



25 MINISTRY OF TOURISM

Corporate Plan & Budget Summary

2019/20 - 2021/22



REVISED VERSION

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LIST OF ABBREVIATIONS

CP&B	Corporate Plan and Budget
FY	Fiscal Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
NIIP	National Infrastructure Investment Plan
TSDF	Tonga Sustainable Development Framework
MDA	Ministry of Tourism

FOREWORD FROM THE MINISTER



I am pleased to present my three years rolling Corporate Plan for the period 2019/20 – 2021/22 for the Ministry responsible for Tourism development for the Kingdom.

The vision of the Government for Tourism is to be the primary driver of sustainable and resilient economic growth. This places the onus of responsibility on my Ministry to ensure that the policies and regulatory framework developed, facilitating bridging human resources, technological and financial gaps required to reach the multiple stakeholders nested in the tourism

demand and supply clusters. Tourism has been subsumed into other sectors including Airlines, Tours & Travel, Transportation (land & sea), Accommodation, Restaurant, Bar & Entertainment and Events & Activities.

Tourism as a sector has established since 2014 its own goal to achieve at least 20% of GDP by 2020. The opportunity to review the performance of these sectors annually will come in the form of the Heilala Festival, Royal Agriculture, Fisheries, Tourism and Consumer & Trade Shows locally and international, the local beautification program to boost cleanliness in Tonga via infrastructure development, Masani Connect and Tonga Masani Clean-up campaign. These events will bring together the People of Tonga and Government to help build the development of the sectors.

The aspiration for tourism is clearly defined in the Ministry of Tourism's mandate: **"Tourism will be the key driver of Tonga's sustainable future economic growth, enhancing our unique culture and heritage, supporting healthy, clean environment and increasing wealth for all Tongans"**, and the Plan will provide execution plan to achieve this national goal by 2020. The last Corporate Plan was able to establish a solid foundation upon which this Corporate Plan continues to build upon in alignment to the Tonga Strategic Development Framework II (2015-2025); and the Tourism Roadmap for 2018-2023.

Therefore, it is an honour for me at this most opportune time, to invite all of the Kingdom's tourism stakeholders, whether residing locally or abroad, to participate where you are able in crafting the Kingdom as a unique destination of value. I encourage you to join us to encounter this holistic experiences that will make us all appreciate the value of life and contribute toward a sustainable and resilient future for the generations to come and to ensure we meet our Government's vision for *"A progressive Tonga supporting higher quality of life for all people"*.

Faka'apa'apa atu,


Hon. Semisi K. L. Sika
Deputy Prime Minister and Minister for Infrastructure and Tourism



MESSAGE FROM THE CEO



Tourism is *Everybody's Business*, and therefore calls upon the support and participation of all from Tonga and abroad (businesses, Tongan diaspora, local communities and development partners) to work in partnership to ensure its aspirations and goals for sustainable tourism development are met. The ultimate goal is for the benefits of tourism to reach us all.

Having said the above, I am pleased to present the Corporate Plan of the Ministry of Tourism and its associated budget for the next three years 2019/20 – 2021/22 to support the development of tourism for **'Our Country and Our People'**.

The Plan period focuses on the implementation of the following priority areas relative to the priority areas endorsed by His Majesty's Cabinet on 13 February, 2019:- (1) Beautification & Upgrading of Tourist Sites, (2) Tourism Infrastructure Development, (3) Tourism Activities, (4) Industry Development, and Culture and Heritage.

The achievement of the above shall contribute to the achievement of Government's vision for "A progressive Tonga supporting higher quality of life for all people" for the next three years as well as the achievement of the Tonga Tourism Roadmap 2018 – 2023 and Sustainable Development Goals Nos. 8, 12 and 14, which relate to Tourism and Culture by 2030.

The presented Corporate Plan is limited to resources availed to the Ministry of Tourism within the government budget envelope for the next three years 2019/20 – 2021/22. Our realistic budget to achieve all that is desired for resilient and sustainable tourism is close to TOP8 million for the first year of the plan only 2019/20, and the same amount is likely to be maintained for the next two years. However, the budget envelope granted for tourism within which this Plan has been prepared is only TOP4 million per annum. Nevertheless, we will endeavour to fully utilise and mobilise available human, financial and technical resources within the Ministry and other Government and Non-Government bodies and development partners to bridge the gap to achieve the goals and targets of the Ministry.

In conclusion, I wish to thank the Hon. Deputy Prime & Minister for Tourism, Hon. Semisi Kioa Lafu Sika for his continuing leadership and support for the development and improvement of tourism services, and whom we will continue to work with collaboratively for the implementation of the plan. I wish to acknowledge also our partners in tourism, particularly the Planning Division of the Prime Minister's Office, Ministry of Finance & Ministry of Infrastructure for their continuing advice and guidance. To my hardworking staff and everyone whose commitment and support will be heavily relied upon for the successful implementation of the plan, I thank you for your loyalty and diligence and look forward to three years of solid and committed work for our country – our people.

Mālō 'aupito. Tu'a 'Ofa 'Eiki atu,


Sione Finau Moala-Mafi
Chief Executive Officer for Tourism
Ministry of Tourism



1. MINISTRY OF TOURISM CORPORATE PLAN EXECUTIVE SUMMARY

1.1. Our Mandate

1.1.1 KEY LEGISLATION

Our mandates are based on the following legislation;

- i. The Public Service Act 2002: The Public Service (amendment) Act 2015
- ii. The Public Service Policy Instructions 2010
- iii. The Public Finance Management Act 2002
- iv. The Tonga Tourism Authority Act 2012;
- v. Whale Watching and Swimming Act 2008: Responsible to regulate whale watching and whale swimming commercial activities in the country.
- vi. Whale Watching and Swimming Regulations 2013: For the administration of the Whale Watch and Whale Swimming Act.
- vii. National Cultural Policy

1.1.2 POLICY DECISIONS AND CONVENTIONS

There are two active cabinet directives currently in progress;

- (i) Review, Amend and Re-enacted Tourism Act 1988 (CD 598 of 5th June 2015) and to rescind the Tonga Tourism Authority Act 2012.
- (ii) Review CD 605 of 12th June 2015 relating to 25 Additional Legislation for Tonga Tourism.

The development of niche markets remain a priority for the Ministry and the following works are on-going policy decisions that must be facilitated and implemented in this financial year 2019/2020.

- (i) Weddings: Birth, Death and Marriage Act 1988 as highlighted in the Tonga Tourism Roadmap, that the requirement in the Act for individuals getting married to be resident in Tonga for a period of not less than 16 months, is a significant constraint on the overseas wedding markets, which is an important source of tourism and income in our neighbouring countries such as Fiji, Samoa and Vanuatu.
- (ii) Review Whale Watching and Swimming Regulations 2013 with a view to clarifying and strengthening the role, enforcement power and processes of the Ministry for Tourism in relation to the licensing and regulating of whale watching businesses operating in Tonga.
- (iii) Enactment of Cultural Legislation to facilitate the sustainable management of Tonga's rich cultural heritage.
- (iv) Review and drafting of Yachting legislation to promote the development of the yacht sector;
- (v) Review and drafting of Audio Visual legislation to promote the development of this niche market;
- (vi) Review and drafting of the Tonga tourism Incentives Act to facilitate the establishment of an enabling environment for the private sector.

The regional and international organizations, international agreements and conventions relevant to MOT are the following;

Regional and International Organizations	Conventions/Agreements
South Pacific Tourism Organization (SPTO)	1972 UNESCO Convention : World Cultural Heritage
Pacific Asia Travel Association	2003 UNESCO Convention: Safeguarding of intangible cultural heritage
Membership in the UNWTO is still under consideration	1954 Hague Convention
	M.O.U with the China National Tourism Association

1.2 Tourism Corporate Profile

Our Vision

Tourism will be the key driver of Tonga’s sustainable and resilient future economic growth, enhancing our unique culture and heritage, supporting healthy, clean environment and increasing wealth for all Tongans.

Our Mission

To support, develop and increase inclusive, sustainable and resilient tourism in partnership with the relevant stakeholders local and abroad.

Our Values



1.3 Stakeholders

The Ministry of Tourism works in close partnership with multiple stakeholders both within Government, tourism industry/private sector, as well as the wider community as detailed below. It further fully recognizes that the advancement of tourism in Tonga will only come about if there is strong commitment and close collaboration with all relevant parties.

Ministry of Tourism Stakeholders and Their Relationships

Stakeholder	Customer of MOT	Supplier to MOT	Partner with MOT	Oversight of MOT
Legislative Assembly	✓			✓
Government				
Cabinet	✓			✓
Ministry of Finance and National Planning			✓	✓
Ministry of Foreign Affairs & Immigration			✓	
Ministry of Agriculture, Food, Forests and Fisheries			✓	
Bureau of Statistics			✓	
Ministry of Lands, Climate change and Natural Resources			✓	
Ministry of Health			✓	
Ministry of Environment, Energy, Climate change, Disaster Management, Meteorology, Information and communications			✓	
Ministry of Revenue Services			✓	
Ministry of Education & Training			✓	
Ministry of Infrastructure (Aviation Division)			✓	
Ports Authority			✓	
Private Sector				
Private sector – Directly Related Businesses	✓	✓	✓	
Private sector – Indirect Tourism Related Businesses	✓	✓	✓	
Private Sector – Tourism Associations: Tonga Tourism Association in Tongatapu; Vava'u; Ha'apai; 'Eua	✓	✓	✓	
Tonga chamber of Commerce and Industry	✓	✓	✓	
Other Stakeholders				
Local Communities	✓	✓	✓	
NGOs	✓	✓	✓	
Training Providers	✓	✓	✓	
Churches	✓	✓	✓	
People and Communities	✓	✓	✓	
Development Partners, China, NZ, Australia, Japan etc			✓	
Overseas Travel Industry – Wholesale and Travel Agents			✓	
Tourists/consumers			✓	
International and Regional Organisation, SPTO, PATA etc.			✓	

Relationship is critical to achieving the vision, mission and key responsibilities of the Ministry. As identified in the relationship table, different strategies of building and maintaining relationships must be considered moving forward in order to add value to how the Ministry is currently coordinating and collaborating with its customers, suppliers, partners and its supervisors. Of great significance, the identified customers and partners of MOT are key interactions that the Ministry must improve on, noting that they are reflected through re-organisation of structures and functions within this plan.

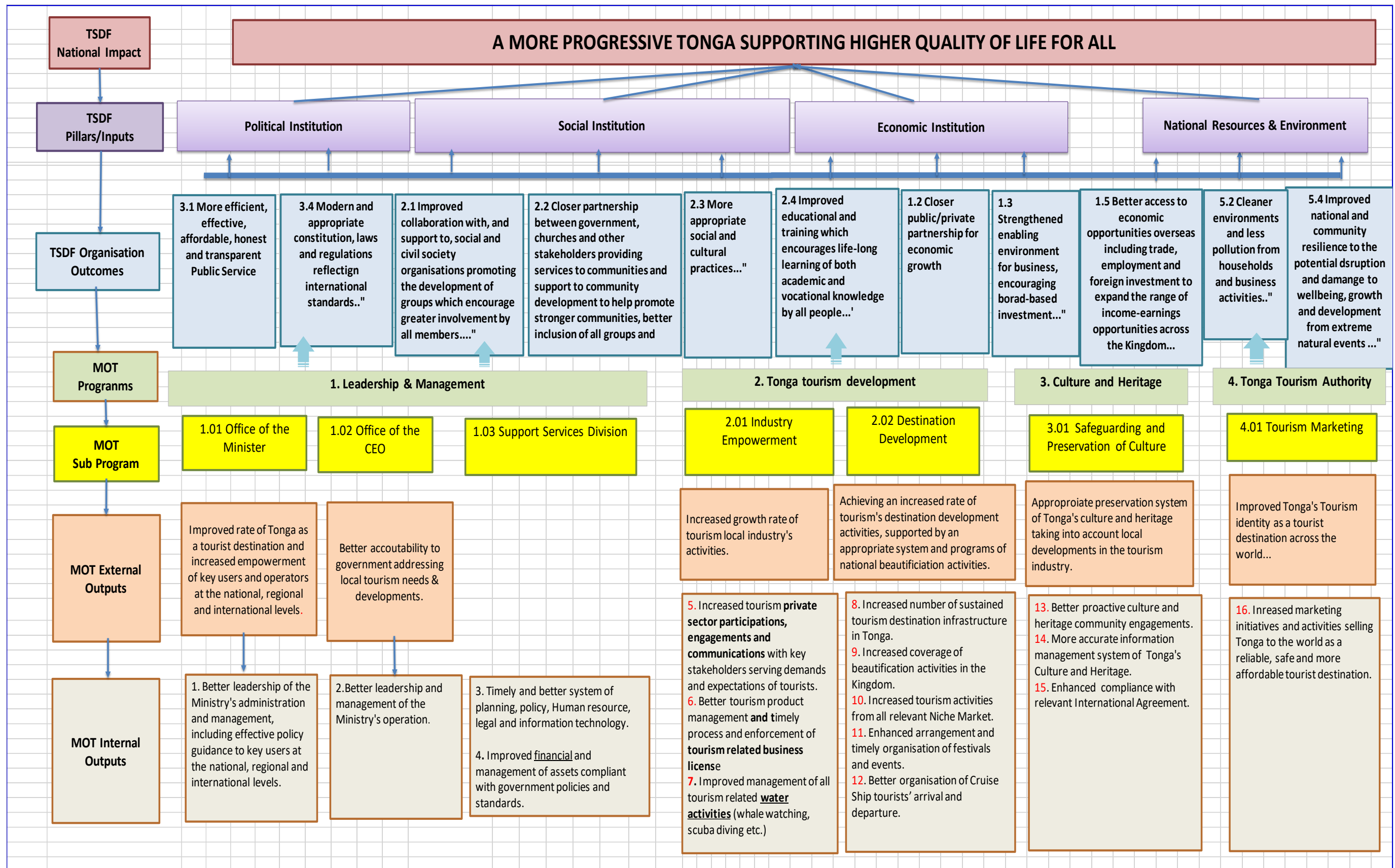
It is highly important to also acknowledge here the assistance from donor partners both past, present and future potential donors. It is of utmost relevance, that the Ministry strives to collaborate and seek long term relationship with donor partners given that the Tourism Industry and its Infrastructure development are in need of further developments. Equally, the suppliers to MOT are fundamental to strengthening of its roles. They must be empowered by MOT in order to strengthen gaining of effective and efficient inputs from them helping the Ministry to proactively deliver its core responsibilities to the economy of Tonga.

1.4 Result Map

The Ministry's result map, **Figure 1**, provides an overview of how the Ministry is planning to influence and achieve the overall vision of the country. The result map highlights the objective institutional framework that guides how the Ministry is planning to contribute to the overall economic, social, environment and political health of Tonga.

The result map also pictures the Ministry's internal and external outputs, its major proposed Programs and Sub-Programs. The key outputs are intending to effectively contribute to the achievement of the twelve TSDF II organizational outcomes, and four national outcomes at the highest level influencing the achievement of **"A progressive Tonga supporting higher quality of life for all over the next three years"**.

Figure 1: Ministry of Tourism - Ministry Results Map



1.5 TSDF/SDGs/Regional Frameworks

1.5.1 TSDF/SDG Impacts and Outcomes Supported by MOT Outputs.

Tonga Strategic Development Framework (2015-2025)

The role of Tourism in the Kingdom is one that links to every aspect of social, cultural and economic life. As such, tourism is a pathway that links to the overarching goal of Tonga's national planning framework represented by the current TSDFII "A Higher Quality Life for All – Enhancing Our Inheritance", as well as the 17 Sustainable Development Goals (SDGs) required of the United Nation member countries to collaboratively achieve.

In supporting our national and global goals, the Ministry developed **16 Outputs** (refer to Result Map), these represent the Ministry's key strategies and activities for achieving both the TSDFII outcomes and at the same time contributing to its relevant SDG goals.

Of the organisational outcomes delegated from TSDFII, eleven of those are considered relevant to MOT and they must operate to deliver their expected results, they are as follows;

- *Closer public/private partnership for economic growth;*
- *Strengthened business environment;*
- *Better access to use of overseas trade & employment and foreign investment;*
- *Improved collaboration with & support civil society organizations & community groups;*
- *Close partnership between government, churches & other stakeholders or community development;*
- *More appropriate social & cultural practices;*
- *Improved education training provide life time learning;*
- *Improve collaboration with the Tongan diaspora;*
- *More efficient,, affordable hone, transparent & apolitical public service focus on clear priorities;*
- *Cleaner environment with improved waste recycling;*
- *Improved resilience to extreme natural events and impact of climate change.*

These delegated organisational outcomes are classified under the *Political, Social, Economic and the National Resources and Environment pillars*. The Ministry's sixteen outputs were informed by and derived from those organisational outcomes.

After careful reflections, the Ministry believes that there should be 4 main key areas of focus (Programs) that altogether can advance its achievement of the TSDFII outcomes. It still finds that **leadership and management** is key to successful operation of MOT, and it must be maintained as one key area to ensure achievement of cross-cutting outcomes requires under the Political institution pillar. In addition, the overall **development of tourism in Tonga covering its Industry and Infrastructure** is another key area of priority that must be facilitated and assisted by MOT. This program anticipates to greatly assist

with the achievement of the Ministry's social and economic institutions' relevant organisational outcomes, as stated in its Result Map. Of this program, there are 8 outputs developed focusing on the empowerment and development of both the industry and the relevant infrastructure significant for tourism here in Tonga.

The **Culture and Heritage** is another major focus area of tourism development in this plan. Provided that this is one critical product of tourism that has attracted many incoming tourists, the Ministry is now raising the significance of this area through creating it as a single program. It has outputs that will support organisational outcomes under the social, economic and natural resources and environment input. It aims to develop an appropriate system for preservation of our culture and heritage supporting the historical identity of our nation in the long term.

Further, marketing is the final area of focus proposed by the Ministry. It believes that the Government must maintain some of this role going forward. The Ministry should support this role despite its formal establishment as an Authority. There are critical inputs for marketing strategies that only Government can help to facilitate in a timely manner.

Of the identified programs, the sixteen developed outputs are aiming directly to achieving our national outcomes, thereby helping to acknowledge our nation's efforts and abilities to contribute to the SDG goals relevant to Tourism.

Sustainable Development Goals and targets (SDGs) and Tourism

Similarly, this plan acknowledges the relevant SDG goals and targets that must be assisted by our Government through the core responsibilities of the Ministry. According to *Tourism in the 2030 Agenda* developed by the UNWTO (World Tourism Organisation), it emphasises that Tourism has the potential to contribute, directly or indirectly to all of the 17 SDG goals. However, the direct contribution needed from the tourism sector is clearly stated in one of the targets of the SDG **Goal 8, 12 and 14**. The following states;

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Target 8.9 "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products".

Remark: This plan highlights the significance of its Culture and Heritage function through separating it as separate key focus area (Program 3). In addition, there are new activities proposed under its Program 2 (Industry Empowerment and Infrastructure Development) that will support the roles expected of its Culture and Heritage program under this target.

Goal 12: Ensure sustainable Consumption and Production patterns. To do so, as set in **Target 12.b** of Goal 12, it is imperative to ***"Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products"***.

Comment: One of the main improvements to this plan is the clear streamlining of roles that must be offered to the Industry and the infrastructure destination of tourism here in Tonga. The Industry Empowerment is one key sub-program of this plan that focuses on developing, monitoring and enforcing existing and different policies and regulations relating to the overall industry. Of significance, this plan also highlight its need to manage all tourism related water activities including whale watching, scuba diving and others. The MOT plans to review existing tools so as to ensure sustainable practices are in place. Equally, management of tourism business license and its relevant products encompasses development and review of key appropriate system and process supporting this target.

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development. Target 14.7: "by 2030 increase the economic benefits of SIDS and LCDs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism".

Comment: Similarly to the support of the Ministry to previous target, all water activities related to Tourism in Tonga will be managed in close collaboration with the Ministry of Fisheries, Marine and Ports, Non-government organisation and the communities. It is anticipated that these collaborations will help to address the sustainable use of our marine resources and at the same time offers new innovative ways for their use, which will increase employment and other economic incentives.

1.5.2 GPA, Sector Plans, Regional & Community Development and MOT Outputs

The Government Priority Agenda 2019/20-2021/22

According to the Cabinet Decision No.157 of the 13th February 2019, His Majesty's Cabinet approved the following strategic focus;

- i. Public Sector System Reform
- ii. Development of the Informal Sector
- iii. Combat and address the impacts of illicit Drugs
- iv. Improve Beautification program (Road & Infrastructure development)
- v. Support Energy Sector
- vi. Digital Government Framework
- vii. Health (NCDs, CDs and Universal Health Coverage)
- viii. Quality Education
- ix. Land Tenure System

As outlined above, this plan has been refocused emphasizing its vision on the significance of having a clean and healthy environment for the Tongan people. This involves designing of new beautification innovative programs that will effectively connect all communities in Tonga. Further, the infrastructure related tourism development in this plan includes roads, historical sites, public facilities and beaches. The improvements of these infrastructures will directly beautify our nation, hence changing people's mind-set relating to healthy living and their lifestyle. Although the Ministry has direct programs in this plan to support improving of current beautification programs, it will also indirectly support other key priorities such as the Healthy and development of the informal sector.

Tonga Tourism Roadmap 2014-2018

The Tonga Tourism Roadmap 2014-2018 was revised in conjunction with the Office of the Prime Minister and Ministry of Finance and National Planning, for the 2018-2023 periods. The document continues to provide guidance and reference to the requirements to facilitate a prioritized and coordinated approach to the development of tourism in Tonga.

2. MINISTRY OVERVIEW

2.1 Highlight of our revised program and their outputs, activities and responsible division.

2.1.1 Program 1: Leadership and Management

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
Program 1: Leadership and Management	Output 1: <i>Improved rate of Tonga as a tourist destination and increased empowerment of key users and operators at the national, regional and international levels.</i>	<ol style="list-style-type: none"> 1. Engaging and representing Tonga's interest to regional and international meetings on tourism, including other relevant engagements. 2. Increased number of tourist operators. 3. Better regulations empowering both the Ministry and operators. 4. Upgrade and develop new historical sites, areas and buildings in Tonga 5. New tourism policies/projects approved with fund. 6. New office and office furniture for Hon, Minister's office at the MOT office (Vuna). 	Minister's Office
	Output 2: <i>Better leadership and management of the Ministry's operation.</i>	<ol style="list-style-type: none"> 7. Participate in national, regional and international meetings supporting and obtaining key outcomes for improvement of the Ministry's operation. 8. Monitoring and reporting of the Ministry's operation. 9. Management of Officer in Charge (OICs) in the outer islands of 'Eua, Ha'apai, Vava'u and the Niuaus. 10. Fortnightly meetings with Head of Divisions addressing key output KPIs and arising problems. 11. Offer policy advices to office of the Minister 	CEO's Office

<p>Output 3: <i>Timely and better system of planning, policy, Human resource, legal and information technology.</i></p>	<ol style="list-style-type: none"> 12. Submission of the Corporate Plan (CP) and Budget estimates to office of the Prime Minister and Ministry of Finance and National Planning (MFNP). 13. Submission of Quarterly, Biannual and Annual report to office of the CEO, Minister, PSC, MOFNP and PMO. 14. Submission, clarify and review of the Ministry’s cabinet paper. 15. Establish and provide policy supports to all technical divisions. 16. Consolidating of all Tourism data for reporting and better decision makings 17. Provision of legal advice and briefings. 18. Drafting and preparation of amendments to Act and regulations. 19. Manage and facilitate legal process 20. Manage and provide advice on the administration of website, local area network, wi-fi, email, and database systems. 21. Facilitate process of supply and support for maintenance of hardware and software. 22. Quarterly consultation meetings with key stakeholder groups. 23. Media releases (TV and radio) provided in accordance with schedule. 24. Manage internal performance management process. 25. Submission and approval of the Ministry’s annual job descriptions review. 26. Recruitment of Ministry staff/DPL 27. Maintenance of filing, and administrative policy management systems. 28. PSC policies enforcement and awareness 29. staff entitlement process 30. staff movement 31. Facilitate development and advice on annual training plan focusing on critical areas of needs for skills and knowledge covering all divisions of the Ministry. (training appraisal) 	<p>Support Services Division</p>
<p>Output 4: <i>Improved financial and management of assets compliant with</i></p>	<ol style="list-style-type: none"> 32. Develop and provide advice on the process of budget and revenue preparation. 	<p>Support Services Division</p>

	government policies and standards.	33. Facilitate and submit quarterly and annual cash flow forecasts. 34. Facilitate and submit mid-year and annual revenue and expenditure. 35. Facilitate, update and submit monthly and annual asset reports. 36. Implement and report of internal audit programs	
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2.1.2 Program 2: Tonga Tourism development

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
Program 2: Tonga Tourism development	Output 5: <i>Increased tourism private sector participations, engagements and communications with key stakeholders serving demands and expectations of tourists.</i>	37. To provide an enable business environment (incentives, land issue) 38. Identify new Investment Opportunities 39. Awareness program with Media 40. Form of Associations 41. Conduct regular meetings with Private Sectors 42. Monthly news letter 43. Collect and computerize of tourism statistics 44. Provide secretariat service to the Private Sector 45. Identify training needs 46. Identify possible funding (eg stimulus package) 47. Other assistance	Industry Empowerment Division
	Output 6: <i>Better <u>tourism product management</u> and <u>timely process</u> and <u>enforcement of tourism related business license.</u></i>	48. Regular assessing and inspections of tourism facilities to ensure quality standards 49. Reporting and advising on the assessment results and Way Forward 50. Formulating of Accommodation Minimum Standards for Tonga 51. Work closely with relevant organizations 52. Provide clear sets of criteria for license application 53. Collecting feedback for consideration when application appraisal 54. Screening and reviewing of applications 55. Regularly update of tourism database 56. Collecting of films final productions 57. Process of film approval	Industry Empowerment Division

		58. Provide sound advice to the film crew 59. Draft Bill for Filming	
	Output 7: <i>Improved management of all tourism related water activities (whale watching, scuba diving etc.)</i>	60. Proper records and file of each applicants 61. Regularly meetings with the operators 62. Enforcements of Policies and Regulation 63. Application appraisal 64. Produce of Annual Report 65. Produce of Enforcement report 66. Provide training for new Skipper and Guides 67. Ensure that we access to relevant scientific advice 68. Amendment to Whale Watching Act & Draft Reg. 69. Enhance development of diving (scuba, free, etc.), yachting and other water activities	Industry empowerment Division
	Output 8: <i>Increased number of sustained tourism destination infrastructure in Tonga.</i>	70. National Parks and Recreational: - Tourism Historical sites in Tonga including outer islands. 71. All beaches <ul style="list-style-type: none"> • Niutao Beach (Hahake) • Veitongo & Ha’ateiho Beach (Vahe Loto) • White Sand Beach Resort (Hihifo) 	Destination development Division
	Output 9: <i>Increased coverage of beautification activities in the Kingdom.</i>	72. Review and implement Tonga Masani Clean Up Campaign 73. Implement and facilitate Masani Connect	Destination development Division
	Output 10: <i>Increased tourism activities from all relevant Niche Market.</i>	74. Develop and facilitate activities from Tourism Niche Market: <ul style="list-style-type: none"> • Food Tourism • Sport Tourism • Agri Tourism • Wedding Destination • Handicraft • Holy Sunday 	Destination development division
	Output 11: <i>Enhanced arrangement and timely organisation of festivals and events</i>	75. Support and facilitate the following major events and festivals <ul style="list-style-type: none"> • National Heilala Festival • King’s Birthday • Family Reunions • Village Day celebration • School celebration 	Destination development division

		<ul style="list-style-type: none"> • MICE (Meetings, Incentives, Conference & Events) • Sport tournaments • Church conferences • 'Eva Mai Tourism Exchange • Others 	
	<p>Output 12: Better organisation of Cruise Ship tourists' arrival and departure.</p>	<p>76. Attending cruise ships trade shows/sea trade</p> <p>77. Engage in trade promotion/mission, Tonga Masani promotion team</p> <p>78. Improve and facilitate tour operator packages</p> <p>79. Empower cruise ship steering committee</p> <p>80. Infrastructure development</p> <p>81. Standardize wharf facilities (Install public facilities/toilets, et. Al)</p> <p>82. Facilitate reduction to current wharfage fee</p>	<p>Destination development division</p>

2.1.3 Program 3: Culture and Heritage

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
Program 3: Culture and Heritage	Output 13: Better proactive community engagement	<p>Ha'a System & Traditional Knowledge Systems Management of the Publication on the Ha' a System.</p> <ul style="list-style-type: none"> • Prepare Project Proposal on Traditional Knowledge System (TKS). • Identification of • Cultural & Natural Heritage • Prepare publication on 10 proposed cultural & heritage. Refer to Destination Development (Tour Guides). <p>Intangible Cultural Heritage</p> <ul style="list-style-type: none"> • Conduct Inventorying on Intangible cultural heritage Heritage by Villages in Tongatapu then to the outlying districts. • Management of Publication on Information Gathering Project (Intangible Cultural Heritage). <p>Museum, Archives & Library (Revival of Museum)</p> <ul style="list-style-type: none"> • Collection of artefacts • Conservation of artefacts • Acquisition of artefacts • Storage of Artefacts • Exhibition of artefacts • Awareness, Capacity Building, Community Outreach • Conduct Performing Arts • Marking of annual cultural week. • Organise Friendly Island • Festival (Ma'alali 'Otu Felenite in collaboration with New Zealand High Commission. • Tonga's participation on 13 Festival of Pacific Arts June 2020 • Hosting Cultural week Outer Islands before each Royal Agricultural Fisheries Tourism Show • Organise and Coordinate cultural festivals with Ministry of Education & Training. 	Safeguarding and Preservation of Culture and Heritage Division
	Output 14: Information Management System.	<ul style="list-style-type: none"> • Establish of relevant associations such as Handicraft, Punake, Carving, Arts etc • Establish and management of information system such as Audio Visual, documentation, digital and electronic files. • Ensure relevant technical expertise, equipment are available. 	Safeguarding and Preservation of Culture and Heritage Division

		<ul style="list-style-type: none"> • Ensure website of Culture & Heritage is in place. • Awareness, training and capacity building is available. • Conduct public consultation on Cultural Legislative Bill. <p>Submit Cabinet submission on the Cultural Legislative Bill then to the Law Committee.</p>	
	<p>Output 15: Enhanced compliance with relevant International Agreement</p>	<p>1972 UNESCO Convention</p> <ul style="list-style-type: none"> • Register cultural and heritage sites (Refer Pacific World Heritage Action Plan). • Nomination of Heritage Sites to the World Heritage List (Ancient Capital) • Nomination for UNESCO Tentative List (Ha'amonga). • Enhance National Task Force on World Cultural Heritage. • Organise Transboundary Nomination (Tonga Fort , Wallis Futuna) • Awareness, training and capacity building. <p>2003 UNESCO Convention</p> <ul style="list-style-type: none"> • Implementation of approved proposal on Intangible Cultural Heritage (\$100,000 TOP). • Complete submission of traditional dance to the representative list of the ICH of humanity. • Enhance National Task Force on ICH. • Identification of Custodians/Traditional bearers. • Identifications of relevant ich elements required to be urgently safeguarding. • Revitalisation of ICH elements. • Awareness , training and capacity building <p>Propose New UNESCO Convention</p> <ul style="list-style-type: none"> • 2005 Cultural Diversity • Follow up submission made to the Ministry of Foreign Affairs, Crown Law and Ministry of Finance and National Planning on the propose ratification. • Follow up relevant logistics upon receiving relevant approval. • Provide relevant public consultation throughout Outer islands. • Closely collaborate with Ministry of Foreign Affairs for submission to Privy Council. <p>1954 Hague Convention</p>	<p>Safeguarding and Preservation of Culture and Heritage Division</p>

		<ul style="list-style-type: none"> • Tonga’s participation on establishment of Blueshield Pasifika Committee • Conduct one day workshop in Nuku’alofa on 1954 Unesco Convention. 	
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2.1.4 Program 4: Tonga Tourism Authority

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
Program 4: Tonga Tourism Authority	Output 22: <i>Increased marketing initiatives and activities selling Tonga to the World as a reliable, safe and more affordable tourist destination.</i>	Support services to TTA Research and development Policy advice Charter flights from China Nuku’alofa \$14m sidewalks project Tourism Roads \$3m Solar Street Lights Whale watching boat	Tourism Marketing Division

2.2 Ministry Organizational Structure

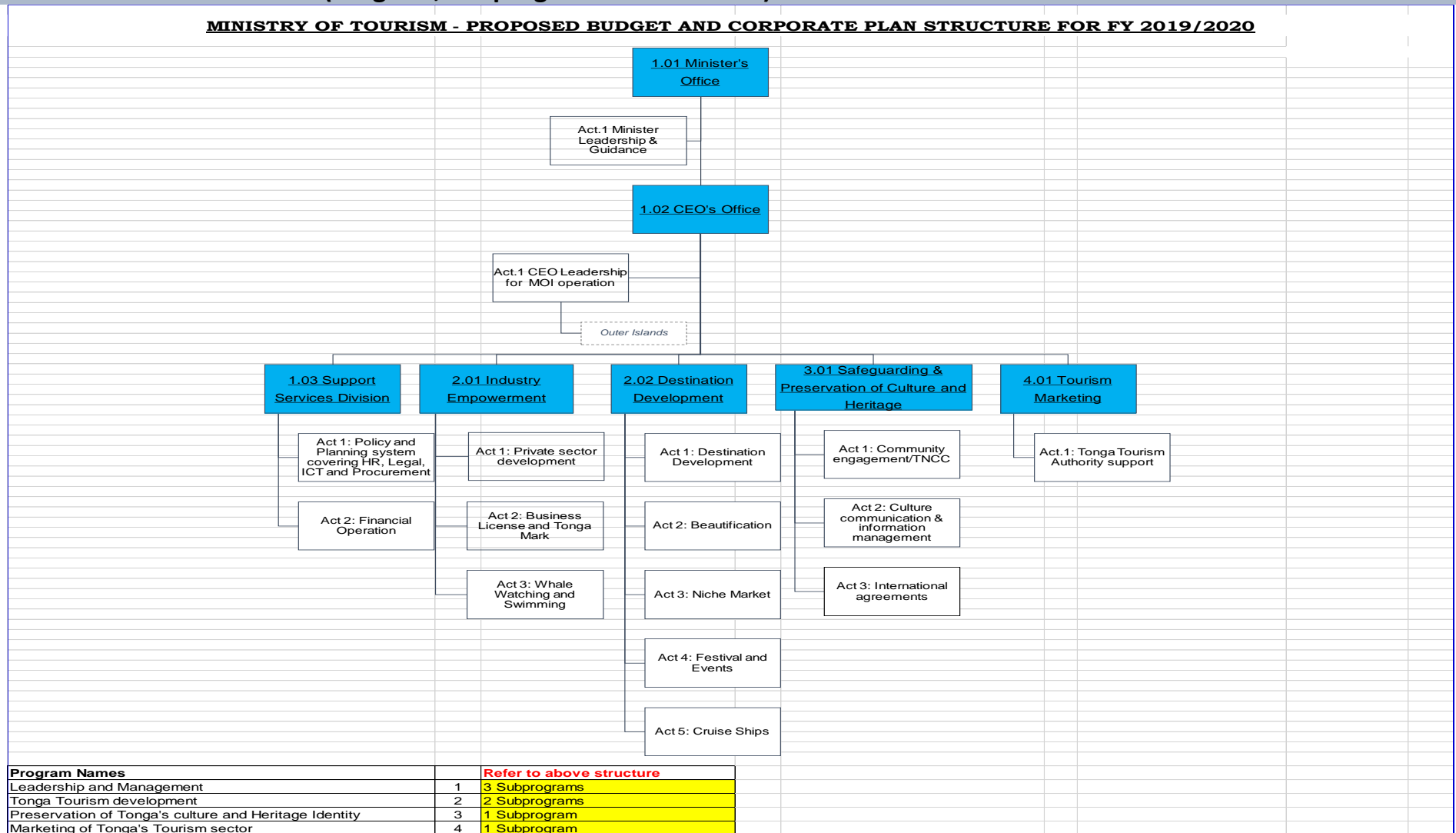
2.2.1 Ministry of Tourism Organisational Structure FY2019/2020



Note to MOT Structure

- Details of Divisional structure are affixed in Annex 1.

2.3 Functional Structure (Program, Subprogram and Activities)



2.4 Summary of MOT Planned Major Reforms

The following are both structural and operational reforms planned to be implemented in this planning period;

i) **Program 1: Sub-Program 1.03 (Support Services Division)**

The Support Services Division is being re-strengthened through the inclusion of critical support services such as policy and planning functions, procurement and legal services. The enhancement of this division is aiming at providing effective supporting services that are required for effective delivery of outputs from the technical divisions. In return, the Ministry will be able to improve its accountabilities to government, hence their roles supporting its relevant national and organisational outcomes.

ii) **Program 2: Sub-Program 2.01 (Industry Empowerment Division)**

The Industry Empowerment Division is set up in this plan focusing on the development and empowerment of the Tourism Industry here in Tonga. It is now a standalone Division separated from the Destination development Division. Its operational outputs are also revised to reflect its current core responsibilities covering developments of the private sector, management of tourism products and the need to improve management of all tourism related water activities. These changes are directly aiming at supporting the Ministry's relevant outcomes under the economic and social pillars; and the environmental input which the Ministry is responsible for.

iii) **Program 2 : Sub-Program 2.02 (Destination Development Division)**

The Destination Development Division integrates significant responsibilities relating to local tourism infrastructure, niche market, festival and events, cruise ships and mostly importantly their connections with the environment. The beautification function is one area of priority that Government has identified, thus this Division will be responsible for the beautification of Tonga, including its communities, public facilities, beaches, parks and all Tonga's historical sites. The inclusion of managing the activities relating to incoming cruise ships is another change to the role of this division. The revised activities were developed based on lessons learnt from current operation, and in highlighting them as core activities, appropriate resources should be obtained for their successful implementation. In summary, this division will help to manage and facilitate the required development of the local physical tourism sites and activities. Without this division, the impacts on the government's national priorities like economic growth, health priorities, social and many others will be affected. It must collaboratively coordinate with key agencies to develop not only tourism infrastructure and activities but also other areas critical to the wellbeing of all Tongans.

iv) Program 3: Sub-Program 3.01 (Safeguarding and Preservation of Culture and Heritage Division)

The Culture and Heritage Division is maintained as a division, but in a separate Program on its own. This change enables the division to clearly highlight its key responsibilities to the nation focusing on tourism. There are three on-going outputs developed under which this division is planning to pursue in this planning period, including better community engagement, better culture information management system and improved compliance to relevant international treaties and agreements. These core roles are aiming at directly supporting the tourism sector as well as other cultural dimensions of the Tongan economy.

2.5 Ministry of Tourism – Development Projects FY2019-2020

SUB-PROGRAM 2.01: INDUSTRY EMPOWERMENT DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
1. Kitchen Facility Upgrading – ‘Ahopanilolo Technical College	<i>Seek Funding from a Donor Agency</i>	TOP\$40,000.00
2. Tourism Private Sector Development – Housing/Accommodation upgrading after GITA cyclone destruction & damages	<i>Seek Funding from a Donor Agency</i>	TOP\$41,000,000.00
SUB-PROGRAM 2.02: DESTINATION DEVELOPMENT DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
1. Tsunami Rock Development (Landscaping/Beautification/Public convenience)	Japanese Government/UNDP	TOP\$40,000.00
2. Agri-Fish-Tourism Development	EU/CTA/PIPSO/SPTO	Euro\$1,600,000.00
3. Tourism Site Development “Nukunuku Kolo Hufanga ko HULE” Foundation Inc.	<i>Seek Funding from a Donor Agency</i>	AUD\$140, 000.00
4. Tourism Site Development “Ha’amonga ‘a Maui” Look-Out Project, Information Fale & Landscaping Development	<i>Seek Funding from a Donor Agency</i>	TOP\$100,000.00
5. Niche Markets Development <ul style="list-style-type: none"> • Wedding Destination Package • Sports Tourism • Food Tourism • Spiritual Tourism/Sunday in Tonga 	<i>Seek Funding from a Donor Agency</i>	TOP\$50,000.00
6. Eua Tourism Sites Development <ul style="list-style-type: none"> • Upgrade access roads • Directional & Interpretational Signage • Look-out & safety measures instalments 	<i>Seek Funding from a Donor Agency</i>	TOP\$100,000
7. Vava’u Tourism Sites Development <ul style="list-style-type: none"> • Upgrade access roads • Directional & Interpretational Signage • Look-out & safety measures instalments 	<i>Seek Funding from a Donor Agency</i>	TOP\$100,000
8. Eua Tourism Waste Disposal Truck	<i>Seek Funding from a Donor Agency</i>	TOP\$200,000
SUB-PROGRAM 3.01: CULTURE & HERITAGE DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
9. “Community – based Inventory and Transmission of Intangible Cultural Heritage (ICH) in the Island of Tongatapu in Tonga”	UNESCO	\$ 85,912.60 USD
TOTAL COSTS		TOP\$41,770,000.00 + \$85,912.60 USD

3. MINISTRY BUDGET AND STAFFING

Ministry Budget by Recurrent, Development and item (cash & in-kind – millions)

Expenditure Item (\$m)	2017/2018 Revised	2017/18 Budget	2018/19 Budget	2019/20 proj. 1	2020/21 proj. 2
Established Staff (10xx)	1,019,567	1,309,600	1,451,700	1,605,600	1,605,600
Un established Staff (11xx)	198,678	173,700	84,200	142,800	142,800
Travel and Communication (12xx)	422,081	514,100	454,200	186,900	186,900
Maintenance and Operations (13xx)	698,465	728,800	640,400	2,281,300	2,281,300
Purchase of Goods and Services (14xx)	1,580,076	584,000	3,112,700	565,300	565,300
Grants and Transfer(15xx)	23,197,588	1,694,000	6,589,000	1,501,700	1,501,700
**Assets (20xx)	550,495	209,300	226,300	177,600	177,600
TOTAL Expenditure MOT	27,666,950	5,213,500	12,558,500	6,461,200	6,461,200
RECURRENT Budget					
Established Staff (10xx)	1,019,567	1,309,600	1,462,800	1,605,600	1,605,600
Un-established Staff(11xx)	198,678	173,700	84,000	142,800	142,800
Travel and Communications(12xx)	422,081	514,100	444,000	186,900	186,900
Maintenance and Operations (13xx)	653,639	573,800	639,700	2,281,300	2,281,300
Purchase of Goods and Services (14xx)	551,926	584,000	662,700	565,300	565,300
Grants and Transfers (15xx)	1,697,588	1,694,000	1,589,000	1,501,700	1,501,700
Assets (20xx)	41,5071	109,300	76,300	177,600	177,600
TOTAL Expenditure RECURRENT Budget	4,958,550	4,958,500	4,958,500	6,461,200	6,461,200
DEVELOPMENT Budget					
Established Staff (10xx)	-	0	0		
Un-established Staff(11xx)	-	0	0		
Travel and Communications(12xx)	-	0	0		
Maintenance and Operations (13xx)	44,826	155,000	0		
Purchase of Goods and Services (14xx)	1,028,150	0	0		
Grants and Transfers (15xx)	21,500,000	0	0		
Assets (20xx)	135,424	100,000	0		
TOTAL Expenditure Development	22708400	255000	0		

Notes:

1. 'Established and Unestablished staff' is all expenditures under CATs 10 and 11
2. 'Ministry Operational Costs' is, for Programs 1, 2 and 3, all expenditures under CATs 12, 13, 14.
3. 'Assets' is expenditures under CAT 20.
4. 'Services on behalf of the Government' includes all Expenditures under Program 4 – General Fund, Program 5 – Debt Management and all expenditures from CATs 15, 16, 17, 18, 19, 21, and 22.

Ministry Total Staff by Key Category

Category	2017/18 Budget	2018/19 Budget	2019/20 proj.	2020/21 proj	2021/22 proj
Established Staff					
Executive Officer (Level 0 to2)	6	6	5	5	5
Professional Staff (Level 3 to 9)	27	28	27	27	27
Other Staff (Level 9A to 14A)	15	28	25	25	25
Total Established Staff	48	62	57	57	57
Unestablished Staff	18	1	14	14	14
Total Staff	66	63	71	71	71
Total Recurrent Cost (\$m)	1,393,900	1,302,264	1,266,873	1,266,873	1,266,873

3.1. Program [1]: [Leadership and Management]

3.1.1 Program 1: Scope of changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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There are minor changes made to Program 1 from the last CP& Budget, which are both reflected in proposed activities and budget. There is a need for a new office and furniture for the Hon. Minister of Tourism at its Vuna Office. And the streamlining of support services roles are clearly developed and arranged under this Program.

3.1.2 Program 1: New Initiatives

New Initiatives MOT	Program	Sub-Program	Activity/Output	Proposed Costing	Justifications
1.1 New renovated office with appropriate office furniture for the Hon.Minister of Tourism at the Ministry of Tourism branch at the Vuna Road.	1	1.01	1	50,000 (Maintenance Building& Compounds)	The Hon.Minister of Tourism has yet to have an appropriate space at the Ministry. By having an adequate space for him to perform his duties for Tourism, the Ministry will receive great benefits from his close presence at their office compound.
1.2 New Vehicle for Tonga Tourism Vava'u Office.	1	1.03	1	\$150,000 (New Vehicle)	We proposed a new vehicle due for the official travel to outer Island to deliver the core function of the Ministry, and also to reach and achieve goals for vision and mission of the ministry through the Community and the Tourism Sites
1.3 Strengthening the Support Services Division (SSD) of the Ministry with appropriate staff to ensure delivery of key outputs allocated for this Program.	1	1.03	2	284,620 (Salaries-Request Staffing)	To date, the SSD does not have what's required to support the operation of the Ministry. The plan is now restructuring its function to include other critical areas like planning, policy, legal etc, however it need staffing to meet this reform.

Program 1 Total: \$ 484,620.00

3.1.3 Program 1: Total Recurrent Budget & Staffing

Sub-program 1.01 (Office of the Minister)

Description	2017/18 Budget	2017/2018 Revised	2019/20 Budget	2020/21 projection
Total = Recurrent (\$m)	139,800	69,060	100	100
Executive Staff	1	1	0	0
Prof Staff	0	0	0	0
Other Staff	0	0	0	0
Total Established	1	1	0	0
Unestablished	0	0	0	0

Sub-program 1.02 (Office of the CEO)

Description	2017/18 Budget	2017/2018 Revised	2019/20 Budget	2020/21 Projection
Total = Recurrent (\$m)	178,300	147,821	81,900	81,900
Executive Staff	1	1	1	1
Prof Staff	0	0	0	0
Other Staff	0	1	0	0
Total Established	1	2	1	1
Unestablished	0	0	0	0

Sub-program 1.03 (Support Services Division)

Description	2017/18 Budget	2017/2018 Revised	2019/20 Budget	2020/21 Projection
Total = Recurrent (\$m)	1,463,000	1,469,864	765,300	765,300
Executive Staff	3	2	1	1
Prof Staff	0	18	8	8
Other Staff	0	13	14	14
Total Established	3	33	23	23
Unestablished	0	11	7	7

Note: 3 proposed staff in 2019/2020

3.1.4 Program 1: Outputs

OFFICE OF THE MINISTER: OUTPUTS -

Output 1: Improved rate of Tonga as a tourist destination and increased empowerment of key users and operators at the national, regional and international levels.						TSDF/ SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
1. International and regional meetings attended by the Minister and/or CEO to support and promote Tonga's interests in developing of Tonga's tourism sector.	Number of meetings.	4	4	4	4	8.9	8.9.1/8.9.2
2. Upgrade and develop new historical sites, areas and buildings in Tonga	Number of historical sites upgraded	2	5	7	10	8.9	8.9.2
3. Annual submission of annual report to Legislative Assembly	Annual submission.	1	1	1	1	8.9	8.9.2
4. Number of cabinet directives approved supporting and strengthening operation of the Ministry.	Annual submission.	4	>4	>4	>4	8.9	8.9.2
5. New office and office furniture for Hon, Minister's office at the MOT office (Vuna).	New office to be completed by end of FY2020/21	No Office	Scoping and implementation done	Completed		8.9	8.9.2

OFFICE OF THE CEO: OUTPUTS

Output 2: Better leadership and management of the Ministry's operation.						TSD/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
6. Participate in national, regional and international meetings supporting and obtaining key outcomes for improvement of the Ministry's operation.	Number of meetings	4	4	4	4	8.9	8.9.1/8.9.2
7. Monitoring and reporting of the Ministry's operation.	Submission of CP and Budget (according to instructed timeline)	On time	On time	On time	On time	8.9	8.9.2
	Submission of quarterly PMS review (number)	4	4	4	4		
	Submission of AR (Number of annual report)	1	1	1	1		
8. Management of Officers in Charge in the outer islands.	Number of direct consultation with OICs	4	8	8	8		
9. Head of division meetings held fortnightly with HODs and monthly with the Minister.	Number of meetings.	10	>10	>10	>10		
10. Offer policy advices to office of the Minister	Number of reports.	4	4	4	4	8.9	8.9.2

SUPPORT SERVICES DIVISION (SSD): OUTPUTS

Output 3: Timely and better system of planning, policy, Human resource, legal and information technology.						SDG/TSDf	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
11. Corporate Plan awareness, monitoring and review meetings	Quarter	4	5	5	5		
12. Submission and approval of revised CP to office of the CEO and Minister.; and to PMO/MOFNP (1 st , 2 nd and final version)	Number of submission per year	3	3	3	3		
13. Submission of quarterly reports to PMO/MOFNP	Number of submission per year	4	4	4	4		
14. Management of the Ministry performance management system process (PMS).	Quarterly review of progress according to PSC timeline-completed	Completed but not within PSC timeline	Completed within timeline	Completed within timeline	Completed within timeline		
15. Facilitate annual review of JDs	On time according to PSC timeline	Late	On time	On time	On time		
16. Facilitate and manage recruitment, promotion, dismiss and all related staffing issues	Number of annual staffing processes	10	10	10	10		
17. Maintaining accuracy of files and staffing documentations	Number of complaints regarding missing, inaccurate and misplaced documents	5	5	5	5		
18. Provision of legal advices	Number of submission	0	4	10	15		
19. Drafting and amendments to Act and Regulations	Number	0	1	3	5		
20. Facilitate internal and external legal matters	5	0	2	5	5		

21. Manage and provide advice on the administration of website, local area network, Wi-Fi, email, and database systems.	Website is updated when check.	Not updated	Updated	Updated	Updated		
	Number of complaints	15	10	10	7		
22. Maintenance supports for all ICT needs of MOI	Number	10	10	8	8		
23. Submission of annual procurement plan	On time according to MOFNP timeline	Late	On time	On time	On time		
24. Provide procurement supports and services to all divisions	Number	7	7	10	15		
25. Submission of procurement reports to MOFNP, CEO and Minister	Quarterly	4	4	4	4		
Output 4: Improved financial and management of assets compliant with government policies and standards.						SDG/TSDf	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
26. Budget completed on time and aligned with CP	Submission on time	On time as per set by MOFNP	On time	On time	On time		
27. Submission of quarterly and annual cash flow forecasts submitted to MFNP.	Quarterly submission	4	4	4	4		
28. Submission of mid-year and annual revenue and expenditure forecast reports to MFNP.	Biannual submission	2	2	2	2		
29. Submission of monthly and annual asset reports to MFNP.	Monthly submission	12	12	12	12		

3.2. Program [2]: [Tonga Tourism Development]

2.1.1. Scope of Changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Program 2 is inclusive of the Industry empowerment and Infrastructure development functions of MOT. These two Sub-Programs consist of activities that are on-going such as the role of the Ministry to develop tourism's private sector and making improvements on various tourism products and the on-going beautification programs that connects communities in Tonga. However, there are new infrastructure development initiatives developed within this Program that directly aiming to increase the number of sustained tourism destination infrastructure in Tonga. Both the plan and the budget highlight these new infrastructure proposals. In addition, minor changes to on-going activities under this program include management of all tourism water activities and incoming cruise ships.

3.2.2 Program 2: New proposed Initiatives

New Initiatives MOT	Program	Sub-Program	Activity/Output	Proposed Costing	Justifications
2.1 Draft Bill for filming	2	2.01	1	20,000 (Consultant)	This new initiative is important in order to achieve better tourism product management. The Ministry is requesting this new initiative to be funded so as to improve tourism water operators' capability to sustainably manage and coordinate their tourism water activities. This is in line with the Tourism SDGs target relating to promoting of sustainable tourism while increasing economic benefits from such activities
2.2 Training for new skippers and guides	2	2.01	3	25,000 (Training)	
2.3 Upgrading of Tourism Cultural and Heritage/Historical sites including the outer islands (National parks and recreational areas)	2	2.02	2	\$2.1m (Maintenance of Recreational Facilities)	One of the Beautification priority (No.4 GPA) areas (key action) is to conduct upgrades of the Cultural and Heritage sites, such as Ha'amonga, Hake'anga e lotu etc. This funding is therefore proposed to be approved to ensure supporting the developed programs under which are required from each GPA.
2.4 Tonga Masani Clean Up Campaign	2	2.02	2	\$50,000 (Training)	This request for additional funding is to help facilitate the target for this output, which is to coordinate 100% of villages' participation in this program. Other innovative policies are currently developed like green environment initiatives.
2.5 Install public convenient on beaches	2	2.02	2	\$50,000 (Consultant)	This new initiative is proposed to support the SDG target 8.9, regarding

					implementing policies to promote sustainable tourism that creates job and promote local culture and tourism products. In resourcing main beaches in Tonga with appropriate facilities, it would attract more interests onto that area especially from visitors.
2.6 Tourism Niche Market development	2	2.02	3	\$ 60,000 (Community Development Community)	This is a new initiative also proposed under Program 2. The Ministry finds that activities from tourism niche markets are not very productive to support sustainable tourism in Tonga. According to SDGs target 14.7, this initiative will support Tonga's action on that target. Further, 8.9 and 12.b are both relevant targets to be supported by this activity. These include food tourism, sport, agriculture etc. This is one output critical to the economic growth of Tonga.
2.7 Festivals and Events	2	2.02	4	\$ 40,000 (National Events)	The coordination and awareness of the Heilala Festival needs to be strengthened in terms of its number of Heilala participants as well as sponsors and arrival tourists for this kind of national event. So, the request is made based on those expectations helping Tonga to increase its revenue from tourism economic activities such as this.
2.8 Cruise ship coordination and organisation	2	2.02	5	\$ 10,000 (Catering/R refreshment)	Tonga needs to participate in the cruise ships trade and show. It would raise Tonga's profile as a safer and productive country for incoming cruise ships.

Program 2 Total: \$ 2,355,000

3.2.3 Program 2: Total Recurrent Budget and Staffing

SUB-PROGRAM 2.01 (INDUSTRY EMPOWERMENT DIVISION)

Description	2017/18 Budget	2017/2018 Revised	2019/20 Budget	2020/21 Projection
Total = Recurrent (\$m)			405,400	405400
Executive Staff	1	1	1	1
Prof Staff	5	6	9	9
Other Staff	2	2	4	4
Total Established	8	9	15	15
Unestablished	1	0	1	1
★ Enforcement Compliance Officer(Band M)			1	1
★ Senior Tourist Officer(Band K)			1	1

★ Tourist Officer(Band L)			1	1
★ Assistant Tourist Officer(Band M)			1	1

SUB-PROGRAM 2.02 (DESTINATION DEVELOPMENT DIVISION)

Description	2017/18 Budget	2018/2019 Budget	2019/20 Budget	2020/21 Projection
Total = Recurrent (\$m)			164,400	164,400
Executive Staff	0	0	1	1
Prof Staff	5	6	5	5
Other Staff	1	3	2	2
Total Established	6	9	8	8
Unestablished	0	0	2	0
★ Senior Tourist Officer(Band K)			1	1
★ Tourist Officer(Band L)			1	1
★ Assistant Tourist Officer(Band M)			1	1

3.2.4 Program 2: Outputs

INDUSTRY EMPOWERMENT OUTPUTS

Output 5: Increased tourism private sector participations, engagements and communications with key stakeholders serving demands and expectations of tourists						TSD/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
30. Providing an enable business environment (incentives, land issue)	An updated document on incentives is readily available in the beginning of the year	1 outdated document	1 updated document in place	1 updated document in place	1 updated document in place	8.9/14.7/12.b	12.b.1
	Investment and incentives plan is in place by end of FY	0	1	1	1		
31. Collect and computerize of tourism statistics	Quarterly report is submitted on a timely manner (4 reports)	2	4	4	4		
32. Form of Associations	5 Associations to be formed by December 2019	2	5	1	1	12.b	12.b.1
33. Awareness development Programs and implementations	Number of awareness programs implemented	3	5	5	5		
34. Identify possible funding (eg stimulus package), Identify new Investment Opportunities	Number of project proposal submitted for fund	1	5	5	6	8.9	8.9.1/8.9.2

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Output 6: Better tourism product management and timely process and enforcement of tourism related business license.							TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #	
35. Regular assessing and inspections of tourism facilities to ensure quality standards	Number of annual inspection reports submitted versus concerns addressed.	12:3	12:5	12:7	12:12	12.b	12.b.1	
36. Formulating of Accommodation Minimum Standards for Tonga	Tonga Mark report is make available to Ministry and Private sector	Tonga mark is not yet available to Ministry and Private sector	Available	Available	Available	12.b	12.b	
37. Work closely with relevant organizations	Higher % positive feedback received	50%	60%	70%	100%	8.9	8.901/8.9.2	
38. Provide clear sets of criteria for license application	Criteria is approved and in place	Unclear criteria and not yet approved	Developing criteria	Approved	Approved and active	12.b/14.7	12.b.1	
39. Screening and reviewing of applications	Applications is reviewed within 7 working days	At least 14 days	10 days	8 days	7 days	12.b/14.7	12.b.1	
40. Regularly update of tourism database	Tourism data is updated and reported to relevant agencies	Not updated and	Updated	Updated and reported	Updated and reported quarterly	12.b/14.7	12.b.1	

		consistently reported					
41. Filming activities as from collecting of films final productions, processing of approval and drafting bill for filming	Application is process and approved within 5 days	Longer than 5 days	5 days	5 days	<5 days	12.b	12.b.1
	Less number of non-compliance	5	<5	<5	<5		
	Film charges in place	No charge	Report submitted and approved	Implementing activities reported in place	Revenue report include this charge	12.b/14.7	12.b.1

Output 7: Improved management of all tourism related water activities (whale watching, scuba diving etc.)						TSDF/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
42. Regular coordination with operators	Number of meetings with operators	Less than 12	6	10	12	8.9	8.9.2
43. Enforcements of Policies and Regulation	Number of non-compliance activities	<15	<10	<7	<5	12.b 12.b.1	
	Number of annual Enforcement reports in place	<12	>12	>12	>12		

44. Provide training for new Skipper and Guides	Number of successful trainings provided	<4	>4	>4	>8	8.9/14.7	8.9.2
45. Amendment to Whale Watching Act & Draft Reg.	Approved amendments to Whale Watching Act and Draft Regulations by Cabinet	Drafting in progress	Approval by Cabinet and LA	Implementing amendments	Implementing amendments	8.9	8.9.2
46. Enhance development of diving (scuba, free, etc.), yachting and other water activities	Number of new investment on marine activities	2	>2	>5	>10	8.9	8.9.1/8.9.2
	Establish new Division for Marine Activities by 2021	An unit under Industry Division	An unit under Industry Division	Submit proposal	Restructure complete	8.9	8.9.2

DESTINATION DEVELOPMENT DIVISION OUTPUTS

Output 8: Increased number of sustained tourism destination infrastructure in Tonga.						TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
47. Upgrading and sustaining tourism related destination infrastructure in Tonga- culture and heritage sites, beaches, national parks)	Number of tourism destination infrastructure (historical sites, beaches and national recreational areas) upgraded and sustained. <ul style="list-style-type: none"> - Ha’amonga, Paepaeotele’a, captain cook landing etc. - Niutao Beach (Hahake) - Veitongo & Ha’ateiho Beach (Vahe Loto) - White Sand Beach Resort (Hihifo) 	National Parks and recreational facilities and majority of tourism historical areas are not yet upgraded	Securing donor funding commitments for major upgrade works. (subject to scoping /design outcome) At least 2 number of non-donor funding sites upgraded. And at least one beach upgraded in terms of its accessibility and public facility.	Completed upgrades of; - Tsunami Rock - Capt. Cook Landing - Houma Blowholes - Hufangalupe	Completed upgrades of; - Kolotau ko Hule - Utu la’aaina (Vv) - ‘Esi ‘o Salote (Vv) - Mo’unga Talau (parking area/Vv) - Sia ko Veiongo	8.9/14.7	8.9.1
	Status of Fua’amotu Terminal project proposal	Funding proposal	Feasibility study	Complete funding negotiations	Commence construction	8.9/14.7	8.9.1

48. Install public convenient facilities in all beaches	Number of facilities installed	<5	>5	>10	>15	8.9/14.7	8.9.1
49. Install street lights to main parks, beaches etc.	Total number of street lights installed at parks and beaches.	<10	>10	>20	>30	8.9/14.7	8.9.1
50. Install and upgrade signs and benches at all tourism and historical sites.	All Tourism historical sites are installed with appropriate signs	50% of all sites are with appropriate signs	>50%	>70%	100%	8.9/14.7	8.9.1
	All tourism sites are installed with benches and or upgraded.	40% of all sites have benches that are in good condition.	>40%	80%	100%	8.9/14.7	8.9.1

Output 9: Increased coverage of tourism related beautification activities “Masani Programs” in the Kingdom.						TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
51. Develop, coordinate and implement Tonga Masani Cleanup Campaign.	100% participation of all villages participated in Tonga (Tt, Vv, Hp, Eua, Niuas)	40% of all villages in Tonga	>40%	>60%	100%	8.9/12.b	8.9.1/8.9.2/ 12.b.1

	Number of green environment activities (e.g planting trees) implemented.	<3	>3	>8	>10	8.9/12.b	8.9.1/8.9.2/12.b.1
52. Facilitate and implement Masani Connect Program	All abundant homes are sustainably cleaned and maintained in participated villages.	50% of all abundant homes in participated villages are sustainably cleaned and maintained	>50%	>70%	100%	8.9/12.b	8.9.1/8.9.2/12.b.1
	Average kms of tourism roads maintained per constituency (road access to historical, parks, beaches etc)	<2	<2	>2	>2	8.9/12.b	8.9.1/8.9.2/12.b.1
	Total Number of clean and attractive beaches in Tonga per island. (Tt, Vv, Eua, Hp, Niuas)	<10	>10	>20	All main beaches in the islands.	8.9/12.b	8.9.1/8.9.2/12.b.1

Output 10: Increased tourism activities from all relevant Niche Market.						TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
53. Develop, facilitate and promote activities from each Tourism Niche Market; Niche Market	Number of promotional activities from Food Tourism. (p.a)	>4	10	15	20	14.7/8.9	8.9.1/8.9.2
	Number of promotional activities from Sport Tourism. (p.a)	>6	12	18	>20	14.7/8.9	8.9.1/8.9.2

<ul style="list-style-type: none"> - Food Tourism - Sport Tourism - Agri Tourism - Wedding Destination - Handicraft - Holy Sunday 	Number of promotional activities from Agriculture Tourism. (p.a)	>4	>7	>15	>20	14.7/8.9	8.9.1/8.9.2
	Number of promotional activities from Wedding Destination. (p.a)	<6	>6	>10	>15	14.7/8.9	8.9.1/8.9.2
	Number of promotional activities from Handicraft. (p.a)	<8	>8	>10	>15	14.7/8.9	8.9.1/8.9.2
	Number of promotional activities from Holy Sunday (p.a).	>3	>6	>10	>15	14.7/8.9	8.9.1/8.9.2

Output 11: Enhanced arrangement and timely organisation of festivals and events.						TSD/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
Support and facilitate major events and festivals; <ul style="list-style-type: none"> • National Heilala Festival • King's Birthday • Family Reunions • Village Day celebration • School celebration • MICE (Meetings, Incentives, Conference & Events) • Sport tournaments • Church conferences • 'Eva Mai Tourism Exchange • Others 	Increase number of arriving tourists per events	Less than expected for each facilitated events	Between 500 and 1000 tourists in total arrived to attend facilitated events	Between 1000 and 2000 tourists in total arrived to attend facilitated events	Between 3000 and 4000 tourists in total arrived to attend facilitated events	8.9	8.9.1
	Number of participants in the Heilala Festival per year	On average for the past 5 years is 10 participants	>10	20	30	8.9	8.9.1

	Number of sponsors per facilitated events	On average less than 15 for Heilala festival and less for others	>15	20	25	8.9	8.9.1
	Number of events successfully facilitated per year	10	>10	15	20	8.9	8.9.1/8.9.2

Output 12: Better organisation of Cruise Ship tourists' arrival and departure.						TSDF/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
54. Attending cruise ships trade shows/sea trade.	No. of cruise ships arrived in Tonga to be increased by 5 every year.	Increase by 1	Increase by 5	Increase by 5	Increase by 5	8.9	8.9.1
55. Engage in trade promotion/mission, Tonga Masani promotion team.	Increase no of tourist arrival by 80% (20,000 pa x3).	<20,000	20,000	>20,000	>20,000	8.9	8.9.1
56. Improve and facilitate tour operator packages.	Number of tourist operator packages facilitated	<10	>10	>15	20	8.9	8.9.1
57. Empower cruise ship steering committee.	No. of monthly meetings called and successfully held	<6	>6	10	11	8.9	8.9.1
58. Advice regarding infrastructure development (public)	No. of report submitted regarding infrastructure ports facilities needs of Tourism (Quarterly)	2	4	4	4	8.9	8.9.1

facilities) needs on all international wharfs.							
	New tourism wharf for Vava'u constructed by end of 2025	Discussion in progress	Proposal completed	Donor Funding secured	Feasibility study	8.9	8.9.1
59. Review wharf age fee	Reduced wharf age fees by 30%	Wharfage fees are not affordable to the public	Reduced by 30%	Maintain	Maintain	8.9	8.9.1

3.3 Program [3]: [Culture and Heritage]

3.3.1 Scope of changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Program 3 is made up of only the Culture and Heritage Division. This reallocation of sub-program is made due to the significance of this function to the Tourism sector here in Tonga. The empowerment of this subprogram is vital and can be facilitated clearly through this reallocation of Program. Nonetheless, the core roles of this sub-program are still being maintained going forward, with minor changes to its key performance indicators highlighting the current demands relating to preservation of Tonga's identity.

3.3.2 Program 3: Proposed New Initiatives

New Initiatives MOT	Program	Sub-Program	Activity/Output	Proposed Costing	Justifications
3.1 Tonga culture week by island	3	3.01	2	\$ 40,000 (National Events)	This is another new initiative that promotes our culture and heritage locally. All islands are proposed to celebrate a culture week. This request is to ensure accommodating this need.
3.2 Tonga National Museum (revival)	3	3.01	2	\$ 50,000 (Maintenance of Recreational Facilities)	The Ministry is planning also to revive our National Museum aiming at increasing our conservation artefacts and to increase Tonga's historical places to attract incoming tourists.
3.3 Ratifications of the 2005 Diversity Convention and 1954 Hague convention	3	3.01	2	\$ 20,000 (Maintenance Recreational Facilities)	The process for ratifying of noted conventions are planned to be initiated in the next financial year. This ratification will assist Tonga in its effort to preserve its Culture and Heritage products and sites.
3.4 Pacific Festival of Arts, Hawaii- June 2020	3	3.01	3	\$ 100,000 (National Events)	This is a festival that Tonga must attend in order to promote our culture and heritage products as well as to learn from experiences of other countries. The lessons learnt from this festival will help the Ministry to effectively coordinate and collaborate with all communities regarding preservation of our historical identities.
3.5 Nominations to UNESCO	3	3.01	3	\$ 20,000 (Training)	In order to further promote Tonga, our heritage sites like the Ha'amonga, and our cultural dance Meetuupaki are in the pipeline for nominations to UNESCO.

Program 3 Total: \$ 230,000

3.3.3 Program 3: Total Recurrent Budget & Staffing

Sub-program 3.01 (Culture and Heritage)

Description	2017/18 Budget	2017/2018 Revised	2019/20 Budget	2020/21 Projection
Total = Recurrent (\$m)	157,200	234,200	234,200	234200
Executive Staff	1	1	1	1
Prof Staff	4	6	5	5
Other Staff	3	7	5	7
Total Established	8	14	11	13
Unestablished	6	1	4	0
★ Program Officer			1	1
★ Principal Program Officer			1	1
★ Principal Program Officer			1	1

Note: 3 new posts proposed for 2019/2020

3.3.4 Program 3: Outputs

CULTURE AND HERITAGE OUTPUTS

Output 13: Better proactive community engagement						TSDF/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
60. Management and improvements of the Ha'a System and Traditional knowledge	Timeliness and number of producing relevant publication on the Ha'a System	2 by end of each year	4	4	6	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
61. Intangible Cultural Heritage	Inventory report on intangible cultural heritage per village in Tonga completed.	Only some villages in Tongatapu	Complete Tongatapu	Vava'u and Ha'apai	All islands completed	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
	Number of publication issued per qtr.	8	10	15	20	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
62. Museum, Archives and Library and cultural events	Number of artefacts collected per Qtr.	<10	>15	>20	>40	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
	Annual cultural week marked in every island before each Royal Agricultural Fisheries Tourism Show.	Some held before the Royal AFT Show	All islands cultural show are held before AFT Show	Maintain	Maintain	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
	Friendly Island Festival held	2	4	4	4	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1

	Tonga's participation on the 13 Festival of the Pacific Arts in June 2020 are successfully facilitated.	Had participated in previous years	Participated	Maintain	Maintain	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
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Output 14: Better Culture and Heritage Information Management System.						TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
63. Establish of relevant associations such as Handicraft, Punake, Carving, Arts etc)	Number of Associations established	1	>3	6	6	8.9/11.4/12.b	8.9.2/11.4.1/12.b.1
64. Establish and management of information system such as Audio Visual, documentation, digital and electronic files.	Number of culture information system software and programs established	Only electronic files	More than 3 software programs established	4	5	8.9/11.4	8.9.2/11.4.1
65. Ensure website of Culture & Heritage is in place.	Culture and Heritage Website is in place and updated.	No website	Website is developed and in place	Updated when check	Updated when check	8.9/11.4	8.9.2/11.4.1
66. Awareness, training and capacity building is available.	Number of awareness and training activities conducted per Qtr.	<4	>4	8	8	8.9/11.4	8.9.2/11.4.1

67. Lead review of the Cultural Bill	Approved of the draft Cultural Bill by CEO and Minister	Not yet drafted	Approved by Cabinet to review and develop the Culture Bill	Drafting	Submit for approval by Cabinet and LA	8.9/11.4	8.9.2/11.4.1
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Output 15: Enhanced compliance with relevant International Agreement						TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
68. Facilitate compliance activities relating to the 1972 UNESCO Convention	Number of activities successfully facilitated satisfying requirements from this convention.	<5	>5	10	15	8.9	8.9.1
	Tonga's cultural and heritage sites are registered. Timeliness of submission in accordance to due dates; <ul style="list-style-type: none"> Nomination of Heritage Sites to the World Heritage List (Ancient Capital) Nomination for UNESCO Tentative List (Ha'amonga). 	Not yet registered Not yet due	By end of FY Due according to timeline required	Maintain	Increase registered sites	12.b/8.9	8.9.1/8.9.2
69. 2003 UNESCO Convention	Number of activities successfully facilitated	3 per year	4	6	8	12.b/8.9	8.9.1/8.9.2

	satisfying requirements from this convention.						
	Timeliness of submission in accordance to due dates;	On time	On time	On time	On time	12.b/8.9	8.9.1/8.9.2
70. Ratifying the 2005 Cultural Diversity	Public consultation is implemented before seeking approval from key bodies of government.	Not yet	1	2	2	8.9	8.9.1
	Approval received from Privy Council	Not yet	Approval	Maintain	Maintain	12.b/8.9	8.9.1/8.9.2
	Number of advice in light of this Convention.	2	3	3	4	12.b/8.9	8.9.1/8.9.2

3.4 Program [4]: [Tonga Tourism Authority]

3.4.1 Program 4: Scope of Changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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This program is consist of the Tourism Marketing support function of the Ministry. This program is developed to accommodate the grant funding allocated to support the marketing of Tourism activities and the sector. This is an ongoing initiative, however minor changes have been made to its activities and key performance indicators.

3.4.2 Program 4: Total Recurrent Budget & Staffing

[Sub-program 4.01 \(Tourism Marketing\)](#)

Description	2017/18 budget	2018/19 estimate.	2019/20 projection.	2020/21 projection
Total = Recurrent (\$m)				
Executive Staff	0	0	0	0
Prof Staff	0	0	1	1
Other Staff	0	0	0	0
Total Established	0	0	1	1
Unestablished	0	1	0	0

3.4.3 Program 4: Outputs

TONGA TOURISM AUTHORITY OUTPUT

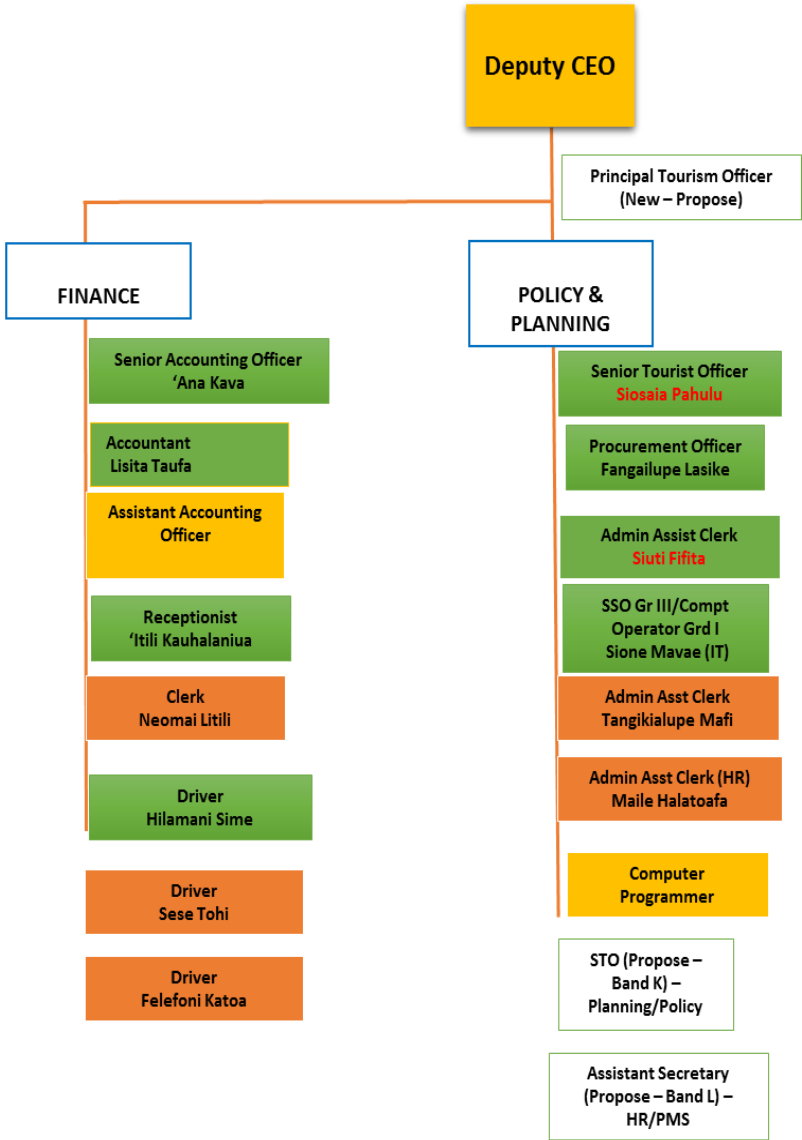
Output 16: Increased marketing initiatives and activities selling Tonga to the World as a reliable, safe and more affordable tourist destination.						TSDf/SDG	
Activity	KPI	2018/19 (baseline)	2019/20	2020/21	2021/22	TARGETS #	INDICATOR #
71. Support Services to and from TTA	Number of support services conducted and provided from TTA.	<15	>15	20	30		
72. Research and Development	Number of research and development activities conducted per year	<6	>6	10	15		
73. Facilitating tourism marketing improvement initiatives (Infrastructure, capacity building and others)	Number of infrastructure marketing initiatives proposed and funding secured; <ul style="list-style-type: none"> • Nuku'alofa \$14m sidewalks project (development) • Solar Street Lights (development) • Whale watching boat • Tourism Roads \$3m (recurrent) 	Proposals discussed	<i>Proposal completed for;</i> <ul style="list-style-type: none"> • Nuku'alofa \$14m sidewalks project • Solar Street Lights • Whale watching boat 	Funding sourced	Funding negotiations and scoping		

ANNEX 1: MOT DIVISIONAL ORGANISATIONAL STRUCTURE

Support Services Division

Key

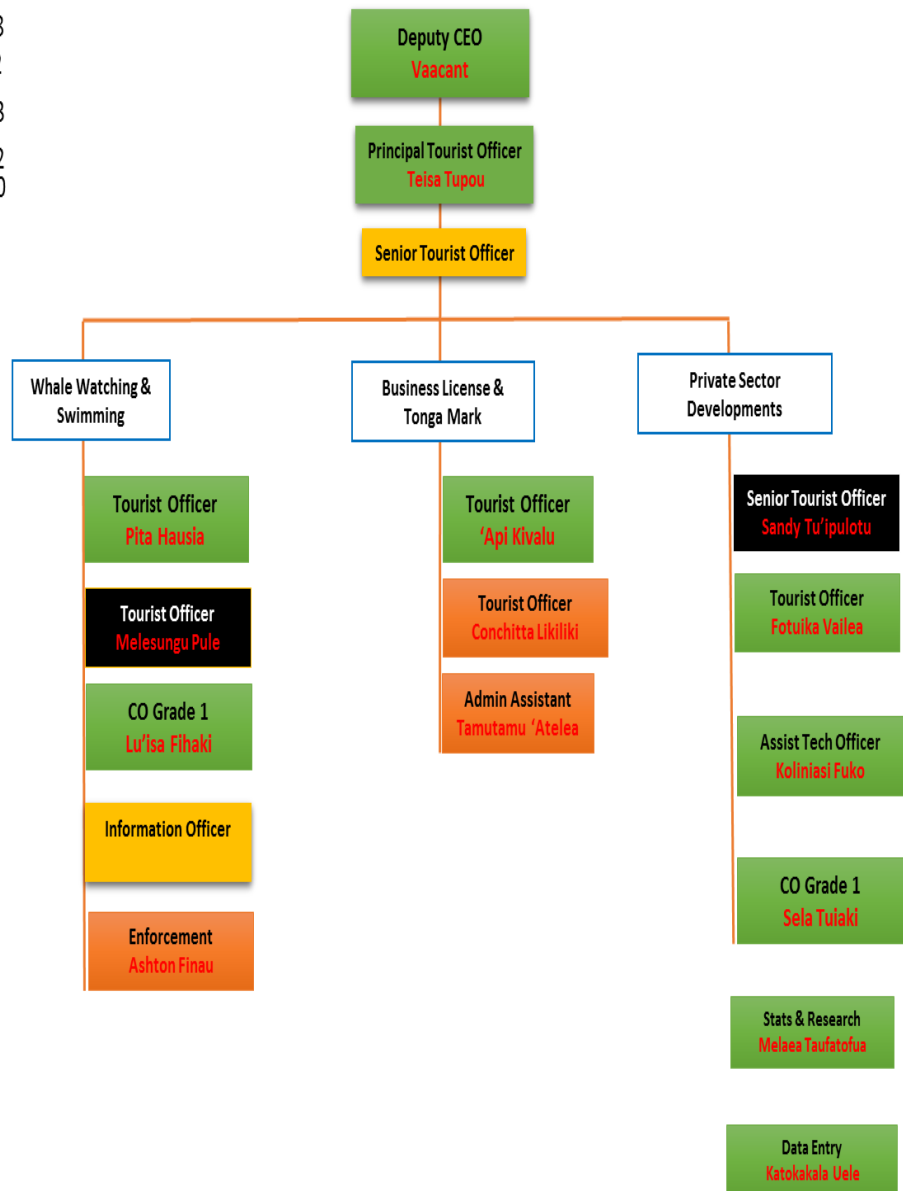
Permanent Positions		9
Under Recruitment		3
Contract Positions		5
On Study Leave		0
New proposed posts		3



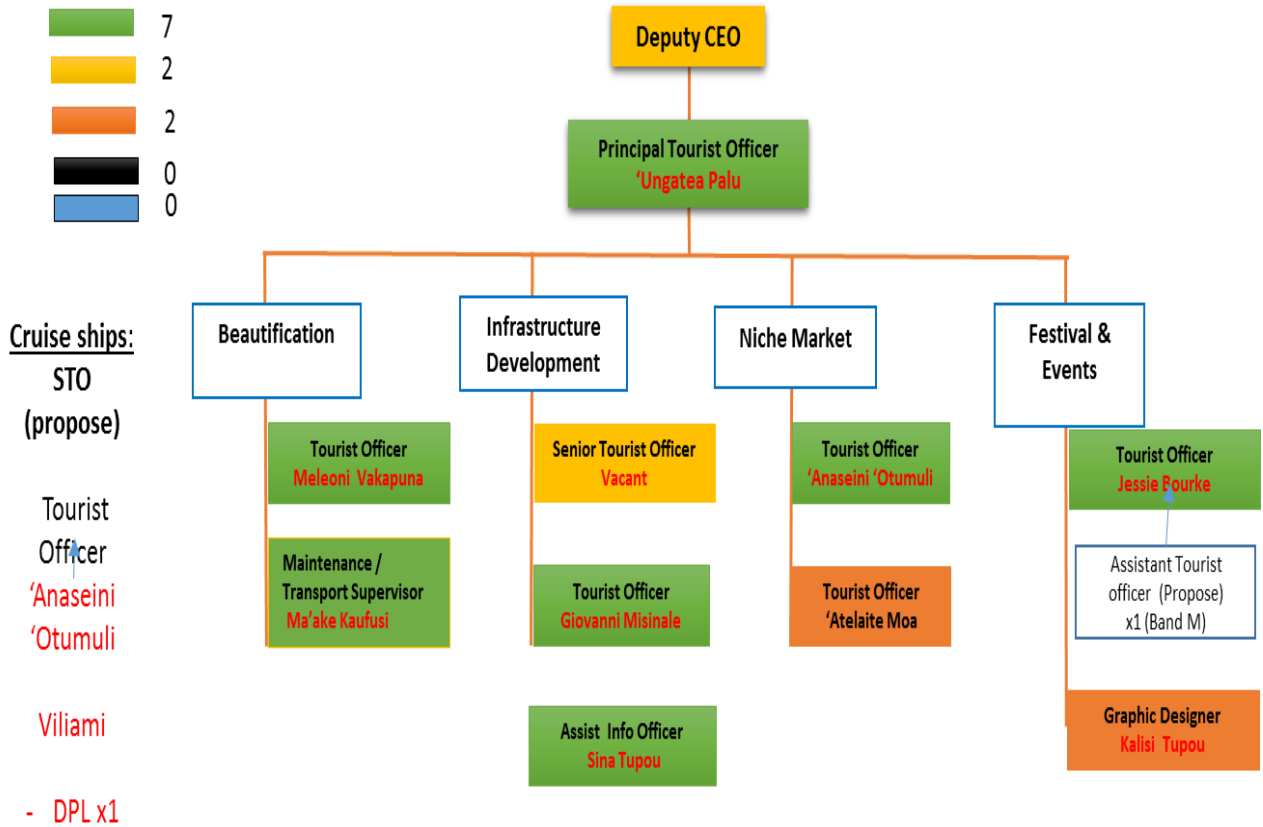
Industry Empowerment Division

Key

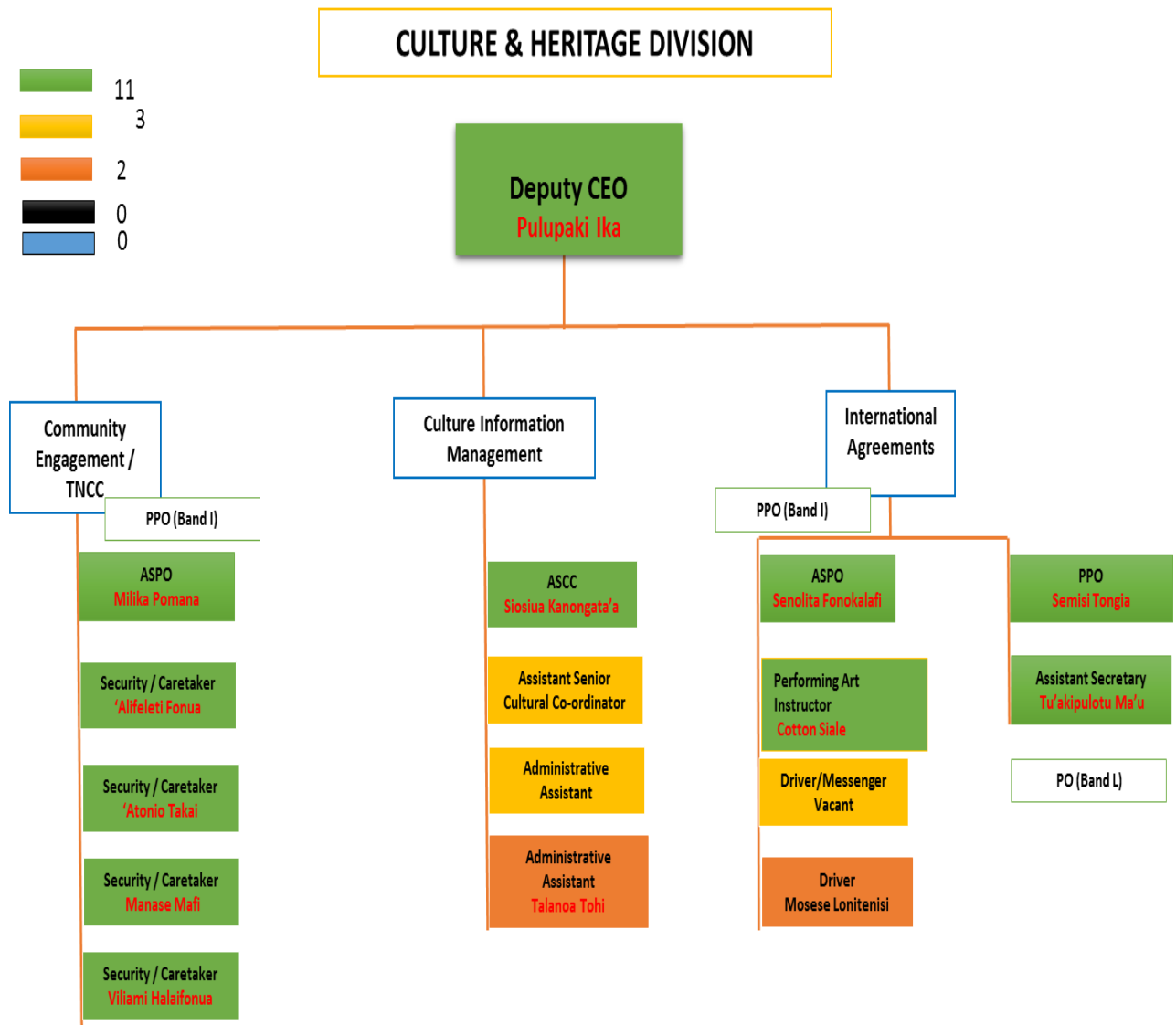
Permanent Positions		8
Under Recruitment		2
Contract Positions		3
On Study Leave		2
TTA Staff		0



Destination Development Division



Safeguarding and Preservation of Culture and Heritage Division



ANNEX 2: MOT STAFF LIST FOR FY 2019/2020

SP Name/Division	Act Name/Section	Post Title	Band	Name		
101 Office of the Minister	1. Leadership & Policy Advice	Tourist Officer	L	Edwina Tanya Tupou		
		VIP Driver	Q	Taniela Fosita		
102 Office of the CEO	1. Leadership & Management	Chief Executive Officer	D	Sione Finau Moala Mafi		
		Senior Tourist Officer	K	Vacant-Senior Tourist Officer		
		Assistant Information Officer	M	Elsie BLAKE		
		Assistant Information Officer	P	Lupe Timoa Pepa		
		Security	S	'Ahoafa 'o Tonga Fifita		
		Assistant Information Officer	O	Makelesi Moli Pale		
		Assistant Information Officer	P	Vacant-Assistant Information Officer		
103 Support Services	1. Policy & Planning	Procurement Officer	L	Fangailupe L K T H L Lasike		
		Driver	R	Hilamani Sime		
		Senior Tourist Officer	K	Siosaia Tanginoa Pahulu		
		System Support Officer Grade III	O	Sione Mavae		
		System Administrator	L	Vacant-System Administrator		
		Administrative Assist Clerk	P	Siuti Fifita		
	2. Finance	Deputy Director	G	Vacant-Deputy Director		
		Accountant	L	Lisita Mafi Hafoka Taufa		
		Senior Accounting Officer	K	Ana Vaha'akolo Kava		
		Receptionist	R	'Itili Kauhalianua		
		Assistant Accounting Officer	O	Vacant-Assistant Accounting Officer		
		201 Private Sector Development	1. Private Sector Development	Computer Operator Gr I	N	Sela Tuiaki
				Statistics and Research Officer	L	Melaea Taufatofua
Data Entry	R			Katokakala Sauaki		
Tourist Officer	L			Fotuika 'i Moana Vailea		
Senior Tourist Officer	K			Sandy Siutiti TUIPULOTU		

		Assistant Teacher Diplomat	M	Koliniasi Fuko
	2.Business License & Tonga Mark	Tourist Officer	L	'Api Kivalu
	3.Whale Watching & Swimming	Computer Operator Gr I	M	Luisa FIHAKI
		Tourist Officer	L	Vacant-Tourist Officer
		Principal Tourist Officer	J	Teisa FIFITA
		Tourist Officer	L	Melesungu Pule
		Tourist Officer	L	Pita Kinsey Hausia
		Director Product & Destination/DCEO	G	Vacant-Director Product & Destination/DCEO
		Senior Tourist Officer	K	Vacant-Senior Tourist Officer
202 Destination Development	1.Destination Development	Tourist Officer	L	Giovanni Misinale
		Assistant Information Officer	M	Sina Tupou
	2.Beautification	Maintenance Officer	P	Sione Maake KAUFUSI
		Deputy Secretary	H	Vacant-Deputy Secretary
		Principal Tourist Officer	I	Ana Ungatea PALU
		Tourist Officer	L	Meleoni Vakapuna
	3.Niche Market	Tourist Officer	L	'Ana Seini OTUMULI
	4.Festival and Events	Tourist Officer	L	Christina Jessie Aponiva Bourke
5.Cruise Ships	Information Officer Assistant	Q	Vacant-Information Officer Assistant	
301 Safeguarding and Preservation of Culture & Heritage	1.Community engagement/TNCC	Deputy Secretary	G	Pulupaki 'Asiu'ilikutapu Moala Ika
		Assistant Senior Program Officer	K	Milika Sela Agape Pomana
		Security/Caretaker	S	Atonio Takai
		Security/Caretaker	S	Manase Muhumuhu Mafi
		Security/Caretaker	S	Viliani Kaufusitu'a Halaifonua
		Security/Caretaker	S	Feleti Uatekini Katoa
	2.Culture communication & information management	Admin Clerk	P	Vacant- Admin Clerk

	2.Culture communication & information management	Assistant Senior Cultural Coordinator (Culture)	K	Vacant-Assistant Senior Cultural Coordinator (Culture)
	3.International agreements	Employment Officer	L	Tevita Tu'akipulotu Ma'u
		Driver Messenger	R	Vacant-Driver Messenger
		Principal Program Officer	K	Semisi Tongia
		Assistant Senior Program Officer	K	Senolita Fonokalafi
		Performing Arts Instructor	O	Kotoni Siale
401 Tourism Marketing	1.Tonga Tourism Authority support	Tourist Officer	L	Vacant-Tourist Officer