



MINISTRY OF INTERNAL AFFAIRS CORPORATE PLAN 2022/23 - 2024/2025



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List of Abbreviations

CLD	Church Leaders Desk
CP	Corporate Plan
CRC	Convention for the Rights of the Child
CRPD	Convention for the Rights of People with Disabilities
CSD	Corporate Services Division
FY	Fiscal Year
KPI	Key Performance Indicators
MIA	Ministry of Internal Affairs
NIIP	National Infrastructure Investment Plan
OCEO	Office of the CEO
OED	Overseas Employment Division
OoM	Office of the Minister
RSE	Recognised Seasonal Employer
SPD	Social Protection and Disability
SWP	Seasonal Workers Program
TNYC	Tonga National Youth Congress
TSDF	Tonga Strategic Development Framework
WAGE	Women Affairs & Gender Equality

Foreword



It is a great privilege to present the Ministry of Internal Affairs' Corporate Plan 2022-2025, which demonstrate the mandate of the Ministry, our objectives and ambitions, and are in alignment with the Government of Tonga's Strategic Development Framework II (TSDF II).

Covid-19 has literally whirled the entire planet upside down. Fortunately for Tonga, we watched and learned how the world coped with the pandemic, and prepared for two years before it finally reached our shores in February 2022. Today's realities have changed how we live, work, exercise, and worship, to name a few aspects. The global impact of Covid

19 has great bearing on Tonga's well-being and the neighboring Pacific region.

The Covid-19 pandemic and its associated economic crisis is imposing enormous challenges, hence, is a pressing need for unity, cooperation, and coordination to decipher how we are able to best address and combat the adverse impacts of global pandemic during this critical time in history.

Natural disasters remain the biggest threat to our communities, livelihood, welfare, infrastructure, and economy while imposing greater hardship on the most vulnerable people in society. The recent eruption of Hunga-Tonga Hunga-Ha'apai volcano on January 15th, 2022 and the subsequent tsunami, and ash rain is a clear demonstration. The Ministry has been actively alert and instrumental in providing immediate relief in multiple forms.

The 2030 Agenda for Sustainable Development focuses on reaching those whom are most susceptible; with the objective of ensuring no one is left behind. Hence, our Corporate Plan presents our purpose, service, and objectives with what we hope will contribute positively towards the Agenda for Sustainable Development.

This Corporate Plan further seeks to improve the parallelism between the Ministry's multiple responsibilities and individual employee contribution towards implementing and accomplishing our purpose.

As Minister responsible for Internal Affairs, a specific focus is targeted at ensuring the people of Tonga are more accessible to optimal and effective social services, employment opportunities, and beneficial career pathways, through the best legal frameworks and policy directions.

I acknowledge there are challenges within each of the core areas required of this Ministry. Hence, the strategies highlighted in this plan intend to create opportunities to facilitate and address these challenges.

The Ministry of Internal Affairs intends to deliver its core services to achieve a sustained higher quality of life, where benefits are visible and tangible at all levels, particularly, at the grass roots level. The Ministry will ensure effective legal frameworks and policies are in place to facilitate

the country's socio-economic priorities while coping with the economic pressures incurred by Covid-19 and natural disasters.

The Ministry recognizes the importance of women's empowerment and the key role that women play in Tonga's society. As such, **Women's Affairs & Gender Equality** will focus on increasing women's economic empowerment and advocating for family protection and ending domestic violence – an issue that families (not only women) face daily. The Ministry will work with key stakeholders to set in place the necessary mechanisms that can empower women and girls in Tonga according to the Family Protection Act and the Women's Empowerment and Gender Equality and Development Policy.

The creation of employment opportunities abroad is considered a major economic sector which will contribute to an increased quality of life for Tongans. The Ministry will empower communities to utilize *existing resources* (for men and women) to create investments and small businesses, which will generate employment at the grassroots level. The Ministry continues to manage the existing successful Seasonal Programs to Australia and New Zealand that is generating income for Tongans of those from villages and rural areas. The Ministry shall ensure there is mitigating measures in place to address the growing social impacts that are emerging as a result of overseas employment.

Tonga has **a youthful** population and it is the intention of the Ministry to work towards ways of **making these young people become responsible citizens** and in the promotion of peace and saying NO to destructive substances. The Ministry's focus on youth development will revolve around providing young people with opportunities that will broaden their view on life and that will enable them to have a more meaningful perspective on life. A stable means of reliable income will contribute to young people having a sense of purpose. The Ministry will set in place youth strategies that will enhance and encourage them to becoming responsible and active members of their respective communities and villages.

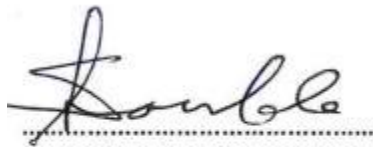
The 2030 Sustainable Development Goals (SDG) for the United Nations (UN) accentuates that “No One is Left Behind”. In its social services mandate, the Ministry will **deliver key social protection services** to enable marginalized and disadvantaged groups in Tonga have greater access to services to meet basic necessities and improve their standard of living so that extreme hardship is eliminated in order to enjoy the full benefits and services our country has to offer.

The Ministry will use its **Sporting functions as the unifying tool** especially during these difficult times and will contribute to an improved quality of life through improved healthy lifestyles, enhanced opportunities for young talented Tongans, and the marketing of our youth to the international market. We can create facilities that will draw communities together, thus promoting local competitions; and perfecting high performance development in sport with the potential of excelling internationally and ultimately generating and establishing additional benefits back into the country.

Finally, the Ministry has provides space for the **Desk of the Church Leaders**, which fosters a close relationship between the government and the Churches in Tonga. On February 13th 2022, they coordinated a National Day of Prayer and Fasting, which was led by the Free Wesleyan Church of Tonga – to intercede for the country in light of the dire challenges endured by the nation. The Church Leaders representation within the Ministry of Internal Affairs validates that the government values their input, faith, and commitment. This is an attestation to the motto of the Kingdom, **“God and Tonga are my inheritance”**.

Therefore, it is my intention that this Ministry will use this document as the key guiding tool towards fulfilling its mandate in the next four years, and I am confident that it will achieve results and to make a difference on the lives of our people.

May God Almighty continue to bless and guide Tonga into the future.



Hon. Sione Sangster Saulala
Minister for Internal Affairs



Message from the Chief Executive Officer



The three-year 2022-25 Corporate Plan for the Ministry of Internal Affairs sets out our strategic priorities, operating environment and our consolidated approach to performance reporting. It underpins our purpose and objectives and how we are to achieve success.

As we pursue our goals for the future we reflect on our journey thus far and the accomplishments for our vast clientele and stakeholders. Our priority is to be an agile organisation who encourages and is proactively responsive to the welfare of our stakeholders.

The introduction of the Covid-19 Pandemic to our country saw the need for an entwined focus on ensuring our Covid-19

Preparedness and Response strategies were incorporated and highlighted in the Ministry's 2022/23 – 2024/25 Corporate Plan.

The safety and welfare of staff and relevant stakeholders is of top priority to the Ministry. Our partnerships with communities, line government counterparts, bilateral partners and global organisations allow us to coordinate efforts to foster greater collaboration and build our collective capabilities. These partnerships in turn enable us to protect our nation's sovereignty, allowing Tonga to continue to benefit from being open, engaged and connected with the world.

At a difficult era in time, it is extremely essential that the Ministry responds to shifting priorities. The relocation of several divisions of the Ministry to the former Tongan Water Board premises (Lopaukamea) not only complements the Ministry's focus on efficiently providing services and tangible outcomes across the Ministry's functions but further provides ease of accessibility between the divisions (close proximity of each other).

Furthermore, by 2021 the division for Local Government and Community Development has been transferred to the Prime Minister's Office as an official restructure of Local Government passed by Cabinet in 2016. The 2022-2023 Fiscal Year will incur several new initiatives for the Ministry including the purchase of the TWB premises and the preparations for the Rugby League World Cup and the Rugby World Cup.

The Ministry will continue building social cohesion and unity through delivery of its services and programs to Tonga's communities in support of Government's objective of inclusiveness and that "no one is left behind".

The Ministry of Internal Affairs is steering towards a work environment embedded with the values and vision of 'moving Tonga forward' through its service deliveries via the Church

Leader's Desk, Youth and Sports development, Overseas Employment, Women's Empowerment and Gender Equality, Social Service Welfare Benefits for the vulnerable in society– all of which are compelled by strengthened partnership between Development Partners, Government and Non-Government Organizations, the Private Sector, Local Communities and religious establishments (Churches).

I have no doubt that as the Ministry continues its current efforts in delivering its core services to the fullest and working towards fulfilling the Ministry's vision, that it will maintain focus on ensuring all activities administered remain compliant with relevant Acts and Government policies. This principle will reinforce the Ministry's efforts in attaining its ultimate objective of ensuring lives of our people are indeed enhanced and the surety that they enjoy an improved standard of life.



DR. FOTU KUOHIKO VALELI FISI'IAHI
CHIEF EXECUTIVE OFFICER
MINISTRY OF INTERNAL AFFAIRS

1 Corporate Plan Executive Summary

1.1 Mandate

The Ministry of Internal Affairs regulates and consolidates policies that supports the socio-economic well-being of the people of Tonga. It stands to deliver such services pertinent to creating an enabling environment of poverty alleviation and inclusivity. MIA complements the efforts of other Line Ministries in promoting strong inclusive social demands and in ensuring equitable distribution of resources so to ensure that all the people of Tonga should enjoy its benefits, such as;

- Social Services Policy and Regulation – Women, gender equality, youth, people with disabilities, and elderly
- Employment Policies and Services - Management of overseas seasonal work schemes;
- Sports development
- Youth empowerment and development
- Promotion of women’s empowerment and gender issues.

The Ministry’s main focus is to drive meaningful change to make a difference to the lives of Tonga’s people, families and communities. With solid leadership and management, the Ministry’s key areas of policy-driven and activity-based initiatives transpire from services of the Ministry’s Youth and Sports development strategies, overseas employment opportunities, women affairs and women’s empowerment, social welfare services, and of course the church leaders program. The Ministry of Internal Affairs is set on delivery of its objectives with focus on achieving a sustained higher quality of life for all, the benefits of which will be visible and tangible at all levels, in particular, for those at the grass root level.

1.2 Key Legislations, Policy Decisions & Conventions

DIVISION	LEGISLATION AND POLICIES	INTERNATIONAL / REGIONAL AGREEMENTS
SPORTS and RECREATIONAL DEVELOPMENT	<ul style="list-style-type: none">• Tonga Sports Bill 2021• Tonga Sports Council Act	
OVERSEAS EMPLOYMENT	<ul style="list-style-type: none">• Tonga Labour Mobility Policy• Tonga Labour Mobility Operational Manual• Strategy to Mitigate Absconding by Tongan Labour Mobility workers 2020/21-2022/23	<ul style="list-style-type: none">• Pacific Labour Scheme• IAU (Inter Agency Understanding) with New Zealand

DIVISION	LEGISLATION AND POLICIES	INTERNATIONAL / REGIONAL AGREEMENTS
	<ul style="list-style-type: none"> • Code of Conduct and Guidelines for the Labour Mobility Workers of Tonga 	<ul style="list-style-type: none"> • MOU (Memorandum of Understanding) with Australia
WOMEN'S AFFAIRS & GENDER EQUALITY	<ul style="list-style-type: none"> • Family Protection Act • Women's Empowerment and Gender Equality Development 2019-2025 	<ul style="list-style-type: none"> • SDG • Pacific Platform for Action on Gender Equality and Women's Human Rights 2018–2030 • Framework for Resilient Development in the Pacific • Convention on the Rights of the Child • Convention on the Elimination of Discrimination Against Women
SOCIAL PROTECTION AND DISABILITY	<ul style="list-style-type: none"> • The National Disability Inclusiveness Policy 2014 – 2018 • Education Act • Family Protection Act • Guardianship Act • Health Promotion Foundation Act • Health Services Act • Maintenance of Illegitimate Children Act • Tonga Police Act • Public Health Act • Public Finance Management Act • Retirement Fund Act • National Retirement Benefits Fund Act • Retirement Fund Board Act • Pensions Act • National Aged Care Strategic Plan 2020-2024 	<ul style="list-style-type: none"> • Convention on the Right of Person with Disability
YOUTH DEVELOPMENT	<ul style="list-style-type: none"> • Tonga National Youth Policies and Strategy 	
GENERAL	<ul style="list-style-type: none"> • Public Enterprises Act • Public Service Act • Public Service Code of conduct and Ethics • Public Service Policy • Public Finance Management Act 	

1.3 Stakeholders

Ministry of Internal Affairs: Stakeholders and their relationships

The Ministry of Internal Affairs has a number of stakeholders, each playing multiple roles. A detailed analysis of the complexes and interrelated stakeholders and their role as essential to the development of the Ministry's corporate plan is presented in the table below.

The understanding of stakeholder needs and relationships within and outside of the Ministry provides an important basis of this plan. Stakeholder needs drive the identification of outputs and associated reforms and their grouping into programs and sub-programs/divisions. This in turn justifies the associated allocation of budget supporting them. Delivery of service to customer-stakeholder, the purchase of goods and services from supplier-stakeholders, joint working with partner-stakeholders, and adherence to rules established by oversight-stakeholders are all important considerations in the formulation of the Corporate Plan.

Stakeholders by relationship with the Ministry of Internal Affairs

Stakeholder	Customer of MIA	Supplier to MIA	Partner with MIA	Oversight of MIA
Cabinet	Advice, Recommendations Information	Decisions	Operating Effectiveness of Government	Direction
LA	Advice, Recommendations Information	Decisions, Legislation		Direction
MDAs	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government, Support of the TSDf	Oversight by PMO, PSC - Policy, Operations
Public Enterprises		Information	Operating Effectiveness of Government, Support of the TSDf	
Businesses	Advice, Guidance, Instructions, Services, Information	Provide Commercial Goods, Services, Fees, Charges	Support of the TSDf, Economic Development	Monitor, Petition
NGO, CSO, Churches	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDf, Community Work, Education, Health	
General Public	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDf	

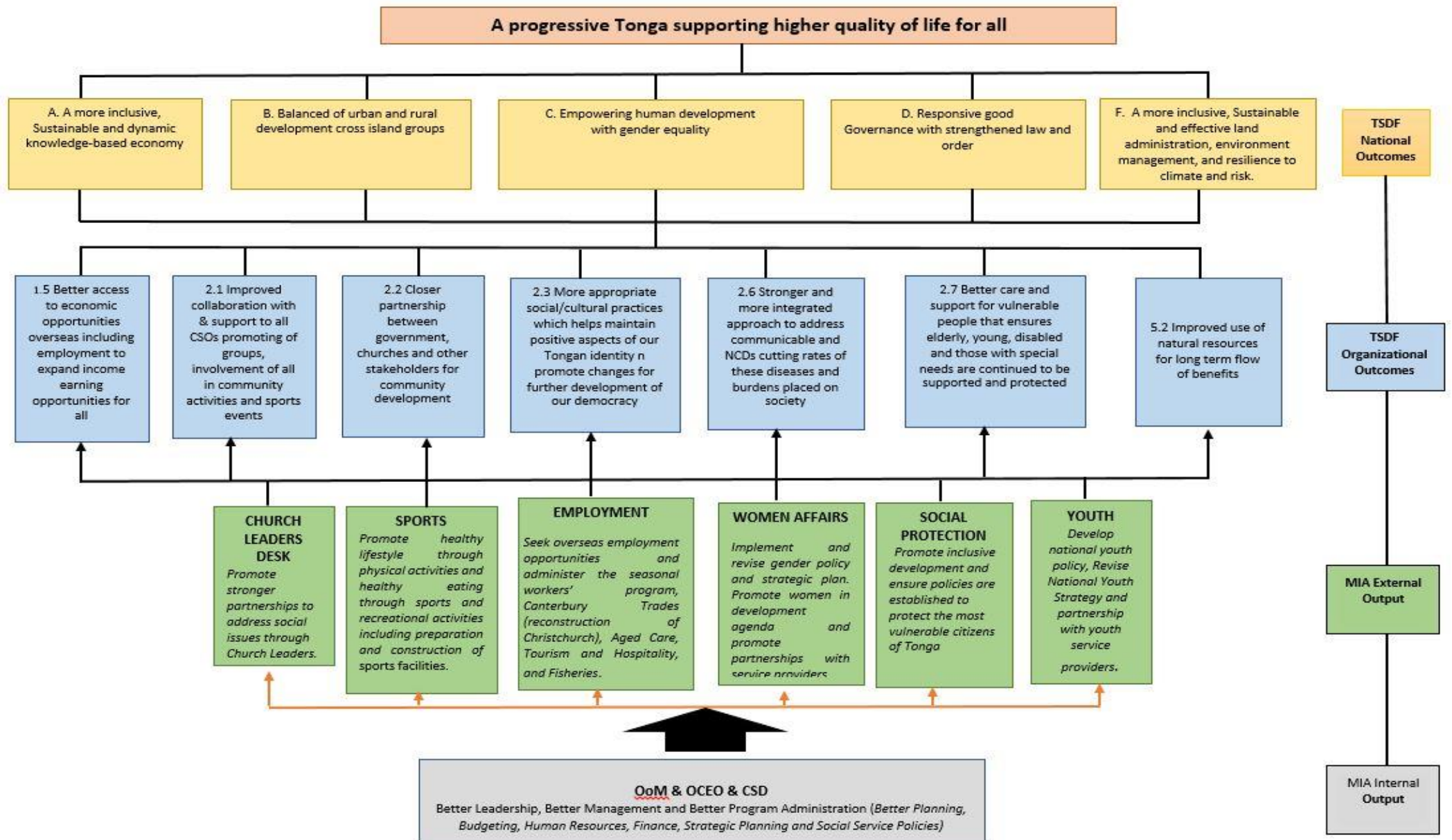
Development Partners	Advice, Guidance, Instructions, Services, Information	Development Assistance and Advice	Delivery of Aid Funded Programs	Oversight of the Use of Development Funds, General Performance Management
Sports Federations	Grants, Services, Advice, Information	Client Services	Service delivery	
NZ Ministry of Employment & relevant stakeholders	Advice, Guidance, Instructions, Services, Information	Job Opportunities, Policy, Trade, Remittances	Employment, Skills and Training, Business Investment, Labour Mobility	

1.4 Results Map

The Results Map presents the various levels of intertwined relationships within the Ministry of Internal Affairs and highlights the important role each correlated function encompasses and its relevance to the Tonga Strategic Development Framework (TSDF II) and the Sustainable Development Goals (SDG). The lowest level within the Ministry's Results Map comprises of internal outputs that are essential to effectively supporting and sustaining operations of the Ministry in delivery of its outcomes. This process supports the TSDF II Outcome Objectives directly linked to the Ministry's outputs and activities.

The Ministry's core functions seek to achieve the objectives set out in the TSDF II and the targets committed to the SDGs with an emphasis on Goal 1, Goal 3, Goal 4, Goal 5, Goal 8, and Goal 10 as are relevant to the Ministry of Internal Affairs.

- *The chart below indicates the results map for the Ministry of Internal Affairs*



1.5 SDG linkages

Program 1- Sub-program 05: Church Leaders Desk

Output 17.1.05-1: Promote stronger partnerships to address social issues through church leaders

Sub-output 1: Identify social concerns services center at churches

Sub-output 2: Establish counselling certificate V for the Kau Faifekau, Youth Leaders, School Teachers, and School counsellors

Sub-output 3: Capacity building of staff to provide child protection services through awareness and prevention programs

Sub-output 4: Identify action plan for Forum of Church Leaders quarterly meetings

Sub-output 5: Social concerns awareness and prevention program

The sub-program outputs are directly related to:

SDG 3. Good Health and Well-Being-

- a) **Target 3.4- By 2030, reduce by one third premature mortality from Non-Communicable Diseases through prevention and treatment and promote mental health**
- b) **Target 3.5- Strengthen the prevention of substance abuse, including narcotic drug abuse and harmful use of alcohol**

Program 2: Sports and Recreational Development

Output 17.2.1: Improved sports benefit involving low cost and high impact sports activity

Output 17.2.2: High Performance facilities and activities affordable and accessible

Output 17.2.3: People are aware of the improved opportunities for engaging in sport for pleasure, competitive (schools and community) and as a career, are developed.

Output 17.2.4: Sports for health

Output 17.2.5: Upgrading Sports Facilities

These outputs link directly to the following-

SDG Goal 3: Good Health and Well-Being

- a) **Target 3.4- By 2030, reduce by one third premature mortality from Non-Communicable Diseases through prevention and treatment and promote mental health**

Program 3: Overseas Employment

Output 17.3.1: Implementation of the Tonga Labour Mobility Policy

Output 17.3.2: Annual Community Outreach Programs to enhance awareness of Labour Mobility

Output 17.3.3: A database system to ensure databases are developed and managed effectively

Output 17.3.4: Improve management of Labour Mobility Operation Manual

These outputs link directly to the following:

SDG 1- No poverty-

- a) **Target 1.1- by 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day**

SDG 8- Decent work and economic growth –

- a) **Target 8.6- by 2022, substantially reduce the proportion of youth not in employment, education, or training**
- b) **Target 8.8- Protect labour rights and promote safe and secure working environment for all workers, including migrant workers**

Program 4: Women's Affairs & Gender Equality

Output 17.4.1: Enabling environment for mainstreaming gender across government policies, programs, services, corporate budgeting and monitoring and evaluation.

Output 17.4.2: Families and Communities prosper from Gender Equality

Output 17.4.3: Equitable access to economic assets and employment

Output 17.4.4: Increased women's leadership and equitable political representation

Output 17.4.5: Create equal conditions to respond to natural disasters and environmental and climate change

These outputs link directly to:

SDG 5- Gender Equality-

- a) Target 5.1- End all forms of discrimination against all women and girls everywhere
- b) Target 5.2- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- c) Target 5.5- Ensure all women's full effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public
- d) Target 5.6- Ensure universal access to sexual and reproductive rights as agreed in accordance with the programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review
- e) Target 5.a- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- f) Target 5.c- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Program 5: Social Protection and Vulnerable

Output 17.5.1: Disability Welfare Cash, an efficient, effective, sufficient, timely Cash assistance scheme to assist minor, moderate and severe disable persons in Tonga, to reduce or even eliminate poverty in Tonga and ease the hardships they confronted daily like their basic needs and provide cash to assist efforts to good health.

Output 17.5.2: That the Social Protection Division ensure that the conventions on the Right of Persons with Disability processes for ratification is completed by June 2021 and submitted to Cabinet to enable the access of all persons with Disability and the vulnerable to Quality Education, promote their rights to health, employments, sports and reasonable accommodation and life opportunities.

Output 17.5.3: Ensure that the extension of the National Disability Inclusiveness Policy 2021 – 2024 is approved by the cabinet before June 2021 to ensure that Persons with Disabilities and all vulnerable rights to life are and life opportunities are not obstructed and are addressed by all sectors.

Output 17.5.4: Develop Disaster Recovery Plan for the Vulnerable before and after a Natural Disaster.

Output 17.5.5: Strongly advocate and make aware the Issues of Disability, Elderlies and poor in the Country with discrimination, violence and gender issues

Output: 17.5.6: Poverty Elimination Scheme – CCT project - *To provide a safety protection net scheme for extreme poverty in Tonga, enabling them to be above the basic poverty line and eradicate poverty and hardship from their lives. Provide cash assistance and a MIS system*

Output 17.5.7: Start Developing and lobby for fund for an integrated Aged Care system in Tonga, and in line with the National Strategic Plan for Long Term Care in Tonga. Bearing in mind the Rest Home for Aged, poor and Destitute in Tonga.

Output 17.5.8: Develop an Adaptive Social Protection Strategies for Tonga with special focus on Disaster Risk Reduction with emergency funds in forms of tops up for all the vulnerable in Tonga, in times of Natural Disasters.

These outputs directly linked to:

SDG 1- No Poverty: All targets

SDG 4- Quality Education

- a) Target 4.4- by 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills for employment and decent jobs

SDG 10- Reduced Inequalities

- a) Target 10.2- empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status

Program 6. Youth Development

Output 17.2.6: An effective Tonga National Youth Policy and Strategy

Output 17.2.7: Enhance Youth Development

Output 17.2.8: Youth Stakeholders forums

Output 17.2.9: Disbursement of Youth Grants

These outputs link directly to:

SDG Goal 3: Good Health and Well-Being

- a) Target 3.5- Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol

SDG Goal 4: Quality Education

- b) Target 4.4- by 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills for employment and decent jobs

SDG 8- Decent work and economic growth –

- c) Target 8.6- by 2022, substantially reduce the proportion of youth not in employment, education, or training

1.6 TSDF Impacts and Outcomes Supported by Ministry of Internal Affairs Outputs

The Ministry of Internal Affairs 2021 - 2024 Corporate Plan sets out to achieve a Stronger Partnership for a more inclusive growth and sustainable Tonga with the ultimate goal of moving Tonga forward. The Ministry of Internal Affairs is amongst main central ministries of government, which contribute to both National and Organizational Outcomes of the Tonga Strategic Development Framework 2015- 2025 (TSDF II).

The Ministry supports the implementation of the TSDF II through more detailed plans such as formulation of the budget covering recurrent and development funds and management of development partner programmes, to align with the Ministry's planned activities with the objective of ensuring our people do benefit from the Ministry of Internal Affairs' activities.

The Ministry seeks inclusive, visible, and tangible opportunities to increase resilience of communities to a changing political environment, to COVID-19, to climate change and natural catastrophes.

TSDF II National outcomes directly supported by the Ministry of Internal Affairs

The Ministry of Internal Affairs makes significant contribution to five (5) out of the seven (7) TSDF National Outcomes:

- A. More inclusive, sustainable and dynamic & knowledge-based economy
- B. More inclusive, sustainable and balanced urban and rural development across island groups
- C. More inclusive, sustainable and empowering human development with gender equality
- D. More inclusive, sustainable and responsive good governance with strengthened rule of law
- F. More inclusive, sustainable and effective land administration, environment management, and resilience to climate and risk.

TSDF II Organisational Outcomes directly supported by the Ministry of Internal Affairs

The Ministry of Internal Affairs is a central component of government, which provides direct social services and support to the people of Tonga. The Ministry contributes towards fulfilling seven (7) of the TSDF Organisational Outcomes in particular, the following:

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

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

2.1: Improve collaboration with & support to civil society organizations and community groups

Improve collaboration with & support to social and civil society organizations promoting the development of groups which encourage greater involvement by all member of the society, a wider range of community activities, social and sporting events, healthy life styles and viable livelihoods in more inclusive and effective ways.

2.2: Closer partnership between governments, churches & other stakeholders for community development

Closer partnership between governments, churches and other stakeholders providing services to communities and support to community development to help promote stronger communities, better inclusive of all groups and human development.

2.3: More appropriate social and cultural practices

More appropriate social and cultural practices which help maintain the positive aspects of our Tongan identity while also helping to promote those changes needed for further development of our democracy and for more sustainable and inclusive institutions better able to interact with the opportunities and threats presented by the wider world.

2.7: Better care and support for vulnerable people in particular the disabled

Better care for vulnerable people that ensures the elderly, the young, disabled and others with particular needs continue to be supported and protected despite shrinking extended families and other changing social institutions

5.2: Improve use of natural resources for long term flow of benefits

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

The Government Priority Agenda

The Ministry supports all the Government Priority Agenda areas for a **“Stronger Partnership for a more inclusive growth and sustainable Tonga”** but more emphasis towards achieving Illicit Drugs awareness and demand reduction, Poverty alleviation and improve social welfare systems, and creating opportunities for training and employment.

The Strategies focus areas for the Budget 2021/22 – 2023/24 are as follows:

1. **GPA 2: Reducing relative poverty and increasing quality of social protection**
2. **GPA 3: Mobilizing national and international response to effectively reduce supply and use of illicit drugs, and address harms reduction processes**
3. **GPA 4: Improving education for all, focusing on safer schools, addressing drop outs, gender equality, and increasing employable trainings for both local and overseas opportunities**

Budget Strategy 2022/23 – 2024/2025

The Ministry's Corporate Plan is also guided by the 2021/22 – 2023/24 Budget Priorities & Strategies that support the theme of **“Stronger Partnership for a more inclusive growth and sustainable Tonga”** directly relevant to the Ministry, the relevant Divisions are indicated in each item:

1. Illicit drugs are now recognized globally as one of the critical issues of our times. It is a serious issue in Tonga, which affects all levels of society especially youth. The ministry will prioritise assistance in this area to:
 - Implement the TNIDP proposed action plans, with focus on:
 - i) supply reduction of illicit drugs;
 - (ii) demand reduction; and
 - (iii) harm reduction.
 - Support the over sighting role of the Illicit Drugs Steering Committee;
 - Greater collaboration and partnership among relevant MDA's, NGOs and communities to better address social issues (alcohol, drugs)
 - Support the existing illicit drugs programs under respective MDAs including:
 - Community prevention programs by Tonga Police;
 - Stronger awareness program, in addition to Tonga Police, across all over Tonga including schools program focus on school drop outs, churches and communities;
 - Support towards criminal returnees.
 - Combat the impact of the Illicit Drugs – CCT cash transfer scheme make available for youths as a way to encourage school attendance and provide opportunities for youth employment in communities, schools and families
 - Support CCT consultations and MET Truancy Unit with parents and teachers on students issues with schooling and attendance that are caused by using of drugs by parents and students
 - Support Annual Care Givers Training and Vulnerable households to identify issues with members of the households using or supplying drugs
2. Quality Education – Special Disability Inclusive Education for Disability Students, Special Schools for the Blind with Fiji and TTI Tonga. This will include capacity building on areas such as CRPD training, Disaster Recovery Plan Training, Training of Trainers (Disability), Social welfare workers, Policy Development courses, overseas attachment and overseas short courses on Social Policy and Social Welfare, Social Protection and associated relevant fields.
3. Continue to prioritise better health as central to human happiness and well-being. A healthy population live longer, more productive, and less costly to Government. As such, for better health outcomes for all, the ministry will focus assistance and support on:

- An Integrated Aged Care system for the Elderly population in Tonga commenced by 2021, with Aged care facilities, programmes and policies to be developed.
 - To develop an Adaptive Social Protection Strategy for Tonga. By ensuring that we have a robust MIS system that cater for all social registry in the country
 - Annual Caregivers Training for Carers of Persons with Disability, Elderlies and Destitute,
 - Improving public service delivery with better health information systems in place through the E-Health Project;
4. Energy, climate change and our vulnerability and exposure to natural disasters remains a critical priority. In considering our region's high degree of vulnerability to disaster and climate change, it is paramount to have all the necessary institutional and capacity set up in place aiming at building a resilient economy in preparation for natural disasters and climate change effects. Government will prioritise support and assistance as follows:
- Developing a Disaster Risk Financing Strategy by focusing **on priority 5**: "Adaptive social protection strategy. This approach will help to build the resilience of households that are vulnerable to shocks through direct investments that support their capacity to prepare for, cope with, and adapt to shocks: protecting their wellbeing and ensuring that they do not fall into poverty or become trapped in poverty as a result of the impacts". Formal top ups in time of natural hazards is one example.
 - Activities continues according to the Safety and Protection programs in partnership with NGO's and Development partners
 - Enforce compliance with the Building codes for all new construction for disability access and enhance resilience;
5. Improving public investment in and management of public infrastructure (Sporting Facilities – Teufaiva Stadium, 'Atele Indoor Stadium and Construction of THS Complex) and enforce the implementation of roads , ramps , pathways for persons with Disabilities
6. Continue to improve aid effectiveness and partnership with development partners on improving foreign aid programs
7. Public Sector System Reform – Building Staff Capacity, stakeholders, Best Practise and excellent performance management training, increased study opportunities, research, and skills training

2. Ministry Overview

The Ministry of Internal Affairs consolidates policies relevant to social and community development and delivers functions pertinent to creating the enabling environment of poverty alleviation and inclusivity. MIA complements the efforts of other Line Ministries in promoting strong inclusive communities through social service demands and in ensuring equitable distribution of development benefits, such as;

- Social Services – Women, Gender Equality, Youth, Marginalized and Vulnerable, Elderly and Church Leaders Desk.
- Employment Services - Management of overseas seasonal work schemes;
- Sports Development and Recreational Facilities.
- Youth empowerment and development
- Promotion of women's rights and gender issues.

The Ministry of Internal Affairs is set on delivering its core services with focus of achieving a sustained higher quality of life for all, the benefits of which will be visible and tangible at all levels, in particular, for those at the Grass root level.

MIA's Vision Statement

“That the Ministry of Internal Affairs be the leading ministry in Tonga by 2025 in developing and progressing communities and families in Tonga to becoming resilient, sustainable for an advanced society, characterized by vigorous health, gender equality, equal opportunities and harmonious living”

MIA's Mission Statement

“To establish and deliver high quality standard of professionalism serving the people, communities and government in building a safe, prosperous and respectable nation”

2.1 Outputs and Programs

The Ministry's Outputs and their grouping into Divisions, Programs and Sub-Programs as identified in the Stakeholder/Ministry of Internal Affairs Relationship Table, is listed below (the numbering follows the budget coding, with the last numeral(s) representing the Output):

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Policy Advice	Output 17.1.01-1: Effective political direction and Leadership	Activity 1.01.1.1: Conduct CEO and HOD meetings	Minister's Office
	Output 17.1.01.2: Provide appropriate advice and guidance and reporting	Activity 1.01.2.1: Inform government priorities to CEO and HODs	
		Activity 1.01.2.6: Submit annual reports to Cabinet and Parliament	
		Activity 1.01.2.6: Attend bi-lateral, multi-lateral and international conferences and meetings	
	Output 17.1.01-3: Ensure appropriate legislation is in place for the ministry	Activity 1.01.3.1: Draft legislation submitted to the Law committee	
		Activity 1.01.3.2: Draft legislation submitted approved by the Law committee and submitted to Parliament	
	Output 17.1.02-1: Effective management, planning, and reporting	Activity 1.02.1.1: Submission of Corporate Plans.	CEO's Office
		Activity 1.02.1.2: Conduct HOD meetings	
		Activity 1.02.1.3: Effective reporting	
	Output 17.1.02-2: Effective service delivery and operations	Activity 1.02.2.1: Improve office space for effective coordination and service delivery	
		Activity 1.02.2.3: Recruit Policy and Planning unit of the Ministry	
		Activity 1.02.2.4: Improve process and procedural system of the Ministry	
		Activity 1.02.2.6: Promote staff capacity building through advanced studies and training	
		Activity 1.1: Provide effective financial services and payments	

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
	Output 17.1.03.1: Compliant, Effective & Efficient management and delivery of financial services	Activity 1.2: Review, Prepare & Collate Ministry's proposed Annual Budget for new Financial Year	Corporate Services & Outer Islands Corporate Services & Outer Islands
	Output 17.1.03.2: Timely and Accurate Financial Reporting	Activity 2.1: Develop and implement Internal Controls for effective financial processes and procedures	
		Activity 2.2: Provide effective financial forecast, updates, and reports	
	Output 17.1.03.3: Effective, timely, and compliant Taxes, Debt, and Asset Management	Activity 1.03.4.1: Provide effective tax management and reports	
		Activity 1.03.4.2: Effective and updated assets management	
	Output 17.1.03.4 Effective and Efficient management and delivery of Human Resource Services	Activity 4.1: Provide effective and relevant staff capacity building and development	
		Activity 4.2: to deliver timely and effective recruitment of critical posts and vacancies	
		Activity 4.3: Provide proper performance management and supervision	
	Output 17.1.03.5: Deliver effective procurement processes	Activity 1.03.5.1: Preparation of Ministry's Annual Procurement Plan	
	Output 17.1.03.6: Effective policies under MIA mandate	Activity 6.1: Develop and implement effective policies relevant under MIA's mandate	
		Activity 6.2: Develop and implement proper and effective M&E	
	Output 17.1.03.7: Effective, relevant, and logical Corporate Planning and Annual Work Planning	Activity 7.1: Develop appropriate Corporate Plans	
		Activity 7.2: Develop relevant and effective Annual Work Plan	
	Output 17.1.08 Proper and effective monitoring and evaluation of Corporate Plan and Annual Work Plan	Activity 8.1: Develop M&E framework and strategy for Corporate Plan and Annual Work Plans	
		Activity 8.2: Effective and timely reporting	
	Output 9: Reliable and effective information and communications and media services	Activity 9.1: Deliver effective IT services	
		Activity 9.2: Develop and manage MIA website	
		Activity 9.3: Develop MIA centralized database	
		Activity 9.4: Deliver effective media communications	
	Output 10: Better logistics and support services	Activity 10.1: Provide effective transportation services	

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
		Activity 10.2: provide effective filing and delivery services	
		Activity 10.3: deliver effective cleaning services	
		Activity 10.4: provide office security services	
	Output 17.1.05.1: Identify the effectiveness of the Social Concern Services and promote a closer working network among Churches	Activity 1.05.1.1: Stocktaking of 16 social concern services centres under the churches	Church Leaders Desk
		Activity 1.05.1.2: Capacity Training of Social Concerns Centres.	
	Output 17.1.05.2: Established Counselling Certificate V for the Kau Faifekau, Youth Leaders, School Teachers and School Counsellors.	Activity 1.05.2.1: Increase intake of the Counselling Certificates for the Churches and Level 5 Diploma Intake 2 for the Churches and the Social Concerns Services	
	Output 17.1.05.3: Capacity Training of Staff to provide child protection Services through awareness and prevention program	Activity 1.05.3.1: Conduct Outreach and Awareness program throughout Tonga	
	Output 17.1.05.4: Identify Action Plan from National Forum of Church Leaders Quarterly Meeting Output 17.1.05.5: Social Concerns Awareness and Prevention Program	Activity 1.05.4.1: Arrangement of National Prayer week	
		Activity 1.05.4.2: Implementation of Action Items from the National Forum of Church Leaders Quarterly Meeting	
		Activity 1.05.5.1: Cyber Safety Awareness and Prevention Program	
		Activity 1.05.5.2: Haofaki Moui Health Promotion	
		Activity 1.05.5.3: Psycho Social Support Program	
		Activity 1.05.5.4: Suicide Prevention Program	
		Activity 1.05.5.5: Youth Stewardship Program	
Program 2: Sport and Recreational Development	Output 17.2.1: Improved sports development	Activity 2.1.1: Develop a sports legislation, policy, and strategy	Sports and Recreation Division
		Activity 2.1.2: Provide capacity building, training, and studies for Sports Federations staff	
	Output 17.2.2: Provide capacity building, training, and studies for Sports Federations staff	Activity 2.2.1: Establish sport high performance unit	
		Activity 2.2.2: Provide financial investment plan for High Performance Unit	
		Activity 2.2.3: Provide training and studies for Sports Science	
		Activity 2.3.1: Facilitate and support school sports competitions	

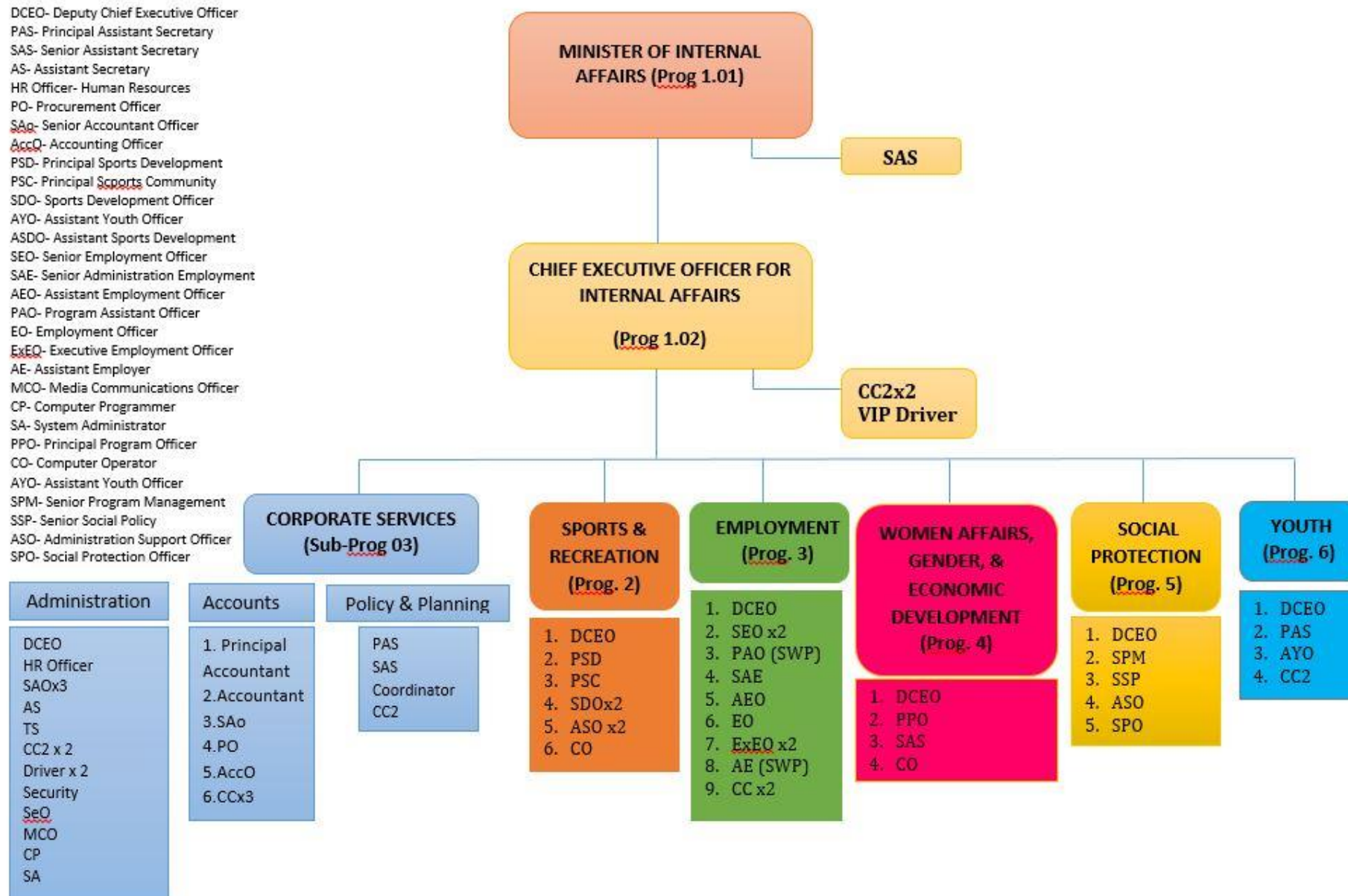
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
	Output 17.2.3: Advanced sports tournaments, competitions, and sports career	Activity 2.3.2: Develop sports career pathway for students	
		Activity 2.3.3: Assist international rugby tournaments	
		Activity 2.3.4: Provide coaching trainings for schools and coaching clinics	
	Output 17.2.4: Sub - Output 17.2 - 04: Sports for health	Activity 2.4.1: Kau Mai Tonga ketau Fakamalohisino (KMT) for all communities	
		Activity 2.4.2: Conduct Fiefia Sports	
		Activity 2.4.3: Assist and support groups involved in health promotion activities	
Program 3: Overseas Employment	Output 17.3.1: Improve labour skills development	Activity 3.1.1: Develop and implement a skills development strategy to continuously supply domestic and international labour demands	Overseas Employment Division
	Output 17.3.2: Advance Tongan labour competitive advantage	Activity 3.2.1: Develop a marketing strategy to maximize Tongan labour competitive advantage	
		Activity 3.2.2: Deliver effective negotiations on Free Trade Agreements	
	Output 17.3.3: Effective and efficient labour recruitment	Activity 3.3.1: Deliver effective and efficient recruitment of labour	
		Activity 3.3.2: Deliver targeted recruitment for poverty households	
		Activity 3.3.3: Decentralize and simplify labour recruitment process	
	Output 17.3.4: Improved welfare of Tongan labourers in overseas employment	Activity 3.4.1: Conduct review of Labour contracts to improve terms and conditions	
		Activity 3.4.2: Develop social support programs for Tonga labourers in overseas employment	
	Output 17.3.5: Proper integration of remittances and skills into the local economy	Activity 3.5.1: Develop a reintegration for seasonal workers	
Program 4: Women's Affairs &	Output 17.4.1: Improved enabling environment for gender mainstreaming	Activity 4.1.1 Deliver effective gender mainstreaming	Women's Affairs & Gender Equality Division
		Activity 4.1.2 Identify and support gender focal points in line ministries	
		Activity 4.1.3 Provide effective M&E for gender mainstreaming	

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Gender Equality		Activity 4.1.4: Deliver public awareness programs on gender issues	
	Output 17.4.2: Improve services for domestic violence and gender based violence	Activity 4.2.1: Promote and support effective and accessible services for domestic violence and gender based violence	
		Activity 4.2. 2: Develop a long term investment plan to support service providers in DV and GBV to build their capacity and increase their services	
		Activity 4.2.3: Develop and implement minimum standards for DV and GBV services	
	Output 17.4.3: Improve women's access to economic assets and employment	Activity 4.3.1: Support and promote women's businesses and development	
		Activity 4.3.2: Support and promote women and girls employment	
	Output 17.4.4: Increased women's leadership and equitable political representation	Activity 4.4.1: Develop and support programs to improve women's political leadership	
	Output 17.4.5: Advanced women's resilience to climate change and disasters	Activity 4.5.1: Support and promote climate change and disaster risk reduction awareness programs for women	
		Activity 4.5. 2: Support and conduct Gender in Humanitarian Action Training for all actors in disaster management	
Program 5: Social Protection and Vulnerable	Output 17.5.1: To ensure the ratification of the Convention on the Rights of People with Disability	Activity 5.1.1 Conduct targeted consultation for the ratification of CRPD	Social Protection and Vulnerable Division
		Activity 5.1.2 Expedite process for Cabinet submission of CRPD	
		Activity 5.1.3: mainstream disability issues into all national plans and policies	
	Output 17.5.2: Develop the revised National Disability Inclusiveness Policy 2022-2024	Activity 5.2.1: Conduct public consultations on the policy	
		Activity 5.2.2: Develop implementation framework for the policy	
		Activity 5.2.3: Develop an M&E strategy for the Policy	
	Output 17.5.3: To eradicate poverty through the CCT project	Activity 5.3. 1 Develop and update	
		Activity 5.3.2: MIS system for poverty registry	

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
	Output 17.5.4: Develop and implement National Strategic plan for Integrated Age Care in Tonga	Activity 5.4.1: Develop national and support quality standard for Age Care services in Tonga Activity 5.4.2: develop and support projects for age care services in Tonga	
Program 6. Youth Development	Output 17.2.6: Establishment of Tonga's National Youth Policy	Activity 6.1.1: Develop and implement Tonga's National Youth Policy	Youth Division
		Activity 6.1.2: Monitoring of Tonga's National Youth Policy	
		Activity 6.1.3: Adopting of national youth framework	
		Activity 6.1.4: Implementing the National Youth Strategy	
		Activity 6.1.5: Effective public awareness of the Youth Policy and strategy	
		Activity 6.1.6: Monitoring of youth strategies	
		Activity 6.1.7: Mainstreaming youth	
		Activity 6.1.8: Mapping youth work in Tonga	
		Activity 6.1.9: Establishing youth centres/youth community hubs in Tonga	
	Output 17.2.7: Enhanced youth development	Activity 6.2.1: Youth capacity building Activity 6.2.2: Coordinating training programs for youth	
	Output 17.2.8: Youth Stakeholders forums	Activity 6.3.1: Conduct forums with youth stakeholders Activity 6.3.2: International Youth Day	
	Output 17.2.9: Disbursement of Youth Grants	Activity 6.4.1: Distribution of youth grants to eligible applicants Activity 6.4.2: M&E of Youth Grants Projects	

2.2 Ministry Organisational Structure

DCEO- Deputy Chief Executive Officer
 PAS- Principal Assistant Secretary
 SAS- Senior Assistant Secretary
 AS- Assistant Secretary
 HR Officer- Human Resources
 PO- Procurement Officer
 SAO- Senior Accountant Officer
 AccO- Accounting Officer
 PSD- Principal Sports Development
 PSC- Principal Sports Community
 SDO- Sports Development Officer
 AYO- Assistant Youth Officer
 ASDO- Assistant Sports Development
 SEO- Senior Employment Officer
 SAE- Senior Administration Employment
 AEO- Assistant Employment Officer
 PAO- Program Assistant Officer
 EO- Employment Officer
 ExEO- Executive Employment Officer
 AE- Assistant Employer
 MCO- Media Communications Officer
 CP- Computer Programmer
 SA- System Administrator
 PPO- Principal Program Officer
 CO- Computer Operator
 AYO- Assistant Youth Officer
 SPM- Senior Program Management
 SSP- Senior Social Policy
 ASO- Administration Support Officer
 SPO- Social Protection Officer



2.3 Budget Allocations

Program	2021/22 Budget	2022/23 Budget	Difference	New Initiatives
1. Leadership, Policy and Program Administration	\$1,989,800	\$2,004,200	\$14,400	
2. Sports and Recreational Development	\$756,000	\$754,600	\$1,400	
3. Overseas Employment Development	\$1,040,900	\$1,044,400	\$3,500	
4. Women Affairs & Gender Equality	\$343,900	346,800	\$2,900	
5. Social Protection and Disability	\$300,100	\$294,000	- \$6,100	
6. Youth Development	\$450,700	\$455,000	\$4,300	
TOTAL:	\$4,881,400	\$4,899,000	\$17,600	

3 Ministry Budget and Staffing

To deliver the ministry's outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 1 and staff, summarized in Table 2 below:

Table 1: Ministry Budget by Recurrent, Development and item (cash & in-kind – millions)

Expenditure Item	2020/2021 Provisional	2021/2022 estimate	2021/22 revised estimate	2022/23 estimate
Established Staff (10xx)	3,544,500	2,532,100	1,927,400	1,934,700
Unestablished Staff (11xx)	756,500	1,120,034	879,900	294,600
Travel & Communication (12xx)	333,100	434,692	359,100	298,000
Maintenance & Operations (13xx)	141,600	214,414	161,200	370,500
Purchase of Goods & Services (14xx)	7,896,100	4,293,179	2,911,500	2,886,900
Grants & Transfers (15xx)	3,051,000	5,725,805	8,151,700	2,373,200
Assets (20xx)	138,900	184,959	153,800	224,800
Total Recurrent Expenditure	15,861,700	14,505,183	14,544,600	8,382,700

Table 2: Ministry Total Staff by Key Category

Category	2020/2021	2020/2021 revised	2021/2022 estimate	2021/2022 revised	2022/2023 projection
Executive Officer (Band B - G)	8	8	7	7	7
Professional Staff (Band H - L)	23	25	24	21	24
Other Staff (Band M - S)	23	28	27	30	37
Total Established Staff	54	61	58	58	68
Unestablished Staff	33	35	34	29	23
Total Staff	87	96	92	87	91
Total Recurrent Cost (\$m)	4.3m	3.9m	2.1m	2.8m	2.0m

4 Program activities and indicators

This section provides additional information on each Division/sub-program grouped by their programs.

Program 1: Leadership, Policy & Program Administration

[Link to last CP & Budget](#)

Ongoing

Minor change

Major Change

New



The Leadership Policy & Program Administration includes the offices of the Minister, CEO and the Corporate Service Division which comprises of Finance, Administration & Human Resources, Strategic Planning, and Social Service Policy direction. The Corporate Service Division oversees the overall administration not only on Tongatapu but includes the Ministry's branches in Vava'u, Ha'apai, 'Eua, Niuafo'ou and Niuatoputapu.

This program aims at delivering outputs which will enhance the overall operation of the Ministry. The Corporate Service Division is the supporting arm to the offices of the Hon Minister and CEO as all parties (Minister, CEO and Corporate Services – including Outer Island Offices), collaborate to ensure that core guiding documents for the Ministry are in place and updated regularly. The major immediate customers under Program 1 are staff of the Ministry, since the effectiveness of the leadership/management and provision of

other internal outputs under Program 1 sub-programs are critical for the efficient and effective service delivery of the Ministry.

Sub- Program 01: Office of the Minister

Office of the Minister Budget, Staff and Projects

To operate well the ministry needs clearer, more consistent leadership from the Minister with a clear divisions of labour between the roles of the Minister (leadership) and the CEO (management). This requires setting the direction of the ministry and helps support the management of the Ministry and creates a sound enabling environment encouraging professionalism and good governance within which the staff can perform efficiently and effectively.

Table 3: Office of the Minister Staff and Budget

Description	2020/2021 estimate.	2021/22 estimate	2021/22 Revised estimate	2022/23 estimate
Total = Recurrent (\$m)	0.21	0.19	0.19	0.19
Executive Staff (Band B – G)	1	1	1	1
Prof Staff (Band H – L)	-	1	1	1
Other Staff (Band M – S)	-	1	1	1
Total Established	1	3	3	3
Unestablished	2	2	2	1

** Three contracted staff under the Minister's Office (Hon. Minister, Personal Assistant and VIP Driver).

The Minister's office has been operated by three staff for the past two fiscal years.

Office of the Minister Outputs and KPIs

Output 17.1.01-1: Effective political direction and Leadership					
Activity:	KPIs	2021/22	2022/23	2023/24	2024/25
Activity 1.01.1: Conduct CEO and HOD meetings	KPI 1: Number of meetings with HODs	monthly	1/month	1/month	1/month
Output 17.1.01.2: Provide appropriate advice and guidance and reporting					
Activity 1.01.2.1: Advice and guidance are provided	KPI 1: Timely advise are provided	Monthly	Monthly	Monthly	Monthly
Activity 1.01.2.6: Submit annual reports to Cabinet and Parliament	KPI 1: Number of reports submitted	1	1	1	1
Activity 1.01.2.6: Attend bi-lateral, multi-lateral and international conferences and meetings	KPI 1: Number of meetings conducted/attended	4	4	4	5
Output 17.1.01-3: Ensure appropriate legislation is in place for the ministry					
Activity 1.01.3.1: Draft legislation submitted to the Law committee	KPI 1: Number of draft legislations submitted	1	1	1	
Activity 1.01.3.2: Draft legislation submitted approved by the Law committee and submitted to Parliament	KPI: Number of draft legislations approved	1	1	1	

Sub- Program 02: Office of the Chief Executive Officer

The Ministry of Internal Affairs' Annual Budgetary Framework for the financial year 2021/2022 where the Office of the Chief Executive Officer anticipates that this budget programme will empower all divisions of the Ministry and its customers in inaugurating further social changes in its drive to attaining the Sustainable Development Goals (SDGs) framework. The ministry has fully utilized its limited and scarce resources and will continue doing so in the current financial year. It is a medium of restoring patriotism amongst our people and thus investments to our external customers has been evidently valuable. Improving the standard of living for all Tongans is crucial and addressing lifestyle diseases known the Non-Communicable Diseases (NCDs) and particularly in maintaining a healthy and vibrant population.

The Office of the Chief Executive Officer (OCEO) will strive to achieve the best in all social sectors establishing collaborative partnership with all stakeholders involved to accomplish maximum results for 2021/22 Financial year.

The OCEO is delegated six outputs that deliver the above requirements to its core divisional implementation outputs and to be more effectively and efficiently. Particularly in providing strategic Policy advice, developments directions guidance and assistance to a wide range of stakeholders.

Office of the Chief Executive Officer Budget, Staff and Projects

Table 4: Office of the Chief Executive Officer Staff and Budget

Description	2019/20 provisional	2020/21 estimate	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	0.12	0.11	0.14	0.14	0.14
Executive Staff (Band B – G)	1	1	1	1	1
Prof Staff (Band H – L)	-	1	1		
Other Staff (Band M – S)	-	-		2	2
Total Established	1	2	2	3	3
Unestablished	1	1	1	-	-

Office of the Chief Executive Officer Outputs and KPIs

Output 17.1.02-1: Effective management, planning, and reporting					
Activity:	KPIs	2021/22	2022/23	2023/24	2024/25
Activity 1.02.1.1: Submission of Corporate Plans	KPI 1: Corporate plan submitted on time	1	1	1	1
	KPI 2: Revised Corporate Plan submitted according to budget passed by Parliament	1	1	1	1
Activity 1.02.1.2: Conduct HOD meetings	KPI 3: Number of HOD meetings conducted	1/mont h	1/mont h	1/month	1/month
Activity 1.02.1.3: Effective reporting	KPI 6: bi-annual reports submitted on time	2	2	2	2
Output 17.1.02-2: Effective service delivery and operations					
Activity 1.02.2.1: Improve office space for effective coordination and service delivery	KPI 1: Number of new offices secured	1	1	2	3
	KPI 2: Renovation and construction timeline	nil	2 month s	3 months	5 months

Activity 1.02.2.3: Recruit Policy and Planning unit of the Ministry	KPI 3: successful recruitment of staff unit	1	3	3	3
Activity 1.02.2.4: Improve process and procedural system of the Ministry	KPI 4: Innovative and effective processes guideline developed	3	3	5	5
Activity 1.02.2.5: Promote staff capacity building through advanced studies and training	KPI 5: Number of trainings conducted	15	18	18	20
	KPI 6: number of scholarships awarded to staff	1	4	4	4

Sub- Program 03: Corporate Service Division

The Corporate Services division is the supporting arm to the Office of the CEO and Hon Minister as all parties (Minister, CEO and Corporate Services – including Outer Island Offices), will collaborate to ensuring that core guiding documents for the Ministry are in place and updated regularly. These include, Corporate Plans, Annual Reports, Annual Management Plans, Quarterly Operational reports, Asset Management Register, Management and regular reporting of budget adherence, Training and Development of staff in line with Public Service policies and relevant Financial Instructions. The outputs specified above will definitely attribute towards the overall efficiency of the Ministry's operation through the existence of clear directions to guide and drive implementation of core programs of Ministry. These outputs will be an anchorage for the Ministry's mandated core roles (sports, employment, women, social disability and youth) as they work independently towards the ultimate goal of ensuring effective socio-economic development.

It is critical to ensure focus is placed on facilitating internal trainings and capacity building development for all of the Ministry's staff, driven and propelled by the Corporate Services division to ensure capacity of staff within the Ministry's core divisions are compliant with required reporting mechanisms which in turn will support and guarantee each Program's (division) ability of delivering its output.

Delivering an efficient and effective HR, administrative and financial service (to ensure full compliance of the Ministry in accordance with relevant legislation and policies) is a collective impact. This includes strengthening the ability of HODs to fulfil two of their key responsibilities outlined in their job descriptions, which are: 1) Human Resource management; and 2) Financial Management.

In addition to the common management output, the Divisions is delegated four (4) outputs that deliver the above requirements (all internal) listed with relevant KPIs below in Table 5.

Corporate Service Divisional Budget, Staff and Projects

Table 5: Corporate Service Divisional Staff and Budget

Description	2019/20 provisional	2020/2021 estimate	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	3.9	3.8	6.1	1.2	1.2
Executive Staff (Band B – G)	1	1	1	1	1
Prof Staff (Band H – L)	2	3	4	12	12
Other Staff (Band M – S)	8	9	11	14	14
Total Established	11	7	10	27	27
Unestablished	9	5	6	16	16

Major changes- the establishment of the Policy and Planning unit under CSD

Corporate Service Divisional Outputs and KPIs

Output 1: Compliant, Effective & Efficient management and delivery of financial services					
Activity:	KPIs	2021/22 (baseline)	2022/23	2023/24	2024/25

Activity 1.1: Provide effective financial services and payments	KPI 1. Percentage of successful payments processed	80%	90%	95%	95%
	KPI 2. Amount of revenue collected by the Ministry	35k	35k	40k	40k
Activity 1.2: Review, Prepare & Collate Ministry's proposed Annual Budget for new Financial Year	KPI 1. Number of proposals submitted	5	3	4	4
	KPI 2. Number of divisional budget consultations	2	2	3	3
	KPI 3. Number of new initiatives successfully lodged	1	3	3	3
Output 2: Timely and Accurate Financial Reporting					
Activity 2.1: Develop and implement Internal Controls for effective financial processes and procedures	KPI 1. Staff compliance rate to internal controls	75%	80%	80%	80%
	KPI 2. Number of trainings on internal controls and updated procedures	12	6	12	12
	KPI 3. Number of queries reduced	142	80	80	80
Activity 2.2: Provide effective financial forecast, updates, and reports	KPI 1. Number of cash flow reports submitted	2	12	12	12
	KPI 2: Number of Quarterly Financial updates to HODs	4	4	4	4
	KPI 3: Number of financial reports submitted to Finance	0	1	1	1
Output 3: Effective, timely, and compliant Taxes, Debt, and Asset Management					
Activity 1.03.4.1: Provide effective tax management and reports	KPI 1. Number of tax forms completed and submitted	3	3	3	3
	KPI 2. Complete Quarterly tax update for MIA employees	0	4	4	4
Activity 1.03.4.2: Effective and updated assets management	KPI 1. Number of assets registered in MIA inventory	465	500	550	590
	KPI2. Number of assets damaged	0	20	30	30
	KPI 3: Number of assets evaluated on value and depreciation	0	30	50	65
Output 4: Effective and Efficient management and delivery of Human Resource services					
Activity 4.1: Provide effective and relevant staff capacity building and development	KPI 1. Number of staff trainings conducted	4	4	4	4
	KPI 2. Number of MIA scholarships provided	3	3	3	3
	KPI 3. Specialize training for divisions capacity needs	2 divisions/year	2 divisions/year	2 divisions/year	2 divisions/year

Activity 4.2: to deliver timely and effective recruitment of critical posts and vacancies	KPI 1. Number of critical posts and new posts recruited	2	2	2	2
	KPI 2. Number of vacancies and new posts recruited and fulfilled	8	8	8	8
Activity 4.3: Provide proper performance management and supervision	KPI 1. Number of PMS assessments completed	2/FY	2/FY	2/FY	2/FY
	KPI 2. Number of staff supervision assessment	2/FY	2/FY	2/FY	2/FY
	KPI 3. Percentage of staff increment appraisals achieved	50%	50%	50%	50%
Output 5: Deliver effective procurement processes					
Activity 1.03.6.1: Preparation of Ministry's Annual Procurement Plan	KPI 1. Number of procurement proposals	8	8	10	10
	KPI 2. Amount of goods and services procured	-	\$3,186,930	\$4,000,000	\$3,000,000
Output 6: Effective policies under MIA mandate					
Activity 6.1: Develop and implement effective policies relevant under MIA's mandate	KPI 1. Number of policies developed	3	1	2	1
	KPI 2. Number of implementation frameworks developed	3	1	2	1
	KPI 3: Number of policies reviewed	3	3	4	1
Activity 6.2: Develop and implement proper and effective M&E	KPI 1. Number of policies with M&E strategy	3	3	4	5
	KPI 2. Number of reports on policy implementation	3	3	4	6
Output 7: Effective, relevant, and logical Corporate Planning and Annual Work Planning					
Activity 7.1: Develop appropriate Corporate Plans	KPI 1. Number of Corporate Plan assessments completed with National Planning	2	2	2	2
	KPI 2: Number of Corporate Plan consultations completed	2	2	2	2
	KPI 2. Timely submission of Corporate Plan	1	1		
Activity 7.2: Develop relevant and effective Annual Work Plan	KPI 1: Number of work plans formulated	7	6	6	6
	KPI 2: Number of planned activities implemented	7	6	6	6
Output 8: Proper and effective monitoring and evaluation of Corporate Plan and Annual Work Plan					

Activity 8.1: Develop M&E framework and strategy for Corporate Plan and Annual Work Plans	KPI 1: number of logical frameworks formulated	6	6	6	6
	KPI 2: number of monitoring site visits conducted	1/month	1/month	1/month	1/month
Activity 8.2: Effective and timely reporting	KPI 1: number of reports completed	4 QTR 1 AR	4 QTR 1 AR	4 QTR 1 AR	4 QTR 1 AR
	KPI 2: number of reports approved by Cabinet and submitted to Parliament	1	1	1	1
Output 9: Reliable and effective information and communications and media services					
Activity 9.1: Deliver effective IT services	KPI 1: Number of IT hardware checked and updated	20	20	20	20
	KPI 3: Number IT trainings for MIA employees	2/year	2/year	2/year	2/year
Activity 9.2: Develop and manage MIA website	KPI 1: Upgrade access towards easy access to MIA website	Purchase app access		Review management MIA website	
	KPI 2: number of contents uploaded to the website	6/quarter	6/quarter	6/quarter	6/quarter
	KPI 3: number of users/viewers on the MIA website	1000	2000	3000	4000
Activity 9.3: Develop MIA centralized database	KPI 1: Central Database developed and launched	Data dashboard	Launch database		
	KPI 2: Number of staff training on data management (security, collection, and entry)	2/year	2/year	2/year	2/year
	KPI 3: Number of users	6	8	9	10
Activity 9.4: Deliver effective media communications	KPI 1: Number of MIA newsletters formulated	12 newsletter per financial year	12 newsletter per financial year	12 newsletter per financial year	12 newsletter per financial year
	KPI 2: Number of newsletter readers in circulation	Every Government Ministries, Stakeholders and all staff	Every Government Ministries Stakeholders and all staff	Every Government Ministries Stakeholders and all staff	Every Government Ministries Stakeholders and all staff
	KPI 3: Number of radio and television programs conducted	Twice (2) a month	Twice (2) a month	Twice (2) a month	Twice (2) a month

	KPI 4: Number of MIA press conferences	2/year	2/year	2/year	2/year
	KPI 5: Number of media releases	Once a month	Once a month	Once a month	Once a month
Output 10: Better logistics and support services					
Activity 10.1: Provide effective transportation services	KPI 1: number of vehicles readily available	15	17	17	18
	KPI 2: number of drivers readily available	7	7	7	7
	KPI 3: timely vehicle cleaning routine	2/week	2/week	2/week	2/week
Activity 10.2: provide effective filing and delivery services	KPI 1: develop 1 central filing system	1	1	1	1
	KPI 2: timely delivery routines	2/day	2/day	2/day	2/day
Activity 10.3: deliver effective cleaning services	KPI 1: timely cleaning routine	2/week	2/week	2/week	2/week
	KPI 2: timely cleaning routine of sanitation facilities	2/week	2/week	2/week	2/week
Activity 10.4: provide office security services	KPI 1: number of security reports submitted	1/month	1/month	1/month	1/month

Sub- Program 05: Church Leaders Desk

The Church Leaders Desk is a project funded by the Ministry in order to support the activities set out by the Forum of Church Leaders.

In addition to the common management output, the sub-program has five outputs that deliver and support the purposes mentioned above.

Church Leaders Desk Budget, Staff and Projects

Table 7: Church Leaders Desk Staff and Budget

Description	2019/2020 estimate.	2020/21 estimate.	2021/22 estimate	2022/23 projection
Total = Recurrent (\$m)	0.11	0.14	0.11	0.11
Unestablished		2	3	2

** Church Leaders Desk has been operated by two contracted staff for the past two fiscal years.

Major Project: YES

1. Cyber Safety Project funded by UNICEF
2. Psycho-Social Support funded by UNICEF

Church Leaders Desk Outputs and KPIs

Output 17.1.05-1: Promote stronger partnerships to address social issues through Church Leaders.	SDG/TSDf
Sub - Output 1: Identify Social Concerns Services Centre at Churches.	

Activity:	KPIs	2019/20 (baseline)	2020/21	2021/22	2022/23	TARGET S #	INDICAT ORS #
Activity 1.05.1.1: Stocktaking of social concern services centres under the churches	KPI 1: 16 Social services centres, Initial stocktake conducted and completed	18	16	17	18	3.4 3.5	3.4.2 3.5.1
Activity 1.05.1.2: Capacity Training of Social Concerns Centres.	KPI 1: Conduct Capacity Training of Social Concerns Centres with 95% of target individuals attended	3	4	5	5	3.4	3.4.2
Sub - Output 2: Established Counselling Certificate V for the Kau Faifekau, Youth Leaders, School Teachers and School Counsellors.						TARGET S #	INDICAT ORS #
Activity 1.05.2.1: Six intake of the Counselling Certificates for the Churches and Level 5 Diploma Intake 2 for the Churches and the Social Concerns Services	KPI 1: number of participants enrol graduates	25	28	33	40	-	-
Sub - Output 3: Capacity Training of Staff to provide child protection Services through awareness and prevention program						TARGET S #	INDICAT ORS #
Activity 1.05.3.1: Staff capacity training program	KPI 1: Conduct 2 Capacity Training completed	2	4	6	6	-	-
Sub - Output 4: Identify Action Plan from National Forum of Church Leaders Quarterly Meeting						TARGET S #	INDICAT ORS #
Activity 1.05.4.1: Arrangement of National Prayer week	KPI 1: National Prayer week conducted and completed on time allotted	2	12	12	12	-	-
Activity 1.05.4.2: Implementati on of Action Items from the National Forum of Church Leaders Quarterly Meeting	KPI 2: 95 % of the action items addresses by time allocated	7	12	16	18	-	-

Sub - Output 5: Social Concerns Awareness and Prevention Program						TARGET S #	INDICAT ORS #
Activity 1.05.5.1: Cyber Safety Awareness and Prevention Program	KPI 1: 80% Conducted of Cyber Safety Awareness and Prevention Program during Cyber Week	1	3	5	7	3.4	3.4.2
Activity 1.05.5.2: Haofaki Moui Health Promotion	KPI 2: 100% Implementation of Healthy Cooking and Eating and Exercise Program	10	14	18	20	3.4	3.4.1
Activity 1.05.5.3: Psycho Social Support Program	KPI 3: PSS Program conducted throughout Tonga due to COVID 19	4	6	6	6	-	-
Activity 1.05.5.4: Suicide Prevention Program	KPI 4: Conduct Suicide Prevention Week Program	2	5	7	10	3.4	3.4.2
Activity 1.05.5.5: Youth Stewardship Program	KPI 5: Number of Youth Stewardship Program conducted	5	10	13	15	-	-

Program 2: Sports and Recreational Development

Link to last CP & Budget	Ongoing	Minor change	Major Change	New
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Youth and Sports Development has been merged into one division under program 2. This initiative underpins a strategic focus on creating an enabling environment for youth to prosper.

It is the ultimate goal of this division, to empower and create a wider range of opportunities for sports talents in Tonga. It seeks to strengthen partnership with various sports federations in Tonga for more efficient and effective implementation of the Tonga National Sports Strategy.

Additionally, the division provides activities to complement and promote healthy lifestyle through physical activities and healthy eating for all ages. Sports development have built greater partnerships with National Sport Federations and related stakeholders to deliver NATIONAL SPORT's OUTPUT indicated through the Sports Strategic Plan.

These national instruments are key to progressing Tonga's efforts to advance the sports sector development.

Sports and Recreational Development Budget, Staff and Projects

Table 8: Sports and Recreational Development Budget

Description	2019/20 provisional	2020/21 estimate	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	1.5	0.80	0.83	0.75	0.75
Executive Staff (Band B – G)	1	1	1	1	1
Prof Staff (Band H – L)	4	4	4	4	4
Other Staff (Band M – S)	1	8	8	8	8
Total Established	8	6	7	11	12
Unestablished	6	7	6	11	11

** The Youth and Sports development has 11 established staff and 11 labour recruited to help out with the operation to achieve the division's outputs.

Major Project: Yes

1. Teufaiva Upgrade and Renovation

New Initiatives:

1. Rugby League World Cup preparations
2. Rugby World Cup preparations

Sports & Active Recreation Outputs and KPIs

Output 17.2.1: Improved sports development						SDG	
Activity:	KPIs	2021/2022	2022/23	2023/24	2024/25	T	I
Activity 2.1.1: Develop a sports legislation, policy, and strategy	KPI 1: Number of Sports Bill consultations conducted		4	4	review	3.4	3.4.1 user
	KPI 2: Develop one national sports strategy		1	1	review		
	KPI 3: Develop one financial investment plan to support the sports strategy		1	1	review		
	KPI 4: Number of sports Federation support through Sports Grants to deliver sports development	10	6	8	15		

Activity 2.1.2: Provide capacity building, training, and studies for Sports Federations staff	KPI 1: Number of trainings and studies identified	Nil	3	4	6		
	KPI 2: Number of participants	Nil	3	6	8		
Output 17.2.2: High Performance facilities and activities affordable and accessible							
Activity 2.2.1: Establish of Sport high performance Unit	KPI 1: Number of staff recruited for high performance	Nil	1	2	3	8.6	
	KPI 2: number of athletes participating in high performance	10	15	20	30		
Activity 2.2.2: Provide financial investment plan for High Performance Unit	KPI 1: Formulate one financial investment plan	Nil	1	1	review		
	KPI 2: Number of financial assistance confirmed	1	2	2	2		
Activity 2.2.3: Provide adequate facilities and sports equipment for High Performance	KPI 1: Number of new sports facilities developed	10	10	10	10		
	KPI 2: Number of sports equipment available	10	10	10	10		
	KPI 3: Upgrade and renovate existing sports facilities		2 Teufaiva & Atele Indoor Stadium				
Activity 2.2.3: Provide training and studies for Sports Science	KPI 1: Number of trainings identified for Sports	Nil	2	2	4		
	KPI 2: Number of Scholarship for Sports Science	Nil	2	4	6		
Output 17.2.3: Advanced sports tournaments, competitions, and sports career							
Activity 2.3.1: Facilitate and support school sports competitions	KPI 1: Number of schools participating in sports	2	4	4	4	8.6	8.61
	KPI 2: Number of sports activities provided in schools	10	15	15	15		
Activity 2.3.2: Develop sports career pathway for students	KPI 1: Number of schools involved in Junior Rugby	20	20	20	20		
	KPI 2: Number of Schools involved in Rugby League	8	8	8	8		
	KPI 3: Number of Schools involved in Netball	12	12	12	12		
Activity 2.3.3: Assist international	KPI 1: Number of sports assisted	nil	RLWC	RWC & Netball			

sports tournaments				World Cup			
Activity 2.3.4: Provide coaching trainings for schools and coaching clinics	KPI 1: Number of schools participating in coaching training	nil	4	6	8		
	KPI 2: Number of coaches trained	nil	10	20	30		
	KPI 3: Number of Tertiary schools accredited for coaching courses	nil	1	1	2		
Output 17.2 - 04: Sports for health							
Activity 2.4.1: Kau Mai Tonga ketau Fakamalohisin o (KMT) for all communities	KPI 1: Number of communities participate	20	22	24	25		
Activity 2.4.2: Conduct Fiefia Sports	KPI 2: Number of Ministries and companies participate	15	20	30	30		
Activity 2.4.2: Assist and support groups involved in health promotion activities	KPI 1: Number of groups involved in health promotion activities	10	15	20	25	3.4	3.4.1
	KPI 2: Number of grants provided to support health promotion groups	Nil	8	15	20		

Program 3: Overseas Employment

Link to last CP & Budget	Ongoing	Minor change	Major Change	New
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The prospects of development for Tonga are highly constrained by its small size, remoteness from key markets and susceptibility to natural disasters and climate change. With a total population of 100,700 (2016) and a landmass of 749 square kilometres, Tonga's smallness imposes inherent challenges for long-term economic development. It implicates limited opportunities for economies of scale and diversification as well as very high input costs that would reduce the competitiveness of Tonga's exports in the global market. Tonga's remoteness further implies higher per unit transportation costs thus imposing high cost restrictions on developing competitive local industries including in sectors where Tonga has a competitive advantage, such as tourism. Consequently, the inability of the country's limited public sector and nascent private sector to generate sufficient employment for its growing working age population infers a growing rate of unemployment, particularly youth unemployment. This limited ability to access cash employment would result in increasing poverty and hardship given the growing monetization of the Tongan society. Furthermore, our high vulnerability to environmental disasters and climate change impose very high social and economic costs that may threaten the sustainable livelihoods of our population and undo years of development. These development constraints require targeted policy actions that capitalize on Tonga's comparative advantages to overcome its special geographic development challenges.

Labour mobility provides one of the viable development opportunities that Tonga can maximize to address its special development challenges. Labour mobility, or the circular temporary migration of workers for labour, can generate 'triple wins' for the workers, their countries of origin and the countries that receive them. The 'win' for Tonga, as a sending country, is in the provision of a pathway for Tongans, particularly low-skilled and semi-skilled workers, to access employment opportunities overseas and to earn incomes that can support the sustainable livelihoods of their families at home. The remittances and skills acquired from labour mobility can also contribute substantially to community development as well as the country's sustainable development. Tonga's participation in the New Zealand Recognized Seasonal Employer (RSE) scheme and the Australian Seasonal Worker Program (SWP) has demonstrated the significant development potential of labour mobility for Tonga. However, the development impact of labour mobility is not automatic and can remain elusive unless conducive development policies are developed and enforced in Tonga as well as in labour receiving countries, such as Australia and New Zealand. It is therefore critical for Tonga to improve its management of labour mobility through the development of targeted policies.

Overseas Employment Divisional Budget, Staff and Projects

Table 9: Overseas Employment Division Staff and Budget

Description	2019/20 provisional	2020/21 estimate	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	0.58	0.83	1.13	1.05	1.0
Executive Staff (Band B – G)	1	1	1	1	1
Prof Staff (Band H – L)	2	2	3	3	3
Other Staff (Band M – S)	4	4	6	6	6
Total Established	7	7	10	10	10
Unestablished			11 (5 liaison officer overseas, 3 daily paid, 3 project officers SET)	11 (5 liaison officer overseas, 3 daily paid, 3 project officers SET)	11 (5 liaison officer overseas, 3 daily paid, 3 project SET)
	3	5			

****Ten permanent staff operated the division for the past fiscal year with the help of four (4) daily paid labours. Three of these daily paid are proposed to make permanent this new financial year within the allocated enveloped for the ministry. Five liaison officer workers overseas for seasonal workers and 3 project officer funded by World Bank through SET project to assist the division in its operation.**

Major Project:

- Skills Employment Training Project – **Component 3 (SET – World Bank)**
- Pacific Labour Facility – **Technical Support from PLF funded by Australian Government**

Overseas Employment Divisional Outputs and KPIs

Output 17.3.1: Improve labour skills development						SDG/TSDF	
Activity:	KPIs	2021/2022	2022/23	2023/24	2024/25	TARGE TS #	INDICA TORS #
Activity 3.1.1: Develop and implement a skills development strategy to continuously supply domestic and international labour demands	KPI 1: Develop one labour skills development strategy	Nil	Launch strategy plan	Implement	Review	8.6	8.6.1 (user)
	KPI 2: Number of labour market survey and tracer studies		1 survey and tracer study	1 survey and tracer study	1 survey and tracer study		
	KPI 3: Number of TVET programs reform to meet labour demand		2	3	4		
Output 17.3.2: Advance Tongan labour competitive advantage							
Activity 3.2.1: Develop a marketing strategy to maximize Tongan labour competitive advantage	KPI 1: Develop one labour marketing strategy		Launch strategy plan	Implement	Review	8.6	8.6.1 (user)
	KPI 2: Number of overseas new industries/ sectors available for Tongan labour		2	2			
	KPI 3: Number of labour promotion ads conducted		2	2	3		
Activity 3.2.2: Deliver effective negotiations on Free Trade Agreements	KPI 1: Number of labour trade agreements implemented	2	3	4	5		
Output 17.3.3: Effective and efficient labour recruitment							

Activity 3.3.1: Deliver effective and efficient recruitment of labour	KPI 1: Number of work applications registered into the work ready pool	5,000	5,000	6,000	6,000	8.6	8.6.1 (user)
	KPI 2: Number of labourers successfully recruited for work	3,000	3,000	4,000	4,000		
	KPI 3: Number of pre-departure trainings conducted	12	12	12	12		
Activity 3.3.2: Deliver targeted recruitment for poverty households	KPI 1: Number of households living in poverty recruited for work	Nil	100	500	1,000		
Activity 3.3.3: Decentralize and simplify labour recruitment process	KPI 1: Number of labour recruitment services available	5	6	10	15		
	KPI 2: Number of MIA Labour Employment officers stationed in outer islands	1 Vava’u 1 Ha’apai 1 ‘Eua	1 Vava’u 1 Ha’apai 1 ‘Eua	2 Vava’u 1 Ha’apai 1 ‘Eua	2 Vava’u 1 Ha’apai 1 ‘Eua		
Output 17.3.4: Improved welfare of Tongan labourers in overseas employment							
Activity 3.4.1: Conduct review of Labour contracts to improve terms and conditions	KPI 1: Number of contracts reviewed	0	1,000	2,000	3,000	8.6	8.6.1 (user)
	KPI 2: Number of contracts with special attention towards social welfare of families	0	1,000	2,000	3,000		
Activity 3.4.2: Develop social support programs for Tonga labourers in overseas employment	KPI 1: Number of social support programs developed	0	5	10	20		
	KPI 2: Number of social support programs targeted for girls, mothers, and wives	0	10	20	30		
Output 17.3.5: Proper integration of remittances and skills into the local economy							
Activity 3.5.1: Develop a reintegration	KPI 1: Number of reintegration	0	2	4	6	8.6 1.1	8.6.1 1.1.1

for seasonal workers	programs developed						
	KPI 2: Number of seasonal workers involved in local business opportunities	0	10	15	20		
	KPI 3: Number of seasonal workers involved in skills transfer to local	0	100	100	200		

Program 4: Women's Affairs & Gender Equality

Link to last CP & Budget	Ongoing	Minor change	Major Change	New
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The Ministry recognize the key role that women play in society. As such, **Women's Affairs and Gender Equality** will have an increased focus on advocating family protection and will continue its existing efforts on ending domestic violence – an issue that families (not only women) faces daily through the implementation of family protection Act. The Ministry will work with key stakeholders to set in place the necessary mechanisms that can empower women and girls in Tonga to excel in their various fields and become role models for others by completion of consultation and launching of the Revised Policy on Gender and Development 2019-2022.

Women's Affairs includes activities that will benefit the 'family' as a whole rather than just women. This plan continues to support existing effort of the Ministry to work in line with the overall Community Development plans and achieves the overall goals through its program specific to women development, and the informal sector by increasing women's income generation opportunities on handicrafts.

Women's empowerment will focus on setting policy frameworks such as the monitoring and evaluation Frameworks and Gender Databases that will enhance opportunities for women and girls in Tonga. It will have an emphasis on increased public awareness programs that provide greater understanding of the destructive

nature of violence in our society against women and children. There will be an emphasis on delivering outputs generated from the national gender policy, strategic plan and family protection act.

Women's Affairs & Gender Equality Divisional Budget, Staff and Projects

Table 10: Women's Affairs and Gender Equality Divisional Staff and Budget

Description	2019/20 provisional	2020/21 estimate.	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	4.5	3.5	0.94	0.94	0.94
Executive Staff (Band B – G)	1	1	1	1	1
Prof Staff (Band H – L)	3	3	3	3	6
Other Staff (Band M – S)	3	3	3	3	3
Total Established	7	7	7	7	10
Unestablished	2	3 (donor funded DFAT)	3 (donor funded DFAT)	3 (donor funded DFAT)	-

** Seven (7) Staff with three (3) professional contracts funded by DFAT operated the Women's Affairs Division for the past two fiscal year. Two contracted position (M & E Officer and Legal Officer) proposed in this financial year to be absorbed and centralized in the Ministry Corporate Service Division.

Major Project: NIL

Women's Affairs and Gender Equality Divisional Outputs and KPIs

Output 17.4.1: Improved enabling environment for gender mainstreaming						SDG	
Activity	KPIs	2021/22	2022/23	2023/24	2024/25	T	I
Activity 4.1.1: Deliver effective gender mainstreaming	KPI1- Develop one mainstreaming framework	M&E Framework operationalize	Report mainstreaming progress	Review framework	Final M&E report	5.1 5.C	5.1.1 user 5.C.1 user
	KPI2- Number of sector plans successfully incorporates gender issues	3	4	4			
	KPI3- Number of national policies successfully incorporates gender issues	3	3				
Activity 4.1.2: Identify and support gender focal points in line ministries	KPI1- Number of gender focal points identified	12	12				
	KPI2- Number of gender trainings provided for focal points	4	4	4	4		
Activity 4.1.3: Provide effective M&E	KPI1- Number of gender mainstreaming	1	1	1	1		

for gender mainstreaming	surveys conducted						
	KPI2- Number monitoring site visits conducted	4	4	4	4		
	KPI3- Number of mainstreaming reports provided by line ministries and sectors	12	12	12	12		
Activity 4.1.4: Deliver public awareness programs on gender issues	KPI1- Number of government workshops on gender issues and gender perspective	4	4	4	4		
	KPI2: Number of communities involved in outreach programs on gender equality and development	10	20	20	20		
	KPI3: Number of media programs conducted for gender issues, equality, and development	4 Once/quarter	4 Once/quarter	4 Once/quarter	4 Once/quarter		
Output 17.4.2: Improve services for domestic violence and gender based violence							
Activity 4.2.1: Promote and support effective and accessible services for domestic violence and gender based violence	KPI1- Number of services available for DV and GBV in each island group	5TBU 2HP 2 Vv	5TBU 2HP 2 Vv	5TBU 2HP 3 Vv		5.2	5.2.1 5.2.2 user
	KPI2- Number of awareness programs provided for DV and GBV and Family Protection Act	4	4	4	4		
	KPI4- Number of counsellors approved and accredited to deliver DV and GBV counselling	5	10	15	20		
Activity 4.2.2: Develop a long	KPI1- Conduct one review of		1 review		1 review		

term investment plan to support service providers in DV and GBV to build their capacity and increase their services	FPA Trust Fund investment for DV and GBV service providers						
	KPI2- Number of service providers on DV and GBV supported by the FPA Trust Fund	9	9	10	10		
	KPI3- Number of trainings and studies identified and supported for WAGE staff and NGO's staff for violence prevention		1	2	4		
Activity 4.2.3: Develop and implement minimum standards for DV and GBV services	KPI1- Number of standard service delivery protocols trainings conducted	1	1	1	1		
	KPI2- Number of DV and GBV service providers achieving the standard delivery protocol	9	9	10	10		
	KPI3- Develop one monitoring framework for DV and GBV service providers		1				
	KPI4- Number of reports provided by DV and GBV service providers	1	1	1	1		
Output 17.4.3: Improve women's access to economic assets and employment							
Activity 4.3.1: Support and promote women's businesses and development	KPI1- Number of consultations conducted for Women's Economic Empowerment and Development Strategy	2	4	4	4	5.a	5.a.2 user

	KPI2- Number of women identified in the informal sector		3,000	4,000	5,000		
	KPI3- Number of training providers available for women's business trainings	2	4	5	6		
	KPI4- Number of trade shows and expos identified for women		4	5	5		
	KPI5- Number of women's groups assisted through the Women's Community Grants	20	20	30	50		
Activity 4.3.2: Support and promote women and girls employment	KPI1- Conduct one labour market study for women and girls		1	1			
	KPI2- Number of women and girls in formal education and training	5,000	8,000	10,000	10,000		
	KPI3- Number of women in seasonal employment	300	400	500	600		
Output 17.4.4: Increased women's leadership and equitable political representation							
Activity 4.4.1: Develop and support programs to improve women's political leadership	KPI1- Number of training programs available for women and girls political empowerment	2	5	6	6	5.5	5.5.1
	KPI2- Number of women running for elections for Local Government		20				
	KPI3- Number of women running for Parliament	8			20		
Output 17.4.5: Advanced women's resilience to climate change and disasters							

Activity 4.5.1: Support and promote climate change and disaster risk reduction awareness programs for women	KPI1- Number of community awareness programs conducted in collaboration with NEMO and Climate Change Department		3TBU 2HP 3Vv 1Eua	4TBU 4HP 4Vv 2Eua	5TBU 4HP 4Vv 2Eua		
	KPI2- Number of media awareness programs conducted	3	4	4	4		
Activity 4.5.2: Support and conduct Gender in Humanitarian Action Training for all actors in disaster management	KPI1- Number of trainings conducted						
	KPI2- Number of participants						

Program 5: Social Protection and Vulnerable

Link to last CP & Budget	Ongoing	Minor change	Major Change	New
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Social Protection, Disability and vulnerable Focal point stand firm with Government and Relevant Government Ministries, Stakeholders and Development Partners to execute Millenium Development goals in Eradicating Extreme Disability, Hardships, Poverty and Extreme vulnerability, Promote Gender Equality & Empower marginalised individuals.

This will ensure contribution to environment sustainability and develop close partnership regionally, locally and globally with Development Partners. The aim is to achieve mandate of the division, “To eliminate, reduce and minimize risks to vulnerable people by designing, developing and implementing social policies, social programmes and protection mechanisms to safeguard the vulnerables “.

The desired outcome is an inclusive, sustainable empowered, developed human being with gender equality giving equal access in all opportutnites to the vulnerable individual, ensuring that they have better care & support services and empowering them to utilized their potentials to achieve a higher quality of life economically and socially during their lifetime.

It is envisage by the division that through these target outputs and activities would bring about a reduction in inequalities while promoting greater inclusion socially, economically, and politically especially for poorer households, people with disabilities, and elderly. Thus providing them with more opportunities to meet their needs, develop resilience to all forms of shocks and disasters, and be able to positively contribute to a vibrant economy. The division Corporate Plan is also guided by the Government Budget Strategy for 2020 - 2023 Strategies directly relevant to the SPD Divisions strategies as indicated in the items below



Social Protection and Vulnerable Divisional Budget, Staff and Projects

Table 11: Divisional Staff and Budget

Description	2019/20 provisional	2020/21 estimate	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	1.5	0.82	4.2	3.9	2.1
Executive Staff (Band B – G)	1	1	1	1	1
Prof Staff (Band H – L)	2	2	2	2	2
Other Staff (Band M – S)	2	2	2	4	4
Total Established	5	5	5	7	7
Unestablished			7 = 6 SET Project (4 Tbu, 1 Hpp, 1 Vv) 2 DPL	7 = 6 SET Project (4 Tbu, 1 Hpp, 1 Vv) 1 DPL	7 = 6 SET Project (4 Tbu, 1 Hpp, 1 Vv) 1 DPL
	2	3			

Major Project: YES

1. Conditional Cash Transfer (CCT Poverty Scheme to be funded by World Bank SET Project)
2. Tonga Social Services Project (MAA FAFINE MOE FAMILI to be funded by the government and Development Fund)

Program 5: Social Protection and Vulnerable Divisional Outputs and KPIs

Output 17.5.1: To ensure the ratification of the Convention on the Rights of People with Disability						SDG	
Activity	KPIs	2021/2022	2022/2023	2023/2024	2024/2025	T	I
Activity 5.1.1: Conduct public consultation for the ratification of CRPD	Number government ministries consultations	Identify ratification process	Deliver 1 consultation for all government ministries	Deliver 1 consultation for all District and Town Officers		1.3	1.3.3 user

	Number of private sector consultations		Deliver 1 consultation for Private Sector				
Activity 5.1.2: Expedite process for Cabinet submission of CRPD	Timely submission of CRPD ratification		Identify CRPD ratification process for Government	Develop ratification process for Tonga			
Activity 5.1.3: mainstream disability issues into all national plans and policies	Number of mainstreaming focal points	Identify 12 government focal points	Develop 1 guideline manual for focal points disability mainstreaming	Review the guideline			
	Number of national plans successfully mainstream disability issues	Analyse 8 national plans for entry points	Identify key areas for mainstreaming	Update and report mainstreaming progress			
	Number of focal points trained on disability mainstreaming		Conduct 2 disability awareness training for focal points		Conduct 2 disability awareness training for focal points		
Output 17.5.2: Develop the revised National Disability Inclusiveness Policy 2022-2024							
Activity 5.2.1: Conduct public consultations on the policy	Number of consultations conducted		Formulate and launch policy	Conduct policy review and consultation		4.5	4.5.1a.1 user
Activity 5.2.2: Develop implementation framework for the policy	Implementation framework is adopted		Design implementation framework	Conduct midterm review of the framework		8.5	8.5.1, 8.5.2 user
Activity 5.2.3: Develop an M&E strategy for the Policy			Develop M&E strategy for the policy	Conduct M&E implementation	Provide policy report		
Output 17.5.3: To eradicate poverty through the CCT project							
Activity 5.3.1: Develop and update MIS system for poverty registry	Number of households registered	Develop registry requirements	Update and consolidate registry			1.1	1.1.1
						1.2	1.2.1
	Number of households assisted through CCT	1,300	1,300	1,300	1,300	1.3	1.2.2
						1.4	

	Number of students assisted for access to education and training	3,000	3,000	3,000	3,000	1.5	1.3.1 1.5.1 user
Output 17.5.4: Develop and implement National Strategic plan for Integrated Age Care in Tonga							
Activity 5.4.1: Develop national and support quality standard for Age Care services in Tonga	Number of consultations conducted on age care services	Identify key areas for age care development	Develop 1 minimum standards guideline for age care services	Review the guideline	Update and report on progress of age care services		
	Number of service providers available for age care services	1	1	2	2		
	Number of government financial assistance for age care service providers	1	1	1	2		
Activity 5.4.2: develop and support projects for age care services in Tonga	Number of projects available for age care center	1 project identified	Implement project cycle process	Complete and launch age care center			
	Number of elderly registered into the age-care center			20	30		

Program 6: Youth Development

Link to last CP & Budget	Ongoing	Minor change	Major Change	New
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The Youth Development Division is now a Division on its own, after being separated from the Cultural Division in 2017.

It is the mission of the Youth Development Division of the Ministry of Internal Affairs, to empower and create enabling environment for youth that is inclusive and sustainable, to address the socio-economic, spiritual and socio-psychological challenges they are facing. The Division has two main objectives:

- Strengthen partnership with youth stakeholders in Tonga for more efficient and effective implementation of Tonga's National Youth Policy and the revised National Youth Strategy; and
- Empower youth to be productive and responsible citizens.



There will be an emphasis on working with key stakeholders to deliver programs that will address social concerns such as destructive substances amongst youth. This will contribute to the existing efforts to address the rising social concerns such as drugs, crimes rate and teen pregnancy etc. The following outputs could only be effectively implemented with the support and close collaboration with the youth stakeholders. This includes strengthening of the existing structures such as local government, church and the home. Regular youth stakeholders' forums throughout Tonga also ensures the same information is shared across the sectors.

Key Outputs:

- Launch and Implement Tonga's National Youth Policy;
- Launch and Implement the National Youth Strategy;
- Coordinated Youth Stakeholders' forums; and
- Disbursement of youth grants.

Youth Development Program Divisional Budget, Staff and Projects

Table 12: Youth Development Program Divisional Staff and Budget

Description	2019/20 estimate	2020/2021 estimate	2021/22 estimate	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	1.7	3.5	0.45	0.45	0.45
Executive Staff (Band B – G)	-	-	-	-	1
Prof Staff (Band H – L)	1	1	1	3	2
Other Staff (Band M – S)		1	1	1	1
Total Established	1	2	3	4	4
Unestablished	-	1	1	1	1

Major Project: NIL

Youth Development Program Divisional Outputs and KPIs

Output 17.6.1: Establishment of Tonga's National Youth Policy					SDG	
Activity:	KPIs	2022/2023	2023/2024	2024/2025	T	I
Activity 6.1.1: Develop and implement Tonga's National Youth Policy	KPI 1: National Youth Policy completed by 2021	Operationalize implementation framework	Implementati on framework operationalize d	Continue implementation	4.4 8.6	4.4.1 8.6.1 user
Activity 6.1. 2: Monitoring of Tonga's National Youth Policy	KPI 1: Develop Monitoring and Evaluation Framework	Design M&E according to the implementation framework and implementation of the M&E	Continue with designing the M&E	Monitor and report for mid-term review of the policy		
Activity 6.1.3: Adopting of national youth framework	KPI 1: The national youth framework is adopted	The national youth framework is established	Implementing the Framework	Reviewing of the national framework (as in the M&E) & discussion to draft a youth legislation/bill		
Activity 6.1.4: Implementing the National Youth Strategy	KPI 1: The National Youth Strategy is revised and implemented	Launch and Implement National Youth Strategy according to the policy	Continue implementing and revising of the National Youth Strategy	M&E and revised		
Activity 6.1.5: Effective public awareness of the Youth Policy and strategy	KPI: Number of Public Awareness campaigns and programs	1/quarter	1/quarter	1/quarter		
Activity 6.1.6: Monitoring of youth strategies	KPI 2: Number of meeting with youth stakeholders per year to update work progress on the revised strategy	1	1	1		
Activity 6.1.7: Mainstreaming youth	KPI 3: Youth is well represented	Design mainstreaming guidelines for	Continue designing as in the M&E	Youth key priorities are mainstreamed		

	across the sectors	youth key priorities in all sector plans and strategies		into all sector plans		
Activity 6.1.8: Mapping youth work in Tonga	KPI 4: Number of youth works identified in Tonga	10	12	15		
Activity 6.1.9: Establishing youth centres/youth community hubs in Tonga	KPI 5: Number of youth centres/youth community hubs in Tonga	1	1	1		
Output 17.6.2: Enhanced youth development						
Activity 6.2.1: Youth capacity building	KPI 6: Number of youth organizations assisted	2	3	4		
Activity 6.2.2: Coordinating training programs for youth	KPI 8: Number of training programs implemented	4	4	4		
Output 17.6. 3: Youth Stakeholders forums						
Activity 6.3.1: Conduct forums with youth stakeholders	KPI 1: Number of Youth Stakeholders forums conducted throughout Tonga	Once/ quarter	Once/ quarter	Once/ quarter		
Activity 6.3.2: International Youth Day	KPI: Marking of International Youth Day	1	1	1		
Output 17.6. 4: Disbursement of Youth Grants						
Activity 6.4.1: Distribution of youth grants to eligible applicants	KPI 1: Number of youth groups which received youth grants	20	20	20		
Activity 6.4.2: M&E of Youth Grants Projects	KPI 1: Number of youth group site visit and monitoring	At least 2 youth groups/month	At least 2 youth groups/month	At least 2 youth groups/month	4.4 8.6	4.4.1 8.6.1 user