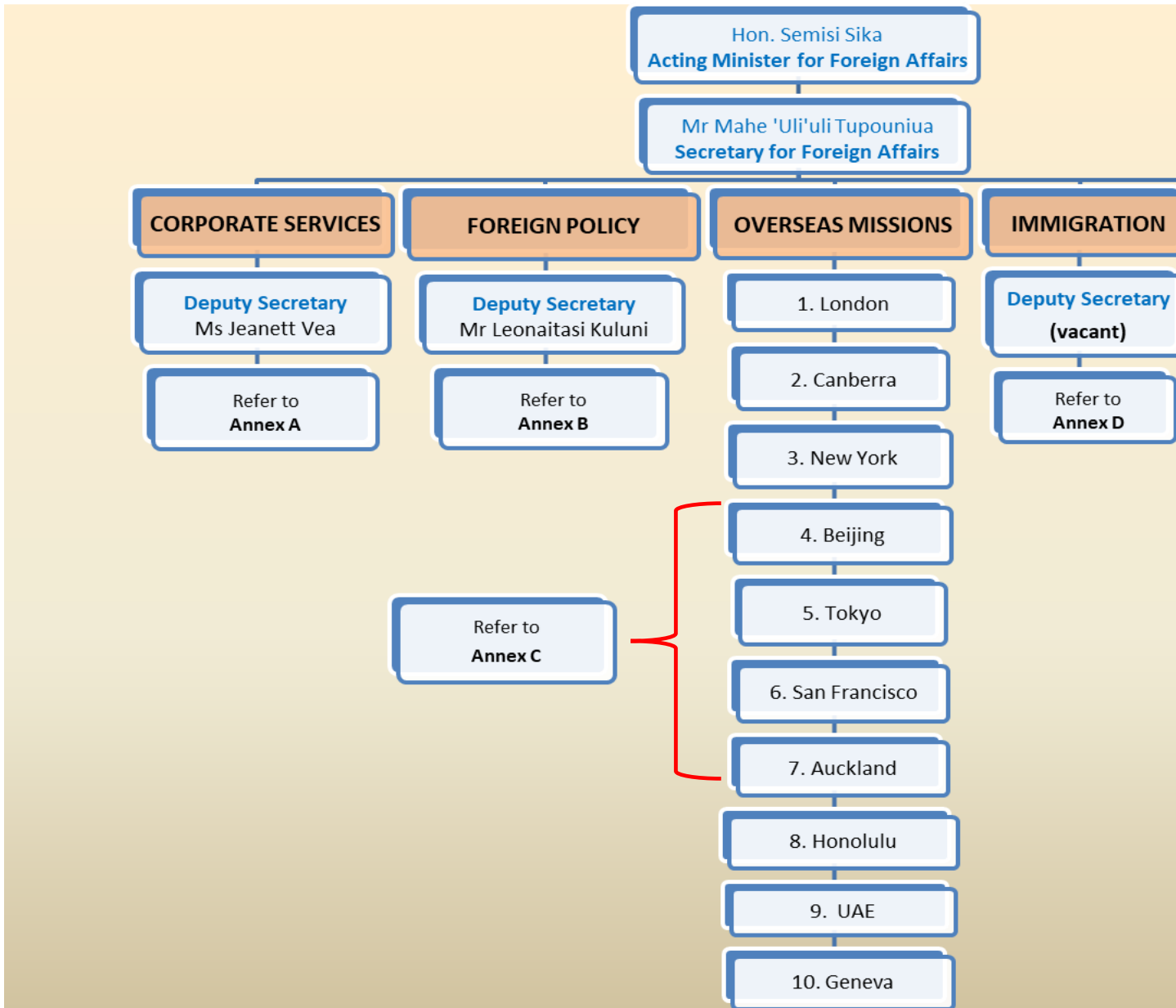
The summary budget and staffing for this sub-program is shown in Error! Reference source not found.10 below:

Table 10: Summary of Program 5's Budget and Staff

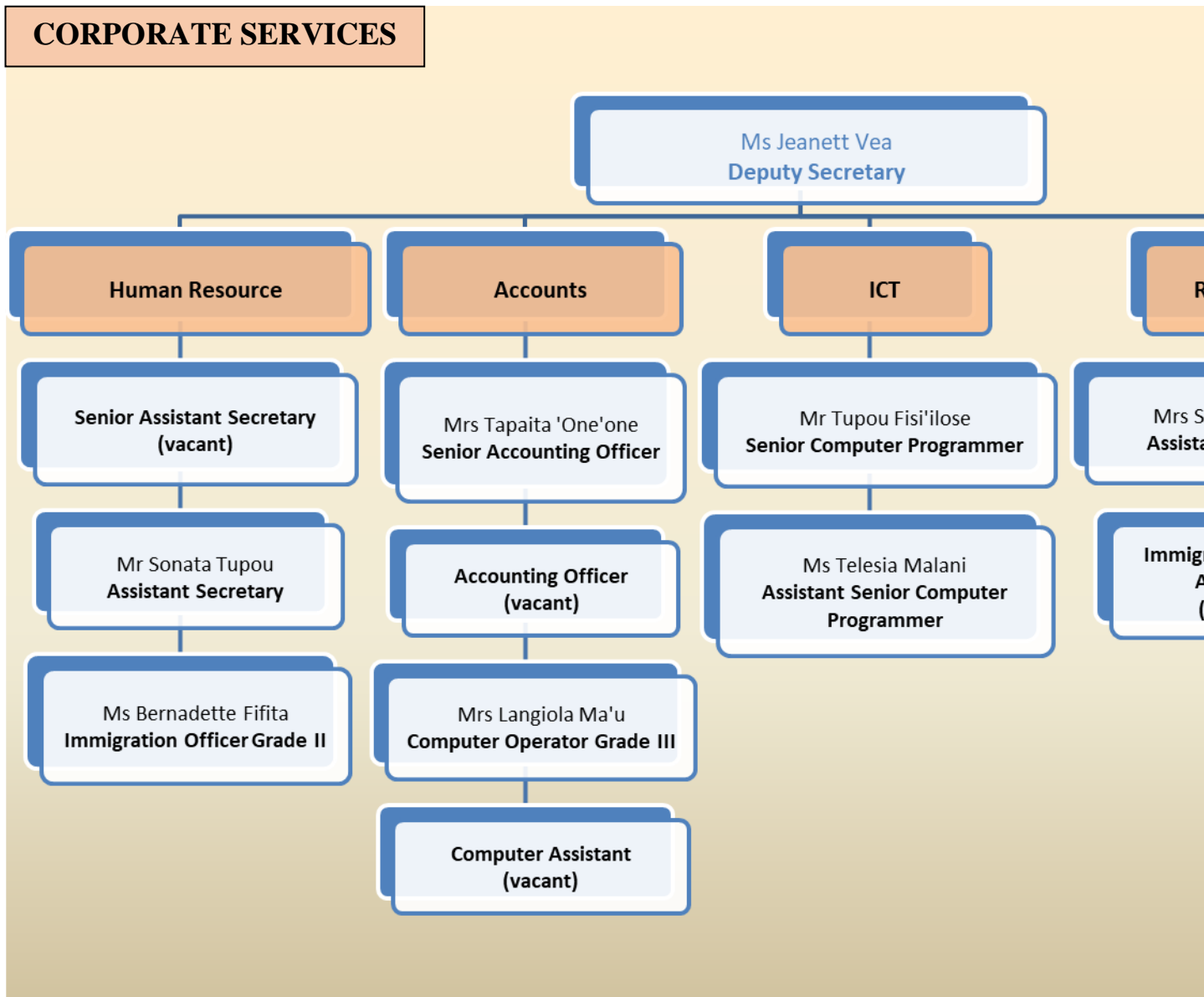
Category	2017/18 budget	2018/19 estimate	2019/20 projection	2020/21 projection	2021/22 projection
Established Staff/vacancies					
Executive Officers (Band G to Band C)	1	1	1	1	1
Professional Staff (Band L to Band H)	2	2	2	2	2
Other Staff (Band Q to Band M)	-	-	-	-	-
Total Established Staff	3	3	3	3	3
Unestablished Staff	-	-	-	-	-
Total Staff	3	3	3	3	3
Total Recurrent Cost	214,600	124,900	105,900	105,900	105,900

Output 2: Promotion, Establishment and Strengthening of Multilateral and Bilateral Relations.						SDG/TSDf		Costing
Sub-output 2.1: Bilateral Diplomatic Relations								
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019FY	Target 2019/2021FY	Target 2020/2021FY	Target 2021/2022FY	Targets	Indicators	
Promote establishment of formal diplomatic relations	Number of requests/proposals processed	20? Pending requests (need actual figures)	2/20?	2/18?	2/16?	10.7, 16.A9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.6, 17.12, 17.13, 17.15, 17.17, 17.18	Relevant SDG Indicators	\$63,000
Establish formal diplomatic relations	Number of diplomatic relations established	77 diplomatic relations established 3 pending	80	82	84	Same as above	Same as above	Same as above
Maintain and strengthen diplomatic relations	Number of relevant activities	Data not available	10	15	20	Same as above	Same as above	Same as above
Formalize Diplomatic Relations via Cabinet and Privy Council	Cabinet and Privy Council decisions	Data not available	TBC	TBC	TBC	Same as above	Same as above	Same as above

Output 6: Provision of Protocol and Consular Services. Sub-output 6.1: Facilitation of Diplomatic Relations Sub-output 6.3: Facilitation of Protocol Services (normal operation, national events, overseas missions, etc...)						SDG/TSDf		Costing
Strategies/Activities	Key Performance Indicators (KPIs)	Actual (Baseline) 2018/2019 FY	Target 2019/2021 FY	Target 2020/2021 FY	Target 2021/2022 FY	Targets	Indicators	
Efficient processing of request in line with Tonga Foreign Policy	Number of requests for Diplomatic Relations processed	77 diplomatic relations established 3 pending	80	82	84	10.7, 16.A9.A, 10.B, 10.C, 10.6, 14.6, 17.3, 17.6, 17.12, 17.13, 17.15, 17.17, 17.18	Relevant SDG Indicators	\$63,000
Facilitation of diplomatic week	Preparation work completed with accuracy and timeliness Liaison with the Office of the Lord Chamberlain and HMAF conducted with accuracy and completeness	Twice a year	Twice a year	Twice a year	Twice a year	Same as above	Same as above	Same as above
Efficient Provision and facilitation of Protocol Services	Decrease in Numbers of Complaints received from Government Ministries and Foreign Dignitaries	Data not available	Timeliness and accuracy	Timeliness and accuracy	Timeliness and accuracy	Same as above	Same as above	Same as above

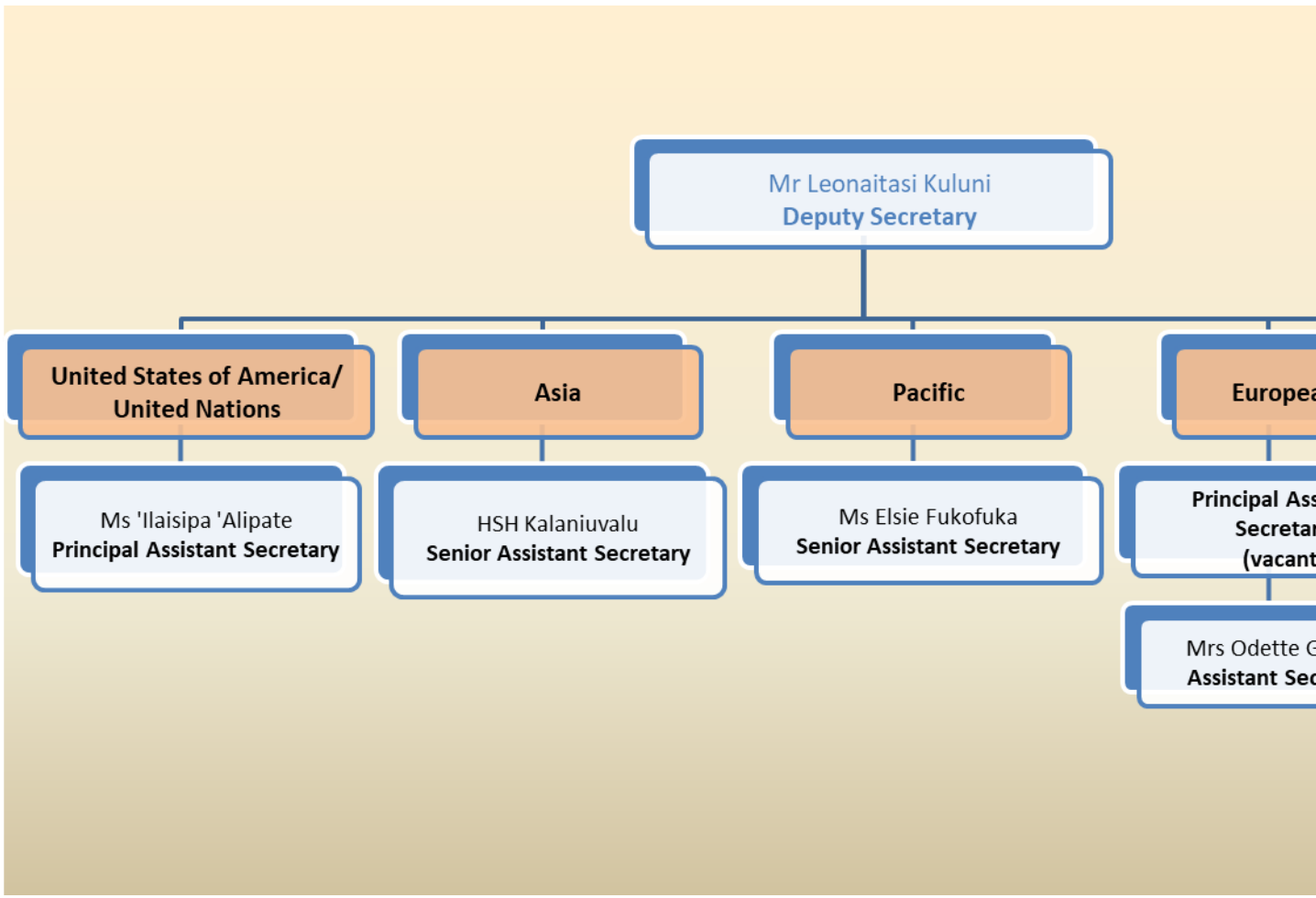


Annex A



Annex B

FOREIGN POLICY



Annex C

OVERSEAS MISSIONS

OVERSEAS MISSIONS

3.1 London

High Commissioner - H.E. Hon. Fanetupouvava'u Tu'ivakanō
(Appointed under Privy Council Decision No. 45/2017 of 27 April, 2017)

First Secretary - Mr Viliami Lolohea
(Appointed under Privy Council Decision No. 10/2018 of 8 February, 2018)

First Secretary - vacant

3.2 Canberra

High Commissioner - HRH Princess Angelika Latūfuipeka Tuku'aho

Second Secretary - Mr Curtis Tu'ihalangie
(Appointed under Privy Council Decision No. 45/2017 of 27 April, 2017)

Third Secretary - Mr Tasimani Telefoni
(Appointed under Privy Council Decision No. 45/2017 of 27 April, 2017)

Ambassador
Mr Viliami
(Appointed under Privy Council Decision No. 45/2017 of 27 April, 2017)

Counsellor
(Recalled on the appointment of 27 April, 2017 under Privy Council Decision No. 45/2017 of 27 April, 2017)
Ambassador to the Kingdom of the Netherlands

First Secretary
(Appointed under Privy Council Decision No. 45/2017 of 27 April, 2017)

Second Secretary
(Appointed under Privy Council Decision No. 45/2017 of 27 April, 2017)

3.4 Beijing

Ambassador - H.E. Mr Tau'aika 'Uta'atu

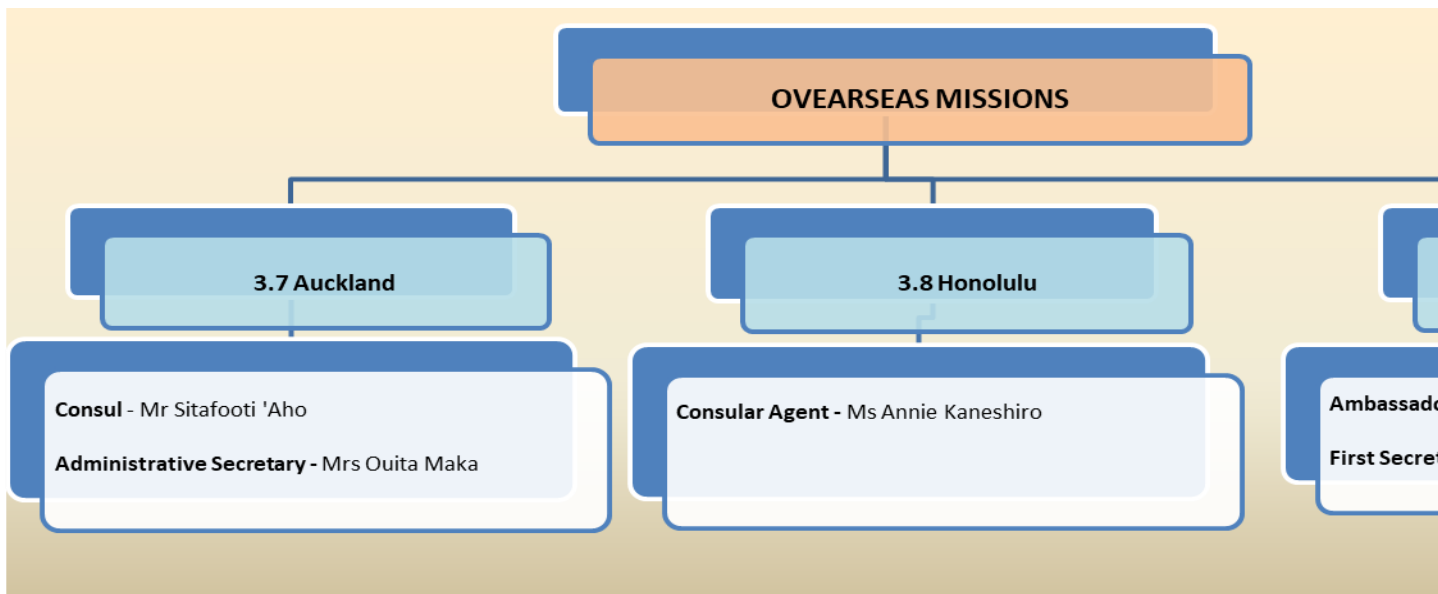
First Secretary - Mr Tupou Vaipulu

3.5 Tokyo

Ambassador - H.E. Lady Fusitu'a
(Recalled on the appointment of Dr Suka Mangisi as Ambassador Extraordinary and Plenipotentiary of the Kingdom of Tonga to Japan under Privy Council decision No. 75/2018 of 30 August, 2018)

Consul General

Consul - Mrs



Annex D

