

18 Ministry of Agriculture, Food and Forests



Corporate Plan & Budget 2020/21— 2022/23



Table of Content

<u>Content</u>	<u>Page Number</u>
List of Abbreviations	2
Foreword from the Minister of Agriculture, Food, Forests & Fisheries	3
Message from the CEO of Agriculture, Food and Forests	4
1. MAFF Corporate Plan Executive Summary	5
1.1 Mandate	5
1.1.1 Key Legislations, Policy Decisions, Conventions & Plans	5
1.2 Stakeholders	6
1.2.1 MAFF Core business & main customers	7
1.3 Ministry Results Map	8
1.4 TSDF/SDGs/Regional Framework	9
1.4.1 TSDF National Outcomes directly supported by MAFF	9
1.4.2 Strategic Development Goals (SDGs)	10
1.4.3 GPA, Sector Plans (TASP), Regional & Community Development	10
1.4.4 Tonga Agricultural Sector Plan	11
1.4.5 Budget Strategy 2020/21 – 2022/23	11
2. Ministry Overview	12
2.1 Ministry Vision & Mission	12
2.2 Ministry Core Values	13
2.3 Objectives & Strategies	13
2.4 Ministry Outputs Grouped into Division/Sub-Programs & Programs	15-34
2.5 Ministry Organizational Structure	35
2.6 Summary of MAFF Planned Reforms	36
3. Ministry Budget and Staffing	37
4. Ministry Outputs & Activities grouped into Divisions & KPIs	38-69
Annex 1: Documents Contributing to MAFF Mandate	88 - 90

List of Abbreviations

CP&B	Corporate Plan and Budget
CSD	Corporate Services Division
CTA	Technical Centre for Agricultural & Rural Cooperation
EWDD	Extension Women Development Division
FAO	Food Agriculture Organization
FOD	Food Division
FRD	Forestry Division
FY	Fiscal Year
HACCP	Hazard Analysis and Critical Control Points
HIEC	Hunan International Engineering Construction Company Ltd
JNAP	Joint National Action Plan
KPI	Key Performance Indicator
LVD	Livestock Division
LVC	Livestock Council
MAFF	Ministry of Agriculture, Food and Forests
MDA	Ministries, Departments and Agencies
MFNP	Ministry Finance and National Planning
NIIP	National Infrastructure Investment Plan
NTPD	National Tree planting Day
PBV	Piggery Biogas Vegetable
PPD	Planning & Policy Division
QQMD	Quarantine Quality Management Division
RRDD	Research & Rural Development Division
SDG	Strategic Development Goal
TASP	Tonga Agricultural Sector Plan
TSDF	Tonga Strategic Development Framework
TIFS	Thailand Integrated Farming System
UNDP	United Nations Development Programme

Foreword from the Minister of Agriculture, Food, Forests & Fisheries

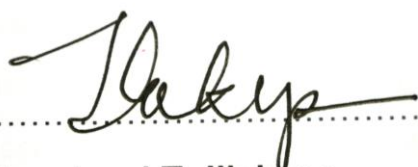
It is a great honour as Minister responsible for agriculture, food, forests and fisheries to launch the Corporate Plan for the Ministry of Agriculture, Food and Forests for the financial year 2020/21 - 2022/23.

Agriculture continues to represent the principal economic backbone of Tonga. To date, there are big challenges faces by the agricultural sector which are: impacts of climate change, the depleting labour force, the high dependency on imported process food and among other things, the increasing drifting of farmers from rural to urban areas for better work opportunities. However; I am confident that the Ministry and its stakeholders are prepared to take on the challenge.

The Corporate Plan highlights the Ministry's vision, mission and organisational priorities to action during the relevant period. It outlines the Ministry's approaches to achieving its targeted outputs. They are measured by Key Performance Indicators set up for each Division of the Ministry to manage its performance. This plan supports the Strategic Development Goals (SDGs), Government Policy Agenda (GPA) and Tonga Strategic Development Framework II (TSDFI) that was designed with a vision of *"a more progressive Tonga supporting higher quality of life for all"*.

I would like to extend my sincere appreciation to our development partners for their tireless effort in contribution to the development of agriculture in Tonga. I am enormously grateful to AusAID, the Secretariat of the Pacific Community, the Government of China, Japan and New Zealand, the Government of India-UNDP, World Bank, CTA and our principal benefactor the Food and Agriculture Organisation of the United Nations, and our stakeholders for your valuable contribution and cooperation.

It is my sincere hope that this corporate plan will guide the agriculture sector to meet the challenges of 2020/21 – 2022/2023 and progress forward as projected. I look forward to working closely together in the implementation of this Plan, as it shall contribute to economic growth, reducing poverty and lead us to a more progressive, secure and prosperous Tonga.



Hon. Lord Tu'ilakepa



Minister of Agriculture, Food, Forests & Fisheries

Message from the CEO of Agriculture, Food and Forests

The MAFF's Corporate Plan (CP) for 2021 - 2023 is forward looking in its preparedness strategy for the agriculture sector: first, to be resilient against the impacts of the increasing economic drive of commercial farming for export; second, to facilitate the increasing population pressure for food and livelihood; third, to sustain the soil resources, plants and livestock genetic diversity and ecological resources; fourth, to adapt and mitigate the impacts of the increasing frequency and intensity of cyclones and droughts, increasing temperature, and the rising sea-levels. The CP focuses its support on the increase production of local healthy foods for the people of Tonga, but especially the local livestock, vegetables and fruits. In addition, it focuses on the rural subsistence farmers to be empowered to become commercial farmers to increase the exports of agricultural production.



Dr. Viliami Toalei Manu

Chief Executive Officer of Agriculture, Food and Forests

1. Ministry of Agriculture, Food & Forests Corporate Plan Executive Summary

The Corporate Plan 2020/21 – 2022/2023 will provide the framework to develop the whole agriculture sector in Tonga. This plan, underpinned by stakeholders and government support, will provide powerful tools to propel our industry forward. As with any corporate plan, it is crucial to build on the achievements of the past. However, the Ministry has been greatly encouraged and pleased by milestones such as:

- Tonga maintaining its competitiveness in both domestic and international markets;
- Continue significant of squash as the main export crops;
- The significant increase in exports of kava and root crops such as yam, taro and kape;
- The significant increase in production of vegetables and
- Market recovery for vanilla; and
- The significant increase in direct international air services.

In addition the significant commitment of continuous support from the Government such as exemptions from customs and import duties as well as port and service tax of farm machinery, chemicals, seeds and live animals for breeding purposes is an indication of the value that this government places on agriculture. Agriculture is an important part of our business agenda and is a key element of the Tongan Government's commitment to end hunger, achieve food security and improved nutrition and promote resilient and sustainable agriculture to ensure ***"A more progressive Tonga supporting a higher quality of life for all."*** ***"Ke tau langa ha Tonga 'oku longomo'ui 'o pou pou'i ha tu'unga mo'ui 'oku lelelange ma'ae Tonga kotoa pe."***

1.1 Mandate

The Ministry's role and functions are mandated under the authority of the Constitution, Laws, Cabinet, Parliament and International Agreements. It has the authority to perform its functions under the purviews of the following Acts and Legislations, Policy Decisions and Plans.

1.1.1 Key Legislations, Policy Decisions, Conventions & Plans

The ministry derived its core mandate from the following acts, policy decisions, convention and plans. The ministry is currently responsible for over 12 pieces of legislation. It is envisaged that all the acts specified under the ministerial assignment must be reviewed and be ensured that there is no conflict between policy interpretations of existing acts. The following lists of acts reflect the legislative mandate of the Ministry.

- ✓ The Constitution of Tonga
- ✓ Government Act
- ✓ Public Service Act
- ✓ Agricultural Commodities Export Act (1) 2002

- ✓ Animal Disease Act (1) 1979
- ✓ Birds and Fish Preservation Act (1) 1915
- ✓ Copra Act (1)1926
- ✓ Food Act 2014
- ✓ Forests Act (1)1961
- ✓ Markets Act [1]1976
- ✓ Noxious Weeds Act (1) 1917
- ✓ Pesticides Act (1) 2002
- ✓ Plant Quarantine Act (1) 1982
- ✓ Pounds and Animals Act [1]1918
- ✓ Rhinoceros Beetle Act [1]1912
- ✓ International Agreements
- ✓ Strategic Development Goals (SDG)
- ✓ Tonga Strategic Development Framework II (TSDFI)
- ✓ Government Priority Agenda (GPA)

1.2 Stakeholders

The major stakeholders of MAFF within the agriculture sector are the farmers, weavers, primary producers, community groups, rural populations, exporters, businesses, food and agriculture products traders, etc. The focus is on the rural farmers with the aimed at empowering a proportion of the subsistence farmers to be commercial farmers, producers, processors and exporters.

Table 1: MAFF's Stakeholders and their Relationships

Stakeholder	Received from or Provided to MAFF			
	Customer of MAFF	Supplier to MAFF	Partner with MAFF	Oversight of MAFF
Cabinet	Advice, Recommendations, and Information	Decisions	Operating Effectiveness of Government	Direction
LA	Advice, Recommendations, and Information	Decisions and Legislation	Operating Effectiveness of Government,	Direction
MDAs	Advice, Guidance, Instructions, and Information	Information	Operating Effectiveness of Government, Support of the TSDF	Oversight by PMO, PSC - Policy, Operations
Public Enterprises	Advice, Guidance, Instructions and Information	Information	Operating Effectiveness of Government, Support of the TSDF	
Businesses	Advice, Guidance, Instructions, Services, and	Provide Commercial Goods,	Support of the TSDF, Economic Development	Monitor, Petition

	Information	Services, Fees and Charges		
Farmers, Weavers, Producers etc	Advice, Guidance, Instructions, Services and Information	Compliance, Fees and Charges	Support of the TSDF, Economic Development	Oversight Compliance
Exporters, Food Traders & general public	Advice, Guidance, Instructions, Services and Information	Goods, Services, Fees and Charges	Support of the TSDF, Economic Development	Oversight Compliance
General Public	Advice, Guidance, Instructions, Services and Information	Goods, Services, Fees and Charges	Support of the TSDF	Vote, Petition
Development Partners	Advice, Guidance, Instructions, Services and Information	Development Assistance and Advice	Delivery of Aid Funded Programs	Oversight of the Use of Development Funds, General Performance Management

1.2.1 MAFF Core business and main customers

The core business of MAFF is to provide responsive, accurate and relevant service to facilitate the needs of the agriculture sector and general public. The ministry recognizes its obligation in playing leadership role in the sector through making better decision in setting clear priorities to deliver core outputs first considering its limited resources. The ministry's main customers include;

- i. Cabinets, Parliament and line Government Ministries;
- ii. Producers of agriculture products (farmers, processors, weavers, etc.);
- iii. Consumer of agriculture products;
- iv. Exporters, importers and processors of agriculture products;
- v. Private sector, institutions and NGOs; and
- vi. Communities and general public.

1.3 Ministry Results Map

The following Results Map offers a clear line of sight and shows the various levels in the results chain for the Ministry and its relationship to the TSDF II. The lowest level contains outputs which support the operations of the Ministry, which support the TSDFII Organizational Outcomes supported by the Ministry. This in turn feeds up to the National Outcomes and Sustainable Development Goals, and ultimately the TSDFII National impact. The outputs are grouped by the relevant Divisions and/or Sections and Units responsible for them. The numbers relate to the TSDF II Organizational Outcome they directly support. This Corporate Plan sets out how this result map is developed.

1.3 Ministry Results Map

TSDF National Impact	A More Progressive Tonga, Supporting a Higher Quality Of Life For All									
TSDF National Outcomes	A. More inclusive, sustainable and dynamic knowledge based economy F. More inclusive, sustainable and effective land administration, environment management and resilience to climate and risk D. <i>More inclusive, sustainable and responsive good-governance</i>									
Sustainable Development Goals (SDG)	Goal 2. Ending hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal 12. Ensure sustainable consumption and production patterns Goal 13. Take urgent action to combat climate change and its impact Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss									
TSDF Organizational Outcomes	1.2: Closer public / private partnership for economic growth		1.5: Better access to overseas trade, employment and foreign investment		3.1 More efficient, effective, affordable, honest, transparent & apolitical public service focused on clear priorities			5.4: Improved resilience to natural disasters and impact of climate change		
MAFF Programs	18.1 Leadership & Policy Direction				18.2 Agriculture & Forestry Development					
MAFF Sub-programs	01 Office of the Minister	02 Office of the CEO	03 Corporate Service Division	04 Policy & Planning Division	01 Research & Development Division	02 Quarantine & Quality Management Division	03 Forestry Division	04 Food Division	05 Livestock Division	06 Extension & Women Division
MAFF Outputs	Better Leadership & effective political direction	Effective leadership & direction for better results of agriculture sector performance	Quality Administration, HR and Financial Management, Information and Communication	Effective Policy & Planning design	Effective Research Development & Information dissemination	Effective border control, trade facilitation & quarantine advice	Better supply of quality seedling, Better forestry management advice	Effective food inspection system, better food safety advice	Better livestock production system & advice	Effective Extension & advisory services

1.4 TSDF/SDGs/Regional Framework

1.4.1 TSDF National Outcomes directly supported by MAFF

The Ministry's CP 2020 – 2023 aligned all its priorities to meet the TSDF II long term Development Plan priorities for the period 2015-2025. The TSDF's national vision remains as ***“A more progressive Tonga supporting a higher quality of life for all”***.

The CP is designed under three pillars of TSDF: ***i) Political, ii) Economic; and iii) Natural resources and Environment pillar***. It has a) 4 outputs within the ***TSDF's Political Pillar***: i) Office of the Minister; ii) Office of the CEO; iii) Corporate Services; and iv) Policy and Planning; b) 4 outputs under the ***TSDF's Economic Pillar***. c) 1 output in the ***TSDF's Natural Resources and Environment Pillar***. It also makes significant contribution to three out of the seven TSDF National Outcomes:

A. More inclusive, sustainable and dynamic, knowledge based economy

F. More inclusive, sustainable and effective land administration, environment management and resilience to climate and risk.

D. More inclusive, sustainable and responsive good-governance.

TSDF Organizational Outcomes directly supported by MAFF

The Ministry contributes to the TSDF Organisational Outcomes by providing particular support to:

1.2 Closer Public/Private Partnership for economic growth

Closer, more effective public/private partnerships with business, consumers and other community groups across the Kingdom to help better identify and addresses constraints to more inclusive, sustainable and resilient economic growth.

1.5 Better access to overseas trade, employment and foreign investment

Better access to economic opportunities overseas including trade, employment, (short and long term and in a wider range of skill areas) and foreign investment to expand the range of income-earning opportunities across the Kingdom and beyond.

3.1 More efficient, effective, affordable, honest, transparent & apolitical public service focused on clear priorities

A more efficient, effective, affordable, honest and transparent Public Service, with a clear focus on priority needs, working both in the capital and across the rest of the country, with a strong commitment to improved performance and better able to deliver the required outputs of government to all people.

5.2 Improved use of natural resources for long term flow of benefits

More equitable, inclusive, sustainable and appropriate management of the use of renewable and non-renewable natural resources to maintain a steady long term flow of benefits rather than booms followed by bust and long term recovery periods.

1.4.2 Strategic Development Goals (SDGs)

The Ministry also supports the 17 United Nation Sustainable Development Goals and the CP will try and contribute to the regional and global initiatives targeting the achievement of these SDGs:

- i) ***SDG1, Ending Poverty, achieves increased livelihood and commercial farming of rural subsistence farming community:***
- ii) ***SDG2, Ending hunger, achieves food security, food safety and improved nutrition and promotes sustainable agriculture:*** The SAMOA pathway calls for action on food security. The Global Action Programme on Food Security and Nutrition in Small Island Developing States (GAP) has been developed to help achieve the SAMOA pathway;
- iii) ***SDG12, Ensure sustainable consumption and production patterns:*** Tonga should be party to the Basel Convention on the Control of Trans-boundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants established international frameworks to achieve the environmentally sound management of hazardous wastes, chemicals and persistent organic pollutants;
- iv) ***SDG13, Take urgent action to combat climate change and its impact:*** COP 23 requested countries to adopt the Koronivia Initiatives as strategies to achieve climate smart agriculture i.e. achieved improved agriculture productivity and incomes while improving biodiversity and reducing greenhouse gas emission;
- v) ***SDG15, Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss :*** in the COP 21 in Paris the 4 per 1000 initiative was advanced by the French Government and endorsed by almost 200 countries. This is simply asking countries to increase the soil organic carbon by 0.4% annually and this will fix all carbon released by fossil fuels.

1.4.3 GPA, Sector Plans (TASP), Regional & Community Development

The main purpose of the GPA 2018-2021 is to highlight particular aspects of the TSDF II 2015-2025 and other level plans to receive priority focus during the current government's administration term. The Ministry supports all the GPA cross cutting areas and in particular the mandate provided by the agriculture priorities and policy interventions. The Ministry also supports the seven (07) selected key areas of priorities to focus implementation. These focus areas are further supported and implemented by Ministry through the Corporate Planning and Budgeting Process. The seven strategic priority areas for the Budget 2020/21 are:

1. Illicit Drugs and National Security
2. Education
3. Health

4. Economic Development
5. Infrastructure—with priority on road improvement
6. Energy, Climate change and Disaster Risk Reduction
7. Public Sector Reform (including E-government)

1.4.4 Tonga Agricultural Sector Plan (TASP)

The CP is also drawn from the priorities of the Tonga Agriculture Sector Plan 2016-2020 (TASP)¹ which was developed based on significant consultation with key partners of farmers, fishers, communities, diverse civil society organizations, exporters, businesses, government ministries, public enterprises, etc. The CP attempts to improve its service delivery to be more responsive, accurate and relevant to the agriculture sector. It supports the 4 main programmes of TASP with the following strategic objectives and outputs.

- i) SO1: To develop a climate-resilience environment
- ii) SO2: To improve enabling environment
- iii) SO3: To develop diverse, climate-resilience farming systems for the Kingdom's Islands; and
- iv) SO4: To increase and sustain rural incomes across the Kingdom.

Main outputs of TASP include:

- i) *Agriculture Information, Knowledge, Advisory, Planning and Policy Services;*
- ii) *Training, Capacity Developments and Institutional Support Services;*
- iii) *Promote Competitiveness and Agriculture Production Services;*
- iv) *Border Control, Trade Facilitation and Compliance Services;*
- v) *Climate-smart, Resilient & Sustainable Resource Management Services;*
- vi) *The Corporate Services; and*
- vii) *Leadership and Management Services.*

1.4.5 Budget Strategy 2020/21 – 2022/23

The Ministry's Corporate Plan is also aligned to support the three (3) of the six (6) Government prioritized national projects (new initiatives) to implement for the period 2020 to 2022. These three (3) prioritized national projects (new initiatives) including:

- a) *The construction and complete of all roads including agriculture roads;*
- d) *Build of certified pack houses for agricultural, and handicraft export products and;*
- e) *Build of women weaving centres as an enabling environment to increase handicraft processing*

¹ The Kingdom of Tonga: Tonga Agriculture Sector Plan 2016-2020... World Bank, UNDP

MAFF is planned to utilize the better agriculture roads and certified pack house to increase the exports through improving the productivity of root crops, watermelons and vegetables. The Women Section of EWDD will strengthen the partnership with women's groups in promoting planting more pandanus and paper mulberry trees to increase the handicraft processing.

These prioritized national projects are further supported by MAFF's four (4) main priorities including;

- i) *National Food Security,*
- ii) *Rural Livelihood & Commercial Farming,*
- iii) *Conservation of Sustainable Agricultural Resources and,*
- iv) *Climate Smart & Resilient Agriculture;*

and implemented by the Ministry through the 2020-21 – 2022-23 Corporate Planning and Budgeting Process.

2. Ministry Overview

The Ministry is governed by the Hon Minister of Agriculture, Food and Forests and its operations are executed by the Chief Executive Officer (CEO).

There are 8 divisions in Tongatapu that all interlinked with 5 outer islands offices in Niuafu'ou, Niuatoputapu, Vava'u, Ha'apai, and 'Eua.

Activities under each division are hereby identified, targeted, and estimated for the next 3 financial years starting from 2020/21 to 2022/23 FY.

2.1 Ministry Vision and Mission

Vision

To be the leading agency in directing, guiding and serving the agriculture sector to provide healthy foods and resilient livelihoods for all, in an economic, social and environmentally sustainable manner.

Mission statement

To facilitate the sustainable development of the agriculture sector through responsive, accurate and relevant services to strengthen stakeholders' capacity and capability.

2.2 Ministry Core Values

The MAFF activities will be executed within the framework of the following core values which will furnish as a driving motto towards achieving the national and organizational outcomes and the Ministry's outputs.

MAFF Values

<input type="checkbox"/> Integrity:	Faitotonu
<input type="checkbox"/> Commitment/Loyalty:	Fiefiengaue mo Mamahi'i me'a
<input type="checkbox"/> Accountability:	Taliui
<input type="checkbox"/> Transparency:	Ho'ata ki tu'a
<input type="checkbox"/> Trustworthiness:	Falala'anga
<input type="checkbox"/> Professionalism:	Faka polofesinale

2.3 Objectives & strategies

Objectives

- i) maintaining food security with the purpose to evade hunger problems throughout the nation;
- ii) maintaining and driving efficient and effective national economic performances, based on the current limited agricultural resources available where majority of the populations are heavily depended and involved;
- iii) maintaining healthy population by providing and consuming the right and appropriate food sources available locally; and
- iv) sustainable management of agricultural resources (soil, water and animal and plant genetic resources) and the natural environments while implementing these activities

Strategies

- i) provide policy advices to government to direct and guide the agriculture sector to be productive, efficient, competitive, smart, resilient and sustainable;
- ii) provide policy advices to government to direct and guide the sustainable use of our limited land and water resources to optimise social, economic and environmental benefits;
- iii) administer government programs and legislations that support these objectives, including the collection of levies for QQMD services, Livestock Division veterinary clinic services and Food Division services;
- iv) regulate the import of food and other goods to prevent invasive pests and diseases to protect the people, plants and animals of Tonga;

- v) regulate the export of agriculture and forest products to meet importing country requirements;
- vi) prepare and build the capacity of the agriculture sector with science-based advices and technologies to counter-act the impact of the changing climate and to improve rural livelihood; and
- vii) Maintain and drive a good national economic performance based on the agricultural sector, where the highest percentages of the population participate and involve and most of its natural resources are invested.

2.4 Ministry Outputs Grouped into Division/Sub-Programs and Programs

Table 2: Summary of Program: number and name, outputs and divisions/sub-programs

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Management Roles; Sub-program1.01: Office of Minister; Sub-program1.02: Office of CEO	1. Better lead MAFF with clear direction and divisions of labour between Hon. Minister and CEO. Provide better and evidence based advice and guidance to stakeholders	Administration of Ministry of Agriculture, Food & Forests Portfolio Leadership	Minister, CEO
	2. Submit Ministry's CP & Budget to Parliament	Present budget estimate & CP during Parliament deliberations	Minister, CEO
	3. Better formulated budgets that is balance with corporate plan	Annual CP & Budget	CSD, PPD
	4. Submit Ministry's Annual Report to Parliament	Annual Report	CSD
Sub-program 1.03: Corporate Services Division (CSD)	5. Quality, effective and efficient Administration, HR Development, Financial Management, Information and Communication Technology Services	Conduct quarterly Induction Training for new recruitments and Trainings on Civil Service Policies, Customer Service & Time Management.	CSD-HR & Administration
		Facilitate, process & completing of all staff overseas trainings requirements	CSD-HR & Administration
		Timely & complete organizing & facilitating of workshops hosted by MAFF	CSD-HR & Administration

	Providing better customer service through quality reception service	CSD-HR & Administration
	Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - Need 1 PAO & 1 AO post for returning scholar, needs 1 TOI	CSD-HR & Administration
	Provide effective & efficient staff leave management system	CSD-HR & Administration
	Provide better property maintenance and asset procurement	CSD-HR & Administration
	Provide better vehicle maintenance & logistics arrangement & monitoring.	CSD-HR & Administration
	Develop Division's CP, AMP & Budget and Annual Reports	CSD-HR & Administration
	Compile, manage, finalize and publish the Ministry's Annual Reports	CSD-HR & Administration
	Implement an effective & efficient PMS process & PMS assessment for MAFF's established & non-established staff through providing quarterly Trainings on PMS assessment and evaluation for supervisors and conduct PMS evaluation of CSD staff	CSD-HR & Administration
	Conduct meetings and awareness trainings with relevant stakeholders, communities, schools and MAFF staff on MAFF roles, responsibilities and priorities	CSD-HR & Administration
	Prepare procurement for repair & maintenance of the security fence of MAFF Head Office	CSD-HR & Administration
6. Better Financial management system and public account	Revenue Collection & reporting - Prepare revenue projections, forecasting, collect & deposit of revenue and provide quarterly revenue reports	CSD-Finance
	Expenditure monitoring & reconciliation - Control & monitor expenditure to be in line with budget allocation, forecasting, provide quarterly vote balance, and reconciliation	

		Agricultural shows - Facilitate and improve the payment system for ALL Agricultural Show activities and prizes in TBU, Vv, Hp, 'Eua, NTT, NF	
		3. Asset management & reporting - prepare quarterly asset counts & reporting	
	7. Better information, communication and technology services	Improve and upgrade current computer networking including website updates	CSD-ICT
		Facilitate and lead in conducting of ALL Ministry's TV and Radio programs to promote public awareness, provide technical advises, skills and knowledge on all agriculture sector's activities conducted in all ministry's Divisions & Branches in Outer Islands	
		Lead the procurement, installation of new computers and IT equipment for the ministry and provide IT trainings for ministry's staff	
		Facilitate and provide all IT requirements for meetings and trainings with relevant stakeholders and within ministry	
		Arrange & conduct radio & TV awareness programs promoting agricultural show and conduct meetings, consultations with stakeholders, District/Town Officers, farmers, women groups & inspectors promoting to grow and produce more agricultural crops, vegetables, livestock, handicrafts, agro processing products, fruit trees, sandalwoods, timber trees, agroforestry systems, etc for 6 agricultural shows arrange and make the documentary films of ALL Agricultural Shows in TBU and ALL Outer Islands	
Sub-program 1.04: Policy & Planning Division (PPD)	8. Quality Planning, Statistics & Agricultural Trade, Policy Design & Legal Advisory Services	Lead the development, compile and publishing of the Ministry's Planning activities including CP, AMP & Budget & Procurement Plan	PPD
		Compile and finalize the Division's Planning activities including CP, AMP & Budget and Annual reports	PPD
		Develop the Priority sectors resilient plans and integrate the gender inclusions, youth, and people with disabilities and other vulnerabilities, costed and fully aligned with the JNAP 2 adapted targets for a Resilient Tonga (JNAP2)	PPD

Develop priority sectors multi hazard disaster preparedness, response and recovery plans including regular drill exercises (JNAP2)	PPD
Develop and approve national indicators (starting with the priority sectors) to regularly collect to assist in evaluation of projects' impacts (JNAP2)	PPD
Facilitate the review of Tonga Agriculture Sector Plan 2016-2020 (TASP)	PPD
Facilitate the development of the " Plan of Poultry Project " under the Tonga Circular Economy System Project	PPD
Lead the completion of ministry's annual procurement plan & implement an effective Proper Procurement Process for MAFF	PPD
Provide legal advisory services including review & amendment of MAFF's Legislations & regulations, policy development, public consultations and awareness, trainings and conduct meetings with relevant stakeholders, customers and MAFF's staff	PPD
Conduct Meetings and awareness trainings for MAFF staff & stakeholders including exporters, farmers, agriculture sector's clients on agribusinesses, trades & marketing principles and MAFF's CP, procurement process	PPD
Facilitate the Food Security Cluster Committee (FSCC) Meetings and provide awareness trainings with relevant stakeholders, customers and MAFF's staff on Climate Change and disaster risk mitigation and Climate Resilient and Disaster risk preparedness Program	PPD
Conduct Domestic Market survey, compile market reporting & disseminate to stakeholders	PPD
Collect Agriculture & Food Trade Statistics data (imports & exports), compile trade statistics report & disseminate to stakeholders	PPD
Lead and facilitate the development of project proposal to conduct the next Agricultural Census	PPD
Updating of Farm Management Information including Gross Margins, reporting & disseminate to stakeholders	PPD
Conduct Radio & TV programs and provide Market & trade information, advises to improve in production and marketing of products	PPD
Strengthening of Project Monitoring Unit (PMU) and develop potential project proposals, train staff on project M & E	PPD

		Conduct the PMS assessment for PPD's established & non-established staff	PPD
		Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - needs 1 AO for return scholar, according to new amendment of Procurement legislation need 1 AO post for Procurement Officer, 2 SAA & 2 Daily and facilitate staff short term training attachments / internships	PPD
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 2: Agriculture and Forestry Development; Sub-program 2.01: Research & Rural Development Division (RRDD)	9. Better Research Development on Resilient Agriculture Systems, Sustainable Agriculture and Information Dissemination	Establish appropriate agronomic crop researches and field trials & Assess appropriate production and crop management practices for increase yield potentials	RRDD
		Conduct soil testing of major agricultural soil types and of farmer's field for better soil management	RRDD
		Conduct plant pests and diseases research	RRDD
		Implementing SMART agricultural and water management approaches in the context of climate change and disaster risks is critical for Tonga's food security and aimed at achieving a Resilient Tonga. (JNAP)	RRDD
		Documentation & dissemination of agricultural research information through awareness programs on TV, radio and social media sites	RRDD
		Strengthen partnership & collaboration with China aid program (HIEC)through Encourage local production of imported agricultural commodities - root crops, vegetables, livestock (HIEC)	RRDD-HIEC
		Establish a registration system for varieties of agricultural products (HIEC)	RRDD-HIEC
		Implement and facilitate ACIAR, SPC and China Projects activities	RRDD
		Conduct field trial (holistic approach) best practice: source material, nursery propagation, treatments, monitoring pest/disease, data analysis and documentation.	RRDD
		Coordinate and facilitate ongoing training on climate smart and resilient agricultural practice.	RRDD

Applied research of new varieties on cultural control methods, spacing, IPM strategies (monitoring, data analysis, weather forecasting systems and diseases assessments.	RRDD
Promote edible aroids-bananas, cassava, coconuts and fruit trees and increase diversity for distribution and better conservation & maintenance of plant genetic resources	RRDD
Increase production of planting materials of resilient varieties of cassava (Peru), sweet potatoes (Japan variety, carrot, 3 months), swamp taro and taro tarua, corn and different vegetables (lettuce, cabbage, pakchoi, capsicum, etc) to disseminate to farmers, women groups, schools, churches, toutu'u, etc to grow as preparedness to combat the impact of Covid 19	RRDD
Agricultural shows - Facilitate and encourage the farmers to increase their productions and participate in the Agricultural Show activities through providing quality, effective and efficient technical advises, provide new production techniques, new stronger & more tolerant varieties, etc and display and promote new crop varieties yield at Agriculture Shows in TBU, Vv, Hp, 'Eua, NTT, NF	RRDD
Development and publish a consolidated Farmers Field School Manuals	RRDD
Facilitate Poultry Project Pilot Trial on Biogas-Lab & Feedmill Trial at Research Farm in next 3 years	RRDD-TCES
Repair and maintenance fences for MAFF Tongatapu research Station	RRDD
Repair and maintenance fences for MAFF Vava'u research Station	RRDD
Ongoing Repair & Maintenance of Tongatapu Research Farm Buildings.	RRDD
Repair and refurbishment of Plant pathology and Tissue culture lab.	RRDD
Repair and refurbishment of Entomology lab	RRDD
Repair and refurbishment of Soil lab.	RRDD
Repair and upgrade staff quarters at Tongatapu Research Station.	RRDD
Procurement of Tractor and implements for field trials and other land preparation activities.	RRDD

		Develop Division's CP, AMP & Budget and Annual Reports	RRDD
		Conduct the PMS assessment for RRDD's established & non-established staff	RRDD
		Train the trainers (farmers and extension officers)	RRDD
		Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - needs 2 AOs for return scholars, 1SAA, 1AA, maintain labourers and facilitate staff short term training attachments / internships	RRDD
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 2: Agriculture and Forestry Development Sub-program 2.02: Quarantine and Quality Management Division (QQMD)	10. Effective & better Border control, trade facilitation & Quarantine advice	Review Plant Quarantine Act and regulations including quarantine fees & charges	QQMD
		Quarantine Clearance of aircrafts and vessels	QQMD
		- Aircraft clearance Disposal - Baggage & cargo management Control & - Inspections of Cargo Containers	QQMD
		- Vessel clearance & Disposal - Baggage & air cargo management Control	QQMD
		Acquire new passenger baggage & cargo x-ray machine	QQMD
		Border interceptions	QQMD
		Reduce new exotic pests on crops and livestock getting through to Tonga.	QQMD
		Screening/ Disposal of Quarantine rubbish from Air and Marine Vessels	QQMD
		Provide Export and import permits	QQMD

		Market access to new markets for new export produces	QQMD
		Bilaterals/NZ, Aust, Fiji, Samoa	QQMD
		Establish of Electronic cert system / Ephyto	QQMD
		Monitor the Export Certification system	QQMD
		Dissemination of quarantine information through TV, Radio and Social Media sites.	QQMD
		Trainings of farmers, exporters & staff	QQMD
		Develop QQMD's CP, AMP & Budget and Annual Reports	QQMD
		Revenue collection and reporting	QQMD
		Conduct the PMS assessment for QQMD's established & non-established staff	QQMD
		Renovate & upgrade of Quarantine Office in Vava'u	QQMD
		Procurement of 1x 2 tons truck for disposing of quarantine rubbish from air / sea vessels	QQMD
		Procurement of 1 car or van for quarantine services to airport in Vava'u	QQMD
		Agriculture Shows; Provide public awareness through display and distribution of quarantine pamphlets, brochures, cards, etc during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of quarantine Division.	QQMD
		Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - Need to fill 1xTOII post, 1xAO post + 1xTO1, 1xTOII, 4XSAA, 6 labourers and facilitate staff short term training attachments / internships	QQMD
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division

Program 2: Agriculture and Forestry Development; Sub-program 2.03: Forestry Division (FRD)	11. Effective and Sustainable management of biodiversity and conservation of environment	Provides Strategic Technical advices to maintenance of 'Eua Watershed catchment area.	FRD
		Develop and implement procedures for regular monitoring and public reporting on the outcomes of actions taken, the standards being achieved, areas for improvement and progress towards sustainable forest management e.g. Forest Management of 'Eua Plantation	FRD
		Develop Monitoring Protocols to guide monitoring and reporting of compliance and standards in a consistent and objective manner	FRD
		Seek Technical Assistant for capacity building for staff in carrying out M&E and how to produce report from data collected	FRD
		Set up protocol in carrying out M&E and reporting to CEO and Minister	FRD
		Monitor & Evaluation of National Park & Reserves	FRD
		Farmland area (acres) with integrated agro-system management practice	FRD
		Analyze the economics value of tree and tree/crop systems on the 'api 'uta and the 'api kolo	FRD
		Review Forestry Policy (FP), and if necessary revise, the new forestry plan to ensure that it is fully aligned with JNAP adapted targets for a Resilient Tonga;	FRD
		Forestry Inventory Survey	FRD
	12. Strengthening Fruit Trees Planting Scheme to promote Food Security & Climate Resilient Environment	Produce and disseminate 200,000 coconut seedlings (100,000=TBU, 10,000='Eua, 10,000=Hp, 5,000=Vv, 75,000=HIEC) free of charge to farmers for the coconut replanting program. Fertilizers are also provided from SPC's funded project plus handicraft plants 30,000; 135000 coastal trees & 150,000 timber trees	FRD

		Produce and disseminate 65,100 (50,100=TBU, 5,000=Eua, 5,000=Vv, 5,000=Hp) breadfruit seedlings (<i>Ma'ofala, Meifisi, Puou, Kea, Loutoko, 'Aveloloa, etc.</i>) free of charge, for the breadfruit replanting program; Papaya 30,000	FRD
		Import, raise and disseminate 4,000 grafted seedlings (3,000 for 2 varieties of oranges & 4,000 for mandarin, 1,000 for mangoes, dragon fruits, etc.) from Australia, to selected farmers plus selected community groups; 150,300 fruit trees for ALL Total=154,300)	FRD
		Produce and sell total of (439,548 plants); 179,500 plus Sandalwood seedlings (100,000=TBU, 30,000=Eua, 30,000=Vv, 30,000=Hp, 3,000=NTT, 1,500=NF) plus 33,000 Kava seedlings, 450 moringa seedlings (100=TBU + 150=Eua, 50 each for Vv, Hp, NTT, NF) and plant in Ministry boundary), 600kgs turmeric=Vv+100kg=Eua; 600kgs ginger=Vv + 100kg Eua, dragonfruit seedlings 500=Vv + 100=Eua, and 226,000 Ornamental/Cultural tree seedlings for ALL	FRD
		Produce brochure for each Fruit Tree on planting and management best practices	FRD
		Provide awareness program and trainings of farmers, stakeholders & staff on Planting of fruit trees, fruit trees crafting propagation, planting of sandalwood and forest trees and Tree planting Best Farm Practices	FRD
		Repair & upgrading of nursery sheds & fences at Tokomololo and Outer Islands	FRD
	13. Forest-based Resilience and Climate Change Mitigation & Adaptation Measures	The Thailand Integrated Farming System (TIFS) (15% home/livestock, 32% crops/vegetables, 33% fruit trees/woodlot, 20% fish pond) with Palace Office, is extended to 10 local farms.	FRD
		Tree planting: Identify vulnerable areas at risk of climate change impact and develop adaptation options that are cost effective and culturally sensitive to reduce vulnerabilities	FRD
		Revegetate and Establish Forest Reserves on unallocated land and ensure their management	FRD
		Identifying and reserving suitable tracts of forested land on Tax Allotments, with the agreement of Tax Allotment holders	FRD

		Promote coastal tree planting, re-vegetate and protection of coastal forest strip to re-create the coastal environment and protect crops and trees from storm and sea spray damage (use fast growing, wind-firm, draught and salt-resistant trees)	FRD
		Establish a National Tree Planting Day (NTPD) in which all communities, schools, churches, etc will be encouraged to plant 1,000,000 trees in next 3 years	FRD
		Facilitate the implementation of Resilient and Climate Change Projects including JNAP2 activities	FRD
		Enforcement of compliance with Sandalwood Act	FRD
		Agriculture Shows; Provide public awareness through display of Forest's seedlings (fruit trees, timber trees, sandalwood, coconuts, breadfruits, papaya, etc) and distribution information on planting and management of these these seedlinngs (pamphlets, brochures, cards, etc) during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of Forestry Division.	FRD
		Forestry development programs & information disseminated through TV & Radio programs	FRD
		Develop & submit FRD's CP, AMP & Budget and Annual Reports	FRD
		Revenue collection and reporting	FRD
		Conduct the PMS assessment for FRD's established & non-established staff	FRD
		Staff Trainings on Policies, Code of Conduct, internal policies, etc	FRD
		Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - need to fill 1xTOI post, 1xAO post + 1xTOII, 4XSAA, 6 labourers and facilitate staff short term training attachments / internships	FRD
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division

Program 2: Agriculture and Forestry Development; Sub-program 2.04: Food Division (FOD)	14. Effective Food Safety control & advice, and better agro-processing & trade facilitation services	Facilitate the implementation of Food Act 2014, submit of Food Bill 2020 to Parliament and enforce compliance	FOD
		Food Safety clearance, inspections of ALL imported Food products including containers, baggage, boxes, cargo, etc at the border, .	FOD
		Border interceptions	FOD
		Food Safety inspections of Food businesses and commercial food products (restaurants, retailer/wholesaler shops, hotels, motels, street vendors, etc).	FOD
		Food Safety awareness program & trainings for communities, schools, MDAs, churches, stakeholders, etc	FOD
		Facilitating the implementation of Partnership Projects including Tonga Health "Mai Nima", CTA Nutrition Project-Action Plan, WB-MOH NCDs Project, MOT-Agri-Fish Tourism Project, etc	FOD
		Promote & facilitate Healthy lifestyle activities e.g. health check, ZUMBA, sports, etc	FOD
		Food Safety compliance training for all food businesses and importers	FOD
		Food Safety Enforcement training for Food Inspectors in TBU, Vv, Hp & 'Eua.	FOD
		Facilitate National Codex Committee and Food Council management Meetings.	FOD
		Promote Food Security & Food Nutrition through facilitating the observance of World Food Day (WFD), 16 Oct and World Food Safety Day (WFSD), 7 June.	FOD
		Promotion of manufacturing, processing & development of new local products through encouraging agro-processing development to using local ingredients (root crops, fruits and vegetables, etc)	FOD

Facilitate the Repair & reconstruction of Export building; procurement of pack house equipment under UNDP Project	FOD
Facilitate the Packhouse HACCP compliance through encouraging the HACCP management & maintenance of the Pack house and Agro-processing facility.	FOD
Trainings of exporters, small farmers, pack house workers, Food Inspectors on HACCP requirements, food preparation, hygiene and safety, grading, packing, labeling, for export.	FOD
Facilitate the Repair & maintenance of Agro-processing facility.	FOD
Agriculture Shows; Provide public awareness through display of local new Food Products developed from local ingredients to promote healthy eating, new revenue generating activities and distribute information on pamphlets, brochures, cards, etc, during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of Food Division and Food Safety & Nutrition and Healthy Food. Encourage stakeholders to participate in the agriculture show.	FOD
Complete review of Food Regulations	FOD
Food Bill & Regulations awareness and consultation program	FOD
Food Safety & FOD Information dissemination through 72 Radio & 20 TV programs	FOD
Develop & submit FOD's CP, AMP & Budget and Annual Reports	FOD
Conduct the PMS assessment for FOD's established & non-established staff	FOD
Staff Trainings on Policies, Code of Conduct, internal policies, PMS and Food Safety issues, etc etc	FOD

		Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - 10 Daily paid to work at Pack house, needs 1 SAO for returning scholar, 1 AA, 2 SAA & 1 TOI & fill current vacancies and facilitate staff short term training attachments / internships, scholarships	FOD
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 2: Agriculture and Forestry Development; Sub-program 2.05: Livestock Division (LVD)	15. Sustainable Food Security, Increased Livestock Production, Reduce Imports & Better Livestock Advisory Services	Prevention of border from exotic diseases entering the country	LVD
		Provide animal health and veterinary clinic services	LVD
		Facilitate implementation of MAFF-China Piggery- Biogas- Vegetable (PBV) Ecological Technologies Project: Tongatapu Phase V: Increase PBV farms from 2 demonstration farms (<i>Tupou College, Liava'a farm</i>) to 21 PBV farms. (HIEC)	LVD
		Transfer the management of the PBV farm (10-sows piggery/30 cubic metre biogas digester/10 vegetable screen houses) at Vaini Research Station to the Livestock Council to manage and Operate.	LVD
		The target production is to supply piglets to 20 plus Pig's Fattening Farms, which supplies pigs for the butcher on a routine basis.	LVD
		Vava'u Phase IV: Increase the farmer's PBV farms from 5 to 8 (HIEC)	LVD
		'Eua Phase I: Build; PBV farms at 'Eua Office and Hango College, plus one PBV farm to be built (HIEC)	LVD
		Facilitate the implementation of Ha'apai Project Phase 1: Will start in 2022 (HIEC)	LVD
		Extend the production of mushroom from Mushroom unit at Vaini Research Station to Tupou College and Liava'a PBV farms. (HIEC)	LVD
		Produce and disseminate 1,000 <i>Muscovy breed</i> ducklings to farmers (HIEC)	LVD

Train 1000 farmers, students and community groups in PBV farming, Duck raising and Mushroom production (HIEC)	LVD
Swine Artificial Insemination (AI) (HIEC). Establish a swine artificial insemination station (Chinese side: housing, equipment and materials, technical support, training; Tongan side: boar and sow rearing) ; improve the local breeds by crossbreeding; train technicians and farmers, no less than 100 sows artificially inseminated (HIEC)	LVD
Poultry hatching; Establish a poultry hatchery in livestock division (Chinese side: incubators, instruments and materials, technical support, hatching eggs and training; Tongan side: housing for hatchery, water and power (HIEC)	LVD
Produce and distribute 40,000 chickens to selected farmers (HIEC)	LVD
Produce and distribute 1,000 ducks to selected farmers (HIEC)	LVD
Promote & facilitate the visits of South Pacific Animal Welfare Agency (SPAW) from New Zealand, for their voluntary Veterinarian services	LVD
Collaborate in SPAW's Project in mass De-sexing Dogs in consenting villages of Tonga	LVD
Link to SPC's Livestock diseases survey	LVD
Breed and disseminate 1,000 plus of pig's cross-breed off-springs (<i>Duroc, Large White, Landrace</i> breeds) (400=TBU, 200=Vv, 200='Eua) (HIEC+MAFF)	LVD
Produce & distribute 160,000 plus broiler/layer chicks (<i>Import day old chicks or eggs and hatch, raised for 2 weeks</i>) to farmers/ households of Tonga funded from budget, Tonga Health Project and China Agro-Tech Integrated Project & MAFF budget (HIEC+MAFF)	LVD
Breed and disseminate 112 plus Goat off-springs from a stock of Anglo-nubian breed (85 does and 15 bucks from Fiji) to farmers (15=TBU, 70='Eua, 12=Vv, 15=Hp). (MAFF+HIEC)	LVD

Breed and disseminate 358 plus Sheep off-springs from an old stock (37 ewe 6 rams Fantastic breed, with 20 ewe cross-bred with Australian White Dorper breed via AI) and a new stock of Fiji's Fantastic breed (45 ewes with 35 pregnant to Australian White Dorper, 5 rams) (300=TBU, 30=Eua, 20=Vv, 8=Hp)	LVD
Establish and Operate an Artificial Insemination (AI) Unit for artificial impregnation service farmer's sows, ewes, etc..	LVD
Improving pasture development on 30 cattle farms	LVD
Facilitate the implementation of Projects including backyard chicken production - MAFF/Tonga Health project /China Project Phase V, and Livestock Production & breeding program	LVD
Produce manual for Pigs, Poultry, Cattle, Sheep husbandry and management	LVD
Facilitate procurement of ALL drugs & feeds for MAFF livestock including ALL the Outer Islands	LVD
Conduct skills and capacity building trainings for farmers, stakeholders, youth & staff on animal production, husbandry and management	LVD
Agriculture Shows; Provide public awareness through display of the new breeds of chickens (layers & broilers), pigs, sheep, goats and distribute information on pamphlets, brochures, cards, etc, during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of Livestock Division and Food Security. Also encourage stakeholders / provide better advices to keep their livestock to reduce imports and participate in the agriculture show	LVD
Conduct meetings, consultations with stakeholders, District/Town Officers, farmers, women groups to encourage them to participate in agricultural show.	LVD
Livestock development programs & information disseminated through TV & Radio programs and meetings with stakeholders	LVD
Get ready to facilitate requirements for settlement of VSA (Vet) & Peacecorp in Tonga (accomodation, etc if need)	LVD
Develop & submit LVD's CP, AMP & Budget and Annual Reports	LVD

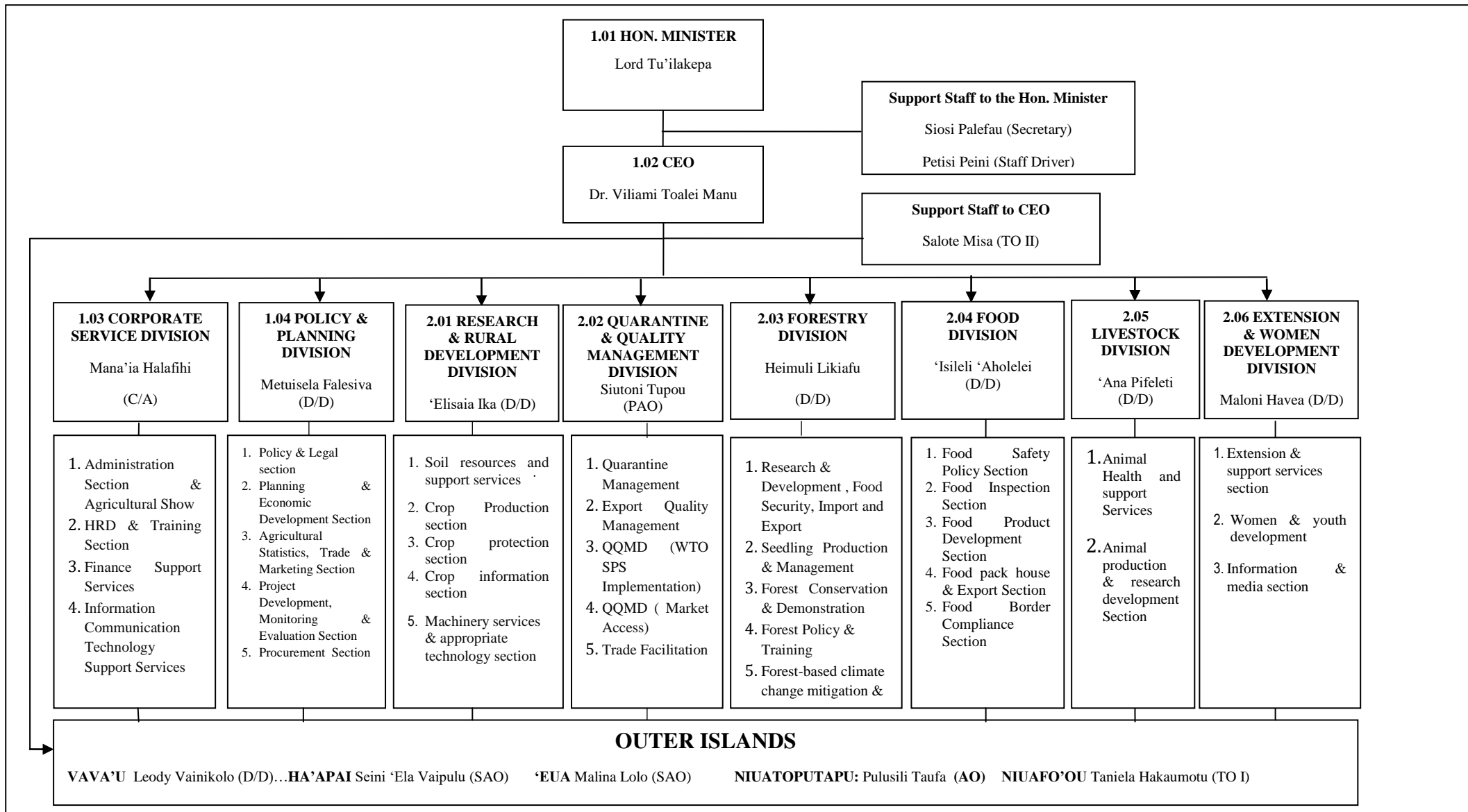
		Conduct the PMS assessment for LVD's established & non-established staff	LVD
		Revenue collection and reporting	LVD
		Staff Trainings on Policies, Code of Conduct, internal policies, PMS, livestock production, husbandry, management, and technical advices, etc	LVD
		Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - requests 1xPAO, 2xAO, 4xSAA, 2xAA; maintain 7 labourers and facilitate staff short term training attachments / internships, scholarships	LVD
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 2: Agriculture and Forestry Development Sub-program 2.06: Extension and Women Development Division (EWDD)	16. Effective and Better Extension Advisory Services, Sustainable Food Security & Information Dissemination	Conduct sector vulnerability assessments to establish baseline and to inform priority sectors resilient planning;	EWDD
		Encourage local production of imported agricultural commodities - root crops, vegetables, livestock	EWDD
		Strengthening existing industry council & establish new ones to lead and coordinate commodities /crops development	EWDD
		Facilitate the implementation of agricultural projects (MAFF / Tonga Health / Mai Nima / CTA-Food Healthy Nutrition) / China Projects to increase product for sustainable Food Security	EWDD
		Conduct crop and livestock annual survey, record data, analyse and submit to CEO & PPD	EWDD
		Increase production of women's handicrafts through encourage to increase production of paper mulberry & pandanus	EWDD
		Increase vegetable productions of women's groups, communities, schools, churches, through trainings and better advices of planting & management, distribution of seedlings, monitor & evaluation, etc	EWDD

		Enhance Public Private Partnerships (PPP) through establish on-farm trials	EWDD
		Provide effective advisory services through TV & Radio programs and coordinate the farmers, communities, groups, women, youths, etc to encourage increase production of commodities (melons, vegetables, potatoes, cassava, yams, taro, vanilla, etc) for export.	EWDD
		Trainings of farmers, exporters & stakeholders & staff on farm management good practices & crop production	EWDD
		Agriculture Shows; Lead the facilitation of Royal Agriculture Show (RAS) activities through plan and assign of tents & space for the participants in RAS, conduct inspections of RAS events (prejudge events & field events), provide public awareness on events for the RAS to promote and encourage the public to prepare and participate in the RAS, awareness of the important roles & responsibilities of Extension Division. Also encourage stakeholders / provide better extension advices on crops and Good Agriculture Practices (GAPs).	EWDD
		Conduct meetings, consultations with stakeholders, District/Town Officers during "Fono", farmers, women groups to encourage them to participate in agricultural show.	EWDD
		Facilitating the Celebration of World Food Day (WFD) through encourage women groups, schools, communities and farmers to participate	EWDD
	17. Climate Resilient and Sustainable Livelihood	On-going promotion of climate smart and resilient agricultural practices on crops and vegetable production through close collaboration with RRDD on resilient agricultural trials of new varieties	EWDD
		On-going promotion of resilient and sustainable resource services to farmers & public	EWDD
		Enhance Collaborate with RRDD on Disseminate the Applied research: new varieties evaluated (nursery/field), e.g., watermelon, cultural control methods tested, e.g., plant spacing, IPM strategies, monitoring, data analysis, weather forecasting systems – disease risk assessment	EWDD
		Staff specific training on Plant Health Doctor Service (PHDS); Enhance Collaborate with RRDD in providing PHDS - to enhance the skills and knowledge of outer islands Staff by training them toward the proper diagnose of plant pest diseases "Integrated Plant Diseased Management" (IPDM) strategies in Tonga	EWDD

Plant Health Clinic service for farmers; Enhance Collaborate with RRDD in providing Plant Health Clinic service - to expose farmers to emerging Pest and Disease threats and IPDM to horticulture in Tonga	EWDD
Implementing Climate SMART agricultural and water management approaches in the context of climate change and disaster risks is critical for Tonga's food security and aimed at achieving a Resilient Tonga.	EWDD
Facilitate distribution of 160,000 chickens from LVD + HIEC to selected farmers, households, women groups & schools	EWDD
Meetings; District Agricultural Committee (DAC) & Village Agricultural Committee (VAC) meetings	EWDD
Develop & submit EWDD's CP, AMP & Budget and Annual Reports	EWDD
Conduct the PMS assessment for EWDD's established & non-established staff	EWDD
Revenue collection and reporting	EWDD
Staff Trainings on Policies, Code of Conduct, internal policies, PMS, crop & vegetable production, and technical advices, etc	EWDD
Repair & maintenance of Pack house & Office at 'Alakifonua Extension Station	EWDD
Repair & maintenance of MAFF Haápai Office & Foa Station	EWDD
Repair & maintenance of MAFF Vava'u Office & residence and security fence	EWDD
Repair & maintenance of 'Eua Pack house	EWDD
Procurement of 2 new vehicles for TBU - Hihifo & Vaheloto Centers	EWDD
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - requests 1-PAO, 3xAO, 2xTO1, 2xSAA, maintain 7 labourers and facilitate staff short term training attachments / internships, scholarships for TBU	EWDD
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for VV-Fill current vacant Technician-engineer post, 1xAO, 1xTO1, 2 SAA & maintain 3 labourers; Facilitate the requirements for settlement of 1 VSA and facilitate staff short term training attachments / internships, scholarships	EWDD

	Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for Hp-1xAO, 1xTO1, 2 SAA & maintain 3 labourers; Facilitate the requirements for settlement of 1 JICA volunteer and facilitate staff short term training attachments / internships, scholarships	EWDD
	Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for 'Eua-1xAO, 1xTOII, 1 SAA & maintain 4 labourers; Facilitate the requirements for settlement of 1 JICA volunteer and facilitate staff short term training attachments / internships, scholarships	EWDD
	Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for NTT-1xTOII, 1xSAA & maintain 4 labourers and facilitate staff short term training attachments / internships, scholarships	EWDD
	Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for NF-1xTOII, 1xSAA & maintain 4 labourers and facilitate staff short term training attachments / internships, scholarships	EWDD
	Construction of new Office building for Western Division at the new location - Ha'avakatolo	EWDD
	Construction of new 1-Office building and 2 residence buildings for Ha'apai Pangai Station	EWDD
	Construction of new 1-Office building and 1 residence building for Vava'u Fatai Station	EWDD
	Construction of new poultry layers building for 'Eua	EWDD

2.5 Ministry Organizational Structure



2.6 Summary of MAFF Planned Reforms

For 2020/21 MAFF will continue to reform her staff capacity to maintain the expertise in specific areas which include;

- (i) the separation of HRD & Training Section from Administration & Agriculture Show Section of CSD;
- (ii) the establishment of Food Border Compliance Section of Food Division and the establishment of Food Section in the Outer Islands;
- (iii) the upgrading of Procurement Unit to Procurement Section under the Policy and Planning Division;
- (iv) the recruitment of more scientists to strengthen the Research & Rural Development Division in Soil, Agronomy, Crop Protection, Entomology and Plant Pathology and
- (v) the recruitment of more scientists to strengthen the Livestock Division.

MAFF requires the following staff proposals to meet the above-mentioned reform;

- (i) 1 Senior Agricultural Officer for Food Division
- (ii) 1 Senior Procurement Officer for PPD
- (iii) 1 Principal Veterinary Officer for LD
- (iv) 1 Senior Agricultural Officer for Soil Scientist at RRDD
- (v) 1 Senior Agricultural Officer for Entomologist at RRDD
- (vi) 1 Senior Agricultural Officer for Plant Pathologist at RRDD
- (vii) 1 Senior Administration Officer for CSD
- (viii) 1 Senior Agricultural Economist for PPD

New Initiatives / Projects

Ministry is expected to implement the following new initiatives during the 2020/21 – 2022/23 FY.

- (i) Review of TASP 2016 – 2020.
- (ii) Construction of Artificial Insemination (AI) Unit at Livestock Division.
- (iii) Establishment of Poultry Hatchery Unit at Livestock Division.
- (iv) Continue expansion of “Improving Pastures Project” at Livestock Division.
- (v) Continue increasing the MAFF-China Piggery Biogas Vegetable Ecological Technologies Project at Livestock Division.
- (vi) Establishment of electronic phyto-certification system (E-phyto) at Quarantine Division.
- (vii) Forestry Inventory Survey Project.
- (viii) Promote Tonga National Tree Planting Day ...targeting 1 million trees in next 3 years.
- (ix) Pilot trial of Biogas & Poultry Project on Tonga Circular Economy System.
- (x) MAFF also plans to do repair and maintenance, renovations and construction of new buildings in the next 3 financial years.

3. Ministry Budget and Staffing

3.1 Ministry Budget and Staffing

To deliver the MDA Outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 3 and staff, summarized in Table 4 are required:

Table 3: MAFF Budget by Recurrent, Development and item (cash & in-kind – millions)

Expenditure Item (\$m)	2019/20 budget	2019/20 revised	2020/21 budget	2021/22 projection	2022/23 projection
Established Staff (10xx)	5,361,200	5,361,200	5,302,522	5,352,522	5,362,522
Un established Staff (11xx)	448,800	448,800	574,678	574,678	574,678
Travel and Communication (12xx)	407,700	519,700	496,700	496,700	500,000
Maintenance and Operations (13xx)	886,300	866,448	885,300	885,300	885,300
Purchase of Goods and Services (14xx)	2,055,700	2,073,835	2,037,400	2,137,400	2,037,400
Grants and Transfers (15xx)	257,400	338,670	351,400	351,400	351,400
**Assets (20xx)	909,100	717,547	678,200	678,200	698,200
Total MAFF Operation Recurrent	10,326,200	10,326,200	10,326,200	10,376,200	10,389,500
Total Expenditure Recurrent	10,326,200	10,326,200	10,326,200	10,376,200	10,389,500

Notes:

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

Table 4: Ministry Total Staff by Key Category

Category	2018/19 Revised	2019/20 Budget	2020/21 Projection 1	2021/22 Projection 2
Established Staff				
Executive Officer (Level 0 to2)	11	9	9	9
Professional Staff (Level 3 to 9)	52	47	47	47
Other Staff (Level 9A to 14A)	118	151	155	160
Total Established Staff	181	207	211	216
Un-established Staff	110	66	70	70
Total Staff	291	273	281	286
Total Recurrent Cost (\$m)	5,990,900	5,810,100	5,838,390	6,130,310

4. MINISTRY OUTPUTS & ACTIVITIES GROUPED INTO DIVISIONS & KPIs

It should be recognize that all MAFF Programs and Sub-Programs, and their Sub-Outputs and Activities are designed to achieve the TSDF National Outcomes attributed to MAFF and the corresponding Sustainable Development Goals (SDG). Therefore, no one Sub-Output or Activity can be read to achieve one particular National Outcome or SDG. All Divisions and Branches in the Outer Islands provide collective effort in attending effectively to all its activities to ensure all relevant National Outcomes, SDGs, GPAs, JNAP II, and TASP expected targets can be achieved.

4.1.1 Ministry Outputs & Activities Grouped into Division/Sub-Programs and KPIs

Minister & CEO's Office							
Output 1: Better lead MAFF with clear direction and divisions of labour between Hon. Minister and CEO. Provide better and evidence based advice and guidance to stakeholders						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Administration of Ministry of Agriculture, Food & Forests Portfolio Leadership	At least 90% of MAFF KPIs achieved	80%	80%	90%	100%	2.a	2a.1
Output 2: Submit Ministry's CP & Budget to Parliament						SDG/TSDF	
Present budget estimate & CP during Parliament deliberations	Budget estimate & CP	1	1	1	1	2.a	2a.1
Output 3: Better formulated budgets that is balance with corporate plan						SDG/TSDF	
Annual CP & Budget	Annual CP & Budget	1	1	1	1	2.a	2a.1
Output 4: Submit Ministry's Annual Report to Parliament						SDG/TSDF	
Annual Report	Annual Report	1	1	1	1	2.a	2a.1

Corporate Service Division							
Output 5: Quality, effective and efficient Administration, HR Development, Financial Management, Information and Communication Technology Services						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Conduct quarterly Induction Training for new recruitments and Trainings on Civil Service Policies, Customer Service & Time Management.	No. quarterly trainings conducted	2	3	4	4	2.a	2a.1
Facilitate, process & completing of all staff overseas trainings requirements	No. quarterly report of trainings conducted	3	4	4	4	2.a	2a.1
Timely & complete organizing & facilitating of workshops hosted by MAFF	No. quarterly report of trainings conducted	3	4	4	4	2.a	2a.1
Providing better customer service through quality reception service	At least 95% customer satisfaction	90%	95%	98%	100%	2.a	2a.1
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - Need 1 PAO & 1 AO post for returning scholar, needs 1 TOI	% Timely submitted of applications as per PSC timeline	80%	90%	95%	99%	2.a	2a.1
Provide effective & efficient staff leave management system	% Timely submitted of staff leave & sick leave application as per PSC timeline	90%	92%	95%	98%	2.a	2a.1
Provide better property maintenance and asset procurement	Quarterly updated assets report	4	4	4	4	2.a	2a.1
Provide better vehicle maintenance & logistics arrangement & monitoring.	Quarterly updated report of vehicles logbook	4	4	4	4	2.a	2a.1
Develop Division's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per Official timeline	90%	92%	95%	98%	2.a	2a.1
Compile, manage, finalize and publish the Ministry's Annual Reports	% Timely completion & publish of Annual Report as per CEO's official timeline	70%	90%	95%	99%	2.a	2a.1

Implement an effective & efficient PMS process & PMS assessment for MAFF's established & non-established staff through providing quarterly Trainings on PMS assessment and evaluation for supervisors and conduct PMS evaluation of CSD staff	100% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2a.1
Conduct meetings and awareness trainings with relevant stakeholders, communities, schools and MAFF staff on MAFF roles, responsibilities and priorities	100% Quarterly reports of trainings conducted	4	4	4	4	2.a	2.a.1
Prepare procurement for repair & maintenance of the security fence of MAFF Head Office	% of Successful completion of R & M of two main gates at HQ	new	60%	100%		2.a	2.a.1
Output 6: Better Financial management system and public account						SDG/TSDF	
Revenue Collection & reporting - Prepare revenue projections, forecasting, collect & deposit of revenue and provide quarterly revenue reports	% Timely collection & deposited of all revenue collected in compliance with Financial Management Act, Treasury Instructions & Policies and Budget Strategy	90%	100%	100%	100%	2.a	2.a.1
Expenditure monitoring & reconciliation - Control & monitor expenditure to be in line with budget allocation, forecasting, provide quarterly vote balance, and reconciliation	% compliance with Financial Management Act, Treasury Instructions & Policies and Budget Strategy; Conduct forecasting & financial administration management	100%	100%	100%	100%	2.a	2.a.1
Agricultural shows - Facilitate and improve the payment system for ALL Agricultural Show activities and prizes in TBU, Vv, Hp, 'Eua, NTT, NF	All payments 100% should be completed within 1 month after the RAS day.	90%	95%	100%	100%	2.a	2.a.1

Asset management & reporting - prepare quarterly asset counts & reporting	% compliance with Financial Management Act, Treasury Instructions & Policies and Timely monthly / annual asset report	100%	100%	100%	100%	2.a	2.a.1
Output 7: Better information, communication and technology services						SDG/TSDf	
Improve and upgrade current computer networking including website updates	No. of quarterly reports on % reliability of designed and IT network system and timely completed and submitted as per CEO timeline	3	4	4	4	2.a	2.a.1
Facilitate and lead in conducting of ALL Ministry's TV and Radio programs to promote public awareness, provide technical advises, skills and knowledge on all agriculture sector's activities conducted in all ministry's Divisions & Branches in Outer Islands of at least 90 programs	% of all required TV & Radio programs completed	80%	90%	100%	100%	2.a	2.a.1
Lead the procurement, installation of new computers and IT equipment for the ministry and provide IT trainings for ministry's staff	Successful completing of at least 90% of the required new computers and relevant IT equipment procurement application endorsed	80%	80%	90%	100%	2.a	2.a.1
Facilitate and provide all IT requirements for meetings and trainings with relevant stakeholders and within ministry	% of Ministry's Trainings that need IT assistance successful implemented	80%	85%	90%	100%	2.a	2.a.1

Arrange & conduct radio & TV awareness programs promoting agricultural show and conduct meetings, consultations with stakeholders, District/Town Officers, farmers, women groups & inspectors promoting to grow and produce more agricultural crops, vegetables, livestock, handicrafts, agro processing products, fruit trees, sandalwoods, timber trees, agroforestry systems, etc for 6 agricultural shows arrange and make the documentary films of ALL Royal Agricultural Shows (RAS) in TBU and ALL Outer Islands	No. of villages participated in ALL RAS events in TBU, Vv, Hp, Eua, NTT, NF	122	125	130	130	2.a	2.a.1
Policy & Planning Division							
Output 8: Quality Planning, Agricultural Trade & Statistics, Policy Design & Legal Advisory Services						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Lead the development, compile and publishing of the Ministry's Planning activities including CP, AMP & Budget & Procurement Plan	% Timely completion of all reports as per Official timeline	90%	98%	98%	98%	2.a	2.a.1
Compile and finalize the Division's Planning activities including CP, AMP & Budget and Annual reports	% Timely completion & publish of Annual Report as per CEO's official timeline	70%	90%	95%	99%	2.a	2.a.1
Develop the Priority sectors resilient plans and integrate the gender inclusions, youth, and people with disabilities and other vulnerabilities, costed and fully aligned with the JNAP 2 adapted targets for a Resilient Tonga	A costed and GESI factored resilient plan for 14 climate-sensitive sectors developed. (i.e as identified in the JNAP2 M&E System Guide) developed.	0	100%	100%	100%	2.a & 2.4	2.a.1 & 2.4.1

Develop priority sectors multi hazard disaster preparedness, response and recovery plans including regular drill exercises (JNAP2)	A multi-hazard disaster preparedness, response and recovery plans, including drill exercise for communities and the 14 climate-sensitive sectors (i.e as identified in the JNAP2 M&E System Guide) developed.	0	50%	70%	100%	2.a & 2.4	2.a.1 & 2.4.1
Develop and approve national indicators (starting with the priority sectors) to regularly collect to assist in evaluation of projects' impacts (JNAP2)	Resilience process and outcomes indicators for 14 climate-sensitive sectors (i.e as identified in the JNAP2 M&E System Guide) developed.	0	50%	70%	100%	2.a & 2.4	2.a.1 & 2.4.1
Facilitate the review of Tonga Agriculture Sector Plan 2016-2020 (TASP)	Endorse to review the TASP before the end of FY 2020/21.	0%	100%	0	0	2.a	2.a.1
Facilitate the development of the " Plan of Poultry Project " under the Tonga Circular Economy System Project	A " Plan report of Poultry Project " is completed by 2020 FY.	new	1			2.a	2.a.1
Lead the completion of ministry's annual procurement plan & implement an effective Proper Procurement Process for MAFF	100% Timely submitted of procurement plan / application as per official procurement unit timeline	80%	80%	85%	90%	2.a	2.a.1
Provide legal advisory services including review & amendment of MAFF's Legislations & regulations, policy development, public consultations and awareness, trainings and conduct meetings with relevant stakeholders, customers and MAFF's staff	No. of trainings, consultations, public awareness programs conducted per quarter on legal advisory services is at least 10	10	20	24	24	2.a	2.a.1
Conduct Meetings and awareness trainings for MAFF staff & stakeholders including exporters, farmers, agriculture sector's clients on agribusinesses, trades & marketing principles and MAFF's CP, procurement process	No. of meetings or Trainings Successful implementation per quarter is 2	8	8	8	8	2.a	2.a.1

Facilitate the Food Security Cluster Committee (FSCC) Meetings and provide awareness trainings with relevant stakeholders, customers and MAFF's staff on Climate Change and disaster risk mitigation and Climate Resilient and Disaster risk preparedness Program	No. of FSLCC meetings & trainings conducted is at least 2/quarter	8	10	10	12	2.a	2.a.1
Conduct Domestic Market survey, compile market reporting & disseminate to stakeholders	Timely completion of quarterly market survey report on last week of Apr, Jul, Oct & Jan	4 reports	4	4	4	2.a	2.a.1
Collect Agriculture & Food Trade Statistics data (imports & exports), compile trade statistics report & disseminate to stakeholders	Timely completion of quarterly agricultural export & import data report on last week of Apr, Jul, Oct & Jan	4 reports	4	4	4	2.a	2.a.1
Lead and facilitate the development of project proposal to conduct the next Agricultural Census	% of customer satisfaction Rate with information is at least 90%	80%	90%	95%	98%	2.a	2.a.1
Updating of Farm Management Information including Gross Margins, reporting & disseminate to stakeholders	Quarterly progress report on updating	new	4	4	4	2.a	2.a.1
Conduct Radio & TV programs and provide Market & trade information, advises to improve in production and marketing of products	Successful completion of at least 12 TV/Radio Programs/annum on Agricultural Marketing	new	12	12	12	2.a	2.a.1
Strengthening of Project Monitoring Unit (PMU) and develop potential project proposals, train staff on project M & E	% of ALL MAFF current projects successfully recorded in a Project Database with detail up to dated records	new	70%	80%	95%	2.a	2.a.1
Conduct the PMS assessment for PPD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1

Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - needs 1 AO for return scholar, according to new amendment of Procurement legislation need 1 AO post for Procurement Officer, 2 SAA & 2 Daily and facilitate staff short term training attachments / internships	% of vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Research & Rural Development Division							
Output 9: Better Research Development on Resilient Agriculture Systems, Sustainable Agriculture and Information Dissemination						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Establish appropriate agronomic crop researches and field trials & Assess appropriate production and crop management practices for increase yield potentials	A report of the establishment of at least 2 field trials with result per year	0	1	1	1	2.a	2.a.1
Conduct soil testing of major agricultural soil types and of farmer's field for better soil management	Report of completion sampling and testing of soil per islands once every year.	0	1	1	1	2.a	2.a.1
Conduct plant pests and diseases research	Report on completion of at least 2 researches on plant pests per year.	0	1	1	1	2.a	2.a.1
Implementing SMART agricultural and water management approaches in the context of climate change and disaster risks is critical for Tonga's food security and aimed at achieving a Resilient Tonga. (JNAP)	SMART agricultural and water management activities in the context of climate change and disaster risks implemented and reported	1	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Documentation & dissemination of agricultural research information through awareness programs on TV, radio and social media sites	Successful completion of at least 24 TV & Radio programs on research results/yr	18	24	24	24	2.a	2.a.1

Strengthen partnership & collaboration with China aid program (HIEC) through Encourage local production of imported agricultural commodities - root crops, vegetables, livestock, fruit trees like dragon fruits, etc (HIEC)	No. of Dragon fruit production in Vava'u increase to 750 as main producer in next 3 FYs	150	250	250	250	2.a	2.a.1
Establish a registration system for varieties of agricultural products (HIEC)	Register 10 varieties of vegetables, melons or fruits for extension	1	3	3	4	2.a	2.a.1
Implement and facilitate ACIAR, SPC and China Projects activities	Quarterly progress reports	4	4	4	4	2.a	2.a.1
Conduct field trial (holistic approach) best practice: source material, nursery propagation, treatments, monitoring pest/disease, data analysis and documentation.	A report on establishment and progress of at least 1 trial sites per year	0	1	1	1	2.a	2.a.1
Coordinate and facilitate ongoing training on climate smart and resilient agricultural practice.	Complete at least 2 trainings per year	1	2	2	2	2.a	2.a.1
Applied research of new varieties on cultural control methods, spacing, IPM strategies (monitoring, data analysis, weather forecasting systems and diseases assessments.	A report on implementation of at least 1 applied research per year	1	1	1	1	2.a	2.a.1
Promote edible aroids-bananas, cassava, coconuts and fruit trees and increase diversity for distribution and better conservation & maintenance of plant genetic resources	Establish 1 new block per crops per year (aroids, banana, cassava, coconuts, fruit trees)	4	4	4	4	2.a	2.a.1
Increase production of planting materials of resilient varieties of cassava (Peru), sweet potatoes (Japan variety, carrot, 3 months), swamp taro and taro tarua, corn and different vegetables (lettuce, cabbage, pakchoi, capsicum, etc) to disseminate to farmers, women groups, schools, churches, toutu'u, to grow as preparedness to combat the impact of Covid 19	No. of farmers, groups, communities who benefited from distribution of planting materials	new	> 1,000	> 1,500	> 1,800	2.a	2.a.1
Agricultural shows - Facilitate and encourage the farmers to increase their productions and participate in the Agricultural Show activities through providing quality, effective and efficient technical advises, provide new production techniques, new stronger & more tolerant varieties, etc and display and promote new crop varieties yield at Agriculture Shows in TBU, Vv, Hp, 'Eua, NTT, NF	No. of villages participated in ALL RAS events in TBU, Vv, Hp, 'Eua, NTT, NF	122	125	130	130	2.a	2.a.1

Development and publish a consolidated Farmers Field School Manuals	Complete & publish a Farmers' Field School Manual	0	1			2.a	2.a.1
Facilitate Poultry Project Pilot Trial on Biogas-Lab & Feedmill Trial at Research Farm in next 3 years	% Feedmill trial on Biogas-Lab started including arrival of BiogasLab, launch of start of trial in next 3 years	2%	20%	50%	80%	2.a	2.a.1
Repair and maintenance fences for MAFF Tongatapu research Station	% completion of R & M of RRDD-TBU fence	40%	70%	100%	0	2.a	2.a.1
Repair and maintenance fences for MAFF Vava'u research Station	% completion of R & M of Vava'u fence	0%	50%	100%	0	2.a	2.a.1
Ongoing Repair & Maintenance of Tongatapu Research Farm Buildings.	% completion of R & M of TBU RRDD buildings	0%	50%	100%	0	2.a	2.a.1
Repair and refurbishment of Plant pathology and Tissue culture lab.	% completion of R & M of TBU RRDD Plant pathology & Tissue culture Lab	0%	50%	100%	0	2.a	2.a.1
Repair and refurbishment of Entomology lab	% completion of R & M of TBU RRDD Entomology Lab	0%	0	60%	100%	2.a	2.a.1
Repair and refurbishment of Soil lab.	% completion of R & M of TBU RRDD Soil Lab	0%	60%	40%	0	2.a	2.a.1
Repair and upgrade staff quarters at Tongatapu Research Station.	% completion of R & M of TBU RRDD 2 staff quarters	0	0	50%	50%	2.a	2.a.1
Procurement of Tractor and implements for field trials and other land preparation activities.	Procurement of 1 tractor with 1 set of implements	new	1	0	0	2.a	2.a.1
Develop Division's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per CEO official timeline	90%	92%	95%	98%	2.a	2.a.1
Conduct the PMS assessment for RRDD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1
Revenue collection and reporting	Complete & submit quarterly revenue collection report as per MoF timeline	3	4	4	4	2.a	2.a.1

Train the trainers (farmers and extension officers)	Complete at least 2 trainings per FY	0	2	2	2	2.a	2.a.1
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - needs 2 AOs for return scholars, 1SAA, 1AA, maintain labourers and facilitate staff short term training attachments / internships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Quarantine & Quality Management Division							
Output 10: Effective & Better Border control, trade facilitation & Quarantine advice						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Review Plant Quarantine Act and regulations including quarantine fees & charges	Complete and submit review of act & regulations as per CEO timeline	0	60%	80%	100%	2.a	2.a.1
Quarantine Clearance of aircrafts and vessels	% completion of quarantine clearance as per aircrafts & vessels timeline	95%	96%	98%	100%	2.a	2.a.1
- Aircraft clearance - Baggage & cargo management Control & Disposal - Inspections of Cargo Containers	% completion of baggage & cargo clearance as per vessels timeline	95%	96%	98%	100%	2.a	2.a.1
- Vessel clearance - Baggage & air cargo management Control & Disposal	% completion of baggage & cargo clearance as per aircrafts timeline	95%	96%	98%	100%	2.a	2.a.1
Acquire new passenger baggage & cargo x-ray machine	Complete the Procurement of one x-ray machine before end of 2020/21 FY	new	100%	0	0	2.a	2.a.1
Border interceptions	Complete and submit border interceptions quarterly report as per CEO's timeline	0	4	4	4	2.a	2.a.1
Reduce new exotic pests on crops and livestock getting through to Tonga.	% compliance with Quarantine Import Act	90%	95%	100%	100%	2.a	2.a.1

Screening/ Disposal of Quarantine rubbish from Air and Marine Vessels	% compliance with Quarantine rubbish disposal Act	90%	95%	100%	100%	2.a	2.a.1
Provide Export and import permits	% compliance with regulation & fees	90%	95%	100%	100%	2.a	2.a.1
Market access to new markets for new export produces	% Complete developed of at least 1 Export Pathway/ protocol for one new commodity as per Quarantine export act before end of 2023 FY	30%	60%	90%	100%	2.a	2.a.1
Bilaterals/NZ, Aust, Fiji, Samoa	Complete developed and signed at least 1 bilateral agreement with one country before end of 2023 FY	0%	40%	80%	100%	2.a	2.a.1
Establish of Electronic cert system / E-phyto	Complete established electronic cert system / E-phyto before end of 2022 FY	0%	50%	100%	0%	2.a	2.a.1
Monitor the Export Certification system	No. of quarterly M & E report completed and submitted as per CEO timeline	3	4	4	4	2.a	2.a.1
Dissemination of quarantine information through TV, Radio and Social Media sites.	Successful completion of at least 24 TV and Radio Programs	20	24%	24%	24%	2.a	2.a.1
Trainings of farmers, exporters & staff	Complete at least 36 trainings by 2023	10	12	12	12	2.a	2.a.1
Develop QQMD's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per CEO official timeline	90%	92%	95%	98%	2.a	2.a.1
Revenue collection and reporting	Complete & submit quarterly revenue collection report as per MOF timeline	3	4	4	4	2.a	2.a.1
Conduct the PMS assessment for QQMD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1

Renovate & upgrade of Quarantine Office in Vava'u	Successful completion of renovation	new	60%	40%	0	2.a	2.a.1
Agriculture Shows; Provide public awareness through display and distribution of quarantine pamphlets, brochures, cards, etc during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of quarantine Division.	No. of villages participated in ALL RAS events in TBU, Vv, Hp, Eua, NTT, NF	122	125	130	130	2.a	2.a.1
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - Need to fill 1xTOII post, 1xAO post + 1xTO1, 1xTOII, 4XSAA, 6 labourers and facilitate staff short term training attachments / internships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Procurement of 1x 2 tons truck for disposing of quarantine rubbish from air / sea vessels	Successful procurement of one 2 ton truck in next 3 FYs	new	0	1	0	2.a	2.a.1
Procurement of 1 car or van for quarantine services to airport in Vava'u	Successful procurement of 1 vehicle for Vava'u in next 3 FYs	new	1	0	0	2.a	2.a.1
Forestry Division							
Output 11: Effective and Sustainable management of biodiversity and conservation of environment						SDG/TSDf	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Provides Strategic Technical advices to maintenance of 'Eua Watershed catchment area.	% compliance with MOU for 'Eua Watershed catchment area	60%	80%	90%	100%	2.a & 2.4	2.a.1 & 2.4.1
Develop and implement procedures for regular monitoring and public reporting on the outcomes of actions taken, the standards being achieved, areas for improvement and progress towards sustainable forest management e.g. Forest Management of 'Eua Plantation	Complete & submit Quarterly M & E report as per CEO timeline	new	4	4	4	2.a & 2.4	2.a.1 & 2.4.1

Develop Monitoring Protocols to guide monitoring and reporting of compliance and standards in a consistent and objective manner	Complete & submit Quarterly Monitoring Protocol report as per CEO timeline	new	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Seek Technical Assistant for capacity building for staff in carrying out M&E and how to produce report from data collected	Complete & submit at least 1 project proposal as per donors' guideline before end of 2023 FY	new	1	1	1	2.a	2.a.1
Set up protocol in carrying out M&E and reporting to CEO and Minister	Complete & submit Quarterly Monitoring report as per CEO & Minister's timeline	new	4	4	4	2.a	2.a.1
Monitor & Evaluation of National Park & Reserves	Complete & submit Quarterly Monitoring report as per CEO & Minister's timeline	new	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Farmland area (acres) with integrated agro-system management practice	Complete & submit Quarterly updated survey report	0	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Analyze the economics value of tree and tree/crop systems on the 'api 'uta and the 'api kolo	Develop & complete a tree crop system farm management handbook in the next 3 FYs	new	40%	80%	100%	2.a	2.a.1
Review Forestry Policy (FP), and if necessary revise, the new forestry plan to ensure that it is fully aligned with JNAP adapted targets for a Resilient Tonga;	Forestry Policy (FP) that is fully aligned with JNAP 2 targets for a Resilient Tonga published.	0%	60%	80%	100%	2.a & 2.4	2.a.1 & 2.4.1
	Complete & implement the Work plan for coconut replanting to replace old/dead coconut trees to meet HIEC target of 75,000 in next 3 FYs	new	25,000	25,000	25,000	2.a & 2.4	2.a.1 & 2.4.1

Forestry Inventory Survey	Successfully completion of Forestry Inventory Survey with annual progress report in next 3 FYs	0%	40%	80%	100%	2.a & 2.4	2.a.1 & 2.4.1
Output 12: Strengthening Fruit Trees Planting Scheme to promote Food Security & Climate Resilient Environment						SDG/TSDF	
Produce and disseminate 200,000 coconut seedlings (100,000=TBU, 10,000=Eua, 10,000=Hp, 5,000=Vv, 75,000=HIEC) free of charge to farmers for the coconut replanting program. Fertilizers are also provided from SPC's funded project plus handicraft plants 30,000; 135000 coastal trees & 150,000timber trees	All annual 515,000 targeted coconut seedlings and others are produced & plant in next 3 FYs	10,000	171,667	171,667	171,666	2.a & 2.4	2.a.1 & 2.4.1
Produce and disseminate 65,100 (50,100=TBU, 5,000=Eua, 5,000=Vv, 5,000=Hp) breadfruit seedlings (<i>Ma'ofala, Meifisi, Puou, Kea, Loutoko, 'Aveloloa, etc.</i>) free of charge, for the breadfruit replanting program; Papaya 30,000;	All annual targeted 95,100 breadfruit seedlings & papaya are produced & plant in next 3 FYs	1,000	31,700	31,700	31,700	2.a & 2.4	2.a.1 & 2.4.1
Import, raise and disseminate 4,000 grafted seedlings (3,000 for 2 varieties of oranges & 4,000 for mandarin, 1,000 for mangoes, dragon fruits, etc.) from Australia, to selected farmers plus selected community groups; 150,300 fruit trees for ALL Total=154,300)	All 154,300 fruit trees are produced & plant in next 3 years	500	51,433	51,433	51,434	2.a & 2.4	2.a.1 & 2.4.1
Produce and sell total of (439,548 plants); 179,500 plus Sandalwood seedlings (100,000=TBU, 30,000=Eua, 30,000=Vv, 30,000=Hp, 3,000=NTT, 1,500=NF) plus 33,000 Kava seedlings, 450 moringa seedlings (100=TBU + 150=Eua, 50 each for Vv, Hp, NTT, NF) and plant in Ministry boundary), 600kgs turmeric=Vv+100kg=Eua; 600kgs ginger=Vv + 100kg Eua, dragonfruit seedlings 500=Vv + 100=Eua, and 226,000 Ornamental/Cultural tree seedlings for ALL	Total target of 439,548 seedlings are produced and plant in next 3 FYs	30,000	146,516	146,516	146,516	2.a & 2.4	2.a.1 & 2.4.1
Produce brochure for each Fruit Tree on planting and management best practices	Complete one brochure for each; coconut, orange and breadfruit before the end of 2022 FY	0	1	2	0	2.a	2.a.1

Provide awareness program and trainings of farmers, stakeholders & staff on Planting of fruit trees, fruit trees crafting propagation, planting of sandalwood and forest trees and Tree planting Best Farm Practices	Successful completion of at least 108 TV / Radio awareness programs on sandalwood & forest trees planting scheme; coconut replanting scheme, breadfruit & orange in next 3 FYs	24	36	36	36	2.a	2.a.1
Repair & upgrading of nursery sheds & fences at Tokomololo and Outer Islands	% completion of R & M of nurseries before end of 2023	20%	80%	90%	100%	2.a	2.a.1
Output 13: Forest-based Resilience and Climate Change Mitigation & Adaptation Measures						SDG/TSDF	
The Thailand Integrated Farming System (TIFS) (15% home/livestock, 32% crops/vegetables, 33% fruit trees/woodlot, 20% fish pond) with Palace Office, is extended to 10 local farms.	Complete the extension of TIFS and established in 10 more local farms by 2023 FY	1	2	3	5	2.a	2.a.1
Tree planting: Identify vulnerable areas at risk of climate change impact and develop adaptation options that are cost effective and culturally sensitive to reduce vulnerabilities	Complete & submitted Quarterly report as per CEO timeline	0	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Re-vegetate and Establish Forest Reserves on unallocated land and ensure their management	Complete & submit quarterly M & E report of the activity as per CEO's timeline	0	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Identifying and reserving suitable tracts of forested land on Tax Allotments, with the agreement of Tax Allotment holders	Complete & submit quarterly progress report of the activity as per CEO's timeline	0	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Promote coastal tree planting, re-vegetate and protection of coastal forest strip to re-create the coastal environment and protect crops and trees from storm and sea spray damage (use fast growing, wind-firm, draught and salt-resistant trees)	Complete & submit quarterly progress report of the activity as per CEO's timeline	0	4	4	4	2.a & 2.4	2.a.1 & 2.4.1

Establish a National Tree Planting Day (NTPD) in which all communities, schools, churches, etc will be encouraged to plant 1,000,000 trees in next 3 years	Tonga National Tree Planting Day" (NTPD) is established and completed planting of all the target 1,000,000 trees in next 3 FYs.	0	333,333	333,333	333,334	2.a & 2.4	2.a.1 & 2.4.1
Facilitate the implementation of Resilient and Climate Change Projects including JNAP2 activities	Complete & submit quarterly progress report of the projects as per CEO's timeline	0	4	4	4	2.a & 2.4	2.a.1 & 2.4.1
Enforcement of compliance with Sandalwood Act	Complete & submitted a quarterly progress report on the implementation of sandalwood act as per CEO's timeline	new	4	4	4	2.a	2.a.1
Agriculture Shows; Provide public awareness through display of Forest's seedlings (fruit trees, timber trees, sandalwood, coconuts, breadfruits, papaya, etc) and distribution information on planting and management of these these seedlinngs (pamphlets, brochures, cards, etc) during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of Forestry Division.	No. of villages participated in ALL RAS events in TBU, Vv, Hp, Eua, NTT, NF	122	125	130	130	2.a	2.a.1
Forestry development programs & information disseminated through TV & Radio programs	Successful completion of at least 80 TV & Radio programs on forests technical advices, sandal wood technologies & regulations, forestry development programs, seedlings, cocos replanting scheme, in next 3 Fys.	14	24	26	30	2.a	2.a.1
Develop & submit FRD's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per CEO official timeline	90%	92%	95%	98%	2.a	2.a.1

Revenue collection and reporting	Complete & submit quarterly revenue collection report as per MoF timeline	3	4	4	4	2.a	2.a.1
Conduct the PMS assessment for FRD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1
Staff Trainings on Policies, Code of Conduct, internal policies, etc	Complete at least 36 trainings by 2023	10	12	12	12	2.a	2.a.1
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - need to fill 1xTOI post, 1xAO post + 1xTOII, 4XSAA, 6 labourer sand facilitate staff short term training attachments / internships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Food Division							
Output 14: Effective Food Safety control & advice and better agro-processing & trade facilitation services						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Facilitate the implementation of Food Act 2014, submit of Food Bill 2020 to Parliament and enforce compliance	% Endorsed Food Bill 2020 by the Parliament during 2020/21 FY	Food Bill 2020 is now at the Parliament	100%	0%	0%	2.a	2.a.1
Food Safety clearance, inspections of ALL imported Food products including containers, baggage, boxes, cargo, etc at the border, .	% compliance of ALL food for sale with Food Act 2014 and appropriate Codex Alimentarius standards in next 3 FYs.	60%	80%	90%	100%	2.a	2.a.1
Border interceptions	Complete & submit Quarterly interception report as per CEO timeline	4	4	4	4	2.a	2.a.1

Food Safety inspections of Food businesses and commercial food products (restaurants, retailer/wholesaler shops, hotels, motels, street vendors, etc).	% completion of Planned Inspections Program of all Total no. of Food businesses and vendors in TBU, Vv, Hp & 'Eua	80%	90%	95%	100%	2.a	2.a.1
Food Safety awareness program & trainings for communities, schools, MDAs, churches, stakeholders, etc	No. of TV & Radio and site visit awareness programs on Food Act & Food Safety Program in next 3 FYs	10	12	12	12	2.a	2.a.1
Facilitating the implementation of Partnership Projects including Tonga Health "Mai Nima", CTA Nutrition Project-Action Plan, WB-MOH NCDs Project, MOT-Agri-Fish Tourism Project, etc	Complete & submit Quarterly projects' report as per CEO timeline	4	4	4	4	2.a	2.a.1
Promote & facilitate Healthy lifestyle activities e.g. health check, ZUMBA, sports, etc	No. of Physical exercise, sports & health check recording programs conducted in next 3 FYs	24	40	48	50	2.a	2.a.1
Food Safety compliance training for all food businesses and importers	No. of trainings conducted in next 3 FYs	6	8	8	8	2.a	2.a.1
Food Safety Enforcement training for Food Inspectors in TBU, Vv, Hp & 'Eua.	No. of trainings conducted in next 3 FYs	1	2	2	2	2.a	2.a.1
Facilitate National Codex Committee and Food Council management Meetings.	No. of meetings conducted in next 3 FYs	new	4	4	4	2.a	2.a.1
Promote Food Security & Food Nutrition through facilitating the observance of World Food Day (WFD), 16 Oct and World Food Safety Day (WFSD), 7 June.	A Report on Successful implementation of WFD & WFSD	1	2	2	2	2.a	2.a.1

Promotion of manufacturing, processing & development of new local products through encouraging agro-processing development to using local ingredients (root crops, fruits and vegetables, etc)	Complete & submitted of a report of at least 3 new products developed and adopted as a new business as per CEO's timeline in next 3 FYs	1	1	2	2	2.a	2.a.1
Facilitate the Repair & reconstruction of Export building; procurement of pack house equipment under UNDP Project	Successful completion of at least 9 Trainings for food businesses, Chefs, and food vendors in next 3 FYs.	2	3	3	3	2.a	2.a.1
Facilitate the Packhouse HACCP compliance through encouraging the HACCP management & maintenance of the Pack house and Agro-processing facility.	Successfully Completed the project and upgrading of the Pack house before the end of 2020/21 FY.	20%	100%	0%	0%	2.a	2.a.1
Trainings of exporters, small farmers, pack house workers, Food Inspectors on HACCP requirements, food preparation, hygiene and safety, grading, packing, labeling, for export.	Successfully Completed the project and procurement all required equipment before the end of 2020/21 FY	30%	100%	0%	0%	2.a	2.a.1
Facilitate the Repair & maintenance of Agro-processing facility.	Complete repair & maintenance of the kitchen room before the end of 2020/21 FY	new	100%	0%	0%	2.a	2.a.1
Agriculture Shows; Provide public awareness through display of local new Food Products developed from local ingredients to promote healthy eating, new revenue generating activities and distribute information on pamphlets, brochures, cards, etc, during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of Food Division and Food Safety & Nutrition and Healthy Food. Encourage stakeholders to participate in the agriculture show.	No. of villages participated in ALL RAS events in TBU, Vv, Hp, Eua, NTT, NF	122	125	130	130	2.a	2.a.1

Complete review of Food Regulations	% of Food Regulations completed revised by 2020/21	60%	100%			2.a	2.a.1
Food Bill & Regulations awareness and consultation program	No. of awareness & consultations conducted in next 3 FYs	6	10	20	20	2.a	2.a.1
Food Safety & FOD Information dissemination through 72 Radio & 20 TV programs	No. of TV & Radio programs conducted in next 3 FYs	16	24	24	24	2.a	2.a.1
Develop & submit FOD's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per CEO official timeline	90%	92%	95%	98%	2.a	2.a.1
Conduct the PMS assessment for FOD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1
Staff Trainings on Policies, Code of Conduct, internal policies, PMS and Food Safety issues, etc etc	Complete at least 36 trainings by 2023	10	12	12	12	2.a	2.a.1
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - 10 Daily paid to work at Pack house, needs 1 SAO for returning scholar, 1 AA, 2 SAA & 1 TOI & fill current vacancies and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Livestock Division							
Output 15: Sustainable Food Security, Increased Livestock Production, Reduce Imports & Better Livestock Advisory Services						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Prevention of border from exotic diseases entering the country	No. of Quarterly border intercept report submitted as per CEO's timeline	4	4	4	4	2.a	2.a.1

Provide animal health and veterinary clinic services	No. of Quarterly report on clinical cases delivered submitted as per CEO's timeline	4	4	4	4	2.a	2.a.1
Facilitate implementation of MAFF-China Piggery-Biogas- Vegetable (PBV) Ecological Technologies Project: Tongatapu Phase V: Increase PBV farms from 2 demonstration farms (<i>Tupou College, Liava'a farm</i>) to 21 PBV farms. (HIEC)	Successful establishment of planned 21 no. of PBV farms in next 3 FYs	2	7	7	7	2.a	2.a.1
Transfer the management of the PBV farm (10-sows piggery/30 cubic metre biogas digester/10 vegetable screen houses) at Vaini Research Station to the Livestock Council to manage and Operate.	100% completed the transferred of 10 sows piggery and 10 vegetable screen houses to Livestock council before the end of FY 2021.	0	80%	100%		2.a	2.a.1
The target production is to supply piglets to 20 plus Pig's Fattening Farms, which supplies pigs for the butcher on a routine basis.	Complete established of 20 Fatten Piggery Farms in next 3 FYs	0	25%	65%	100%	2.a	2.a.1
Vava'u Phase IV: Increase the farmer's PBV farms from 5 to 8 (HIEC)	Complete established of 8 more PBV farms in next 3 FYs	5	3	3	2	2.a	2.a.1
'Eua Phase I: Build; PBV farms at 'Eua Office and Hango College, plus one PBV farm to be built (HIEC)	Complete established 3 PBV farms in 'Eua before end of 2021	0	2	1	0	2.a	2.a.1
Facilitate the implementation of Ha'apai Project Phase 1: Will start in 2022 (HIEC)	Complete established of PBV Project Phase 1 in Ha'apai MAFF before the end of 2022/23 FY	0	0	0	1	2.a	2.a.1
Extend the production of mushroom from Mushroom unit at Vaini Research Station to Tupou College and Liava'a PBV farms. (HIEC)	Complete & submit evidence report on establishment of mushroom production unit at Toloa & Liava'a farms before the end of 2020/21 FY	0	1			2.a	2.a.1

Produce and disseminate 1,000 <i>Muscovy breed</i> ducklings to farmers (HIEC)	1,000 ducklings disseminated to farmers by the end of FY 2022/23	180	300	300	400	2.a	2.a.1
Train 1000 farmers, students and community groups in PBV farming, Duck raising and Mushroom production (HIEC)	Complete training of 1,000 farmers, students & groups in next 3 FYs	86	300	300	400	2.a	2.a.1
Swine Artificial Insemination (AI) (HIEC). Establish a swine artificial insemination station (Chinese side: housing, equipment and materials, technical support, training; Tongan side: boar and sow rearing) ; improve the local breeds by crossbreeding; train technicians and farmers, no less than 100 sows artificially inseminated (HIEC)	Complete & submitted Quarterly M & E report on progress of all activities completed before end of FY 2022/23	0	4	4	4	2.a	2.a.1
Poultry hatching; Establish a poultry hatchery in livestock division (Chinese side: incubators, instruments and materials, technical support, hatching eggs and training;Tonga side: housing for hatchery, water and power (HIEC)	Complete & submitted Quarterly M & E report on progress of all activities completed before end of FY 2021/22	0	4	4	4	2.a	2.a.1
Produce and distribute 40,000 chickens to selected farmers (HIEC)	Completed distribution of targeted chickens before end of 2022/23 FY	10,000	13,300	13,000	13,700	2.a	2.a.1
Produce and distribute 1,000 ducks to selected farmers (HIEC)	Completed distribution of targeted ducks before end of 2022/23 FY	300	300	300	400	2.a	2.a.1
Promote & facilitate the visits of South Pacific Animal Welfare Agency (SPA) from New Zealand, for their voluntary Veterinarian services	A report submitted on how successful the SPAW activities as per CEO's timeline	1	1	1	1	2.a	2.a.1
Collaborate in SPAW's Project in mass De-sexing Dogs in consenting villages of Tonga	A report submitted on how successful the SPAW activities as per CEO's timeline	1	1	1	1	2.a	2.a.1

Link to SPC's Livestock diseases survey	Complete & submitted the Animal disease survey report as per CEO's timeline	new	0	1	1	2.a	2.a.1
Breed and disseminate 1,000 plus of pig's cross-breed off-springs (<i>Duroc, Large White, Landrace</i> breeds) (400=TBU, 200=Vv, 200='Eua) (HIEC+MAFF)	Complete dissemination of 1,000 cross-breed piglets to farmers, groups before the end of 2022/23 FY	20	333	333	334	2.a	2.a.1
Produce & distribute 160,000 plus broiler/layer chicks (<i>Import day old chicks or eggs and hatch, raised for 2 weeks</i>) to farmers/ households of Tonga funded from budget, Tonga Health Project and China Agro-Tech Integrated Project & MAFF budget (HIEC+MAFF)	Complete dissemination of 160,000 chicks to farmers, women groups, communities' groups, schools before the end of 2022/23 FY	10,000	53,333	53,333	53,334	2.a	2.a.1
Breed and disseminate 112 plus Goat off-springs from a stock of Anglo-nubian breed (85 does and 15 bucks from Fiji) to farmers (15=TBU, 70='Eua, 12=Vv, 15=Hp). (MAFF+HIEC)	Complete dissemination of 197 goats to farmers, women groups, communities' groups, schools, before the end of 2022/23 FY	0	37	37	38	2.a	2.a.1
Breed and disseminate 358 plus Sheep off-springs from an old stock (37 ewe 6 rams Fantastic breed, with 20 ewe cross-bred with Australian White Dorper breed via AI) and a new stock of Fiji's Fantastic breed (45 ewes with 35 pregnant to Australian White Dorper, 5 rams) (300=TBU, 30=Eua, 20=Vv, 8=Hp)	Complete dissemination of 535 sheep to farmers, women groups, communities' groups, schools, & recorded in next 3 FYs	0	116	117	117	2.a	2.a.1
Establish and Operate an Artificial Insemination (AI) Unit for artificial impregnation service farmer's sows, ewes, etc..	Complete established of one AI Unit before the end of 2020/21 FY	0	1	0	0	2.a	2.a.1
Improving pasture development on 30 cattle farms	Complete planting of improved pasture in 30 cattle farms before the end of 2022/23 FY	10	10	10	10	2.a	2.a.1

Facilitate the implementation of Projects including backyard chicken production - MAFF/Tonga Health project /China Project Phase V, and Livestock Production & breeding program	Complete & submitted Quarterly project M&E Report as per CEO timeline	2	4	4	4	2.a	2.a.1
Produce manual for Pigs, Poultry, Cattle, Sheep husbandry and management	Complete, publish & distributed at least 300 manuals for each animal by the end of 2022/23 FY	new	100	100	100	2.a	2.a.1
Facilitate procurement of ALL drugs & feeds for MAFF livestock including ALL the Outer Islands	Successful completion procuring ALL the required drugs & feeds for MAFF's TBU, Vv, Hp, 'Eua, NTT & NF stations and meet MOF timeline	new	100%	100%	100%	2.a	2.a.1
Conduct skills and capacity building trainings for farmers, stakeholders, youth & staff on animal production, husbandry and management	No. of targeted 140 trainings conducted throughout ALL islands of Tonga in next 3 FYs	30	40	50	50	2.a	2.a.1
Agriculture Shows; Provide public awareness through display of the new breeds of chickens (layers & broilers), pigs, sheep, goats and distribute information on pamphlets, brochures, cards, etc, during the agriculture show to promote and educate the public to aware of the important roles & responsibilities of Livestock Division and Food Security. Also encourage stakeholders / provide better advices to keep their livestock to reduce imports and participate in the agriculture show	No. of villages participated in ALL RAS events in TBU, Vv, Hp, Eua, NTT, NF	122	125	130	130	2.a	2.a.1
Conduct meetings, consultations with stakeholders, District/Town Officers, farmers, women groups to encourage them to participate in Royal Agricultural Show (RAS).	No. of meetings, consultations, Fono regarding RAS conducted in next 3 years	10	12	12	12	2.a	2.a.1
Livestock development programs & technical advisory information disseminated through TV & Radio programs and meetings with stakeholders	No. of target 30 TV/Radio programs conducted in next 3 FYs	10	10	10	10	2.a	2.a.1

Get ready to facilitate requirements for settlement of VSA (Vet) & Peacecorp in Tonga (accommodation, etc if need)	100% completed the VSA (Vet) & Peacecorp settlement requirement	0	100%	100%	100%	2.a	2.a.1
Develop & submit LVD's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per CEO official timeline	90%	92%	95%	98%	2.a	2.a.1
Conduct the PMS assessment for LVD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1
Revenue collection and reporting	Complete & submit quarterly revenue collection report as per MoF timeline	3	4	4	4	2.a	2.a.1
Staff Trainings on Policies, Code of Conduct, internal policies, PMS, livestock production, husbandry, management, and technical advices, etc	Complete at least 36 trainings by 2023	10	12	12	12	2.a	2.a.1
Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - requests 1xPAO, 2xAO, 4xSAA, 2xAA; maintain 7 labourers and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Extension & Women Development Division							
Output 16: Effective and Better Extension Advisory Services, Sustainable Food Security & Information Dissemination						SDG/TSDF	
Activities/Strategies	KPIs	2019/20 Baseline	2020/21	2021/22	2022/23	Targets #	Indicators #
Conduct sector vulnerability assessments to establish baseline and to inform priority sectors resilient planning;	% of the Vulnerability assessments for Agriculture Sector and completed and submitted the baselines to JNAP before the end of FY 2021/22.	30%	70%	100%	100%	2.a	2.a.1
Encourage local production of imported agricultural commodities - root crops, vegetables, livestock	% of Volume of import potatoes & vegetables reduced in next 3 years	new	3%	8%	10%	2.a	2.a.1

Strengthening existing industry council & establish new ones to lead and coordinate commodities /crops development	No. of industry councils established in next 3 years	2	2	3	5	2.a	2.a.1
Facilitate the implementation of agricultural projects (MAFF / Tonga Health / Mai Nima / CTA-Food Healthy Nutrition) / China Projects to increase product for sustainable Food Security	Quarterly report for each project submitted as per CEO timeline	4	4	4	4	2.a	2.a.1
Conduct crop and livestock annual survey, record data, analyse and submit to CEO & PPD	Crop and livestock annual survey report completed by the last week of November annually	1	1	1	1	2.a	2.a.1
Increase production of women's handicrafts through encourage to increase production of paper mulberry & pandanus	Quarterly report on the no. of farmers & acres of new pandanus & mulberry planted	2	4	4	4	2.a	2.a.1
Increase vegetable productions of women's groups, communities, schools, churches, through trainings and better advices of planting & management, distribution of seedlings, monitor & evaluation, etc	Quarterly report on the no. of women's groups, communities, schools, churches, etc and the area of new vegetables they grow	2	4	4	4	2.a	2.a.1
Enhance Public Private Partnerships (PPP) through establish on-farm trials	Successful establishment of at least 1 on-farm trial / FY	new	2	3	4	2.a	2.a.1
Provide effective advisory services through TV & Radio programs and coordinate the farmers, communities, groups, women, youths, etc to encourage increase production of commodities (melons, vegetables, potatoes, cassava, yams, taro, vanilla, etc) for export.	7% increased of exports by 2023	1.5%	3%	5%	7%	2.a	2.a.1
Trainings of farmers, exporters & stakeholders & staff on farm management good practices & crop production	Quarterly report on successful trainings of at least 1 training/quarter/district completed	4	4	4	4	2.a	2.a.1

Agriculture Shows; Lead the facilitation of Royal Agriculture Show (RAS) activities through plan and assign of tents & space for the participants in RAS, conduct inspections of RAS events (prejudge events & field events), provide public awareness on events for the RAS to promote and encourage the public to prepare and participate in the RAS, awareness of the important roles & responsibilities of Extension Division. Also encourage stakeholders / provide better extension advices on crops and Good Agriculture Practices (GAPs).	No. of villages participated in ALL RAS events in TBU, Vv, Hp, Eua, NTT, NF	122	125	130	130	2.a	2.a.1
Conduct meetings, consultations with stakeholders, District/Town Officers during "Fono", farmers, women groups to encourage them to participate in agricultural show.	No. of meetings, consultations, Fono regarding RAS conducted in next 3 years	10	12	12	12	2.a	2.a.1
Facilitating the Celebration of World Food Day (WFD) through encourage women groups, schools, communities and farmers to participate	Report on Successful implementation of WFD in TBU	1	1	1	1	2.a	2.a.1
Output 17: Climate Resilient and Sustainable Livelihood						SDG/TSDF	
On-going promotion of climate smart and resilient agricultural practices on crops and vegetable production through close collaboration with RRDD on resilient agricultural trials of new varieties	No. of Farmer Field Days conducted at RRDD show casing the new resilient varieties, agricultural system / practices, etc	1	2	2	2	2.a	2.a.1
On-going promotion of resilient and sustainable resource services to farmers & public	No. of TV and Radio Programs / quarter as awareness and promoting of resilient and sustainable resource services to farmers & public	4	4	4	4	2.a	2.a.1
Enhance Collaborate with RRDD on Disseminate the Applied research: new varieties evaluated (nursery/field), e.g., watermelon, cultural control methods tested, e.g., plant spacing, IPM strategies, monitoring, data analysis, weather forecasting systems – disease risk assessment	A report showing no. of successful new varieties trialed & disseminated to farmers	1	2	2	2	2.a	2.a.1

Staff specific training on Plant Health Doctor Service (PHDS); Enhance Collaborate with RRDD in providing PHDS - to enhance the skills and knowledge of outer islands Staff by training them toward the proper diagnose of plant pest diseases "Intergrated Plant Diseased Management" (IPDM) strategies in Tonga	No. of specific trainings conducted in outer islands	3	6	0	0	2.a	2.a.1
Plant Health Clinic Service for farmers; Enhance Collaborate with RRDD in providing Plant Health Clinic service - to expose farmers to emerging Pest and Disease threats and IPDM to horticulture in Tonga	No. of Plant Health Clinic Service provided to farmers & public	15	20	20	20	2.a	2.a.1
Implementing Climate SMART agricultural and water management approaches in the context of climate change and disaster risks is critical for Tonga's food security and aimed at achieving a Resilient Tonga.	SMART agricultural and water management activities in the context of climate change and disaster risks implemented and reported quarterly	1	4	4	4	2.a	2.a.1
Facilitate distribution of 160,000 chickens from LVD + HIEC to selected farmers, households, women groups & schools	A quarterly report of the successful completion distribution of planned no. of chickens, sheep and pigs	2	4	4	4	2.a	2.a.1
Meetings; District Agricultural Committee (DAC) & Village Agricultural Committee (VAC) meetings	No. of meetings completed	10	12	12	12	2.a	2.a.1
Develop & submit EWDD's CP, AMP & Budget and Annual Reports	% timely completion of all reports as per CEO official timeline	90%	92%	95%	98%	2.a	2.a.1
Conduct the PMS assessment for EWDD's established & non-established staff	% Timely submitted of PMS evaluation report as per PSC timeline	90%	90%	95%	100%	2.a	2.a.1
Revenue collection and reporting	Complete & submit quarterly revenue collection report as per MoF timeline	3	4	4	4	2.a	2.a.1
Staff Trainings on Policies, Code of Conduct, internal policies, PMS, crop & vegetable production, and technical advices, etc	Complete at least 36 trainings by 2023	10	12	12	12	2.a	2.a.1

Repair & maintenance of Pack house & Office at 'Alakifonua Extension Station	Quarterly report on progress & completion of R & M	new	4	4	4	2.a	2.a.1
Repair & maintenance of MAFF Haápai Office & Foa Station	Quarterly report on progress & completion of R & M	new	4	4	4	2.a	2.a.1
Repair & maintenance of MAFF Vava'u Office & residence and security fence	Quarterly report on progress & completion of R & M	new	4	4	4	2.a	2.a.1
Repair & maintenance of 'Eua Pack house	Quarterly report on progress & completion of R & M	new	4	4	4	2.a	2.a.1
Procurement of 2 new vehicles for TBU – Western & Central Centers	Complete procurement of 2 vehicles	new	1	1		2.a	2.a.1
TBU ; Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts - requests 1-PAO, 3xAO, 2xTO1, 2xSAA, maintain 7 labourers and facilitate staff short term training attachments / internships, scholarships for TBU	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Vv ; Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for VV-Fill current vacant Technician-engineer post, 1xAO, 1xTO1, 2 SAA & maintain 3 labourers; Facilitate the requirements for settlement of 1 VSA and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Hp ; Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for Hp-1xAO, 1xTO1, 2 SAA & maintain 3 labourers; Facilitate the requirements for settlement of 1 JICA volunteer and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1

'Eua ; Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for 'Eua-1xAO, 1xTOII, 1 SAA & maintain 4 labourers; Facilitate the requirements for settlement of 1 JICA volunteer and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
NTT ; Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for NTT-1xTOII, 1xSAA & maintain 4 labourers and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
NF ; Effective & efficient Recruitment of establish & non-establish staff through filling these vacancies & request new posts for NF-1xTOII, 1xSAA & maintain 4 labourers and facilitate staff short term training attachments / internships, scholarships	% ALL vacancies filled as per PSC timeline	80%	90%	95%	100%	2.a	2.a.1
Construction of new Office building for Western Division at the new location - Ha'avakatolo	Quarterly report on progress & completion of the WD Office by 2020 FY	new	4				
Construction of new 1-Office building and 2 residence buildings for Ha'apai Pangai Station	Quarterly report on progress & completion of the R & M in next 3 FYs	new	4	4	4	2.a	2.a.1
Construction of new 1-Office building and 1 residence building for Vava'u Fatai Station	Quarterly report on progress & completion of Office + 1 residence building in next 3 FYs	new	4	4	4	2.a	2.a.1
Construction of new poultry layers building for 'Eua	Quarterly report on progress & completion of new poultry layer for 'Eua by 2020 FY	new	4	4	4	2.a	2.a.1

Annex 1: Documents Contributing to MAFF Mandate

Acts and Legislations.

- **Agricultural Commodities Export Act (1) 2002**
 - *Fruit Export (Buttercup Squash) (Amendment) Regulations 1994*
 - *Fruit Export (Buttercup Squash) Regulations 1993*
 - *Fruit Export (Vanilla) Regulations 1993*
- **Animal Disease Act (1) 1979**
 - *Animal Diseases ((Amendment) Act 2002*
 - *Amendments (Privy Council) Act 2012*
- **Birds and Fish Preservation Act (1) 1915**
 - *Birds and Fish Preservation (Amendment) Act 1989*
- **Copra Act (1) 1926**
 - *Miscellaneous Amendments (Privy Council) Act 2010*
- **Food Act 2014**
- **Forests Act (1) 1961**
 - *Miscellaneous Amendments (Privy Council) Act 2010*
 - *Forest Produce Regulations [1]*
- **Markets Act [1] 1976**
 - *Market Act Notice No. 1 1995 [1]*
 - *Market Act Notice No. 2 1995 [1]*
 - *Market Regulations [1] 1971*
 - *Talamahu Market Regulations 1995 [1]*
- **Noxious Weeds Act (1) 1917**
 - *amended by... Miscellaneous Amendments (Privy Council) Act 2010*
 - *Proclamation of Noxious Weeds [1] 1926*
- **Pesticides Act (1) 2002**
- **Plant Quarantine Act (1) 1982**
 - *Miscellaneous Amendments (Privy Council) Act 2010*
 - *Plant Quarantine (Amendment) Act 1995*
 - *Plant Quarantine (Amendment) Act 2009*
 - *Diseases of Plants Regulations [1] 1964*
 - *Plant Quarantine Regulations 1995*
 - *Infested Areas Declarations [1]*
 - *Plant Quarantine (Fees) Regulation 1997 [1]*
 - *Plant Quarantine (Squash and Vanilla) (Fees) Regulations 1992 [1]*
 - *Plant Quarantine Regulations 1995 [1]*
 - *Prescribed Treatment for Bunchy Top [1] 1968*

- **Pounds and Animals Act [1]1918**
 - *amended by... Miscellaneous Amendments (Privy Council) Act 2010*
 - *amended by...Pounds and Animals (Amendment) Act 1989*
 - *Pounds Establishment Notice[1]*
- **Rhinoceros Beetle Act [1]1912**
 - *amended by... Miscellaneous Amendments (Privy Council) Act 2010*

Policy Decisions and Conventions

- i) Tonga Agriculture Sector Plan;
- ii) Agriculture Census and Statistics;
- iii) National Forest Policy;
- iv) Code of Harvesting Practice for the 'Eua Forestry Plantations 2009;
- v) Code of practice for the sustainable management of the forests and Tree resources of Tonga 2010;
- vi) Crops Compensation;
- vii) Kitchen Policy;
- viii) Kitchen Rules; and
- ix) Sandalwood Policy.

The Ministry is also a member of these international organizations and hence signatories to these affiliated conventions and obligations:

- *United Nation Food and Agriculture Organization (FAO)*
- *FAO International Plant Protection Commission*
- *FAO OIE*
- *WHO/FAO Codex Alimentarius Commission*
- *Secretariat of the Pacific Commission*
- *South Pacific Regional Environmental Programmes*

National Co-ordination services

- i. Agricultural Sector Growth Committee;
- ii. National Livestock Council;
- iii. Tongatapu Vanilla Growers Association;
- iv. Eastern District United Planters Council;
- v. National Growers Council;
- vi. National Food Authority (NFA) & National Food Council (NFC);
- vii. Pesticide Registration Committee;
- viii. Scientific Sub-Committee;
- ix. National Codex Committee – Food standards (Act);
- x. Market Authority (Tongatapu);

- xi. Market Authority (Vava'u);
- xii. Market Authority (Ha'apai); and
- xiii. Vava'u Vanilla Association (Vava'u).

National Agriculture Risk Management

- i. Pest Control;
- ii. Plant and Animal Disease Control;
- iii. Food Safety Control;
- iv. Post Cyclone/Disaster Food Recovery Emergency;
- v. Preparedness Plan to Livestock Zoonotic Disease Emergency; and
- vi. Food Security and Livelihood Cluster