

HIS MAJESTY'S ARMED FORCES

CORPORATE PLAN & BUDGET



2019-2022



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List of Abbreviations

AWQ	Annual Weapon Qualification (Live Firing)
CC	Component Commander
CDS	Chief of Defence Staff
CIT	Communication & Information Technology
CP&B	Corporate Plan and Budget
DLOC	Directed Level of Capability
DSO	Defence Services Orders
EEZ	Exclusive Economic Zone
HADR	Human Assistance and Disaster Relief
HMAF	His Majesty's Armed Forces
KPI	Key Performance Indicator
LCM	Landing Craft Medium
MDA	Ministries, Departments and Agencies
MLOC	Minimum Level of Capability
MP	Military Police
NIIP	National Infrastructure Investment Plan
OLOC	Operational Level of Capability
RFL	Required Fitness Level
RRF	Ready Reaction Force
RTM	Royal Tongan Marines
SOP	Standard Operating Procedures
TOET	Test of Elementary Training (Weapons)
TRG	Tonga Royal Guards
TSDF	Tonga Strategic Development Framework
UNCLOS	United Nations Convention on the Law of the Sea

Message from the Chief of Defence Staff

This Corporate Plan 2019-2022 for His Majesty's Armed Forces is the ongoing review effort to support the desired national impact of the TSDF II. HMAF contribution and engagement is highly dependent on our ability to accomplish our mandated core functions. Therefore, we strive to deliver our organizational outputs effectively and efficiently within the assigned resources.

We expect the security environment to remain dynamic in the coming three years. In recognising our limitations, HMAF will continue to adopt "*Cooperative Security Strategy*" as the platform for pursuing our vision and for the achievement of our mission. HMAF has made substantial progress, reinforcing our core military skills, during the past three years. However, we need to continue to improve the services we provide by focusing on the fulfilment of our mandates.

Our men and women in uniform are our most valuable assets. Therefore, high standard of leadership must be exercised at all levels. Values are also defined, to set the core moral and ethical basis for our service. HMAF members are expected to live by these values on the daily execution of their duties and responsibilities.

I expect this plan to be our primary guidance for the next three years. It will guide us, as both individuals and an organisation, to achieve our strategic intent. In working closely with our stakeholders, we will continue to ensure that we shape an environment for "*a progressive Tonga, supporting higher quality of life for all.*" All HMAF members must acquaint themselves with this plan and understand how they will contribute to its implementation.

I look forward to the successful implementation of this plan over the next three years.



Fielakepa
Brigadier
Chief of Defence Staff
His Majesty's Armed Forces

1 Executive Summary

1.1 Mandate

His Majesty's Armed Forces operate under Tongan law in its commitment to serve and protect the country from internal and external threats. HMAF also observe regional and international agreements that have been the cornerstones for peace and security. These are summarized below:

- **HMAF Act 1992**

Defence of Tonga's sovereignty, its people, and national interests is HMAF's primary responsibility. The HMAF Act 1992 and HMAF Regulations 1994 are the principal legislations that govern our mandate. The Act defines our functions alongside that of the Defence Board and provides strategic direction and policy guidance for the overall command, control, and administration of HMAF.

The HMAF Act 1992 states the functions and duties of HMAF are "defence of the Kingdom, aid to the civil authorities in the maintenance of order in the Kingdom, support of civil authorities, other functions and duties His Majesty may determine from time to time."

Additionally, HMAF undertakes/supports a range of tasks in relation to socio-economic development, maritime resource protection, border security and search and rescue (SAR), as part of a whole-government approach led by civil authorities.

- **Fisheries Management Act 2002**

All HMAF soldiers are by default "authorized officers" under s2(1) and s70 of the Fisheries Management Act 2002. This means we possess the same powers as Fisheries Officers to, "without a warrant": stop, board and search any foreign fishing vessel in the fisheries waters and any locally based foreign vessel or local fishing vessel within or outside the fisheries waters. Section 70 provides for other similar duties.

- **Customs and Excise Act 2007**

The Act effectively mirrors that of the Fisheries Management Act 2002 in relation to boarding operations, under "belief on reasonable grounds" to stop, board, search, or examine an aircraft or ship where there are unauthorised goods or persons are on board.

- **Maritime Zones Act 2009**

The Tongan Navy of HMAF conducts maritime surveillance patrols inside Tongan waters as defined by the Act. The Act is consistent with United Nations Convention on the Law of the Sea (UNCLOS) and takes into account the Royal Proclamation 1887 and 1972 that define our Historic Waters.

- **Regional and international agreements**
 - Law of Armed Conflict
 - Hague Convention 1954
 - Geneva Conventions 1949
 - Geneva Protocols 1977
 - UNCLOS 1982
 - Niue Treaty 1992
 - Biketawa Declaration 2000

- **Tonga Strategic Development Framework (TSDF) II:** The TSDF II identifies and directs HMAF's contribution to the political pillar of Tongan society despite its indirect assistance to socio-economic development. HMAF is therefore tasked to support a more inclusive, sustainable & consistent advancement of our external interests, security and Sovereignty (National Outcome G) through:
 - Improved law and order and appropriate domestic security appropriately applied (Organizational Outcome 3.2); and
 - Improved political and defence engagement within the Pacific and the rest of the world (Organizational Outcome 3.7).

1.2 Stakeholders

HMAF recognises the importance of stakeholders to our organisation. Stakeholder relations must be well managed and maintained. This is synonymous with the concept of customer and supplier: HMAF is supplied with resources to deliver a product: the security of Tonga. The product we therefore aspire to provide must be of the highest quality.

HMAF will also continue to strengthen relationships with stakeholders. Chart 1 emphasizes the significant financial contribution of defence partners to HMAF in the FY 2018/19. Table 1 stresses the overall relationship HMAF has with stakeholders.

Chart 1: Financial Contributions to HMAF (FY 2018/19)

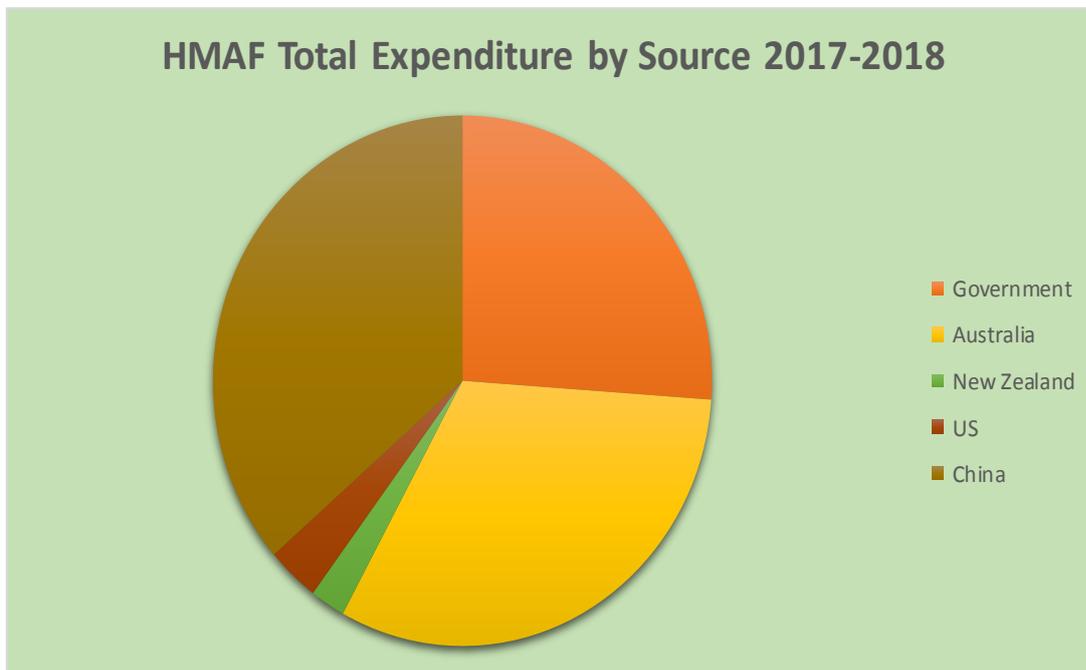


Table 1: HMAF-Stakeholder Relationship

Stakeholder	Customer of HMAF	Supplier to HMAF	Partner with HMAF	Oversight of HMAF
Defence Board	X	X		X
Cabinet	X	X	X	X
LA	X	X		X
MDAs	X	X	X	X
Defence partners	X	X	X	X
General public	X	X		
Private sector	X	X	X	
Public enterprises	X	X		
NGOs	X	X	X	
Media	X	X	X	

1.3 Vision

HMAF is a well-prepared and professional organization to carry out its functions and duties effectively and efficiently to the sovereign, government, and the people of Tonga as stated in HMAF Act 1992.

1.4 Mission

To defend the Kingdom from external threats, and provide protection of our sovereignty, including our territorial waters, and also provide support to the civil authorities in creating a secure and peaceful environment in order to enhance the social, economic, and political development of the Kingdom.

1.5 Priorities

HMAF will focus on professional development of its soldiers. Ongoing training preserves core military skills and professional standard. In doing so we ensure our mission is realized and outputs delivered effectively and efficiently. HMAF will continue to:

- Focus on the delivery of core military skills and capabilities ensuring government is provided with credible and reliable military response options to meet and exceed their expectations;
- Establish a competitive selection process to recruit dedicated soldiers;
- Strengthen inter-agency relationships with government MDAs, NGOs, civil society groups, and defence partners; and
- Improve leadership quality and management skills at all levels of command.

Defence engagement in the region will be a key feature of the next five years. Forging closer practical links not only with our defence partners but also with emerging partners.

1.6 SDGs/Regional Framework

Sustainable Development Goal

Peace, Justice and Strong Institution (SDG 16)

TSDF II National Impact

A progressive Tonga supporting higher quality of life for all

TSDF II National Outcome

More inclusive, sustainable & consistent advancement of our external interests, security and Sovereignty.

TSDF II Organizational Outcomes

- **3.2:** *“Strengthened implementation and enforcement of law and order in a more inclusive, fair and transparent manner which helps resolve disputes, more effectively punishes and rehabilitates those who have broken the law, while supporting the population to go about their legitimate daily business without fear or favour from government”.* The aforementioned organizational outcome is now redefined as *“Improved law and order and appropriate domestic security appropriately applied.”*
- **3.7:** *“Improved political and defence engagement within the Pacific & the rest of the world, including better engagement with other governments and international organisations, to ensure we are an effective member of the international community, able to participate more effectively in the support to other countries and consistent advancement of our international interests, security and sovereignty.”* Redefining this organizational outcome to *“Improved political and defence engagement within the Pacific and the rest of the world.”*

TSDF II Organizational Outputs

- Output 1: Leadership and policy advice to government on defence matters and military options.
- Output 2: Improved capabilities for government military directed operations.
- Output 3: Improved defence relation and inter-operability with defence partners.

HMAF Unit Outputs

1. Improved advice to CDS on Force/Unit operational readiness.
2. Improved provision of guidance and directives on management for the force/Unit.

3. Improved capabilities to secure Royal Household, VIP close protection and government directed military operations.
4. Improved maritime capabilities for government directed military operations.
5. Improved land capabilities for government directed military operations.
6. Improved logistics, engineering and musical capabilities for government directed military operations.
7. Ensure effective training and development of force for current and future military operations.
8. Improved air capabilities for government directed military operations.
9. Improved defence relations with foreign military partners.
10. Improved inter-operability with defence partners

2 HMAF Overview

2.1 Program 01: HMAF

HMAF has one program and seven sub-programs that represent the major Units: HMAF Headquarters (HQ), Tonga Royal Guards, Tonga Navy, Land Force, Support, Training Unit and Air Wing. HMAF HQ houses the Chief of Defence Staff (CDS) who maintains command and control, management and administration of the defence organization.

While HMAF has many internal operations and management processes, output delivery essentially revolve around three premises:

- **Enabling functions**
Support capability management through the provision of internal guidance, policy and management oversight, and the provision of specialist 'shared services' to capability managers.
- **Capability management**
Recruit, train, and sustain capabilities to specified levels of preparedness that meet government needs.
- **Capability integration**
Integrate single service or group capabilities to develop and sustain a joint capability, and prepare personnel for specific joint operations as government dictates.

Proceeding sections incorporates all three premises into its annual operation of all seven HMAF sub-programs i.e. Units.

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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2.1.1 Sub-Program 01: HMAF HQ

Total Established Staff	83
Current Staff	94
Manning Status*	+11

* Commissioned and Warrant Officers from other Units are transferred to HMAF HQ during overseas secondment and courses

HMAF as a unified command force centralizes the following sub-Units at HQ: Human Resources, Administration, Finance, Policy and Plans, Legal, Health Services, Computer and Information Technology and the Military Police.

HMAF HQ will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 2 and 3 below:

Table 2: HMAF HQ Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied		
Organizational Output 1: Leadership and policy advice to government on defence matters and military options		
Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Force/Unit readiness	1. Prepare submissions for Defence Board meetings	\$25,000
	2. Prepare HMAF Annual Report for government	
	3. Discuss current issues and establish administrative and operational policies accordingly at CDS's monthly meeting	
	4. Prepare and distribute new policies and/or policy change to stakeholders	
	5. CDS or Deputy CDS (DCDS) quarterly visits to HMAF establishments	
Organizational Output 2: Improved capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
2. Improved provision of guidance and directives on management for the force	6. Draft, submit, and disseminate monthly budget review/forecast to all Units	\$600,000
	7. Amend Defence Standing Orders (DSO)	
	8. Improve internal control capacity to ensure compliance with policies and procedures	
	9. Review Unit Monthly Reports	
	10. Formulate, train and monitor of Performance Management System (PMS)	
	11. Formulate and monitor recruitment program	

	12. Formulate policies to address discipline and morale issues	
	13. Complete and review job descriptions/employment profile for performance evaluation purposes, training, capacity-building, and personnel development requirements	
	14. Update Human Resource Management Information System (HRMIS) regularly	
Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world		
Organizational Output 3: Improve defence relation and inter-operability with defence partners		
Unit outputs	Activities	Costing (TOP)
9. Improved defence relations with foreign military partners	15. Maintain proactive approach to Defence Talk with foreign military partners	\$400,000
	16. Plan and conduct CDS visit to foreign military establishments	
	17. Facilitate foreign visits by senior military officers and politicians	
10. Improved inter-operability with defence partners	18. Optimize attendance at relevant regional and international conferences, seminars, and meetings	
	19. Maintain secondment of HMAF members to foreign military establishments	

Table 3: HMAF HQ Activities with KPIs

Unit Output 1: Improved advice to government on defence matters and military options			
KPI	2019/20	2020/21	2021/22
1. Number of Defence Board submissions	8	8	8
2. Number of Annual Reports submitted to government	1	1	1
3. Number of Defence Staff meetings with CDS	10	10	10
4. Percentage of appropriate stakeholders informed of new policies and policy change	95%	95%	95%
5. Number of visits to bases (3 bases *4X annually)	12	12	12
Unit Output 2: Improved provision of guidance and directives on management of all force elements			
KPI	2019/20	2020/21	2021/22
6. Percentage variance of actual spending against budget	5%	5%	5%
7. Percentage of Defence Standing Orders (DSO) developed and updated	100%	100%	100%

8. Number of internal and external audit reports completed	1	1	1
9. Number of monthly reports reviewed (12 reports *7X Units)	84	84	84
10. Number of Individual Performance Reports submitted	620	620	620
11. Percentage of understaffed Unit occurrences	10%	5%	2%
12. Number of disciplinary proceedings	Minimal		
13. Percentage of job descriptions/employment profiles reviewed	50%	70%	90%
14. Percentage of digitized and archived personnel files	20%	30%	50%
Unit Output 9: Improved defence relations with foreign military partners			
KPI	2019/20	2020/21	2021/22
15. Number of Defence Talks with military partners	6	6	6
16. Number of CDS overseas visits	1	1	1
17. Number of visiting foreign senior military officers	15	20	20
Unit Output 10: Improved inter-operability with foreign military partners			
KPI	2019/20	2020/21	2021/22
18. Number of military conferences, seminars and meetings attended	35	35	35
19. Number of HMAF members seconded to overseas posts	2	2	2

2.1.2 Sub-Program 02: Tonga Royal Guards

Total Established Staff	135
Current Staff	84
Manning Status	-51

The Tonga Royal Guards (TRG) maintains appropriate operational readiness level for the defence of the Kingdom and provides primary security of the Royal Household and His Majesty's residence. The Commanding Officer (CO) of the TRG is responsible to the CDS for the:

- Readiness of the Unit for operational and non-operational duties; and
- Effective command, training, discipline, welfare and administration of the Unit.

The TRG will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 4 and 5 below:

Table 4: TRG Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied		
Organizational Output 1: Leadership and policy advice to government on defence matters and military options		
Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Unit operational readiness	1. Execute directives and policies from CDS	\$10,000
	2. Plan and adjust annual activities forecast	
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	
	4. Provide effective administration for Unit	
	5. Plan and conduct monthly CO's meeting with Unit	
	6. Plan and conduct weekly CO's updates with Unit command	
Organizational Output 2: Improved capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
2. Improved provision of guidance and directives on management for the Unit	7. Update Unit Orders and Standard Operating Procedures (SOP)	\$50,000
	8. Plan and conduct regular physical activities to maintain Required Fitness Level (RFL)	
	9. Plan and conduct weapon training	
	10. Monitor discipline and morale issues within the Unit	

3. Improved capabilities to secure Royal Household, VIP close protection and government directed military operations	11. Plan and conduct infantry and amphibious training	
	12. Participate in local military courses	
	13. Plan and conduct palace security and SOP training	
	14. Plan and conduct VIP protection training for His Majesty's Escort Detachment	
	15. Provide security for Royal household and visiting foreign dignitaries	
	16. Conduct Rules of Engagement (ROE) and Law of Armed Conflict (LOAC) training	
	17. Conduct first aid training	
	18. Conduct of Non-combatant evacuation operation (NEO) training	

Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world		
Organizational Output 3: Improved defence relation and inter-operability with defence partners		
Unit outputs	Activities	Costing (TOP)
9. Improved defence relations with foreign military partners	19. Deploy an infantry section in military multinational exercises and operations as required	\$200,000
10. Improved inter-operability with defence partners	20. Participate in overseas courses	

Table 5: TRG Activities with KPIs

Unit Output 1: Improved advice to government on defence matters and military options			
KPI	2019/20	2020/21	2021/22
1. Tasks completed based on directives issued	80%	80%	80%
2. Planned operational requirements completed	80%	80%	80%
3. Timely reports, schedules, monthly returns and plans to HMAF HQ	90%	100%	100%
4. Administrative issues solved	60%	70%	80%
5. Monthly meetings with CO and Unit members	12	12	12
6. Weekly update meetings with CO and command team	40	40	40

Unit Output 2: Improved provision of guidance and directives on management for the Unit			
KPI	2019/20	2020/21	2021/22
7. Unit Orders and SOPs updated	2	2	2
8. RFL pass rate	80%	85%	85%
9. TOET pass rate	80%	90%	90%
AWQ (Live Fire) pass rate	70%	80%	80%
10. Disciplinary proceedings	3	3	3
Unit Output 3: Improved capabilities to secure Royal Household, VIP close protection and government directed military operations			
KPI	2019/20	2020/21	2021/22
11. Planned infantry and amphibious training completed	70%	80%	80%
12. Personnel completing promotional courses	60%	70%	70%
13. Forecasted palace SOP training completed	70%	75%	80%
14. Escort personnel completing required training for respective appointments	80%	90%	95%
15. Maximum number of incidents during duties for Royal households and foreign dignitaries	5	3	2
16. Planned ROE and LOAC training completed	60%	70%	80%
17. Planned first aid training completed	60%	70%	80%
18. Planned NEO training completed	60%	70%	80%
Unit Output 10: Improved inter-operability with foreign military partners			
KPI	2019/20	2020/21	2021/22
19. Participation in multinational exercises and operations	80%	80%	80%
20. Number of personnel attending overseas courses	10	10	10

2.1.3 Sub-Program 03: Tonga Navy

Total Established Staff	129
Current Staff	128
Manning Status	-1

The CC Navy is responsible to the CDS for the:

- Readiness of patrol boats and landing craft for operational and non-operational military duties; and
- Conduct of command and control, training, discipline, welfare, and administration of all maritime capabilities and establishments.

The Tongan Navy will continue to defend our sovereignty and sovereign rights over our maritime territory. HMAF acknowledges the challenges and enduring issues in regards to maritime security. However, through collaborative effort, we will continue to build a Navy that will adequately protect our interests over our maritime territory.

HMAF is the only agency with the capability to conduct maritime operations. Whether it is medical evacuation (MEDEVAC), search and rescue (SAR) or Humanitarian Assistance and Disaster Relief (HADR) operation, the Tongan Navy is always called upon to assist.

The Tongan Navy will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 6 and 7 below:

Table 6: Tongan Navy Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied		
Organizational Output 1: Leadership and policy advice to government on defence matters and military options		
Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Unit readiness	1. Execute CDS directives and policies	\$10,000
	2. Prepare and submit required Unit reports to HMAF HQ	
Organizational Output 2: Improved maritime capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
2. Improved provision of guidance and directives for	3. Conduct regular CC meetings with command team and the Unit	\$800,000
	4. Update SOPs	
	5. Plan and conduct regular physical activities	

the management of the Unit	to maintain RFL		
	6. Plan and conduct weapons training		
	7. Monitor discipline and morale issues within the Unit		
4. Improved maritime capabilities for government directed military operations	8. Plan and conduct maritime surveillance patrol per Fleet Program issued		
	9. Prepare ships to support SARs and MEDEVACs		
	10. Prepare ships to support HADR missions		
	11. Plan and conduct Naval training for new recruits		
	12. Plan and conduct regular maintenance of ships		
	13. Plan and conduct Fleet Concentration Period		
	14. Develop Hydrographic Survey capability		
	15. Develop Diving capability		
Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world			
Organizational Output 3: Improve defence relation and inter-operability with defence partners			
Unit outputs	Activities		Costing (TOP)
9. Improved defence relations with foreign military partners	16. Prepare ships for regional operations		\$400,000
	17. Prepare ships for regional exercises		
10. Improved inter-operability with defence partners	18. Plan and conduct exercises with visiting naval ships		

Table 7: Tonga Navy Activities with KPIs

Unit Output 1: Improved advice to CDS on Unit readiness			
KPI	2019/20	2020/21	2021/22
1. Planned operational requirements completed	80%	85%	90%
2. Required Unit reports submitted to HMAF HQ (monthly, quarterly, annually)	17	17	17
Unit Output 2: Improved provision of guidance and directives for the management of the Unit			
KPI	2019/20	2020/21	2021/22
3. CC meetings with command team/ Unit	12	12	12

4. Naval Orders and SOPs updated (Maritime, Patrol Boats, Captain Orders, SAR, Bridge Files)	1	2	2
5. RFL test pass rate	50%	60%	70%
6. Weapons qualification test pass rate	60%	70%	80%
7. Disciplinary proceedings conducted	Minimal		
Output 4: Improved maritime capabilities for government directed military operations			
KPI	2019/20	2020/21	2021/22
8. Days at sea on patrol	150	150	150
9. Days at sea in support of SAR and MEDEVAC	Optimized		
10. Number of days at sea in support of HADR	Optimized		
11. Forecasted training completed	80%	85%	90%
12. Overdue Planned Maintenance	20%	15%	10%
13. FCPs conducted	1	1	1
14. Qualified personnel (H1/H2, Hydrography and Cartography)	1	1	2
15. Qualified divers	1	2	2
Unit Output 9: Improved defence relations with foreign military partners Unit Output 10: Improved inter-operability with foreign military partners			
KPI	2019/20	2020/21	2021/22
16. Participation in regional operations	3	3	3
17. Participation in regional exercises	2	2	2
18. Plan and conduct exercises with visiting naval ships	Optimized		

2.1.4 Sub-Program 04: Land Force

Total Established Staff	137
Current Staff	78
Manning Status	-59

Land Force (LF) is the primary infantry Unit for land operations. It consists of the Royal Tongan Marines and other supporting Units. The Component Commander (CC) LF is responsible to the CDS for the:

- Readiness of LF Units for operational and non-operational duties, and
- Command, training, discipline, welfare and administration of Unit.

The primary role of the LF is to train and maintain a force element to fulfill the functions provided by the HMAF Act 1992 regarding land-based crises. It requires the maintenance of appropriate operational readiness for the defence of the Kingdom, support, and assistance of civil authorities as required.

LF will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 8 and 9 below:

Table 8: Land Forces Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied		
Organizational Output 1: Leadership and policy advice to government on defence matters and military options		
Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Unit readiness	1. Execute CDS directives and policies	\$10,000
	2. Plan and adjust annual activities forecast	
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	
	4. Provide effective administration of Unit	
	5. Facilitate CCLF's monthly meeting with Unit	
	6. Facilitate CCLF's weekly update meeting with command team	
	7. Develop administrative processes and operating procedures	
Organizational Output 2: Improved capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
5. Improved land	8. Identify and acquire required resources to support command, control and administration	\$200,000

capabilities for government directed military operation	of Unit	
	9. Plan and conduct infantry and amphibious training	
	10. Plan and conduct weapons training including live firing	
	11. Plan and conduct fitness training	
	12. Participate in local military courses	
	13. Plan and conduct SOP training	
	14. Develop outpost and long range patrol skills and supporting capabilities	
	15. Plan and conduct long-range outpost operations	
	16. Conduct ROE and LOAC training	
	17. Conduct first aid training	
	18. Conduct NEO training	
	19. Strengthen capability and capacity to conduct HADR missions	
20. Develop capability and capacity to assist civil authorities in maintaining in law and order		
Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world		
Organizational Output 3: Improved defence relation and inter-operability with defence partners		
Unit outputs	Activities	Costing (TOP)
9. Improved defence relations with foreign military partners	21. Deploy an Infantry platoon on military multinational exercises and operations	\$260,000
	22. Participate in overseas courses	
10. Improved inter-operability with defence partners	23. Support regional security and HADR operations	

Table 9: Land Force Activities with KPIs

Unit Output 1: Improved advice to government on defence matters and military options			
KPI	2019/20	2020/21	2021/22
1. CDS directives executed	80%	80%	80%
2. Planned operational requirements completed	80%	80%	80%
3. Timely submission of reports, schedules, monthly returns and plans to HMAF HQ	90%	100%	100%

4. Administrative issues solved	60%	70%	80%
5. Monthly CCLF meeting with Unit	12	12	12
6. Weekly update meeting with CCLF and command team	40	40	40
7. SOPs created	60%	70%	80%
Unit Output 5: Improved land capabilities for government directed military operations			
KPI	2019/20	2020/21	2021/22
8. Planned acquisition achieved	60%	70%	80%
9. Planned infantry and amphibious training completed	60%	70%	80%
10. TOET passed	70%	80%	90%
AWQ (Live Fire) passed	60%	70%	80%
11. RFL pass rate	75%	80%	85%
12. Promotional courses passed	50%	60%	70%
13. Planned SOP training completed	70%	75%	80%
14. Personnel trained for outpost tasks	70%	80%	90%
15. Outpost teams deployed	5	5	5
16. Planned ROE and LOAC training completed	60%	70%	80%
17. Planned first aid training completed	60%	70%	80%
18. Planned NEO training completed	60%	70%	80%
19. Trained personnel in supporting civil authorities with responding to natural disasters and HADR	70%	80%	80%
20. Trained personnel in assisting civil authorities with maintenance of law and order	70%	80%	80%
Unit Output 10: Improved inter-operability with foreign military partners			
KPI	2019/20	2020/21	2021/22
21. Participation in forecasted multinational exercises and operations	80%	80%	80%
22. Participation in overseas courses	10	10	10
23. Participation in regional HADR operations	Optimized		

2.1.5 Sub-Program 05: Support

Total Established Staff	189
Current Staff	157
Manning Status	-32

Support Unit remains the instrumental element of HMAF focusing on infrastructure development, logistic, field engineering, and musical support. The Assistant Chief of Defence Staff Support (ACDS SPT) heads the Unit and is responsible to the CDS for the:

- Provision of logistic support to HMAF Units on operational and non-operational duties;
- Procurement, distribution, security, and accountability of HMAF stores;
- Operational readiness of field engineering support elements in operational and non-operational duties; and
- Effective command, training, discipline, welfare, and administration of the Unit.

The following projects are ongoing and planned as part of HMAF development program:

- Masfield Development Project
- ROCOM Band House
- 'Eua Firing Range
- Ha'apai Maintenance
- HQ HMAF Walkway
- Matatoa Base Maintenance

The Support Unit will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 10 and 11 below:

Table 10: Support Unit Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied

Organizational Output 1: Leadership and policy advice to government on defence matters and military options

Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Unit operational readiness	1. Implement CDS directives and policies	\$10,000
	2. Plan and adjust annual activities forecast	
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	
	4. Provide effective administration of the Unit	
	5. Quarterly consultation of command team	
Organizational Output 6: Improved capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
2. Improved provision of guidance and directives on management for the Unit	6. Conduct on-job-training	\$445,000
	7. Prepare for and participate in local courses	
	8. Prepare for and participate in overseas courses	
	9. Plan and conduct weapons training	
	10. Plan and conduct weapons qualification tests to include live firing	
	11. Plan and conduct physical training activities to include RFL tests	
6. Improved logistics, engineering and musical capabilities for government directed military operations	12. Prepare, purchase, and distribute rations and stores	
	13. Stock and maintain record of ammunition, weapons, and stores	
	14. Maintain operational readiness and road worthiness of vehicles and equipment	
	15. Coordinate and provide for transport needs	
	16. Facilitate mechanical maintenance of vehicles and equipment	
	17. Provide musical support for military ceremonial duties	
	18. Plan and conduct Military Tattoo as required	
	19. Provide musical support to the public as requested	
	20. Plan and conduct routine maintenance HMAF establishments and facilities	
	21. Conduct HADR operations as required	
Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world		
Organizational Output 3: Improved defence relation and inter-operability with defence partners		
Unit outputs	Activities	Costing (TOP)
9. Improved defence	22. Participate in the annual Australian Army Community Assistance Program, Australia	\$333,000

relations with foreign military partners	23. Prepare for international military tattoos as required	
	24. Invite foreign musical support to participate in HM Parade	
	25. Plan to be deployed on regional HADR missions	
10. Improved inter-operability with defence partners		

Table 11: Support Unit Activities with KPIs

Unit Output 1: Improved advice to government on defence matters and military options			
KPI	2019/20	2020/21	2021/22
1. CDS directives executed	80%	90%	95%
2. Planned operational requirements completed	85%	90%	95%
3. Timely submission of reports, schedules, monthly returns and plans to HMAF HQ	95%	100%	100%
4. Administration effectiveness of the Unit	80%	85%	90%
5. Quarterly consultation of command team	4	4	4
Unit Output 2: Improved provision of guidance and directives on management for the Unit			
KPI	2019/20	2020/21	2021/22
6. On-job training completed	10	12	15
7. Participation in local courses	40	45	50
8. Participation in overseas courses	12	15	20
9. TOET pass rate	70%	80%	90%
10. AWQ (Live Fire) pass rate	60%	70%	80%
11. RFL pass rate	60%	70%	80%
Unit Output 6: Improved logistical support, engineering, and musical capability for government-directed military operations			
KPI	2019/20	2020/21	2021/22
12. Complaints from Units in relation to provision of orders and rations	Minimal		
13. Stocktakes carried out	12	12	12
14. Roadworthy vehicles	80%	85%	90%
15. Completed transport tasking	80%	85%	90%
16. Serviceable vehicle equipment in stock	75%	80%	85%
17. Musical support tasking completed	95%	95%	95%
18. Military Tattoos conducted	1	1	1
19. Musical support for public	95%	95%	95%
20. Defects rectified	60%	70%	80%
21. Days on HADR duty	Optimized		

Unit Output 9: Improved defence relations with foreign military partners Unit Output 10: Improved inter-operability with defence partners			
KPI	2019/20	2020/21	2021/22
22. Personnel participation in annual AACAP	10	10	10
23. Participation in international military tattoos	1	1	1
24. Participation of foreign military bands	1	1	1
25. Personnel participation in HADR	Optimized		

2.1.6 Sub-Program 06: Training Unit

Total Established Staff	36
Current Staff	37
Manning Status*	+1

* Attachment to the Unit on special training requirement

The Component Commander Training (CCT) Unit is responsible to the CDS for the:

- Readiness of the Training Unit for operational and non-operational duties;
- Planning, coordination and execution of local training and education, and
- Effective command, training, discipline, welfare, and administration of the Unit.

The Training Unit will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 12 and 13 below:

Table 12: Training Unit Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied		
Organizational Outputs 1: Leadership and policy advice to government on defence matters and military options		
Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Unit operational readiness	1. Execute CDS directives and policies	\$20,000
	2. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	
	3. Provide effective administration for the Unit	
	4. Conduct CC's monthly meeting with Unit	
	5. Attend CDS weekly update with command team	
Organizational Output 2: Improved capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
2. Improved provision of guidance and directives on management for the force/Unit	6. Plan and conduct weapons TOET	\$145,000
	7. Plan and conduct annual weapon qualification AWQ (Live Fire)	
	8. Plan and conduct monthly RFL	
	9. Monitor progress of overseas courses	

7. Ensure effective training and development of force for current and future military operations	10. Plan maintenance training facilities and equipment	
	11. Strengthen English language profile for HMAF personnel	
	12. Establish and develop Communities of Interests (COI) for selected languages	
	13. Plan and conduct cadet training at public schools	
	14. Plan and conduct local military courses	
	15. Facilitate and prepare personnel for overseas courses	
	16. Liaise and monitor progress of medical personnel under training at Vaiola Hospital	
	17. Plan and conduct recruit training	
	18. Ensure professional development training for Unit staff	
Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world		
Organizational Output 1: Improve inter-operability with defence partners		
Unit outputs	Activities	Costing (TOP)
9. Improved defence relations with foreign military partners	19. Secure on-job training and instructor opportunity in New Zealand and Australia for training instructors 20. Conduct pre-deployment training for overseas exercises	\$250,000
10. Improved inter-operability with defence partners		

Table 13: Training Unit with KPIs

Unit Output 1: Improved advice to government on defence matters and military options			
KPI	2019/20	2020/21	2021/22
1. Completed annual activities as planned	85%	90%	95%
2. Timely reports, schedules, monthly returns and plans submitted to HMAF HQ	95%	100%	100%
3. Administration effectiveness of the Unit	80%	85%	90%
4. Monthly CCT meeting with the Unit	12	12	12
5. Quarterly CDS meeting with CCT and command team	4	4	4

Unit Output 2: Improved provision of guidance and directives on management for the force/Unit			
KPI	2019/20	2020/21	2021/22
6. TOET pass rate	80%	85%	90%
7. AWQ (Live Fire) pass rate	80%	85%	90%
8. RFL pass rate	60%	75%	85%
9. Overseas courses successfully completed	90%	95%	100%
Unit Output 7: Ensure effective training and development of force for current and future military operations			
KPI	2019/20	2020/21	2021/22
10. Overdue defects on facilities and equipment	10%	5%	5%
11. English language courses taught in-country	5	6	7
12. Fully functional COIs	9	9	9
13. Schools who have undergone military/ceremonial training	2	3	3
14. Local military courses conducted	6	6	7
15. Number of personnel undergoing training	70%	80%	90%
16. Medical personnel under training at Vaiola Hospital	3	5	6
17. Number of recruit intakes	1	1	1
18. Qualified instructors	80%	85%	90%
Unit Output 9: Improved defence relations with foreign military partners Unit Output 10: Improved inter-operability with defence partners			
KPI	2019/20	2020/21	2021/22
19. Annual Instructor Course pass rate	3	4	5
20. Pre-deployment training conducted	Optimized		

2.1.7 Sub-Program 07: Air Wing

Total Established Staff	30
Current Staff	12
Manning Status	-18

The Air Wing maintains aerial capability in support of HMAF operations. The Component Commander of Unit responsible to the CDS for the:

- Readiness of the Air Wing Unit for operational and non-operational duties;
- Planning, coordination, and execution of both local and overseas pilot training and education; and
- Effective command, training, discipline, welfare, and administration of the Unit.

Air Wing will continue to deliver its TDSF II outputs and outcomes as detailed in Tables 14 and 15 below:

Table 14: Air Wing Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied		
Organizational Output 1: Leadership and policy advice to government on defence matters and military options		
Unit outputs	Activities	Costing (TOP)
1. Improved advice to CDS on Unit operational readiness	1. Execute CDS directives and policies	\$8,000
	2. Plan and adjust annual activities forecast	
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	
	4. Provide effective administration of the Unit	
	5. Conduct quarterly CC meeting with Unit	
Organizational Output 2: Improved capabilities for government military directed operations		
Unit outputs	Activities	Costing (TOP)
2. Improved provision of guidance and directives on management for the Unit	6. Participate in local military courses and prepare for overseas courses	\$240,000
	7. Conduct weapons TOET training	
	8. Complete weapons AWQ to include live firing	
	9. Conduct monthly fitness test and remedial training	
8. Improved air capabilities for	10. Maintain required documentations for aircraft	
	11. Service military aircraft	

government directed military operations	12. Update pilot license	
	13. Facilitate overseas training for military pilots	
	14. Prepare and facilitate on-job training for pilots with local airlines	
Organizational Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world		
Output 3: Improved defence relation and inter-operability with defence partners		
Unit outputs	Activities	Costing (TOP)
9. Improved defence relations with foreign military partners	15. Plan and engage with visiting foreign military aircrafts	\$8,000
10. Improved inter-operability with defence partners		

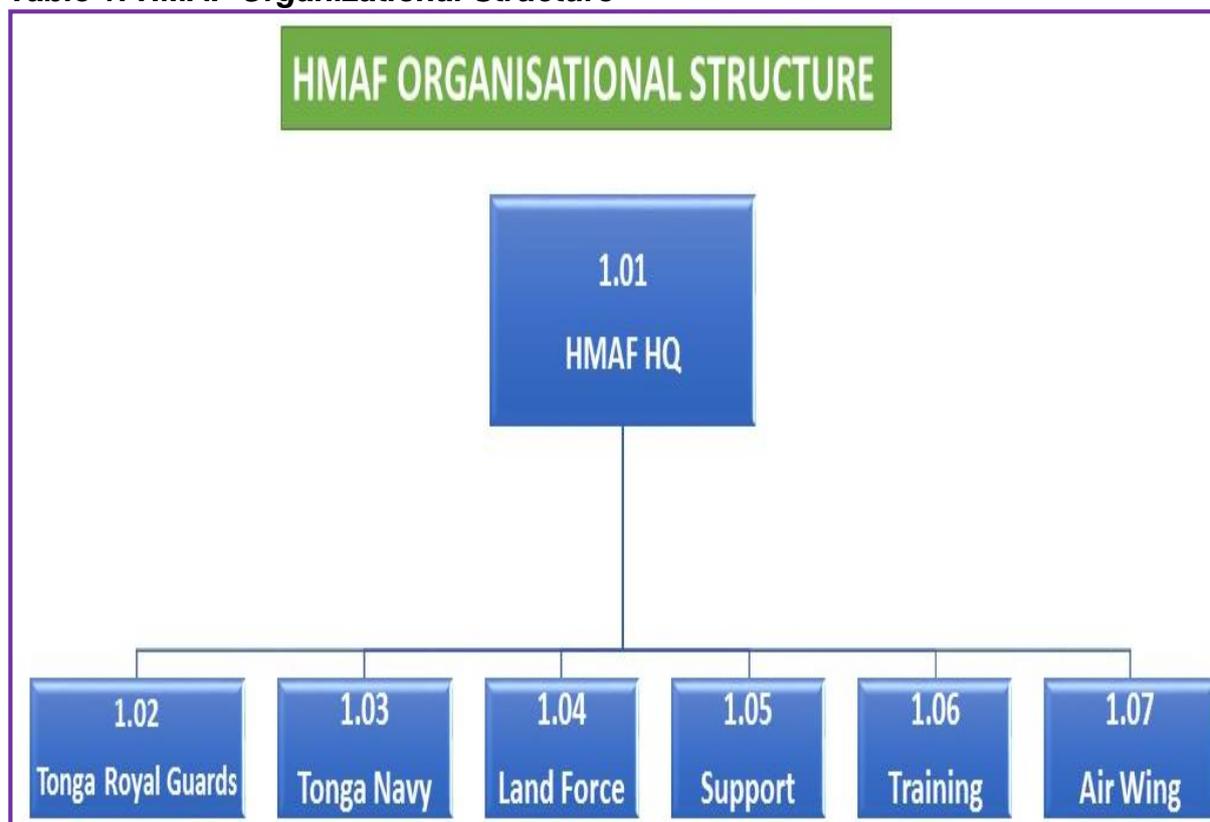
Table 15: Air Wing Activities with KPIs

Unit Output 1: Improved advice to government on defence matters and military options			
KPI	2019/20	2020/21	2021/22
1. CDS-directed tasks completed	70%	80%	95%
2. Planned annual activities completed	60%	70%	80%
3. Timely reports, schedules, monthly returns and plans submitted to HMAF HQ	95%	100%	100%
4. Administration effectiveness of the Unit	80%	85%	90%
5. Quarterly Unit consultation	4	4	4
Unit Output 2: Improved provision of guidance and directives on management for the Unit			
KPI	2019/20	2020/21	2021/22
6. Participation in local training	80%	90%	85%
7. TOET pass rate	80%	85%	90%
8. AWQ (Live Firing) pass rate	80%	85%	90%
9. Monthly RFL pass rate	70%	75%	80%
Unit Output 8: Improved air capabilities for government directed military operations			
KPI	2019/20	2020/21	2021/22
10. Required documentations kept	70%	80%	90%

11. Number of aircrafts	2	2	2
12. Number of licensed pilots	3	3	3
13. Number of overseas courses for military pilots	0	1	2
14. Number of personnel on on-job training with local airlines	1	1	1
Unit Output 9: Improved defence relations with foreign military partners Unit Output 10: Improved inter-operability with defence partners			
KPI	2019/20	2020/21	2021/22
15. Number of engagement with visiting military aircrafts	Optimized		

2.2 Organizational Structure

Table 1: HMAF Organizational Structure



His Majesty's Defence Board has approved the strength of HMAF to 750 personnel in its Force 2020 Plan. However, government has agreed to maintain the strength at 600 personnel for the past few years due to financial constraints.

For the next financial year, HMAF is proposing the increase to 620 with a plan to slowly build up the number to the established staff that was approved by the Defence Board.

Total Established Staff	750
Allocated Staff	620
Current Staff	590
Manning Status (ES)	-160 (-21.3%)
Manning Status (AS)	- 30 (-4.8%)

3 Budget and Staffing

3.1 HMAF Budget and Forecast

Table 1: HMAF Budget by Recurrent, Development & Item (Cash & In-kind)

Category	Budget (TOP)				
	FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Budget	Revised	Budget	Projection	Projection
Established and unestablished staff	6,545,800	5,870,804	6,268,100	6,320,200	6,320,200
Ministry operational costs	3,084,300	3,721,850	3,546,100	3,409,000	3,409,000
Development partners: Operational costs (cash & in-kind)	11,957,700	12,757,700	10,449,300	5,155,500	5,155,500
Total Expenditure	21,587,800	22,350,354	20,263,500	14,884,700	14,884,700

3.2 Salary Budget and Forecast

Table 2: Budget by Key Category

Category	Budget (TOP)					
	FY 2016-17	FY 2018-19		FY 2019-20	FY 2020-21	FY 2021-22
		Current Budget	Revised Estimate	Budget	Projection	Projection
Total staff	590	600	600	620	620	620
Total recurrent Ministry costs	8,928,800	9,630,000	9,592,654	9,630,100	9,545,100	9,545,100
Staff per TOP 100,000	6.608	6.231	6.255	6.438	6.495	6.495

3.3 Sub-Program Budget

Table 1: Budget by Sub-Programs

Sub-Program	2018-19 Budget	2018-19 Revised	2019-20	2020-21	2021-22
01 HQ	2,176,100	2,343,360	2,250,800	2,165,800	2,165,800
02 TRG	923,400	955,607	956,300	956,300	956,300
03 Tonga Navy	2,344,500	2,386,236	2,236,700	2,236,700	2,236,700
04 Land Force	989,400	866,660	878,600	878,600	878,600
05 Support	2,508,900	2,440,321	2,606,100	2,606,100	2,606,100
06 Training Unit	569,400	452,018	540,700	540,700	540,700
07 Air Wing	118,400	148,452	160,900	160,900	160,900
TOTAL	9,630,100	9,592,654	9,630,100	9,545,100	9,545,100

4 New Initiatives

4.1 Initiative 1: Patrol Boat Fuel

Estimated cost: TOP\$205,000

The Australian government has pledged its commitment to replace all Pacific-Class Patrol Boats in the region. The Tongan Navy will decommission its three Patrol Boats to be replaced by two new Guardian-Class Patrol Boats 39.5m in length (8m more than current patrol boats) travelling up to speeds of 20 knots with a much larger fuel carrying capacity and consumption rate. HMAF must therefore ensure the new patrol boats are readily fuelled for urgent SAR missions, HADR operations, surveillance patrols, and other national security matters.

4.2 Initiative 2: Recruitment of Two New Pilots

Estimated cost: TOP\$242,000

HMAF plans to upgrade two serving pilots to Pilot Instructor (MAJ Noel Takau) and Commercial Pilot (MAJ Toma'akino Tu'itavuki) status. The Air Wing Unit must be able to train its own pilot trainees. This will enable training of possibly two trainees to instructor and/or commercial status. HMAF relies solely on aerial surveillance assets from New Zealand, Australia, and the US during regional maritime operations with Navy patrol boats: Ika Moana, Tui Moana, and Kurukuru. HMAF needs to conduct more regular surveillances throughout the year to secure our national interests and sovereignty, and combat transnational crimes at sea (trafficking), HADR, and SAR.

4.3 Initiative 3: United Nations Language Training

Estimated cost: TOP\$26,000

Tonga is preparing to commit to UN observer missions in the future. This means overseas deployment. Intensive language training is therefore crucial for operational readiness and urgent. Overseas and regional peace-keeping missions are imminent. We will offer five (5) language instructors \$30/hour to teach twice weekly for 52 weeks. Other expenses include stationery as required. The languages to be taught are Chinese, Spanish, Arabic, French, and Pidgin.

4.4 Initiative 4: Ration Allowance

Estimated cost: TOP\$140,000

HMAF takes into account the increasing cost of living in Tonga. Inflation of goods continue to fluctuate but always on the rise. The proposed budget increases the current daily ration rate from \$7.50 daily to \$9.00 to accommodate inflation at 6% per year. The proposed cost does not include the provision of rations to the recruitment

phase of personnel from Fire and Prisons. This is taken out of their respective budgets.

4.5 Initiative 5: Internet Upgrade

Estimated cost: TOP\$204,000

The security of confidential information requires better and controlled internet access for all HMAF members. This includes the purchase of reputable corporate anti-virus packages for use by all computers in HMAF. The proposed budget for this initiative greatly assists and strengthens urgent and secure communication between agencies during HADR and SAR operations.

4.6 Initiative 6: Drug-Testing Kits

Estimated cost: TOP\$5,500

It is incumbent upon HMAF soldiers to be physically and mentally fit. As operational readiness is one of our key organizational outputs, random drug testing is a must. The proposed budget for this initiative focuses on the procurement of kits from New Zealand, possibly Australia. HMAF plans to work with the Ministry of Health in the conduct of tests on an ad hoc basis.

5 Annexes

Annex A: Stakeholder Analysis

Annex B: Annual Management Plan

Annex A: Stakeholder Analysis

Stakeholders	Customer of HMAF	Supplier to HMAF	Partner with HMAF	Oversight of HMAF
Defence Board	Advice, recommendations, information	Decisions		Direction
Cabinet	Advice, recommendations, information	Decisions	Government effectiveness	Direction
LA	Advice, recommendations, information	Decisions, legislation		Direction
MDAs	Advice, guidance, instructions, information	Information	Government effectiveness, TSDF support	Direction
Defence Partners	Advice, guidance, instructions, services, information	Goods and services	TSDF support, economic and military development	Direction
General Public	Advice, guidance, instructions, services, information	Goods, services, fees, charges		
Private Sector	Advice, guidance, instructions, services, information	Provide commercial goods, services, fees, charges	TSDF support, economic development	
Public Enterprise	Advice, guidance, instructions, information	Information		
NGOs	Service and Information	Support, information	Operations	
Media	Information	Information	Public relations	

Annex B: Annual Management Plan

SUB-PROGRAM 01: HMAF HEADQUARTERS	Staffing		Total Assets	Funding Source		Development	Approved Budget 2018/19 (AP +AQ+AR)	Transfers	Budget with Transfers (AS + AT)	Q1 Actual Spending	
	Degree	Non-Degree	Quantity	Recurrent							
				Operation	Salaries						
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.											
Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)				2019 Target (Quarterly/ Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation
				Q1	Q2	Q3	Q4				
Unit Output 1: Improved advice to CDS on Unit operational readiness.	20. Preparation of submissions for Defence Board (DB) meetings.	<ul style="list-style-type: none"> Monthly Staff Meeting Prepare, Print and delivery of DB to members of the Board 	Number of Approved DB Meetings by HM Defence Board (8)	2	2	2	2	2 per quarter	End of the quarter	CDS, DCDS, CC's, CDS Clerk, Operator, Driver, Admin Staff	CDS
	21. Preparation of HMAF Annual Report for the government	<ul style="list-style-type: none"> Compilation of Unit Annual Report and Routine Orders. Collect information of Foreign Visits Prepare, Print and Deliver 	Number of Annual Report submitted to the Government (1)	25%	50%	75%	100%	Yearly	End of Financial Year	DCDS, CC's, FSM, CDS Clerk, Admin Staff	DCDS
	22. Monthly Meeting of the CDS with Component Commanders (CC) to discuss current issues and formulate administrative and operational policies accordingly.	<ul style="list-style-type: none"> Informing CC's with date and time of the meeting CC's prepare Unit brief to CDS CDS prepare point of discussion/ and any related issues 	Number of meeting annually (12)	3	3	3	3	3 per quarter	End of the Month	CDS, DCDS, CC's, CDS Clerk, Operator, Admin Staff	CDS
	23. Preparation and distribution of new policies or policy change to stakeholders.	<ul style="list-style-type: none"> Prepare, Print and Deliver 	Percentage of Preparation and Distribution (95%)	As required				95% at the end of last quarter	Once the new policies approved	CDS, DCDS, CCs, CDS Clerk, Admin and Finance Staff	DCDS
	24. CDS or Deputy (DCDS) quarterly visits to all bases to meet with members of HMAF.	<ul style="list-style-type: none"> All Units cleaning up CO hour after the visits 	Number of visits monthly (1)	3	3	3	3	3 per quarter	Once every month	CDS, DCDS, All HMAF personnel	CDS, DCDS
- Organizational Output 2: Improved capabilities for government military directed operations											
2. Improved provision of guidance and directives on management for the force.	25. Provide budget monthly review/ forecast to all Units.	<ul style="list-style-type: none"> Unit outline individual expenditure Unit forecast for the upcoming months 	Percentage of variance against expenditure (5%) annually	If required				≤ 5% at the end of the FY	End of every month	DCDS, CC's, OC Finance and Finance Staff	DCDS
	26. Amending of Defence Standing Orders (DSO)	<ul style="list-style-type: none"> Review and Amend DSO Add Administration Orders and CDS directives to DSO. 	Percentage of DSO develop and updated (100%)	As required				100 % at the end of 2019.	End of 2019	Director of Legal and Staff,	Director of Legal

		<ul style="list-style-type: none"> Amend DSO with other related/necessary changes 								CDS Clerk, FSM	
	27. Improve internal control capacity to ensure compliance with policy and procedure.	<ul style="list-style-type: none"> Record and Registered Inwards and Outwards Letters Keep a record of all finance documents/Cash Book/Petty Cash, PO/Voting and all related documents Check and Update Gov't Assets Return Reports on Tender Assets Conduct Kit of Inspection Conduct training and Classes on policy and procedure of each Unit 	A complete Internal and External Audit Report Annually (1)	As required				Once (1) a year	Before the end of the current FY	All HMAF Commands	DCDS
	28. Review of Units Monthly Reports	<ul style="list-style-type: none"> Check and Update Report on Unit Performance Complete and Submit a monthly report 	Number of Reports (12) for all HMAF Units (7)	3	3	3	3	12 reports per Unit	By the end of every quarter	DCDS, CC's and per Unit Command Level	DCDS, CC's
	29. Formulate, Train and Monitor of Performance Management System (PMS).	<ul style="list-style-type: none"> Conduct Training to all Units on PMS Create Forms to monitor necessary information for PMS Fill and Conduct consultation of Individual Performance 	Number of IPR submitted (500)	Total Strength of the Unit				Total Number of HMAF Strength (500 pers)	By the end of every quarter	HR Director/Assistance and Staff, CDS, DCDS, CC's and Unit Command Level	HR Director/Assistance and Staff
	30. Formulate and monitor recruitment program	<ul style="list-style-type: none"> Test and Train appropriate Instructors for the Recruit Create Necessary Programs for new recruits Test and Select personnel for Recruit Training Conduct Recruit Training 	Percentage of Force under strength (10%)	# of resigns				10% understrength	End of FY	CC Training, Recruit Instructors, Recruits under training	CC Training
	31. Formulate policies to address discipline and morale issues	<ul style="list-style-type: none"> create Administration Orders appropriately and necessary for the discipline and morale issues Comply penalties with according to HMAF Act and Regulation Test and Train on HMAF Act and Regulation 	Number of Disciplinary Proceedings (minimise throughout the FY)	Minimise				Minimise	End of FY	Director Legal, CDS, DCDS, CCs	Director Legal
	32. Complete and review of job descriptions/employment profile for performance evaluation purposes, training, capacity building and personnel development requirements.	<ul style="list-style-type: none"> Collect and review Unit IPR Consultation Support and conduct Unit training 	Percentage of JD/EP reviewed (50%)	As required				50% or reviewed JD/EP	End of FY	HR Unit, CC's, OC's and Unit command level, Q-Store Staff	Director HR

	33. Updates of information in the Human Resource Management Information System (HRMIS) database	<ul style="list-style-type: none"> Collect and Record information of HMAF Strength Record and Updates HRMIS database daily 	Percentage of PF and Archives being digitised (20%)	As required	20% digitised PF and Archives	End of FY	HR Unit, Unit command level	Director HR	
Organizational Outcome 1: TSDF II 3.7 - Improved Political and Defence Engagement within the Pacific and the rest of the World									
Organizational Output 1: Leadership and policy advice to government on defence matters and military options									
9. Improved defence relations with foreign military partners	34. Maintain proactive approach to defence talk with foreign military partners	<ul style="list-style-type: none"> Prepare necessary items and points of discussion for the defence talk Inform CC and designated Officer to participate in the Defence Talk Inform necessary appointments of the venue and required items for the Defence Talk 	Number of Defence Talks with Military Partners (6) Annually	As required	6 number of Defence Talk with Military Partners	End of FY	SO2, DCDS, CC Training, CCs, CDS Clerk, FSM, Admin and Finance Unit	SO2	
	35. Plan and conduct CDS visit to foreign military partners	<ul style="list-style-type: none"> Arrange CDS visits overseas Make contact with necessary POC regards to CDS s -Provide appropriate allowance for the travels 	Number of CDS visit overseas (1)	As required	CDS visits overseas (1)	Before end of FY	SO2, CDS, CDS Clerk, FSM, Movement Unit, Finance Unit	SO2	
	36. Proactively support visits by senior military officers and politicians from foreign military partners	<ul style="list-style-type: none"> Make arrangements and prepare to meet VIP Prepare and provide LO for the VIP Arrange dinner or reception for the farewell with the VIP 	Number of Foreign senior officers visiting Tonga (15 pers) Annually	As required	15 pers visit annually	Before end of FY	SO2 ,CDS, DCDS,FSM, CDS Clerk, Finance Unit, Q-Store Staff	SO2	
10. Improved inter-operability with defence partners	37. HMAF to optimize attendance on international conferences, seminars and meetings.	<ul style="list-style-type: none"> Select suitable participants to attend Brief and provide necessary travel documents Provide necessary allowance for the trave 	Number of Military Conference, Seminars and meetings (35) annually	As required	35 (Conference, Seminars and meetings annually	Before end of FY	CDS, CC Training, SO2, Movement Unit, Finance Unit		
	38. Maintain seconded officers to foreign military partners	<ul style="list-style-type: none"> Test and Train seconded officers Select appropriate representative -Brief and Handover with current seconded officer Provide necessary allowance 	Number of HMAF seconded officers on foreign posts (2)	2 per year	2 per year	Before end of the year	CC Training and Staff, CDS, Movement Unit, Finance Unit	CC Training	
SUB-PROGRAM 02: TONGA ROYAL GUARDS		Staffing	Total Assets	Funding Source	Development	Approved Budget 2018/19 (AP)	Transfers	Budget with Transfe	Q1 Actual Spendin

	Degree	Non-Degree	Quantity	Recurrent			+AQ+AR)		rs (AS + AT)	g	
				Operation	Salaries						
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.											
Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)				2019 Target (Quarterly/Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation
1. Improved advice to CDS on Unit operational readiness	1. Implement directives and policies from CDS	<ul style="list-style-type: none"> Conduct debrief and inform troops of CDS directives and new policies 	Percentage of work done based on directives given (80%)	As required				80%	End of FY	CC, TRG Command Group, TRG troops	CC TRG
	2. Plan and adjust annual activities forecast	<ul style="list-style-type: none"> Conduct Training and Rehearsals 	Percentage of operational requirements forecasted that are completed (80%)	As required				80%	End of FY	CC, TRG Command Group, TRG troops	CC TRG
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	<ul style="list-style-type: none"> Write up monthly reports Create and update duty rosters 	Percentage of timely reports, schedules, monthly returns and plans to HMAF HQ (90%)	3	3	3	3	90% on time	End of every month	CC TRG, TRG Command Group	CC TRG
	4. Provide effective administration for the Unit	<ul style="list-style-type: none"> Create and update Staff List Write up Rations Individual Issues Order to Purchase related administrative supplies Update Personnel Leave to HQ 	Percentage of administrative issues solved (60%)	As required				60%	Before end of FY	CC, TRG Command Group, TRG troops	2IC
	5. Plan and conduct monthly meeting of CC with soldiers in the Unit	<ul style="list-style-type: none"> Informing of all Unit personnel Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks 	Number of monthly meeting of Component Commander with soldiers in the Unit	3	3	3	3	12 times	Once every month	TRG UNIT	CC TRG
	6. Weekly updates meeting of the CC and the command team			40	40	40	40	40 weeks	Once every week		
Organizational Output 2: Improved capabilities for government military directed operations											
2. Improved provision of guidance and directives on management for the Unit	7. Update Unit Orders and SOPs	<ul style="list-style-type: none"> Write Up new SOPs if being directed Write Up and Correct Unit SOPS Save, Print and Distribute SOP's to the Unit Conduct rehearsal of new 	Number of Unit orders and SOPs updated (1)	As required				1	Before End of FY	TRG Command Group	OC TRG

		SOPs if necessary						
	8. Plan and conduct regular physical activities to maintain required fitness level.	<ul style="list-style-type: none"> Conduct Physical Training everyday Participate in RFL and Remedial 	Percentage passed the RFL test (75%)	As required	75%	Before End of FY	TRG Unit, Training Unit	TRG Unit
	9. Plan and conduct weapon training	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On 	Percentage passed weapon TOET (70%) Percentage passed AWQ (Live Fire (60%))	As required	70% 60%	Before End of FY	TRG Unit, Training Unit	TRG Unit
	10. Monitor the discipline and morale issues within the Unit	<ul style="list-style-type: none"> Create Weekly Activities Consultation with troops 	Number of disciplinary proceeding (3)	As required	3 times annually	By the End of FY	TRG Unit	TRG personnel TRG Group Command
3. Improved capabilities to secure Royal Household, VIP close protection and government directed military operations	11. Plan and conduct infantry and amphibious training	<ul style="list-style-type: none"> Conduct Pack March Activities Train and Rehearsal on Infantry and Amphibious 	Percentage of Infantry and Amphibious training forecasted that are completed (60%)	As required	60%	By the End of FY	TRG Unit	CC TRG
	12. Participate in local military courses	<ul style="list-style-type: none"> Learn and Practice activities on local military courses 	Percentage of personnel completed the required courses for their respective appointments (50%)	As required	50%	By the End of FY	TRG Unit	CC TRG
	13. Plan and conduct Palace security SOP Training	<ul style="list-style-type: none"> Train and Rehearsal Palace Security SOP Write up and update Palace Security SOP 	Percentage of Palace SOP training forecasted that are completed (70%)	As required	70% annually	End of FY	TRG Unit	TRG Command Group
	14. His Majesty's Escort Detachment conducting VIP protection training	<ul style="list-style-type: none"> Train and Rehearsal VIP Protection 	Percentage of Escort personnel completed the required training for their respective appointments (80%)	As required	80%	End of FY	Escort Unit	Escort Unit Command
	15. Provide security for Royal households and foreign dignitaries visiting Tonga	<ul style="list-style-type: none"> Conduct daily Check on Royal Households Train and Practice 	Maximum number of incidents occurred during duties for Royal households and foreign dignitaries (no more than 5)	As required	≤5 times per year	End of FY	TRG Unit	TRG Command Group
	16. Prepare of military animals for security and military ceremonial duties	<ul style="list-style-type: none"> Train and Feed Military Animals Conduct medical Check on Military Animals 	a. Number of personnel trained as horse rider and dog handler b. Number of military animals trained	10 pers 5 pers	10 pers annually 5 pers annually	End of FY	TRG UNIT, UWF UNIT	UWF UNIT
	17. Conduct Rules of Engagement (ROE) and Law of Armed Conflict (LOAC) training	<ul style="list-style-type: none"> Conduct a monthly ROE and LOAC training Test and Rehearse 	Percentage of ROE and LOAC training forecasted that are completed (60%)	60%	60% annually	End of FY	TRG Unit	CC TRG and Unit Command Group

	18. Conduct first aid training	<ul style="list-style-type: none"> Conduct and Test first Aid Training 	Percentage of First Aid training forecasted that are completed (60%)	As required	60% annually	End of FY	TRG UNIT	CC TRG and Unit Command Group			
	19. Conduct of Non-combatant evacuation operation (NEO) training	<ul style="list-style-type: none"> Conduct and monthly NEO Training Test and Rehearse 	Percentage of NEO training forecasted that are completed (60%)	As required	60% annually	End of FY	TRG UNIT	CC TRG and Unit Command Group			
Organizational Outcome 1: TSDF II 3.7 - Improved Political and Defence Engagement within the Pacific and the rest of the World											
Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
9. Improved defence relations with foreign military partners	20. Deploy a minimum of 1 x Infantry section on military multinational exercise and operation	<ul style="list-style-type: none"> Conduct training with Unit in preparation for operation Train and Rehearsal a month before deploying 	Percentage of participation of 1 x infantry section in multinational exercises and operations forecasted 80%	As required	80% annually	End of FY	TRG UNIT	CC TRG and Unit Command Group			
10. Improved inter-operability with defence partners	21. Participate in overseas courses	<ul style="list-style-type: none"> Teach, Test and Select of participants for overseas courses 	Number of personnel participated in overseas courses 10	As required	≤ 10 pers	End of FY	TRG UNIT	CC TRG and Unit Command Group			
SUB-PROGRAM 03: TONGA NAVY	Staffing		Total Assets	Funding Source		Development	Approved Budget 2018/19 (AP +AQ+AR)	Transfers	Budget with Transfers (AS + AT)	Q1 Actual Spending	
	Degree	Non-Degree	Quantity	Recurrent							
				Operation	Salaries						
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.											
Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)				2019 Target (Quarterly/Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation
1. Improved advice to CDS on Unit readiness	1. Implement directives and policies from CDS	<ul style="list-style-type: none"> Conduct debrief and inform troops of CDS directives and new policies 	Percentage of forecasted operational requirements completed (80%)	As required				80% per year	End of FY	Navy Unit	CC Navy
	2. Preparation and submission of required Unit reports to HMAF	<ul style="list-style-type: none"> Write up, Print and Send monthly reports to HQ 	Number of required Unit reports submitted to HMAF	4	4	4	5	17 reports per year	End of Month, End	Navy Unit Command	CC Navy

	HQ	<ul style="list-style-type: none"> Create and update duty rosters 	HQ (monthly, quarterly, annual) (17)						of every Quarter and end of FY	Group	
<ul style="list-style-type: none"> Organizational Output 2: Improved maritime capabilities for government military directed operations 											
2. Improved provision of guidance and directives for the management of the Unit	3. Organise regular CC meetings with command team and the whole Unit to provide easy two way mean of communication within the Unit.	<ul style="list-style-type: none"> Informing of all Unit personnel Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks Report and Discuss Units Welfare Issues and Improvements 	Number of meetings of CC with command team/ Unit (12)	3	3	3	3	12 meetings per year	End of every month	CC, Navy Unit and Command Group	CC Navy
	4. Update of Naval Orders and SOPs.	<ul style="list-style-type: none"> Write-up SOP's - Update SOP's and inform all Units 	Number of Naval Orders and SOPs updated. (Maritime, Patrol Boats, Captain Orders, SAR, Bridge Files) (1)	As required				1 per year	End of the FY	CC and Command Group	OC, XO Navy
	5. Plan and conduct regular physical activities to maintain required fitness level.	<ul style="list-style-type: none"> Conduct Physical Training everyday Participate in RFL and Remedial 	Percentage pass the required fitness level test (50%)	As required				50% per year	End of the FY	CC and Command Group	OC, XO Navy
	6. Plan and conduct weapon training	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On - Monthly Test Weapon's Skills 	Percentage passed weapon qualification test (60%)	As required				60% per year	End of the year	CC, Navy Unit and Command Group	CC Navy
	7. Monitor the discipline morale issues within the Unit	<ul style="list-style-type: none"> Create Weekly Activities Consultation with troops 	Number of disciplinary proceeding conducted	Minimal				Minimal	End of the year	CC, Navy Unit and Command Group	CC Navy
4. Improved maritime capabilities for government directed military operations	9. Plan and conduct Maritime Surveillance Patrol as per Fleet Program	<ul style="list-style-type: none"> Daily Check Patrol Boats Issue Rations and Expendable for the duration of the Patrol Re-Fuel patrol Boats Informing HQ via sailing signal 	Number of days at sea (150)	As required				150 per year	End of the year	CC, Navy Unit and Command Group	CC Navy
	10. Prepare ships to support in SAR, MEDEVAC	<ul style="list-style-type: none"> Daily Check Patrol Boats Issue Rations and Expendable for the duration of the Patrol Re-Fuel patrol Boats Informing HQ via sailing signal 	Number of days at sea in support of SAR, MEDEVAC	Optimized				Optimized	End of the year	CC, Navy Unit and Command Group	CC Navy
	11. Prepare ships to support HADR	<ul style="list-style-type: none"> Daily Check Patrol Boats Issue Rations and 	Number of days at sea in support of HADR	Optimized				Optimized	End of the year	CC, Navy Unit and	CC Navy

		<ul style="list-style-type: none"> Expendable for the duration of the Patrol Re-Fuel patrol Boats Informing HQ via sailing signal 						Command Group			
	12. Plan and conduct Naval Training	<ul style="list-style-type: none"> Train and Test all Unit Personnel Inform all Unit of date and time 	Percentage of forecasted training conducted (80%)	As required	80% per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
	13. Plan and conduct regular maintenance of ships	<ul style="list-style-type: none"> Inform CC and related command of date and time reports on issues and problems that's need to fix 	Percentage of overdue Planned Maintenance (20%)	As required	20% per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
	14. Plan and conduct Fleet Concentration Period	<ul style="list-style-type: none"> Inform CC and related command 	Number of FCP conducted (1)	As required	1 per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
	15. Develop Hydrographic Survey capability	<ul style="list-style-type: none"> Purchase of supplies Train and Practice 	Number of qualified personnel (H1/H2, Hydrography (1)	As required	1 per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
	16. Develop Diving capability	<ul style="list-style-type: none"> Train, Test and Select divers 	Number of qualified divers (1)	As required	1 per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
Organizational Outcome: 3.7 of TSDF II: Improved political and defence engagement within the Pacific and the rest of the world											
Organizational Output 3: Improve defence relation and inter-operability with defence partners											
9. Improved defence relations with foreign military partners	17. Prepare ships for regional operations	<ul style="list-style-type: none"> Daily Check Patrol Boats Issue Rations and Expendable for the duration of the Patrol Re-Fuel patrol Boats Informing HQ via sailing signal 	Number of regional operations participated (3)	As required	3 per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
10. Improved inter-operability with defence partners	18. Prepare ships for regional exercises	<ul style="list-style-type: none"> Daily Check Patrol Boats Issue Rations and Expendable for the duration of the Patrol Re-Fuel patrol Boats Informing HQ via sailing signal 	Number of regional exercises participated (2)	As required	2 per year	End of the year		CC, Navy Unit and Command Group	CC Navy		
	19. Plan and conduct exercises with visiting naval ships.	<ul style="list-style-type: none"> Inform CC and related commands of date and time -Select Patrol Boat to participates - Expendable for the duration of the Patrol Re-Fuel patrol Boats Informing HQ via sailing signal 	Plan and conduct exercises with visiting naval ships	Optimized	Optimized	End of the year		CC, Navy Unit and Command Group	CC Navy		
SUB-PROGRAM 04: LAND FORCE		Staffing	Total Assets	Funding Source			Development	Approved Budget	Transfers	Budget with	Q1 Actual

	Degree	Non-Degree	Quantity	Recurrent		2018/19 (AP +AQ+AR)	Transfers (AS + AT)	Spending			
				Operation	Salaries						
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.											
Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)				2019 Target (Quarterly/ Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation
1. Improved advice to CDS on Unit readiness	1. Implement directives and policies from CDS	<ul style="list-style-type: none"> Conduct debrief and inform troops of CDS directives and new policies 	Percentage of work done based on directives given (80%)	As required				80% per year	End of the year	CC , OC and Land Force Staff	CC Support
	2. Plan and adjust annual activities forecast	<ul style="list-style-type: none"> Conduct Training and Rehearsals 	Percentage of operational requirements forecasted that are completed (80%)	As required				80% per year	End of the year	CC , OC and Land Force Staff	CC Support
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	<ul style="list-style-type: none"> Write up monthly reports Create and update duty rosters 	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (90%)	As required				90% per year	End of the year	CC , OC and Land Force Staff	CC Support
	4. Provide effective administration for the Unit	<ul style="list-style-type: none"> Create and update Staff List Write up Rations Individual Issues Order to Purchase related administrative supplies Update Personnel Leave to HQ 	Percentage of administrative issues solve (60%)	As required				60% per year	End of the year	CC , OC and Land Force Staff	CC Support
	5. Monthly meeting of Component Commander with soldiers in the Unit	<ul style="list-style-type: none"> Informing of all Unit personnel Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks 	Number of monthly meeting of Component Commander with soldiers in the Unit (12)	3	3	3	3	12 per year	End of every month	CC , OC and Land Force Staff	CC Support
	6. Weekly updates meeting of the CC and the command team	<ul style="list-style-type: none"> Inform command team on date and time Brief CC with updated activities CC debrief the command team with new directives CC delegate activities 	Number of weekly updates meeting of the CC and the command team (40)	As required				40 per year	End of the year	CC , OC and Land Force Staff	CC Support
	7. Develop administrative processes and operating procedures	<ul style="list-style-type: none"> Create and update Staff List Write up Rations Individual Issues Order to Purchase related administrative supplies Update Personnel Leave to HQ 	Percentage of SOPs documents created that are completed (60%)	As required				60% per year	End of the year	CC , OC and Land Force Staff	CC Support

		<ul style="list-style-type: none"> Inform all Units of administrative process and operating procedures Brief all Units 							
Organizational Output 2: Improved capabilities for government military directed operations									
5. Improved land capabilities for government directed military operation	1. Identify and acquire required resources and capabilities to support command, control and administration of Unit	<ul style="list-style-type: none"> Purchase related supplies to support the Unit Order and Purchase related resources for the Unit Maintain and Store equipment and conduct a daily check on it Conduct daily vehicle check 	Percentage of planned acquisition achieved (60%)	As required	60% per year	End of the year	CC , OC and Land Force Staff	CC Support	
	2. Plan and conduct infantry and amphibious training	<ul style="list-style-type: none"> Conduct Pack March Activities Train and Rehearsal on Infantry and Amphibious 	Percentage of Infantry and Amphibious training forecasted that are completed (60%)	As required	60% per year	End of the year	CC , OC and Land Force Staff	CC Support	
	3. Plan and conduct weapon training to include live fire practices	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On Inform the public of date, time and place of the live firing practice 	a. Percentage passed weapon TOET (70%)	As required	70% per year	End of the year	CC , OC and Land Force Staff	CC Support	
			b. Percentage passed AWQ (Live Fire) (60%)	As required	60% per year				
	4. Plan and conduct fitness training	<ul style="list-style-type: none"> Conduct Physical Training everyday Participate in RFL and Remedial 	Percentage passed the RFL test (75%)	As required	75% per year	End of the year	CC , OC and Land Force Staff	CC Support	
	5. Participate in local military courses	<ul style="list-style-type: none"> Learn and Practice activities on local military courses 	Percentage of personnel completed the required courses for their respective appointments (50%)	As required	50% per year	End of the year	CC , OC and Land Force Staff	CC Support	
	6. Plan and conduct SOP Training	<ul style="list-style-type: none"> Train and Rehearsal SOP Write up and update SOP 	Percentage of SOP training forecasted that are completed (70%)	As required	70% per year	End of the year	CC , OC and Land Force Staff	CC Support	
	7. Develop outpost and long range patrol skills and supporting capabilities	<ul style="list-style-type: none"> Monthly Train and rehearse Inform HQ of Training Time Create and Productive Training Program 	Percentage of personnel trained for outpost tasks (70%)	As required	70% per year	End of the year	CC , OC and Land Force Staff	CC Support	
	8. Plan and conduct long range outpost operations.	<ul style="list-style-type: none"> Teach, Train and Practice with all Units 	Number of outpost teams deployed	5	5 per year	End of the year	CC , OC and Land Force Staff	CC Support	
	9. Conduct Rules of Engagement (ROE) and Law of Armed Conflict (LOAC) training	<ul style="list-style-type: none"> Conduct a monthly ROE and LOAC training Test and Rehearse 	Percentage of ROE and LOAC training forecasted that are completed (60%)	As required	60% per year	End of the year	CC , OC and Land Force Staff	CC Support	

	10. Conduct first aid training	<ul style="list-style-type: none"> Conduct and Test first Aid Training Inform Troops of Date and Time 	Percentage of First Aid training forecasted that are completed (60%)	As required	60% per year	End of the year	CC , OC and Land Force Staff	CC Support		
	11. Conduct of Non-combatant evacuation operation (NEO) training	<ul style="list-style-type: none"> Conduct and monthly NEO Training Test and Rehearse 	Percentage of NEO training forecasted that are completed (60%)	As required	60% per year	End of the year	CC , OC and Land Force Staff	CC Support		
	12. Develop capabilities and capacities to conduct HADR operations	<ul style="list-style-type: none"> Daily Check Vehicles and Equipment Purchase and Maintenance related Equipment for the HADR Operations 	Percentage of personnel trained to support civil authority in response to natural disaster and humanitarian assistance (70%)	As required	70% every year	End of the year	CC , OC and Land Force Staff	CC Support		
	13. Develop capabilities and capacities to assist civil authorities in maintaining in Law and Order.	<ul style="list-style-type: none"> Daily Check Vehicles and Equipment Purchase and Maintenance related Equipment for future tasks 	Percentage of personnel trained to assist civil authorities in maintenance of law and order (70%)	70%	70% every year	End of the year	CC , OC and Land Force Staff	CC Support		
Organizational Outcome: 3.7 of TSDF II: Improved Political and Defence Engagement within the Pacific and the rest of the World										
Organizational Output 3: Improved defence relation and inter-operability with defence partners										
9. Improved defence relations with foreign military partners	24. Deploy an Infantry platoon on military multinational exercise and operations	<ul style="list-style-type: none"> Conduct training with Unit in preparation for exercise or operation Train and Rehearsal a month before deploying 	Percentage of participation of 1 x infantry platoon in multinational exercises and operations forecasted (80%)	80%	80% every year	End of the year	CC , OC and Land Force Staff	CC Support		
10. Improved inter-operability with defence partners	25. Participate in overseas courses	<ul style="list-style-type: none"> Teach, Test and Select of participants for overseas courses 	Number of personnel participated in overseas courses (10)	As required	10 pers per year	End of the year	CC , OC and Land Force Staff	CC Support		
	Support regional security or HADR operations	<ul style="list-style-type: none"> Daily Check Vehicles and Equipment Purchase and Maintenance related Equipment for future tasks Train Units on security /HADR operations 	Number of participation in regional Humanitarian Assistance Disaster Relief (HADR) operations	Optimized	Optimized	End of the year	CC , OC and Land Force Staff	CC Support		
SUB-PROGRAM 05: SUPPORT	Staffing		Total Assets	Funding Source		Development	Approved Budget 2018/19 (AP +AQ+AR)	Transfers	Budget with Transfers (AS + AT)	Q1 Actual Spending
	Degree	Non-Degree	Quantity	Recurrent						
				Operation	Salaries					
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.										

Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)				2019 Target (Quarterly/Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation
1. Improved advice to CDS on Unit operational readiness.	1. Implement directives and policies from the CDS	<ul style="list-style-type: none"> Conduct debrief and inform troops of CDS directives and new policies 	Percentage of work done base on directives given (80%)	As required				80% per year	End of the year	All Support Units and Command	CC, OC Support
	2. Plan and adjust annual activities forecast	<ul style="list-style-type: none"> Conduct Training and Rehearsals 	Percentage of annual activities forecasted to complete (85%)	As required				85% per year	End of the year	All Support Units and Command	CC, OC Support
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	<ul style="list-style-type: none"> Write up monthly reports and Update HQ Create and update duty rosters 	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	3	3	3	3	95% per year	End of every month	All Support Units and Command	CC, OC Support
	4. Provide effective administration for the Unit.	<ul style="list-style-type: none"> Create and update Staff List Write up Rations Individual Issues Order to Purchase related administrative supplies Update Personnel Leave to HQ 	Percentage of the Administration Effectiveness of the Unit (80%)	As required				80% per year	End of Every Year	All Support Units and Command	CC, OC Support
	5. Quarterly Consultation of Command Team	<ul style="list-style-type: none"> Informing of all Unit personnel Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks 	Quarterly Consultation of Command Team (4)	1	1	1	1	1 per quarter	End of every Quarter	CC, OC and Support Command Group	CC Support
2. Improved provision of guidance and directives on management for the Unit	6. Conduct on-job-trainings in their respective fields of work	<ul style="list-style-type: none"> Supervise the Unit Construction Work Train and Teach Unit personnel on respective fields of work 	Number of on-job training completed (10)	As required				10 per year	End of Every Year	All Support Units and Command	CC, OC Support
	7. Preparation and participation on local courses	<ul style="list-style-type: none"> Teach, Test and Select participant for local courses 	Number of participation on local courses (40%)	As required				40% per year	End of Every Year	All Support Units and Command	All Support Sub-Unit
	8. Preparation for participation on overseas courses	<ul style="list-style-type: none"> Teach, Test and Select participant for overseas courses 	Number of participation on overseas courses (12)	As required				12 per year	End of Every Year	All Support Units and Command	All Support Sub-Unit
	9. Plan and conduct weapon training	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On 	Percentage passed weapon TOET (70%)	As required				70% per year	End of Every Year	All Support Units and Command	Sub-Unit Command
	10. Plan and conduct weapon qualification test which include live firing.	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests 	Percentage passed AWQ (Live Fire) (60%)	As required				60% per year	End of Every Year	All Support Units and Command	Sub-Unit Command

		on Weapon's Characteristics, Operability and Action's On									
	11. Plan and conduct physical training activities, conduct monthly fitness test.	<ul style="list-style-type: none"> Conduct Physical Training everyday Participate in RFL and Remedial 	Percentage passed on monthly RFL (60%)	As required				60% per year	End of Every Year	All Support Units and Command	Sub-Unit Command
6. Improved Logistics, Engineering and Musical Capabilities for government directed military operations	12. Prepare, purchase and distribute rations and stores	<ul style="list-style-type: none"> Inform Units of Date and Time Approved Unit Order by the CC Submit purchase Order to Q-Store and Finance Unit Delivery of Purchase Order to Supplier 	Number of complaints from Units in relation to provision of orders and rations	Minimal				Minimal	End of Every Year	All Supprt Units and Command	2IC Support
	13. Stock and maintain record of ammUnition, weapons and stores.	<ul style="list-style-type: none"> Get Approval from DCDS Conduct a quarterly Stock take and Assets Count Inform all Units of Date and Time 	Number of stocktaking carried out (12)	3	3	3	3	3 per quarter	End of every quarter	QM, CQMS, Q-Store Unit	QM
	14. Maintain operational readiness and road worthiness of vehicles and equipment.	<ul style="list-style-type: none"> Conduct daily vehicle check Maintenance of vehicles annually 	Percentage of vehicle that a road worth (80%)	As required				80% per year	End of the year	IC Transport Unit and Staff, CC Support	IC Transport
	15. Coordinate and provide for transport requirement	<ul style="list-style-type: none"> Inform and allocate time of admin transportation Provide transport for delegated tasks 	Percentage of transport tasking completed (80%)	As required				80% Per Year	End of the year	IC Transport Unit and Staff, CC Support	IC Transport
	16. Provide mechanical maintenance of vehicles and equipment	<ul style="list-style-type: none"> Daily checkup of military vehicles Purchasing of mechanical supplies for the maintenance of the vehicles 	Percentage of vehicle equipment that are serviceable (75%)	As required				75% per year	End of the year	DCDS, CC Support, Mechanical Staff, Finance Staff	IC Mechanic
	17. Provide musical support for military ceremonial duties.	<ul style="list-style-type: none"> Play musical band during HM Birthday Celebration Play musical band of ceremony during public holidays 	Percentage of musical support tasking completed (95%)	As required				95% per year	End of the year	ROCOM UNIT	OC ROCOM
	18. Plan and conduct of Military Tattoo As required	<ul style="list-style-type: none"> Play musical band on tattoo on CDS approval 	Number of military tattoo conducted (1)	1				1 PER YEAR	July every Year	ROCOM UNIT	OC ROCOM
	19. Provide musical support to the public as requested.	<ul style="list-style-type: none"> Play musical band on funerals 	Percentage of musical support provided for the public (95%)	As required				95% per year	End of the year	ROCOM UNIT	OC ROCOM
	20. Plan and conduct routine maintenance HMAF	<ul style="list-style-type: none"> Provide maintenance report to DCDS 	Percentage of reported defects rectified (60%)	As required				60% per year	End of the year	RDU Command	CC Support

	establishments and facilities.	<ul style="list-style-type: none"> Check and inspect facilities Purchase related maintenance supplies 						Team and Staff, DCDS		
	21. Conduct HADR operations As required	<ul style="list-style-type: none"> Pre-deployment preparation Deployment Re-org and debrief 	Number of days on HADR duties	Optimized	Optimized	End of the year	Support Unit	CC Support		
Organizational Outcome 1: 3.7 of TSDF II: Improved Political and Defence Engagement within the Pacific and the rest of the World										
Organizational Output 3: Improved defence relation and inter-operability with defence partners										
9. Improved defence relations with foreign military partners	22. Participate in Australian Army CommUnity Assistance Program (AACAP) in Australia.	<ul style="list-style-type: none"> Train and Select Participants for the Program 	Number of personnel participated on AACAP (10)	As required	≥ 10 pers per year	End of every year	RDU Unit	OC RDU		
10. Improved inter-operability with defence partners	23. Prepare for International Military Tattoo As required	<ul style="list-style-type: none"> Rehearsal Playing and Marching 	Number of participation on International Military Tattoo (1)	1	1 PER YEAR	July of Every YEAR	ROCOM Unit	OC ROCOM		
	24. Invite foreign musical support to participate in HM Parade	<ul style="list-style-type: none"> - Send invitation letters to foreign musical support 	Number of International Bands participated (1)	As required	1 per year	End of FY	ROCOM Unit	OC ROCOM		
	25. Plan to deploy on regional HADR missions	<ul style="list-style-type: none"> - Daily Check Vehicles and Equipment Purchase and Maintenance related Equipment for future tasks Train Units in preparation for HADR operations 	Number of personnel participated on regional HADR	Optimized	Optimized	End of FY	Support Unit	CC Suport		
SUB-PROGRAM 06: TRAINING	Staffing		Total Assets	Funding Source		Development	Approved Budget 2018/19 (AP +AQ+AR)	Transfers	Budget with Transfers (AS + AT)	Q1 Actual Spending
			Quantity	Recurrent						
	Degree	Non-Degree		Operation	Salaries					
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.										
Organizational Output 1: Leadership and policy advice to government on defence matters and military options										
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)	2019 Target (Quarterly/Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation		
1. Improved advice to CDS	- Implement directives and policies from the CDS	<ul style="list-style-type: none"> Conduct debrief and inform troops of CDS directives and 	Percentage of forecasted annual activities to be	As required	85% per year	End of the year	CC, Training Unit Staff	CC		

on Unit operational readiness.		new policies	completed (85%)								
	- Provide timely reports, schedules, monthly returns and plans to HMAF HQ	<ul style="list-style-type: none"> Write up monthly reports Create and update duty rosters 	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	As required				95% per year	End of the year	CC and Training Command Team	CC
	- Provide effective administration for the Unit.	<ul style="list-style-type: none"> Create and update Staff List Write up Rations Individual Issues Order to Purchase related administrative supplies Update Personnel Leave to HQ 	Percentage of the Administration Effectiveness of the Unit (80%)	As required				80% per year	End of the year	CC, Training Unit Staff	Unit 21C
	- Monthly meeting of CC with soldiers in the Unit	<ul style="list-style-type: none"> Informing of all Unit personnel Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks 	Number of monthly meeting of CC with the Unit (12)	3	3	3	3	12 per year	End of Every Month	CC, Training Unit Staff	CC
	- Weekly updates of CC and the command team	<ul style="list-style-type: none"> Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks 	Quarterly Meeting of CC and the Command Team (4)	1	1	1	1	4 per year	End of every Quarter	CC, Training Command Team	CC
2. Improved provision of guidance and directives on management for the Unit 7. Ensure effective training and development of force for current and future military operations.	- Plan and conduct weapon TOET	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On 	Percentage passed Weapon TOET (80%)	As required				≥80% per year	End of the year	CC, All Training Staff	CC
	- Plan and conduct annual weapon qualification AWQ (Live Fire)	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On Inform the public of date, time and place of the live firing practice 	Percentage passed on AWQ (Live Fire) (80%)	As required				80% per year	End of the year	CC, All Training Staff	CC
	- RFL / Percentage of Personnel Pass the RFL Test	<ul style="list-style-type: none"> Conduct Physical Training everyday Participate in RFL and Remedial 	RFL / Percentage of Personnel Pass the RFL Test (60%)	As required				≥60% per year	End of the year	CC, All Training Staff	CC
	- Monitor progress of overseas courses	<ul style="list-style-type: none"> Teach, Test and Select Participants for overseas courses 	Percentage of overseas courses successfully completed (90%)	As required				90% per year	End of the year	CC, Training Instructors, Participants in O/C	CC
	- Plan maintenance training	<ul style="list-style-type: none"> Provide maintenance report 	Percentage of overdue	If Necessary				≤10% per	End of	CC, All	CC

	facilities and equipment.	<ul style="list-style-type: none"> to DCDS • Check and inspect facilities • Purchase related maintenance supplies 	defects on facilities and equipment (10%)		year	Year	Training Staff	
	- Plan and develop English Language Level for HMAF personnel	<ul style="list-style-type: none"> • Select Participants and Test them with ADFELPS • Provide English exercise and Learning Program 	Number of English Teaching and Training Classes annually (5)	As required	5 per year	End of the year	IC Language and Staff, CC	IC Language
	- Establish and develop Communities of Interests (COI) for selected languages.	<ul style="list-style-type: none"> • Conduct weekly classes • Pay for Outside tutors on each Language 	Number of COIs that are fully functional (9)	As required	9 per year	End of the year	HMA Volunteers (Officers and Soldiers)	Designated Head of each Language
	- Plan and conduct Cadet Training for public schools	<ul style="list-style-type: none"> • Teach and Introduce Military Training in public schools • Train Instructors to conduct this training 	Number of Schools conducted military/ceremonial training (2)	As required	2 per year	End of the year	Training Instructors, CC	Training Instructors
	- Plan and conduct local military courses	<ul style="list-style-type: none"> • Outline Course Program • Get CDS Approval • Invites participants from all Units 	Number of local military courses conducted (6)	As required	≥6 per year	End of the year	Training Instructors, CC Training, CDS	CC Training
	- Facilitate and prepare personnel for overseas course	<ul style="list-style-type: none"> • Teach, Test and Select • Test on English Level (ADFELPS) 	Percentage of personnel undergo training preparation and briefing (70%)	As required	70% per year	End of the year	IC Language, Language Staff	IC Language
	- Liaise and monitor the progress of medical personnel under training at Vaiola Hospital	<ul style="list-style-type: none"> • Return report from individual at Vaiola Hospital • Return Training Report from Vaiola Hospital 	Number of medical personnel under training at Vaiola Hospital (3)	As required	3 per year	End of FY	Training Unit, CDS	CDS
	- Plan and conduct Recruit Training	<ul style="list-style-type: none"> • Train Professional Instructors for the Recruit Training • Outline Recruit Training Program with CDS Approval • Inform Finance of Numbers in preparation for Recruit Salary • Test and Select Recruits • Train the Recruits 	Number of Recruit Training Intake (1)	As required	≥1 per year	End of the year	Training Unit Command Group, CDS, DCDS, Finance Staff	CC Training
	- Ensure adequate training for Unit staffs	<ul style="list-style-type: none"> • Update staff with progressive training and successfully accomplish related Courses 	Percentage of qualified instructors in the Unit (80%)	As required	80% per year	END OF FY	Training Unit	CC Training
Organizational Outcome: 3.7 of TSDF II: Improved Political and Defence Engagement within the Pacific and the rest of the World								
Organizational Output 1: Improve inter-operability with defence partners								
9. Improved defence relations with foreign military partners	- Successfully completed on-job training and instructor course in New Zealand and Australia for training instructors	<ul style="list-style-type: none"> • Teach, Train, Test and Select participants for Instructors course 	Number of participants attended and pass the Instructor Courses annually (3)	As required	3 pers per year	End of FY	CDS, Training Unit	CC Training
10. Improved inter-operability with	- Pre-deployment preparation for overseas exercises	<ul style="list-style-type: none"> • Check and repair of Equipment 	Number of pre-deployment training conducted	Optimized	Optimized	End of FY	Training Unit Command Group	CC Training

defence partners		<ul style="list-style-type: none"> Purchase and Maintenance related Equipment. Train Units in preparation for overseas exercise 									
SUB-PROGRAM 07: AIR WING	Staffing		Total Assets	Funding Source		Development	Approved Budget 2018/19 (AP +AQ+AR)	Transfers	Budget with Transfers (AS + AT)	Q1 Actual Spending	
	Degree	Non-Degree	Quantity	Recurrent							
				Operation	Salaries						
Organizational Outcome 1: TSDF II 3.2 - Improved law and order and appropriate domestic security appropriately applied.											
Organizational Output 1: Leadership and policy advice to government on defence matters and military options											
Unit Output	Activities	Tasks to be Undertaken	Annual Targeted Result (KPI)	Quarterly Targeted Result (KPI)				2019 Target (Quarterly/Yearly)	Due Date	Responsible Staff	Position Responsible for Review of Implementation
1. Improved advice to CDS on Unit operational readiness.	1. Implement directives and policies from the CDS	<ul style="list-style-type: none"> Conduct debrief and inform troops of CDS directives and new policies 	Percentage of completed tasks based on directives from HMAF HQ (70%)	As required				70% per year	End of FY	CC Air Wing	CC Air Wing
	2. Plan and adjust annual activities forecast	<ul style="list-style-type: none"> Conduct Training and Rehearsals 	Percentage of annual activities forecasted to complete (60%)	As required				60% per year	End of FY	CC Air Wing	CC Air Wing
	3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	<ul style="list-style-type: none"> Write up monthly reports and submit to DCDS 	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	As required				95% per year	End of Every Month	CC Air Wing	CC Air Wing
	4. Provide effective administration for the Unit.	<ul style="list-style-type: none"> Create and update Staff List Write up Rations Individual Issues Order to Purchase related administrative supplies Update Personnel Leave to HQ 	Percentage of the Administration Effectiveness of the Unit (80%)	As required				80% per year	End of FY	CC Air Wing and Staff	CC Air wing
	5. Quarterly meeting of CC with soldiers in the Unit	<ul style="list-style-type: none"> Informing of all Unit personnel Delegating of Tasks to Unit personnel Prepare to debrief CC with accomplished and ongoing tasks 	Quarterly Consultation of Command Team (4)	4	4	4	4	4 per year	End of Every Quarter	Air Wing Unit	CCand Command Group
2. Improved provision of guidance and directives on	6. Participate in local military courses and preparation for overseas courses	<ul style="list-style-type: none"> Teach, Test and Select participant for local courses 	Percentage attended required local training (80%)	As required				80% per year	Before end of FY	Air Wing Unit	Air Wing Unit
	7. Conduct weapon training TOET	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests 	Percentage passed weapon training (TOET) (80%)	As required				80% per year	Before end FY	Air Wing Unit	CC and Staff

management for the Unit		on Weapon's Characteristics, Operability and Action's On										
8. Improved air capabilities for government directed military operations	8. Complete weapon qualification test which include shooting in the range	<ul style="list-style-type: none"> Read and Practice Weapon's Functions Conduct Classes and Tests on Weapon's Characteristics, Operability and Action's On 	Percentage passed AWQ (Live Firing) (80%)	As required				80% per year	Before end of FY	Air Wing Unit	CC AND Staff	
	9. Conduct monthly fitness test. Conduct remedial training for those that failed the fitness test.	<ul style="list-style-type: none"> Conduct Physical Training everyday Participate in RFL and Remedial 	Percentage of pass in monthly RFL (70%)	70%				70% PER YEAR	Before end of FY	Air Wing Unit	CC AND Staff	
	10. Maintenance of required documentations for aircraft	<ul style="list-style-type: none"> Produce and submit maintenance report and documentations for aircraft Registered and Record Documentations for aircraft 	Percentage of required documentations completed (70%)	As required				70% per year	Before end of FY	Air Wing Unit	• CC	
	11. Maintenance of military aircrafts	<ul style="list-style-type: none"> Produce and submit maintenance report and documentations for aircraft 	Number of aircrafts (2)	2	2	2	2	2 in a year	Before end of FY	Air wing Unit	• CC	
	12. Update Pilot License	<ul style="list-style-type: none"> Inform CDS/DCDS on Pilot License Re-train and Retest for Pilot License Travel overseas to conduct Pilot License 	Number of Licensed Pilot (3)	As required				3 per year	Before End of FY	Air Wing Unit	• CC Air wing and Pilots	
	13. Provide overseas training for military Pilot	<ul style="list-style-type: none"> Inform CDS/DCDS on Pilot License Re-train and Retest for Pilot License Travel overseas to conduct Pilot License 	Number overseas courses for military Pilots	As required				As required	Before End of FY	Air Wing Unit	• Cc Air Wing	
	14. Prepare and facilitate on-job trainings of pilots with local airlines	<ul style="list-style-type: none"> Train and posted to Local Airlines Select pilot to take this post Negotiate with Local airlines in terms of Salary 	Number of personnel on-job training with local airlines	1	1	1	1	1 pers per year	Before end of FY	Cc Air Wing and Pilots	• Pilots	
Organizational Outcome: 3.7 of TSDf II: Improved Political and Defence Engagement within the Pacific and the rest of the World												
Output 3: Improved defence relation and inter-operability with defence partners.												
9. Improved defence relations with foreign military partners	15. Plan and engage with visiting foreign military aircrafts	<ul style="list-style-type: none"> Preparing of related documents for the visit Inform CC Air Wing of Date and Time of the visit Participate in the meeting 	Number of engagement with visiting military aircrafts	Optimized				Optimized	Before end of FY	CC Air Wing and Staff	CC AIR Wing	
10. Improved inter-operability with defence partners												

END