



GOVERNMENT of the KINGDOM of TONGA

MINISTRY *of* **FOREIGN AFFAIRS**

Corporate Plan & Budget
2020/2021 – 2022/2023

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List of Abbreviations

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

Foreword

I am pleased to present the Ministry of Foreign Affairs' (MFA) Corporate Plan (CP) for the 2020/21 - 2022/23 financial periods.

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

The Ministry over the next three years will continue to determine the strategies and foreign policy objectives required to achieve the prerogatives provided by His Majesty the King and implemented by the Cabinet.

I anticipate positive commitments by all to conduct diplomatic, protocol, immigration and consular responsibilities to broaden and strengthen relations in the pursuit of prosperity, peace and security.

I look forward to implementing this plan to achieve favourable and fruitful outcomes.

Respectfully,

The Hon. Rev. Dr. Pohiva Tu'i'onetoa
Prime Minister of Tonga

This Corporate Plan covers the period from 2020/2021 to 2022/2023 financial years. The Ministry is mandated to support the Tonga Strategic Development Framework (TSDF) 2015-2025 and to ensure it is aligned with the Sustainable Development Goals of the 2030 Development Agenda. These are cascaded down to seven (7) Ministry level outputs which form the basis of this plan, the Ministry's organizational structure and our budget.

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

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

Faka'apa'apa atu,

Mr. Viliami Malolo
Secretary for Foreign Affairs

1.1 Mandate

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

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

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

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

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

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

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

1.1.1 Key legislation, treaties, policies and plans

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

1.2 Stakeholders

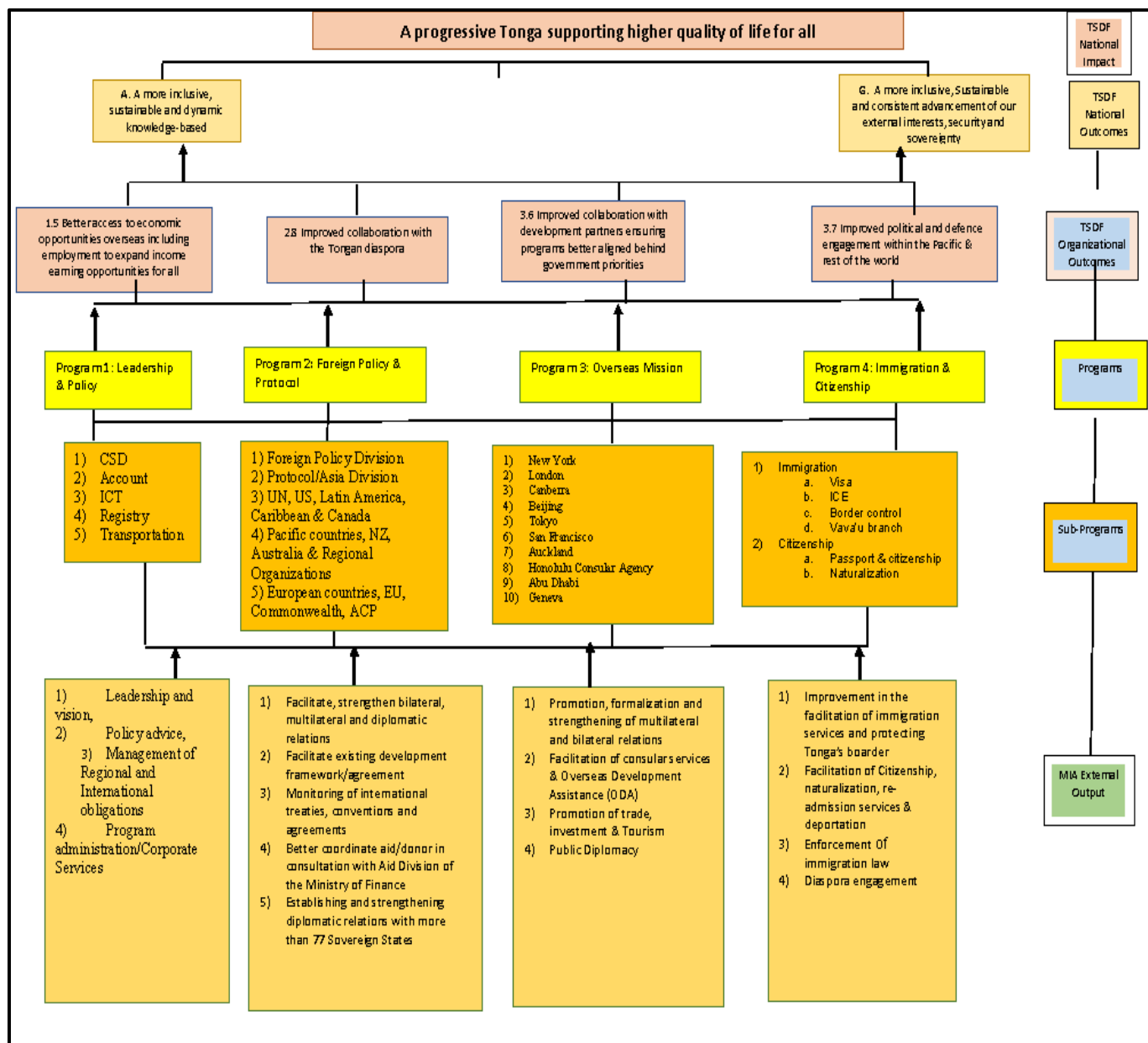
Key to the success of the operation of this ministry is the relationship with its stakeholders, summarized in the **Table 1** below:

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

1.3 Ministry's Results Map

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

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



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

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

1.4.1 TSDF National Outcomes directly supported by MFA

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

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

1.4.2 TSDF Organizational Outcomes directly supported by MFA

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

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

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

2.8. Improved collaboration with the Tongan diaspora

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

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

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

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

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

1.4.3 The Government Priority Agenda 2020/21 – 2022/23:

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

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

Pacific Immigration Development Community Memorandum of Arrangement

- Tonga signed the memorandum of Arrangement in support of regional and intelligence information sharing.

2. Rule of law:

- Revise Immigration Act and relevant legislation

- Upgrade of Immigration System and procedures (to include addressing customer service issues and to suite time and change as the current system remains antiquated)

a. Economic Pillar

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

Enforcement:

- Visa waiver regime: for tourism purpose only and the discontinuation of entry under the tourist visa program and later converted to a working visa.

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

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

1.4.4 Budget Strategy 2020/21 – 2022/23:

The Ministry's Corporate Plan is guided by the 2020/2021 Budget Strategy approved by Cabinet to guide the budget and CP preparation, where the strategic thrust for the 2020/21 budget draws focus in creating job opportunities to improve individual income and standard of living, empowering of the informal sector to improve economic stability and developing the agriculture and fishery sectors to increase export products.

The Ministry continues to pursue its mandates and implement foreign policy to support Government's Budget plans and initiatives to achieving a more progressive Tonga and gaining a higher quality of life for all. Of the 7 major Government Priority Agenda and Strategies for 2020/21 – 2022/23, the following key areas continue to be pertinent for the Ministry in the 2020/2021 financial year:

- i. **Illicit Drugs and National Security** – supporting national and international efforts in addressing criminal deportees and ensuring Tonga's borders are secure and remain secured. The Ministry is a key stakeholder in formulating a National Security Policy Strategy for the Kingdom. Notwithstanding, the Immigration Division is the leading national agency in the ongoing formulation of a Migration and Sustainable Development Policy for Tonga (IOM-led) with a proposed new Diaspora Unit for the ministry once the project is finalised and implemented. Further, the ministry endeavours to take leading role in the National Taskforce responsible for deportees and deportation processes;
- ii. **Economic Priorities** – Through its overseas diplomatic missions in Auckland and Canberra, the ministry continues to assist with the consular and welfare needs of Tongan nationals engaged in the employment Labour Schemes on offer by Australia and New Zealand, and liaising closely with respective Governments and authorities as to the continuation of the programme and branching out to differing industries and not primarily horticulture;
- iii. **Energy, Climate Change and Disaster Risk Reduction** – Continuation of facilitation of international and diplomatic commitments on energy, climate change and disaster risk implementation;

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

MFA Overview**2.1 Ministry outputs grouped into divisions/sub-programs and programs**

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

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Policy Advice	Output 1: Better Planning and HR Management, Communication and Performance	1.1. Lead and manage the implementation of Tonga's foreign policy and ensure that the Ministry meets and delivers its targeted outputs	CEO & HoD's
		1.2. Conduct Quarterly meetings with Heads of Divisions	CEO & HoD's
		1.3. Submits Ministry's CP, AMP, Budget, M & E Reports, Cashflow forecasts, PMS, APP, JD Review and annual report	CEO & HoD's
		1.4. Submits Bi-annual Report	CEO & HoD's
		1.5. To provide policy advice and to finalise the review of the Diplomatic Policy & Instructions	CEO & HoD's
		1.6. To monitor and ensure that the Ministry's staff, including overseas missions, adhere to and comply with PSD Policy & Instructions, Diplomatic Policy and Financial Management Act	CEO & CSD
		1.7. Preparation, implementation and monitor of the Ministry's budget	CEO & HoD's

		1.8. Develop a system to improve and increase (digitization of records and files) the effectiveness and efficiency of the inward and outward flow of official communication and correspondences	CEO & CSD
		1.9. Develop, maintain and monitor all ICT requirements of the Ministry including the TIMS (Tonga Immigration management System)	
		1.10 To provide better logistics and support services for the Ministry	CSD

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 2: Foreign Policy	Output 2: Promotion, Establishment of Strengthen	2.1. Revision of current practices and procedures and for the processing of diplomatic relations and develop a written guidelines	Foreign Policy
		2.2. Update and monitor database for countries with diplomatic relations	Foreign Policy Protocol Division Overseas missions
		2.3. Promote the establishment of diplomatic relations with countries and multilateral organisations	Foreign Policy
		2.4. Maintain and strengthen diplomatic relations with countries and multilateral organisations	Foreign Policy
		2.5. Formalize diplomatic relations via Cabinet and Privy Council	Foreign Policy
	Output 5: effective and efficient managing of Multilateral Diplomatic Relations (Regional and International Obligations)	5.1. Lead and strengthen cooperation and partnership with regional, multilateral and international organizations to advance Development Cooperation in all sectors of the economy	Foreign Policy Protocol Division Overseas Missions
		5.2. Representation of HMG at Diplomatic engagements	Foreign Policy Protocol Division

		5.3. Analyse information on international/regional interests to Tonga	Foreign Policy Protocol Division
		5.4. Pursue cooperation on projects and issues of mutual interest including political, economic, social, culture, defence, technology, diplomacy, environment etc...	Foreign Policy Protocol Division

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 3: Overseas Missions	Output 3: Better facilitating of Overseas Development Assistance	3.1. Facilitate, Engage and closely monitor existing Framework/Agreement	Overseas Missions Foreign Police Protocol Division
		3.2. Prepare and conduct High Level Consultations with Donor Partners	Overseas Missions
		3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Overseas Mission Foreign Police Protocol Division
	Output 4: Promotion of Economic and Public Diplomacy	4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Overseas Mission Foreign Police Protocol Division
		4.2. Sovereignty of Tonga defined and protected	Overseas Missions
		4.3. Settlement of obligations and contribution to regional and international organisation	Overseas Missions
		4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Overseas Missions Foreign Policy
		4.5. Effective participation and engagement in regional and international organizations' negotiation for identification of economic opportunities, markets	Overseas Missions Foreign Policy

		and increase awareness on trade investment in government priority agenda	
		4.6. Facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Overseas Missions Foreign Policy
		4.7. Strengthen the promotion of Trade, tourism and investment opportunities for Tonga	Overseas Missions
		4.8. Facilitate the promotion of culture and heritage and participate in cultural shows, exhibitions and Festivals	Overseas Mission
		4.9. Strengthen engagements with Tongan diaspora activities	Overseas Mission
		4.10. Strengthening Sports Diplomacy and raising Tong's profile through Tongan citizenship	Overseas Mission

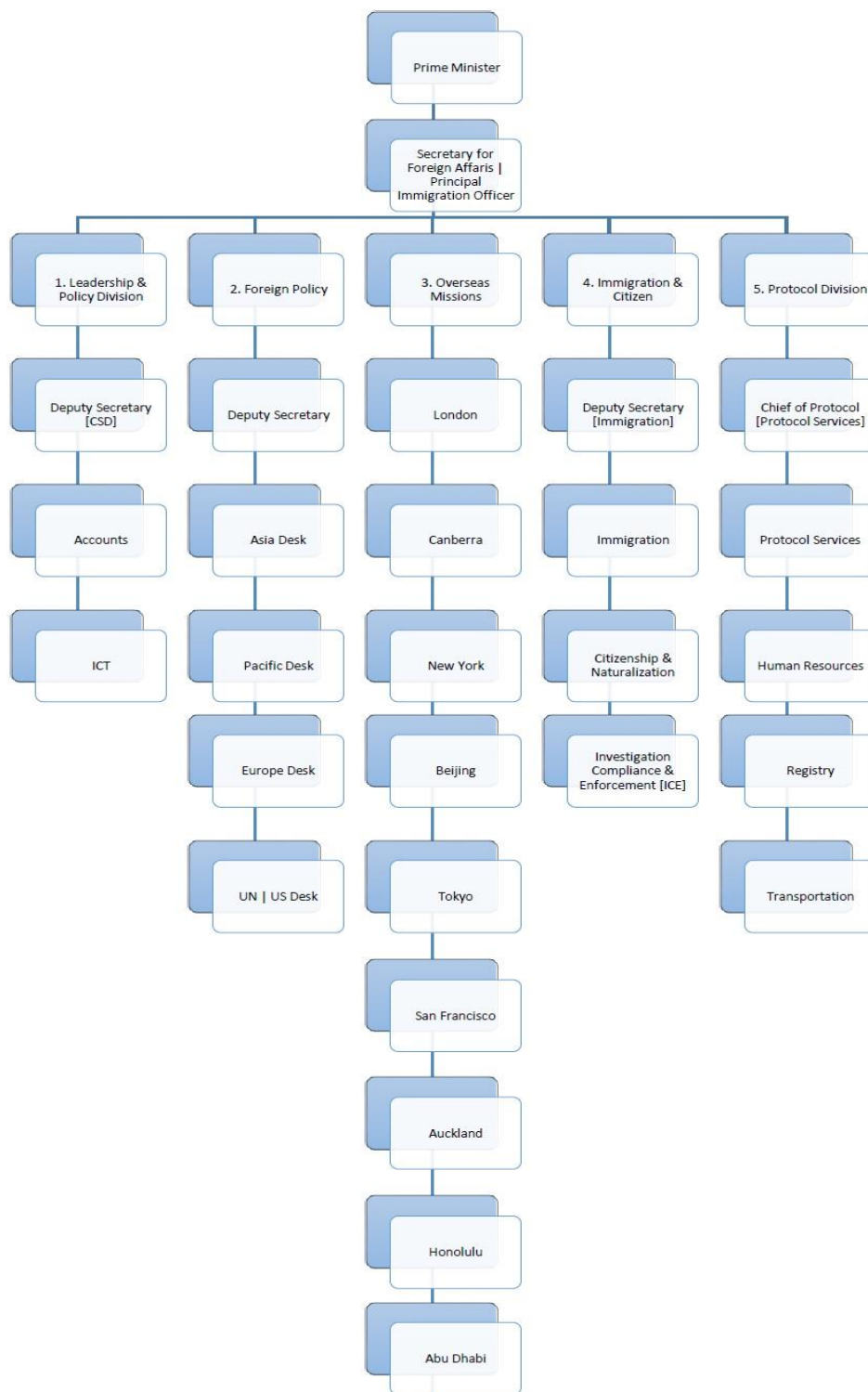
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 4: Immigration Division	Output 7: Management of Human Movement and Citizenship	7.1. Review of Immigration to improve the facilitation of Immigration services and protecting Tonga's borders	Immigration Division
		7.2. Review of Passport and Naturalization Acts with the assistance of PIDC	Immigration Division
		7.3. Develop Standard Operating Procedures (SOPs) for all Immigration services	Immigration Division
		7.4. Develop a new IT system to replace Tonga Immigration Management System (TIMS)	Immigration Division
		7.5. Develop a website for Immigration and a work email addresses for all staff	Immigration Division CSD
		7.6. Enhance customer service engagements	Immigration Division
		7.7. To effectively and efficiently facilitate the processing of citizenship applications and related services	Immigration
		7.8. To strengthen the enforcement of Immigration Legislation	Immigration Division
		7.9. To conduct diaspora visits to locations with no consular presence and provide immigration services	Immigration Division

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 5: Protocol Division	Output 6: Provision of Protocol and Consular Services	6.1. Timely facilitation of Diplomatic Relations and Efficient processing of Agrément and Credentials through Cabinet and Privy Council in line with Tonga's Foreign Policy	Protocol Division
		6.2. Timely facilitation of Diplomatic Weeks, Presentations of Credentials and conveying of Messages to and from the Palace	Protocol Division
		6.3. Develop procedures for Virtual Protocols and Practices (COVID-19 context)	Protocol Division
		6.4. Facilitation of Royal and Official visits' programmes and courtesies	Protocol Division
		6.5. Facilitation of international conferences and official functions	Protocol Division
		6.6. Efficient processing of Consular services	Protocol Division Overseas Missions Immigration Division
		6.7. Efficient provision and facilitation of Protocol Services and advice	Protocol Division
		6.8. Facilitate and coordinate official assistance to Tonga and provide protocol and consular advices to Tongan diaspora	Immigration Division

2.2 MFA Organizational Structure

The Ministry is structured in accordance with organisational mandate cascaded from high-level impacts and outcomes devised to support the achievements of relevant outputs, comprising of nine (9) overseas missions and five (5) locally based divisions. These are namely: 1) Leadership and Policy (Corporate Services); 2) Foreign Policy; 3) Overseas Missions; 4) Immigration and Citizenship; and 5) Protocol (demonstrated in **Figure 1** below).

Figure I: Organizational structure – Ministry of Foreign Affairs



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

The Ministry has ongoing reform activities stemmed from previous years' restructure where the ministry's outputs and operational arrangements were realigned to highlight the ministry's key mandate of fostering foreign relations at all levels in the bilateral, regional and international fronts in view of conducting a more vigorous analysis to better pursue Tonga's national interests. It is anticipated that more of the Ministry's current key deliverables will be strengthened and expanded to better represent the actual functions carried out by each division and overseas diplomatic mission to achieving the overall objectives set under TSDF.

The expansion of the Ministry's diplomatic engagements envisages the establishments of two new diplomatic missions, namely in New Zealand (Wellington) and Switzerland (Geneva), and eventual financial support to the newly established embassy in the United Arab Emirates (Abu Dhabi). The budget support towards the latter is anticipated as a manifestation of the Kingdom's diplomatic cultivation in the Middle East and the Persian Gulf. A projected High Commission in neighbouring hub of Suva is also foreseen to cater to regional commitments and the growing consular and diaspora importance of Fiji; notwithstanding the historical connections, a large contingent of Tongan students attending Fijian universities, people-to-people ties, and the ever importance of commercial and trade linkages.

Staffing of the nine existing overseas missions requires well qualified and able diplomatic staff to meaningfully implement the Kingdom's foreign policy. In this connection, 3 diplomats to staff each mission is ultimately necessary, with the most immediate need of an additional diplomat to the embassy in Tokyo as subordinate to the Head of Mission. Coverage of each mission's bilateral and multilateral forte, in addition to defence, diaspora and consular priorities, *inter alia*, necessitates the aforementioned 3 diplomats-per-mission posting. Staffing increase to overseas missions would be subject to ongoing review by the Secretary for Foreign Affairs.

Similarly in the home front, the restructured organisation of the Head Office endeavours to comfortably staff the ministry to ably provide support to all overseas posts and conduct regional and international representation diligently. Each division namely - the Corporate Services, Foreign Policy, Immigration and Protocol - urgently require additional staffing, thus ongoing recruitment exercises are anticipated in partnership with relevant line ministries. Recruitment of a procurement officer, for instance, is an ongoing priority. Budgetary provisions would provide staff incentive for career development, maintain quality customer service delivery and address corruption concerns. These budgetary allocations would also require an upgraded robust ICT website, digitising the ministry's internal registry system and bolster the overall human resource capability of the ministry.

In going forward, the need for an official website remains a priority for the ministry for effective dissemination of information to both local and global online audiences. An additional pressing priority for the Ministry is an up-to-date and dynamic videoconferencing system to facilitate interactions within the ministry, with in-country stakeholders and most importantly with overseas missions and international authorities.

To ensure safer and secured borders, budgetary allocations have been factored in for an enhanced border management system and a strengthened Immigration internal system. Moreover, provisions for new passport printing machinery, site visits to Tonga by (and renewal of contract) of the technical expert who maintains the border management system, new high-tech scanners, and upgrade to Immigration and border management system remain top priorities. Notwithstanding, the provisions of ongoing orders to maintain passport stocks will continue as pressing annual priorities for the ministry. The national security challenges posed by the Immigration and Citizenship Division necessitates that unforeseen and sudden occurrences are expected and should be addressed accordingly.

3. MFA budget and staffing

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

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

Expenditure Item by Category	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Established Staff (10xx)	5,551,800	5,395,600	5,395,600	5,395,600
Unestablished Staff (11xx)	971,500.00	1,047,100.00	1,047,100.00	1,047,100.00
Travel and Communication (12xx)	606,800.00	352,000.00	352,000.00	352,000.00
Maintenance and Operations (13xx)	622,100.00	777,500.00	777,500.00	777,500.00
Purchase of Goods and Services (14xx)	2,628,700.00	2,585,100.00	2,585,100.00	2,585,100.00
Gov't Development Project (16xx)	72,200.00	72,200.00	72,200.00	72,200.00
Assets (20xx)	66,900.00	77,000.00	77,000.00	77,000.00
Total Operation	3,996,700.00	3,863,800.00	3,863,800.00	3,863,800.00
Total Salaries	6,523,300.00	6,442,700.00	6,442,700.00	6,442,700.00
Total Expenditure Recurrent	10,520,000.00	10,306,500.00	10,306,500.00	10,306,500.00

Notes:

1. 'Established and un-established staff' - all expenditures under CATs 10 and 11.
2. 'Ministry Operational Costs' - all expenditures under CATs 12, 13, 14 and 20 for Programs 1, 2, 3, 4 and 5.

Table 3: Total Staff for the Ministry by Category

Category	2019/2020 budget	2020/2021 Estimate	2021/2022 Projection
Established Staff/Vacancies			
Executive Officers (Band G to Band C)	3	4	5
Professional Staff (Band L to Band H)	23	13	23
Other Staff (Band Q to Band M)	26	18	26
Diplomatic staff/vacancies	17	16	19
Total Established Staff/Vacancies	52	51	54
Unestablished Staff	5	13	5
Total Staff/Vacancies	57	64	59
Total Recurrent Cost (\$TOP)	5,573,400	6,442,700	5,758,300

3.1 Program 1: Leadership and Policy

The Leadership and Policy program is comprised of the following:

- 1.1.2 Office of the Minister
- 1.1.3 Office of the Secretary for Foreign Affairs
- 1.1.4 Corporate Services

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

3.1.1 Office of the Minister

This sub-program relates to the effective provision of political direction and leadership for the Ministry through the Minister for Foreign Affairs. The summary budget staffing for this sub-program is featured in table 4 below:

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

Program 1: (Sub-Prog 1.1. Office of the Minister)	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	20,000.00	15,000.00	15,000.00	15,000.00
Total Established staff and vacancies				

3.1.2 Office of the Secretary for Foreign Affairs

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

The summary budget staffing for this sub-program is shown in table 5 below:

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

Program 1: (Sub-Prog 1.2. Office of the CEO)	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	158,200.00	92,200.00	92,200.00	92,200.00
Total Established staff and vacancies				

Output 1: Better Planning and HR Management, Communication and Performance						SDG/TSDF	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
1.1. Lead and manage the implementation of Tonga's foreign policy and ensure that the Ministry meets and delivers its targeted outputs	Establishment of new Diplomatic Missions	PC decision(s) for establishment of Embassy in Geneva and proposal for the establishment of Wellington and Suva Posts	Conduct feasibility study	Present feasibility study findings to Cabinet and Privy Council for consideration	1 Mission opened	17.1	17.2.1
						17.1	17.2.1
1.2. Conduct Quarterly meetings with Heads of Divisions	Regular HODs meetings	12	12	12	12	17.1	17.2.1
1.3. Submits Ministry's CP, AMP, Budget, M & E Reports, Cashflow forecasts, PMS, APP, JD Review and Annual Reports	Meets timeframe for Submissions of All Reports	Timely submissions for all reports	Timely submissions for All reports	Timely submissions for All Reports	Timely Submissions for All Reports	17.1	17.2.1
1.4. Submits Bi-annual Report	Meet timeframe for submission of Bi-annual Reports	Timely submission of Report	Timely submission of Report	Timely submission of Report	Timely submission of Report	17.1	17.2.1
1.5. To provide policy advice and finalise the review of the Diplomatic Policy & Instructions	Diplomatic Policy & Instructions revised	Draft Diplomatic Policy & Instructions revised	Submission of the Revised Diplomatic Policy & Instructions for approval from Cabinet and Privy Council and implementation	Implementation of the Revised Diplomatic Policy & Instructions	Implementation of the Revised Diplomatic Policy & Instructions	17.1	17.2.1
1.6. To monitor and ensure that the Ministry's staff, including overseas missions, adhere to and comply with PSC Policy & Instructions, Diplomatic Policy and Financial Management Act	Meet timeframe for submission of PMS forms	Compliance with PSC timeline for PMS assessment	Compliance with PSC timeline for PMS assessment	Compliance with PSC timeline for PMS assessment	Compliance with PSC timeline for PMS assessment	17.1	17.2.1
	Compliance with treasury instructions	Timely submissions of APP Forms and OSMS returns	Timely submission of APP Forms and OSMS returns	Timely submission of APP Forms and OSMS returns	Timely submission of APP Forms and OSMS returns	17.1	17.2.1
1.7.Preparation, implementation and monitor of the Ministry's budget	Timely preparation and management of	Effectively manage and monitor the	Effectively manage and monitor the	Effectively manage and monitor the	Effectively manage and monitor the	17.1	17.2.1

	the Ministry's budget	Ministry's budget	Ministry's budget	Ministry's budget	Ministry's budget		
1.8. Develop a system to improve and increase (digitization of records and files) the effectiveness and efficiency of the inward and outward flow of official communication and correspondences	Digitization of the Registry's records and Filing Index	Nil	To consult system and provide for digitization of Registry's records and Filing Index	Develop Digitization records and Filing Index	Implementa tion of Digitization records and Filing Index	17.1	17.2.1
1.9. Develop, maintain and monitor all ICT requirements of the Ministry including the TIMS (Tonga Immigration management System)	Upgrade of MFA's ICT database and equipment	ICT work-plan for implementation	Upgrade of ICT database and equipment as per the ICT work-plan	Upgrade of ICT database and equipment as per the ICT work-plan	Upgrade of ICT database and equipment as per the ICT work-plan	17.1	17.2.1
	Review and renewal of Consultant's Service Agreement (annually)	Review and renewal of the Service Agreement	Review and renewal of the Service Agreement	Review and renewal of the Service Agreement	Review and renewal of the Service Agreement	17.1	17.2.1
	Develop a new IT system to replace TIMS	Consult with IT company at least 3 provider	Submission of proposal for approval	Scope visit to/from company	Develop of new system	17.1	17.2.1 17.6.2
	Design Work Plan for Transportation pool to cover all activities required for all vehicles	Nil	Draft and implement work plan	Implementation of work plan	Implementa tion of work plan	17.1	17.2.1
	Provision of new vehicles for Transportation pool	5 Protocol vehicles	2	2	2	17.1	17.2.1
1.10 To provide better logistics and support services for the Ministry							

3.1.3 Corporate Services

The Corporate Services division (although a sub-program under Leadership and Policy) is crucial wherein the effective provision of quality services by other divisions rely on the efficient support provided by this division. It is mandated to ensure efficient and effective systems are established based on appropriate balance between available budget and desired outputs. The summary budget for this sub-program is shown in table 6 below:

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

Program 1: (Sub-Prog 1.3. Corporate Service)	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	1,130,000.00	881,200.00	881,200.00	881,200.00
Total Established staff and vacancies				

3.2 Program 2: Foreign Policy

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

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

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

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

Program 2 : Foreign Policy	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	279,500.00	252,000.00	252,000.00	252,000.00
Total Established staff and vacancies				

PROGRAM 2

Output 2: Promotion, Establishment of Strengthen of Multilateral and Bilateral Relations Output 5: Effective and efficient managing of Multilateral Diplomatic Relations (Regional and International Obligations)						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
2.1. Revision of current practices and procedures for the processing of diplomatic relations and develop a written guidelines	Develop guidelines for processing of diplomatic relations	Nil	Guidelines developed and implementation	Implement guidelines and Review	Implement guidelines and Review	17.1	17.2.1 17.3.1
2.2. Update and monitor database for countries with diplomatic relations	As per the protocol matrix and database (Output 6)	Update Protocol Database	Update Protocol Database	Update Protocol Database	Update Protocol Database	17.1	17.2.1
2.3. Promote the establishment of diplomatic relations with countries and multilateral organizations	Number of engagements with countries to establish relations	5	3 to be formalized	5 to be formalized	8 to be formalized	17.1	17.2.1 17.3.1
	Number of High Level Consultations conducted	2	3	4	4	17.1	17.2.1
2.4.Maintain and strengthen diplomatic relations with countries and multilateral organizations	Number of bilateral and multilateral engagements	40	60	100	120	17.1	17.2.1 17.3.1
2.5.Formalize diplomatic relations via Cabinet and Privy Council	Number of successful submissions	2	2	2	2	17.1	17.2.1
5.1. Lead and strengthen cooperation and partnership with regional, multilateral and international organizations to advance Development Cooperation in all sectors of the economy	Numbers of official assistance in place	20	40	60	80	17.1	17.2.1 17.3.1
5.2.Representation of His Majesty's Governments at diplomatic engagements and commitments	Number of officials commitment and attended	50	70	90	100	17.1	17.2.1
5.3. Analyse information of international/regional interests to Tonga	Number of information analyzed	50	65	80	95	17.1	17.2.1
5.4. Pursue cooperation on projects and issues of mutual interests including political, economic, social, culture, defence, technology, diplomacy, environment etc.	Number of projects and issues pursued	10	20	30	40	17.1	17.2.1 17.3.1

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy London						SDG/TSDF	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
3.1. Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and reported to Secfo	4	4	5	5	17.1	17.2.1 17.3.1
3.2. Prepare and conduct High Level Consultations with Donor Partners	Number of High Level Consultations with Donors conducted and reported to Secfo	5	8	8	10	17.1	17.2.1 17.3.1
3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	6	6	8	10	17.1	17.2.1 17.3.1
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	4	3	4	6	10	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secfo	4	4	6	8	17.1	17.2.1 17.3.1
4.3. Settlement of obligations and contributions to regional and international organizations	Timely settlements of Government contributions to regional and international organizations	1	2	4	6	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to projects and protect Tonga's national interests	2	4	5	6	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment	4	2	8	10	17.1	17.2.1 17.3.1
	Number of participations and engagements to address Government priority agenda	3	2	3	3	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	2	2	3	3	17.1	17.2.1 17.3.1

4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	2	2	2	5	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	50	50	50	50	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	Nil	Nil	Nil	Nil	17.1	17.2.1 17.3.1
	Number of Diaspora's community events attended	5	5	5	5	17.1	17.2.1 17.3.1
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	1	1	1	1	17.1	17.2.1 17.3.1

3.3 Program 3: Overseas Missions

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

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

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

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

Overseas Missions

Program 3 : Overseas Missions	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	7,044,900.00	7,298,800.00	7,298,800.00	7,298,800.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

3.3.1 London Mission

Program 3 : Sub-Prog 1-London	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	1,030,600.00	1,152,700.00	1,152,700.00	1,152,700.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

3.3.2 Canberra

Program 3 : Sub-Prog 2-Canberra	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	872,400.00	955,800.00	955,800.00	955,800.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy CANBERRA MISSION						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
3.1. Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and reported to Secfo	10	15	18	20	17.1	17.2.1 17.3.1
3.2. Prepare and conduct High Level Consultations with Donor Partners	Number of High Level Consultations with Donors conducted and reported to Secfo	10	10	10	10	17.1	17.2.1 17.3.1
3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	1	1	2	3	17.1	17.2.1 17.3.1
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	10	10	10	10	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secfo	5	5	5	8	17.1	17.2.1 17.3.1
4.3. Settlement of obligations and contributions to regional and international organizations	Timely settlements of Government contributions to regional and international organizations	NIL	NIL	NIL	NIL	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitment to projects and protect Tonga's national interest	NIL	NIL	NIL	NIL	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment	4	5	5	8	17.1	17.2.1 17.3.1
	Number of participations and engagements to address Government priority agenda	4	5	5	5	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	5	5	8	10	17.1	17.2.1 17.3.1

4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	6	4	3	4	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	200	200	200	200	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	20	20	20	20	17.1	17.2.1 17.3.1
	Number of Diaspora's community events attended	10	10	10	10	17.1	17.2.1 17.3.1
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	20	20	20	20	17.1	17.2.1 17.3.1

3.3.3 New York

Program 3 : Sub-Prog 3- New York	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	1,417,800.00	1,337,700.00	1,337,700.00	1,337,700.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy New York						SDG/TSDF	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Base line) 2019/2020FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
3.1. Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and report to Secfo	8	8	10	14	17.1	17.2.1 17.3.1
3.2. Prepare and conduct High Level Consultations with Donor Partners	Number of High Level Consultations with Donors conducted and report to Secfo	15	15	18	20	17.1	17.2.1 17.3.1
3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	8	10	12	15	17.1	17.2.1 17.3.1
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	10	12	14	16	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and report to Secfo	30	30	30	30	17.1	17.2.1 17.3.1
4.3. Settlement of obligations and contributions to regional and international organizations	Timely settlements of Government contributions to regional and international organizations	10	15	15	15	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to projects and protect Tonga's national interest	10	10	10	10	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participation and engagements to promote trade and investment	10	12	10	10	17.1	17.2.1 17.3.1
	Number of participation and engagements to address Government priority agenda	10	10	10	10	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagement to promote trade and tourism for Tonga	5	5	5	5	17.1	17.2.1 17.3.1
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	1	2	2	2	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	10	10	10	10	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	2	2	2	2	17.1	17.2.1 17.3.1

	Number of Diaspora's community events attended	2	2	2	2	17.1	17.2.1 17.3.1
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	NIL	Nil	Nil	Nil	17.1	17.2.1 17.3.1

3.3.4 Beijing

Program 3 : Sub-Prog 4: Beijing	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	1,317,800.00	1,230,700.00	1,230,700.00	1,230,700.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy BEIJING MISSION						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Base line) 2019/2020FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
3.1. Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and reported to Secfo	5	5	5	5	17.1	17.2.1 17.3.1
3.2. Prepare and conduct High Level Consultations with Donor Partners	Number of High Level Consultations with Donors conducted and reported to Secfo	5	5	7	10	17.1	17.2.1 17.3.1
3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	2	3	3	4	17.1	17.2.1 17.3.1
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	5	5	10	10	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secfo	5	2	2	4	17.1	17.2.1 17.3.1
4.3. Settlement of obligations and contributions to regional and international organizations	Timely settlements of Government contributions to regional and international organizations	NIL	NIL	NIL	NIL	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitment to projects and protect Tonga's national interests	5	5	7	10	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participation and engagements to promote trade and investment	5	5	10	10	17.1	17.2.1 17.3.1
	Number of participations and engagements to address Government priority agenda	1	2	3	3	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	5	8	8	10	17.1	17.2.1 17.3.1
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	6	4	3	4	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advices provided to Tongan diaspora	20	20	20	20	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided	2	5	5	5	17.1	17.2.1 17.3.1

	for Tongan diaspora						
	Number of Diaspora's community events attended	10	10	10	10	17.1	17.2.1 17.3.1
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	1	1	1	2	17.1	17.2.1 17.3.1

3.3.5 Tokyo

Program 3 : Sub-Prog 5- Tokyo	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	816,800.00	959,200.00	959,200.00	959,200.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy TOKYO MISSION						SDG/TSDF	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Base line) 2019/2020FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
3.1. Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and reported to Secfo	5	5	5	5	17.1	17.2.1 17.3.1
3.2. Prepare and conduct High Level Consultations with Donor Partners	Number of High Level Consultations with Donors conducted and report to Secfo	5	5	5	5	17.1	17.2.1 17.3.1
3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	1	2	2	2	17.1	17.2.1 17.3.1
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	5	2	5	5	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secfo	10	10	10	10	17.1	17.2.1 17.3.1
4.3. Settlement of obligations and contributions to regional and international organizations	Timely settlements of Government contributions to regional and international organizations	1	1	1	1	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to projects and protect Tonga's national interests	1	2	2	2	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment	4	5	5	5	17.1	17.2.1 17.3.1
	Number of participations and engagements to address Government priority agenda	5	5	5	5	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	5	5	5	5	17.1	17.2.1 17.3.1
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	5	5	5	5	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	40	40	40	40	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	NIL	4	4	4	17.1	17.2.1 17.3.1

	Number of Diaspora's community events attended	5	5	5	5	17.1	17.2.1 17.3.1
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	NIL	1	1	1	17.1	17.2.1 17.3.1

3.3.6 San Francisco

Program 3 : Sub-Prog 6 - San Francisco	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	648,600.00	685,500.00	685,500.00	685,500.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy SAN FRANCISCO						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and report to Secfo	5	5	5	5	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and report to Secfo	2	4	5	5	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitment to projects and protect Tonga's national interest	2	2	2	4	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment	1	1	2	2	17.1	17.2.1 17.3.1
	Number of participations and engagements to address Government priority agenda	1	2	2	2	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagement to promote trade and tourism for Tonga	2	2	2	2	17.1	17.2.1 17.3.1
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	2	3	3	4	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advices provided to Tongan diaspora	100	100	100	100	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	5	10	10	10	17.1	17.2.1 17.3.1
	Number of Royal visits facilitated	2	1	1	1	17.1	17.2.1 17.3.1
	Number of Official visits facilitated	3	1	2	2	17.1	17.3.1
	Number of Diaspora's	20	20	20	20	17.1	17.2.1 17.3.1

	community events attended						
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	1	1	1	2	17.1	17.2.1 17.3.1

3.3.7 Auckland

Program 3 : Sub-Prog 7 - Auckland	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	684,400.00	700,900.00	700,900.00	700,900.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy AUCKLAND						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline)2019/2020FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	5	5	5	5	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secfo	2	4	5	5	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to projects which protects Tonga's national interest	1	2	2	4	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participation and engagements to promote trade and investment	1	1	2	2	17.1	17.2.1 17.3.1
	Number of participation and engagements to address Government priority agenda	1	2	2	2	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	2	2	2	2	17.1	17.2.1 17.3.1
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	2	3	3	4	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advices provided to Tongan diaspora	50	10	10	15	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	5	12	12	12	17.1	17.2.1 17.3.1
	Number of Royal visits facilitated	4	1	3	5	17.1	17.2.1 17.3.1
	Number of Official visits facilitated	8	2	2	5	17.1	17.3.1
	Number of Diaspora's community events attended	20	10	15	15	17.1	17.2.1 17.3.1

4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	5	5	5	5	17.1	17.2.1 17.3.1
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3.3.8 Honolulu Consular Agency

Program 3 : Sub-Prog 8 - Honolulu	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	255,500.00	275,300.00	275,300.00	275,300.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy HONOLULU						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	5	5	5	5	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secfo	2	4	5	5	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitment to projects and protect Tonga's national interest	1	2	2	4	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participation and engagements to promote trade and investment	1	1	2	2	17.1	17.2.1 17.3.1
	Number of participation and engagements to address Government priority agenda	1	2	2	2	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagement to promote trade and tourism for Tonga	2	2	2	2	17.1	17.2.1 17.3.1
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	2	3	3	4	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	100	100	100	100	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	10	10	10	10	17.1	17.2.1 17.3.1
	Number of Royal visits facilitated	2	1	1	1	17.1	17.2.1 17.3.1
	Number of Official visits facilitated	2	1	1	1	17.1	17.3.1
	Number of Diaspora's community events attended	10	10	10	10	17.1	17.2.1 17.3.1

4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	Nil	1	1	1	17.1	17.2.1 17.3.1
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3.3.9 Abu Dhabi

Program 3 : Sub-Prog 9 - Abu Dhabi	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	500.00	500.00	500.00	500.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

Output 3: Better facilitation of Overseas Development Assistance Output 4: Promotion of Economic and Public Diplomacy Abu Dhabi						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
3.1. Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and report to Secfo	1	1	2	2	17.1	17.2.1 17.3.1
3.2. Prepare and conduct High Level Consultations with Donor Partners	Number of High Level Consultations with Donors conducted and report back to Secfo	2	2	2	2	17.1	17.2.1 17.3.1
3.3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	2	2	2	2	17.1	17.2.1 17.3.1
4.1. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacy, negotiations and networking conducted and reported to Secfo	2	4	4	6	17.1	17.2.1 17.3.1
4.2. Sovereignty of Tonga defined and protected	Number of international conference attended and reported to Secfo	4	4	5	5	17.1	17.2.1 17.3.1
4.3. Settlement of obligations and contributions to regional and international organizations	Timely settlement of Government contributions to regional and international organizations	1	1	1	1	17.1	17.2.1 17.3.1
4.4. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to projects and protect Tonga's national interest	2	2	2	2	17.1	17.2.1 17.3.1
4.5. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participation and engagements to promote trade and investment	4	2	2	2	17.1	17.2.1 17.3.1
	Number of participation and engagements to address Government priority agenda	1	1	1	2	17.1	17.2.1 17.3.1
4.6. Strengthen and facilitate and engage in attracting external trade development, tourism and	Number of engagement to promote trade and tourism for Tonga	NIL	1	2	2	17.1	17.2.1 17.3.1

investment promotion opportunities for Tonga							
4.7. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	1	2	2	2	17.1	17.2.1 17.3.1
4.8. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	1	1	1	1	17.1	17.2.1 17.3.1
	Number of radio and outreach programs provided for Tongan diaspora	Nil	Nil	Nil	Nil	17.1	17.2.1 17.3.1
	Number of Diaspora's community events attended	Nil	Nil	Nil	Nil	17.1	17.2.1 17.3.1
4.9. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage	NIL	Nil	Nil	Nil	17.1	17.2.1 17.3.1

3.3.10 Geneva

Program 3 : Sub-Prog 10 - Geneva	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	500.00	500.00	500.00	500.00
Total Diplomatic Staff/Vacancies				
Domestic & Locally recruited employee				

3.4 Program 4: Immigration and Citizenship Division

The achievement of the aforementioned is through enhancing collaboration to:

- Protect the national security of Tongan citizens and of its legal resident non-citizens;
- Protect Tonga's borders, management of human movements and citizenship
- Enforce the policies of Government which impinge on immigration matters; and
- Comply with the protection of regional and international security measures relating to immigration matters.

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

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

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

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

Program 4 : Immigration	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	1,735,400.00	1,640,700.00	1,640,700.00	1,640,700.00
Total Established staff and vacancies	21	22	25	25

Output 7: Management of Human Movement & Citizenship						SDG/TSDf	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020 FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
7.1. Review of Immigration Legislation by IOM	Immigration Legislation reviewed	Draft	Submission to Cabinet & AGO	AGO Process	AGO Process	10.7	10.b.1
7.2. Review of Passport and Naturalization Act by PIDC	Passport and Naturalization Act reviewed	Draft	First Draft completed & to be submitted to Cabinet & AGO	AGO Process	AGO Process	10.7	10.b.1
7.3. Develop SOPs for all Immigration Services	SOPs for all Immigration Services developed and finalized	Draft	First Draft	Final Draft & submission to Cabinet and to AGO	Approval	10.7	10.b.1
7.4. Develop a new IT system to replace TIMS	Number of consultations with Donors in relation to IT system development	Consult with IT company at least 2 providers	Submission of proposal for consideration & approval	Scope visit from company if required	New System to be in place and operate	10.7	10.b.1
	Transition plan developed	NIL	1 st draft of the transition plan	Amendment for the transition plan and submission	Implementation of the transition plan	10.7	10.b.1
7.5. Develop a website for Immigration and a work email for all staff	Immigration website developed to publicize all information, checklists and forms	NIL	Planning and proposal for the website	Launch of website	Quarterly update of information into the website	10.7	10.b.1
	Enquiry on work email addresses for Immigration and all staff developed	NIL	Work with IT section to develop proposal	Submit for approval	Staff email works and used for official communication	10.7	10.b.1
7.6. Enhance customer service	Complaint system established to enhance customer services	NIL	Establish of a customer service system in place	Timely action of all complaints received through the system	Monitor and manage all complaints and reduce the number of complaints	10.7	10.b.1
	Customer surveys distributed and make available for the public at the counter	NIL	Draw up a customer survey questions and procedures to be implemented	Number of complaints received and action	Number of complaints received and action	10.7	10.b.1
7.7. To effectively and efficiently facilitate the processing of citizenship applications and related services	Processing time for all naturalization services reduced to 3 months	Some take more than a year	3 months	3 months	3 months	10.7	10.b.1
	Clear checklists for all naturalization applications	Establish of all checklists for the	Timely submissions of applications	No. of submissions returned is	No. of submission return is	10.7	10.b.1

	developed in line with PC Orders	Naturalization Section	to AGO and PC upon completion of checklists by applicant(s)	decrease by 2%	decreased by 5%		
7.3.1. Strengthen enforcements of Immigration Law	Intelligence Compliance & Enforcement (ICE) section of the Division revived	No. of cases identified by ICE on their weekly inspections is actioned	No. of cases identified is decreased by 3% and actioned, to show the compliance by client(s)	No. of cases identified is decreased by 5% and actioned on time	No. of cases identified continues to decrease and ICE to monitor any new cases that might arise	10.7	10.b.1
	Staff of ICE with appropriate skills required for this section obtain training	N/A	2 trainings	4 trainings	6 trainings	10.7	10.b.1
	SOP & set guidelines for enforcement and ICE section drafted and developed	Nil SOP	1 st draft SOP to be in place	SOP is to be submitted for AGO vetting and for Secfo's endorsement	Implementation of SOP and monitor of ICE procedures	10.7	10.b.1
	Ensure full participation in law enforcement taskforce and Government Ministries Taskforce inspections	N/A	As scheduled	As scheduled	As scheduled	10.7	10.b.1
7.4.1. Conduct diaspora visits to places with no consular presence and provide immigration services as well as other Government Agencies involved	Engagements with Diaspora Strengthened	N/A	1 visit and implementation of the visit's outcome(s)	2 visits and implementation of the visit's outcome(s)	3 visits and implementation of the visit's outcome(s)	10.7	10.b.1
	Develop Migration and Sustainable Development Policy (MSDP Project with IOM)	MSDP Draft complete	Submission of MSDP to Secfo & then to Cabinet	Implementation of MSDP		10.7	10.b.1
	Develop new section for MSDP to handle all related matters with Tongan Diaspora	MSDP Draft Complete	Budget & staff proposal submitted for approval	Establish of new MSDP section		10.7	10.b.1

3.5 Program 5: Protocol Division

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

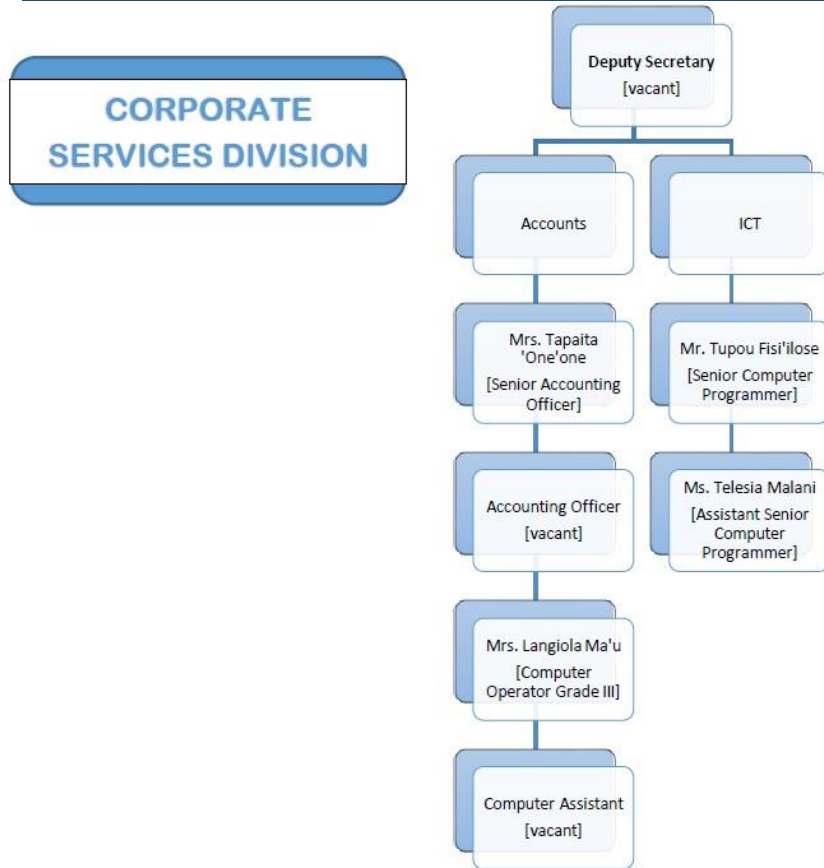
The summary budget and staffing for this sub-program is shown in Error! Reference source not found.10 below:

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

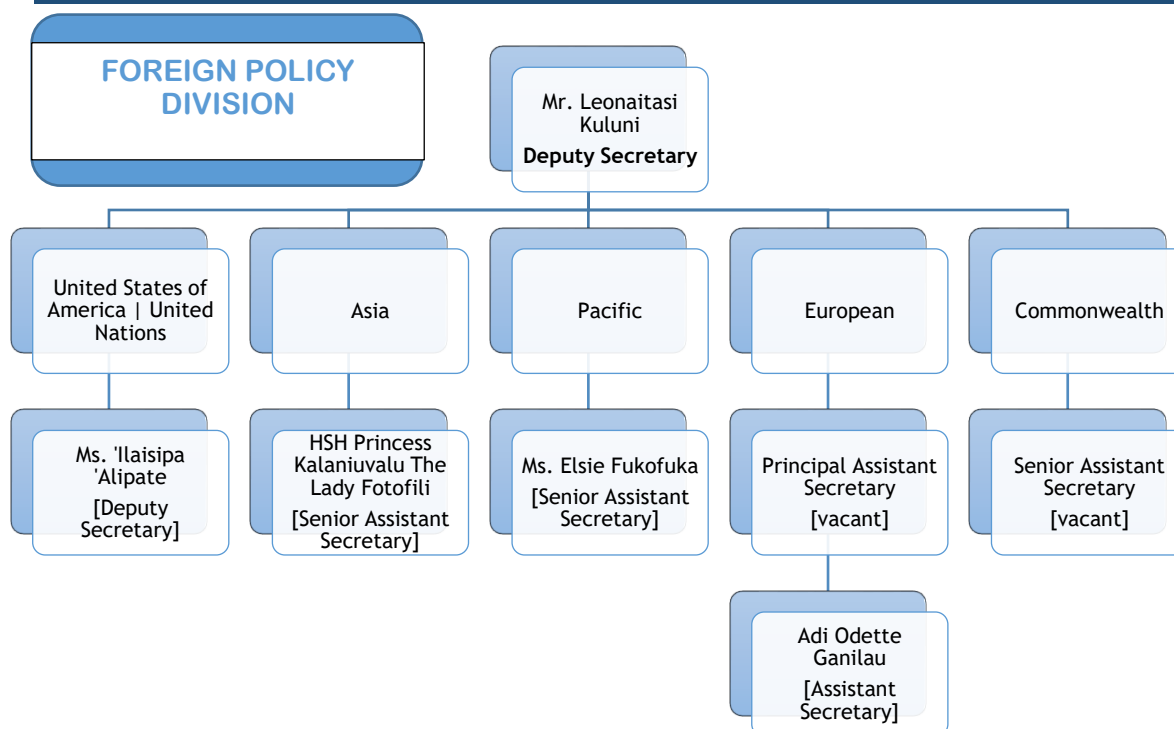
Program 5 : Protocol	2019/20 Budget	2020/21 Estimate	2021/2022 Projection	2022/2023 Projection
Total Recurrent Cost	152,000.00	126,600.00	126,600.00	126,600.00
Total Established staff and vacancies				

Output 6: Provision of Protocol and Consular Services						SDG/T SDF	
Strategies/Activities	Key Performance Indicators(KPIs)	Actual(Baseline) 2019/2020FY	Target 2020/2021 FY	Target 2021/2022FY	Target 2022/2023	Targets	Indicators
6.1 Timely facilitation of Diplomatic Relations and Efficient processing of Agrément and Credentials through Cabinet and Privy Council in line with Tonga's Foreign Policy	Number of requests for Agrément received from accredited Missions, and process through Cabinet and Privy Council, and conveyed.	15 Agrément approved and conveyed	10 Agrément's approved and conveyed	10 Agrément's approved and conveyed	10 Agrément's approved and conveyed	17.1	17.2.1
	Number of Credentials approved by Cabinet and Privy Council for accredited Heads of Mission	14 Credentials approved	2 Credentials approved	2 Credentials approved	2 Credentials approved	17.1	17.2.1
	Number of Letters of Recall and credentials presented by accredited Heads of Mission	5 Letters of Recall and Credentials presented	10 Letters of Recall and Credentials presented	5 Letters of Recall and Credentials	5 Letters of Recall and Credentials	17.1	17.2.1
	Develop a SOP for the Commissioning of the Heads of Mission by HOS/HOG	Nil	Consultation with key stakeholders	Draft SOP	Review by Secfo and Private Secretary	17.1	17.2.1
	Develop Diplomatic List, matrix for Countries with Diplomatic Relations and National Days	Develop first Draft	Diplomatic List and Matrix finalized	Update Diplomatic List and Matrix	Update Diplomatic List and Matrix	17.1	17.2.1
6.2. Timely facilitation of Diplomatic Weeks, Presentations of Credentials and conveying of Messages to and from the Palace	Number of Heads of accredited Missions present Credentials to His Majesty The King	15	20	10	10	17.1	17.2.1
	Number of messages received (International) and conveyed	30	60	60	70	17.1	17.2.1
	Number of Royal messages conveyed	10	40	60	70	17.1	17.2.1
	Number of Flags to be purchased	Nil	1 set of flags to purchased (big flag, table flag, car pennants)	Nil	1 set of flags to purchas (big flag, table flag, & car pennants)	17.1	17.2.1
6.3. Develop procedures for Virtual Protocols and Practices	Status of procedures developed	Drafted Court Protocol to review by Secfo & Private Sec.	Implementation of Court Protocol approved	Implementation of Court Protocol approved	Implementation of Court Protocol approved	17.1	17.2.1

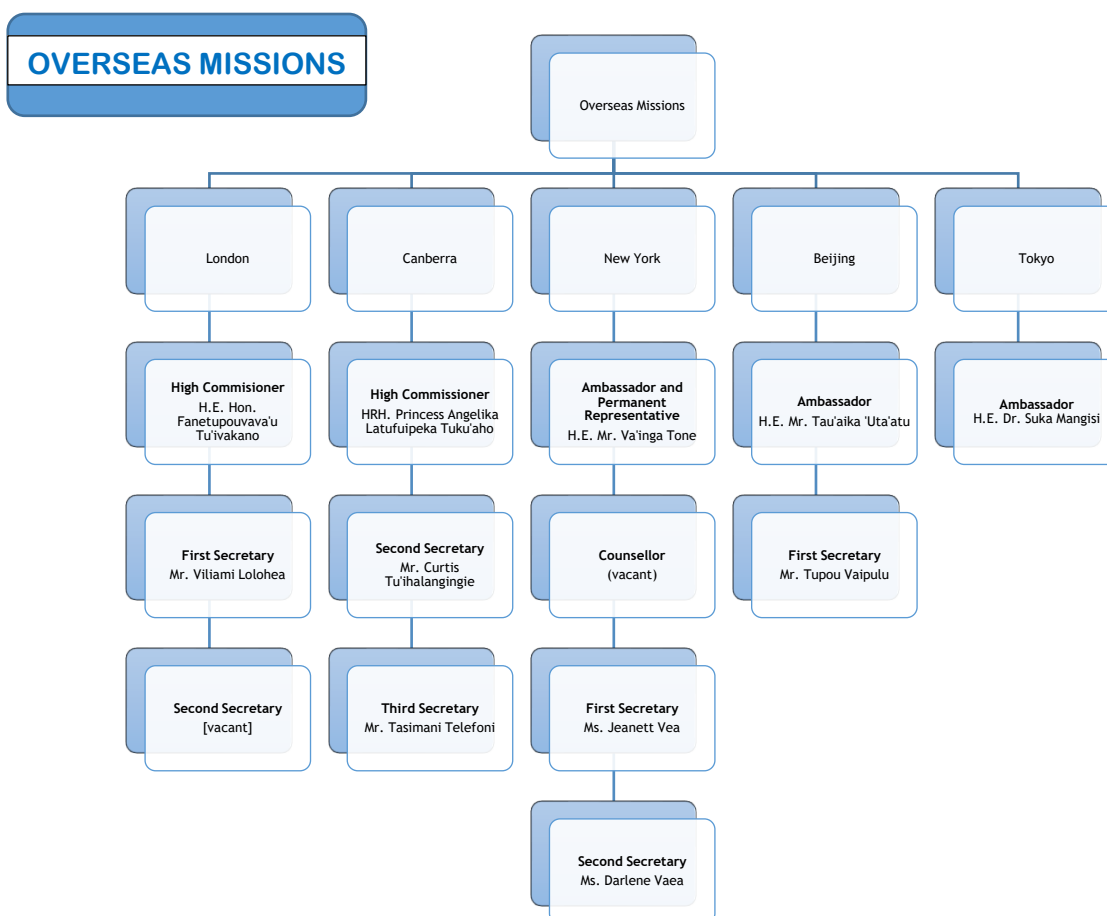
(COVID-19 context)			by Secfo & Private Secretary	by Secfo & Private Secretary	by Secfo & Private Secretary		
6.4. Facilitation of Royal and Official visits' programmes and courtesies	Number of courtesy requests facilitated	10	0	2	3	17.1	17.2.1
	Number of official functions and programs organized	1	1	1	1	17.1	17.2.1
6.5. Facilitation of international conferences and official functions	Number of international conferences and official function facilitated	3	1	1	1	17.1	17.2.1
6.6. Efficient processing of Consular services	Number of consular services facilitated and conducted (LNIV)	Nil	Nil	1	1	17.1	17.2.1
6.7. Efficient provision and facilitation of Protocol Services and advices	Number of Protocol services and advices provided	3	1	1	1	17.1	17.2.1
6.8. Facilitate and coordinate official assistance to Tonga and provide protocol and consular advices to Tongan diaspora communities abroad	Number of official assistance facilitated and coordinated in Tonga	1	1	1	1	17.1	17.2.1
	Number of official assistance facilitated and coordinated Tongan diaspora communities abroad	1	1	1	1	17.1	17.2.1

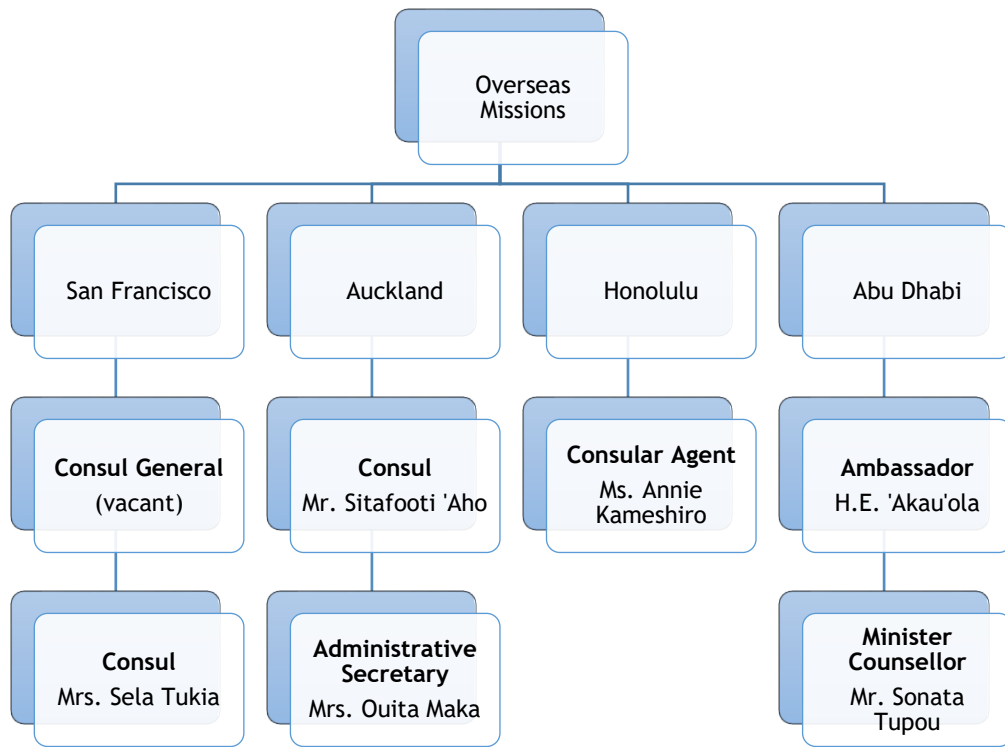


Annex B



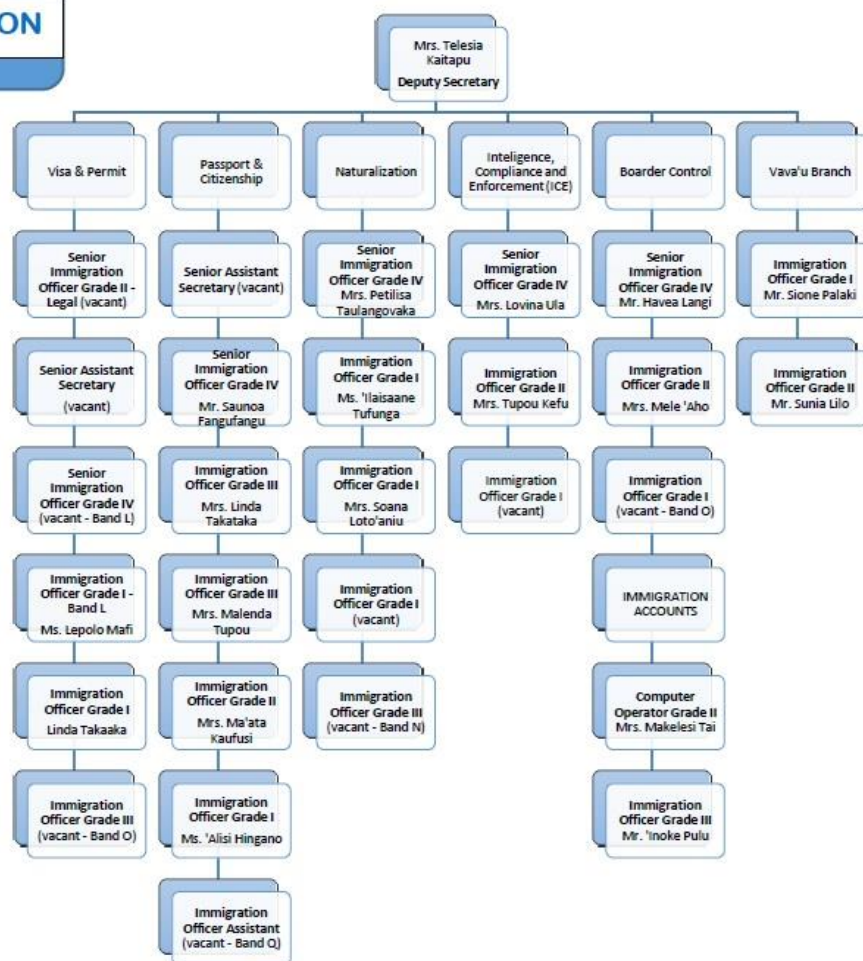
Annex C





Annex D

IMMIGRATION DIVISION



ANNEX E

PROTOCOL DIVISION

