



Ministry of Lands and Natural Resources

Corporate Plan and Budget

2020/21 - 2022/23

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LIST OF ABBREVIATIONS

Expansion	Abbreviations
Geographic Information System (GIS) for working with maps and geographic information	ArcGIS
Climate Resilience Strengthening Project	CRSP
Cadastral and Geodetic Survey	CGS
Cadastral and Geographic Information System	CGIS
Corporate Plan	CP
Corporate Services Division	CSD
Deep Seabed Minerals	DSM
Geospatial Information System	GIS
Global Navigational Satellite System	GNSS
Global Positioning System	GPS
Global Priority Agenda 2018 – 2021	GPA
Information and Communication Technology	ICT
Integrated Water Resources Management	IWRM
Key Performance Indicators	KPI
Land & Geographical Information System	LGIS
Land Administration Division	LAD
Land Administration Project	LAP
Land Information Division	LID
Natural Resources Division	NRD
National Spatial Planning Authority	NSPA
OR Planning and Urban Management Agency	PUMA
Office of the CEO	OCEO
Office of the Minister	OM
2030 – Sustainable Development Agenda	2030 – SDA (2030 Agenda)
Sustainable Development Goals	SDGs
Sub Divisional Design & Scheme	SDS
Open Solution for Land Administration	SOLA
Tonga Geological Services	TGS
Tonga Strategic Development Framework II (2015 – 2025)	TSDF II

FOREWORD FROM THE LORD MINISTER



It is my pleasure to present the Corporate Plan for the Ministry of Lands and Natural Resources for 2020/2021 – 2022/2023.

This Corporate Plan sets out the Ministry's strategic direction over the next three years within the broader context of the National Strategic Development Framework II (2015-2025) and the Kingdom's development initiatives.

The emphasis of the Corporate Plan is to enhance the Ministry's service delivery through operational and functional improvements. The Plan is instrumental in guiding the Ministry's ongoing activities and implementation of new initiatives. The Ministry is committed to harnessing the opportunities that are available through Information Communication and Technology (ICT) that will enable the Ministry to be responsive, transparent and accountable in its decision-making and its service delivery.

I am therefore encouraged with Government's Budget Strategy and Priorities 2020/2021 which continues to prioritize Government's commitment to the management of the Kingdom's land and natural resources.

I trust that with the leadership of the Chief Executive Officer (Ms. Rosamond C. Bing), her executive team and the Ministry's personnel, the strategies and outcomes outlined in this Corporate Plan will be achieved with a prudent approach to financial expenditure and resource allocation.

I encourage our working partners to continue with their support and collaboration to the Ministry as we strive to achieve our goals in the next three years.



LORD MA'AFU

Minister for Lands and Natural Resources

National Spatial Planning Authority

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The Ministry of Lands and Natural Resources (MLNR) is honored to present its - Corporate Plan for the FY 2020/2021-2022/2023

The Plan forges ahead with addressing those gaps that continue to challenge the Ministry's administrative and operational capabilities. The Ministry, through the leadership of its Executive team, has adopted the vision of the Ministry to –

Promote sustainable use and access to the Kingdom's lands and natural resources to generate social, economic and environmental benefits for the people of Tonga.

The Ministry and its personnel are committed to the following corporate goals –

- Focusing on prudent and efficient management of the Ministry's resources
- Demonstrating their commitment to the implementation of this Corporate Plan
- Making decisions that are evidence-based, transparent and accountable
- Focusing on achievements and success based on partnership, stakeholder collaboration and meaningful and respectful community engagement.

This Plan also reflects the aspirations of the Ministry which are to be directed by Strategic Themes:

- a. Economic Efficiency
- b. Client and Stakeholder Benefits
- c. Trusted sources of information and data
- d. Sustainable business
- e. Regulatory framework
- f. Sustainable management of resources
- g. Responsible use of seabed minerals and aggregates
- h. Strengthen resilience to natural events
- i. Organizational performance and capacity.

These strategies are, in turn, supported by the Ministry's activities and deliverables. These are described in the Ministry's Results Map.

The Ministry has also re-aligned its contribution to implementing the Tonga Strategic Development Framework II (2015 – 2025) by incorporating to the Plan the use of information technology as a key tool to achieving the Ministry's goals. In this regard, the Ministry welcomes the Government's commitment of resourcing under Government's Budget Strategy and Priorities 2020/2021. The Ministry is also encouraged by the endorsement of the Digital Government Strategic Framework (2019-2024) as an instrumental platform for implementation of this priority. The Government's financial commitment towards the construction of a new building and facilities will enable the Ministry to accommodate its services delivery to the people of the Kingdom.

I wish to express my sincere gratitude to the Deputy Chief Executive Officers ('Akanete Lauti, Tūkua Tonga, Seli Taufa, Halalilika 'Etika, Paula Lo'amanu and Taaniela Kula) and our Executive Group for their tireless efforts and valued contribution to the formulation of this Corporate Plan.



ROSAMOND C. BING

Chief Executive Officer



1. VISION AND STRATEGIC THEMES

The Ministry's vision is to promote sustainable use and access to the Kingdom's land and natural resources to generate social, economic, and environmental benefits for the people of Tonga.

1.1 Strategic Themes:

The Ministry had adopted a new approach to the development of this CP in which the Ministry is to be directed by nine (9) Strategic Themes and Outcomes:

Strategic Theme 1: Economic Efficiency

- 1.1 Minimize costs and barriers to enable seamless business transactions for government, stakeholders and the community by setting up electronic service delivery
- 1.2 Reduce the cost of property transactions by facilitating the implementation of electronic conveyancing and plan processing
- 1.3 Support efficient integration of our fundamental data anytime, anywhere on any device through open access via web services
- 1.4 Support industry innovation and minimize duplication of effort by providing open access to fit for purpose data and systems

Strategic Theme 2: Client and Stakeholder Benefits

- 2.1 Understand and meet the needs of our clients and stakeholders through enhanced interaction and collaboration and fit for purpose, cost effective services
- 2.2 Increase demand for our land information by meeting the needs for simple and flexible web-based services that integrate with existing and new applications and technologies through timely services and accurate data and seamless integration and interoperability.
- 2.3 Ensure government, industry and the community can rely on our services by providing a robust and stable technology platform
- 2.4 Minimize volatility and maximize predictability for land owners and government by improving the quality of valuations for rating and taxing purposes:

Strategic Theme 3: Trusted Source of Knowledge and Information

- 3.1 Provide a central point of truth for land and property information by integrating data, services and systems from internal and external sources
- 3.2 Minimize duplication and maximize interoperability by promoting a single cadastre including a layer of proposed developments
- 3.3 Support timely and effective emergency responses with reliable and accurate mapping, imagery and addressing information and services
- 3.4 Build confidence in the land administration system by promoting and supporting the integrity and authority of the roles of the Registrar General and Surveyor General.

Strategic Theme 4: Sustainable Business

- 4.1 Provide appropriate returns to the Government and ensure the Ministry's continuing viability by efficiently managing resources and expenditure to match fluctuating service demand.
- 4.2 Build the confidence of our stakeholders by promoting a robust and transparent governance processes.
- 4.3 Realign our structures and support staff to implement our new business model.
- 4.4 Provide certainty, constancy and performance for clients, stakeholders and staff through a period of change.
- 4.5 Ensure the Ministry is ready for the challenges of the future by boosting the skills and qualifications of our staff through our Workforce Development Plan
- 4.6 Engaged and effective workforce
- 4.7 Reputation for quality and reliability
- 4.8 Robust and transparent model for fees and charges
- 4.9 Clear mandate for our role

Strategic Theme 5: Regulatory Framework

- 5.1 Enforcement of Laws, policies and regulations that outline the legal requirements to render the mandate of the Ministry
- 5.2 Compliance with complementary policies, standards, directives and guidelines to ensure that the mandate of the Ministry is properly administered.

Strategic Theme 6: Sustainable Management of Natural Resources

- 6.1 Develop a framework for the sustainable management of coastal areas
- 6.2 Develop a framework for sustainably manage our water resources
- 6.3 Develop a framework for marine scientific research
- 6.4 Optimize the productivity of land in Tonga
- 6.5 Promote and enhance linkages with the National Spatial Planning Authority and contribute to the administration of the National Spatial Planning and Management Act 2012.

Strategic Theme 7: Responsible use of our seabed minerals and aggregates

- 7.1 Provide international standard geological scientific services and advice
- 7.2 Plan for a strong, internationally competitive seabed minerals sector
- 7.3 Ensure a responsible resource sector is a valued and valuable contributor to Tonga

Strategic Theme 8: Improve resilience to natural events

- 8.1 Leading change and coordinating effort
- 8.2 Understanding risks
- 8.3 Communicating with and educating people about risks
- 8.4 Partnering with those who effect change
- 8.5 Empowering individuals and communities to exercise choice and take responsibility
- 8.6 Reducing risks in the built environment

8.7 Supporting capabilities for disaster resilience

Strategic Theme 9: Organizational Performance

- 9.1 Keep our staff motivated and promote organizational coherence
- 9.2 Responsive and integrated service delivery
- 9.3 Support our staffs' career development
- 9.4 Value our staff's contribution
- 9.5 Embrace and support diversity
- 9.6 Ensure consultation is central to our policy, program and service decisions
- 9.7 Clear mandate for our role

Strategic Theme 10: National Housing Policy

- 10.1 Implementation of Housing Policy

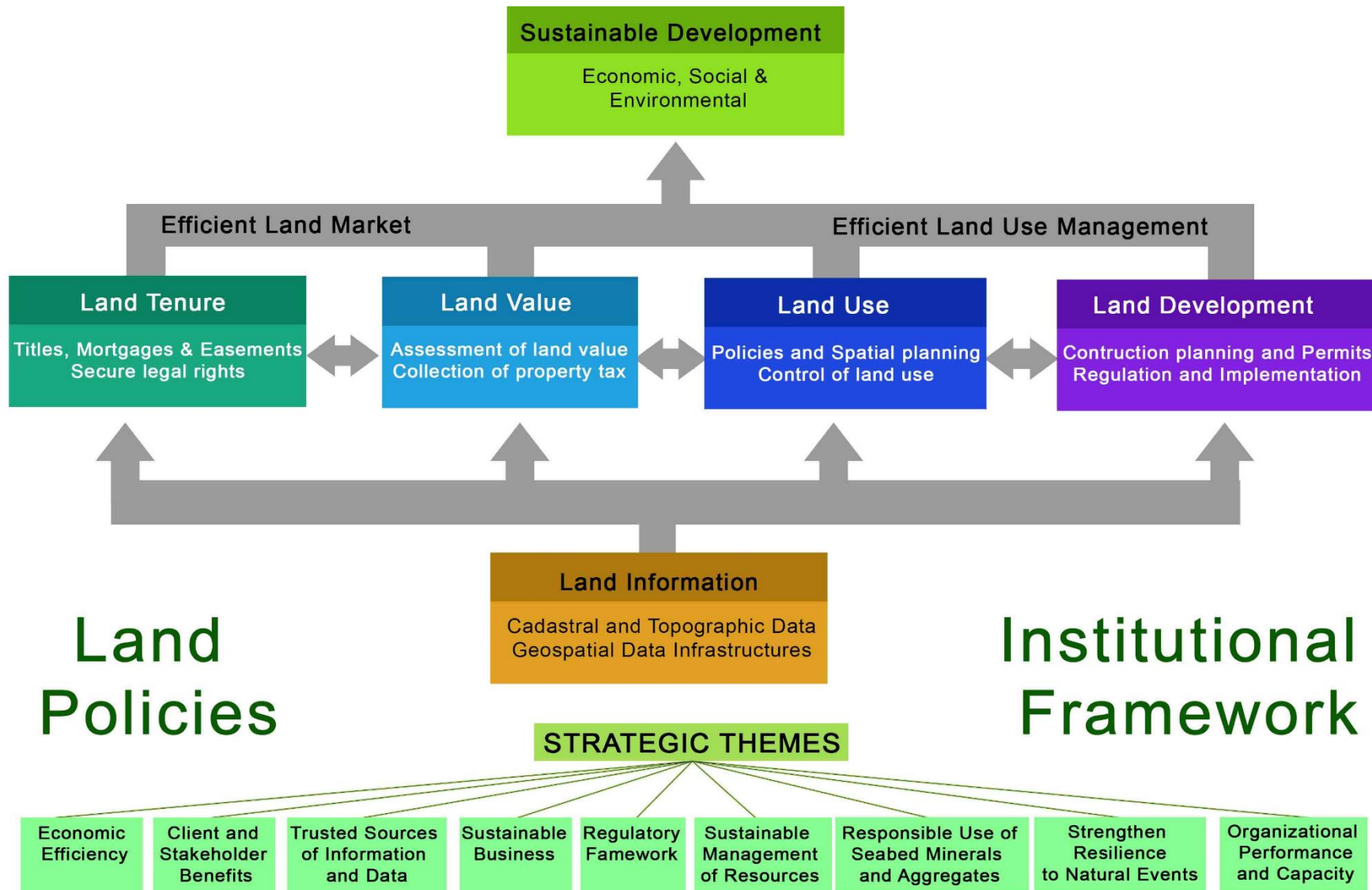
1.2 MANDATE

The MLNR's instruction is also guided by its commitments to the National Agenda (TSDF II), relevant established policies, and international conventions inclusive of the 2030 Global Agenda.

The functions of the Ministry in this CP are to:

- a. Administer all matters concerning the lands of the Kingdom of Tonga under the Tongan Constitution and Land Act;
- b. Ensure that the laws of the Kingdom of Tonga relating to the management and protection of lands and natural resources are implemented, enforced and reviewed, in accordance with national and international obligations to global conventions and laws;
- c. Prepare plans, policies and legislations to ensure efficient service delivery to the people and effectively carry out the monitoring of impacts on the lands, and natural resources and devise protection measures;
- d. Advise Government in relation to matters of lands, natural resources and the protection and conservation of natural resources and the promotion of sustainable development;
- e. Liaise with other Government departments and agencies in relation to issues affecting the lands, natural resources, climate change and environment and assist in meeting their obligations related to the protection of the land rights and the sustainable development of natural resources of the Kingdom of Tonga consistent with objects of relevant Acts;
- f. Facilitate, conduct and participate in scientific research on matters of cultural and economic values of lands and natural resources; and
- g. Facilitate participation of the public and non-government organizations in the protections of lands and natural resources in the Kingdom of Tonga.
- h. Plan and manage all developments in the kingdom, in-order to achieve better and sustainable development outcomes for the people of Tonga

1.3 INTER-RELATIONSHIPS BETWEEN THE DIFFERENT FUNCTIONS OF THE MINISTRY



1.4 KEY LEGISLATIONS, POLICIES AND PLANS

The MLNR's mandate is governed by the Constitution of Tonga, Land Act, relevant Laws and Regulations and other general instructions that direct the Ministry's strategic obligations and stakeholder's expectations of the Ministry. These are administered by the Ministry through its engagement with its stakeholders. They include His Majesty and Privy Council, Cabinet, Legislative Assembly, Judiciary, Nobles and Estate Holders, Ministries / Departments/ Agencies (MDAs), public enterprises private sectors, development partners and the public.

The Ministry's mandate is premised fundamentally on the Act of the Constitution of Tonga and the Land Act and directed by a raft of legislation.

1) Act of the Constitution of Tonga

2) Land Act

- . Declaration of cemeteries
- . Land (Occupation of Aliens) Regulations
- . Land (Quarry) Regulations
- . Land (Removal of Sand) Regulations
- . Land (Timber) Regulations
- . Land Court Rules 1991

3) Minerals Act

4) Maritime Zones Act

5) Petroleum Mining Act

- a. Petroleum Mining Regulations

6) Royal Estates Act

7) Roads Act

- a. Proclamations by the Minister of Lands, Proclaiming Public Roads (include Road closures)

8) Parks and Reserves Act

- a. Parks and Reserves Declaration

9) Deep Sea Mineral Act 2016

10) National Spatial Planning and Management Act

11) Public Finance Management Act Regulations and Treasury Regulations

12) Public Services Act Regulations and Treasury Instructions

13) Water Resources Management Bill 2020

The following documents also direct the Ministry's mandate –

- 1) First Interim Report of the Royal Land Commission 2008
- 2) Open Solutions for Land Administration (SOLA) Implementation Plan 2015
- 3) Exit Report: SOLA Applications Development (ILAMS/MLNR/Tim Gunson) November 2018
- 4) Integrated Geospatial Information Framework (A Strategic Guide to Develop and Strengthen National Geospatial Information Management) 2018

- 5) Tonga Strengthening of Geospatial Information Management Systems Action Plan 2020
- 6) UNGGIM Expert Group on Land Administration and Management (Terms of Reference)
- 7) UNGGIM Expert Group on Legal and Policy Frameworks (Terms of Reference)
- 8) UNGGIM Expert Group on Marine Spatial Planning (Terms of Reference)
- 9) Pacific Geospatial and Surveyors Council Strategic Plan (2018-2023)
- 10) Digital Government Strategic Framework (2019-2024)
- 11) Tonga Climate Change Policy 2016
- 12) Joint National Action Plan 2: Climate Change and Disaster Risk Management (2018-2028)
- 13) Stewardship Plan: Fanga'uta Lagoon 2018
- 14) Draft National Land Use Policy 2014
- 15) Tonga National Infrastructure Investment Plan II (2013-2023)
- 16) Tonga Housing Recovery Policy (Housing Policy that Builds Resilience) 2019
- 17) Systems Integration for Early Warning System for Tonga 2019
- 18) Water Resources Management Policy 2020
- 19) Draft Nuku'alofa Flood Management Master Plan (2019-2029)
- 20) Cabinet Directions for Reclamation of Space for Market Space
- 21) Cabinet Directions for Study of Development Options within the Fanga'uta Lagoon.
- 22) Master Plan for the Tukutonga – Popua Peninsula (February 1990)
- 23) SAMOA Pathway (SIDs Accelerated Modalities of Action)
- 24) Framework for Pacific Regionalism (FPR) 2014/ A Vision (not a plan of action or an Agenda for Action)
- 25) SENDAI Framework for Disaster Risk Reduction 2015 – 2030
- 26) United Nations Ocean Conference: Call for Action 2017
- 27) United Nation's Sustainable Development Goals 2030 Agendas
- 28) The Greater Nuku'alofa Structure Plan 2012-2032
- 29) United Nation's Convention on the Law of the Sea
- 30) 1887 Royal Proclamation on Tonga's Territorial Sea
- 31) 1972 Royal Proclamation on the Telekitonga and Telekitokelau Islands
- 32) Tonga's Strategic Development Framework 2 – 2015-2025

1.5 STAKEHOLDERS

MLNR engages with a range of stakeholders as are listed in Table 1 below.

Table 1: MLNR stakeholders and how they relate to the Ministry

Stakeholder	Customer Of MLNR	Supplier to MLNR	Partner with MLNR	Oversight of MLNR
His Majesty	X	X		X
Privy Council	X	X		X
Cabinet	X	X	X	
Legislative Assembly	X	X		X
Judiciary	X			X
Government Ministries	X	X	X	X
Oversight Statutory Entities	X	X		X
Public Enterprises	X	X	X	
Businesses	X	X	X	X
Nobles and Estate Holders	X	X		X
Landholders	X	X		X
Licensees	X	X	X	
General Public	X	X		X
Development Partners	X	X	X	X

2 GAP ANALYSIS

The Ministry continues to be confronted with the same challenges that have prevailed over the past years. Whilst some marked improvements have been made in certain areas, there remains considerable work to be done. This CP intends to address the gaps and challenges:

2.1 Direction

- a. The need for proper/appropriate planning of Ministry's roadmap
- b. The need to re-align the overarching management and administration approach of the Ministry to a business model to reflect its service delivery and advisory mandate
- c. Institutional inefficiencies in certain areas

2.2 Governance

- a. Manual processes are inadequate for effective and efficient land administration
- b. Duplication of certain functions and tasks so that systems and procedures need to be streamlined.
- c. Fragmentation of certain systems and procedures requiring integration
- d. Gaps in legal and policy framework – survey legislation (best practices and international standards). Seabed Minerals Regulations (licensing regime and fiscal regime), ICT policy, land use policy, sand mining and limestone quarrying regulations, fees and charges regulations, and dredging and reclamation, and sub-division of tax allotments
- e. Aligning land use planning with land administration and land information
- f. Absence of a centralized legal, policy and planning section to consolidate the Ministry's strategic directives
- g. Weak coordination between the Ministry and the Urban Planning and Management Agency
- h. The inadequate provision of services in the land sector
- i. Review of the Royal Land Commission Report and its recommendations

2.3 Compliance

- a. Lack of capacity to address compliance issues
- b. Lack of resources to execute enforcement measures and conduct on-going monitoring
- c. The capacity to monitor natural resource use is severely inadequate
- d. Need to establish professional and technical standards to ensure compliance with internationally recognized standards

2.4 Operations

- a. Need to engage professional technical and managerial personnel to bridge the gap in personnel skills, expertise and experience

- b. The office and working environment and storage infrastructure is wholly inadequate for systemic improvements and compounded by inferior facilities for customer service
- c. A number of key operational areas are not in place such as records keeping and file management, intra-Ministry networks and communications and implementation of the Open Solutions for Land Administration (SOLA), is protracted and needs to be accelerated
- d. The backlog of assignments identified by the Royal Land Commission in 2009 has been reduced markedly but there remains a sizeable level in backlogs that requires a coordinated effort.
- e. Support to the Offices of the Governor of Vava'u and Governor of Ha'apai in their capacity as Deputy Minister for Lands

2.5 Stakeholders

- a. Need to strengthen coordination and collaboration with Government and Non-Government stakeholders particularly with the demands from development project-related activities and tasks
- b. Need to strengthen engagements with stakeholders through accessibility to the Ministry, its services and products and its personnel.

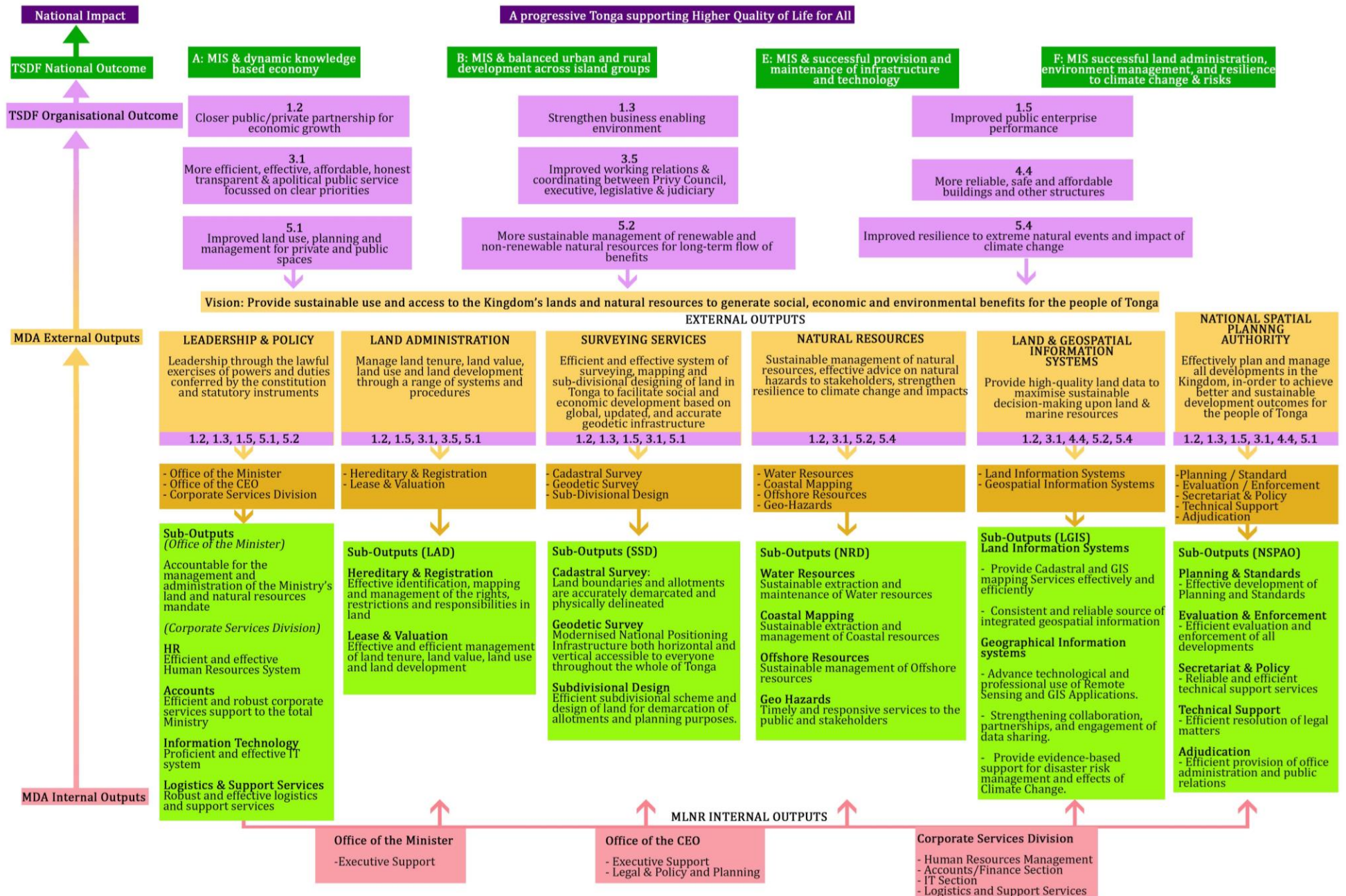
2.6 Finance

- a. The Ministry's revenue stream must be sustainable through the rigorous collection of annual lease rental arrears, seabed minerals exploration licenses, quarrying and sand-mining royalties and the hiring out of the heavy-duty machinery
- b. The fees and charges prescribed by the Land Act was last updated in 1991. These are not cost-effective as the operational costs has increased significantly over the years but the Ministry has not reviewed its fees and charges to reflect the increases in the costs of doing business.

2.7 People

- a. The Ministry's customer service needs significant improvement with adequate office facilities being an essential means to address this
- b. The need to further develop and maintain a robust outreach program and public awareness – nationally and internationally (to accommodate the Tongan landholders who reside overseas)

3. MINISTRY RESULTS MAP 2020/2021 – 2022/2023



3.1 Sustainable Development Goals (SDGs)

Land is fundamental for the SDG's, with at least 8 out the 17 SDG's relating to Land Management, Land Policy and Cadaster. These are summarized as follows:

SDG	Relevance
SDG 1 End poverty	Formalize land ownership
SDG 2 End hunger	Access to land and protected land tenure rights
SDG 5 Gender equality	The right for women to own land and secure tenure rights for women
SDG 6 Clean Water and Sanitation	Monitoring quality and supply to all water users and protection of groundwater resources from poor sanitation systems
SDG 10 Reduce inequality within and among countries	Access to land and protection of tenure rights against discrimination
SDG 11 Cities safe and sustainable	Protection and recognition of tenure rights for informal urban settlements
SDG 13 Combat climate change	Land Management, Land planning and spatial planning to reduce emission
SDG 14 Life below water	Sustainable use of oceans resources to protect people's marine sources of livelihood
SDG 15 Sustainable ecosystems, forests, land degradation	Proper management of forest land and sustainable land use
SDG 16 Peaceful societies justice for all	Equal access to tenure rights, land policy and land management
SDG 17 Partnerships	A key factor in achieving the SDG's

3.2 Sustainable Development Goal's Integration into the Ministry's Corporate Plan

The functions and operations of the Ministry of Lands and Natural Resources is consistent with the SDGs & Regional Frameworks Targets and Indicators. The SDG activities and outcomes are articulated and achieved at the Divisional level. MLNR supports the SDGs Targets and Indicators through its alignment to four (4) National Outcomes. At the Ministerial Level, it aligns to the Global Agenda through its nine (9) Strategic Themes. They are: Organizational Performance, Economic Efficiency, Client and Stakeholder Benefits, Trusted Source of Knowledge and Information, Sustainable Business, Regulatory Framework, Sustainable Management of Natural Resources, Responsible use of our seabed minerals and aggregates, Improve resilience to natural events.

The Ministry's Strategic Themes' Alignments are indicated in the Table below:

DIVISION	TSDF II: National Outcomes	STRATEGIC THEME (ST)	Sustainable Development Goals
Leadership and Policy Advice	A, B, E and F.	ST/1 – Economic efficiency ST/2 – Client and stakeholder benefits ST/4 – Sustainable Business ST/5 – Regulatory framework ST/9 – Organizational performance	SDG 1 – End poverty SDG 5 – Gender equality SDG 10 – Reduced inequality SDG 16 – Peace, justice and strong institutions SDG 17 – Partnerships
Land Administration	A, B and F.	ST/1 – Economic efficiency ST/2: Client and Stakeholder Benefits ST/3 – Trusted source of knowledge and information ST/5 – Regulatory framework	SDG 1 – End poverty SDG 2 – End hunger SDG 15 – Life on land
Surveying Services	A, E and F.	ST/3 – Trusted source of knowledge and information ST/4: Sustainable Business ST/5 – Regulatory framework ST/8 – Improve resilience to natural events	SDG 1 – End poverty SDG 2 – End hunger SDG 14 – Life below water SDG 15 – Life on land SDG 13 – Climate Action
Natural Resources	A, B and F.	ST/3 – Trusted source of knowledge and information ST/6 – Sustainable management of natural resources ST/7 – Responsible use of seabed minerals and aggregates	SDG 6 – Clean water and sanitation SDG 11: Sustainable Cities and Communities SDG 13 – Climate Action SDG 14 – Life below water SDG 15 – Life on Land

		ST/8 – Improve resilience to natural events	
Lands and Geographical Information Systems	A, E and F.	ST/3 – Trusted source of knowledge and information ST/7: Sustainable Management of Natural Resources, ST/8 – Improve resilience to natural events ST/9 – Organizational performance	SDG 1 End poverty SDG 2 End hunger SDG 5 Gender equality SDG 10 Reduce inequality within and among countries SDG 11 – Sustainable cities and communities SDG 14 – Life below water SDG 13 – Climate Action SDG 15 – Life on Land SDG 17: Partnerships
National Spatial Planning Authority	A, B, E and F.	ST/1: Economic Efficiency ST/2: Client and Stakeholder Benefits ST/3: Trusted Source of Knowledge and Information ST/4: Sustainable Business ST/5: Regulatory Framework ST/6: Sustainable Management of Natural Resources ST/8: Improve resilience to natural events ST/9 – Organizational performance	SDG 6: Clean Water and Sanitation SDG 11 – Sustainable cities and communities SDG 13: Climate Action

4. TSDF II IMPACTS AND OUTCOMES SUPPORTED BY MDA OUTPUTS

Tonga Strategic Development Framework II (2015-2025)

The TSDF II is the platform that directs the Ministry's activities and outputs. Government has placed commitment through the Budget Strategy 2019/2020 on Priority #9 (Land and Administration Reform) to expedite the momentum of the reform initiatives. Additional support through donor-funded technical assistance and financing will complement Government's priority setting.

TSDF II National Outcomes significantly supported by MLNR

The Ministry significantly contributes to two (2), out of the seven (7) National Outcomes.

- A** : A MIS and dynamic knowledge-based economy.
- B** : A MIS and balanced urban and rural developments across island groups
- E** : A MIS and successful provision and maintenance of infrastructure and technology
- F** : A more inclusive, sustainable and effective land administration, environment management, and resilience to climate change and risks.

In its last CP, the Ministry focused its organizational input on Natural Resources and the Environment. This CP recognizes the critical role of infrastructure and technology inputs as a means of enhancing the capacity and capability of the Ministry. As a result, there are a number of key reforms that derive from this input.

TSDF II Organizational Outcomes supported by MLNR

The Ministry particularly supports the following Organizational Outcomes/ OO which are considerably relevant to its charges.

OO 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 better identify and address constraints to more inclusive, sustainable and resilient economic growth.

OO 4.3: More reliable, safe and affordable information and communication technology (ICT) used in more innovative ways

More reliable, safe and affordable information and communication technology (ICT) used in more innovative and inclusive ways, linking people across the Kingdom and with the rest of the world, key services by government and business and drawing communities more closely together.

00 4.5: *Improved use of research and development focusing on priority needs*

Improved use of relevant research and development that focuses on our priority needs drawing on improved foresight, helping to solve technical and other constraints to facilitate more rapid improvements to our institutions and better use of our resources and environment so that we may progress more rapidly and be more resilient in face of future risks.

00 5.1: *Improved land use Planning and Management for Private and Public Spaces*

Improved land use planning, management and administration with stronger and appropriate enforcement which ensures the provision of public spaces as well as private spaces, ensures more appropriate placement of infrastructure, better protects the environment, and risk, so as to improve safety conditions both for communities and businesses, working in harmony with a better application of the traditional land management system.

00 5.2: *Improved use of natural resources for long term flow of benefits*

More equitable, inclusive, sustainable and appropriate management 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.

00 5.4: *Improved resilience to natural disasters and impact of climate change*

Improved national and community resilience to the potential disruption and damage to wellbeing, growth and development from extreme natural events and climate change, including extreme weather, climate and ocean events, with a particular focus on the likely increase in such events with climate change.

4.1 Sector Plans, Regional & Community Development

As per the Government's Budget Strategy and Priorities 2020/2021, there are four (4) Priority Areas relevant to the Ministry:

1. **Economic Development** (Agriculture, Fisheries, Tourism)
2. **Infrastructure** (Economic and Social Public Infrastructure)
3. **Energy, Climate Change and Disaster Risk Reduction** (Vulnerability and Exposure to Natural Disasters)
4. **Public Sector Reform** (Efficient Execution of Services to the Public)

The table below links the priority areas in the Government Priority Agenda 2018-21 as follows:

Area of Priority	Proposed Priority and contribution of MLNR	Policy and Planning Intervention	How do outputs contribute to priority areas in GPA?
Economic Development (Agriculture, Fisheries, Tourism)	<p>Enabling environment</p> <p>Implementation of policies and activities</p> <p>Establish:</p> <ul style="list-style-type: none"> - Beach Protection Act - Coastal Management Act 	<p>Evidence-based advice and recommendations</p> <p>Marine Spatial Planning</p>	<p>MLNR provides technical, policy and legal advice and support.</p> <p>Beach Protection Act will invest in beaches attracting tourism.</p> <p>Land use policy will ensure protected land for agricultural purposes hence food security.</p> <p>Marine spatial planning and Integrated Coastal Management Plans will contribute to sustainable fisheries.</p> <p>IWRM will contribute to sustainable water for agricultural and tourism and reduce contamination to fisheries from land use activities</p> <p>Coastal Management Act will enforce best practices to protect coastal areas.</p>
Infrastructure (Economic and	Enabling environment	Strengthening of Land and Geospatial Information Management Systems	MLNR commits resources and a project implementation team to implement the project.

Social Public Infrastructure)	<p>Implementation of policies and activities</p> <p>Review of Va'epopua Peninsular Master Plan</p> <p>Implement the Nuku'alofa Greater Urban Area Structure Plan 2012-2032</p> <p>Establish Tahi Toafa Master Plan</p> <p>Establish Housing Development Plans</p> <p>Establish Quarry Legislations</p> <p>Review Sand Mining Act</p>	<p>Draft Tonga Positioning Strategy: Accurately Positioning the Kingdom of Tonga</p> <p>Tonga Housing Recovery and Resilience Policy</p> <p>Integrated Water Resources Management (IWRM) Plans for critical villages</p> <p>Draft Flood Management Master Plans</p> <p>Draft National Hydrology Strategy</p>	<p>Popua Master plan will invite investments to improve living space and economic activities in Popua</p> <p>NGUA Structure Plan will improve economic and social services in Nuku'alofa Urban Area feeding to the rural areas</p> <p>Tahi Toafa Master Plan will broaden the horizon for future developments.</p> <p>Housing Development Plans will cater for the lack of land ownership and living conditions of citizens.</p> <p>Quarry and Sand Mining Regulations will ensure adequate resources for construction development and provide revenue for government services</p>
Energy, Climate Change and Disaster Risk Reduction (Vulnerability and Exposure to Natural Disasters)	<p>Enabling environment</p> <p>Implementation of policies and activities</p> <p>Engagement with development partners and implementing agencies</p> <p>Enabling Technology</p> <p>Establish Geological Hazard Act</p> <p>Establish Coastal Area Management Act</p> <p>Establish WASH response plans</p> <p>Establish IWRM Plans</p>	<p>Water Resources Management Bill</p> <p>Draft Oceans Planning and Management Bill</p> <p>National Action Plan to Strengthening Integrated Geospatial Information Management</p> <p>Draft National Land Use Policy</p> <p>Draft National Hydrology Strategy</p> <p>Integrated Coastal Management Plans</p> <p>Integrated Water Resources Management Plan (IWRM)</p>	<p>MLNR provides technical, policy and legal advice and support.</p> <p>MLNR commits resources and a project implementation team to implement the project.</p> <p>Integrated Geospatial Information Management as Evidence-based decision-making solutions</p> <p>The Geohazards team will be more proactive in providing advice to public on risk of earthquakes, tsunamis, volcanoes, etc.</p> <p>Coastal Area Management Act will enforce provision risk of storm surges, solution safe coastal communities, establish coastal</p>

		<p>Draft Flood Management Master Plan</p> <p>Evidence-based advice and recommendations</p> <p>Increase capacity of Geohazards Section</p> <p>Increase staff capacity of Coastal Section</p> <p>Increase staff capacity of WASH Unit</p> <p>Increase staff capacity of IWRM Unit</p> <p>Establish aerial maps for all communities and regularly updated</p>	<p>plans and recommend appropriate infrastructure.</p> <p>WASH Team will establish water service status report for all communities to reduce impact of natural hazards.</p> <p>IWRM Team will ensure there are community plans for protection of water sources to reduce disaster</p> <p>Regularly updated aerial maps of villages will help decision makings in any situation for any purpose.</p>
Public Sector Reform (Efficient Execution of Services to the Public)	<p>Enabling environment</p> <p>Implementation of policies and activities</p> <p>Engagement with development partners and implementing agencies</p> <p>Establish royalties from all quarries</p> <p>Review fees for sand mining</p> <p>Establish fees for over pumping of groundwater resources</p> <p>Establish royalties for surplus usage of water for commercial purposes</p>	<p>Review of fees and charges</p> <p>Surveying Bill</p> <p>Implementation of Open Solutions for Land Administration (SOLA software)</p> <p>Public Service Commission and MLNR Organizational Review of MLNR's capacity and capability</p> <p>Strengthening of Land and Geospatial Information Management Systems</p> <p>Review of Sand Removal Regulations</p> <p>Review of Quarry Regulations</p> <p>Establish Water Extraction Regulations</p>	<p>MLNR provides technical, policy and legal advice and support.</p> <p>MLNR commits resources and a project implementation team to collaborate and coordinate on implementation.</p> <p>Improving fees from Natural Resources will contribute to revenue collection.</p>

5. BUDGET STRATEGY 2020/2021 – 2022/2023

The Ministry's implementation of the Government's Budget Strategy and Priorities 2020/2021 will focus on:

1. PRIORITY 1

1.1 Cabinet Committee for Maritime Boundaries Delimitation Issues Including the Extended Continental Shelf

This committee is chaired by the Hon. Minister for Lands and Natural Resources. The Natural Resources Division's work-plan describes the extensive list of activities that are scheduled by the Committee for implementation which includes bilateral negotiations and regulations for maritime boundaries and deep-sea mining

1.2 Government Contribution to Implementation of Development Projects

MLNR is an implementing agency for several new projects commencing in the 2019/2020 FY – Transport Project Development Facility (Fanga'uta Lagoon Crossing Bridge and Nuku'alofa Port/Wharf), Tonga Integrated Urban Resilience Sector Project, and the Strengthening of Geospatial Information Management in Tonga. MLNR's implementation commitments include implementation of activities (public consultation, facilitation and compensation for land acquisition, support for technical assistance and travel).

MLNR contribution to the Government's Priority Roads Construction, by additional resources for prioritizing and classification of roads, demarcation of road reserves, clearing of roads reserves for construction

1.3 New building and facilities

The Ministry is located at 2 separate locations with the head office and four divisions located at the Nuku'alofa CBD. The Natural Resources Division is located separately at Vaololoa. The head office operations and divisions are located in 6 separate buildings severely compromising procedural workflow and support systems. Further, the conditions of the buildings are deteriorated and are in an extreme state of disrepair to the extent that the occupational health and safety of the personnel are at risk. The deteriorated buildings cannot support ICT infrastructure and is not conducive to further investment in ICT equipment and accessories.

The recent Tropical Cyclone Gita caused major damage to the head office premises and renovation cost has been estimated at TOP 1.5 million. The Ministry takes the view that it would be far more cost effective to invest in a new, fit for purpose and functional office building and premises. The benefits of this initiative are: Firstly, it will support the workflow and systems of the Ministry, as well as boost the morale of the personnel by providing a healthy work environment. This in turn, will enhance productivity of the Ministry. Secondly, the Ministry's document storage facilities are highly inadequate in Nuku'alofa (known as "Strong Room") that stores majority of all of Tonga's original hard copy land records of the past 135 years. These are priceless land records and historical documents that should be housed separately

(inclusive in proposed budget) In very strict environmental control conditions to ensure the survival for future generations. Thirdly, and of equal importance, the Ministry's customer service will be greatly enhanced with proper facilities for serving those customers that attend at the Ministry for a range of services and products.

The Ministry views this initiative as critical to the achievement of its vision and mission particularly with the workflow of the Ministry's assignments.

1.4 Implementation of Open Solutions for Land Administration software (including the activities and recommendations under the ILAMS Project: SOLA Applications Development Exit Report)

This Report developed 11 new Standard Operating Procedures (SOPs) to improve a number of essential services and products delivered by the Ministry. The implementation of these SOPs requires additional personnel and new equipment.

1.5 Strengthening of the Natural Resources Division to enable the full functioning of the coastal management section and water resources management section including the National Flood Management Master Plan and National Hydrology Strategy

1.6 Administration of the National Spatial Planning Authority and Urban Planning and Management Agency (PUMA)

The National Spatial Planning and Management Act 2012 has been brought into force and requires additional personnel to administer and implement the Act. The Minister for Lands is the National Spatial Planning Authority supported by PUMA. The Act activates the spatial planning and development consent procedural and decision-making mechanisms.

1.7 Drafting of Country Level Action Plan on Strengthening of Geospatial Information Management Systems to be launched mid-2020

This plan will operationalize the International Geospatial Information Framework (IGIF), developed by the United Nations to provide a basis and guide for lower to middle income countries as a reference for developing and strengthening its national and subnational arrangements in geospatial information management and related geospatial infrastructures. This plan also provides a strategic guidance on the 'How, When and Who' approach that will assist the country in preparing and implementing its national circumstances and priorities. It will definitely benefit the Kingdom of Tonga through economic, environmental, and social development. In light of having enabling technologies in place to encapsulate new and innovative approaches, and to maximize and leveraging national geospatial information management, which is an integrated evidence-based decision making platform tailored for individual country's situations and circumstances. Therefore, it is crucial to support this priority as a key measure to address all national outcomes and priorities linked to the SDGs.

2. PRIORITY 2

2.1 Drafting and administration of new legislation (Water Resources Management Bill, Oceans Planning and Management Bill and Surveying Bill)

This suite of legislation is critical to sustainable resource management and the delivery of efficient and professional services and products by the Ministry.

2.2 Maintenance of technical facilities (national seismic stations and Continuously Operating Reference Station)

These facilities (which are severely deteriorated and not operational) are essential for providing accurate and timely information and data for early warning systems, disaster risk reduction and climate and oceanic monitoring.

2.3 Meeting obligations for international and regional commitments as are necessary to the functions and responsibilities of the MLNR (including duties as Chair and Executive Council members of various organizations)

These commitments are important for the Ministry's engagement on behalf of the Government with international and regional partners. This enhances the Government's collaboration and commitment its international obligations and is a mechanism for securing funding and technical assistance and capacity building.

3. PRIORITY 3

3.1 New Section under the Surveying Services Division (Engineering Survey Section)

The Engineering Survey Section is intended to support the work of surveyors on civil engineering tasks. This capacity addresses the growing demand from infrastructure development projects that the government and its donor partners have agreed to implement. This will ensure that all construction, infrastructure and utility development are accurately designed, setout, monitored, and constructed.

3.2 Strengthening of the Surveying Services Division to enable the optimum efficiency of the Cadastral Surveying, Geodetic Surveying, and Sub-Divisional Designing Sections in meeting specified outputs and services provided to the public, MDA's and stakeholders.

6. STAFFING PROPOSAL

Budget Strategy	Staff Proposals
New Initiative 1.2	Accounting Officer Diplomate Senior Accounts Clerk Procurement Officer Revenue Collection Officer Assistant Secretary (HR) Receptionist (HR) Officer Cleaner (CSD) Principal Assistant Secretary System Analyst Computer Programmer
New Initiative 1.4	Land Administration Officer Graduates x 2 Assistant Principal Registry Officer Chief Information Officer System Analyst
New Initiative 1.5	Coastal Resources Management: Geologist x 2, Heavy Plant Operators x 3 Geological Assistant Grade II x 3 Geological Assistant Grade Mechanical Operator x 2 Chief Coastal Area Officer Principal ICAM Officer ICAM Officer Coastal Geologist x2 Geotechnical Officer Assistant Geotechnical Officer Assistant Coastal Geologist Assistant Coastal Area Officer Offshore Resources Management Geologist Assistant Geologist Marine Geologist Geophysicist Oceanographer Water Resources Management Senior Hydrologist

	WRM Officers x 2 Assistant WASH Officer Assistant Geologist Geological Assistant Grade II Graduate Assistant Chief Water Resources Manager Senior Hydrogeologist Senior Water Chemist Hydrogeologist x 2 Water Chemist x2 IWRM Officer Assistant WASH Officer Geological Assistant Grade I Geo-hazard Management: Principal Geologist Geologist Geological Assistant Grade I Graduate Assistant Geologist Assistant Geologist Chief Seismologist Geohazards Officer Volcanologist Seismologist Seismic Network Engineer Assistant Seismic Network Engineer Senior Driver NRD Support Services Heavy Plant Operator x3 GEO- Modeler Assistant Secretary Office Assistant Senior Driver x 2
New Initiative 1.6	Chief Urban Planner Principal Urban Planner Senior Urban Planner Senior GIS Analyst Civil Engineer Computer Programmer

	Principal Legal Officer Assistant Secretary Driver
New Initiative 1.7	Clerk Driver Office Cleaner Trainee x 2 Transport Planner Trainee GIS Assistant GIS Trainee
New Initiative 2.1	Leadership and Policy Advice: Policy and Planning: Chief Legal Officer Project Management Officer Policy & Research Officer Surveying Division/ Sub-Division & Design: Divisional Computer Assistant Divisional Computer Assistant Sectional Computer Cadet Computer Assistant Principal Draughtsman
New Initiative 3.2	Cadastral Survey Assistant Surveyor x2 Cadastral Survey Assistant Supervisor x2 Geodetic Survey Principal Geodetic Surveyor x2 Assistant Surveyor x2 Sub-Divisional Design Sub-divisional Designer x2 Senior Field Survey Assistant Engineering Survey (New Section)

7. MINISTRY OVERVIEW

Ministry Outputs grouped into Divisions/Sub-Programs and Programs

Programs	Sub-Programs	Strategic Themes (ST)	Ministry's External Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership and Policy Advice	01: Office of the Minister	ST/ 9: Organizational Performance ST/ 1: Economic Efficiency ST/4: Sustainable Business ST /5: Regulatory Framework	Leadership through the lawful exercise of powers and duties conferred by the Constitution and Statutory Instruments.	Administration of Ministry of Land and Natural Resources Portfolio Leadership	Minister, CEO
	02: Office of the CEO	As above	Leadership through lawful exercise of powers and duties conferred under the Public Service Act and regulations, Public Finance Management Act and regulations and in accordance with the CEO's contract of employment signed with the Public Service Commission.	1. Managing and executing of the duties of the CEO that are related to strategic directives, high level public official and private sector executive contacts and communications. 2. Implementation of Government Priority Area 9; Land Administration and Management Reform	CEO, CSD
	03: Corporate Services Division	As above	Internal Outputs	Better managed Divisions, with good working	CEO, CSD

				relations, meeting deadlines for the delivery of their outputs to an acceptable standard	
Program 2: Land Administration Services	01: Land Administration Division	ST/2: Client and Stakeholder Benefits ST/3: Trusted Source of Knowledge and Information	Manage land tenure, land value, land use and land development through a range of systems & procedures	Develop and Implement Land Administration Manual	Deputy Secretary - Registration and Hereditary Unit, Lease and Valuation Unit
Program 3: Surveying Services	01: Cadastral Survey	ST/3: Trusted Source of Knowledge and Information ST/4: Sustainable Business	Efficient & effective system of survey, mapping and sub-divisional design of land in Tonga. to facilitate social and economic development based on global, updated and accurate geodetic infrastructure	Draft and Implement Surveying Legislation and relevant Strategic Plans	Deputy/ Secretary - LID Cadastral Surveying Unit, Geodesy Unit, Sub-Divisional and Design.
	02: Geodetic Survey	As above	Maintaining and densifying a network of accurate survey control points for Tonga.		As above

	03: Sub-Division and Design	As above	Efficient sub-Division of land into allotments		As above
Program 4: Natural Resources Management	01: Water Resources Management	<p>ST/6: Sustainable management of Natural Resources</p> <p>ST/7: Responsible Use of our Seabed minerals and aggregates</p> <p>ST/8: Improve resilience to natural events</p>	<p>Advisory on Status of Water Resources Nationwide, Regional, District, Village and site specific</p> <p>Integrated Water Resource Management Plans for National, Regional, District, Village and site specific.</p> <p>WASH Programs established for Village and Schools.</p> <p>Awareness Programs on IWRM, WASH and Water Security</p>	<p>Prioritize Water Deficient Locations for IWRM Plan development</p> <p>Update assessment on all Village or Community Water Supply Services</p> <p>More water monitoring programs to the outer islands</p> <p>More frequent water awareness programs</p> <p>More capacity building for water staff</p>	Deputy / Secretary - Water Resources Section
	02: Coastal Area Management	<p>ST/6: Sustainable management of Natural Resources</p> <p>ST/7: Responsible Use of our Seabed minerals and aggregates</p>	<p>Advisory on status of climate change vulnerability of Coastal Areas</p> <p>Advisory on beach sand status throughout Tonga Islands,</p>	<p>Establish Coastal Area Management Act</p> <p>Prioritize Coastal Climate Change Vulnerable Locations for ICAM Plan development</p>	Coastal Area Management Section

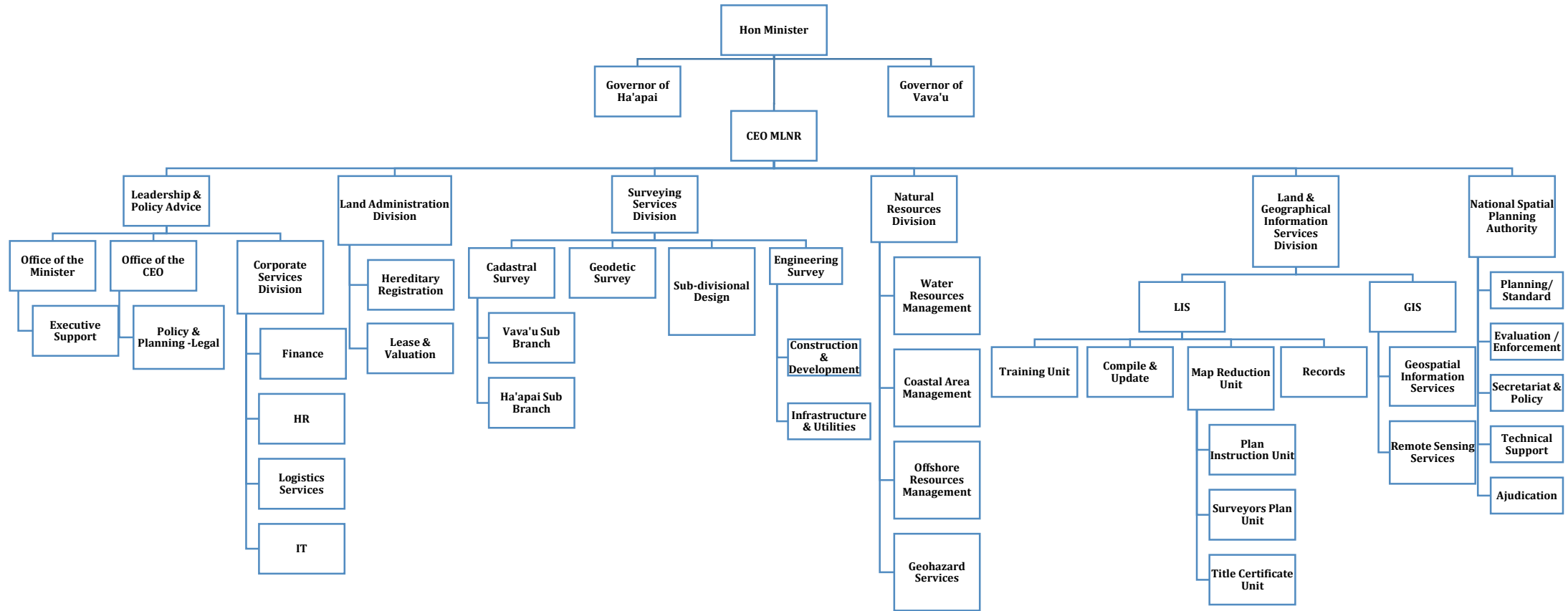
		ST/8: Improve resilience to natural events	<p>Advisory on quarry developments throughout Tonga Islands,</p> <p>Advisory on Construction Aggregates availability and supply for Tonga Islands.</p> <p>Integrated Coastal Area Management Plans for National, Regional, District, Village and Site Specific</p> <p>Coastal Hazard Awareness Program</p>	<p>Update assessment on all Village or Community before and after significant events</p> <p>Update on beach sand status throughout Tonga</p> <p>Update on quarry developments throughout Tonga</p> <p>More frequent Coastal Hazard awareness programs</p> <p>More capacity building for Coastal staff.</p>	
	03: Offshore Resources Management	ST/6: Sustainable management of Natural Resources ST/7: Responsible Use of our Seabed minerals and aggregates ST/8: Improve resilience to natural events	<p>Advisory on status of Marine Scientific Researches in Tonga Waters</p> <p>Updates on new finding within Tonga Waters</p> <p>Advisory on Deep Seabed Minerals Exploration in Tonga Waters</p> <p>Advisory on Hydrocarbon Petroleum Exploration in Tonga Waters</p>	<p>Develop a mosaic of Scientific Studies in the Kingdom of Tonga</p> <p>More Engagement with Investors in Offshore resources</p> <p>Develop partnership with Deep Seabed Minerals investors and exploration companies</p>	Offshore Resources Management Section

			<p>Advisory on Maritime Boundary Affairs and Continental Shelf</p> <p>Awareness programs on Maritime Boundaries</p> <p>Awareness programs on Deep Seabed Minerals</p> <p>Awareness programs on Marine Scientific Research</p>	<p>Advocate for investment in Petroleum exploration and engage interested parties.</p> <p>Develop Strategy for Tonga Maritime Boundary Establishment</p> <p>Align Marine Spatial Planning with Offshore Resources Tenements and Offshore Resources Activities</p> <p>Training on Law of the Sea and Marine Science and Geology</p> <p>Establish a Mosaic of Bathymetry Data for the Whole Kingdom Waters</p> <p>Review of the DSM Policy</p> <p>Review of the Petroleum Act and Regulations</p> <p>On-going negotiation of Maritime Boundaries with neighboring states.</p>	
	04: Geohazard Services	ST/8: Improve resilience to natural events	Advisory on status of Earthquakes throughout Tonga	Draft Geological Hazard Bill 2020	Geohazard Services Section

			<p>Advisory on status of volcanism in Tonga Waters</p> <p>Advisory on status of tsunami threats in Tonga Waters</p> <p>Awareness programs on Geological Hazards</p> <p>Early Warning Service for Volcanic and tsunami Threat</p> <p>Provide Seismic Microzonation Information to the Public, Engineering, Architects for development designs</p> <p>Volcanic Eruption Evacuation Plans</p> <p>Earthquake Proof Awareness Program</p>	<p>Develop Strategy for Geohazard Services 2020-2030</p> <p>Increase Capacity of Geohazards Services</p> <p>Regular Awareness Programs on Tsunami, Earthquakes and volcanism</p> <p>Develop Seismic Microzonation Maps and Information for all Islands of Tonga</p> <p>Develop Tsunami Modelling capability for Mapping of Hazard Zones in all islands of Tonga</p>	
Program 5: Land and Geographical Information Systems	01: Land Information Systems	ST/3: Trusted Source of Knowledge and Information	Support the effective use of national geospatial and mapping information, systems and capabilities for evidence-based policy and decision-making.	Managing Tonga geospatial information and implementing National Action Plan for geospatial information to address Nation and sub nation's outcomes and priorities.	Deputy / Secretary - LID Land Information Systems, Geographic Information System
	02: Geographical Information Services	ST/3: Trusted Source of Knowledge and Information	Provide geospatial information to maximize sustainable decision		As above

		ST/7: Sustainable Management of Natural Resources,	making upon land and marine resources		
		ST/9: Improve resilience to natural events			
Program 6: Planning and Urban Management Agency (PUMA)	01. Planning and Standards 02. Evaluation / Enforcement 03. Technical Support 04. Adjudication 05. Secretariat / Policy 06. Projects Management	ST/2: Economic Efficiency ST/3: Client and Stakeholder Benefits, ST/4: Trusted Source of Knowledge and Information, ST/5: Sustainable Business, ST/6: Regulatory Framework, ST/7: Sustainable Management of Natural Resources, ST/9: Improve resilience to natural events.	A Spatial Planning System that better manages the use, development and protection of land in the Kingdom in the public interest and for related purposes	Administer and manage the preparation and maintenance of sustainable spatial plans which may relate to national, regional, district, village or site specific areas.	Director

8. ORGANIZATIONAL STRUCTURE



9. MAJOR REFORMS

A major reform for this CP is the strengthening of the Policy, Planning and Legal function of the Ministry through the establishment of 2 new sections - Planning & Development and Legal & Policy. This is to ensure that the Office of the CEO has the capacity to properly oversight and drive the strategic vision of the Ministry. Areas of focus will include -

1. The oversight by the CEO of Government projects that the Ministry has an implementation role. In addition to existing development projects in which the Ministry is an implementing agency – Pacific Resilience Program (PREP) and Nuku'alofa Urban Development Sector Project (NUDSP), most development projects involve a land-related component requiring assistance from the Ministry. There are new projects to be implemented in this FY. The Ministry will be actively involved in the Transport Project Development Facility (Fanga'uta Lagoon Crossing Bridge and Nuku'alofa Ports and National Road Improvements Project), Tonga Integrated Urban Resilience Sector Project, and the Country Action Plan on Strengthening of Geospatial Information Management Systems in Tonga. These are all new projects which will require funding to enable the Ministry to meet its implementation obligations including funding specific activities and land acquisition requirements for the projects. The establishment of the new Engineering Survey Section will facilitate the Ministry's obligations.
2. Strengthening the policy framework for land and natural resource management. This includes finalising and endorsement of the Draft National Land Use Policy; completing the internal Briefing Paper: Policy Issues under the Land Act, and review of the Sand Removal Regulations and Quarry Regulations to protect the environment, and the review of Petroleum Mining Act. Review of Deep Seabed Minerals policy, endorsement of Water Resources Policy.

9.1 New office building and facilities: Tropical Cyclone Gita (Response and Recovery)

The Ministry is located at 2 separate locations with the head office and four divisions located at the Nuku'alofa CBD. The Natural Resources Division is located separately at Vaololoa. The head office operations and divisions are located in 6 separate buildings severely compromising procedural workflow and support systems. Further, the conditions of the buildings are deteriorated and are in an extreme state of disrepair and infested with rodents and pests to the extent that the occupational health and safety of the personnel as well as the records/files are at risk. The deteriorated buildings cannot support ICT infrastructure and is not conducive to further investment in ICT equipment and accessories.

The recent Tropical Cyclone Gita caused major damage to the head office premises and renovation cost has been estimated at TOP 1.5 million. The ministry takes the view that it would far more cost effective to invest in a new, fit for purpose and functional office building and premises. The benefits of this initiative are two-fold. Firstly, it will support the workflow and systems of the Ministry, as well as boost the morale of the personnel by providing a healthy work environment. This in turn, will enhance productivity of the Ministry. Secondly, and of equal

importance, the Ministry's customer service will be greatly enhanced with proper facilities for serving those customers that attend at the Ministry for a range of services and products.

The Ministry views this initiative as critical to the achievement of its vision and mission particularly with the workflow of the Ministry's assignments.

9.2 Integration of Land Information Systems

The splitting of the Ministry's functions into 2 new divisions – Surveying and Land & Geographical Information Systems recognizes the need to separate the functions of the surveying services and GIS/cadastral mapping so that each may focus on specific outputs / activities that are fundamental to the building blocks of Tonga's land management system. The GIS and cadastral mapping are integrated under a new division with a view to streamlining the land information functions of the Ministry and to focus primarily on the design, development and updating of land parcels. To ensure that the two divisions' interoperability is established and maintained, the Ministry will procure computer software that is functional for all sections in both divisions and can inter-phase with the GIS' Arch -GIS and SOLA software packages.

9.3 Investing in ICT to enhance Land Administration services

Within the wider context of the E-Government and ICT initiative, the Ministry is committed to investing in ICT to support the shift of the land administration services from manual-based to a computerized system. The Ministry had already embarked on a program of incremental computerization of the land administration services in the last 5 years. However, progress has been protracted. In that time, the Ministry has fully recognized the important role of ICT to land administration as supporting greater access to and sharing of information, improve data quality and completeness, increase security and transparency of operations and information, increase revenue generation around more efficient services and new services and products, as well as providing a tool for monitoring and evaluation of the Ministry's effectiveness. The Ministry will accelerate the implementation and extension of SOLA within the technical and financial support of the FAO ILAMS project. SOLA incorporates best practices and standards of land administration and provides an affordable, sustainable, fit for purpose computerized cadaster and land registration system.

At present, this project is being implemented in an ad hoc manner and there is a need to consolidate this project under one Division for project management and implementation purposes.

9.4 Strengthen Policy and Planning capacity

The Ministry's policy and planning capacity is lacking with these responsibilities spread on an ad hoc basis across all the divisions. There is a need to consolidate the policy and planning functions under the office of the CEO to ensure coordination and collaboration and facilitate a holistic approach. This is to enable the Ministry to more effectively engage with key stakeholders in contributing to development project implementation and to allow for meaningful participation to the policy initiatives of Government. This requires engagement of additional staff and resources.

9.5 Strengthen Legislative Framework

There is a range of legislation and regulations required to enhance some of the core functions of the Ministry (surveying services, GIS, ICT support, oceans management and planning and natural resources management). Draft legislative instruments have been proposed and the Ministry is planning ahead for the administration of these legislations. Additionally, there are gaps in existing legislation that should be reviewed taking into consideration the recommendations of the Royal Land Commission reports, as well as a raft of regulations to administer the Land Act. There is also a need to enhance the Ministry's ability to enforce its compliance and enforcement measures – in both the lands and natural resources mandate. Again, these functions need to be centralized under the Office of the CEO to ensure a holistic approach.

9.6 Strengthen Integrated Water Resources Management and WASH Programs

Water is the number one priority in the Community Development Plans developed by Ministry of Internal Affairs throughout Tonga. It is therefore necessary to respond to the needs of the public by establishing the Water Resources Bill 2020, National Water Policy, Strategy for Hydrological Services and facilitate the resources required to meet the needs and services the public demands from the government. The Water Resources Section has only one fourth of the capacity needed to better serve the water needs of the kingdom. This includes an IWRM Team, WASH Team, Water Monitoring Team, Mapping and Modelling Team, and Enforcement and Compliance Team. The Water Section will need at least 39 members including support staff to stay abreast of the Water Services needed for the public.

9.7 Strengthen Integrated Coastal Area Management and Mining of Construction Aggregates Programs

Coastal communities are continuously being exposed to storm surges, and coastal inundation from flash floods. Although many have witnessed these hazards in the past, but not much is documented thus there are lack of collected information on such obvious facts. A compilation of these information will be incorporated in to Integrated Coastal Area Management Plans, and will aid justification of coastal protection climate adaptation projects. Several Teams are needed to undertake these tasks.

Sand Resources is a limited resource which have passed sustainable extraction from beaches in Vava'u and Tongatapu. Nearshore sand reserves had been identified as source for construction in Tongatapu and Vava'u. These nearshore sources have to be extracted to cater for the construction demand whilst the beaches are protected for tourism and recreational purposes.

Beaches in Tongatapu and Vava'u are potential for tourism attraction and recreational purposes. These source of revenue sectors needs contribution from the mining sector to improve tourism attraction.

With the above activities it needs senior staff to lead with the guidance of an experienced expert and technical assistance from interested development partners such as the Regional GEF Ridge to Reef International Water Project implemented by SPC with the MLNR.

9.8 Strengthen Geological Hazard Services

Tonga is at risk to geological hazards such as earthquakes, tsunami and volcanic eruptions. Last known earthquakes to damage properties was 2006. The last known tsunami to cause damage claimed 13 lives in Niua Toputapu and devastated half of the homes in Niua Toputapu in 2009. The frequency of the geohazard events are not as frequent as Tropical Cyclones, but it is one that can cause damage and potentially take lives. With this in mind, awareness of these one in 100-year events, it's genesis, behavior and how overcome it, is key to save lives and reduce risk of property damage. The Geohazard Services Section is aimed to upgrade its equipment to improve detection time of earthquakes with Tonga Waters. It will also further expand to provide seismic microzonation for all Tonga. This will assist in engineering designs of infrastructure and buildings. The GHS will endeavor to complete tsunami modelling for outer island by procuring more bathymetry mapping in partnership with development partners. Propose in-expensive tsunami detection systems maintainable at the low budget relative to richer countries. With these activities it needs additional senior staff to lead with the guidance of experts through JICA Senior Volunteers and the PREP World Bank Funded programme financing appropriate experts and trainings for staff.

10. PROGRAMS AND SUB-PROGRAMS

10.1 PROGRAM 1: LEADERSHIP AND POLICY ADVICE

This division's responsibilities are to support the agendas of Government through high quality policy advice and effective implementation of key government programs, to provide leadership and coordination for the Ministry and to oversee the management and administration of the Ministry's land and natural resources mandate.

10.1.a. OFFICE OF THE HON. MINISTER

The Ministry supports the Hon. Minister of Lands, and Natural Resources in exercising his powers within the Constitution and the law. The Hon. Minister is the representative of the Crown in all land matters and holds concurrently the functions of the Registrar General and Surveyor General. Pursuant to other Acts, he is also conferred with the powers of the following statutory offices:

1. National Spatial Planning Authority
2. Seabed Minerals Authority
3. Parks and Reserves Authority
4. Roads Authority

10.1.b. OFFICE OF THE CHIEF EXECUTIVE OFFICER

The Office of the CEO is responsible for managing and executing the duties of the CEO that are related to strategic directives, high level public official and private sector executive contacts and communications. This involves process implementation, senior executive assignments, national and international public events, and ensuring that the Ministry as a whole deliver against deadlines ensuring the highest quality of work is delivered. These responsibilities include preparation and review of the Ministry's communication and correspondences, management of the CEO's agenda and office matters, management of external and internal events, visits and meetings, following up on strategic projects with teams to ensure completion on time and to the required standard of quality, and ensuring that the Ministry complies with internal policies and procedures.

The Office of the CEO requires professional and qualified legal, policy and planning expertise. This is to enhance the Ministry's capacity as the lead agency for the implementation of Government Priority Area 9 (Land Administration and Management Reform). The CEO is conferred with authority and duties under the Public Service Act and regulations, Public Finance Management Act and regulations and in accordance with the CEO's contract of employment signed with the Public Service Commission including;

1. Providing the Minister with high quality policy and program development advice.
2. Driving strategic planning and resource management accountabilities
3. Providing executive direction to professional, technical and operational teams.
4. Identifying improvements in service delivery and cost effectiveness to government
5. Leading implementation of organizational and systematic changes to improve productivity
6. Modeling Cross-Ministry and whole of government collaboration to ensure high standards of communication

10.1.c. CORPORATE SERVICES

Corporate Services engages in those activities that consolidate Ministry-wide needed support services to serve internal and external customers and stakeholders.

10.2 PROGRAM 2: LANDS ADMINISTRATION DIVISION

This division is responsible for initiating the process of identification, mapping and management of the rights, restrictions and responsibilities in land.

10.3 PROGRAM 3: SURVEYING SERVICES DIVISION

This division provides professional advice and technical support to most categories of surveys., ,

10.3.a CADASTRAL SURVEY SECTION

This Section deals directly with managing survey measurements, legal principles of boundary location, laws related to boundaries and land use, as well as the physical dividing of town and tax allotments.

10.3.b GEODETIC SURVEY SECTION

This Section deals with the application of knowledge and the science of surveying measurement, the legal principles of boundary location, the laws related to boundaries and land use, the applicable mathematical and computational theories and principles, the natural and other forces which affect positional accuracy, land record and land tenure concepts, geodetic and other earth-related sciences to the analyses , design, and execution of surveying and mapping projects and the design of land mapping and information systems.

10.3.c SUB-DIVISION & DESIGN SECTION

This Section deals with land planning and development concepts pertinent to sub division of land and property surveys and in accordance with relevant laws and regulations. The main function of this Section in the Sub-Dividing of Town and Tax Allotments. They also ensure that mapping tasks are carried out to assist and aid the Cadastral and Geodetic Sections as well as the Ministry as a whole.

10.4 PROGRAM 4: NATURAL RESOURCES DIVISION

This Division contributes to the promotion of a diverse economy by stimulating economic growth through the responsible use of our natural resources—water, ocean, land, minerals and aggregates. The Division also supports the protection of the environment by ensuring sustainable management of our natural resources and by supporting responsible development. The Division is committed to delivering quality frontline services by providing responsive and integrated services.

10.5 PROGRAM 5: LAND AND GEOGRAPHICAL INFORMATION DIVISION

This division is responsible for developing and maintaining an integrative platform for all paper-based and digital data that has a location dimension to it

10.5.a Land Information Systems

To develop appropriate and accurate cadastral maps s, record maps and information, update maps, provide efficient services to the public, plot certificates and provide field maps that will aid the Ministry and all relevant bodies.

10.5.b Geographic Information Systems

To develop an effective GIS-based decision support system, provide disaster risk management services, high quality land administration services as well as providing climate change impact assessment services

10.6 PROGRAM 6: NATIONAL SPATIAL PLANNING AUTHORITY

To develop appropriate and effective standards, guidelines and strategies for achieving best urban planning practices in the Kingdom

11. BUDGET AND STAFFING

To deliver the MDA Outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 1 and staff, summarized in Table 2 are required

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

Expenditure Item (\$m)	2018/19 Budget	2019/20 Budget	2019/20 Revised Budget	2020/21 Budget	2021/22 Proj	2022/23 Proj
Established Staff (10xx)	3,396,000	3,355,900	3,146,700	3,400,300	3,400,300	3,400,300
Un-established Staff (11xx)	156,500	251,600	241,600	294,700	329,700	329,700
Travel and Communication (12xx)	289,300	220,300	160,900	244,400	1,352,400	1,352,400
Maintenance and Operations (13xx)	559,900	586,700	502,100	558,200	1,311,200	1,291,200
Purchase of Goods and Services (14xx)	379,600	1,454,500	1,114,000	1,362,600	1,362,600	1,362,600
Grants and Transfers (15xx)	-	-	-	-	-	
**Assets (20xx)	78,500	440,500	541,400	266,400	266,400	266,400
Total Expenditure Recurrent	4,879,800	6,309,500	5,706,700	6,126,600	8,022,600	8,002,600

Table 2a: Ministry Total Staff by Key Category

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to 2)	400,106	396,926	293,800	293,800	293,800
Professional Staff (Level 3 to 9)	1,629,684	1,615,234	2,055,672	2,055,672	2,055,672
Other Staff (Level 9A to 14A)	937,963	919,308	1,050,828	1,050,828	1,050,828
Total Established Staff	2,967,753	2,931,468	3,400,300	3,400,300	3,400,300
Un-established Staff	212,338	251,600	294,700	294,700	294,700
Total Staff	183	192	187	187	187
Total Recurrent Cost (\$m)	3,180,091	3,183,068	3,695,000	3,695,000	3,695,000

Program [1]: LEADERSHIP AND POLICY ADVICE

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Total Staff by Key Category Sub-Program 1.1 (Office of the Minister)

Table 2a: Ministry Total Staff by Key Category

Category	2017/18 Budget	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff						
Executive Officer (Level 0 to 2)	1	1	1	1	1	1
Professional Staff (Level 3 to 9)	2	2	2	1	1	1
Other Staff (Level 9A to 14A)	3	3	3	3	3	3
Total Established Staff						
Un-established Staff	-	-	-	-	-	
Total Staff	6	6	6	5	5	5
Total Recurrent Cost (\$m)	167,871	169,217	169,393	242,200	242,200	242,200

Program [1]: Leadership and Policy Advice

Link to last CP&B	Ongoing	Minor change	Major Change	New
[Mark the appropriate cell]				

Total Staff by Key Category Sub-Program 1.2 (*Office of the Chief Executive Officer*)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to 2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	0	0	0	0	0
Other Staff (Level 9A to 14A)	0	0	0	0	0
Total Established Staff	1	1	1	1	1
Un-established Staff	0	0	0	0	0
Total Staff	1	1	1	1	1
Total Recurrent Cost (\$m)	58,598	58,600	246,600	246,600	246,600

Program [1]: Leadership and Policy Advice

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Total Staff by Key Category Sub-Program 1.3 (Corporate Services Division)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to 2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	10	10	8	8	8
Other Staff (Level 9A to 14A)	16	16	16	16	16
Total Established Staff	27	27	25	25	25
Un-established Staff	4	5	3	3	3
Total Staff	31	32	28	28	28
Total Recurrent Cost (\$m)	490,812	495,836	1,331,500	1,331,500	1,331,500
Total Development Cost (\$m)			500,000	500,000	500,000

Program [2]: LAND ADMINISTRATION DIVISION

Link to last CP&B	Ongoing	Minor change	Major Change	New
[Mark the appropriate cell]				

Total Staff by Key Category (Registration & Hereditary AND Lease and Valuation)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to 2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	9	9	10	10	10
Other Staff (Level 9A to 14A)	13	13	12	12	12
Total Established Staff	23	23	23	23	23
Un-established Staff	1	0	0	0	0
Total Staff	24	23	23	23	23
Total Recurrent Cost (\$m)	403,500	387,258	554,500	554,500	554,500

Program [3]: SURVEYING SERVICES DIVISION

Link to last CP&B	Ongoing	Minor change	Major Change	New
[Mark the appropriate cell]				

Total Staff by Key Category Sub-Program 1.1 (Cadastral Services)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	9	9	8	8	8
Other Staff (Level 9A to 14A)	32	32	27	27	27
Total Established Staff	42	42	36	36	36
Un-established Staff	3	8	0	0	0
Total Staff	40	40	36	36	36
Total Recurrent Cost (\$m)	566,618	602,583	732,500	732,500	732,500
Development (\$m)			150,000	150,000	150,000

Total Staff by Key Category Sub-Program 1.2 (Geodetic Services)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to 2)	0	0	0	0	0
Professional Staff (Level 3 to 9)	2	2	2	2	2
Other Staff (Level 9A to 14A)	0	0	4	4	4
Total Established Staff	2	2	6	6	6
Un-established Staff	0	1	0	0	0
Total Staff	2	3	6	6	6
Total Recurrent Cost (\$m)	52,871	62,543	159,700	159,700	159,700

Total Staff by Key Category Sub-Program 1.3 (Sub-Division Design and Scheme Outputs)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to2)	0	0	0	0	0
Professional Staff (Level 3 to 9)	2	2	2	2	2
Other Staff (Level 9A to 14A)	4	4	4	4	4
Total Established Staff	6	6	6	6	6
Un-established Staff	1	1	1	1	1
Total Staff	7	7	7	7	7
Total Recurrent Cost (\$m)	115,045	115,625	195,800	195,800	195,800

Program [4]: NATURAL RESOURCES DIVISION

Link to last CP&B	Ongoing	Minor change	Major Change	New
[Mark the appropriate cell]				

Total Staff by Key Category

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	7	7	8	8	8
Other Staff (Level 9A to 14A)	13	13	14	14	14
Total Established Staff	21	21	23	23	23
Un-established Staff	3	3	2	2	2
Total Staff	24	24	25	25	25
Total Recurrent Cost (\$m)	380,736	369,997	1,376,300	1,376,300	1,376,300
Development (\$m)			5,210,100	5,210,100	5,210,100

Program [5]: LAND & GEOGRAPHICAL INFORMATION SYSTEMS DIVISION

Link to last CP&B	Ongoing	Minor change	Major Change	New
[Mark the appropriate cell]				

Total Staff by Key Category Sub-Program 1.1 (Land Information System)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to2)	0	0	0	0	0
Professional Staff (Level 3 to 9)	8	8	8	8	8
Other Staff (Level 9A to 14A)	10	10	9	9	9
Total Established Staff	18	18	17	17	17
Un-established Staff	0	0	0	0	0
Total Staff	18	18	17	17	17
Total Recurrent Cost (\$m)	311,377	309,574	349,900	349,900	349,900

Total Staff by Key Category Sub-Program 1.2 (Geographical Information System)

Category	2018/19 Revised	2019/20 Budget	2020/21 Budget	2021/22 Projection	2022/2023 Projection
Established Staff					
Executive Officer (Level 0 to2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	8	8	7	7	7
Other Staff (Level 9A to 14A)	6	6	6	6	6
Total Established Staff	15	15	14	14	14
Un-established Staff	0	0	1	1	1
Total Staff	14	14	15	15	15
Total Recurrent Cost (\$m)	290,601	291,912	356,800	356,800	356,800

Program [6]: NATIONAL SPATIAL PLANNING AUTHORITY

Link to last CP&B	Ongoing	Minor change	Major Change	New
[Mark the appropriate cell]				

Total Staff by Key Category

Category	2018/19	2019/20	2020/21	2021/22	2022/2023
	Revised	Budget	Budget	Projection	Projection
Established Staff					
Executive Officer (Level 0 to2)	1	1	1	1	1
Professional Staff (Level 3 to 9)	7	7	7	7	7
Other Staff (Level 9A to 14A)	0	0	0	0	0
Total Established Staff	8	8	8	8	8
Un-established Staff	2	2	2	2	2
Total Staff	10	10	10	10	10
Total Recurrent Cost (\$m)	262,216	262,216	580,800	580,800	580,800
Total Development Cost (\$m)			600,000	600,000	600,000

12. OUTPUTS AND ACTIVITIES

Output 1: LEADERSHIP AND POLICY Sub-Program 1: Office of the Minister Leadership through the lawful exercises of powers and duties conferred by the Constitution and Statutory Instruments.						TSDF III / SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
Efficient leadership, direction and governance	Participating in, and supporting Cabinet decision making	Full participation	Full participation	Full participation	Full participation	TSDF II NO A TSDF II NO E TSDF II NO F	SDG 1: No Poverty Target 1.4	1.4.1
Business effectiveness and efficacy	Overseeing and directing the Ministry in the areas of the Minister's portfolio responsibilities	100%	100%	100%	100%			
Efficient oversight of development, management and implementation of outputs and effective coordination of reform	Being responsible and accountable to the Legislative Assembly	100%	100%	100%	100%			
Timely and accurate advice and response to the Hon. Minister, Prime Minister and Cabinet, Ministry personnel and stakeholders	Policy Advice and making delegated legislation if so empowered by statute	100%	100%	100%	100%			
Efficient Leadership, direction and governance	Decision maker as empowered by legislation and regulations	100%	100%	100%	100%			

Output 1: LEADERSHIP AND POLICY Sub-Program 2: Office of the Chief Executive Officer Provide strategic direction and overall management of the Ministry.						TSDf IITSDf II / SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDf IITSDf II	Targets	Indicators
Responses to questions, enquiries and correspondence requiring executive, legal and policy attention	Timely and accurate legal and policy advice to stakeholders	60%	70%	80%	90%	TSDf II NO A TSDf II NO E TSDf II NO F	SDG 1: No Poverty Target 1.4	1.4.1
Efficient oversight of development, management and implementation of outputs and effective coordination of reform	Develop and implement mechanisms to oversight, monitor and review the Ministry's performance	1/ per FY	1 per FY	1 per FY	1 per FY			
Knowledge-Based delivery	Review and address the legal and policy gaps where relevant	Ad hoc exercise	1 per FY	1 per FY	1 per FY			
Effective internal planning and sound financial management system	Implement internal planning and financial management system	50%	60%	70%	80%			
Efficient Leadership, direction and governance	Develop and implement mechanisms for the efficient delivery of services	50%	60%	80%	90%			

Efficient Leadership, direction and governance	Oversee a well-managed organization that is equipped to manage change	50%	60%	70%	80%			
Effective business processes and service delivery	Implement mechanisms for the efficient flow of procedures and functioning of systems	50%	60%	70%	80%			
As above	Drive and ICT approach to the internal business of the Ministry	60%	70%	80%	90%			
Performance development and management aligning to public service laws and policies	Develop and implement a workforce development plan	Drafting stage	1 in place	Revised document	Updated document			
Efficient and effective service delivery	Increase the pool of competent, disciplined and qualified personnel	50%	60%	70%	80%			
Performance development and management aligning to public service laws and policies	Engage in the organizational review and implement recommendations	To be finalized	Complete review	Implement recommendations	Implement recommendations			
Efficient Data Accounting	Ensure compliance with internal and external reporting requirements	55%	60%	70%	80%			

Output 1: LEADERSHIP AND POLICY The Division provides support to the Office of the CEO with the overall management of the Ministry as well as facilitating requested essentials from other Internal Division to enable the delivery of their respective external outputs. The CSD is comprised of four sub-units: Human Resources, Finance, Information Technology Unit and Logistics and Support Services.								
(Internal Output) and Sub-Program 3: Corporate Services Division Efficiently managed Divisions that meet goals and targets for the delivery of outputs, within acceptable standards.						TSDF IITSDF II / SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF IITSDF II	Targets	Indicators
Effective internal planning and sound financial management system	Internal control strengthened	70%	80%	90%	100%	TSDF II NO A TSDF II NO E TSDF II NO	SDG 1: No Poverty Target 1.4	1.4.1
Effective internal planning and sound financial management system	Procurement compliance enhanced	80%	90	100	100%			
Effective internal planning and sound financial management system	Timely financial report	Late	On time	One day ahead	A week ahead			
Effective internal planning and sound financial management system	Efficient asset management	60%	70%	80%	90%			
Effective internal planning and sound financial management system	Strengthen revenue collection	30%	50%	80%	100%			
Effective internal planning and sound financial management system	Timely asset disposal	Inconsistent	On time	On time	On time	As above	As above	As above

Performance development and management in line with public service laws and policies	Divisional plan in place	Draft	1 per FY	1 per FY	1 per FY	TSDf II NO A TSDf II NO E TSDf II NO F	SDG 1: No Poverty Target 1.4	1.4.1:
Performance development and management in line with public service laws and policies	Recruitment plan in place	Draft	1 per FY	Revised	Updated			
Performance development and management in line with public service laws and policies	Staff retention plan	Draft	1 per FY	Revised	Updated			
Effective Data Accounting	Updated annual report	Processing	Updated	Updated on time	Updated on time			
Efficient logistic support services and reliable IT system	New office complex	Old/ existing Building	Budget approved Building Plan	Budget approved Building construction completed	Maintenance			
Efficient logistic support services and reliable IT system	Strengthen IT infrastructure	60%	70%	80%	90%			
Efficient logistic support services and reliable IT system	Web applications	60%	70%	80%	90%	As above	As above	As above
Efficient logistic support services and reliable IT system	e/mail applications	60%	70%	80%	90%			
Knowledge-based delivery of technical	Training	50%	60%	70%	80%	TSDf II NO A:		

advice and assistance to Government ministries and the public						TSDf II NO E: TSDf II NO F:	SDG 1: No Poverty Target 1.4	1.4.1:
Efficient Data Accounting	Reporting	60%	70%	80%	90%			
Improve efficiency and effectiveness of service delivery	Pilot and implement recognition program		1 per FY	1 per FY	1 per FY			
Improve efficiency and effectiveness of service delivery	Pilot and implement a mental health program	Planning stage	1 in place	1 in place	1 in place			
Improve efficiency and effectiveness of service delivery	Continue to support change across all parts of CSD and uplift capability	60%	70%	80%	90%			
Improve efficiency and effectiveness of service delivery	Staff Development / Training and Succession Plan	50%	60%	70%	80%			
Improve efficiency and effectiveness of service delivery	Establish and implement a recruitment plan	Draft	1 per FY	Revised	Updated			
Improve efficiency and effectiveness of service delivery	Time Machine (Electronic) for recording staff attendance	Acquire Fingerprint Scanners for the Ministry to use in lieu of the Manual Registers	1 in place for all divisions	1 in place for all divisions	In place for all divisions			
Improve efficiency and effectiveness of service delivery	In-crease in house trainings to up-skill CSD staff	50%	1 per MYR	1 per MYR	1 per MYR			

LAND ADMINISTRATION DIVISION.								
This division is responsible for initiating the process of identification, mapping and management of the rights, restrictions and responsibilities in land.								
Output 2: Land Administration Division Manage Land tenure, land value, land use and land development through a range of systems & procedures.						TSDF IITSDF II / SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF IITSDF II	Targets	Indicators
Accurate and highly maintained land registry								
1. Review and update the land registry books	1.1 Percentage of registry books reviewed and updated	80%	90%	100%	100%	TSDF II NO A TSDF II NO B TSDF II NO E TSDF II NO F	Target 1.4	1.4.2
	1.2 Percentage of newly created records entered into registry within the same day	50%	70%	80%	90%			
2. Compile and create database for all land records under the custody of the LAD	2.1 Percentage of records entered into databases	60%	80%	100%	100%			
	2.2 Percentage of deeds and other legal document scanned	40%	60%	80%	100%			
3 Develop new Lands Filing System	3.1 New filing system implemented	30%	50%	70%	90%			
Quality Customer Service								
4 Awareness programs	4.1 Number of television and radio programs	Weekly	Weekly	Twice a week	Twice a week	TSDF II NO A TSDF II NO B TSDF II NO F	Target 1.4	1.4.2
5 Publish land-related Public Notices online and allow access to publicly available land records	5.1 Percentage of notices published online 5.2 Percentage of public records available online	Nil Nil	50% 10%	100% 30%	100% 50%			

Effective Property Management								
6 Review of all Crown Leases	6.1 Percentage of Crown leases inspected	5%	20%	50%	80%	TSDf II NO A TSDf II NO B TSDf II NO F	Target 1.4	1.4.2
	6.2 Percentage of Crown leases reviewed	5%	20%	50%	80%			
	6.3 Percentage of lease rentals reviewed on time	<5%	30%	60%	90%			
7 Collect lease rental arrears and enforce timely payments of lease rentals	7.1 Percentage of leases in arrears	20%	15%	10%	5%			
8 Formulate Valuation Standards and Guidelines	8.1 Approval and implementation of Valuation standards and guidelines	Nil	Complete Draft	Complete Final	Revised			
9 Provide valuation services for the general public	9.1 Number of valuation services available for the general public	Nil	5 a week	10 a week	15 a week			
Processing of Land Transactions								
10 Process all Land Act applications and transactions	10.1 Number of Ministerial Briefs submitted and Ministerial Directions issued	800 800	1000 1000	1200 1200	1500 1500	TSDf II NO A TSDf II NO B TSDf II NO F	Target 1.4	1.4.2
	10.2 Number of other land transactions completed							
11 Regular meetings of the Land Forum with the Hon. Minister to consider	Number of meetings held	Once a fortnight	Once a fortnight	Once a month	Once a month			

complex case files								
Transparent & Consistent Administrative Process								
12. Conduct in-house training for staff	12.1 Number of in-house training for staff	0	1	2	2	TSDf II NO A TSDf II NO B TSDf II NO F	Target 1.4	1.4.2
13. Implement new Standard Operating Procedures developed under ILAMS/FAO SOLA Developer Exit Report (Nov. 2018)	13.1 Number of SOPs implemented	Implement the recommendations of the ILAMS/FAO SOLA Developer Exit Report (Nov. 2018)	Continue Implementation of the recommendations of the ILAMS/FAO SOLA Developer Exit Report (Nov. 2018)	Assess the status of implementation and report	Work on implementation gaps.			
14. Develop Internal Audit Process to assess the adequacy and effectiveness of governance practices, process controls, and systems used in supporting the efficient administration of the LAD's statutory responsibilities related to land management transactions	14.1 Internal Audit Process approved and implemented	1 Internal Audit Process approved and implemented	1 Internal Audit Process approved and implemented	1 Internal Audit Process approved and implemented	Audit Process approved and implemented			
15. Enforcement of Land Court and Court of Appeal decisions.	15.1 Percentage of decisions enforced	80%	100%	100%	100%	TSDf II NO A TSDf II NO B	Target 1.4	1.4.2

16. Enforcement of Ombudsman's Office decisions	16.1 Percentage of decisions implemented	80%	100%	100%	100%	TSDf II NO F		
17. Complete Land Administration Manual	17.1 Land Administration Manual approved and implemented	Draft 1	Draft 2	Final manual	Manual Revised			
18. Implementation of the Open Solutions for Land Administration software	18.1 Percentage of progress on implementation	60%	70-%	80%	100%			

SURVEY SERVICES DIVISION

This division provides professional advice on and technical support to most categories of surveys. Professional surveying refers to the application of knowledge of the science of surveying measurement, the legal principles of boundary location, the laws related to boundaries and land use, the applicable mathematical and computational theories and principles, the natural and other forces which affect positional accuracy, the land planning and development concepts pertinent to sub division of land and property surveys, land record and land tenure concepts, geodetic and other earth-related sciences to the analyses , design, and execution of surveying and mapping projects and the design of land mapping and information systems.

Output 3: Surveying Services Sub-Program 1: Cadastral Survey Land boundaries and allotments are accurately demarcated and physically delineated						TSDf IITSDf II / SDGs		
Activity	KPI	2019/20 (Baseline)2018/19	2020/21 2019/20	2021/222020/21	2022/232021/22	TSDf IITSDf II	Targets	Indicators
Economic efficiency-Demarcated Land Boundaries								
Subdivision of allotments	Number of items completed	5% of Total item on hand 2076	5%	5%	4%	TSDf II NO A TSDf II NO B	Target 1.4	1.4.2:
Plot of survey using surveying software	Percentage of surveyors using survey software	50%	60%	70%	80%	TSDf II NO E TSDf II NO F		
Conduct public awareness program	Number of public awareness program conducted	1 per month	1 per month	1 a fortnight	1 a fortnight			
Sustainable business -Well developed surveyors and support staff								

Overseas short-term trainings in specialised areas	Number of graduate surveyors on short-term Trainings	2	2	2	2	TSDf II NO A: TSDf II NO B TSDf II NO E TSDf II NO F	Target 1.4	1.4.2
Create a clear career path for all staff of the Surveying Division	Percentage of staff’s career path completed	40%	50%	60%	70%			
Procure specialised equipment	Number of new equipment procured	2	2	2	2			
Organisational performance, capability, and capacity								
Scholarships for surveyors	Number of surveyors on scholarship	3	2	2	2	TSDf II NO A: TSDf II NO B TSDf II NO E TSDf II NO F	Target 4.B Target 2.4	4.B.1 2.4.1
Conduct in-house trainings	Number of in-house trainings conducted	2	2	2	2			
Training in specialized areas	Number of specialized trainings conducted	2	2	2	2			
Deploy equipment overseas for service & calibration	Percentage of equipment serviced & calibrated	1	1	1	1			
Regulatory Framework								
Develop standard and guidelines for cadastral survey	Percentage of standard & guideline completed	20%	60%	80%	100%	As above	Target 1.4	1.4.2
Output 4 and Sub-Program 2: Geodetic Survey Modernised National Positioning Infrastructure both horizontal and vertical for accessible to everyone throughout the whole of Tonga						TSDf II / SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDf IIII	Targets	Indicators
Trusted source /accurate timely knowledge of land and spatial information								
Audit and compile geodetic data and information	Percentage of audit and compilation completed	60%	70%	80%	90%	TSDf II NO A: TSDf II NO B TSDf II NO E	Target 13.b	
Digital accessibility of geodetic information.	Percentage of data digitally accessible	50%	60%	70%	80%			

Update of geodetic database (ongoing)	Percentage of new update	40%	50%	100%	100%	TSDf II NO F		
Re-observation of control network	Percentage of re-observation completed	100%	100%	100%	100%			
	1.First Order	50%	100%	100%	100%			
	2.Second Order	50%	50%	100%	100%			
	<i>a. Tongatapu</i>	40%	50%	80%	100%			
	<i>b. 'Eua</i>	50%	40%	70%	100%			
	<i>c. Ha'apai</i>	50%	50%	100%	100%			
	<i>d. Vava'u</i>	50%	50%	100%	100%			
	<i>e. Niuatoputapu</i>							
	<i>Niuafo'ou</i>							
Sub-Output : Client and Stakeholder Benefits								
Provide the physical information and locations of geodetic control marks	Timeliness of the provision of information	3	2	2	2	TSDf II NO A:	Target 11.1	11.1.1
						TSDf II NO B		
						TSDf II NO E		
Carryout public awareness programmes on geodetic services and information	Number of public awareness program conducted	1	2	3	3	TSDf II NO F		
Sub-Output: Trusted Source / Accurate Timely Knowledge of Land and Spatial Information								
Regular maintenance of National Geodetic Control Network to ensure accuracy of geospatial information	Percentage of maintenance completed	60%	100%	100%	100%	TSDf II NO A:	Target 13.1	13.1.1
						TSDf II NO B		
						TSDf II NO E		
						TSDf II NO F		
Provide training on the Ton Cord conversion to convert all cadastral maps from old grid system to Tonga Map Grid, TMG.	Number of training provided	1	1	1	1			

Carryout annual geodetic control survey campaign to ensure crustal movements are accounted for	Number of islands with GNSS campaign conducted	1	1	1	1			
Locate cadastral controls and benchmarks and observe with GNSS	Percentage of cadastral marks located	60%	100%	100%	100%			
	Percentage of control marks observed with GNSS	60%	100%	100%	100%			
Develop a modern height system for the whole of Tonga	Percentage of the system completed	50%	60%	70%	80%			
Develop a CORS Network for the whole of Tonga	Percentage of the network completed	10%	50%	70%	100%			
Convert all geodetic positions to TMG	Percentage of conversion completed	60%	70%	80%	90%	TSDF II NO A	Target 13.1	13.1.1
						TSDF II NO B	Target 13.b	13.b.1
						TSDF II NO E		
						TSDF II NO F		
Sustainable Business-Capacity & Capability Building								
Conduct in-house trainings	Number of trainings conducted	1	2	2	2	TSDF II NO A	Target 5.5	5.5.2
Capacity development graduate surveyors through overseas short-term trainings in specialised areas	Number of graduate surveyors on short-term trainings	2	4	4	4	TSDF II NO B TSDF II NO E TSDF II NO F		
Send mid-senior surveyors on conferences and seminars	Number of conferences & seminar mid-senior surveyors attended	4	6	7	8			

Deploy survey equipment overseas for servicing and calibration	Number of survey equipment serviced & calibrated annually	2	2	2	2			
Promote gender equality	Number of female staff in the section	3	3	4	4			
Regulatory Framework								
New Survey Legislation	Survey Act completed	75%	85%		100%	TSDF II NO A: TSDF II NO B TSDF II NO E TSDF II NO F	Target 13.2	13.2.1
Standards and specifications for geodetic survey	Percentage of standards and guidelines for geodetic	20%	50%		70%			
Geodetic Strategy	Percentage of the geodetic strategy completed	70%	80%	90%	100%			
Output 5 and Sub-Program 3: Sub-Division and Design Efficient subdividing, scheming, and designing of lands for demarcation of allotments and planning purposes.						SDGs/TSDF II		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
Sub-divisional Scheme Economic efficiency								
Design all subdivision and scheme	Number of subdivision item completed	330	360	370	380	TSDF II NO A TSDF II NO B TSDF II NO E TSDF II NO F	Target 1.4	1.4.2
Automate all sub-divisional design and scheme	Percentage of automation completed	90%	90%	100%	100%			
Client and stakeholder benefits								
Carryout sub-divisional scheme requests by landowners	Number of scheme item completed		35	35	40	TSDF II NO A	Target 1.4	1.4.2

Carryout public consultations regarding scheming of tax allotments	Number public consultations completed	2	2	2	TSDF II NO B TSDF II NO E TSDF II NO F			
Sustainable business								
Review the current organisational structures to ensure outputs are produced	Percentage of the review completed	1 per FY	-	1 per FY	TSDF II NO A TSDF II NO B TSDF II NO E TSDF II NO F	Target 1.4	1.4.2	
Training on software for sub-divisional design, scheme, and computation	Number of training attended	3	3	4				
Conduct in-house trainings	Number of in house trainings conducted	2	2	2				
Send on overseas short- term trainings in sub-divisional design, scheme and land Use Planning	Number of overseas short-term training attended	2	2	2				
NATURAL RESOURCES DIVISION This Division contributes to the promotion of a diverse economy by stimulating economic growth through the responsible use of our natural resources—water, ocean, land, minerals and aggregates. The Division also supports the protection of the environment by ensuring sustainable management of our natural resources and by supporting responsible development. The Division is committed to delivering quality frontline services by providing responsive and integrated services.								
Output 6: Sub-Program 1: Water Resources Management Sustainable management of water resources, effective advice on impact of climate change, increase rainfall intensity causing floods, prolonged dry spells thinning groundwater lens to stakeholders, strengthen resilience to negative impacts.						SDGs/TSDF II		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators

1.1 Formulate Policies and Plans	National Hydrology Strategic Plan Integrated Water Resource Management Plan Integrated Coastal Management Plans	Initiate Drafting Terms of Reference	Complete Drafting & Consultation	Approve & Implement	Implementation	TSDF II NO F	6.1	6.1.1
1.2 Assessment and Monitoring of drinking water quality & quantity in schools (IWRM Team)	% of schools with adequate rainwater harvesting capacity and acceptable drinking water quality	Tt 20% Eua 10% Vv and Hp (unknown)	Tt 60% Vv 40% Hp 40% Eua 60% NTT 40% NF 40%	Tt 80% Vv 60% Hp 60% Eua 80% NTT 80% NF 60%	Tt 100% Vv 60% Hp 80% Eua 100% NTT 80% NF 80%	TSDF II NO F	6.1	6.1.1
1.32 Assessment and monitoring of water quality and quantity in the Kingdom (IWRM) Team.	% of communities assessed for adequate rainwater harvesting capacity and acceptable drinking water quality	TT 0% Vv 5% Hp 7% Eua 0% NT 100% NF 100%	Tt 3% Vv 10% Hp 15% Eua 13% NT 100% NF 100%	Tt 6% Vv 14% Hp 22% Eua 27% NT 100% NF 100%	Tt 9% Vv 19% Hp 30% Eua 40% NT 100% NF 100%			
1.43 Assessment and monitoring of sanitation systems in Schools throughout Tonga (WASH) Team	% of schools assessed for adequate sanitation systems	Tt 100% Vv 0% Hp 0% Eua 100% NT 0% NF 0%	Tt 100% Vv 20% Hp 20% Eua 100% NT 20% NF 20%	Tt 100% Vv 40% Hp 40% Eua 100% NT 40% NF 40%	Tt 100% Vv 60% Hp 60% Eua 100% NT 60% NF 60%	TSDF II NO F	6.2	6.2.1
1.55 Assessment and monitoring of sanitation systems in communities throughout Tonga (WASH) Team	% of communities assessed for adequate sanitation systems	Tt 0% Vv 0% Hp 0% Eua 0% NT 0% NF 0%	Tt 10% Vv 10% Hp 10% Eua 10% NT 10% NF 10%	Tt 20% Vv 20% Hp 20% Eua 20% NT 20% NF 20%	Tt 30% Vv 30% Hp 30% Eua 30% NT 30% NF 30%	TSDF II NO F	6.2	6.2.1
1.6 Assessment and monitoring of groundwater resources	% of village water supply assessed for adequacy	Tt 88% Vv 67% Hp 37% Eua 100%	Tt; 91% Vv; 71% Hp; 44% E. 100 %	Tt; 94% Vv; 76% Hp; 52% E. 100%	Tt 97% Vv 81% Hp 59% Eua 100%	TSDF II NO F	6.3	6.3.2

per village per island. (Hydrology and Hydrological survey (HHS Team))		NT 100% NF 100%	NF 100 % NT100 %	NF; 100% NT 100%	NT 100% NF 100%			
1.7 Groundwater and Surface water surveys (HHS Team)	% of island and village surveyed and reported off.	Tt 10% Vv 5% Hp 7% Eua 100% NT 0% NF 100%	Tt 13% Vv 10% Hp 15% Eua 100% NT 50% NF 100%	Tt 16% Vv 14% Hp 22% Eua 100% NT 100% NF 100%	Tt 19% Vv 19% Hp 30% Eua 100% NT 100% NF 100%			
1.8 Meter Installation and reading of extraction of water by village production wellbores and streams throughout Tonga to determine water consumption per area, per village, per island.	Percentage of village water supplies with metering systems on production bore and household meters. Reduction of change in water use efficiency.	100 % Tt; 71 % Vv; 44 % Hp; 80 % 'Eua. 0% NF; 0 % NT.	100 % Tt; 76 % Vv; 52 % Hp; 80% E. 0% NF; 50% NT	100 % Tt; 81 % Vv; 59 % Hp; 100% E. 0% NF; 100% NT	100 % Tt; 86 % Vv; 67 % Hp; 100% E. 0% NF; 100% NT.	TSDF II NO F	6.4	6.4.1 6.4.2
1.9 Meter reading of extraction of water by urban production wellbores and streams throughout Tonga to determine water consumption per urban area per island.	Percentage of urban areas with metering systems on households. Reduction of change in water use efficiency.	100 % Tt; 80 % Vv; 60 % Hp; 80 % 'Eua. 0% NF; 0 % NT.	100 % Tt; 80 % Vv; 60 % Hp; 80 % 'Eua. 0% NF; 0 % NT.	100 % Tt; 80 % Vv; 60 % Hp; 80 % 'Eua. 0% NF; 0 % NT.	100 % Tt; 80 % Vv; 60 % Hp; 80% E. 0% NF; 0% NT			
1.10 R2R – Project with SPC to replicate the IWRM 2009 – 2014 Implementation in Vava'u and Tongatapu	Number of replication activities in Vava'u and Tongatapu.	Vava'u 12x Compost Toilets; 3x Sand filter system & 5x CDWS; Tt. 2x CT; 3x CDW	Vava'u 14x Compost Toilets; 5x SFS & 10x CDWS; Tt. 4x CT; 6x CDW	Vava'u 16x Compost Toilets; 7x Sand filter system & 15x CDWS; Tt. 6x CT; 9x CDW	Vava'u 18x Compost Toilets; 9x SFS & 20x C.D.W S; Tt. 8x C.T.; 12x C.D. W.		6.a	6.a.1
1.11 WASH – Project with WHO and Ministry of Health to provide sanitation services	1. Update report on the status of Water Supplies for Villages in Tonga;	1. Update Report 2018 for Tt & E. 2. Update Report 2018 for Tt & E.	1. Update Report for Hp & Vv. 2. Update Report for Hp & Vv.	1. Update Report for Hp & Vv.	1. Update Report for NT & NF.	TSDF II NO F	6.a	6.a.1

in communities and school in the Kingdom	2. Update report on Drinking water supplies for Schools in Tonga; 3. Update report on Sanitation systems in schools in Tonga 4. Recommendations for WASH Actions; 5. At least at team of 4 implements WASH Activities;	3. Update report for Tt & 'Eua. 4. Completed. 5. GITA Funded Staff of 6.	3. Update report for Hp & Vv. 4. Completed. 5. 4x Staff	2. Update Report for Hp & Vv. 3. Update report for Hp & Vv. 4. Completed. 5. 4x Staff	2. Update Report for NT & NF. 3. Update report for NT & NF. 4. Completed. 5. 4x Staff			
1.12 Replication of IWRM initiatives throughout Tonga, at least 4 village per year.	An IWRM Plan for at least 1x village per Island Group per year.	There are IWRM Plans for Niuafu'ou (8 villages); Holeva; Koloa; and Nomuka.	IWRM Plans for Hihifo (6 villages); Ha'asini; Noapapu; and Lofanga	IWRM Plans for Hahake (6 villages); Olo'ua; NTT; and Ha'afeva	IWRM Plans for 'Eua (6 villages); Talihau; Okoa; and Ha'ano.	TSDF II NO F	6.b	6.b.1.:
Output 4: Sub-Program 2: Coastal Area Management Integrated approach to management of coastal areas to ensure sustainability of coastal resources as construction aggregates, effective advice on impact of climate change, increasing sea level and coastal erosion, storm surges and inundation to stakeholders, and strengthen resilience to negative impacts.						SDGs/TSDF		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
2.1 Integrated Coastal Area management of Hahake (Kolonga-Manuka-Navutoka-Talafo'ou-Makaunga-Nukuleka Peninsular.) Coastline	A set of orthomosaic images per quarter over the area; 2. Annual assessment of the impact of the coastal protection measure. 3. A land use assessment of the peninsular; 4. Risk assessment of the area; 5. Structure Plan for the area; 6. Priority Actions per village.	1. 1x set per year. 2. Nil assessment. 3. Nil assessment. 4. Nil Assessment. 5. Nil Structure Plan. 6. 1x Village Priority by MIA	1. 2x sets per year. 2. 1x Report. 3. 1x Report. 4. 1x Report. 5. 1x Structure Plan. 6. 1x Priority Report.	1. 3x sets per year. 2. 1x Report. 3. 1x Report. 4. 1x Report. 5. 1x Structure Plan. 6. 1x Priority Revision.	1. 4x sets per year. 2. 1x Report. 3. 1x Report. 4. 1x Report. 5. 1x Structure Plan. 6. 1x Priority Revision	TSDF II NO F	11.5	11.5.1 11.5.2
2.2 Coastal Area Mapping of geomorphology, marine and terrestrial habitats, of all Coastal Communities throughout Tonga	1. At least 4 Coastal Communities orthomosaic mapped per year. 2. Marine Habitat mapped at least for 4 Coastal Communities per year.	1. Adhoc mapping per year. 2. Adhoc mapped per year.	1. 4x coastal communities mapped per year. 2. 4x Marine Habitat Mapping per communities.	1. 4x coastal communities mapped per year. 2. 4x Marine Habitat	1. 4x coastal communities mapped per year. 2. 4x Marine Habitat	TSDF II NO F	11.b	11.b.1

				Mapping per communities.	Mapping per communities.			
2.3 Popua Peninsula park, recreational, coastal inundation and flood reduction initiatives with the Prime Minister's Office (Master Plan for Tukumotonga – Popua Peninsula 1990)	1. Trenching of the Popua Inundation Area to the South and West Popua; 2. Reduced inundation to the Western Popua Settlement. 3. Seawall Constructions	1. 58% Completed. 2. 20% inundation reduction. 3. 0% complete.	1. 100% Completed. 2. 50% inundation reduction. 3. 30% complete.	1. 100% Completed. 2. 50% inundation reduction. 3. 30% complete.	1. 100% Completed. 2. 70% inundation reduction. 3. 100% complete	TSDF II NO F	11.1:	11.1.1
2.4 Preservation of the Pigeon Mounts (Sia-Heu-Lupe) as National Heritage.	1. Protected and secured area; 2. Accessible to the Public;	1. 19% protected. 2. 38% accessible	1. 38% protected. 2. 63% accessible	1. 63% protected. 2. 88% accessible	1. 100% protected. 2. 100% accessible	TSDF II NO F	11.4	11.4.1
2.5 Mapping and Quantifying of Beach Sand at Mining Sites throughout Tonga. ('Ahoonou & Halaika Beaches, Tt; Keitahi Beach & Tu'anekevile Mudflat, Vv; (Ha'apai & 'Eua;)	All mining sites of each island group are mapped ('Eua, Tongatapu, Vava'u, Ha'apai)	17% Mining Beaches Mapped	67% Mining Beaches Mapped	100% Mining Beaches Mapped	100% Mining Beaches Mapped	TSDF II NO F	15.9	15.9.1
2.6 Regulating Mining of Beach Sand throughout Tonga.	1. Regulations for beach sand protection drafted; 2. Regulations approved; 3. Regulations implemented;	1. Nil Draft; 2. Nil Draft; 3. Nil Draft.	1. Final Draft; 2. Regs consulted; 3. Regs consulted.	1. Final Complete; 2. Regs Approved; 3. Regs implement	1. Final Complete; 2. Regs Approved; 3. Regs implement	TSDF II NO F	15.9	15.9.1
2.7 Quarry Survey, Mapping Aggregate Extraction throughout Tonga.	At least 4 Quarries is assessed per year.	2x Quarry assessments 2018	2x Quarry assessments 2018	4x Quarries assessed	4x Quarries assessed	TSDF II NO F	15.3	15.3.1
2.8 Regulating Quarry Developments throughout Tonga ('Ahoonou Quarry, etc.)	1. Regulations for Quarry Development drafted; 2. Regulations approved; 3. Regulations implemented;;	1. Nil Draft; 2. Nil Draft; 3. Nil Draft.	1. Final Draft; 2. Regs consulted; 3. Regs consulted	1. Final Complete; 2. Regs Approved; 3. Regs implement	1. Final Complete; 2. Regs Approved; 3. Regs implement	TSDF II NO F	15.3	15.3.1

2.9 Offshore Survey with SPC Geologists for alternative options for Tongatapu (near Fafa Is.) Vava'u (near Kenutu Is.) Ha'apai and Niuatoputapu.	At least 2 offshore alternative sandmining sites are surveyed per year.	3-Surveyed Sites, Fafa Is 1995; Kenutu Is 1995; Manuka-Talafo'ou 2015.	Kenutu Is 2019; Fafa Is 2019;	Lifuka Is 2020; Niuatoputapu 2020;	Fanga'uta Channel 2021; 'Eua 'Eua 2020;	TSDF II NO F	15.3	15.3.1
2.10 Regulating of Offshore Sand-Extraction for construction aggregates supply in Tongatapu and Vava'u.	1. Regulations for Offshore sand mining drafted; 2. Regulations approved; 3. Regulations implemented; 4. Sand supply for Vava'u and Tongatapu is double the demand.	1. Nil Draft; 2. Nil Draft; 3. Nil Draft. 4. Short Supply for Vv. 5. Short Supply for Tt.	1. Final Draft; 2. Regs consulted; 3. Regs consulted. 4. Supply is double the demand for Vv. 5. Supply is double for Tt.	1. Final Complete; 2. Regs Approved; 3. Regs implement 4. Double supply for Vv. 5. Double Supply for Tt.	1. Final Complete; 2. Regs Approved; 3. Regs implement 4. Double supply for Vv. 5. Double Supply for Tt.	TSDF II NO F	15.3	15.3.1
2.11 Sand Sieving of all sands to determine composition and best application of source materials.	At least 4 sand mining locations in Tonga is studied and reported on.	2-sand mining beaches	4-sand mining beaches	8-sandy beaches	12 sandy mining beaches	TSDF II NO F	15.3	15.3.1
Output 4: Sub-Program 3: Offshore Resources Management Sustainable management of deep seabed minerals, petroleum hydrocarbon, and advice on investments in high risk high revenue potential sector for economic boom, ensuring maritime boundaries are agreed with neighbouring States, securing resources within Tonga Waters are known.						SDGs/TSDF		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
3.1 Develop and delimit Maritime Boundaries with Tonga's Neighbours.	1. Maritime Boundary Baselines are approved by Cabinet; 2. Baselines approved by Privy Council 3. Baselines Gazetted; 4. Boundary Treaty with Niue approved by Privy Council and signed; 5. Boundary Treaty with American Samoa approved by Privy Council and signed;	1. Completed 2. Completed 3. Completed 4. Completed 5. Completed 6. Completed 7. Discussion with French Team	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete	Pillar 3 National Outcome G OO 3.7		

	6. Boundary Treaty with Samoa approved by Privy Council and signed; 7. Boundary Treaty with Wallis & Futuna approved by Privy Council and signed;							
3.2 Develop and delimit limits of Tonga's Continental Shelf	1. Limits of the Continental Shelf from the Kermadec Ridge are approved by CLCS (Commission of the Limits of Continental Shelf) under the UNCLOS, UN-Headquarters, NY, USA. 2. Limits of the Continental Shelf from the Lau-Harve Ridge is agreed to with Fiji. 3. No. of meetings with Relevant Fiji delegations.	1. Approved. 2. Review.	1. Approved. 2. Review.	1. Approved. 2. Review.	1. Approved. 2. Review.	TSDF II Pillar 3 National Outcome G TSDF II Pillar 5 OO 3.7 OO 5.2		
3.3 Marine Spatial Planning Activities with the OCEANS 7 Working Group, (building marine database on biodiversity)	1. Relevant Marine Spatial GIS Layers are shared with the Oceans 7s group. 2. At least one officer is working with the Ocean 7s group on relevant Agendas to Ministry Works.	1. Some layers are shared. 2. 1 officer is working with Ocean 7.	1. Most layers are shared. 2. 2x officer is working with Ocean 7.	1. All layers are shared. 2. 3x officer is working with Ocean 7.	1. All layers are shared. 2. 4x officer is working with Ocean 7.	TSDF II Pillar 5 OO 5.2.		
3.4 Marine Spatial Planning Activities with the OCEANS 7 Working Group (Drafting of Oceans Planning and Management Legislation)	1. Draft Bill 2. Public consultation 3. Legislative Process	Draft Bill completed	Enactment	Implementati on		TSDF II Pillar 5 OO 5.2.		
3.5 Establishing a DSM Policy Framework.	1. Policy circulated to stakeholders for comments; 2. All comments incorporated; 3. Policy approved by Cabinet; 4. Policy Implemented	1. To be circulated. 2. Host a workshop. 3. Policy Approved. 4. Implement	1. Circulated 2. Complete 3. Policy Approved. 4. Implement	1. Circulated 2. Complete 3. Policy Approved. 4. Implement	1. Circulated 2. Complete 3. Policy Approved. 4. Implement	TSDF II Pillar 1 Pillar 3 Pillar 5 OO 5.2		

3.6 Establishing Legal Frameworks and Regulations – Licensing Fees	1. Final Version endorsed by AGO; 2. Regulations approved by the Cabinet Law Committee; 3. Regulations approved by Cabinet; 4. Regulations implemented	1. to be submitted. 2. to be submitted. 3. to be approved. 4. To be approved.	1. Complete. 2. Approved. 3. Approved. 4. Implement	1. Complete. 2. Approved. 3. Approved. 4. Implement	1. Complete. 2. Approved. 3. Approved. 4. Implement	Pillar 1 Pillar 3 Pillar 5 OO 5.2		
3.7 .Regulating the Deep Seabed Minerals Activities (Exploration) – Reviewing Bi-annual Reports`	Tenements Annual Reports are summarised and reported.	Annual Summary completed.	Annual Summary completed.	Annual Summary completed.	Annual Summary completed..	Pillar 1 Pillar 3 OO 3.7		
3.8 Draft Regulations on DSM Trust Fund	1. Final Version endorsed by AGO; 2. Regulations approved by the Cabinet Law Committee; 3. Regulations approved by Cabinet; 4. Regulations implemented.	1. To be circulated. 2. To be submitted. 3. To be submitted. 4. To be implement.	1. Endorsed. 2. Approved. 3. Approved. 4. implement	1. Endorsed. 2. Approved. 3. Approved. 4. implement	1. Endorsed. 2. Approved. 3. Approved. 4. implement	OO 1.5 OO 5.2		
3.9 Consultation and Awareness on DSM Activities;	1. Number of Tv Programs Released; 2. Number of Radio Programs broadcasted; 3. Number of School Visits; 4. Number of Community Visits; 5. Number of Public Presentations;	1. Adhoc Programs. 2. Adhoc programs. 3. 4 schools. 4. adhoc communities 5. 3x presentation.	1. 4x Programs. 2. 4x programs. 3. 8x schools. 4. 4x communities 5. 6x presentation.	1. 4x Programs. 2. 4x programs. 3. 8x schools. 4. 4x communities 5. 6x presentation.	1. 4x Programs. 2. 4x programs. 3. 8x schools. 4. 4x communities 5. 6x presentation..	OO 5.2		
3.10 Administer and regulate the Petroleum Mining Licenses within Tonga Waters.	1. Progress updates of the 4 Petroleum Mining Licenses; 2. Engage communication with the Company; 3. Updating collection of Petroleum Mining Data.	1. Adhoc updates; 2. Adhoc engagement. 3. To be sorted.	1. Annual Updates; 2. Timely engaged. 3. Sorted.	1. Annual Updates; 2. Timely engaged. 3. Updated.	1. Annual Updates; 2. Timely engaged. 3. Updated	Pillar 1 Pillar 3 Pillar 5	OO 5.2	
3.11 Administer Marine Scientific Researches in Tonga Waters;	1. All Marine Scientific Surveys is reported on; 2. All surveys are mapped and stored in a GIS Platform; 3. All reports are shared with relevant stakeholders.	1. Some reported. 2. Some are digitised in GIS. 3. No reports are shared	1. All reported. 2. Most are digitised in GIS. 3. Reports are shared	1. All reported. 2. All are digitised in GIS. 3. Reports are shared	1. All reported. 2. All are digitised in GIS. 3. Reports are shared	Pillar 3 National Outcome G OO 3.7		

3.12 Up to date on marine scientific information and database management.	1. All DSM information are stored in a compatible database referencing reports, maps, GIS data layers, etc. 2. Data from Exploration Companies are stored safely; 3. GIS Data are correlated to achieve a whole Tonga EEZ spatial information.	1. DSM information are stored. 2. Company Exploration are stored. 3. Data yet reviewed..	1. DSM info are sorted. 2. Company Exploration are sorted. 3. Data reviewed..	1. DSM info are reviewed. 2. Company Exploration are reviewed. 3. Data correlated..	1. DSM info are published. 2. Company Exploration are organised 3. Data published. d.	OO 5.2		
3.13 Maintenance and Update of Oceans Data Mapping.	Percentage of coverage of information over the total EEZ.	Some information is calculated.	% coverage is known.	50% info is covered.	75% info is covered..	OO 5.2		
3.14 Study and research on the Environmental Impact of DSM.	At least 1x study per year.	There are existing studies.	Share existing studies with relevant agencies.	Share existing studies with relevant agencies.	Share existing studies with relevant agencies.	Pillar 4 OO 4.5		
3.15 Public Awareness on Deep Seabed Minerals	1. At least 4 Tv Programs Released; 2. At least 4 Radio Programs broadcasted; 3. At least 12 School Visits; 4. At least 4 Community Visits; 5. At least 4 Public Presentations;	1. Adhoc programs. 2. Adhoc programs. 3. 8 school visits. 4. No community visits. 5. Some public presentation.	1. 4x programs. 2. 4x programs. 3. 12x school visits. 4. 4x community visits. 5. 4x public presentation. .	1. 4x programs. 2. 4x programs. 3. 12x school visits. 4. 4x community visits. 5. 4x public presentation.	1. 4x programs. 2. 4x programs. 3. 12x school visits. 4. 4x community visits. 5. 4x public presentation..	OO 5.2		
Output 4: Sub-Program 4: Geohazard Services Effective advice on status of geohazard activities and potential threats to Tonga Islands, and provide wide sector awareness on the causes, behaviour and response, evacuation plans to reduce risk and deaths per disaster event.						SDGs/TSDF		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
4.1 Seismic Networking Monitoring and Maintenance.	Seismic Networks in Tongatapu, Ha'apai, Vava'u, Niuafo'ou, and Niuatoputapu are online all the time.	No station is online awaiting PREP procurement	All 5x stations are online and maintain	All 5x stations are online and maintain	All 5x stations are online and maintain	Pillar 5 OO 5.4		
4.2	There are at least 8 dedicated staff working on	There is 1 dedicated staff	There are 4 dedicated staff	There are 8 dedicated staff	There are 8 dedicated staff	Pillar 5 OO 5.4		

Earthquake Monitoring within Tonga and the Region	monitoring earthquakes at the TGS.							
4.3 Tsunami Monitoring within Tonga and the Region	There are at least 4 competent staff on Tsunami Monitoring.	There is 1 dedicated staff	There are 2 dedicated staff	There are 4 dedicated staff	There are 4 dedicated staff	Pillar 5 OO 5.4		
4.4 Disaster Risk Assessment on Earthquake and Awareness per village	At least 4 villages are assessed per year..	There are general assessments	There are 4x villages assessed	There are 4x new villages assessed	There are 4x new villages assessed	Pillar 5 OO 5.4		
4.5 Disaster Risk Assessment on Volcano per region	At least 2 villages are assessed per year..	There are adhoc assessments	There are 2x villages assessed	There are 2x new villages assessed	There are 2x new villages assessed	Pillar 5 OO 5.4		
4.6 Disaster Risk Assessment per Island	At least 1 island is assessed per year.	There are adhoc assessments	There is one island assessed	There is a new island assessed	There is a new island assessed	Pillar 5 OO 5.4		
4.7 Seismic Hazard Assessment – Micro-zoning for construction/ Development projects and Event Damage Assessment for Insurance Companies.	There are at least 4 staff competent to deliver an assessment per request.	There is one staff with some competency	There are two with competency	There are 4 with competency	There are 4 with competency	Pillar 4 Pillar 5 OO 4.4 OO 5.1		
4.8 Geo-hazards Library and Filing Systems Maintenance and update.	1. The library is up to date. 2. The server security is up to date.	1. There is a collection of files. 2. There is some security.	1. The collection is sorted. 2. There is good security	1. The collection is good. 2. The security is reliable.	1. The collection is good. 2. The security is reliable..	Pillar 5; OO 5.4		

Land and Geographical Information System Division

This division is responsible for developing and maintaining an integrative platform for all paper-based and digital data that has a location dimension to it

Land and Geographical Information System

Output 7 and Sub-Program 1.1: Land Information System

Cadastral information and mapping services are sustainably managed and provided more effectively and efficiently to provide services relating to the conception, production, dissemination, and study of maps and charts

SDGs/TSDF II

Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
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Assign Identifier (IDs) to link spatial features in SOLA application

Review and Implement Standard Operating Procedures under the ILAMS-FAO Exit Report Nov 2015	Percentage of cadastral documents been digitized	10%	30%	50%	90%	TSDf II NO AOO 4.3 OO 4.5	Target 1.4	1.4.2
Assign Identifier (ID) in accordance to SOP UARN Protocol of all land property	Percentage of Land parcels assigned	0%	30%	50%	70%	As above	As above	As above
Manage Tonga National Cadastral Map								
Draw Village maps	Percentage of Townships digitized	30%	40%	60%	80%	TSDf II NO A TSDf II NO F	Target 1.4	1.4.2
Digitize Tax allotments(Block Plans)	Percentage of Land use allocated to Farming Land	30%	50%	60%	80%			
Update Tonga cadastral master plan.	Percentage of land use allocated to build up area.	10%	30%	50%	80%			
Digitize Estate Boundary	Percentage of Land digitized	30%	50%	60%	80%			
Draw and Plot Surveyor’s Plan								
Plot Surveyor’s Plan using computer software	Percentage of LIS staff enabled to use computer software	20%	50%	70%	90%	TSDf II NO A OO 4.3	Target 1.4	1.4.2
Draw and Assign Proper Surveyor’s Plan	Number of Items drawn per week	At least 2 per week	3 per week	5 per week	5 per week			
Calculation and Conversion old coordinate	Percentage of land parcel transformed.	10%	30%	60%	85%			

system to new coordinate system (TMG)								
Field Tracing for Survey works								
Prepare sufficient information for field survey.	Number of Items dispatched to Survey section.	3 per week	4 per week	5 per week	5+ per week	TSDf II NO A OO 4.3	Target 1.4 11.3	1.4.2 11.3.1
Title Certificate: Produce land documents for registration								
Draw Deed Lease/ Grant	Number of Items drawn and approved	At least 5 per week	7 per week	10 per week	12 per week	TSDf II NO A TSDf II NO F OO 1.2 OO 4.3	Target 1.4	1.4.2
Serving Public for Infrastructural Developments								
Draw required site plans	Number of maps requested.	1- 2 site plan per week	2-3 plan per week	4-5 per week	5-6 per week	TSDf II NO A OO 1.2 OO 5.1	Target 1.4 11.3	1.4.2 11.3.1
Customer Service: Assist clients on inquiries relating to land information								
Provide land information written, visually and verbal.	Number of customers served	Minimum of 10 customers per day	Minimum of 10 customers per day	Minimum of 10 customers per day	Minimum of 10 customers per day	TSDf II NO A OO 1.2 OO 4.3	Target 1.4 Target 5.a	1.4.2:
Sectional performance, capability and capacity building								
In-house and/or external short-term trainings in specialised areas	Number of trained staff per year	Minimum of 5 staff per year	Minimum of 5 staff per year	Minimum of 5 staff per year	Minimum of 5 staff per year	TSDf II NO A	Target 1.4	1.4.2
	Number of inclusive specialised training conducted.	Minimum of 3 training per year	Minimum of 3 training per year	Minimum of 3 training per year	Minimum of 3 training per year	OO 1.2		

	Number of peer/ mentorship training.	At least 1 per day	At least 1 per day	At least 1 per day	At least 1 per day			
Manage Cadastral Records and Maps								
Appropriate filing of Cadastral documents	Provide at least 1 quarterly report on Cadastral filing documents.	Report annually on Cadastral Filing documents	Quarterly report on Cadastral Filing documents	Quarterly report on Cadastral Filing documents	Monthly report on Cadastral Filing documents	TSDf II NO A OO 1.2 OO 4.3	Target 1.4	1.4.2
Land & Geographical Information System Output 8 and Sub-Program 1.2: Geographical Information System Provide geospatial information to maximize sustainable decision-making upon land & marine resources.						TSDf II/ SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDf II	Targets	Indicators
Remote Sensing & Data Acquisition								
Management of Spatial Data Collection	Percentage of land area covered by satellite imageries.	100%	100%	100%	100%	TSDf II NO A OO 1.2 OO 4.3	Target 1.4	1.4.2
	Frequency of data acquisition.	10 years	5 years	3 years	Yearly			
	Accuracy of spatial data extracted from imagery.	100%	95%	97%	100%			
GIS as Evidence-Based Mechanism								
GIS- based decision-making – Develop Country Action Plan on strengthening Geospatial Management Systems	Integrate GIS datasets from various sources	1 Dataset/ year	Minimum of 5 dataset/ year	Minimum of 10 dataset/ year	Minimum of 20 dataset / year	OO 1.4.3 4.5	Target 1.4 6.1 6.b 14.5 15.1	1.4.1 6.1.1 6.b.1 14.5.1 15.1.1

	Establish GIS user group comprising of GIS stakeholders	Identify potential Users	Formulate Terms of Agreements (Role & Responsibility)	Establish and operationalise Group.	Expand Group functions and raise awareness.	As above	As above	As above
	Develop Web-map application to enhance data sharing and information	-	-	1 Standard web map application	1 Standard web map application	00 1.2, 4.3, 4.5	13.b	13.b.1
	Procure GIS software license to implement GIS operation	7	7	7	7			
Emergency & Disaster Risk Mapping Services								
Disaster Risk Management Services	Capacity building on disaster risks analysis and mapping	1 in/out-house training a year	1 in/out-house training per year	2 in/out-house training per year	4 in/out-house training per year	00 5.4	11.b	11.b.1
							13.1	13.1.1
							15.3	15.1.1
								15.3.1
Using UAV (Drone) for disaster risk resilience and management	Update infrastructure data sets and disaster risk layers at timely manner Update drone imagery pre and post disaster management	60%	70%	80%	90%	00 5.4	11.5	11.5.1
Serving customers and special requests								
High quality Land administration Services	Input Land registration into SOLA System Solution for Open Land Administration	70%	80%	95%	98%	00 5.1	11.1	11.1.1
		20% villages spatially joined	40% villages spatially joined	70% villages spatially joined	100% villages spatially joined		11.4	11.4.1
Climate Change and Environmental Monitoring Mapping								
Climate Change Impact Assessment Services	Updating topographic databases	70%	80%	90%	95%	00 5.4	13.1	13.1.2
	Conduct climate vulnerability assessment and hazard mapping	20% assessment per hazard	40% assessment per hazard	60% assessment per hazard	70% assessment per hazard		13.3	13.3.1

Serving national projects requests								
Producing Topographical & Thematic Maps	Number of Updated topographic maps and accuracies is provided	75% accuracy	40% accuracy	+ 50% accuracy	+50 % accuracy		13.3	13.3.1
Formulating the Country Action Plan (5-year plan)	Compile relevant information to highlight action/plan		100% completed action plan	10-20% achieved	30-40% achieved			
National Spatial Planning Authority Office Output 9 and Sub-Program 01: Planning and Standards To develop appropriate and effective standards, guidelines and strategies for achieving best urban planning practices in the Kingdom						TSDF II/ SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
1.1 Make the urban areas and settlements inclusive, safe, resilient and sustainable Develop National Spatial Planning Administrative Manual Review the National Spatial Planning and Management Act to Develop the necessary Regulations	Protection and recognition of tenure rights for informal urban settlements Manual completed and approved Regulations drafted and approved	60%	70%	80%	90%	TSDF II OO 1.2, OO 5.4:	11.1 11.3 11.b 11.c	11.1.1 11.3.1 11.b.1 11.c.1
1.2 Review all existing strategic and spatial plans of PUMA; 1.2.1. Review and update the 'Greater Nuku'alofa Urban Area 20 Year	Average of Plans are prepared and approved per year Updated and approved	2 Spatial plans / year	Minimum of 5 Spatial Plans/ year	Minimum of 10 Spatial plans / year	Minimum of 15 Spatial Plans/ year	TSDF II OO 1.2, OO 5.4:	All communities in the Greater Nuku'alofa Urban area are being consulted when	Wider acceptance of Plans by the public

Structure Plan' (2010-2030) 1.2.2. Review and update the 'Nuku'alofa Strategic Development Plan', 2016-2025	As above						drafting of Plans.	
1.3 Prepare and approve standards, guidelines and development controls (regulations) 1.3.1- Urban Planning Guidelines 1.3.2 - Development Control	Average of Plans are prepared and approved per year	1	2	5	10	TSDf II OO 1.2, OO 5.4:	By 2022, Standards and development controls are developed and approved with wider stakeholder consultation	Documents are approved and widely accepted by the public
1.4. Develop a 'National Housing Strategy'	To be developed and approved	-	40%	50%	60%	TSDf II OO 1.2, OO 5.4:	11.1	11.1.1
National Spatial Planning Authority Office Output 9 and Sub-Program 02: Evaluation and Enforcement Assessment of referred development applications including buildings, road works and major development proposals						TSDf II/ SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDf II	Targets	Indicators
2.1 Building referrals	- Average No. of applications received	100% processed	100% processed	100% processed	100% processed	TSDf II OO 1.2, OO 5.4:	All applications are received,	- No. of applications registered

							registered and processed in timely manner.	- No. of applications approved - No. of applications declined - No. of customers satisfied - No of customers not satisfied
2.2 Applications for any works on the road (road cut & digging)	No. of applications received and processed per year	100% processed	100% processed	100% processed	100% processed	TSDF II OO 1.2, OO 5.4:	All applications are received, registered and processed in timely manner.	- No. of applications registered - No. of applications approved - No. of applications declined - No. of customers satisfied - No of customers not satisfied
2.3 Road signs, billboards	No. of applications received and processed per year	100% processed	100% processed	100% processed	100% processed	TSDF II OO 1.2, OO 5.4:	All applications are received, registered and processed in timely manner.	- No. of applications registered - No. of applications approved - No. of applications declined - No. of customers satisfied

								- No of customers not satisfied
2.4 Road overhanging objects (banners, archways)	No. of applications received and processed per year	100% processed	100% processed	100% processed	100% processed	TSDF II OO 1.2, OO 5.4:	All applications are received, registered and processed in timely manner.	- No. of applications registered - No. of applications approved - No. of applications declined - No. of customers satisfied - No of customers not satisfied
2.5 Road humps	No. of applications received and processed per year	100% processed	100% processed	100% processed	100% processed	TSDF II OO 1.2, OO 5.4:	All applications are received, registered and processed in timely manner.	- No. of applications registered - No. of applications approved - No. of applications declined - No. of customers satisfied - No of customers not satisfied
2.6 Roadside Vendors	No. of applications received and processed per year	100% processed	100% processed	100% processed	100% processed	TSDF II OO 1.2, OO 5.4:	All applications are received, registered and processed	- No. of applications registered - No. of applications approved

							in timely manner.	- No. of applications declined - No. of customers satisfied - No of customers not satisfied
2.7 Public Space Access	No. of applications received and processed per year	100% processed	100% processed	100% processed	100% processed	TSDF II OO 1.2, OO 5.4:	All applications are received, registered and processed in timely manner.	- No. of applications registered - No. of applications approved - No. of applications declined - No. of customers satisfied - No of customers not satisfied
2.8 Site Inspections	No. of site inspections per year	80% satisfaction	90% satisfaction	100% satisfaction	100% satisfaction	TSDF II OO 1.2, OO 5.4:	Proponents should comply with the Guidelines and standards of the NSPAO, widely accepted	- No. of site inspections registered - No. of customers satisfied - No of customers not satisfied

National Spatial Planning Authority Office Output 9 and Sub-Program 03: Technical Support Provide GIS information and technical assistance on all forms of development plans and strategies						TSDf II/ SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/2 3	TSDf II	Targets	Indicators
3.1 GIS data management and control	GIS database is secure and safe from virus in our main server	100%	100%	100%	100%	00 4.3 00 4.5	Make sure that our database system is secure and safe also more update with the latest information	GIS Computer dataset is managed and operated fluently in our main data information server.
3.2 Update cadastral information with the latest survey information	Percentage of cadastral information reviewed and updated	25%	50%	75%	90%	00 4.3 00 4.5	Update cadastral information and computerise all the cadastral information that we are working on it.	Digitized cadastral information is secured and delivered appropriately.
3.3 Update High resolution Land Use & Land Cover Classification Information	Percentage of Land Use & Land Cover Classification reviewed and update for the GNA	25%	50%	75%	100%	00 4.3 00 4.5	00 4.4 00 5.1	Digitized cadastral map Land Use and Land Cover for the GNA also for Tongatapu area
3.4 Update our database to the latest/update information from various source e.g. Tonga Statistic Census 2016 information	Integrate GIS datasets from various sources	25% of Tongatapu data entered and Mapping the urban area	50% of Tongatapu data entered and Mapping urban area	75% Tongatapu data entered and Mapping urban area	100% Tongatapu data entered and Mapping	00 4.3 00 4.5	00 4.4 00 5.1	Ability to develop strong interpersonal relationships within the PUMA office and with key stakeholders.
3.5 Disaster Risk Management Services/ Inundation and Flood reduction	Nukuálofa Flooding Master Plan and implementation	50% Master Plan 5% inundation reduction	75% Completed 10% Inundation reduction	90% Completed 30 % Inundation Reduction	100% Completed 50 %	00 4.3 00 4.5	13.3	Inundation Reduction on the area that more vulnerable to flooding or

					Inundat ion Reducti on			low-lying area in Nukuálofa GNA
3.6 Develop our Proposed New Road Hierarchy and Classification Design	Road Hierarchy and Classification to be approved	30%	60%	90%	100%	00 4.3 00 4.5	Road Hierarchy and Classification to be approved by the Cabinet	Road Hierarchy and Classification be approved and re classify according to the map provided and MOI should considered the standard of each road.
3.7 Assist in evaluating and assessing architectural designs considering engineering factors.	Time taken to produce engineering solutions and designs and to make changes	100% of architectural design plans are evaluated	100% of architectural design plans are evaluated	100% of architectural design plans are evaluated	100% of architec tural design plans are evaluate d	00 4.3 00 4.5	11.c	Engineering certification of architectural design in spatial management plans.
3.8 Technical support and onsite advice to the Planner on technical issues specifically on all aspects relating to civil/construction works.	Time taken to produce engineering solutions and designs to make changes.	100% of consultation coverage	100% of consultation coverage	100% of consultation coverage	100% of consulta tion coverag e	00 4.3 00 4.5	11.c	Engineering certification of architectural design in spatial management plans.
3.9. Supervise construction works through regular site visit/inspection to make sure they are in full compliance with Drawings and Specifications.	Site inspection checklists	100% of site supervisions taken	100% of site supervisions taken	100% of site supervisions taken	100% of site supervi sions taken	00 4.3 00 4.5	Feasible construction works in compliance with Drawings and Specifications.	Engineering certification of architectural design in spatial management plans.
3.10. Undertaking technical and feasibility studies including site investigation	Feasibility study reports and site inspection checklists	100% Accuracy	100% Accuracy	100% Accuracy	100% Accurac y	00 4.3 00 4.5	Practicality of the physical sites for development	Engineering certification of architectural design in spatial

								management plans.
3.11. Monitor computer programs, services of the Office server	Performance of Server with back-up data.	50 % performance	60% performance	70% performance	90 % performance	00 4.3 00 4.5	By 2025 , 98% high performance with safer environment back-up server.	24/7 Functioning and operational
3.12. Procurement of computer hardware and software.	Performance of computer hardware and software.	60% Performance	70% performance	80% performance	90% performance	00 4.3 00 4.5	By 2025, less maintenance costing of buying more hardware and software programs	Well-functioning and operation
3.13 ICT equipment maintenance	Well maintained	90%	100%	100%	100%	00 4.3 00 4.5	0% complains hardware failure and less restored of all ICT equipment.	Well-functioning and operation
3.14. Review of architectural (and structural) designs in spatial management plans	Professional development plans are developed, implemented and reviewed	Minimum 2 spatial plans reviewed/ year	Minimum of 5 spatial plans reviewed/ year	Minimum of 10 spatial plans reviewed / year	Minimum of 15 spatial plans reviewed / year	005.1,	3.3 Review of architectural (and structural) designs in spatial management plans	Professional development plans are developed, implemented and reviewed
3.15. Providing designing requirements and criteria according to urban planning processes	1.Annual consultation plan 2.Positive constructive feedback from staff	20% of consultation coverage	40% of consultation coverage	60% of consultation coverage	100% of consultation coverage	005.1, 005.2, 005.4	By 2022, the architectural designs in spatial management plans are produced with wider stakeholder needs being addressed Building design plans are produced using CAD tools and	Wider acceptance of design plans by the stakeholders and public.

							manual technical drawing instruments Ensure NSPAO policies and standards are maintained during consultation	
National Spatial Planning Authority Office Output 9 and Sub-Program 04: Adjudication To resolve disputes between parties where applicable and to uphold the NSPM Act 2012							TSDf II/ SDGs	
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/2 3	TSDf II	Targets	Indicators
4.1 Handle public complaints on illegal activities along Gov road reserves 4.2. Facilitate reviews of planning decisions	Percentage of complaints acted upon	50%	70%	90%	100%	00 5.1	By 2022, all illegal activities along the Government Road Reserves are rectified.	- No. of illegal activities registered. - No. of illegal activities rectified. - No. of customers satisfied. - No of customers not satisfied.
	Number of formal and informal complaints received and documented	50%	70%	90%	100%	00 5.1	By 2022, all formal and informal complaints are rectified.	- No. of complaints registered. - No. of illegal activities rectified. - No. of customers satisfied. - No of customers not satisfied.

4.3. Facilitating of land compensation in planning decisions	Number of land disputes resolved	50%	70%	90%	100%	00 5.1	By 2022, all land disputes are resolved.	- No. of land disputes registered. - No. of land disputes resolved. - No. of customers satisfied. - No of customers not satisfied.
4.4 Formulating of regulations and framework for the Division	Framework that works well for the NSPAO	80%	100%	100%	100%	00 5.1	By 2022, 100% of all development regulations and legal framework of the NSPAO are updated.	- Land Act - Roads Act - Parks & Reserves Act - National Spatial Planning and Management Act 2012. - Urban Planning Guidelines - Development Control Regulations (Draft).
National Spatial Planning Authority Office Output 9 and Sub-Program 05: Secretariat & Policy Public relations and administration						TSDF II/ SDGs		
Activity	KPIs	2019/20 (Baseline)	2020/21	2021/22	2022/23	TSDF II	Targets	Indicators
5.1 Public relations	Average number of community consultation planned	40%	50%	60%	70%	00 5.1	On-going public awareness programs of NSPAO for wider audience	Wider acceptance of NSPAO work by the public

5.2 Public awareness programs, radio and TV programs	Average number of public consultation conducted per year	40%	50%	70%	90%	00 5.1	wider stakeholder consultations being conducted	Wider acceptance of Plans by the public
5.3 Promote gender equality	Average number of women per public consultation	50%	80%	90%	100%	00 5.1	Wider women representations	Increased percentage in women's participation at consultations meetings
5.3 Administration work	Administration work is timely and well ordered	100%	100%	100%	100%	00 5.1	100% performance in customer service and service delivery to NSPAO work	High performance of Secretariat
5.4 Staff Training and capacity building development	Number of staff on capacity building trainings	90%	100%	100%	100%	00 5.1	By 2022, 100% of proposed staff for this section should be recruited	High performance of Secretariat and public relations Unit

Annex 1: Detailed Stakeholder Analysis

Stakeholder	Customer of MLNR	Supplier to MLNR	Partner with MLNR	Oversight of MLNR
His Majesty	Advice, Recommendations Information	Decisions		Direction
Privy Council	Advice, Recommendations Information	Decisions		Direction
Cabinet	Advice, Recommendations, Information	Decisions	Effective Operation of Government	Direction
Legislative Assembly	Recommendations Information	Decisions, Legislation		Direction
Judiciary	Information	Decisions		Direction
Government Ministries	Advice, Guidance, Instructions, Information	Information	Effective Operation of Government-owned services and utilities	Oversight by PMO, PSC Policy, Ombudsman's Office
Oversight Statutory Entities	Advice, Guidance, Instructions, Services, Information	Information & Decisions	Effective operation of Government	Oversight by PMO, PSC Policy, MFNP, Ombudsman's Office
Public Enterprises	Advice, Guidance, Instructions, Information	Information	Effective operation of Government	

Businesses	Advice, Guidance, Instructions, Services , Information	Services, Fees, Charges	Support of the TSDF II, Economic Development	Monitor, Petition
Nobles and Estate Holders	Advice, Guidance, Information	Information & Decisions		Monitor, petition
Landholders	Advice, Guidance, Instructions, Information	Services, Fees, Charges		Monitor, petition
Licensees	Advice, Guidance, Instructions, Information	Services, Fees, Charges	Support of the TSDF II	Monitor, petition
General Public	Advice, Guidance, Instructions, Services, Information	Services, Fees, Charges	Support the TSDF II	Petition
Development Partners	Advice, Guidance, Instructions, Services, Information, Project Management	Development Assistance Advice	Delivery of Aid Funded Programs	Oversight of the Use of Development Funds, General Performance

Annex 2: Sustainable Development Goals and Targets Relevant to the Ministry of Lands and Natural Resources

Sustainable Development Goals	
Goal 1 : No Poverty	Indicators
End poverty in all its forms everywhere	
Target 1.4 Ensure that all men and women, in particular the poor and the vulnerable have equal rights to resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including micro finance.	<p>1.4.1: Proportion of the population living in households with access to basic services.</p> <p>1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure</p>
Goal 2: End Hunger	Indicators
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	2.4.1 Proportion of agricultural area under productive and sustainable agriculture
Goal 6: Clean Water and Sanitation	Indicators
Ensure availability and sustainable management of water and sanitation for all	

6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all	6.1.1: Percentage of population using safely managed drinking water services
6.2: By 2020 , achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	6.2.1: Percentage of population using safely managed sanitation services, including a hand-washing facility with soap and water.
6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.	6.3.2: Percentage of bodies of water with a good ambient water quality.
6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	6.4.1: Percentage change in water use efficiency over time. 6.4.2: Percentage of total available water resources used, taking environmental water requirements into account (level)
6.a: By 2030, expand international cooperation and capacity building support to developing countries in water-and sanitation – related activities and programs, including water harvesting , desalination, water efficiency, wastewater treatment , recycling and reuse technologies.	6.a.1: Amount of water – and sanitation – related official development assistance that is part of a government coordinated spending plan.

6.b: Support and strengthen the participation of local communities in improving water and sanitation management.	6.b.1: Percentage of local administrative units with established and operational policies and procedures for participation of local communities in improving water and sanitation management.
Goal 11: Sustainable Cities and Communities	Indicators
Make cities and human settlements inclusive, safe, resilient and sustainable	
11.1: By 2030, ensure access for all to adequate , safe and affordable housing and basic services and upgrade slums	11.1.1: Proportion of urban population living in slums, informal settlements or inadequate housing.
11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, and children, persons with disabilities and older persons.	11.2.1: Proportion of the population that has convenient access to public transport, disaggregated by age group, sex and persons with disabilities.
11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	11.3.1: Percentage of cities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically.
11.4: Strengthen efforts to protect and safeguard the world’s cultural and natural heritage.	11.4.1: Share of national (or municipal) budget which is dedicated to the preservation, protection and conservation of national cultural natural heritage, including World heritage sites

<p>11.5: By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water –related disasters, with a focus on protecting the poor and people in vulnerable situations.</p>	<p>11.5.1: Number of deaths, missing people, injured, relocated or evacuated due to disasters per 100,000 people.</p> <p>11.5.2: Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruption to basic services, attributed to disasters.</p>
<p>11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>	<p>11.6.1: Percentage of urban solid waste regularly collected and with adequate final discharge with regards to the total waste generated by the city.</p>
<p>11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p>	<p>11.7.1: The average share of the built up area of cities that is open space for public use for all, disaggregated by age group, sex and persons with disabilities.</p> <p>11.7.2: Proportion of women subjected to physical and sexual harassment, by perpetrator and place of occurrence.</p>
<p>11.b: By 2030, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigating and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management.</p>	<p>11.b.1: Percentage of cities that are implementing risk reduction and resilience strategies aligned with accepted international frameworks (such as the successor to the Hyogo Framework for Action 2005-2015 on disaster risk reduction) that include vulnerable and marginalized groups in their design, implementation and monitoring.</p>

11.c: Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	11.c.1: Percentage of financial support that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings.
Goal 13: Climate Action	Indicators
Take urgent action to combat climate change and its impacts	
13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	<p>13.1.1: Number of deaths, missing people, injured, relocated or evacuated due to disasters per 100,000 people.</p> <p>13.1.2: Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction.</p>
13.2: Integrate climate change measures into national policies, strategies and planning	13.2.1: Number of countries that have formally communicated the establishment of integrated low-carbon, climate resilient, disaster risk reduction development strategies (e.g. A national adaptation plan process, national policies and measures to promote the transition to environmentally friendly substances and technologies).
13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	13.3.1: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula.
13.b: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.	13.b.1: Number of least developed countries and small island developing states that are receiving specialized support for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth, local and marginalized communities.

Goal 14: Life Below Water	Indicators
Conserve and sustainably use the oceans, seas and marine resources for sustainable development	
14.1: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.	14.1.1: Index of coastal eutrophication and floating plastic debris density.
14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.	14.2.1: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing.
14.5: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	14.5.1: Coverage of protected areas in relation to marine areas.
14.7: By 2030, increase the economic benefits to small island developing states and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.	14.7.1: Fisheries as a percentage of GDP
14.a: Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission /Criteria and Guidelines on the Transfer of Marine	14. a.1: Budget allocation to research in the field of marine technology as a percentage of total budget for research.

Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries.	
14.b: Provide access for small –scale artisanal fisheries to marine resources and markets.	14. b.1: Progress by countries in the degree of application of a legal / regulatory / policy/institutional framework.
Goal 15: Life on Land	Indicators
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss	
15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	15.1.1: Forest areas as a percentage of total land areas
15.3: By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation – neutral world.	15.3.1: Percentage of land that is degraded over total land area
15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.	15.5.1: Red List Index

15.7: Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products.	15.7.1: Red List Index for species in trade
15.8: By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.	15.8.1: Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species
15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	15.9.1: Number of national development plans and processes integrating biodiversity and ecosystem services values
15.a: Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems	15.a.1: Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems.
Goal 16 – Peaceful societies and justice for all	Indicators
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information