GOVERNMENT OF TONGA

MINISTRY OF TRADE AND ECONOMIC DEVELOPMENT

CORPORATE PLAN FOR FINANCIAL YEARS 2022/23-2024/25

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LIST OF ABBREVIATIONS

CP	Corporate Plan
FY	Fiscal Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
NIIP	National Infrastructure Investment Plan
TSDF	Tonga Sustainable Development Framework
ADB	Asian Development Bank
AMP	Annual Management Plan
CRF	Corporate Registry Forum
EPA	Economic Partnership Agreement
FDI	Foreign Direct Investment
HDI	Human Development Index
ICT	Information Communication Technology
IMF	International Monetary Fund
ILO	International Labour Organization
ILC	International Labour Conference
JV	Joint Ventures
MTED	Ministry of Trade and Economic Development
MSME	Micro Small Medium Enterprises
PACER Plus	Pacific Agreement for Closer Economic Relations
PICTA	Pacific Island Countries Trade Agreement
PPP	Public-Private Partnerships
TERM	Tonga Energy Road Map
WB	World Bank
WTO	World Trade Organization
WIPO	World Intellectual Property Organization

FOREWORD FROM THE MINISTER

The Corporate Plan sets out the course for MTED efforts to respond effectively to the development, trade and commercial needs of the Kingdom specifically focusing on Challenges and Opportunities for Progressive Economic Growth.

As mentioned in the Budget Strategy for 2023 FY,Tonga has been hard-hit by several natural disaster shocks. The TC Gita in 2018 caused extensive damage and loss, equivalent to around 38.0 percent of Tonga's annual GDP. TC Harold and the global pandemic followed in 2020, and the Volcano Eruption in 2022 where Tonga will continue to suffer from natural hazards which will significantly impact our economic growth.

MTED will play an important role in supporting closer partnerships between the Chamber of Commerce, Government, business community, and market destinations to drive stronger and faster economic growth by combining resources, knowledge and partnerships.

The Plan also draw particular attention towards adapting to the new norm of living with COVID-19 and to promote rapid business recovery and growth by providing Business Assistance through various programs. The ministry will encourage a one-government approach in the implementation of the Plan, by bringing together government expertise across the civil service to effectively execute the Corporate Plan.

The CEO and staff have our full support in the implementation of the Corporate Plan in the years ahead.

Faka'apa'apa atu,

Minister of Trade and Economic Development
MTED
TONGA

……

Hon. Dr. Viliami Uasike Latu

Minisita Fefakatauáki mo e Ngaahi Fakalakalaka Fakaékonomika.

MESSAGE FROM THE CEO

The Ministry of Trade and Economic Development contributes to the wellbeing of Tongans by supporting our economy to become more productive, resilient and sustainable. Given the Hunga Tonga Hunga Ha'apai Volcanic eruptions in January this year, together with COVID-19 reaching our shores, these events will significantly have adverse impacts Tonga's Economy.

Over the next three years, the Ministry will continue its partnerships with its stakeholders to further identify ways to improve our business environment in order to promote inclusive, sustainable and resilient growth.

As mentioned in the Budget Strategy and Government Priority, the Ministry of Trade & Economic Development will focus on addressing and identifying challenges and opportunities for Progressive Economic Growth. The Ministry programs will be more focused on the creation of trade opportunities across the board together with strengthening its engagements with all stakeholders. The Ministry will continue to provide business assistance to affected business with the goal to ease the economic shocks due these natural disaters and further promote economy recovery.

With a one government approach together with combined efforts from all stakeholders, MTED will be be able to contribute to the TSDF II national vision of a "*more progressive Tonga supporting higher quality of life for all*".

Fakaápaápa atu,

.....

Distaquaine Tu'ihalamaka

Ófisa Pule Ngaue

Potungaue Fefakatauáki mo e Ngaahi Fakalakalaka Fakaékonomika

1 MTED CORPORATE PLAN EXECUTIVE SUMMARY

The Ministry of Trade and Economic Development contributes to the TSDF II overall vision of creating "*a more progressive Tonga supporting a higher quality of life for all*", through the national economic objective or TSDF II national economic outcome of a more inclusive, sustainable and dynamic, knowledge based economy. MTED contributes to the achievement of the national economic outcome through three (3) key organizational outcomes:

1.2 Closer public private partnership for economic growth
1.3 Strengthened business enabling environment
1.5 Better access to and use of overseas trade and employment and foreign investment

This Corporate Plan is a result of a review of the previous Corporate Plans of the Ministry for the year 2021/22 – 2023/24. It has been revised to reflect the vision and direction of the Ministry's new leadership and the Ministry's response in the wake of the COVID-19 global pandemic for which the economy has been widely affected and the unprecedented Hunga Tonga Hunga Ha'apai Volcanic Eruptions. The Ministry's vision, mission and values are set out below:

Our Vision – Leader in enabling private sector growth and development

Our Mission – Commitment to strengthen partnership with all stakeholders to effectively and efficiently deliver our services.

Our Values – Teamwork, Innovation, Performance Orientated, Accountability and Whole of Ministry Responsibility.

Our Commitment – Is derived from the speech of our guess speaker Rev. Penisimani Tonga at our 3rd Annual Ministry Conference which consist of the seven (7) ups which requires MTED Staff to;

1. Wake up
2. Look up
3. Get up
4. Listen up
5. Stand up
6. Hurry up
7. Never Give up

Furthermore, the Government of Tonga's Strategic Development Framework 2015–2025 provides the long-term national strategy for development. The new government has established and will focus delivery of its nine (9) priority agendas, in which MTED will specifically focus on the following GPA;

Challenges and Opportunities for Progressive Economic Growth

GPA 4: Improving education for all, focusing on safer schools, addressing drop-outs, gender equality and increase employable trainings for both local and overseas opportunities

GPA 7: Creation of trade opportunities from regional and international trade agreements focusing on agriculture, fisheries, handicrafts, tourism and promoting of value addition and product diversification and simultaneously reduce technical barriers to private sector development and heavy reliance on imports;

GPA 9: Strengthen bilateral engagement with accredited partner countries; optimize cooperation with regional and international intergovernmental institutions; strengthen partnerships with development partners, private sector, non-government actors, focusing on sound economic investment, to sustain progressive equitable and vibrant socio- economic growth.

1.1 MANDATE

The Ministry operates in an environment guided by the Constitution of Tonga and mandated by the following:

1. The eighteen (18) legislations (refer to Annex 1) establish its statutory roles, and;
   The Tonga Strategic Development Framework II (the Kingdom of Tonga's 10-year national plan for the year 2015-2025), which guides the Ministry's Corporate Plans; and

2. The Tonga Strategic Development Plan II

1.2 STAKEHOLDERS

MTED is a customer-centric organization that is committed to delivering its mandates according to the requirements of its stakeholders. The Ministry has prioritised the identification of stakeholder needs (Annex 2) and integrated these needs into the design of its organizational outputs, activities and Key Performance Indicators (KPIs). While program 1 mainly serves as an internal output in maintaining the day to day operation of the Ministry through administrative, HR and financial matters. Program 2 to 7 all serve external stakeholders ranging from the Private sector , NGO and Community.

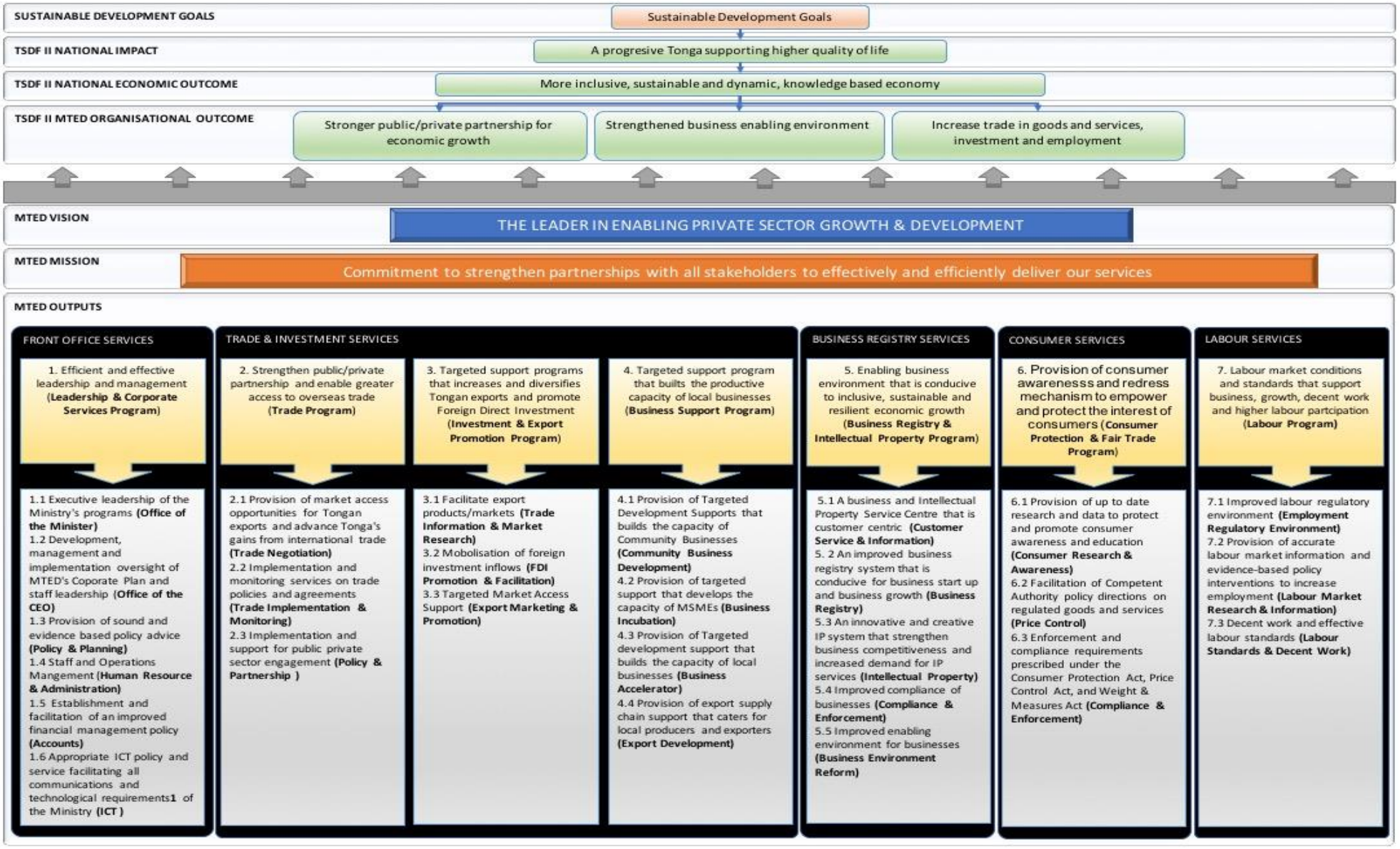
TABLE 1 MTED STAKEHOLDERS

Stakeholders	Customer of MTED	Supplier to MTED	Partner with MTED	Oversight of MTED
1. Informal Sector	X			
2. All businesses	X			
3. All workers	X			
4. All employers	X			
5. All consumers	X			
6. Public Enterprises	X			
7. MDAs			X	
8. Cabinet				X

9. Legislative Assembly				X
10.Development Partners			X	

1.3 MTED RESULT MAP

FIGURE 1 MTED RESULT MAP



1.4 SDGS/REGIONAL FRAMEWORKS

The following table shows how MTED's organisational outputs support relevant SDGs targets and indicators.

TABLE 2 SDG TARGETS SUPPORTED BY MTED OUTPUTS

Organizational Outputs	Outputs	TSDF II Organizational Outcomes	SDG Targets	SDG Indicators
1. ***Efficient and effective leadership and management***	1.1 Executive leadership of the Ministry's programs **(Office of the Minister)**	1.2	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
	1.2 Development, management and implementation oversight of MTED's Corporate Plan and staff leadership (**Office of the CEO)**		16.6	16.6.1
	1.3 Provision of organizational planning and management support AMP, M&E reports and Annual Reports **(Planning & Reporting)**		16.6	16.6.1
	1.4 Staff and Operations Management (**Human Resource & Administration)**		16.6 16.7	16.6.1 16.7.1
	1.5 Establishment and facilitation of an improved financial management policy. **(Accounts)**			

	1.6 Appropriate ICT policy and service facilitating all communications and technological requirements of the ministry. **(ICT)**			
2. ***Strengthen public/private partnership and enable greater access to overseas trade***	2.1 Provision of market access opportunities for Tongan exports and advance Tonga's gains from international trade **(Trade Negotiation)**	1.2	8.1 10.b 14.6	8.1.1 10.b.1 14.6.1
	2.2 Implementation and monitoring services on trade policies and agreements and COVID-19 programs **(Trade Implementation and Monitoring)**		8.1	8.1.1
	2.3 Implementation and support for public private sector engagement **(Policy and Partnership)**		16.6	16.6.1
3. ***Targeted Support programs that increase and diversifies Tongan exports and promote Foreign Direct Investment (FDI)***	3.1 Development and implementation of a strategy to identify new export products and markets through trade data analysis and market research **(Trade Information and Market Research)**	1.5	1.1 9.2	1.1.1 9.2.1
	3.2 Develop and implement a strategy to increase foreign		8.1 8.a	8.1.1 8.a.1

	investment inflows **(FDI Promotion and Facilitation)**		9.2	9.2.1
	3.3 Targeted Market Access Support **(Export Marketing and Promotion)**		9.3	9.3.1
4. ***Targeted support programs that build the productive capacity of local businesses***	4.1 Provision of Targeted Development Supports that builds the capacity Community Businesses **(Community Business Development)**	1.3	9.3	9.3.1 9.3.2
	4.2 Provision of Targeted Supports that develops the capacity of MSMEs **(Business Incubation)**		2.3	2.3.2
	4.3 Provision of targeted development support that builds the capacity of local businesses **(Business Accelerator)**		9.2	9.2.1
	4.4 Provision of exports supply chains support that caters for local producers and exporters **(Export Development)**		9.3	9.3.1
5. ***An enabling business environment that is conducive to inclusive, sustainable and resilient economic growth***	5.1 Improved enabling environment for businesses **(Business Environment Reform)**	1.3	8.1	8.1.1
	5.2 A business and Intellectual Property service centre that is customer centric. **(Customer Service Information)**		8.1	8.1.1
	5.3 An improved business registry environment that is conducive for		8.1	8.1.1

	business start-up and business growth. **(Business Registry)**			
	5.4 An innovative and creative IP system that strengthen business competitiveness and increased demand for IP services **(Innovation & Creativity)**		8.2	8.2.1
	5.4 Improved compliance of businesses **(Business Compliance and Enforcement)**		8.1	8.1.1
6. ***Provision of consumer awareness and redress mechanism to empower and protect the interest of consumers***	6.1 Provision of up to date research and data to protect and promote consumer awareness and education **(Consumer Research & Awareness)**	1.5	16.6	16.6.1
	6.2 Facilitation of Competent Authority policy directions on regulated goods and services **(Price Control)**		2.1	2.1.1
	6.3 Enforcement and compliance requirements prescribed under the Consumer Protection Act, Price Control Act and Weight and Measures Act . **(Consumer Compliance and Enforcement)**		16.6	16.6.1
7. ***Labour market conditions and standards that support business***	7.1 Improved labour regulatory environment to promote increased business growth and employment.	1.5	8.5, 8.7, 8.8	8.5.1, 8.7.1, 8.8.1

growth, decent work and higher labour participation	**(Employment Regulatory Environment)**			
	7.2 Provision of accurate labour market information and evidence-based policy interventions to increase employment and employment opportunities. **(Labour Market Information & Services)**		8.3, 8.6	8.3.1, 8.6.1
	7.3 Strategies to promote decent work standards are developed and implemented. **(Labour Standards & Decent Work)**		8.3, 8.5, 8.6, 8.7, 8.8, 8.b	8.3.1, 8.5.2, 8.6.1, 8.7.1, 8.8.1, 8.8.2, 8.b.8

1.5 TSDF IMPACTS AND OUTCOMES SUPPORTED BY MDA OUTPUTS

As previous illustrated in the Result Map in section 1.3, the Ministry contributes to the achievement of the three economic organisational outcomes through four (4) key major outputs or areas:

1. Trade and investment services
2. Business registry services
3. Consumer services; and
4. Labour services.

Under these areas, there are even (7) key organisational outputs:

1. *Efficient and effective leadership and management;*
2. *Strengthen public/private partnership and enable greater access to overseas trade;*
3. *Targeted support programs that increase and diversifies Tongan exports and promote Foreign Direct Investment (FDI);*
4. *Targeted support programs that build the productive capacity of local businesses;*
5. *An enabling business environment that is conducive to inclusive, sustainable and resilient economic growth;*
6. *Provision of consumer awareness and redress mechanism to empower and protect the interest of consumers; and*
7. *Labour market conditions and standards that support business growth, decent work and higher labour participation.*

These seven (7) organisational outputs are delivered through seven (7) programs. All these programs contribute to the TSDF II organisational outcome of promoting a closer and effective public private partnership that supports economic growth. As indicated in the Ministry's result map, the Ministry has made set a clear mission in this corporate plan to strengthen the working partnership with all the stakeholders, to ensure that the Ministry delivers its services effectively and efficiently.

The TSDF II organizational economic outcome for creating an enabling business environment that is conducive to inclusive, sustainable and resilient economic growth, is delivered through three (3) programs, the **Business Registry and IP Program, Trade Program and the Business Support Program.** The TSDF II organizational outcome for better access to economic opportunities overseas including trade, employment and foreign investment is delivered through four (4) programs, the **Trade Program, Labour Program, Consumer Protection and Fair Trade Program and Investment and Export Promotion Program.**

2 MINISTRY OVERVIEW

The Ministry is made up of seven (7) Divisions:

1) Leadership and Corporate Services
2) Trade Negotiation and Policy
3) Investment and Export Promotion
4) Business Support
5) Business Registry and Intellectual Property
6) Consumer Protection and Fair Trade
7) Labour

2.1 MTED'S OUTPUTS GROUPED INTO PROGRAMS AND SUB PROGRAMS

The table below depicts how the Organizational outputs and Divisional Outputs are being grouped into Programs and Sub-programs.

TABLE 3 MTED'S OUTPUTS GROUPED INTO DIVISIONS/SUB-PROGRAMS AND PROGRAMS

Organizational Outputs	Programs: Divisions	Outputs	Sub-programs: Units
1. Efficient and effective leadership and management	Program 1: Leadership and Corporate Services	1. Executive leadership of the Ministry's programs	Sub-program 1.1: Office of the Minister
		2. Development, management and implementation oversight of MTED's Corporate Plan and staff leadership	Sub-program 1.2: Office of the Chief Executive Officer
		3. Provision of organizational planning and management support AMP, M&E reports and Annual Reports	Sub-program 1.3: Planning and Reporting
		4. Staff and operations management	Sub-program 1.4: Human Resource and Administration
		5 Establishment and facilitation of an improved financial management policy.	Sub-program 1.5: Accounts
		6. Appropriate ICT policy and service facilitating all communications and technological requirements of the Ministry	Sub-program 1.6: Information Communication and Technology (ICT)
2. *Strengthen public/private*	Program 2: Trade	1 Provision of market access opportunities for Tongan exports	Sub-program 2.1 Trade Negotiation

partnership and enable greater access to overseas trade	Negotiation & Policy	and advance Tonga's gains from international trade	
		2 Implementation and monitoring services on trade policies and agreements	Sub-program 2.2: Trade Implementation and Monitoring
		3 Implementation and support for public private sector engagement	Sub-program 2.3: Policy & Partnership
3. Targeted support programs that increases and diversifies Tongan exports and promote Foreign Direct Investment	Program 3: Investment & Export Program	1 Facilitate export products/markets	Sub-program 3.1: Trade Information and Market Research
		2 Mobilisation of foreign investment inflows	Sub-program 3.2: FDI Promotion and Facilitation
		3 Targeted Market Access Support	Sub-program 3.3: Export Marketing and Promotion
Targeted support program that builds the productive capacity of local businesses	Program 4: Business Support Program	1 Provision of Targeted Development Supports that builds the capacity of Community Businesses	Sub-program 4.1: Community Business Development
		2 Provision of targeted business incubation programs that develops the capacity of MSMEs	Sub-program 4.2: Business Incubation
		3 Provision of Targeted business accelerator program that builds the capacity of local businesses	Sub-program 4.3: Business Accelerator
		4 Provision of export supply chain support that caters for local producers and exporters	Sub-program 4.4: Export Development
Enabling business environment that is conducive to inclusive, sustainable and resilient economic growth	Program 5: Business Registry and Intellectual Property Program	1. Improved enabling environment for businesses	Sub-program 5.1: Business Environment Reform
		2. A business and Intellectual Property Service Centre that is customer centric	Sub-program 5.2: Customer Service and Information
		3 An improved business registry system that is conducive for business start-up and business growth	Sub-program 5.3: Business Registry

		4. An innovative and creative IP system that strengthen business competitiveness and increased demand for IP services	Sub-program 5.4: Intellectual Property
		5. Improved compliance of businesses	Sub-program 5.5: Compliance and Enforcement
Provision of consumer awareness and redress mechanism to empower and protect the interest of consumers	Program 6: Consumer Protection and Fair Trade Program	1. Provision of up to date research and data to protect and promote consumer awareness and education	Sub-program 6.1: Consumer Research and Awareness
		2. Facilitation of Competent Authority policy directions on regulated goods and services	Sub-program 6.2: Price Control
		3. Enforcement and compliance requirements prescribed under the Consumer Protection Act, Price Control Act, and Weight & Measures Act	Sub-program 6.3 Compliance and Enforcement
Labour market conditions and standards that support business, growth, decent work and higher labour participation	Program 7: Labour Program	1. Improved labour regulatory environment to promote increased business growth and labour participation.	Sub-program 7.1: Employment Regulatory Environment
		2. Provision of accurate labour market information and evidence-based policy advice to increase employment.	Sub-program 7.2: Labour Information and Employment Services.
		3. Effective labour standards are established to promote decent work.	Sub-program 7.3: Labour Standards and Decent Work

2.2 HUMAN RESOURCE GAP:

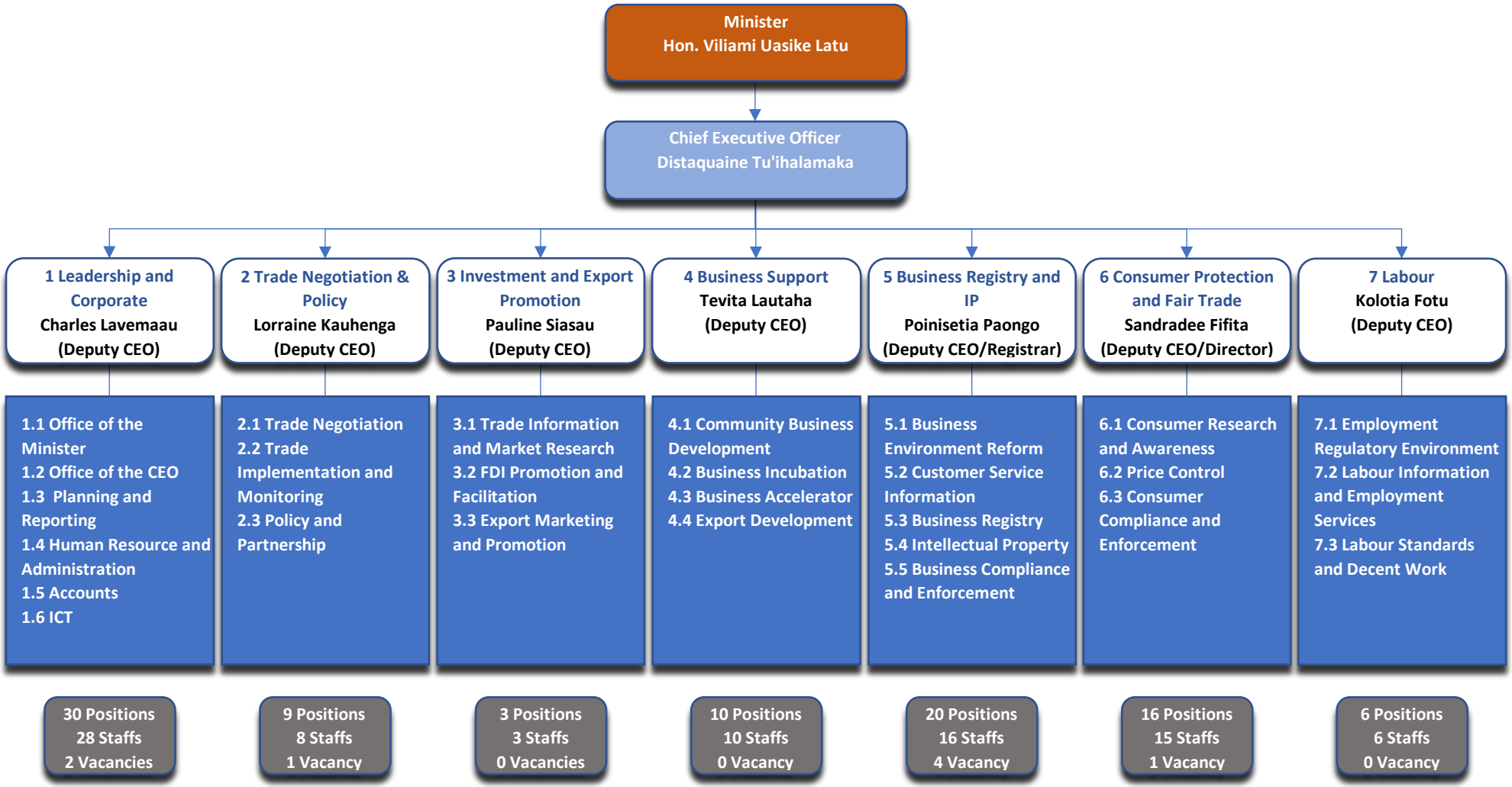
The Ministry's human resource and skills gaps that are critical to the successful implementations of MTED's key initiatives and priorities continue to exist. Table 4 summarize the key critical positions identified.

TABLE 4 MTED CRITICAL POSITIONS FOR FY2022/23

	Proposed Positions	Salary Band	Division	Corporate Plan Staffing Gap	Corporate Plan Output	Justifications
1	Senior Assistant Secretary	J	Investment and Export Promotion	Shortage of staff	Output 3	The Market and Promotion Unit was transferred from Program 4 with no staff. The Investment and Export Promotion is a priority to the Ministry as we are targeting to increase export with more available markets for Tonga. With that the Unit requires more technical staff to ensure that the target is achieved.
2	Assistant Secretary	L	OIC, Ha'apai Leadership and Corporate Services	No senior staff in Ha'apai to serve as OIC	Output 1	Ha'apai branch currently operates under the supervision of junior officer at Band P as the OIC.
3	Senior Cooperatives Officer	K	Business Support	There is no senior staff to oversee daily activities of sub-program 4.1	Output 4	There are only 2 staff work under the sub-program 4.1 and the highest position is band L, but given the load of work and the target expectation to be delivered by this unit, it requires a more senior level to lead the implementation and delivery of the range of outputs under sub-program 4.1.
5	Principal Labour Officer	K	Labour	There is no current staff to oversee Sub program 1 and 2	Output 7	There is only 1 staff and 1 daily labour to deliver the key activities under this sub-program, especially with the envisioned enactment of the Employment Relations Act 2020 (pending royal assent) in FY2022/23.

2.3 MTED ORGANIZATIONAL STRUCTURE

FIGURE 2 MTED ORGANIZATIONAL STRUCTURE TO BE EFFECTIVE AS OF 1ST OF JULY 2021



2.4 SUMMARY OF MTED PLANNED MAJOR REFORMS

The Government, through the Ministry of Finance, have set its priorities agenda (GPA) in the "Budget Strategy and Funding Envelope 2022/23" with nine (9) government priority agendas which are grouping into 3 thematic areas: i). National Resilience, ii). Quality of Service and Affordability and iii). Challenges and Opportunities for Progressive Economic Growth. The Ministry had taken the GPA into consideration, in addition to the TSDF II outcomes, during the Ministry's corporate planning and budgeting exercise for the Medium- Term Budget Framework FY2020/2021.

Under the Economic Development, the GPA highlighted the need for continued investment in the development of Agriculture, Fisheries and Tourism. The Ministry have reviewed its relevant activities that will assist in these areas. Specifically, this is under the **Business Support Division** which handles developments in *community businesses, informal sector, local businesses and the export sector.*

The Investment and Export Division, through its trade information and market research activities, and export marketing promotion activities is also in line with this GPA. A market representative is being proposed for the New Zealand and Australian market to increase market access for Tongan exports particularly for exports from grassroots communities in Tonga in these three economic sectors.

The GPA have also highlighted the need for a clear Investment Policy to facilitate economic development. The Ministry is in full support of this priority and is in the forefront of encouraging investments with the development of the **Foreign Investment Act**. The **Business Registry Division** also wishes to upgrade their ***Business Online Registration System*** to facilitate online payment gateway and Foreign Investment Registry. This activity will increase foreign investment into the country with the ease of doing business in Tonga.

MTED also takes the wellbeing of its staff very seriously and a new initiative is being proposed to compact non-communicable disease. The Ministry appreciate that this is being highlighted in the GPA as a high risk in terms of having a severe impact on the performance of government. Government should be the leading agency in compacting this crisis as unhealthy staff does not only decrease productivity, but it is also costly to government.

The Ministry has identified the following new initiatives for the upcoming years to assist in achieving the relevant GPA and national outcome relating to the Ministry.

The Ministry's proposed new initiatives are shown in the table below in order of priority and proposed timeframe. These proposals are not necessarily with funding.

TABLE 5 MTED PROPOSED NEW INITIATIVES

PROPOSAL	DESCRIPTION	TIMEFRAME
INFORMAL BUSINESS INCUBATION PROGRAM (.5m)	**Strengthening of Business Incubation Programs**	FY2022-2023
ACCELERATOR PROGRAM (.1m)	***Strengthening of Business Accelerator Program***	
EMPLOYMENT SERVICES PROGRAM (1m)	***Employment Services Program***	FY2022-2023 FY2023/2024 FY2024/2025
EXPORT PROMOTION (2m or 4.4m)	***Tonga Trade and Investment Board***	
	Strengthening of Exports Marketing Program	FY2022-2023
	COVID-19 International Freight Assistance Package for exporters	
	Marketing Consultancy Services in Australia & New Zealand	
	Kava Packaging and Labeling Grants	
	Packhouse for Vava'u	FY2022 – 2023 FY2023 – 2024
	Vanilla Development Grants	
Cooperatives Assistances (.7m)	***Packhouse equipment for Lapaha, Vava'u and 'Eua Packhouses***	FY2022 – 2023
IMPORT SUBSTITUTION (1m)	***Multipurpose Processing Facility***	FY2022 – 2023 FY2023 – 2024
	Public Private Partnership Investment	
SECONDARY (PROCESSING FACILITY) (1.5m)	***Kava processing plants for Vava'u and 'Eua***	
OTHERS	***Tonga Petroleum Supply Optimization and Medium Ranger Development***	Dec, 2022

3 MTED BUDGET AND STAFFING

The Ministry restructured its budget to improve alignment with the changes in this Corporate Plan. The budget and staff allocations for the delivery of the Ministry's organizational outputs are provided in the following tables.

TABLE 6 MTED BUDGET BY RECURRENT, DEVELOPMENT AND ITEM

Expenditure Item ($m)	2020/21 b	2021/22 p	2022/23 p	2023/24 p
Established Staffs (10xx)	**2.84**	**2.78**	**2.78**	**2.78**
Un established Staff (11xx)	**0.50**	**0.36**	**0.38**	**0.38**
Travel and Communication (12xx)	**1.02**	**0.61**	**0.53**	**0.53**
Maintenance and Operation (13xx)	**0.27**	**0.30**	**0.39**	**0.39**
Purchases of Goods and Services (14xx)	**1.81**	**2.43**	**2.42**	**2.42**
Assets (20xx)	0.30	0.36	0.22	0.22
Grant and Transfer (15xx)	0.13	0.17	0.36	0.36
Total Ministry Expenditure	**6.87**	**6.87**	**7.09**	**7.09**

Notes:

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

TABLE 7 MTED TOTAL STAFF BY KEY CATEGORY

Category	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Established staff:					
Executive Staff (Levels 0 to 2)	9	9	9	9	9
Professional Staff (Levels 3 to 9)	42	41	43	43	43
Other Staff (Levels 9A to 14A)	43	44	44	44	44
Total Established Staff	**94**	**94**	**96**	**96**	**96**
Unestablished Staff	21	39	39	39	39
Total Staff	**115**	**133**	**135**	**135**	**135**

4 MTED PROGRAMS AND SUB-PROGRAMS

4.1 PROGRAM 1: LEADERSHIP AND CORPORATE SERVICES PROGRAM

The Leadership and Corporate Services program has six (6) sub-programs

1. *Office of the Minister*
2. *Office of the CEO*
3. *Policy and Planning*
4. *Human Resource and Administration*
5. *Accounts*
6. *Information and Communications Technology*

CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New

4.1.1 MAJOR CUSTOMERS

The key clients of the Leadership and Corporate Services Program includes the following internal and external stakeholders:

1. Divisions of the Ministry
2. Legislative Assembly
3. Cabinet
4. Government's Ministries
5. Development Partners
6. Businesses
7. Consumers
8. Investors

4.1.2 Outputs, Activities and KPIs

Table 8 Outputs, Activities and KPIs for Program 1: Leadership and Corporate Services

ORGANIZATIONAL OUTPUT 1: Efficient and effective leadership and management								
Divisional Output 1.1: Executive leadership of the Ministry's programs							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
1.1 Office of the Minister	Provide political direction and leadership to the Ministry's sub-programs and outputs	% of the number of policy direction submitted to Cabinet is approved	60%	70%	80%	100%	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
	Provide appropriate advice and guidance to stakeholders on the management of the Ministry	% of the number of complaints received are dealt with within 2 days	60%	70%	80%	100%	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
Divisional Output 1.2: Development, management and implementation oversight of MTED's Corporate Plan and staff leadership							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
1.2 Office of the CEO	Lead and oversees the development, management and implementation of the Ministry's sub-programs, outputs and provide leadership to staff	% of the number of Ministry outputs achieved during the FY	60%	70%	80%	100%	16.6	16.6.1
	Develop strategies to address the Ministry's performance gaps	% of the number of complaints received are dealt with within 2 days	60%	70%	80%	100%	16.6	16.6.1
Divisional Output 1.3: Provision of organizational planning and management support							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**

1.3 Planning and Reporting	Corporate Planning	Submitted on time to Finance and Planning	100%	100%	100%	100%	16.6	16.6.1
	FYMP Planning	Submitted on time to Finance and Planning	100%	100%	100%	100%	16.6	16.6.1
	Performance Monitor and Reporting	Number of Quarterly report submitted on time to Planning	4	4	4	4	16.6	16.6.1
	Annual Report	Submitted on time to Cabinet and LA	100%	100%	100%	100%	16.6	16.6.1
Divisional Output 1.4: Staff and Operations Management							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
1.3 Human Resource and Administration	Formulation and enforcement of the Ministry's Internal Policy	% of staff compliance with Ministry's internal policy	70%	80%	90%	100%	16.6	16.6.1
	Implementation of the Performance Management System Financial Year Plan	PMS Mid-year and end of FY review is completed and submitted on due time	100%	100%	100%	100%		
		% of Flowchart developed for MTED during the FY	50%	60%	80%	100%		
	Staff Management and Recruitment	% of vacancies recruited during the FY	70%	70%	70%	70%		
		% of Staff JDs revised and	50%	60%	70%	100%		

		submitted for re-evaluation						
		% of HR issues resolved in a timely manner	70%	70%	70%	70%		
	Management of the staff training and development plan	Number of Training Needs Analysis conducted	1	1	1	1		
		% of training requests facilitated and arranged	60%	60%	60%	60%		
	Office facility maintenance and transport management	Office compound is cleaned and maintained	80%	80%	80%	80%		
		Office building is upgraded as required for safety (removal of asbestos)	50%	70%	90%	100%		
		Transport pool is managed to cater for MTED's daily transport need	80%	80%	80%	80%		
	Appropriate management and update of information and records	Master filing system is properly maintained and updated	70%	70%	70%	70%		
		Official correspondences are recorded and disseminated accordingly	80%	80%	80%	80%		

	Implementation of the Annual Procurement Plan	Annual Procurement Plan (APP) produced and submitted on due date	80%	80%	80%	80%		
		% of planned projects implemented according to PPR	60%	60%	60%	60%		
Divisional Output 1.5: Establishment and facilitation of an improved financial management policy							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
1.5 Accounts	Manage the financial supporting services of the MTED	% of MTED financial gaps addressed in a financial year	50%	70%	90%	100%		
	Manage the disbursement of MTED budget in compliance with Treasury Instructions and Financial Management regulations.	% of Budget utilization in a financial year	70%	80%	90%	100%		
	Maintain and update the fixed asset register on a bi-annual basis	Assets reports provided on timely manner	70%	70%	70%	70%		
	Ensure timely collection of the revenue of MTED from (IP, Registry, Enforcement)	% of accuracy and timeliness	70%	80%	90%	100%		
Divisional Output 1.6: Appropriate ICT policy and service facilitating all communications and technological requirements of the Ministry							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**

1.6 ICT	An efficient and effective management and monitoring system	% of ICT gaps in the CP addressed per FY	50%	80%	90%	100%		
	Application software and Infrastructure for MTED	% of staff computer programs update	1	70%	70%	70%		
	Internal I.T support for MTED staff	% of staff satisfaction with their workstations	60%	80%	80%	100%		

4.1.3 BUDGET

The recurrent budget and staff appropriations for Program 1 in 2020/21 – 2022/23 are provided below.

TABLE 9 BUDGET FOR PROGRAM 1: LEADERSHIP AND CORPORATE SERVICES

DESCRIPTION	2021/22	2022/23	2023/24
Total Recurrent ($)	**2,438,200**	**2,457,900**	**2,457,900**
Salaries	1,197,900	1,218,600	1,218,600
Operations	1,240,300	1,239,300	1,239,300
Total Established Staff	**32**	**32**	**32**
Executive Staff	3	3	3
Professional Staff	8	8	8
Other Staff	22	22	22
Unestablished Staff	8	8	8

4.2 PROGRAM 2: TRADE NEGOTIATION AND POLICY

The Policy and Planning program has 3 sub-programs

1. *Trade Negotiation*
2. *Trade Implementation and Monitoring*
3. *Policy and Partnership*

CHANGES:

Link to last CP	Ongoing	Minor change	**Major Change**	New

4.2.1 MAJOR CUSTOMERS:

The key clients of the Policy and Planning Program includes the following internal and external stakeholders:

1.Divisions of the Ministry

2. Government's Ministries

3. Development Partners

4. Businesses

5. Consumer

6. Investors

7.WTO and FTA parties

4.2.2 Outputs, Activities and KPIs

Table 10 Outputs, Activities and KPIs for Program 2: Trade Negotiation and Policy

ORGANIZATIONAL OUTPUT 2 : Enable greater access to, and use of overseas trade and strengthen public/private partnership								
Divisional Output 2.1: Increased market access for Tongan exports and advance Tonga's gains from international trade							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
2.1 Trade Negotiation	Coordinate and Monitor the implementation of the World Trade Organization (WTO) Activities	Timely submission of WTO notifications as required	10	6	10	11	8.1 10.b	8.1.1 10.b.1
		No. of ratification processes completed under WTO Trade Facilitation Agreement (TFA) and Trade Related Intellectual Property Rights (TRIPS) Public Health Amendment	8	3	n/a	n/a		
		No. of WTO activities successfully completed on a timely manner	2	6	8	8		
	Coordinate and formulate national positions and deliver activities at Multilateral and Regional level	No. of high level meeting participation	3	4	3	3	8.1 10.b	8.1.1 10.b.1
		Timely submission. of national positions formulated to address issues identified	4	4	4	4		
		No. of trainings and /or outreach programmes conducted	6	4	4	4		
	Monitor the implementation of the PACER Plus Agreement work programme	No. of market access issues identified and addressed	1	4	4	4	8.1 10.b	8.1.1 10.b.1

		No. of PACER Plus projects completed as scheduled	3	4	4	4		
	Preparation for accession to the interim Economic Partnership Agreement and Post Cotonou Agreement	No. of accession processes completed	2	4	2	0	8.1 10.b	8.1.1 10.b.1
	Assessing Tonga's readiness to trade under PICTA and its Implementation upon completion of the domestic legislative reforms	No. of steps completed for declaration of readiness to trade under PICTA	0	8	10	0	8.1 10.b	8.1.1 10.b.1
	Secretariat to the Tonga National Trade Negotiation Committee	No. of meetings convened	2	4	4	4	8.1 10.b	8.1.1 10.b.1
		No. of policy issues/papers submitted and endorsed	5	12	12	12		
	Identify and provide Trade Policy and Negotiation Advise	No. of trade policy and negotiation advise provided	2	8	8	8	8.1 10.b	8.1.1 10.b.1
		Number of policy proposals for Investment and Export Promotion and Business Support Division submitted to CEO and Minister for endorsement	0	3	3	3		
Divisional Output 2.2: Improved collaborations with stakeholders to streamline, implement and monitor trade policies to promote private sector led growth.							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
2.2 Trade Implementati	Secretariat to the Tonga Economic Development Working Group	No. of TEDWG meetings successfully convened	n/a	2	2	2	16.6	16.6.1

on and Monitoring	Implementation of Tonga Trade Policy Framework 2017-2025	TTPF implementation plan is developed	n/a	0	1	1	16.6	16.6.1
		Atleast 2 MTED related actions in the TTPF is implemented	n/a	0	2	2		
		Atleast 1 progressive report on TTPF implementation is submitted to HOD at the end of FY	n/a	0	1	2		
	E-Commerce projects	Atleast 1 activity is identified and implemented	n/a	1	1	1	16.6	16.6.1
		Atleast 1 activity is identified and implemented	n/a	1	1	1		
		Atleast 1 activity is identified and implemented	n/a	1	1	1		
		Atleast 1 progressive report	n/a	1	1	1		
	Development and coordination of the COVID-19 programs	Proposed recovery programs completed and endorsed	1	1	1	1	16.6	16.6.1
		Completion Report is endorsed by Minister and submitted to Cabinet	1	1	1	1		
	Coordinate work activities for PIFS (Desk officer)	Conducted on a timely manner, communications are dealt with within 1 day	2	2	2	2	16.6	16.6.1
	Coordinate work activities for OACPS (Desk officer)	Conducted on a timely manner, communications are dealt with within 1 day	0	1	1	1		
	Identify and provide policy advise for Labour and Consumer Protection & Fair Trade Divisions (Policy Officer)	Number of policy concept papers or reviews submitted within one week of policy identification to CEO and Minister	0	4	4	4	16.6	16.6.1

		Number of policies advise or reviews submitted within one week of request to CEO and Minister	0	2	2	2		
Divisional Output 2.2: Improved collaborations with stakeholders to streamline, implement and monitor trade policies to promote private sector led growth.							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
2.3 Policy and Partnership	Public Private Dialogue Framework	No. Public-Private Dialogue meetings held	3	4	4	4	17.13	17.13.1
		No. of Sectorial Consultative Meetings held	1	4	4	4		
		National Business Consultative Conference is held once every year in October	0	1	1	1		
		National Economic Summit is held every 2 years	0	n/a	1	n/a		
	Legislative Reviews	At least one legislative review exercise per year	0	1	1	1		
	MTED Trade Week	Completed as scheduled	1	1	1	1	17.13	17.13.1
	Public Updates/Intelligence	Conduct at least 1 survey to assist in the Ministry's policy development	1	4	4	4	17.13	17.13.1
		Media update within 2 days (website, press releases, social media)	n/a	100%	100%	100%		
	Division Support Services	At least one training per quarter in specific areas identified by staff	1	1	1	1	17.13	17.13.1
		Ensure staff meetings are held every fortnight	5	20	20	20		
		Quarterly reports are submitted on time, complete and accurate to CSD	4	4	4	4		

		Annual reports are submitted on time, complete and accurate to CSD	1	1	1	1		
		Corporate Plan and Annual Management plan of the division are submitted on time to CSD	1	1	1	1		
	Coordinate work activities for Commonwealth Secretariat and United Nations (Desk Officer)	Conducted on a timely manner, communications are dealt with within 1 day	n/a	100%	100%	100%	17.13	17.13.1
	Identify and provide policy advise for Labour and Consumer Protection & Fair Trade Divisions (Policy Officer)	Number of policy concept papers or reviews submitted within one week of policy identification to CEO and Minister	0	2	2	2	17.13	17.13.1
		Number of policy advise or reviews submitted within one week of request to CEO and Minister	0	4	4	4		

4.2.3 BUDGET

The recurrent budget and staff appropriations for Program 2 in 2021/22 – 2023/24 are provided below.

TABLE 11 BUDGET FOR PROGRAM 2: TRADE NEGOTIATION & POLICY

DESCRIPTION	2021/22	2022/23	2023/24
Total Recurrent ($)	**620,000**	**614,300**	**614,300**
Salaries	**308900**	**333,900**	**333,900**
Operations	**311,100**	**280,400**	**280,400**
Total Established Staff	**6**	**6**	**6**
Executive Staff	1	1	1
Professional Staff	4	4	4
Other Staff	1	1	1
Unestablished Staff	0	0	0

4.3 PROGRAM 3: INVESTMENT AND EXPORT PROMOTION

Trade and Investment was previously known as the External Trade Support Program. This program is comprised of four (4) sub-programs, but previously it was only three (3)

1. *Trade Information and Market Research*
2. *Foreign Direct Investment Promotion and Facilitation*
3. *Export Promotion and Marketing*

CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New

4.3.1 MAJOR CUSTOMERS:

The key clients of the Trade and Investment Program are stakeholders who are engaged in international trade in goods and services. These include:

1. Small-scale exporters
2. Export-ready businesses who have not exported
3. Importers
4. Foreign investors
5. Domestic businesses/investors
6. Labour mobility workers/Unemployed
7. General Public

4.3.2 Outputs, Activities and KPIs

Table 12 Outputs, Activities and KPIs for Program 3: Investment and Export Promotion Program

ORGANIZATIONAL OUTPUT 3: Targeted support programs that increases and diversifies Tongan exports and promote Foreign Direct Investment								
Divisional Output 3.1: Development and implementation of a strategy to identify new export products and markets through trade data analysis and market research							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
3.1 Trade Information and Market Research	Development of Quarterly Trade Statistics Update Report	Number of Quarterly trade statistics update report endorsed and published	4	4	4	4	1.1 9.2	1.1.1 9.2.1
	Exporter Needs Assessment Survey (Tongatapu, Vavaʻu, Haʻapai and ʻEua)	Number of priority needs identified and addressed	2	4	4	4	1.1 9.2	1.1.1 9.2.1
	Market Intelligence (NZ/Australia) - Desktop research	Number of new potential export product and market identified and secured	1	2	2	2	1.1 9.2	1.1.1 9.2.1
	Promotion of increased import substitution initiative	Number of promotional outreach programme conducted	N/A	1	2	2	1.1 9.2	1.1.1 9.2.1
	Facts Finding Missions (Vavaʻu, Haʻapai, ʻEua & 2 Niuaʻs)	Number of new potential export	1	2	2	2	1.1 9.2	1.1.1 9.2.1

		product identified and secured per island group						
Divisional Output 3.2: Develop and implement a strategy to increase foreign investment inflows							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
3.2 FDI Promotion and Facilitation	Profiling of investment opportunities in Tonga - development of the investment promotion & facilitation strategy - develop sector profiles and assessment - establishment of a dedicated investment promotion website - development of investment promotional materials	Number of foreign investors registered per priority sector Number of foreign investors assisted Number of enquiries from potential investors	1	2	3	4	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
	Promotion of investment priority sector open for investment under the FDI regulations.	Number of investment promotion programme conducted	N/A	1	2	2	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
	Targeted Investment Generation activities for Tongan diaspora in NZ, Australia, USA	No. of new potential investor registered	N/A	2	3	5	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1

	Development of online investment directories	No. of enquiries received and addressed	1	2	2	2	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
	Coordinate Investment promotion awareness & education program and capacity building program	No. of trainings and/or awareness program conducted	N/A	1	2	3	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
	Coordinate and monitor the implementation of Pre and Post Investment care for interested investors	Number of foreign investors assisted by nationality and industries	3	4	5	6	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
	Facts Finding Missions	Number of investment barriers/priority needs identified and addressed	N/A	1	2	3	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
	Investment Policy Advise	Number of investment policy advice provided	1	2	2	2	8.1 8.a 9.2	8.1.1 8.a.1 9.2.1
Organizational Output 3.3: Targeted Market Access Support							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
3.3 Export Marketing and Promotion	Establishment of new markets (NZ/Aust)	No. of new potential export market established per sector Number of export barriers identified and addressed	1	2	3	4	9.3	9.3.1

	Promoting export - ready products and export-capable businesses in regional and international trade exhibitions	No. of businesses assisted	N/A	4	8	12	9.3	9.3.1
	Establishment of Tonga Trade & Investment Board	Percentage completion of the establishment of TTIB	N/A	30%	70%	100%	9.3	9.3.1
	Implementation of Targeted Business Support Programme for exporters - International Freight Assistance/Subsidy - Export Support Program	Number of growers/ businesses/exporters assisted	5	5	6	7	9.3	9.3.1
	Diaspora Engagement Programme- Katoanga initiative	Number of handicraft producers assisted per island group	2	2	3	4	9.3	9.3.1
	Coordinate and facilitate Export Promotion education & awareness program	No. of trainings and/or awareness program conducted	1	1	2	3	9.3	9.3.1
	Capacity Building/ Training	Number of trainings staff participated in or conducted within the financial year	1	1	2	3	9.3	9.3.1
	Facts Finding Missions	Number of export barriers/priority needs identified and addressed	2	2	3	4	9.3	9.3.1

4.3.3 BUDGET

The recurrent budget and staff appropriations for Program 3 in 2022/23 – 2024/25 are provided below.

TABLE 13 BUDGET FOR PROGRAM 3: INVESTMENT AND EXPORT PROMOTION PROGRAM

DESCRIPTION	2021/22	2022/23	2023/24
Total Recurrent ($)	**494,700**	**596,700**	**596,700**
Salaries	154,100	157,500	157,500
Operations	340,600	439,200	439,200
Total Established Staff	**5**	**5**	**5**
Executive Staff	1	1	1
Professional Staff	4	4	4
Other Staff	0	0	0
Unestablished Staff	2	2	2

4.4 PROGRAM 4: BUSINESS SUPPORT

The Business Support program, formerly known as the Cooperatives and Business Support Program is comprised of four (4) sub-programs. They are:

1. *Community Business Development*
2. *Business Incubation*
3. *Business Accelerator*
4. *Export Supply Development*

CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New

4.4.1 MAJOR CUSTOMERS

The key customers of the Cooperatives and Business Support Program are local businesses and entrepreneurs both in the informal as well as in the formal sectors. These include:

1. Existing and potential Informal MSMEs
2. Existing and potential cooperatives
3. Agricultural smallholder farmers
4. Artisan fishermen and aquaculture farmers
5. Women entrepreneurs
6. Handicraft makers
7. Youth entrepreneurs
8. Local manufacturers
9. Local exporters

4.4.2 Outputs, Activities and KPIs

Table 14 Outputs, Activities and KPIs for Program 4: Business Support

ORGANIZATIONAL OUTPUT 4: Targeted support program that builds the productive capacity of local businesses								
Output 4.1: Provision of Targeted Development Supports that builds the capacity Community Businesses							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
4.1 Community Business Development	Develop and established Primary Farmers Cooperative Societies (FCS)	Number of Primary Farmers Cooperatives are established and registered.	6	6	3	2	9.3	9.3.1 9.3.2
	Develop and implement Production and Supply Development Plans for established Cooperatives.	Number of FCS Development Plans are developed and implemented.	4	4	4	3	9.3	9.3.1 9.3.2
	Implement MTED Farmers Cooperative Empowerment Programs for FCS TBU.	Number of Primary FCS Empowerment Projects implemented.	6	4	4	3	9.3	9.3.1 9.3.2
	Monitor the implementation of FCS Production Plans for Tongatapu and Outer Islands.	Number of monitoring visits and crops inspections.		12	12	12	9.3	9.3.1 9.3.2
Output 4.2: Provision of Targeted Supports that develops the capacity of MSMEs							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
4.2 Business Incubation	Implement business entrepreneurial capacity building programs for informal MSMEs	Number of Micro MSME Business	8	24	30	40	2.3	2.3.2

	through business trainings and mentoring.	Trainings and Workshops held.						
	Continue to implement informal MSME Product Development Projects.	Number of MSME Product Development Projects delivered.	30	80	100	120	2.3	2.3.2
	Informal MSME Business Incubation Programs are implemented.	Number of business incubation programs delivered.		80	80	80	2.3	2.3.2
Output 4.3: Provision of Targeted Development Supports that builds the capacity of local businesses							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
4.3 Business Accelerator	Develop and implement business skills capacity building programs for local businesses through Business Trainings and Coaching.	Number of local businesses participated in business coaching program.	4	20	30	40	9.2	9.2.1
	Implement marketing and promotional campaign programs for locally made products and local manufacturing sector.	Number of marketing promotional programs delivered.	15	10	10	10	9.2	9.2.1
	Organise and conduct shows and networking events to showcase and promote the Tonga Made campaign and support local businesses.	Number of Shows and Exhibitions are organized and facilitated for participations of	5	3	4	5	9.2	9.2.1

		Local Manufacturing Businesses.						
	Deliver Business Acceleration Projects with Donor Partners for Local businesses.	Number of Business Acceleration Projects delivered.	6	6	6	6	9.2	9.2.1
Output 4.4: Provision of Export Supply Chain Support that cater for local producers and exporters							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
4.4 Export Development	The Vava'u Pack House is renovated and well equipped (tools and facilities) for processing, packing and exports.	% of the renovating works completed and % of tools and facilities ordered for the packhouse.		100%	100%	100%	9.3	9.3.1
	The Hahake Pack House in Tongatapu is well equipped with basic tools and facilities for exports packing including cooler room storage facility.	Number of tools and facilities are sourced for the Pack House.	7	7	3	0	9.3	9.3.1
	Sourcing, grading, processing and exporting of exports containers	Number of Containers are processed and exported.	12	12	12	12	9.3	9.3.1
	Developed and production of appropriate packing facilities and packaging materials for packing of products for exports.	Number of packing facilities and materials are sourced.	2	2	3	1	9.3	9.3.1

	Facilitate a Feasibility Study for Product Value Additions (flour from root crops, sugar from coconuts, making of taro leaves cans, juices)	Percentage of the Study Completed and Reported.		1	1	1	9.3	9.3.1

4.4.3 BUDGET

The recurrent budget and staff appropriations for Program 4 in 2022/23 – 2024/25 are provided below.

TABLE 15 BUDGET FOR PROGRAM 4: BUSINESS SUPPORT

DESCRIPTION	2021/22	2022/23	2023/24	2024/25
Total Recurrent ($)	1,402,500	**1,425,800**	**1,425,800**	**1,425,800**
Salaries	323,900	354,200	354,200	354,200
Operations	**1,078,600**	**1,071,600**	**1,071,600**	**1,071,600**
Total Established Staff	**10**	**10**	**10**	**10**
Executive Staff	1	1	1	1
Professional Staff	4	4	4	4
Other Staff	5	5	5	5
Unestablished Staff	2	4	4	4

4.5 PROGRAM 5: BUSINESS REGISTRY AND INTELLECTUAL PROPERTY

The Business Registry and Intellectual Property program consists of five (5) sub-programs:

1. *Business Environment Reform*
2. *Customer Service and Information*
3. *Business Registry*
4. *Innovation and Creativity*
5. *Business Compliance and Enforcement*

CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New

4.5.1 MAJOR CUSTOMERS:

The Business Registry and IP Program serves a wide range of formal business enterprises. They include the followings:

1. Sole traders
2. Companies
3. Partnerships
4. Potential entrepreneurs
5. Foreign investors and potential foreign investors
6. Credit Unions and Cooperatives
7. Charitable Trusts
8. Incorporated Societies
9. Inventors and creators
10. IP owners (patent owners, industrial design owners, etc.)

4.5.2 Outputs, Activities and KPIs

Table 16 Outputs, Activities and KPIs for Program 5: Business Registry and Intellectual Property

ORGANIZATIONAL OUTPUT 5: Enabling Business Environment that is conducive to inclusive, sustainable and resilient economic growth								
Divisional Output 5.1: Improved enabling environment for businesses							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
5.1 Business Environment Reform	Review and amend business legislations and regulations	Business Legislations & Regulations reviewed and amended	1	1	1	1	8.1	8.1.1
Divisional Output 3.1: A business and Intellectual Property Service Centre that is customer centric							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
5.2 Customer Service Information	Upgrade of Business Service and Information Centre in the outer islands	That business information needs of clients in outer islands are met by the Business Service and Information Centres (BSIC) in those respective islands	100%	100%	100%	100%	8.1	8.1.1
	IP information corner updated and promoted	That IP information needs of client are provided for by the BSIC	80%	80%	90%	100%		

	Compilation of all ancillary business license registration information and made available to businesses and potential investors	That accurate information on all aspects of business licensing in Tonga is made available at MTED	60%	60%	80%	100%		
	Intra-government information reporting mechanism	Development of an intra-government information reporting processes to ensure that business information made available to clients are accurate		60%	80%	100%		
	Business Registration - Lodging registrations documents and other filings	That all applications and filings for business registrations are lodged and receipt and reviewed for assessing and processing		100%	100%	100%	8.1	8.1.1
	Receipts of payments and pay-in	Customers are issued with the correct receipt and that the pay-in is prepared in a timely manner	100%	100%	100%	100%		

	Industrial Property - Lodging registration documents and other filings	That registrations of all Industrial Property are receipt and passed on for assessing and processing	100%	100%	100%	100%		
Divisional Output 5.3: An improved business registry environment that is conducive for business startup and business growth							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
5.3 Business Registry	Business Registry online system	% Accuracy and timeliness		80%	90%	100%	8.1	8.1.1
	Administration of Business Registry Legislations and Regulations	Processing time not exceeds time prescribed by law		100%	100%	100%	16.6	16.6.2
	Implementing of the Business Licence Reform Roadmap updated (CD No.1325/22 Nov 2019)	Number of actions is completed		1	2	3	8.1	8.1.1
	Administration of Cooperative Societies Legislation and Regulations	Development of a plan for Registration and Auditing of Co-operative		100%	100%	100%		
	Targeted customer service training (for staff)	One training is carried out during each quarter						
	Targeted training for relevant stakeholders	One training is carried out each quarter						

	Coordination with Business Support Division	That a plan for coordination with Business Support Division is identified and developed		100%	100%	100%		
	Implementing of Foreign Investment Act & Regulation	That FI Act & Regulation is implemented and monitored						
	Online Payment Gateway	That customers are able to make payments online when they apply online and file annual requirements online		100%			8.1	8.1.1
	Hosting Contracts (Business Registries and PPSA)	That the two online systems never fails our client and the public		100%			8.1	8.1.1
Divisional Output 5.4: An innovative and creative IP environment that strengthen business competitiveness and increase demand for IP services							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
5.4 Innovation and Creativity	Continuing upgrading of the IPAS System, this time from V3.3.1 to V3.5.0B	That all new applications and office documents are received,		100%	100%	100%	8.2	8.2.1

		examined and that all accepted applications are published						
	Business process improvement	Processing of completed applications to be reduced to less than six months		100%	100%	100%	8.2	8.2.1
	Data quality improvement and data exchange	All manual data captured in the IPAS system		100%	100%	100%	8.2	8.2.1
	Website Design and Online IP Database	Development of Website and IP data and is made available online		100%	100%	100%	8.2	8.2.1
	Joining and using global infrastructures (Madrid System)	Tonga acceding the Madrid Protocol		50%	80%	100%	8.2	8.2.1
	Enhanced Institutional Framework (Infrastructure)	Technical report is completed and approved		1	1	1	8.2	8.2.1
	Development of information packages for businesses and other targeted audiences	Increase in business competitiveness and public awareness		2	2	2	8.2	8.2.1
	Development of an IP Legal and Policy Reform Roadmap	IP legal and policy reform roadmap approved by Cabinet		100%	100%	100%	8.2	8.2.1

	Review and amend Copyright Act	Copyright Act reviewed and amend		100%	100%	100%	8.2	8.2.1
	Acceding to other key international instruments for Copyright	Prioritize International Instruments that Tonga will benefit from		100%	100%	100%	8.2	8.2.1
	Review and update Tonga's National IP Strategy 2015/17	Assessment report is completed and approved		100%	100%	100%	8.2	8.2.1
	Development of a Legal Framework for Traditional Knowledge (TK) and Traditional Cultural Expressions (TCE)	Legal framework for a Traditional Knowledge (TK) and Traditional Cultural Expressions (TCE)		100%			8.2	8.2.1
	Strengthen business competitiveness through brands and designs	Increase in IP consciousness of businesses		100%			8.2	8.2.1
	Create a strong demand for IP services from IP creators, owners and users	Increase in IP consciousness of businesses		100%			8.2	8.2.1
	Intellectual Property Day	Increase in business competitiveness and IP		100%			8.2	8.2.1
Divisional Output 5.5: Improved compliance of businesses with requirements prescribed under all Business and Intellectual Property Acts and Regulations							**SDG/TSDF**	

Sub-program	Activity	KPIs	2021/22 (baseline)	2022/23	2023/24	2024/25	Targets #	Indicators #
5.5 Business Compliance and Enforcement	Reviewing of compliance and enforcement process and templates for all registered registries.	That the plan for the enforcement and compliance of regulations are developed and implemented		100%	100%	100%		
	Review and update inspection annual plan	That a plan for the enforcement and compliance is reviewed and updated		100%	100%	100%	16.6	16.6.2
	Review and update database	That a database for inspections of businesses is developed and implemented		100%	100%	100%	16.6	16.6.2
	Management and reporting on task force inspections and work plans	That a weekly & monthly report on task force inspections and work plans are reported to relevant divisions		100%	100%	100%		
	Review and update audit annual plan	That a plan for auditing of Co-operative Societies						

		is reviewed and updated						
	Electronic inspection monitoring system	That an electronic monitoring system for inspection vehicles is implemented		100%	100%	100%	16.6	16.6.2
	Management and reporting on task force inspections and work plans	That a weekly and monthly report on task force inspections and work plans are developed and implemented		100%	100%	100%		
	Industrial Property Inspection: Trademark, Industrial Designs, Patent	At least 80 of registered Trademark, Industrial Designs and Patents are inspected		100%	100%	100%		
	Business Inspection: Companies, Business Licences, Business Names, Foreign Investment, Charitable Trust, Incorporated Societies, Cooperatives, Credit Unions	At least 80% of registered businesses are inspected for compliance		100%	100%	100%	16.6	16.6.2

4.5.3 BUDGET

The recurrent budget and staff appropriations for Program 5 in 2021/22 – 2023/24 are provided below

TABLE 17 BUDGET FOR PROGRAM 5: BUSINESS REGISTRY AND INTELLECTUAL PROPERTY

DESCRIPTION	2020/21	2021/22	2022/23	2023/24
Total Recurrent ($)	423,800	**952,600**	**876,400**	**876,400**
Salaries	171,400	564,900	494,700	494,700
Operations	252,400	387,700	381,700	381,700
Total Established Staff	8	**19**	**19**	**19**
Executive Staff	0	1	1	1
Professional Staff	4	10	10	10
Other Staff	4	8	8	8
Unestablished Staff	0	2	2	2

4.6 PROGRAM 6: CONSUMER PROTECTION AND FAIR TRADE

The Consumer Protection and Fair Trade Program is comprised of three (3) sub-programs. They are:

1. *Consumer Research and Awareness*
2. *Price Control*
3. *Consumer Compliance and Enforcement*

CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New

4.6.1 MAJOR CUSTOMERS:

The key clients of the Consumer Protection and Fair Trade Program are primarily consumers. However, the program also provides services to registered businesses including:

1. Distributors (wholesalers, importers)
2. Retailers (shops and service stations)
3. Regulated service providers (taxis, heavy trucks, buses)
4. Suppliers of petroleum and LPG
5. Power Utility

4.6.2 Outputs, Activities and KPIs

Table 18 Outputs, Activities and KPIs for Program 6: Consumer Protection and Fair Trade

ORGANIZATIONAL OUTPUT 6: Establishment of consumer awareness/education initiatives and redress mechanism to empower and protect the interest of consumers								
Divisional Output 6.1: Improved consumer regulatory environment and awareness strategies are developed and implemented							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
6.1 Consumer Research & Awareness	**6.1.1 Legal Framework**							
	Development of the Consumer & Competition policy and Act	Consumer and Competition Policy is submitted to Cabinet	0%	50%	100%		16.6	16.6.1
		Final Draft of the Consumer and Competition Bill is endorsed by CEO	50%	100%				
	Price Control Bill 2022 and development of the Regulation	Price Control Bill is submitted to Cabinet	50%	100%			16.6	16.6.1
				20%	80%	100%		
	6.1.2 Policy Developments							
	Development and co-ordination of Market Surveys to protect the interest of consumer and improve	Number of surveys completed (1 every 6 months)	2	4	6	8	16.6	16.6.1

	consumer awareness and education programs							
	Memberships with International Organisation (CI, PASC, ISO)	Number of memberships endorsed	0	1	2	3		
	6.1.3 Consumer Awareness & Education							
	Development and implementation of Consumer Awareness and Education program	Percentage of Planned Media (Radio, TV, Newspaper and program is developed and implemented according to schedule)	80%	80%	80%	80%	16.6	16.6.1
		Number of new initiatives developed.	2	3	4	5		
		No of new consumer activities developed in the webpage	20%	60%	100%		16.6	16.6.1
		Number of likes on fb page.	8000	8,500	9,000	10,000	16.6	16.6.1
	Consumer complaints registrations and information desk	Percentage of registered complaints received and resolved.	80%	85%	90%	100%	16.6	16.6.1

		Mobile unit is established and the number of activities implemented.	4	6	8	10		
Divisional Output 6.2: Facilitation of Competent Authority policy directions on regulated goods and services							**SDG/TSDF**	
Sub-program 6.2 Price Control	**6.2.1 Petroleum Price Review**							
	Activity	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
	Annual Petroleum products price template review	Monthly petroleum price review report is endorsed by TCA	100%	100%	100%	100%	2.1	2.1.1
		Annual petroleum review report is endorsed by TCA	100%	100%	100%	100%	2.1	2.1.1
	LPG price template annual review.	LPG quarterly report is endorsed by TCA.	100%	100%	100%	100%	2.1	2.1.1
		LPG annual price review is endorsed by TCA.	100%	100%	100%	100%	2.1	2.1.1
	Review contractual arrangement with Petroleum Advisor (H$T)	Timely completion of contract with Petroleum Advisor (before the end of June annually)	100%	100%	100%	100%	2.1	2.1.1
	6.2.2 Other regulated goods and services							
	Pricing of regulated goods and services	Timely submission of monthly updates (	11	11	11	11	2.1	2.1.1

		end of every first week of the month)						
	Review pricing strategy of other regulated goods (mark up, pricing strategy, template)	Number of recommended policies implemented	0%	100%			2.1	2.1.1
	Secretariat role to the Tonga Competent Authority	Number of policy submissions endorsed by TCA	4	6	6	8		
	6.2.3 Petroleum Reform Program							
	Petroleum Reform Project Plan Implementation	Project plan activities are developed and implemented	20%	50%	80%	100%	2.1	2.1.1
Divisional Output 6.3: Enforcement and compliance requirements prescribed under the Consumer Protection Act, Price Control Act and Weight and Measures Act							**SDG/TSDF**	
Sub-program 6.3 Consumer Compliance and Enforcement	**Activity**	**KPIs**	**2021/22 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
	6.3.1 Enforcement Program							
	Development and implementation of electronic inspection program and database for reporting purposes	Online inspection forms are established and database for ease of use of inspectors and reporting services	10%	80%	100%		16.6	16.6.1
	Daily Inspection Programs	Number of businesses inspected	500 businesses	Ongoing	Ongoing	Ongoing		

			(every 6 months)					
		Number of registered pumps	900	Ongoing	Ongoing	Ongoing		
		Number of daily incident reports submitted to Minister, CEO and HODs	10	30	50	80		
		Number of registered weights/scales and lengths	300	Ongoing	Ongoing	Ongoing		
	Investigation of non-compliance businesses for prosecution purposes	Number of prosecutions implemented	20	50	100	200	16.6	16.6.1
	Capacity building program	number of staff trainings implemented	3	4	4	4	16.6	16.6.1
		Number of business training/consultations implemented	8	8	8	8		

4.6.3 BUDGET

The recurrent budget and staff appropriations for Program 6 in 2021/22 – 2023/24 are provided below.

TABLE 19 BUDGET FOR PROGRAM 6: CONSUMER PROTECTION AND FAIR TRADE

DESCRIPTION	2021/22	2022/23	2023/24
Total Recurrent ($)	**782,100**	**782,100**	**782,100**
Salaries	402,400	403,800	403,800
Operations	379,700	378,300	378,300
Total Established Staff	**16**	**17**	**18**
Executive Staff	1	1	2
Professional Staff	7	7	7
Other Staff	8	9	9
Unestablished Staff	2	2	1

4.7 PROGRAM 7: LABOUR

The Labour Program is comprised of three (3) sub-programs. They are:

1. *Employment Regulatory Environment;*
2. *Labour Market Information and Employment Services; and*
3. *Labour Standards and Decent Work*

CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New

4.7.1 MAJOR CUSTOMERS:

The key clients of the Labour Program are stakeholders in the labour market. These include:

1. Workers in the domestic labour market (both locals and foreign, and formal workers in both the formal and informal sector)
2. Registered businesses and employers
3. Workers' associations
4. Employers' associations
5. Unemployed working population
6. School children under 18

4.7.2 Outputs, Activities and KPIs

Table 20 Outputs, Activities and KPIs for Program 7: Labour

ORGANIZATIONAL OUTPUT 7: Labour market conditions and standards that support business growth, decent work and higher labour participation in both formal and informal sectors								
Output 7.1: Improved Strategies to improve the labour regulatory environment are developed and implemented.							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2022/23**	**2023/24**	**2024/25**	**Targets #**	**Indicators #**
7.1 Employment Regulatory Environment	**7.1.1 Legal Framework**							
	Enactment and implementation of the Employment Relations Act 2020.	The Employment Relations Bill 2020 is enacted and implemented.	0	20%	40%	60%	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Development of the Employment Relations Regulation.	Percentage of progress on Employment Relations Regulation.	0	-	50%	80%	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Establish the Employment Relations Advisory Committee (ERAC) in accordance with the Employment Relations Act 2020.	100% compliance with the criteria set out in ERB 2020.	0	-	100%	-	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Establishment of the Commission body as necessary.	Number of Commission body established.	0	-	-	1	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Promote and support the organization of sectors and registration of workers' and	Number of Workers Associations and Employers'	0	2	3	5	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2

	employers' associations per Employment Relations legislation	Associations are registered.						
	Education and awareness program on Employment Regulatory Environment.	Numbers of programs.	0	1	4	8	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	7.1.2 National Policy Framework							
	Develop the Tonga National Employment Policy (TNEP).	Timeliness of draft(s) development.	0	80%	-	-	8.2, 8.5, 8.6,8.9, 8.b	8.2.1, 8.5.2, 8.6.1, 8.9.1, 8.b.1
	Consultations and workshops on draft TNEP.	Number of consultations & workshops.	0	1	5	-	8.2, 8.5, 8.6,8.9, 8.b	8.2.1, 8.5.2, 8.6.1, 8.9.1, 8.b.1
	Seek endorsement of the TNEP and launch document.	TNEP is endorsed by Cabinet & is launched.	0	-	1	-	8.2, 8.5, 8.6,8.9, 8.b	8.2.1, 8.5.2, 8.6.1, 8.9.1, 8.b.1
	Implement policy actions under the TNEP.	Number of policy actions that is implemented.	0	-	1	2	8.2, 8.5, 8.6,8.9, 8.b	8.2.1, 8.5.2, 8.6.1, 8.9.1, 8.b.1
	7.1.3 Policy Advise on Employment Visa for Foreigners							
	Receive and check applications referred from the MFA (Immigration Division).	Timeliness.	80%	80%	90%	100%	8.5, 8.6, 8.8	8.5.2, 8.6.1,

								8.8.1, 8.8.2
	Assess applications based on approved criteria.	Timeliness.	80%	80%	90%	100%	8.5, 8.6, 8.8	8.5.2, 8.6.1, 8.8.1, 8.8.2
	Submit advice and subsequent recommendation to the MFA and maintain copy on file.	Timeliness; Advice and recommendation is based on approved policy.	80%	80%	90%	100%	8.5, 8.6, 8.8	8.5.2, 8.6.1, 8.8.1, 8.8.2
Output 7.2: Strategies to provide accurate labour market information for evidence-based policy recommendations to increase employment, and increase job placements of the unemployed are developed and implemented.							**SDG/TSDF**	
Sub-program	**Activity**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**
7.2 Labour Market Information and Employment Services	**7.2.1 Labour Information**							
	Maintain and update database on key labour market statistics	Updated key labour market indicators (KILM) statistics.	50%	50%	80%	100%	8.3, 8.5, 8.6, 8.7, 8.8, 8.9	8.3.1,8.5.1, 8.5.2,8.6.1 ,8.7.1,8.8.1 ,8.8.2, 8.9.1, 8.9.2
	Review labour related statistical surveys and reports referred to the division.	Timeliness and accuracy of review.	70%	70%	80%	90%	8.5,8.6, 8.7,8.8, 8.9	8.5.1,8.5.2, 8.6.1, 8.7.1,8.8.1, 8.8.2,

								8.9.1, 8.9.2
	Provide statistical information and advice for policy considerations and formulation.	Timeliness and accuracy of information and advice provided.	70%	70%	80%	90%	8.5, 8.6, 8.7,8.8, 8.9	8.5.1,8.5.2, 8.6.1, 8.7.1,8.8.1, 8.8.2, 8.9.1, 8.9.2
	7.2.2 Labour Market Assessment Report							
	Seek technical assistance to conduct labour market assessments.	Number of labour market assessment reports.	0	1	-	1	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Disseminate labour market information to stakeholders.	Timeliness and quality of information disseminated.	-	50%	-	80%	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	7.2.3 Employment Services (New)							
	Receive and register job seekers to the 'Unemployed Register'.	Maintained and updated unemployment register.	1	1	1	1	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Match job seekers with available vacancies in the market.	Number of job placements.	5	5	15	30	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Prepare job seekers for job interviews.	At least 1 interview briefing is held before job seeker	1	1	2	2	8.5, 8.6	8.5.1, 8.5.2, 8.6.1

		attends interview with employer.						
	Seek partnership with the MIA's Youth Division and relevant agencies to enhance employment services.	A formal work arrangement with relevant agencies is established and implemented.	1	1	1	1	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Promote and increase awareness programs.	Increased job seekers registration.	20	70	120	200	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	7.2.4 Apprenticeship/Internship Program (New)							
	Seek technical assistance to design an apprenticeship/ internship program package to increase employment in Tonga.	Development partner support is confirmed.	0	0	1	1	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Propose a suitable apprenticeship/internship program for discussion and endorsement.	Number of consultations on endorsed proposal.	0	-	1	3	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Formalize arrangements with counterparts of the apprenticeship / internship program.	Formal agreement between all parties to collaborate on program.	0	0	1	0	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Launch and implement the program.	Program is launched and implemented.	0	0	1	1	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
Output 7.3: Strategies to promote decent work and effective labour standards are developed and implemented.							**SDG/TSDF**	
Sub-program	**Key Activities**	**KPIs**	**2020/21 (baseline)**	**2021/22**	**2022/23**	**2023/24**	**Targets #**	**Indicators #**

7.3 Labour Standards and Decent Work	**7.3.1 COVID-19 & Disaster Recovery Projects**							
	Rapid Assessment of the COVID-19/disaster impacts on Employment in Tonga.	Number of rapid assessment reports.	1	1	1	1	8.1, 8.2, 8.5, 8.6, 8.9, 8.10, 8.b	8.1.1, 8.2.1, 8.5.2, 8.6.1, 8.9.2, 8.10.2, 8.b.1
	Businesses development support programs in collaboration with the ILO and the Business Development Support Division of the MTED.	Number of approved support programs for businesses.	2	2	2	2	8.1, 8.2, 8.5, 8.6, 8.9, 8.10, 8.b	8.1.1, 8.2.1, 8.5.2, 8.6.1, 8.9.2, 8.10.2, 8.b.1
	Employment support programs in collaboration with the ILO and the Ministry of Internal Affairs.	Number of approved support programs for employment.	2	2	2	2	8.1, 8.2, 8.5, 8.6, 8.9, 8.10, 8.b	8.1.1, 8.2.1, 8.5.2, 8.6.1, 8.9.2, 8.10.2, 8.b.1
	7.3.2 Decent Work Country Program (DWCP) for Tonga.							
	Re-establish the Tonga National Tripartite Consultation Committee (TNTCC).	TNTCC is re-established.	0	1	1	1	8.5, 8.6, 8.8, 8.b	8.5.2, 8.6.6.1, 8.8.1, 8.b.1
	Review in consultation with the TNTCC the Tonga Decent Work Country Program (DWCP).	DWCP is reviewed and approved.	0	1	-	-	8.5, 8.6, 8.8, 8.b	8.5.2, 8.6.6.1, 8.8.1, 8.b.1

	Launch approved DWCP.	The DWCP is launched.	0	-	1	-	8.5, 8.6, 8.8, 8.b	8.5.2, 8.6.6.1, 8.8.1, 8.b.1
	Tripartite dialogues on decent work agenda.	Number of TNTCC meetings.	0	1	4	4	8.5, 8.6, 8.8, 8.b	8.5.2, 8.6.6.1, 8.8.1, 8.b.1
	Implement decent work programs from the DWCP.	Number of programs implemented.	0	0	2	4	8.5, 8.6, 8.8, 8.b	8.5.2, 8.6.6.1, 8.8.1, 8.b.1
	7.3.3 ILO membership obligations.							
	Ratification of the ILO's Conventions.	Number of Conventions ratified.	1	1	2	3	8.7, 8.8	8.7.1, 8.8.2
	Submission of new labour standards to the national competent authority.	Number of submissions to the Privy Council.	0	1	1	1	8.8	8.8.2
	Reports on ratified conventions and non-ratified core conventions are submitted to the ILO.	Number of reports submitted to the ILO.	0	1	-	-	8.7, 8.8	8.7.1, 8.8.2
	General Survey on international labour issues.	Number of General Survey that is completed and submitted to the ILO.	1	1	-	1	8.3, 8.5, 8.6, 8.7 ,8.8, 8.b	8.3.1,8.5.1, 8.5.2,8.6.1 ,8.7.1,8.8.1 ,8.8.2,8.b. 1
	Tripartite representation to the annual International Labour Conference (ILC).	Representation to the ILC is approved by Cabinet.	0	-	1	1	8.3, 8.5, 8.6,	8.3.1,8.5.1, 8.5.2,8.6.1 ,8.7.1,8.8.1

							8.7, 8.8, 8.b	,8.8.2,8.b.1
	Education and awareness program on relevant international labour standards.	Number of awareness programs.		100%	100%	100%	8.7, 8.8	8.7.1, 8.8.2
	Implementation of ratified Conventions; i.e., C182 – Worst Forms of Child Labour Convention.	Phase 1 (research & information) to Phase 4 (approval of worst forms of child labour list for Tonga) is completed.	0	25%	50%	100%	8.7., 8.8.	8.7.1, 8.8.2

4.7.3 BUDGET

The recurrent budget and staff appropriations for Program 7 in 2021/22 – 2023/24 are provided below.

TABLE 21 BUDGET FOR PROGRAM 7: LABOUR

DESCRIPTION	2021/22	2022/23	2023/24
Total Recurrent ($)	**358,700**	**341,800**	**341,800**
Salaries	196,800	199,900	199,900
Operations	161,900	141,900	141,900
Total Established Staff	**6**	**8**	**8**
Executive Staff	1	1	1
Professional Staff	4	6	6
Other Staff	1	1	1
Unestablished Staff	1	0	0

ANNEX 1: MTED STATUTORY LEGISLATIONS

	Legislation	Purpose
1.	Business Licences Act	Licensing of business activities
	Business Licences Regulations	Implementation of the Business Licences Act
2.	Charitable Trusts Act	Incorporation and registration of religious, educational and other charitable trusts and societies
	Charitable Trusts Regulations 2009	Implementation of the Charitable Trusts Act
3.	Companies Act	Incorporation of companies and related matters
	Companies Regulations	Implementation of the Companies Act
	Companies (Liquidation) Regulations	Liquidation of companies
4.	Consumer Protection Act 2000	Protection of consumer interests
	Consumer Protection (Product Safety and Labelling Standards) Regulations	Product safety and labelling standards
5.	Co-operative Societies Act	Formation of Cooperatives and the regulation of their operation
	Co-operative Societies Rules	Rules to be adopted by cooperative societies
6.	Copyright Act	Protection of literary and artistic works
7.	Credit Unions Act	Formation of credit unions and their regulation
8.	Foreign Investment Act	Facilitation of foreign investment and reservation of certain business activities for Tongans
	Foreign Investment Regulations	Implementation of the Foreign Investment Act
9.	Incorporated Societies Act	Incorporation of non-profit organisations
10.	Industrial Property Act	Protection of industrial properties - patents, integrated circuits, industrial designs and trademarks
	Industrial Property Regulations 1998	Implementation of the Industrial Property Act
11.	Personal Property Securities Act	Facilitation of business and consumer credit by allowing the use of personal property as security

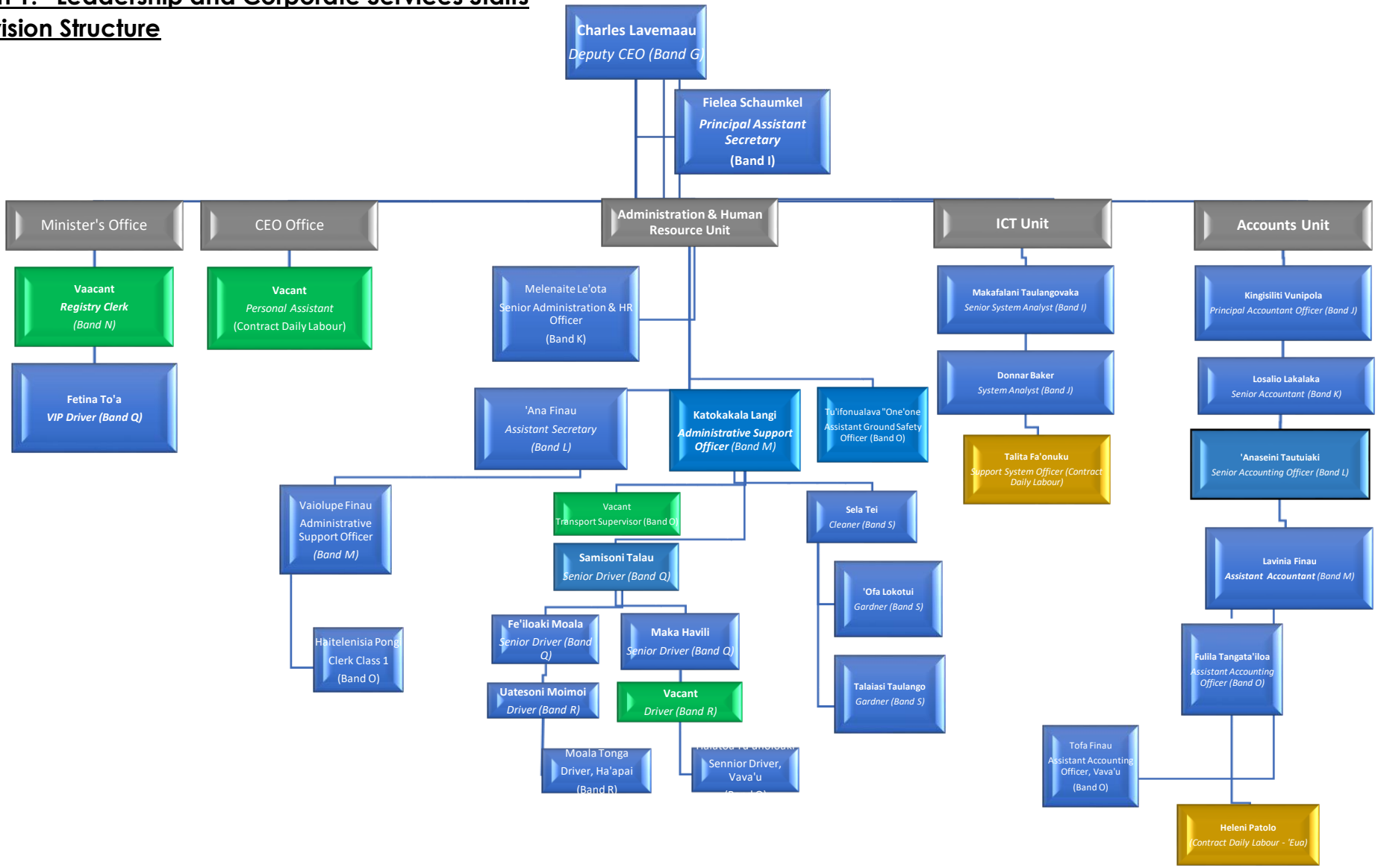
	Personal Property Securities Regulations	Implementation of the Personal Property Securities Act
12.	Price and Wage Control Act	Regulation of the price of goods and services and wage rates
13.	Protection against Unfair Competition Act	Protection of the intellectual property (Industrial properties and Copyright) of businesses
14.	Protection of Geographical Indications Act 2002	Protection of signs used on products that have a specific geographical origin
	Protection of Geographical Indications Regulations	Implementation of the Geographical Indications Act
15.	Protection of Layout-Designs (Topographies) of Integrated Circuits Act	Protection of plans which show the three dimensional locations of the electronic components of an integrated circuit
	Protection of Layout-Designs (Topographies) of Integrated Circuits Regulations	Implementation of the Protection of Lay-out Designs (Topographies) of Integrated Circuits Act
16.	Receivership Act 2015 (not yet in force)	Appointment of receivers, their powers and duties
17.	Registration of Business Names Act 2013	Registration of business names
	Registration of Business Names Regulations	Implementation of the Business Names Act
18.	Weights and Measures Act	Uniform standard and units of measurement

ANNEX 2: DETAILED STAKEHOLDER ANALYSIS

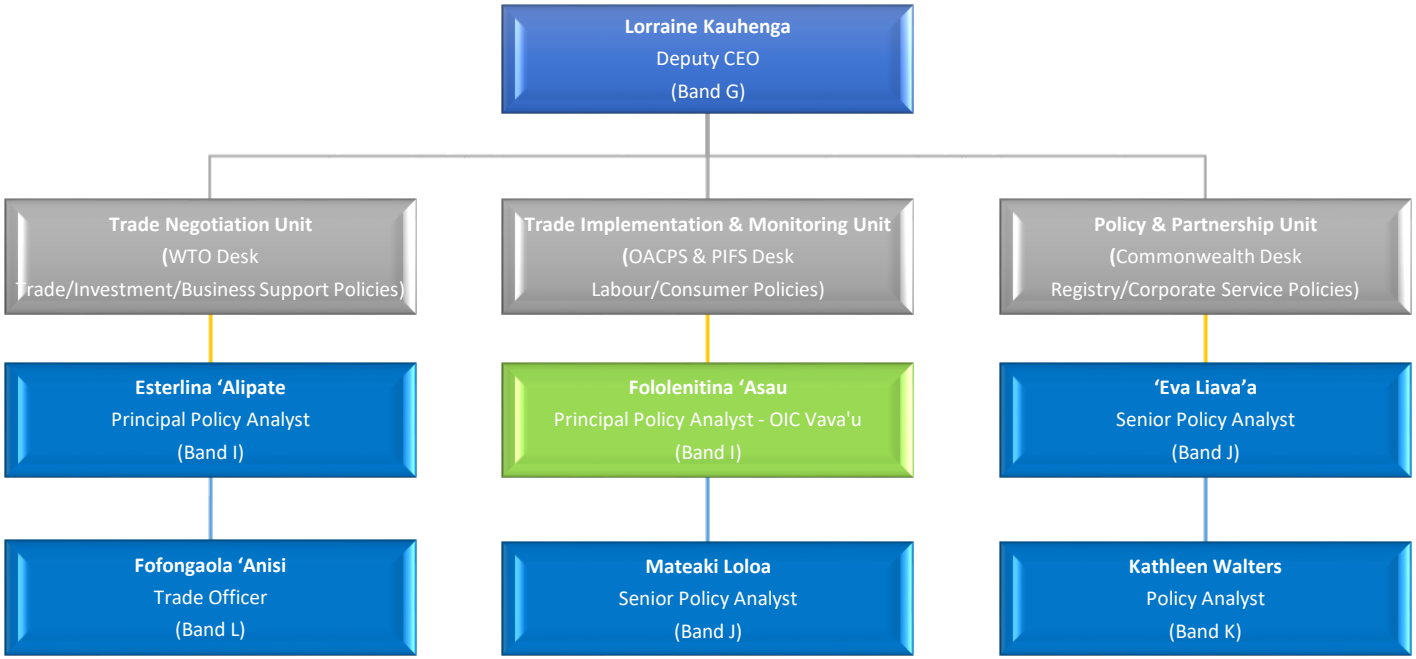
Stakeholder	Customer of MTED	Supplier to MTED	Partner with MTED	Oversight of MTED
	Received from/provided to MTED			
Businesses	Advice; guidance; instructions; services; information.	Feedback on service delivery; commercial goods; services.	Support of the MTED CP; co-implementers of PS development strategies.	Monitor; petition
General Public (consumers)	Advice; services; information.	Feedback on service delivery.		Vote; petition
MDAs	Advice; information.	Information; advice.	Operating effectiveness of government; support of the MTED CP (through coordinated activities on key outputs).	Oversight by PSC and MFNP – policy and operations.
Development Partners	Advice; instructions, services; information.	Development assistance and advice	Delivery of aid funded programs	Oversight of the development fund utilization through the MFNP.
NSA, CSO, Churches	Services; information.	Information.		Monitor; petition
Cabinet	Advice; recommendations; information.	Decisions.	Operating effectiveness of government.	Direction.
LA	Advice; recommendations; information.	Decisions; legislation.		Direction.
Public Enterprises			Support of MTED CP	

ANNEX 3: DIVISIONAL ORGANISATIONAL STRUCTURES

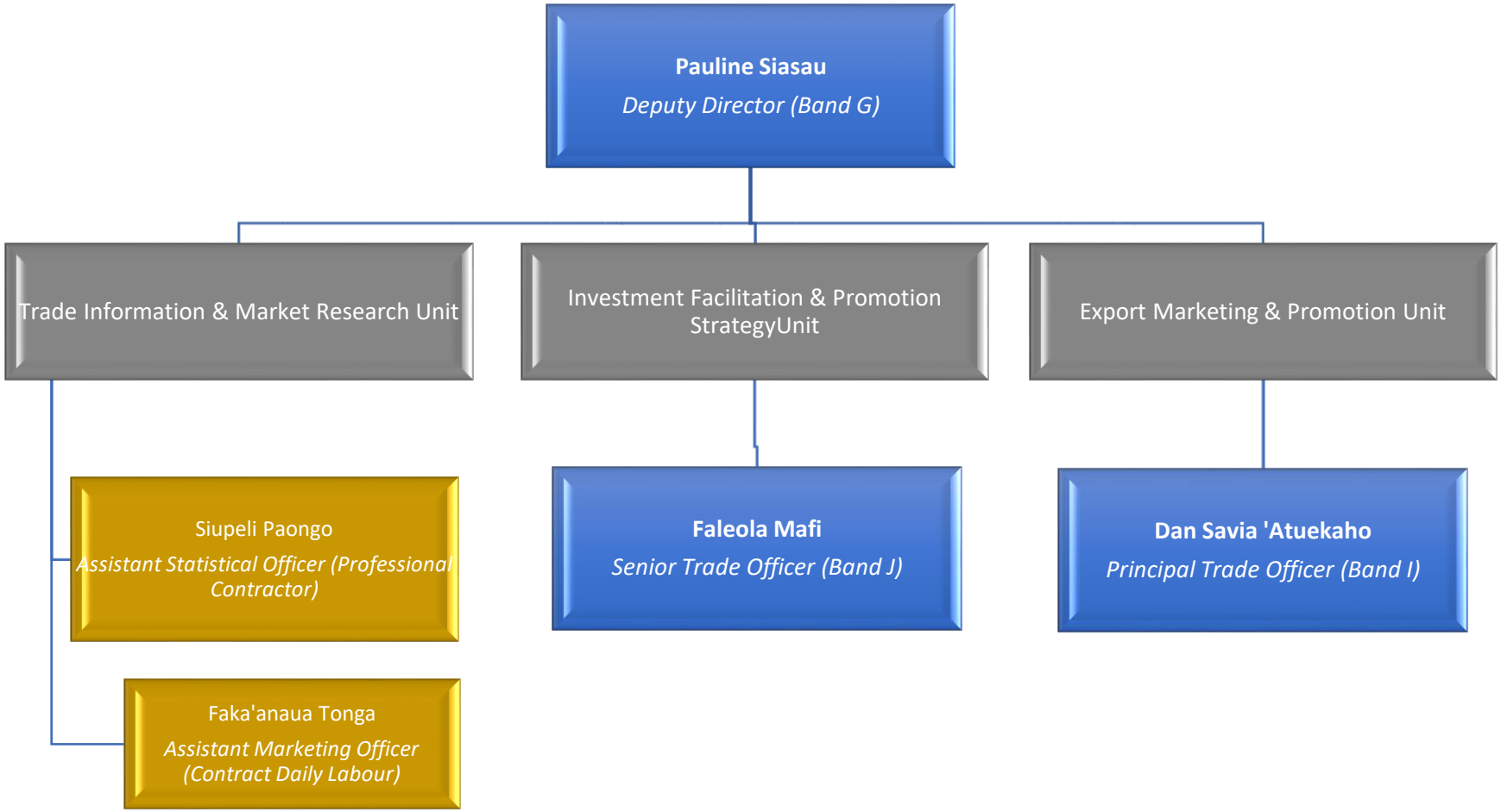
Program 1: Leadership and Corporate Services Staffs and Division Structure



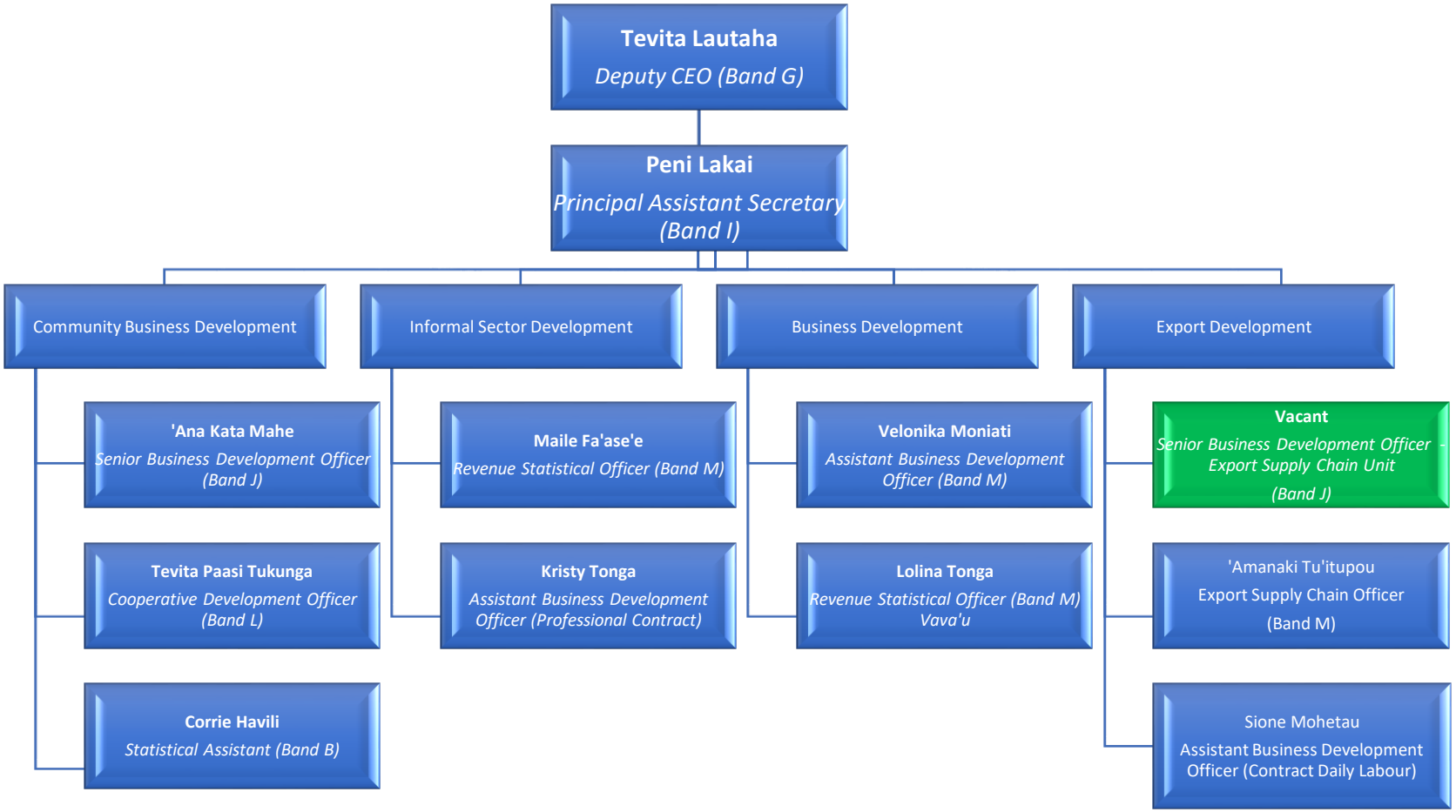
Program 2: Trade Negotiation and Policy Division Staffs and Structure



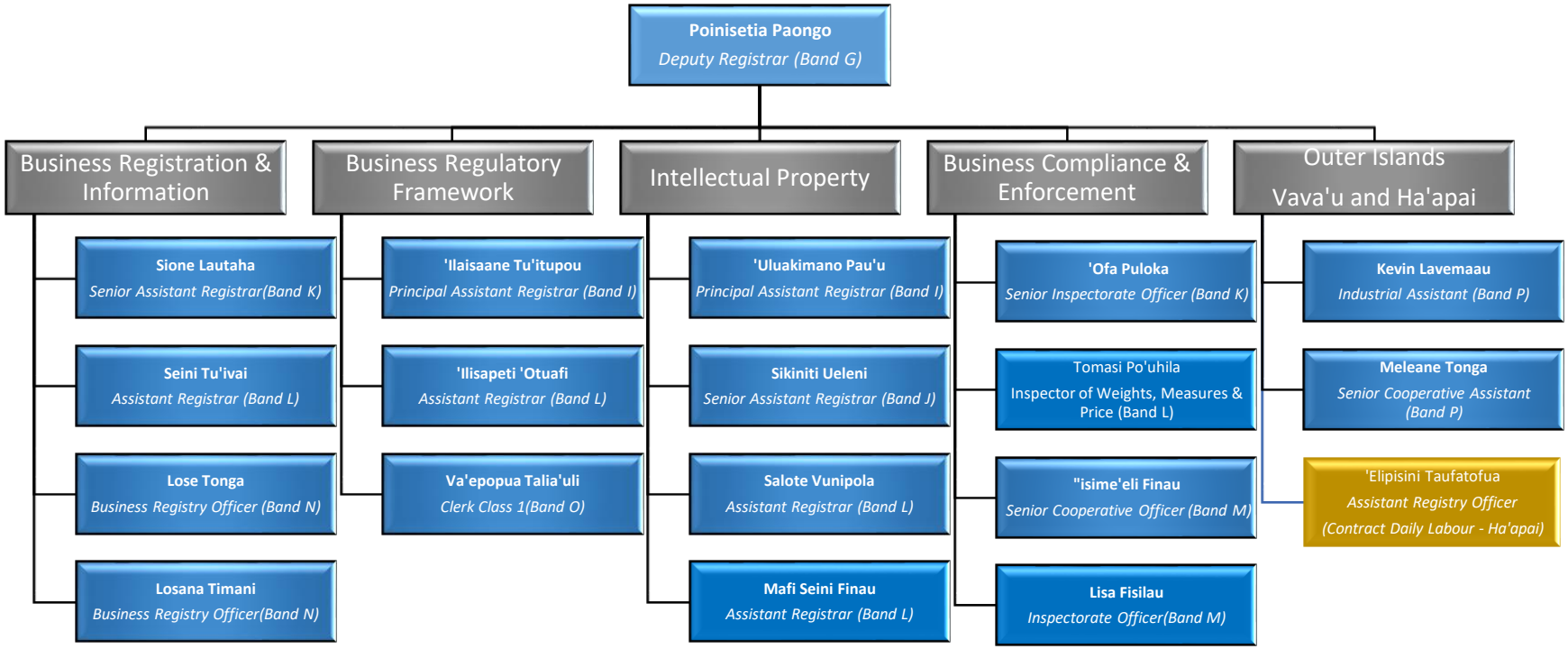
Program 3: Investment & Export Promotion Division Staffs and Structure



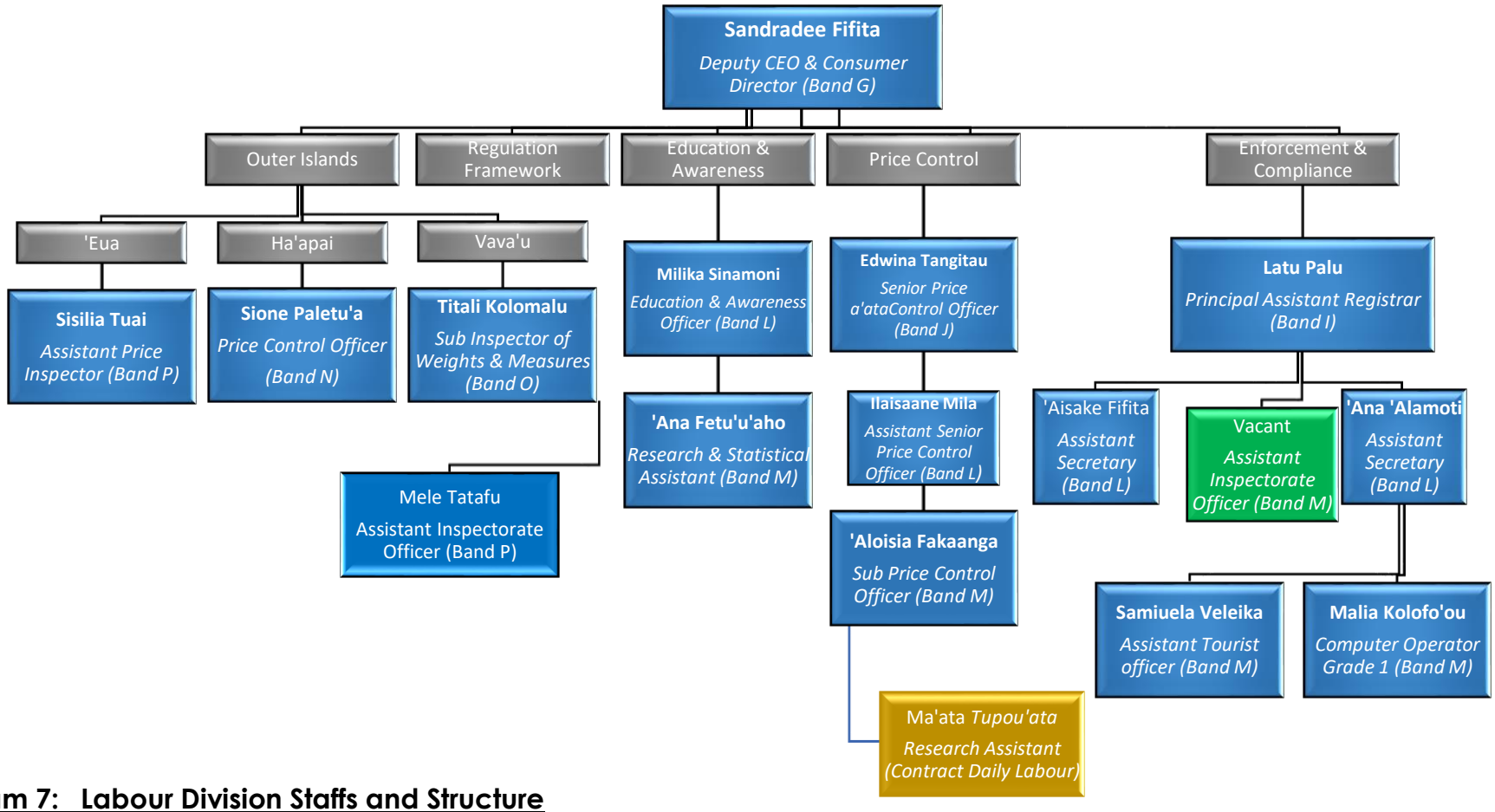
Program 4: Business Support Division Staffs and Structure



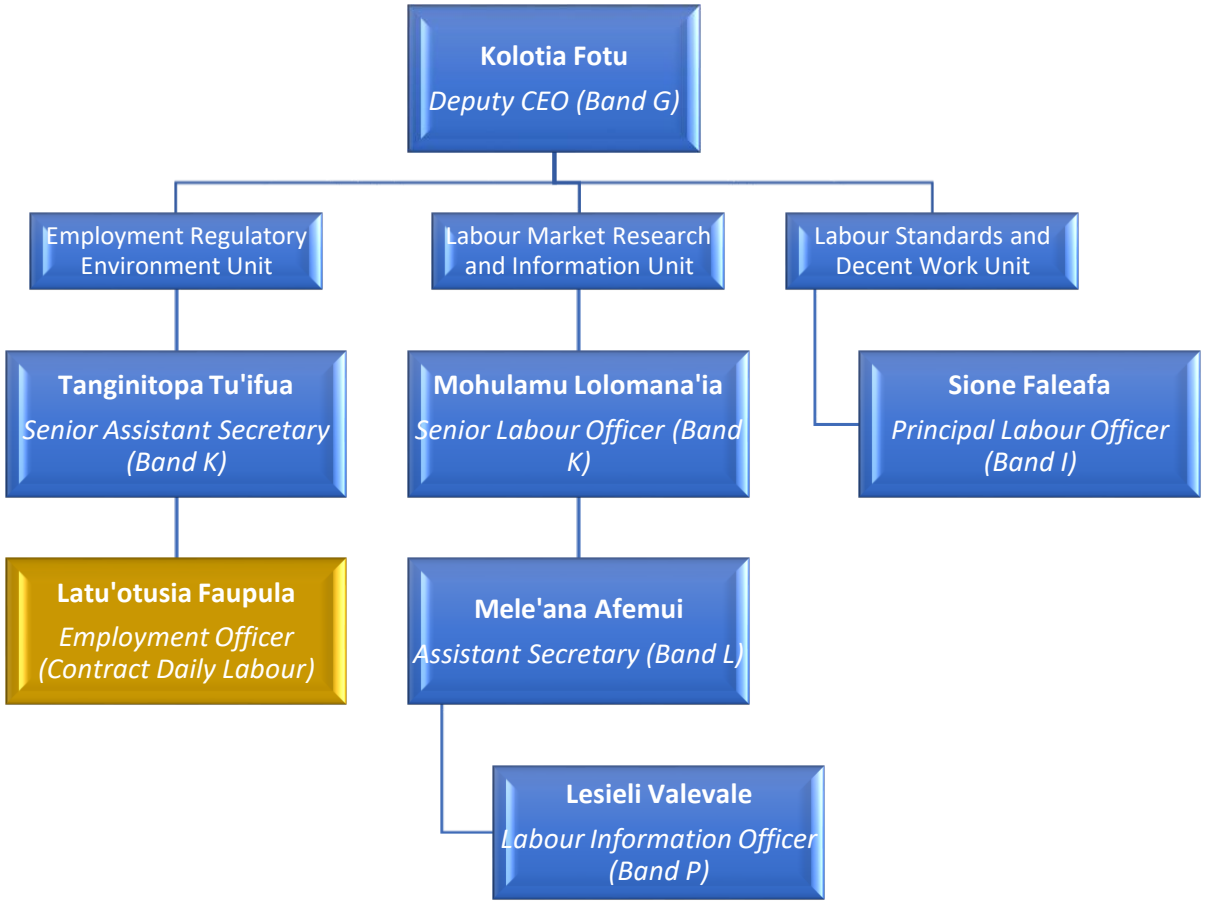
Program 5: Business Registry & Intellectual Property Division Staffs and Structure



Program 6: Consumer Protection & Fair-Trade Division Staffs and Structure



Program 7: Labour Division Staffs and Structure


Kolotia Fotu
Deputy CEO (Band G)
Employment Regulatory Environment Unit
Labour Market Research and Information Unit
Labour Standards and Decent Work Unit
Tanginitopa Tu'ifua
Senior Assistant Secretary (Band K)
Mohulamu Lolomana'ia
Senior Labour Officer (Band K)
Sione Faleafa
Principal Labour Officer (Band I)
Latu'otusia Faupula
Employment Officer (Contract Daily Labour)
Mele'ana Afemui
Assistant Secretary (Band L)
Lesieli Valevale
Labour Information Officer (Band P)