

Kingdom of Tonga



MINISTRY OF JUSTICE



Corporate Plan & Budget

2025/2026 - 2027/2028

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LIST OF ABBREVIATIONS

Acronym	: In full
BDM	: Births, Deaths and Marriages
FPLAC	: Family Protection Legal Aid Center
JADP	: Judicial Appointment and Discipline Panel
LA	: Legislative Assembly
LC	: Lord Chancellor
LCJ	: Lord Chief Justice
MOJ	: Ministry of Justice
MOJCMS	: Ministry of Justice Case Management System
MOJRS	: Ministry of Justice Registry System
MTBF	: Medium Term Budget Framework
RGO/VS	: Registrar General's Office/ Vital Statistics
SPC/RRRT	: Pacific Community Regional Rights Resource Team
TSDF II	: Tonga Strategic Development Framework II (2015-2025)
UN/SDGs	: United Nation's Sustainable Development Goals
YDS	: Youth Diversion Scheme

FOREWORD FROM THE MINISTER

The Ministry of Justice plays a pivotal and unique role in the public sector and supporting the Judicial arm of Government with administering the Tonga Courts System. The continuing efforts to strengthen and promote the rule of law significantly supports the Ministry's vision of a '*justice in the Kingdom of Tonga is administered fairly, independently, efficiently and in a manner that the people of Tonga understand.*' The Corporate Plan for FY2025/26 – 2027/28 reaffirms the Ministry's strategic priorities and its commitment. It is through commitment to justice and our genuine partnership with all our relevant stakeholders and developing partners that contributes to providing accessible quality services and promotes justice for all.



The Ministry is responsible for providing support services to the Courts as well as the Civil Registration for vital statistics such as births, deaths and marriages. This Corporate Plan provides the strategies for the Ministry's operations for 2025/26-2027/28 and our contribution towards achieving the Government's National Impact in the Tonga Strategic Development Framework II 2015-2025 - for a more progressive Tonga supporting a higher quality of life for all.

We have set for ourselves a number of challenging targets for the next three years and we are determined to achieve those targets. We are committed to individual and organizational accountability; quality performance; timeliness in service, ongoing development and sustainability. We aim at the highest standards of efficiency in providing –

- support services to the courts;
- accurate vital statistics to the public in a timely, efficient and cost-effective manner; and
- quality policy advice to Cabinet.

As Minister, I am pleased to present the Corporate Plan & Budget of the Ministry of Justice for the period 2025/26 - 2027/28.



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The Ministry's Corporate Plan for the period 2025/26 - 2027/28 provides a framework for the implementation of the Ministry's Mandate within specific policy objectives of the current Government that are relevant to the Ministry of Justice and as highlighted in the Tonga Strategic Development Framework II 2015 – 2025 Outcome D. These commitments are also reflective of Government's commitments globally to achievement of the United Nations Sustainable Development Goals and specifically Goal 16.

The major focus for 2025/26 -2027/28 for the Ministry of Justice is as follows:

- i. Strengthening Law and Justice (Promoting the rule of law at the national and international levels and ensure equal access to justice for all)
- ii. Strengthening Accountability and Transparency (Developing effective accountable and transparent processes and procedures within its internal institutions (Leadership, Legal & Policy Division Office, Courts, Probation and Bailiff services and Registrar General's Office);
- iii. Significantly reducing all forms of violence and related death rates;
- iv. Provide legal identity for all, including birth registration.

Over the planning period, the Ministry must successfully address changes and deliver the outputs engraved in this document to achieve an improved access to justice, an area that forms the focus of our strategic endeavors.

This plan was compiled by the Divisional Heads of the Ministry together with the Planning Division Team of the Prime Minister's Office.



Dr. Sela T. Moa

Chief Executive Officer for Justice



1. CORPORATE PLAN EXECUTIVE SUMMARY

This Corporate Plan is part of the National Planning framework administered by the Prime Minister's Office. The plan is driven by the Tonga Strategic Development Framework (TSDF II) and assists Tonga to implement the Sustainable Development Goals (SDGs). It is linked through the TSDF's national and organizational outcomes that are relevant to the Ministry's outputs.

The aim of this Corporate Plan is to provide both a foundation and the justification for the budget to support and guide the work of the Ministry and how to serve the relevant stakeholders and public.

1.1 Mandate

The core functions of the Ministry of Justice are: -

- To provide policy advice to Cabinet on any matter under the mandate of the Ministry;
- To provide support services to the Courts including court staff, probationary services and bailiff services.
- To administer the National Civil Registry of the Kingdom (Registrar General's Office);
- To provide free legal services to survivors of domestic violence

1.1.1 Key Legislations & Regulations

◆ Bailiffs Act 2000	◆ Births, Deaths and Marriages Registration Act 1926	◆ Registrar General's (Change of Name) Regulations 2011
	◆ Registrar General's Births, Deaths and Marriages Regulations 1979	

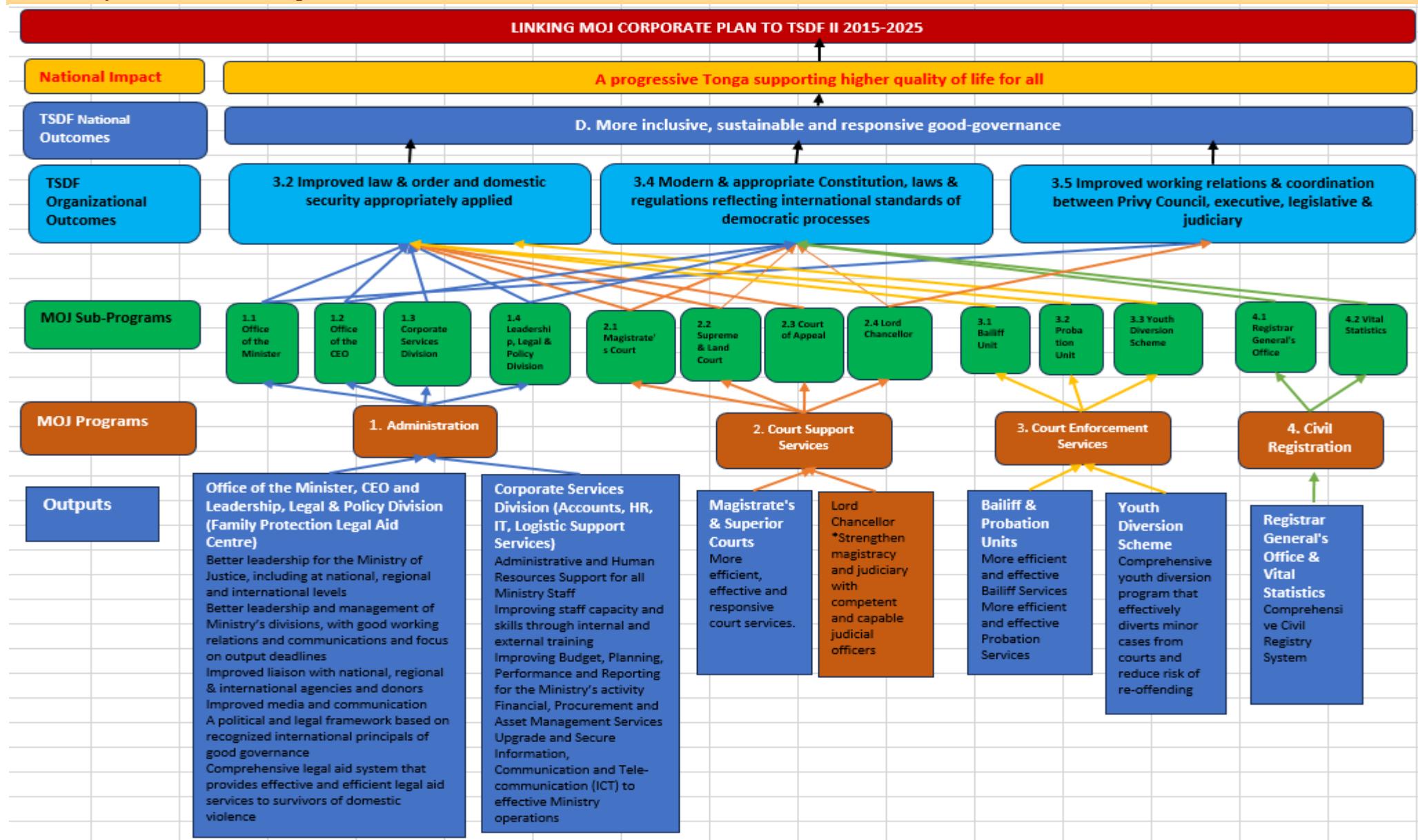
1.2 Stakeholders

The Ministry of Justice is committed to delivering its mandate according to the expectations of its stakeholders. The Ministry has prioritized the identification of stakeholders' needs and integrated these needs into the design of its Organizational Outputs, Activities and Key Performance Indicators (KPIs).

The Ministry prioritized the strengthening of the Judiciary and Vital Statistics roles to ensure that its services are responsive to their interests and needs. The Ministry also prioritizes the need to increase access to justice for those who are suffering from violence. The following table lists the Ministry's key stakeholders and its corresponding relationship with the Ministry.

<i>Short Name of Stakeholder</i>	<i>Customer of MOJ</i>	<i>Supplier to MOJ</i>	<i>Partner with MOJ</i>	<i>Oversight of MOJ</i>
Cabinet				x
Judiciary	x			
General Public	x			
Public Service Commission		x	x	x
Ministry of Finance	x	x		
Legislative Assembly			x	
Development Partners		x	x	

1.3 Ministry of Justice Result Map



***2.4: Lord Chancellor is not within the control of MOJ or the government (Refer to constitutional review project)**

The above Results Map outlines the several levels in the result order of the Ministry in relation to the TSDF. From thereafter connecting and supporting the TSDF Organizational Outcomes to the appropriate National Outcomes and most importantly the TSDF National Impact.

Also displayed here are the Ministry's programs and sub-programs, and the relevant linkages to the UN's Sustainable Development Goals. It is through the Corporate Plan that the results map is established and seen accomplished. The document herewith hence provides the summary of the more detailed Corporate Plan and Budget for the Ministry.

1.4 Sustainable Development Goals (SDGs)/ Regional Frameworks

The outputs of the Ministry focuses on national leadership, good governance and policy direction. During the course of the Medium Term Budget Framework (MTBF), the Ministry will closely monitor and ensure that the outputs indicated below will continue to support the development goals implemented and achieved throughout the next three years.

The Ministry of Justice's outputs, supports the UN's Sustainable Development Goal namely:

- **Goal 16:** Peace, Justice and Strong Institutions

Here following identifies the linkage between the Ministry's programs to the SDGs and SDGs Indicators:

<i>Ministry's Programs</i>	<i>Outputs</i>	<i>Sustainable Development Goals (SDGs)</i>	<i>Sustainable Development Goals (SDG) Indicators</i>
Program 1: Administration	Output 1: Better leadership for the Ministry of Justice, including at national, regional and international levels	Goal 16: Peace, Justice and Strong Institutions	16.6.1 Primary government expenditures as a percentage of original approved budget, disaggregated by sector (or by budget codes or similar)
	Output 2: Better leadership and management of Ministry's divisions, with good working relations and communications and focus on output deadlines		16.7.1 Proportions of positions (by age group, sex, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions
	Output 3: Improved liaison with national, regional & international agencies and donors		
	Output 10: A political and legal framework based on recognized international principles of good governance		16.3.1 Percentage of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms (also called crime reporting rate)
	Output 11: Comprehensive legal aid system that provides effective and efficient legal aid services to survivors of domestic violence		16.1.3 Percentage of the population subjected to physical, psychological or sexual violence in the previous 12 months

			16.2.1 Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month 16.2.3 Percentage of young women and men aged 18- 24 who experienced sexual violence by age 18 16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms
Program 2: Court Support Services	Output 12: More efficient, effective and responsive court services	Goal 16: Peace, Justice and Strong Institutions	16.3.1 Percentage of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms (also called crime reporting rate)
Program 3: Court Enforcement Services	Output 13: More efficient and effective Bailiff Services Output 14: More efficient and effective Probation Services Output 15: Comprehensive youth diversion program that effectively diverts minor cases from courts and reduce risk of re-offending	Goal 16: Peace, Justice and Strong Institutions	16.3.1 Percentage of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms (also called crime reporting rate)
Program 4: Civil Registration	Output 16: Comprehensive Civil Registry System	Goal 16: Peace, Justice and Strong Institutions	16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age

1.4.1 TSDF Impacts and Outcomes Supported by Ministry's Outputs

The proposed good governance priorities and policy interventions identifies the need for the improvement of the functions of the Ministry of Justice by providing equal access to justice for all. We believe that in carrying out the identified outcomes below, that we will contribute to the overarching relevant National Outcomes and Organizational Outcomes of the TSDF II so that the National Impact of a '*More Progressive Tonga Supporting Higher Quality of Life for All*' can be achieved.

The Ministry's mandates are directly aligned with the TSDF Organizational Outcomes (OO) 3.2, 3.4 and 3.5. This alignment ensures that all actions and efforts are contributing to the aforementioned Organizational Outcomes by ensuring that all relevant laws and regulations administered by the Ministry are constantly reviewed, updated and made known to the public for their information and for compliance. The Ministry through the Courts made court decisions and ensure that the public are fully complied with all laws and orders while the Bailiff and Probation Units execute all court judgments/ orders to ensure these laws & orders are enforced effectively and efficiently. The Leadership & Legal Policy Division also supports these Organizational Outcomes through public awareness programs and other outreach programs to ensure the public including remote areas at the outer islands are aware of all applicable laws while public consultations were done in regards to the Tonga Youth Justice Bill 2024 which has yet to be tabled at Parliament. The Tonga Civil Registry ensures its relevant law and regulations are modernized to reflect international standards and the CEO & Minister's Office are contributing to improving of working relations & coordination between the three primary branches of the Government. All these contributions are directly aligned with these three (3) Organizational Outcomes in support of the National Outcome D as provided in the table below.

National Outcome	Organizational Outcomes	Ministry's Programs
D. More inclusive, sustainable and responsive good-governance;	3.2: Improved law & order and domestic security appropriately applied	1. Administration (<i>Minister's Office, CEO's Office, Leadership, Legal & Policy Division & Va'a Ngaue Faka'ofisi</i>) 2. Court Support Services (<i>Magistrate's, Supreme, Land Court & Court of Appeal</i>) 3. Court Enforcement Services (<i>Bailiff & Probation Unit, Youth Diversion Scheme</i>)
	3.4: Modern & appropriate Constitution, laws & regulations reflecting international standards of democratic processes	1. Administration (<i>CEO's Office, Leadership & Legal Policy Division</i>) 2. Court Support Services (<i>Magistrate's, Supreme Court & Lord Chancellor</i>) 4. Civil Registration (<i>Registrar General's Office, Vital Statistics</i>)
	3.5: Improved working relations & coordination between Privy Council, executive, legislative & judiciary	1. Administration (<i>Minister's Office</i>) 2. Court Support Services (<i>Lord Chancellor</i>)

1.4.2 Government Priority Agenda (GPA) 2025 - 2028

The Ministry supports all Government Priority Agendas, in particular the Crosscutting Sectors directly under: *Reviewing of relevant Acts, Regulations and Policies to enforce safety and secure society. The reviewing of relevant Act is currently underway with the purpose to recognize that a legal authority is necessary to effectively reduce the supply and use of illicit drugs.*

Government Priority Area (GPA) 2: Mobilizing National and International efforts to reduce the supply and use of Illicit Drugs and implementing harm reduction processes

GPA Target	Outputs	Major Activities	Ministry Target for FY 2025/26	Ministry's Target for FY 2026/27	Ministry's Target for FY 2027/28
Reduction in supply and use of illicit drugs Establishment of a PR Strategy on Illicit drugs that is approved and implemented	Output 10: A political and legal framework based on recognized international principles of good governance	Review laws administered by the Ministry (refer to table in section 1.1.1 above)	Review all relevant laws and regulations administered by the Ministry (refer to table in section 1.1.1 above)	Review all relevant laws and regulations administered by the Ministry (refer to table in section 1.1.1 above)	Review all relevant laws and regulations administered by the Ministry (refer to table in section 1.1.1 above)
	Output 12: More efficient, effective and responsive court services	Improve collaboration with relevant stakeholders	Review all laws & regulations administered by the Ministry (refer to table in section 1.1.1 above)	Review all laws & regulations administered by the Ministry (refer to table in section 1.1.1 above)	Review all laws & regulations administered by the Ministry (refer to table in section 1.1.1 above)

1.4.3 Sector Plans, Regional & Community Development

The Ministry currently do not have any sector plans and regional development plans at the moment. However, the Ministry does significantly contribute with reviewing of the Illicit Drugs Control Act where required. The push to amend the Illicit Drug Control Act is an effort by the Government to counter the usage of illicit drugs in Tonga due to immense concern that illicit drugs are being spread out easily and the spike in drug usage has caused various problems across our Tongan society. Therefore, the Ministry acts and plays a key role in reviewing of relevant Acts, propose amendments and provide policies required for actions designed to eradicate the sources of the problem. Closer cooperation with relevant task force and committees and engage with the public and relevant sectors through the

implementation of the National Action Plan for Combating Illicit Drugs (NAPID). There is always a concern with the impact of illicit drug use on individuals and the community at large, thus, the Courts are highly responsive to escalating trends of supplying and use of illicit drugs aiming to reduce the supply of and demand for illicit drugs and minimizing the harm they cause.

The Courts also play an important role in the fight against the manufacture, importation, supply and use of illicit drugs. The distribution and use of illicit drugs in Tonga is a significant government and community concern, hence, the immense need to review all relevant laws which will eventually assist the Courts in providing appropriate sentencing for those convicted of the crime.

The Family Protection Legal Aid Centre (FPLAC/ Centre) was first established in 2018 as a joint project between the Ministry of Justice and the Pacific Community, Regional Rights Resource Team (SPC RRRT). It was later approved by Cabinet to be absorbed by Government and operating as a separate division under this Ministry effective from 1 July, 2022. The Centre continued to cater for victims or survivors of domestic violence, providing quality legal advices and assistance as well as legal representation in Court where required. The Centre still aims to increase capacity of survivors of domestic violence and to effectively apply for protection orders under the Family Protection Act through public awareness programs to communities, technology and social media.

The Youth Diversion Scheme was approved by Cabinet on a Cabinet Decision No.322 of 18 May, 2022. It was approved for the Ministry of Justice to make all necessary and appropriate budgetary arrangements in preparation for its implementation. This Scheme aims to divert young offenders aged 17 and under from the formal criminal justice system, holding them accountable while avoiding criminal convictions and addressing the offence' root causes. The Youth Diversion Scheme was piloting in 2023 under the supervision of the Probation Unit with public consultations led by the Standing Committee on Legislation Public Consultation on the *Tonga Youth Justice Bill 2024*. The Bill was submitted to the Legislative Assembly in 2024 but has yet to be tabled before Parliament.

2. MINISTRY OVERVIEW

2.1 Ministry Outputs Grouped into Divisions/Sub-Programs and Programs

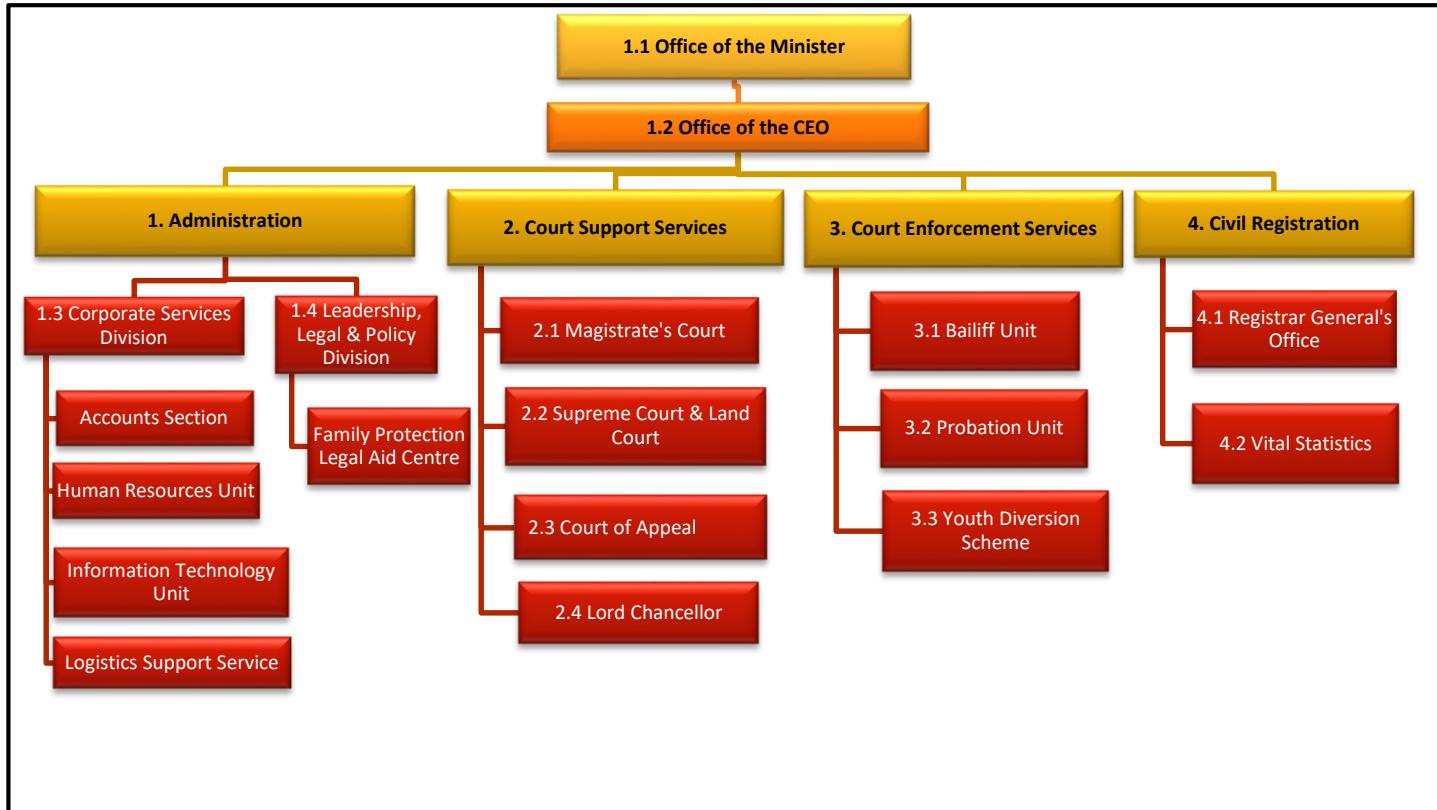
Programs	Ministry's Outputs	Activities	Responsible Division
Program 1: Administration	Output 1: Better leadership for the Ministry of Justice, including at national, regional and international levels	<ol style="list-style-type: none"> 1. International and regional meetings attended by the Minister and/or CEO to support and promote Tonga's interests 2. Tabling the Ministry's Annual report at the Legislative Assembly 	1.1 Office of the Minister
	Output 2: Better leadership and management of Ministry's divisions, with good working relations and communications and focus on output deadlines	<ol style="list-style-type: none"> 3. Heads of divisions meetings held quarterly with Minister 4. Provide submissions of the Ministry's Plans, Budget and Reports to Ministry of Finance, PMO, PSC and LA 5. Review and update processes in all sub-registries as to maintain efficient service delivery 6. Lead and monitor current Aid Projects on behalf of Ministry or Justice Sector 7. Effective participation in initiatives like REACH Program to communicate core information to the public 	1.2 Office of the CEO
	Output 3: Improved liaison with national, regional & international agencies and donors	<ol style="list-style-type: none"> 8. Liaise and correspondences with national, regional & international donors 	1.2 Office of the CEO
	Output 4: Improved	<ol style="list-style-type: none"> 9. Communication strategy to inform public 	1.2 Office of

	media and communication		the CEO
	Output 5: Administrative and Human Resources Support for all Ministry Staff	10. Provide HR support to Ministry	1.3 Corporate Services Division (Human Resources)
	Output 6: Improving staff capacity and skills through internal and external training	11. Develop annual training plan on Human Resources activities for the Ministry	1.3 Corporate Services Division (Human Resources)
	Output 7: Improving Budget, Planning, Performance and Reporting for the Ministry's activity	12. Coordinate the preparation of the Ministry's Planning & Budget, Reporting and Performance Assessment	1.3 Corporate Services Division (Human Resources)
	Output 8: Financial, Procurement and Asset Management Services	13. Provide submissions of the Ministry's Financial Plans & Reports to MOF & MORC 14. Provide reconciliation reports on births, deaths & marriages records to CEO as required by Auditor General's Office	1.3 Corporate Services Division (Accounts Section)
	Output 9: Upgrade and Secure Information, Communication and Tele-communication (ICT) to effective Ministry operations	15. Software design, implement, maintain and optimization to ensure data protection and cybersecurity 16. Upgrade and manage of the e-communication (reference to E-government output at PMO CP) and liaise with government and third party vendor	1.3 Corporate Services Division (Information Technology)
	Output 10: A political and legal framework based on recognized international principles of good governance	17. Preparation of amendments to Act, Regulations and Justice Notices 18. Provide legal trainings and action on legal matters when necessary 19. Provide response on complaints received from the public	1.4 Leadership, Legal & Policy Division
	Output 11: Comprehensive legal aid system that provides effective and efficient legal aid services to survivors of domestic violence	20. Review and improve internal systems for effective and efficient legal aid services which includes legal advice in the office and legal representation in court 21. Establish networks with government agencies and non-government organizations to improve coordination for community awareness programs on the Family Protection Act and allied Family Laws 22. Strengthen referral pathways within the National Referral Network and the Case Management Committee 23. Ensuring that applications for protection orders under the Family Protection Act and other applications for Court orders under allied Family Laws are done in a timely manner 24. Improve and expand access to legal aid services through the use of technology and social media 25. Build staff capacity to maintain quality services and increase access to justice for the outer islands	1.4 Leadership, Legal & Policy Division (Family Protection Legal Aid Centre)
Program 2: Court Support Services	Output 12: More efficient, effective and responsive court services.	26. Improve quality of decision-making of the magistracy 27. Provide affordable and accessible court services to the public	2.1 Magistrate's Court

		<p>28. Streamline existing processes to avoid duplication of work and to monitor and manage appeals</p> <p>29. Improve Reliability and Integrity of case files and ensure court information readily available online</p> <p>30. Affordable and accessible court services to the public</p>	2.2 Supreme Court & Land Court
Program 3: Court Enforcement Services	Output 13: More efficient and effective Bailiff Services	<p>31. Service of summons from Supreme Court before court date (Judgment, Subpoena, Juror and other documents directed by any Court)</p> <p>32. Service of summons from Magistrate's Court (traffic infringement cases, drunken driver, spot fine, tobacco, litter & waste, traffic general)</p> <p>33. Enforcement of court orders including writ of distress, distress warrant and writ of possession</p> <p>34. Auction/ Tender of seized goods</p> <p>35. Staff proposal (Bailiff Officer Grade IV for Ha'apai sub-branch)</p> <p>36. Managing of Transportation</p>	3.1 Bailiff Unit
	Output 14: More efficient and effective Probation Services	<p>37. Conduct and provide supervision roles to Probationers in accordance to court orders</p> <p>38. Provide reports on Probationers and pre-sentencing reports for convicted offenders</p>	3.2 Probation Unit
	Output 15: Comprehensive youth diversion program that effectively diverts minor cases from courts and reduce risk of re-offending	<p>39. Staff recruitment and implementation of Tonga Youth Justice Bill once approved by Legislative Assembly</p> <p>40. Building staff capacity</p>	3.3 Youth Diversion Scheme
Program 4: Civil Registration	Output 16: Comprehensive Civil Registry System	<p>41. Improve registration processes in all sub-registries and continuing of digitization work (manual records into electronic database)</p> <p>42. Circuits to sub-registries as mandated by legislation and as required by new programmes are carried out and provide trainings relevant to the implementation of the laws, regulations and work procedures on births, deaths and marriages</p> <p>43. Ongoing collaboration with Civil Registrar's Network, SPC, other regional organizations and stakeholders to strengthen or empower Civil Registration's database</p> <p>44. Effective data sharing with primary vital statistics sources (Health & Statistics) and E-government Outputs on data sharing and all relevant stakeholders</p> <p>45. Develop, review and revise all relevant laws & regulations, policies, practices and procedures regarding any activity in respect of births, deaths and marriages records.</p> <p>46. Promote and Protect the legal identity, rights, security and welfare of all Tongan citizens and residents</p> <p>47. Improve Proportion of Death Registration in Tonga</p>	<p>4.1 Registrar General's Office</p> <p>4.2 Vital Statistics</p>

2.2 Ministry Organizational Structure

Details of the Ministry's organizational structure by Program and Division is provided in Annexure 1.



- *Program 1: Administration*
- *Program 2: Court Support Services*
- *Program 3: Court Enforcement Services*
- *Program 4: Civil Registration*

2.3 Summary of Planned Major Reforms

The following table provides the major reforms that the Ministry intends to undertake during the next three (3) Financial Years based on the Ministry's key outputs and associated KPIs. The initiatives would thereby enhance transparency & effectiveness of services provided, promoting access to justice as well as strengthening the Judiciary through the Superior Courts and Magistrate's Court. This would ensure that the Ministry and the Judiciary of Tonga have the capacity of serving the public and delivering its outputs efficiently. Due to significant demands and requests for available funds to cater for the following initiatives, hence the major reforms on the Ministry's recurrent budget allocation.

The Ministry also provides critical positions that the Ministry proposed to create and to be recruited within the next three (3) Financial Years. After reviewing the Ministry's Organizational Structure, these positions are critical and essential to the daily operation of various divisions within the Ministry and would provide high level support to ensure the efficiency and effectiveness of the services delivered by the Ministry. Hence, the need to fill the staff gaps in order to strengthen the capacity of the Ministry of Justice.

New Initiatives	Activities	FY 2025/26	FY 2026/27	FY 2027/28	Justification	Sub-program #	Program #
1. Purchase three (x3) Heavy Duty Photocopiers	Secure funds to purchase three heavy duty photocopiers for 3 divisions including the Supreme Court, Magistrate's Court and Registrar General's	\$30K	\$30K	\$30K	The Magistrate's Court, Supreme Court and Registrar General's Offices require heavy duty photocopier for their daily operation to ensure their work is effective and running smoothly with no further disruptions to their work during the	01 02 01	02 02 04

	Offices			<p>day. The Registrar General's Office's main roles includes scanning of old registers or paper documents to ensure all vital records in the paper-based records of births, deaths and marriages and other significant life events are converted into digital format, allowing for easier access, storage, analysis and retrieval of data through the computerized system. The Courts are also responsible for printing and copying multiple documents of court cases, court judgments and other court related documents within a timely manner. Magistrate's Court often require to photocopy more than a thousand subpoena per day for the Bailiff Unit to distribute to the offenders whereas the Supreme Court requires to make copies of court orders approximately 50 – 100 pages per order. More often, the current photocopiers cannot handle high print volumes without experiencing issues like paper jams, overheating or other copier problems which had caused excessive delay in their work processing. These offices handle a large volume of printing, copying and scanning which are done on a regular basis and these heavy-duty photocopiers will be the answer to their problems. Copier technicians from Ricoh Tonga Limited and other relevant companies are often requested to fix the current photocopiers and the Ministry compensated for all services rendered and copier parts to be renewed. Having 3 heavy-duty photocopiers in each of these offices are ideal and would be flexible enough to meet these offices' printing, scanning and copying demands. This would ensure to maintain effective and efficient daily operation and would eventually minimize having to spend money on services carried out by technicians.</p>			
2. Youth Diversion Scheme	Secure funds for the implementation of Youth Diversion Scheme (YDS) throughout Tonga.	Salary = \$21,100 Gov't contribution = \$2,100	Salary = \$21,100, Gov't contrib ution = \$2,100	Salary = \$21,100, Gov't contribut ion = \$2,100	Cabinet Decision No.322 of 18 May 2022 approved for the Ministry of Justice which is under this initiative to make all necessary and appropriate budgetary arrangements in preparation for the implementation of the Youth Diversion Scheme.	02	03

3. Supreme Court Judges' Overseas Travel & Relocation Allowance	Secure funds to top-up budget allocated for overseas travel and relocation allowance of Supreme Court Judges.	\$30K	\$30K	\$30K	The Supreme Court Judges have been invited to attend various overseas meetings hence it is proposed that the budget allocated for their overseas travel be increased to \$80,000. Also, a \$75,000 is required for the relocation allowance of the newly appointed Lord Chief Justice for his arrival to the Kingdom. It should be noted that the rates for both allowance and air fare of the Supreme Court Judges are equal and are equivalent to the rates allocated for the Cabinet Ministers. The Judicial Appointment of the new Hon. Lord Chief Justice of the Supreme Court of Tonga is entitled to payment of relocation allowance upon his arrival in accordance with the agreement of service in respect of appointment to the position of Lord Chief Justice for the Kingdom of Tonga. This relocation allowance is to cover the costs on entry of himself, his family and his possessions to Nuku'alofa.	02	02
4. Increase allowance, overseas travel– Court of Appeal	To increase budget for all Court of Appeal Votes to cover expenses for 2 sessions per year	\$45K	\$45K	\$45K	The Court of Appeal is held for two weeks twice per year. Four (4) overseas Judges have been nominated to sit in those 2 sessions. The Ministry fully paid their allowances which is \$1,800/day for each 4 Judges plus the reimbursement of their Return ticket, Taxi expenses to and from the airport, meals, accommodation, freight for sending of court document to each Judges and provide vehicles and drivers for each Judges. The Consultant, overseas travel and catering votes for Court of Appeal are not enough to cater for 2 sessions, therefore we top up the last session from other divisions' votes. We request not to cut down the Court of Appeal vote but to top up to cater for all these expenses for 2 sessions.	03	02
5. Increase Catering budget for Court of Appeal	Increase budget for catering vote for the Court of Appeal	\$50K	\$50K	\$50K	Refer to justification above	03	02
6. Increase Consultant & Technical	To increase the Lord Chancellor Office's budget to cater for JADP Allowance and	\$107,600	\$107,600	\$107,600	The JADP meeting allowance is \$1,800/meeting. The number of meetings to be held per month depends on the JADP decision. The	04	02

Assistant Vote – Lord Chancellor Office	refreshment for JADP meetings				expenses for the JADP Meeting includes the allowance, reimbursement of Lord Chancellor return ticket from NZ-TBU and refreshment for every meeting. The current budget for the JADP Allowance + Catering/Refreshment is not enough to cater for the JADP expenses up to end of this FY. Currently, both the funds for Consultant & Catering vote is insufficient and the expenses are taken from other division votes. Therefore, we request to top up the Consultant & Technical Assistant vote for the Lord Chancellor vote.		
7. Catering/ Refreshmen t – Hon. Minister's Office	Not to cut down on the Refreshment Votes for the Hon. Minister's Office budget as this is his entitlement as stated on his contract	\$50K	\$50K	\$50K	The Hon. Minister is entitled to have \$1,000/ month for his entertainment (refer to Hon. Minister's contract). Hence, the need to return back his catering vote to cater for his entitlement	01	01
8. Increase Labour Wages Vote – Magistrate's Court	To increase Wages Vote for Magistrate's Court budget	\$11,200	\$11,200	\$11,20 0	The wages vote for Vava'u sub-branch was not enough to cater for the two labourers at Vava'u for this financial year. Funds were being transferred during this financial year from Tongatapu to Vava'u wages vote to cover the labourers wages up to end of June of this financial year. Hence, requesting to top up the Vava'u wages to cover the wages of the labourers up to end of financial year.	01	02
9. Increase Consultant & Technical Assistant Vote – Court of Appeal	To increase the budget for Consultant & Technical Assistant vote – Court of Appeal	Vote 1480- 1000 = \$63,300, Vote 1480- 1130 = =\$150,1 00)	Vote 1480- 1000 = \$63,300, Vote 1480- 1130 = =\$150,1 00)	Vote 1480- 1000 = \$63,300, Vote 1480- 1130 = =\$150,1 00)		03	02
10. New Post - Computer Operator Grade III for Niuatoput pu sub- branch	To create a new vote for the new staff to be stationed at Niuatoputapu sub- branch	Salary= \$4,200 Govern ment Contrib ution = \$400	Salary= \$4,200 Govern ment Contrib ution = \$400	Salary= \$4,200 Govern ment Contrib ution = \$400	A new post to be stationed (Computer Operator Grade III) at Niuatoputapu sub-branch was approved for the next financial year, hence a new vote for its budget is to be created.	01	02
11. New vehicles	Secure funds to purchase two new vehicles for the Administration to assist with the daily		\$80K	\$80K	The vehicles allocated for the Administration are often taken for mechanical repair and maintenance which had caused delays in service delivery within the Main Office.	03	01

	service delivery and other transportation needs of the Administration				While two vehicles are ready for disposal, some are being parked at the Office car park awaiting for mechanical check, other vehicles are allocated for the Magistrate's Courts, FPLAC Office, Bailiff Unit for their daily responsibilities of serving summons and few other vehicles are allocated for the VIPs of the Ministry, including the Hon. Minister, CEO, 3 Supreme Court Judges and the Chief Magistrate leaving only two (2) vehicles remaining at Main Office to cater for all the services delivery and transportation needs of staff to and from meetings, purchase orders and so forth. More often, these 2 vehicles are also unavailable for use due to its current conditions, therefore, they are required to be checked regularly and be fixed at the mechanic work shop if needed. While they are with the mechanic, all services/ documents required to be delivered outside of the Ministry or any orders made will have to wait for the availability of other vehicles otherwise, staff will use their own vehicle to deliver if matter is urgent. Hence, the critical need to purchase 2 new vehicles to ensure that all work/ services are delivered and completed in a timely manner.		
12. Hiring of an expert or consultant for the revising of Births, Deaths and Marriages Registration Act and other relevant regulations	To secure funds for the amendment of the Births, Deaths and Marriages Registration Act and other relevant regulations		\$20K	\$20K	Hiring of an expert or consultant for the Registrar General's Office is required for the amendment of the Births, Deaths and Marriages Registration Act and its relevant regulations. The expert will be responsible for revising of the Registrar General's application fees to which this would assist with the revenue collection of the government.	01	04
13. Hiring of an expert to prepare and print Tonga Law Reports	Secure funds for Consultant who will be tasked with the preparation and printing of the Tonga Law Reports.		\$32K	\$55K	The preparation and printing of the Tonga Law Reports is currently done by Attorney General's Office; however, it is proposed for the next Financial Year that the Ministry of Justice be responsible for this. The Ministry intends to hire an expert to complete this task including the printing of these materials.	04	01
14. Co	To build new		\$250K		There are about 50 staff members		

nstruction of new lavatories at Main Office	lavatories in the Main Office to cater for all staff				including the Madame CEO within the Main Office Building at Fasi-moe-afi and at present. Due to the increasing number of staff within the Main Office, this has posed a major challenge as the current lavatories cannot be able to cater for the staff. Hence, it is necessary that new lavatories be constructed and to be shared by the staff members as the current lavatories cannot be able to cater for all staff during normal working hours.		
15. Proper Archive	To build a new and proper archive to store all vital statistics record kept at Tonga's Civil Registry	\$1 million	\$1 million	At the moment, the Ministry of Justice have managed to refurbish an office space in its main office building in Fasi mo e Afi and have converted it into a safe storage place for all vital statistics record. The converted office space lacks proper equipment for the safe keeping of the records and it can no longer store the ever-increasing number of registers and all vital statistics information given that these record date back to 1860. There is a great risk that these records and files may be destroyed in any natural disaster given that Tonga is prone to be affected by any natural hazards. Yet, the records can be deteriorated in few years' time given there's no proper archival equipment in place. However, it is enough to say that these vital statistics are very much important to the Peoples of Tonga and to the existent and the services provided by the Ministry of Justice. It is also essential to stress out that these records are vital as they protect the legal and historical foundation of Tonga's citizens. A new and proper archive can surely identify, preserve and verify those records. It sure can protect property rights; family ties to land and respective entitlements and all civil rights. It would be much preferred if this new and proper archive be built in conjunction to the main office in Fasi moe Afi.	02	04	
16. Generators for Main Office & The Courts	Secure available funds for purchasing of two (2) generators, one for Main Office & the other for the Courts	\$500K	\$500K	Tonga is vulnerable to the impacts of climate changes, primarily the increasing and severity of tropical cyclones, volcanic activity and tsunamis. The recent tropical cyclones and its aftermath had such a great impact on the operation of the Ministry and its key services to	01, 02, 03	1 & 2	

					<p>the people. Services could not be rendered efficiently and work could not be done because we lacked any back-up plan for disasters. It was learned the hard way but as we prepare for natural disasters in the impending future, a generator is needed to be installed so in cases of such, we are always prepared and services are not affected.</p> <p>Additionally, Tonga has faced blackouts incidents for several times during the past couple months and this issue often occurred every other month throughout the year. Server downtime occurs right after every blackouts incident. Due to server failure, the Ministry's systems cannot be accessed due to no internet connection/access and services to the public cannot be carried out effectively even our daily tasks cannot be completed due to this occurring issue. We had witnessed server failure after this recent blackout in February 2025 which hinders our services to the public, the internet, systems were down for two whole days. Where majority of our work relies on the systems and internet access, clearly, it hindered our work performance and could not serve the needs of the public. All IT related devices such as servers, databases and systems etc. can always be accessed regardless of the situation if generators were already in place and we will be better prepared to face disasters of that nature in the future, utility-caused outage or planned outage. Employees will be able to resume work shortly after and services can be provided regardless and we can better serve the public with their everyday needs and requests.</p>		
17. Magistrates ' overseas travel	To secure funds to top-up the budget allocated for the overseas travel of the Magistrates		\$200K	\$200K	There are currently 7 Magistrates at the Magistrate's Court and they were required by the former LCJ to attend at least two conferences per year. As such, there is a need to increase the budget allocated for their overseas travel to \$200,000 in order to facilitate their traveling each year.	01	02
18. Create New Vote for	To create a new vote as Consultant & Technical Assistant on		\$20K	\$20K	Magistrate's Court always requested to provide a Chinese Interpreter during court proceedings that	01	02

Consultant & Technical Assistant – Magistrate’s Court	Magistrate’s Court budget for Court Interpreter and Enhance Jurisdiction allowance				<p>involves Chinese and these interpreters are typically paid for their services. Also, the Magistrates are entitled for an Enhance Jurisdictions under the Section 11(4) Magistrate’s Court Act with an allowance of \$100/day.</p> <p>Therefore, we request to create a new vote as Consultant & Technical Assistant for Magistrate’s Court to cater for the Court Interpreter and Allowance for Enhance Jurisdictions. At present, these expenses were paid from Administration and Supreme Court Consultant & Technical Assistance vote.</p>		
19. Increase Vote Specialized Printing – Vital Statistics	To increase Specialized Printing Votes for printing of blank birth, death & marriages certificates		\$5K	\$5K	<p>The specialized printing vote was for printing of blank birth, death and marriage certificates for the Vital Statistics Unit. The certificates are being ordered once every financial year to overseas supplier which are transported to us via sea freight which is much cheaper than via air freight. Every year we ordered the certificates to be used for the next financial year and the quantity of the certificates depend on the funds available on the vote. If the budget for the next FY is reduced, there might be impacts on shortages of certificates in the future due to decreasing of quantity ordered depending on fund availability.</p> <p>Therefore, we request to top up the Specialized Printing vote.</p>	02	04
20. Increase Internet Services, Electricity Bills Vote Corporate Services	To increase Internet Services & Electricity Bill votes to cater for all expenses up to end of FY		\$28K	\$28K	<p>The Ministry of Finance paid the telephone bills plus the internet services on a monthly basis since the beginning of this financial year. Recently, we were informed that only the telephone bills they will pay, the internet services will be paid for by the line Ministries. Hence, requesting to top up our email and internet vote for payment of our internet services for next FY. The electricity bill per month is approximately at \$15K-\$20K which means the current budget is not enough to cater for the electricity bills up to end of this FY, therefore we request to top up the electricity bills vote and not to cut down</p>	03	01
21. Create new Wages Vote –	To create Wages Vote under the Probation Unit Budget for two		\$22K	\$22K	Due to increase of community workers plus more reports requested from both Supreme and Magistrate’s	02	03

Probation unit	new daily paid labourers recruited				Court, the Probation staff cannot handle these entire requests because of their shortage of staff. Also the increased of community workers was a risk too as it is unsafe for one Probation Officer to handle all the community workers as we all know that most of them are drug dealers and are criminal. Therefore, two unestablished staff were urgently recruited. These two daily paid labourers were funded from the Contract Labour votes (1199) and there is a need to transfer their wages from contract Labour votes and to create a new wages vote under Probation Unit for these labourers' wages.		
22. Increase Wages Vote – Corporate Services	To increase budget for Wages Vote for Corporate Services		\$14,500	\$14,500	Due to revised of rate for the daily paid staff at the beginning of this financial year, their wages increased but the budget remains the same which caused insufficient funds of the wages vote and not enough to cater for their wages up to end of financial year. Therefore, requesting to top up the wages vote to cater for daily paid staff wages up to end of financial year.	03	01
23. Increase Wages Vote – Supreme Court	To increase wages vote for Supreme Court budget		\$16K	\$16K	Due to revised of rate for the Labour staff at the beginning of this financial year, their wages increased but the budget remain the same which caused insufficient funds of the wages vote and not enough to cater for their wages up to end of financial year. Therefore, requesting to top up the wages vote to cater for daily paid staff wages up to end of financial year.	02	02
24. New computers, furniture & fittings for new staff proposal	To purchase 37 new computers and new furniture for new staff proposal for next FY		\$209,500	\$90K	The Ministry submitted 37 posts on our staff proposal for next financial year. New computers will be provided for the use of these new staff. Therefore, 37 new computers at the average price of \$3,500/ computer is requested for the next financial year.	03	01
25. Lord Chancellor's Office budget for FY2025/26	Budget for Lord Chancellor's Office for the next FY		\$253K	\$253K	The Lord Chancellor submitted budget proposal for support of the Judicial Appointment and Disciplinary Panel in carrying out their duties for the next FY	04	02

Proposed Critical Positions	Salary Band	Division	Corporate Plan Staff Gap	Corporate Plan Output	Justifications
1. Director	G	Youth Diversion Scheme	This will be a new separate division under the Ministry.	Output 15	These positions are intended for the Youth Diversion Scheme (YDS) program which was approved by Cabinet through Cabinet Decision No.322 of 18 May 2022, whereby it was approved for the Ministry of Justice which is under this initiative to make all necessary and appropriate budgetary arrangements in preparation for the implementation of the Youth Diversion Scheme. The YDS position holders are intended to divert young offenders from the criminal court proceeding while making them accountable for their actions and to ensure that they help repair the harm that they had caused.
2. Legal Officers (x2)	J				
3. Youth Diversion Officers (x3)	L				
4. Administrative Assistant	P				
5. Driver	R				
6. Judge's Associates (x3)	I	Supreme Court	There are no Judge's Associates post at the Supreme Court of Tonga. The Supreme Court is headed by the Registrar (Band G), assisted by Deputy Registrar and one (1) Legal Officer. There are three Supreme Court Judges including the Lord Chief Justice and each Supreme Court Judges needs a Judge Associate as personal aide to the Judge.	Output 12	The Lord Chief Justice (LCJ) requires a person with legal background. One of the Legal Officers at the Supreme Court has been responsible for conducting legal research for the Hon. LCJ in regards to his decision makings where necessary. The post holder plays an important role having assisting the LCJ. These 3 Judge Associates will become personal aide to the Supreme Court Judges and will be working closely with them in and out of court. They will be responsible for legal research, court administration and communication and act as personal and confidential aide to each Judge in relation to all the Judges' concerns. As such, once this post is filled, the Legal Officer and Deputy Registrar would focus on their core functions and other court commitments, providing legal advices and other legal works required of them. Thus, these posts are critical and the Supreme Court will be able to competently and effectively carry out its functions with sufficiently fully qualified Associates to achieve its goals.
7. Personal Assistants (x2)	L	Supreme Court	At present, there is only one Personal Assistant post who has been the Lord Chief Justice's Personal Assistant. The other two Supreme Court Judges do not have personal assistants and they use the clerks to conduct their personal requests and work matters in addition to their normal duties.	Output 12	Having two established Personal Assistants for the Supreme Court Judges are crucial to provide essential administrative support to the Supreme Court Judges while they focus on their primary duties of presiding over court cases by managing calendars, handling legal documents, coordinating with court staff and maintain confidentiality, ultimately ensuring the smooth operation of the judicial system.
8. Principal Accountant Officer	I	Corporate Services Division/Accounts Section	The Corporate Services Division is headed by the Deputy Secretary (Band G) and the Head of Section is at band K. The Ministry has identified a huge gap between the Head of Division and the Head of	Output 8	This Section is currently headed by the Senior Accountant Officer (SAO) who sits at a salary level band K. Here we can identify the huge gaps from the Deputy Secretary, band G for Corporate Services Division who is the Head of division, there is a need to create a higher banded position between the salary range G and K to better lead and monitor the accounts related work carried out on a day-to-day basis. Thus, creating this new post would ensure that the Accounts is well managed on its own and the Principal Accountant Officer

			Section.		would better lead the team and take on all the administration roles in relating to Accounts.
9. Chief Principal Bailiff Officer	I	Bailiff Unit	The Bailiff Unit is headed by the Chief Bailiff Officer, Band J and he is assisted by the Bailiff Officer, Band L. The Principal Bailiff Officer would be suitable for staff promotion.	Output 13	This post is for the head of this Unit and he will be responsible for all administration roles. The Chief Bailiff Officer has served in this role for number of years and this post would give him an opportunity to be promoted to higher banded position while allowing the junior Bailiff officers to be promoted as well.
10. Chief Principal Probation Officer	I	Probation Unit	At present, the Chief Probation Officer, salary band J is the head of Probation Unit. There is a need to upgrade the level of banding for the divisional head from salary band J to salary band I in order to align with the volume of work the head of Unit carries out.	Output 14	The post is intended to lead and manage the Probation Unit. At present, leading and managing of this Unit is currently done by the Chief Probation who sits at salary level band J. The holder of this new post will monitor and oversee all administrative tasks of this Unit, overseeing and monitor pre-sentencing reports, lead in conducting home visits to offenders and other related Probation services while the Chief Probation will assist the Chief Principal Probation Officer as head of Probation. Due to increasing number of offences in the Superior Courts, the number of probationers increases as well as well as the need to prepare pre-sentencing reports for convicted offenders. The workloads are overwhelming and having this position would be of great assistance to ensure the efficient and effective of Probation services.
11. Chief Probation Officer.	J	Probation Unit	The Probation Unit currently has no higher banded vacant position to accommodate for one (1) Returning Scholar.	Output 14	The post is intended for one (1) Senior Probation Officer who is on study leave under the Australian Scholarship. The officer is currently undertaking her Master's degree. Having considering the known fact that there is a marked increase in number of criminal offences, the post holder would benefit the Probation Services to efficiently respond to the demands from the Court as well the public. The post holder will provide invaluable support to the Probation Unit's operation by utilizing her skills and knowledge obtained from her studies where required. Essentially, the workload is huge and the Ministry cannot afford to lose their officers, hence, the post is critical and essential for this Unit to be able to competently and effectively carry out its functions to achieve the Ministry's objectives. The Probation Unit was introduced new responsibilities from the Magistrate Family Court on family matters that are not stipulated under the officers' JD. These family case reports referred to the Probation have increased over the years and it has taken a toll on Probation duties. It would greatly benefit the Court and Ministry overall in the Output 15, to have a post designated to oversee the family reports from the Magistrate in order to have a more effective and efficient probation service. Another new initiative to be handed to the Probation is the Youth Diversion Scheme which is currently on pilot but will be merged to the Probation when in effect. The post can initiate methods of better peer review of such reports before its submission. This post can also assist the HOD in refining clearer procedures, training needs, etc... to improve report writing and management of such cases required by the Court in the long run. Another important note to consider, is that the high

					numbers of Senior Probation Officers have scarce opportunity within the division to be promoted. With this post in place, the returning scholar will be promoted to this post and allow promotion opportunities for other staff.
12. Legal Officers (3X)	J	Leadership, Legal & Policy Division	There are no vacant Legal Officers post for the returning and new scholars in this Division.	Output 10	These legal officer posts are intended for three new scholars of the Ministry who will be completing their LLB programme followed by their 6 months' Professional Diploma in Legal Practice (PDLP). They are expected to complete their studies in the FY2025/26 unless there are any changes.
13. Senior Assistant Secretary	J	Leadership, Legal & Policy Division	This new post is intended for a returning scholar who will complete her Master's Degree by December 2025	Output 10	This Division has no vacant position for one of its returning scholar who will complete her Master's Degree programme by December 2025.
14. Internal Auditor	K	Corporate Services Division/Accounts Section	The Ministry currently has no Internal Auditor to assess and monitor all the Ministry's asset, hence, creating this post would assist with the asset registering and internally auditing of the Ministry's assets in Tongatapu and at the outer islands as well.	Output 8	This post is vital and essential for the effective and efficient operation of the Accounts Section and the Ministry as a whole. The certificates used for issuing of births, deaths and marriages certificates is in the revenue of the Ministry. There have been instances where the Birth, Death and Marriage Certificates' particulars are incorrect due to clerk's error and typo error and these certificates must be re-issued with the correct information and particulars on it. Sometimes the officers do not keep records of these certificates as they are required for the reconciliation of vital records and asset register of the Ministry. This post will ensure that all certificates are recorded even the unused ones. The revenue collection for the outer islands in particular the Niuas are not done in a proper and in a timely manner because there is no permanent staff stationed at the Niuas to carry out this specific task. It would increase productivity of the Ministry by having assuring the Ministry accomplish its strategic objectives by bringing a systematic, discipline approach to evaluating and improving the effectiveness of risk management, control and governance process. By continuously monitoring and reviewing the processes, this post can identify the control recommendation to improve the efficiency and effectiveness of these processes. This post will be responsible for collecting and ensure that all revenue is in order and to retain the original copy of the cash sale dockets without giving it to the customer which might led to fraud and misappropriation of government funds. This post will contribute to the Ministry in terms of providing amendments and advise staff members on the appropriate way to take care of the Ministry's Asset. The post will also assist in monitoring and evaluating the Ministry's internal controls, including its corporate governance and accounting processes to ensure it complies with the relevant regulations and Laws, accurate and timely financial reporting and data collection and other tasks relating to the Revenue Services Administration Act and Regulations before the Auditor General and his staff are coming in to examine their performances. At the moment, there is no officer within this Section and the Ministry to responsible for auditing related tasks, the asset register tasks are being shared between the officers and during the reconciliation of births, deaths and marriages certificates, the officers are

					required to team up and travel to the outer islands to conduct this task within a period of 2 weeks. Hence, creating this post would help maintain operational efficiency by identifying problems and correcting lapses before they are discovered by the external audit. By having creating this new post as an Internal Auditor, it would help strengthen staff structures as the officers are currently understaffed, this post will responsible for all these required duties before the Auditor is coming in. This post would assess, identify gaps and evaluate any risks within the Ministry that can be remediated to protect the Ministry's assets and review the means of minimizing such risks. This post would assess the internal control and help to uncover evidence of frauds which would assist the Ministry in tracking and recording any changes that have been made to it and ensure the mitigation of any found risks. The post will review the reliability and integrity of financial and operating information as well as reviewing the systems established to ensure they are compliance with policies, plans, procedures, laws and regulations. Internal audit is important and its purpose in keeping the Ministry's compliant with the regulations and policies. This post is imperative and crucial for the overall performance of the Ministry as it would minimize dishonesty and wrong-doings as well the abusing of authorities in terms of the regulations and laws. The Ministry is currently facing this issue where senior officers are not complying with the relevant regulations/ laws, hence, in creating this post, it would ensure to put an end to this kind of behavior and appraise economy and efficiency of resources. This post is crucial for monitoring and assuring that all of the Ministry's assets are properly secured and safeguarded from threats. Having an internal auditor would provide unbiased view into how effective internal controls of this Ministry.
15. Assistant Senior Accounting Officer	L	Corporate Services Division/ Accounts Section	This post is intended for a new scholar	Output 8	This new post is critical as it is intended for a new scholar within the Accounts Section. The individual is a Tonga Government Scholarship recipient and is expected to complete his programme of studies by November 2025.
16. Assistant Procurement Officer	M	Corporate Services Division/Accounts Section	The Accounts Section has only one (1) Procurement Officer (PO) but due to the overwhelming workload, this Section is critically in need to create an Assistant Procurement Officer/ Band M to assist with the workload of the Procurement Officer.	Output 8	There is only one Procurement Officer post of which is still vacant and this new post will assist the Procurement Officer in all procurement and other relevant accounting and budget services. This post will assist the Procurement Officer with providing procurement support services in accordance with the relevant Regulation, policies and procedures to ensure timely, relevant and accurate information when managing budgets and exercising spending authority. This post is crucial because when the Procurement Officer is away on leave and urgent procurement matters arise, there is no one else in the Accounts to execute the task well and properly. There have been trainings held for other staff members in the Accounts but because they have their own core duties that they cannot well manage the procurement tasks. With the creation of this post, the post holder will be trained by the Procurement

					Officer to be able to deal with purchases and sourcing, assessing all procurement processes, assist in completing revenue collection, and implement divisional requests as directed.
17. Computer Operator Grade III	P	Niuatoputapu Sub-branch	The Ministry has no permanent staff at Niuatoputapu. For the past years, Junior Clerks were required to travel to the Niua to carry out the work required of them and they were usually transferred for the purpose of asset registration and annual reconciliation of vital records including births, deaths and marriages certificates records and other court related matters.	Output 12	The Ministry proposes for a permanent post to be stationed at Niuatoputapu to ensure accuracy of records keeping. The post holder will focus on maintaining all records in terms of infringement notices as this is already enforced at Niuatoputapu. At the moment, the Clerk for the Government's Representative's Office is handling and solely responsible for all line Ministries' official information, data and records including the Ministry of Justice. This post is also essential to carry out all administration, RG applications and accounts related tasks including the annual asset register as well as the annual reconciliation of vital records in the two Niua. The post holder will also assist the Vava'u Resident Magistrate during all court circuits to Niua. This would ensure the efficient and effective services of the respective divisions and would minimize the issues with overspending of traveling allowance.
18. Computer Operator Grade III	P	'Eua Sub-branch	There is only one staff serving at the 'Eua sub-branch and there is a need to create another post to assist the officer.	Output 12	At the 'Eua sub-branch, there is only one staff (Computer Operator Grade III) who covers all relevant tasks including court duties, administrative and clerical duties as well as accounts related tasks. It is crucial that an additional supporting staff be recruited to work alongside with the officer because whenever the officer applied for leave, there is no other officer in 'Eua to carry out the required duties in the office, therefore, an officer will be required to travel from Tongatapu's Main Office to substitute and cover for the officer during her period of leave. This has become an issue in the previous years because most often, she applies for few days leave and requesting for someone to cover for her. Since we cannot have the office at 'Eua closed during her leave days or even for just a day, hence, the proposal to create this new position. It is critical to ensure the smooth provision of services and will be essential for the daily operation of the 'Eua sub-branch. The Ministry's expenses for traveling allowance, air fares or ferries will eventually be minimized as well.
19. Cleaner	S	Vava'u Sub-branch	There is no permanent Cleaner at Vava'u only a daily paid staff. The Ministry cannot lose the daily paid officer; hence, this position would be sufficient to absorb the temporary cleaner to a permanent position.	Output 12	The Vava'u sub-branch is currently recruiting a temporary Cleaner who is tasked with keeping and maintaining the cleanliness of the Ministry's office at Neiafu and its premises. Since the promotion of the former Caretaker to the Driver position, there has been no permanent cleaner post at Vava'u sub-branch to upkeep and clean the building. It should be noted that a resident Magistrate is currently stationed in the Office and the daily cleanliness and neatness of the office is highly required. Hence, the Ministry wishes that the temporary cleaner position be absorbed to a permanent position.
20. Assistant Bailiff Officer	M	Bailiff Unit	The Unit has no band M position. The Unit consists of the Chief Bailiff (band J), Bailiff Officer (band L) and	Output 13	Need additional supporting staff due to increase of traffic infringement with regards to the amendment to the Traffic Act 2000 and various Court Orders for Distress Warrant.

			supported by Bailiff Officers Grade I (band N) and the rest at lower banded positions. There is a need to have an additional supporting staff to share the increased workloads.		
21. Senior Executive Officer	M	Ha'apai Sub branch	The supporting staff at the Ha'apai sub-branch consist of junior staff from salary band O below. It should be noted that Ha'apai now has a Resident Magistrate and this new post holder would provide great assistance to the Resident Magistrate in regards to overseeing a wide range of duties.	Output 12	This new post will be the Officer-In-Charge for Ha'apai sub-branch where the Senior Executive Officer will be responsible for support services and overseeing a wide range of clerical and administration tasks with the implementation of all administrative, accounts, RGO/Vital Statistics and in-court administration related tasks. The Ha'apai Resident Magistrate needs a supporting staff in a more senior level to assist with monitoring of staff performances and ensure that all tasks are delivered and completed in a timely manner. This post holder will be responsible for directing personnel and providing supervisory oversight on their daily tasks. At present, the most senior position at Ha'apai sits at a band O position. The office requires someone in a higher banded position to manage and administer the rest of the junior staff and provide the Resident Magistrate with all the necessary information required for his decision makings. This position is very critical for the daily operation of the Ha'apai sub-branch.
22. Executive Officer	N	Vava'u Sub-branch	The office at Vava'u has the Senior Executive Officer (salary band M) as the Officer in Charge. He is assisted with Clerk Class I (salary band O) and Computer Operators at lower banded positions. The Executive Officer (salary band N) would fill in the gaps between the OIC and the Clerk to share the amount of workloads and this would ensure the effectiveness of services provided to the public.	Output 12	This new post is critical as a career path for the long services employees within the Vava'u sub-branch. The workloads and number of court cases, infringement notices are increasing day by day and the existing staff are juggling to complete all tasks assigned of them by the end of the day.
23. Senior Executive Officer (x2)	M	Magistrate's Court	The Assistant Secretary (salary band L) is assisted by one Executive Officer (salary band N). There is a staff gap between Assistant Secretary and the rest of the staff, hence, creation of these posts would assist the AS in overseeing a wide range of clerical duties.	Output 12	The creation of the Senior Executive Officer posts will contribute to the efficient operation of the Magistrate's Court and provide the balance of responsibilities to be equally distributed among the staff. If the Magistrate's Court is expected to provide high quality decision-making in a timely manner, there is a need to recruit more magistrate. A new Magistrate was introduced to the Magistrate's Court in the last financial year but there is a need to increase staff to enable them to provide secretariat and clerical support for all the Magistracy. The Magistrate gives verbal order/judgment in Court, but it is the clerk who prepares the document and filing of records. There is no balance of responsibilities if only the number of Magistrates increases. The major issue

			<p>faced by the Magistrate's Court is that there is high volume of cases assigned to each staff member which inevitably affect the overall performance of the Court. This post will monitor the Case Management System ("CMS") and manual registration of cases. The court records are a vital source of information and that is why there is a CMS as well as register books so that when one fails to provide or produce information, there is a back-up in place. As such, it is mandatory for this Court to update electronically and manually. As a result of this, there is duplication of work – the information fed to the CMS would also be required to register to the books. Previous Consultants had recommended to focus on updating CMS only but this is impossible as power outage is common in Tonga and the courts have no back-up generator. Also, the government Auditor preferred physical documents for auditing. However, the negative impact with this duplication of work is that it affects the reporting timeframe of this Court. For example, CSD requires the Annual Report to be submitted by the last week of July. This Court could not meet this requirement because staff must update all information to the CMS for it to generate accurate report. The post holders will also check that all cases in CMS are up to date so that report are submitted within the timeframe. Further to this, the roles must ensure that every case has a future date that time goal for disposal of case is achieved. This is another problem faced within this Court as there are cases that got stuck or got lost in the system as there were no future dates fixed by the parties. The post holders will identify these cases from the CMS and can either alert the Magistrate and court clerk to fix a court date or can move the cases to the next listing. For example, if the post holders come across a backlog case that is caused by requiring foreign language especially Cantonese, it is this post duty to explore potential remedies for the matters to be resolved as soon as possible. However, if the delay is due to late submission from defense counsel, it is the duty of the posts to follow up with the counsel. This can guarantee continuous case progression and timely judgments. Furthermore, according to the Courts of Tonga Annual Report for FY 2020 – 21, LCJ Whitten indicated in his foreword 'From the Lord Chief Justice' that "(t)he large proportion of litigants who are unable to access or afford legal advice and/or representation before the Courts continues to be a matter of serious concern. Those involved in criminal and family law/ protection proceedings are often the most disadvantaged. Considerable additional time and resources are required to ensure that such cases are managed efficiently and brought to trial in a timely manner while also ensuring that those parties are afforded natural justice and procedural fairness." The position holders will also focus on identifying the disadvantaged groups and ensure that supports are provided so that they have equal access to justice. The roles will also advise the Magistrates accordingly of the situation and recommend adjourning this proceeding so that they can be afforded the assistance they required to ensure that justice is delivered to disadvantaged groups. In addition, the roles will capture these information and data which</p>
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					will contribute to strengthening the reports of this Court to achieve the international goals of protecting the rights of persons with disabilities. These posts will also provide support to victims of domestic violence and youth cases by aiding victim/youth or witnesses whether he/she would want to attend the court proceeding either physically or virtually. Please note that the court room space is relatively small and the duty of the Court to provide a safe environment for the victim/youth as well as witnesses is not achieved. If the victim/youth elect not to be in the same room as the accused, the posts will advise the Magistrates accordingly and that AVL is needed for this specific trial. In addition, these posts will also determine if the trial has other special needs such as extra security for the safety of the parties to the proceeding. These posts will also explore other options for the taking of remote testimony by video link or even Skype, to alleviate the high costs and efforts of travel for court appearances. These posts would provide a balance of responsibilities to be equally distributed among the staff and to reduce high-volume of cases per clerk.
24. Executive Officer (x2)	N	Magistrate's Court	There is only one EO at the Magistrate's Court who is eligible by salary band to go to court. The rest of the staff are at salary band P to salary band S which means they are restricted by JDs and salary band to counter services and minor paperwork.	Output 12	The creation of these two Executive Officer posts will enhance court administrative and operations of the Magistrate's Court to realistically achieve the goal of effective, efficient, and responsive Magistrate's Court. These posts are considered critical for this Court as it will add value by balancing the responsibilities of staffs and to reduce high-volume of cases per clerk. They will not only assist the public with provision of court interpretation but also share the load of responsibilities with the current Executive Officer and strengthen the record system of the Courts. The posts will also strengthen the support (secretariat service) to the Magistrates. The nature of the job requires strict adherence to relevant statutory provisions thus making it very demanding. There is no such thing as delaying of work to a suitable time or when one is available. The duties must be carried out as soon as one can possibly can because the Police has very limited statutory powers as well as the Magistrates. Delaying will cost the public their constitutional rights and the court personnel will be forced to face consequences. In addition, the Magistrates are contracted to be on-duty 24 hours and staff usually work during lunch time, after hours or during the weekend to cater to these applications as they cannot be held without a clerk present. By increasing the number of staff, the Principal Registrar or who is responsible for the staffs can draft a rotation of duties to allow staffs to enjoy their rights to lunch, after working hours and weekends. Also, there is a recommendation from the Magistrates to assign two fixed clerks for each of them, which is impossible at the moment. There is a strong desire to adopt the same procedure that is operated at the Supreme Court as each Judges has a court team – one as a Judge Associate, one as an Interpreter, one as Case Management System (“CMS”) Officer and one as Clerk. Magistrate's Court on the other hand, there is only one clerk assigned to each Magistrate and is solely responsible for all

				<p>pre-court, in-court, post-court, and chambers' duties. Supreme Court has only three judges whereas Magistrate's Court has 7 magistrates. It also contributes to the late submission of reporting to relevant Stakeholders and Donors. The new CMS implemented for the Courts, these posts will share the responsibilities of staff by updating and inputting detail information to the CMS and Manual Register. It is noted that the Courts must streamline existing processes to avoid duplication of work but at this area it could not be avoided. The benefit of using CMS contributes to generate accurate report effectively, however, the Ministry considers the risk of system failure. As a result, it is a must for the Court to update CMS as well as Manual Register. A new Magistrate was introduced to the Magistrate Court last year but there is a need to increase staff to enable them to provide secretariat and clerical support for all the Magistracy. The Magistrates deliver verbal order/judgment in Court, but the heavy burden fall on the clerks who are responsible for preparing the documents (pre-court, in-court, post court and chambers), filing of records and updating information electronically and manually. There is no balance of responsibilities if only the number of Magistrates continues to increase. These posts will act as transcribers as well. One of the contributors to high percentage in overturn of appeal cases from this Court to the Supreme Court was poor minute taking in court. There is no recorder to record the conversations being exchanged in Court and the clerk can only record what they can. The Magistrates sometimes rely on the clerk's minutes for decision making, and given the circumstances, that is a huge risk. However, when recording system is in place, the posts will also be transcribing cases that are appealed to the Supreme Court. Transcript is required by the Supreme Court when a case is appealed. Most often than not the clerks submitted incomplete transcripts. Whenever the appeals are allowed or upheld the case are either resentenced or remitted for a re-trial. Costs associated with remitted cases include time and resources for both courts and relevant parties. These posts will add significant value to the operation of the Magistrate's Court which will lead to a reduction in the number of cases remitted from the Supreme Court as a response to costs of time and resource. Another area that the posts will focus on is to manage post-disposition and archive. It is important that discipline and accuracy be maintained through every stage, including the archive. The Magistrate's Court should have standard operating procedures that set out how files are checked upon completion including: computer updates, file notations, list management, which documents, exhibits and evidence are kept and for how long, who is responsible for which part of the process, which statistics are to be recorded and how they are obtained, and the archiving process. This area needs to be managed, label and compile all cases/filing and its relevant documents to ensure that case file is completed and transferred to the Archive. If there are any requests for any case file from the Archive, it is easy to find. The accurate and timely recording of statistical data is also to be considered a legitimate</p>
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					<p>priority in the case closure process. The doctrine of natural justice will also be promoted if this post is added to the Magistrate's Court. Courts operate according to some common administrative principles about how the process should work to be fair and just and appear to be fair and just. The posts will be responsible for giving every case individual attention, treat cases proportionately thus demonstrate procedural justice. These administrative principles are of fundamental importance to the institutional legitimacy of courts and the degree of trust placed in it by citizens. These roles will also strengthen support to the Supervisors by working closely with the other clerks in ensuring completion of inputting and updating data to the Case Management System and Manual register to enhance the record keeping of the Magistrate's Court. It will also contribute to increase disposal rate of cases filed in the Court. Failure of the courts to dispose of cases in a reasonable time can affect the public perception of the courts and cause citizens to lose trust if they see a court is functioning too slowly or unpredictably. This loss of trust can have significant consequences. It can lead to unrest in the community if disputes remain unresolved because the public may perceive the courts as blocking and impeding justice. They may also be tempted to take the law into their own hands. In response to these issues, the Magistrate's Court needs more human resource to rebuild public trust and confidence in the courts. Creation of these posts is a contributing factor to enhance reporting of the Supervisors to the Ministry as well as other Judicial Development Partners to provide relevant support to the Judiciary. This would also provide opportunities for promotion in order for clerks to actually get paid for their services rendered.</p>
25. Senior Registrar	J	Magistrate's Court	As per the Magistrate's Court's structure, it has no band J position. The Magistrate's Court staff is currently headed by the Principal Registrar (salary band I) and she is assisted by two Assistant Secretary and Assistant Registrar at salary band K. There is a staff gap between the Assistants and the head of division, hence, creating this post would fill the gaps of assisting the head of division in managing the staff, monitoring and supervising.	Output 12	Need an additional staff to assist the Principal Registrar as head of the Magistrate's Court's staff. The workload is overwhelming that only the HOD can handle while the supporting staff have been allocated various court duties and are assigned to work closely with the Magistrates. Other administrative tasks are being dealt alone by the Principal Registrar and due to overwhelming of court cases and short staffing issue, she also takes on few other roles of junior positions in order for the Magistrate's Court to run smoothly. Having established this new post would greatly contribute to the Court and assist with sharing of the workload. This post is critical for the essential services provided by the Magistrate's Court particularly at this time when the rate of offences has escalated as well as to cater for the needs of the Senior Magistrates.
26. Chief System Analyst	I	Corporate Services Division/ Information	The head of IT Unit is currently at salary band J, this new post is intended to lead and well manage the IT Unit	Output 9	This new post is proposed to create upon abolishing of 4 resultant vacancies within the Ministry including the Computer Programmer, Family Protection Advocate, Logistics Officer and Receptionist posts. The IT Unit consists of two officers at the same level of Band J and to clearly define their roles and

		Technology Unit			responsibilities, it is necessary to establish a higher level position. This role will involve managing the IT staff, overseeing its operations, handling administrative tasks and monitoring and evaluating daily activities.
27. Bailiff Officer Grade IV	Q	Bailiff Unit stationed at Ha'apai sub-branch	There is no Bailiff Officer at Ha'apai sub-branch to be responsible for all bailiff duties including the serving of tickets, enforcing and executing of all court orders.	Output 13	Currently, there is no authorized Bailiff Officer stationed in Ha'apai to perform the duties of the Bailiff. One staff member at the Ha'apai sub-branch has been assigned to assist Bailiff Officers from Tongatapu in carrying out their duties in Ha'apai. However, due to the lack of full authorization, his responsibilities are limited. Throughout the year, Bailiff Officers from Tongatapu must travel to Ha'apai to complete their tasks, resulting in increased travel expenses. Establishing a dedicated Bailiff Officer position in Ha'apai would help reduce these costs while ensuring that a qualified officer is solely focused on carrying out bailiff duties. This new post is proposed to create upon abolishing of 4 resultant vacancies within the Ministry including the Computer Programmer, Family Protection Advocate, Logistics Officer and Receptionist posts.

3. MINISTRY BUDGET AND STAFFING

Table 1 below provides a summary of the overall budget for the Ministry.

Table 1: Ministry Budget by Recurrent, Development and item (cash & inkind (\$ millions)

Expenditure Item (\$m)	FY 2024/25		FY 2025/26		FY 2026/27		FY 2027/28	
	Actual (recurrent)	Actual (dev)	(est recurrent)	Proj (rec)	(est recurrent)	Proj	(est recurrent)	Proj (dev)
Established Staff (10xx)	5.25		5.03		5.03		5.03	
Un established Staff (11xx)	0.24		0.18		0.18		0.18	
Travel and Communication (12xx)	0.61		0.55		0.55		0.55	
Maintenance and Operations (13xx)	0.61		0.56		0.56		0.56	
Purchase of Goods and Services (14xx)	1.07		1.04		1.04		1.04	
**Assets (20xx)	0.25		0.06		0.06		0.06	
Total MFNP Operation Recurrent	8.03		7.42		7.42		7.42	
Government General Fund Recurrent								
Established Staff (10xx)	5.25		5.03		5.03		5.03	
Un established Staff (11xx)	0.24		0.18		0.18		0.18	
Travel and Communication (12xx)	0.61		0.55		0.55		0.55	
Maintenance and Operations (13xx)	0.61		0.56		0.56		0.56	
Purchase of Goods and Services (14xx)	1.07		1.04		1.04		1.04	
Grants and Transfers (15xx)	0.001		0.01		0.01		0.01	
Development Duties Expenditure (16xx)		0.19		0.26		0.26		0.26
Debt Management (17xx)								
Contingency Fund (18xx)								
Pension and Gratuity (19xx)								
Assets (20xx)	0.25		0.06		0.06		0.06	
Equity Payment (21xx)								
Private Sector Development (22xx)								
Total Government General Fund	8.03	0.19	7.43	0.26	7.43	0.26	7.43	0.26
Total Expenditure Recurrent								

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 2: Ministry Total Staff by Key Category

Category	2024/25 Budget (rec)	2025/26 Est (rec)	2026/27 Proj (rec)	2027/28 Proj (rec)
Established Staff				
Executive Staff (Level 0 to 2)	2.69	2.80	2.80	2.80
Professional Staff (Level 3 to 9)	1.41	1.40	1.40	1.40
Other Staff (Level 9A to 14A)	1.15	0.83	0.83	0.83
Total Established Staff	5.25	5.03	5.03	5.03
Unestablished Staff	0.24	0.18	0.18	0.18
Total Staff	5.49	5.21	5.21	5.21
Total Recurrent Costs (\$m)	8.03	7.43	7.43	7.43
Staff funded by Development				

4. MINISTRY'S PROGRAMS & SUB-PROGRAMS

4.1 Program 1: Administration

Change In Program 1.1 & 1.2 From Last Corporate Plan and Budget

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
The minor change from the last CP & Budget was based on the PMS rewards.				

Total Staff by Key Category Sub-Program 1.1 & 1.2

1.1 Office of the Minister

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.30	0.24	0.24	0.24
Executive Staff	0.10	0.11	0.11	0.11
Professional Staff	0.04	0.07	0.07	0.07
Other Staff	0.02	0.01	0.01	0.01
Total Established	0.16	0.19	0.19	0.19
Unestablished				

1.2 Office of the Chief Executive Officer (CEO)

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.17	0.12	0.12	0.12
Executive Staff	0.10	0.08	0.08	0.08
Professional Staff				
Other Staff				
Total Established	0.10	0.08	0.08	0.08
Unestablished				

Sub-Programs

1.1 Office of the Minister

1.2 Office of the CEO

Major Customers

General Public, Cabinet (Government), Parliamentarians, Lawyers, Litigants, Accused Persons, Victims, Witnesses, Jurors, Judicial Appointment and Discipline Panel (JADP), Privy Council, Judges and Magistrates (Judiciary), Law Lords and Legal Advisors to HM in Council.

Program Results

Output 1: Better leadership for the Ministry of Justice, including at national, regional and international levels

Output 2: Better leadership and management of Ministry's divisions, with good working relations and communications, and a focus on output deadlines

Output 3: Improved liaison with national, regional & international agencies and donors.

Output 4: Improved media and communications.

Key Performance Indicators

Activities	KPIs	FY2024/25 (baseline)	2025/26	2026/27	2027/28	SDG Targets	Indicator
Output 1: Better leadership for the Ministry of Justice, including at national, regional and international levels							
A.1 International and regional meetings attended by the Minister and/or CEO to support and promote Tonga's interests.	1.1 O1.1 Ratio of outcomes of the meetings been initiated (discussions or implementing)	0	5	5	5	16.3	
A.2 Tabling the Ministry's Annual report at the Legislative Assembly	1.1 O1.2 No. of report submitted to Legislative Assembly	1	1	1	1		
Output 2: Better leadership and management of Ministry's divisions, with good working relations and communications, and a focus on output deadlines							
A.1 Heads of divisions meetings held quarterly with Minister	1.2 O2.1 Accuracy & Timely provision of policy direction been directed during HOD meeting related to the improvement of MOJ's mandates		100% fully complied	100% fully complied	100% fully complied		
A.2 Provide submissions of the Ministry's Plans, Budget and Reports to Ministry of Finance, PMO, PSC and LA	1.2 O2.2 Timely submission of the Plans, Budget and Reports	Final CP & Budget due to PMO as scheduled; Annual Report by September					
A.3 Review and update processes in all sub-registries as to maintain efficient service delivery	1.2 O2.3 No. of processes effectively reviewed to be responsive to needs of the public in all districts	1	1	1	1		
A.4 Lead and monitor current Aid Projects on behalf of Ministry or Justice Sector	1.2 O2.4 No. of meetings lead are conducted regularly and Projects facilitated to ensure efficient progress and outcomes	12	12	12	12		
A.5 Effective participation in initiatives like REACH Program to communicate core information to the public	1.2 O2.5 Opportunities are maximizing to inform the public and to be forward thinking in planning new procedures	6	6	6	6		
Output 3: Improved liaison with national, regional & international agencies and donors							
A.1 Liaise and correspondences with national, regional & international donors	1.2 O3.1 No. of donors liaise and correspondence with CEO	12	12	12	12		
Output 4: Improved media and communications							
A.1 Communication	1.2 O4.1 No. of	0	0	0	0		

strategy to inform the public	complaints received from public regarding Ministry's services provided through media releases & public awareness programs					
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Sub-Program

1.3 Corporate Services Division

1.3 A. Accounts, B. Human Resource, C. Logistics & Supporting Service, D. Information Technology

1.4 Leadership, Legal & Policy Division

1.4 A. Family Protection Legal Aid Centre

Change In Program #1.3 & 1.4 From Last Corporate Plan and Budget

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
The minor change from the last CP & Budget was based on the PMS rewards.				

Total Staff by Key Category Sub-Program 1.3 & 1.4

1.3 a Accounts

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	1.63	1.39	1.39	1.39
Executive Staff				
Professional Staff	0.10	0.11	0.11	0.11
Other Staff	0.18	0.15	0.15	0.15
Total Established	0.28	0.26	0.26	0.26
Unestablished	0.08	0.07	0.07	0.07

b. Human Resource

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.40	0.40	0.40	0.40
Executive Staff	0.05	0.04	0.04	0.04
Professional Staff	0.20	0.24	0.24	0.24
Other Staff	0.15	0.12	0.12	0.12
Total Established	0.40	0.40	0.40	0.40
Unestablished				

d. Information Technology

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.17	0.18	0.18	0.18
Executive Staff				
Professional Staff	0.16	0.15	0.15	0.15
Other Staff	0.01	0.01	0.01	0.01
Total Established	0.17	0.16	0.16	0.16
Unestablished	0.02	0.02	0.02	0.02

1.4 Leadership, Legal & Policy Division

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.24	0.13	0.13	0.13
Executive Staff	0.05	0.04	0.04	0.04
Professional Staff	0.18	0.07	0.07	0.07
Other Staff				
Total Established	0.23	0.11	0.11	0.11
Unestablished				

**One officer is currently on study leave undertaking her Master's Degree Programme in Sustainable Regional Development on a Korea International Cooperation Agency (KOICA) Scholarship. The scholarship commenced in August 26th 2024 and the officer is expected to complete her studies in December 20th 2025 (17 months).

1.4 a. Family Protection Legal Aid Centre

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.48	0.30	0.30	0.30
Executive Staff	0.05	0.04	0.04	0.04
Professional Staff	0.17	0.13	0.13	0.13
Other Staff	0.04	0.01	0.01	0.01
Total Established	0.26	0.18	0.18	0.18
Unestablished	0.08	0.03	0.03	0.03

**One officer is currently on study leave undertaking her Master of Laws in International Human Rights Law on a Chevening scholarship. The scholarship commenced on 3rd October, 2024 and the officer is expected to complete her studies by 1st October, 2025.

Program Results

Output 5: Administrative and Human Resources Support for all Ministry Staff

Output 6: Training and Capacity

Output 7: Improving Budget, Planning, Performance and Reporting for the Ministry's activity

Output 8: Financial, Procurement and Asset Management Services

Output 9: Upgrade and Secure Information, Communication and Telecommunication (ICT) to effective Ministry operations.

Output 10: A political & legal framework based on recognized international principles of good governance

Output 11: Comprehensive legal aid system that provides effective and efficient legal aid services to victims of domestic violence.

Key Performance Indicators

Activities	KPIs	2024/25 (Baseline)	2025/26	2026/27	2027/28	SDG Targets	Indicators
Output 5: Administrative and Human Resources Support for all Ministry Staff							
A.1 Provide HR support to Ministry	1.3 O5.1 Annual review of staff job description	4	4	4	4	16.5 16.6	16.5.1 16.6.2
	No. of vacant posts has been filled quarterly	12	14	16	18	16.7	16.7.1
Output 6: Training and Capacity							
A.1 Develop annual training plan on Human Resources activities for the Ministry	1.3 O6.1 Annual submission of training plan to CEO	1	1	1	1	17.7 17.8	17.7.1 17.8.1

Output 7: Improving Budget, Planning, Performance and Reporting for the Ministry's activity

A.1 Coordinate the preparation of the Ministry's Planning & Budget, Reporting and Performance Assessment	1.3 O7.1 Timely submission of divisional Planning & Budget, Reports and Performance Assessment	90% timely submission of divisional planning & reporting as scheduled	100% timely submission of divisional planning & reporting			16.5 16.6 16.7	16.5.1 16.6.2 16.7.1
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Output 8: Financial, Procurement and Asset Management Services

A.1 Provide submissions of the Ministry's Financial Plans & Reports to MOF & MORC	1.3 O8.1 Annual submission of Expenditure Cash Flow to MOF	12	12	12	12	16.6	16.6.1
	Annual submission of Revenue Forecast Report to MOF	12	12	12	12		
	Annual submission of PAYE to MORC for reconciliation	12	12	12	12		
	Annual submission of Annual Procurement Plan to MOF	1	1	1	1		
	Annual submission of Asset Register to MOF	1	1	1	1		
A.2 Provide reconciliation reports on births, deaths & marriages records to CEO as required by Auditor General's Office	1.3 O8.2 Annual reconciliation of births, deaths & marriages records	1	1	1	1	16.9	16.9.1
	No. of errors arise during reconciliation with Auditor	0	0	0	0		

Output 9: Upgrade and Secure Information, Communication and Tele-Communication (ICT) to effective Ministry operations

A.1 Software design, implement, maintain and optimization to ensure data protection and cybersecurity	1.3 O9.1 No. of planned software/database design delivered on time	0	1	0	1	16.5 16.6 16.9 16.a	16.5.1 16.6.2 16.9.1 16.a.1
	No. of software features delivered as per user requirements	1	0	1	1		
	No. of software bugs reported post-deployment	1	0	1	0		
	Average resolution time in days for software issues	5 days	5 days	5 days	5 days		
	No. of applications module successfully updated	0	1	0	1		
	System downtime due to software failure for all ministry software	5	5	5	5		
A.2 Upgrade and manage of the e-communication (reference to E-government output at PMO CP) and liaise with government and third party vendor	1.3 O9.2 Downtime Number of Days for e-communication systems	5 days	4 days	3 days	2 days	16.6	16.6.2
	No. of task reported annually	40	44	47	50		
	Rate of task completed without following up on task reported	95%	95.5%	96%	96.5%		
	No. of coordination meetings with PMO or government bodies	2	2	2	2		
	No. of task followed up by staff	10	10	10	10		

Output 10: A political & legal framework based on recognized international principles of good governance

A.1 Preparation of amendments to Act, Regulations and Justice Notices	1.4 O10.1 No. of Act, Regulations and Justice Notices successfully amended	4	4	4	4	16.6 16.9	16.6.1 16.9.1
A.2 Provide legal trainings and action on legal matters when necessary	1.4 O10.2 No. of legal training conducted to communities	4	4	4	4	16.6 16.9	16.6.1 16.9.1
	No. of in-house training successfully conducted to staff	10	12	12	12		
A.3 Provide response on complaints received from the public	1.4 O10.3 No. of complaints received from the public	0	0	0	0		
Output 11: Comprehensive legal aid system that provides effective and efficient legal aid services to victims of domestic violence							
A.1 Review and improve internal systems for effective and efficient legal aid services which includes legal advice in the office and legal representation in court	1.4 O11.1 Internal FPLAC workflow process to be observed and followed by all staff	60%	70%	80%	90%	16.3	16.3.1 16.3.3
	Sufficient legal officers to provide legal advice and legal representation in court	1	3	3	3		
A.2 Establish networks with government agencies and non-government organizations to improve coordination for community awareness programs on the Family Protection Act and allied Family Laws	1.4 O11.2 No. of coordinated awareness programs conducted	6	6	6	6	16.1 16.3	16.1.3 16.3.3
	No. of public awareness programs of FPLAC in the community	20	16	24	24		
A.3 Strengthen referral pathways within the National Referral Network and the Case Management Committee	1.4 O11.3 No. of Case Management Committee monthly meetings conducted	10	4	12	12	16.3	16.3.3
	No. of Case Management Committee emergency meetings conducted	5	4	6	6		
	% of cases referred to and from FPLAC to other Case Management Committee members	50%	100%	100%	100%		
	% of cases dealt with jointly by FPLAC and other Cases Management Committee members	60%	100%	100%	100%		
A.4 Ensuring that applications for protection orders under the Family Protection Act and other applications for Court orders under allied Family Laws are done in a timely manner	1.4 O11.4 % of applications filed to Court within the time required	80%	80%	80%	80%	16.1 16.2 16.3	16.1.3 16.2.1 16.3.1 16.3.3
	% of applications granted	60%	60%	70%	80%		
A.5 Improve and expand access to legal aid services through the use of technology and social media	1.4 O11.5 No. of cases reported through social media	25	30	30	50	16.1	16.1.3
	No. of legal advices offered through online services	20	25	30	40		

A.6 Build staff capacity to maintain quality services and increase access to justice for the outer islands	1.4 O11.6 No. of organized trainings and programs attended by staff	5	5	5	5	
	No. of specialized and professional trainings attended by lawyers	5	5	5	5	
	Establishment of FPLAC offices in the outer islands		1		1	
	No. of public awareness held on the outer islands	2	2	2	2	

4.2 Program 2: Court Support Services

Change in Program #2 From Last Corporate Plan and Budget

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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The minor change from the last CP & Budget was based on the PMS rewards.

Total Staff by Key Category Sub-Program 2.1, 2.2, 2.3 &2.4

2.1 Magistrate's Court

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	1.47	1.48	1.48	1.48
Executive Staff	0.69	0.87	0.87	0.87
Professional Staff	0.10	0.14	0.14	0.14
Other Staff	0.34	0.18	0.18	0.18
Total Established	1.13	1.19	1.19	1.19
Unestablished	0.03	0.03	0.03	0.03

2.2 Supreme Court & Land Court

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	2.15	2.06	2.06	2.06
Executive Staff	1.61	1.60	1.60	1.60
Professional Staff	0.10	0.13	0.13	0.13
Other Staff	0.14	0.11	0.11	0.11
Total Established	1.85	1.84	1.84	1.84
Unestablished	0.02	0.02	0.02	0.02

2.3 Court of Appeal & 2.4 Office of the Lord Chancellor

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.19	0.33	0.33	0.33
Executive Staff				
Professional Staff				
Other Staff				
Total Established				
Unestablished				

Sub-programs

2.1 Magistrate's Court

2.2 Supreme Court & Land Court

2.3 Court of Appeal & 2.4 Office of the Lord Chancellor

Major Customers

General Public, Cabinet (Government), All Government Ministries, Parliamentarians, Lawyers, Litigants, accused persons, victims, witnesses, jurors, detention centers (Prisons and prison staff), judicial appointment and discipline panel, Privy Council, Judges/ Magistrates (Judiciary).

Program Results

Output 12: More efficient, effective and responsive court services

Key Performance Indicators

Magistrate's Court & Supreme Court & Land Court

Activities	KPIs	2024/25 (Baseline)	2025/26	2026/27	2027/28	SDG Target s	Indica tors
Output 12: More efficient, effective and responsive court services							
A.1 Improve quality of decision-making of the magistracy	2.1 O12.1 Recruit new magistrates	1	1	1	1	16.7	16.7.2
	Decrease in number of cases appealed	Not exceeding 40 cases	Not exceeding 30 cases	Not exceeding 20 cases	Not exceeding 10 cases	16.7	16.7.2
	Decrease in number of appealed cases overturned	Not exceeding 30%	Not exceeding 20%	Not exceeding 10%	Not exceeding 5%		
	No. of trainings conducted	5	10	12	15	16.6	16.6.2
	No. of retreat conducted	1	1	1	1	16.6	16.6.2
A.2 Provide affordable and accessible court services to the public	2.1 O12.2 % of cases that are granted court fee waiver	5% of total cases filed	5% of total cases filed	10% of total cases filed	15% of total cases filed	16.6	16.6.2
	% of cases disposed through court circuits	70% of total cases filed	75% of total cases filed	80% of total cases filed	85% of total cases filed	16.6	16.6.2
	No. of court circuit conducted	10 circuits	10 circuits	10 circuits	10 circuits	16.6	16.6.2
	% of cases where parties receive legal aid	25% of total cases filed	25% of total cases filed	50% of total cases filed	50% of total cases filed	16.6	16.6.2
	No. of public awareness programs conducted	2	4	4	4	16.10.2	
A.3 Streamline existing processes to avoid duplication of work and to monitor and manage appeals	2.2 O12.3 Average duration of cases from filing to finalization	235 days	235 days	199 days	190 days	16.7	16.7.1
	Number of new processes introduced and/or implemented	5	5	5	5		
	% of appeal cases finalized in each appeal session	90%	100%	100%	100%	16.7	16.7.1
A.4 Improve Reliability and	2.2 O12.4 % of case management system upgraded and improved	5%	50%	75%	100%	16.7	16.7.2

Integrity of case files and ensure court information readily available online	Accurate file notes and recording	100% complete and accurate					
	Amount of time to locate a file upon request	1 hour	30 hour	20 minutes	10 minutes		
	Files content match what is on the system	90%	100%	100%	100%		
	Sentencing database is updated	Once every quarter	Twice every quarter	Twice every quarter	Once every month	16.10	16.10.2
A.5 Affordable and accessible court services to the public	2.2 O12.5 No. of public services affordable and accessible to the public	50	60	80	100	16.10	16.10.2

4.3 Program 3: Court Enforcement Services

Change in Program #3 from last Corporate Plan and Budget

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
The minor change from the last CP & Budget was based on the PMS rewards.				
New change in this Program is that there is budget allocated for the implementation of a new sub-program of Youth Diversion Program for next financial year.				

Total Staff by Key Category Sub-Program 3.1, 3.2 & 3.3

3.1 Bailiff Unit

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.19	0.26	0.26	0.26
Executive Staff				
Professional Staff	0.09	0.11	0.11	0.11
Other Staff	0.07	0.06	0.06	0.06
Total Established	0.16	0.17	0.17	0.17
Unestablished				

3.2 Probation Unit

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.29	0.23	0.23	0.23
Executive Staff				
Professional Staff	0.19	0.15	0.15	0.15
Other Staff	0.04	0.03	0.03	0.03
Total Established	0.23	0.18	0.18	0.18
Unestablished				

**One officer is currently on study leave on an Australia Government scholarship undertaking her Postgraduate Diploma in Development Studies leading to Master of Arts in Development Studies at the University of the South Pacific. The scholarship commenced in February 2024 and the officer is expected to complete her studies in December 2025.

3.3 Youth Diversion Scheme

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)		0.02	0.02	0.02
Executive Staff				
Professional Staff		0.02	0.02	0.02
Other Staff				
Total Established		0.02	0.02	0.02
Unestablished				

Sub-programs

3.1 Bailiff Unit

3.2 Probation Unit

3.3 Youth Diversion Scheme

Major Customers

Judges/ Magistrates (Judiciary), General Public, Non-Government Organizations (Civil Society Organizations), Cabinet, All Government Ministries, Parliamentarians, Lawyers, Litigants, Accused Persons (and their families), victims, witnesses, Jurors, Detention Centers (Prisons and prison staff), Media, Minors aged 17 and below (committed minor offences).

Program Results

Output 13: More efficient and effective Bailiff Services

Output 14: More efficient and effective Probation Services

Output 15: Comprehensive youth diversion program that effectively diverts minor cases from courts and reduce risk of re-offending

Key Performance Indicators

Bailiff Unit, Probation Unit & Youth Diversion Scheme

Activities	KPIs	2024/25 (Baseline)	2025/26	2026/27	2027/28	SDG Targets	Indicators
Output 13: More efficient and effective Bailiff Services							
A.1 Service of summons from Supreme Court before court date (Judgment, Subpoena, Juror and other documents directed by any Court)	3.1 O13.1 No. of summons from Supreme Court served before court date	300	400	500	500	16.3	16.3.1
A.2 Service of summons from Magistrate's Court (traffic infringement cases, drunken driver, spot fine, tobacco fine, litter & waste, traffic general)	3.1 O13.2 No. of summons from Magistrate's Court served before court date	3,000	4,000	4,000	4,500	16.3	16.3.1
A.3 Enforcement of court orders including writ of distress, distress warrant and writ of possession	3.1 O13.3 No. of court orders executed	30	40	50	70	16.3	16.3.1
A.4 Auction/ Tender of seized goods	3.1 O13.4 No. of auction carry out	1	2	2	2		
A.5 Staff Proposal (Bailiff Officer Grade IV for Ha'apai sub-branch)	3.1 O13.5 No. of new proposed staff approved to be filled	-	1 Bailiff Officer Grade IV,		-		

			Ha'apai sub- branch				
A.6 Managing of transportation	3.1 O13.6 Purchasing new vehicle	0	1				
Output 14: More efficient & effective Probation Services							
A.1. Conduct and provide supervision roles to Probationers in accordance to court orders	3.2 O13.1 % compliance of community service order	40%	60%	80%	100%	16.3	16.3.1
	% compliance of probation order	40%	60%	80%	100%	16.3	16.3.1
A.2. Provide reports on Probationers and pre-sentencing reports for convicted offenders	3.2 O13.3 Timely submitted of report on offender performance	40%	60%	80%	100%	16.1 16.3	16.1.3 16.3.1
	Timely submitted of social enquiry report of offenders	40%	60%	80%	100%	16.1	16.1.3

Output 15: Comprehensive youth diversion program that effectively diverts minor cases from courts and reduce risk of re-offending

A.1 Staff Recruitment and Implementation of Tonga Youth Justice Bill once approved by Legislative Assembly	3.3 O15.1 No. of vacancies to be filled	-	2 (Legal Officer & Youth Diversio n Officer)	3	3	16.1 16.3	16.1.3 16.1.4 16.3.1
A.2 Building staff capacity	3.3 O15.2 No. of training conducted for newly appointed staff	-	2	2	2		

4.4 Program 4: Civil Registration

Change in Program #4 From Last Corporate Plan and Budget

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
The minor change from the last CP & Budget was based on the PMS rewards.				

Total Staff by Key Category Sub-Program 4.1 & 4.2

4.1 Registrar General's Office

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.18	0.16	0.16	0.16
Executive Staff	0.04	0.02	0.02	0.02
Professional Staff	0.06	0.06	0.06	0.06
Other Staff	0.04	0.04	0.04	0.04
Total Established	0.14	0.12	0.12	0.12
Unestablished	0.008	0.01	0.01	0.01

4.2 Vital Statistics

Description	2024 / 25 budget (rec)	2025 / 26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	0.15	0.14	0.14	0.14
Executive Staff				

Professional Staff	0.02	0.02	0.02	0.02
Other Staff	0.12	0.11	0.11	0.11
Total Established	0.14	0.13	0.13	0.13
Unestablished				

Sub-programs

4.1 Registrar General's Office

4.2 Vital Statistics

Major Customers

General public.

Program Result

Output 16: Comprehensive Civil Registry System

Key Performance Indicators

Civil Registration

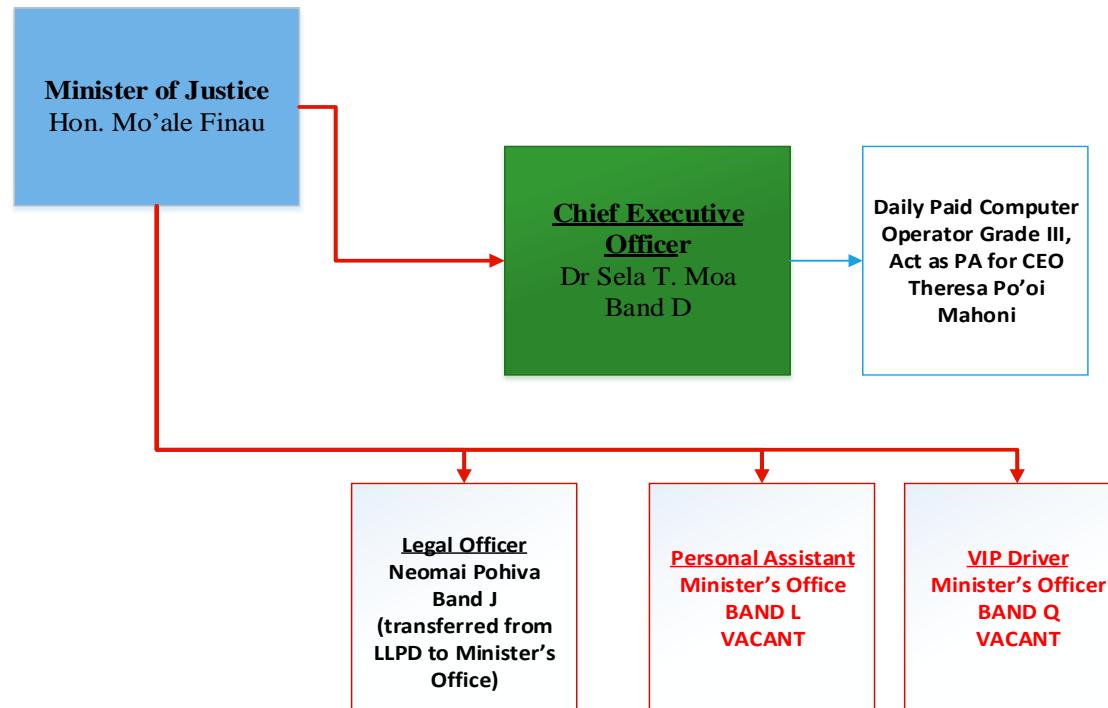
Activities	KPIs	2024/25 (Baseline)	2025/26	2026/27	2027/28	SDG Targets	Indicators
Output 16: Comprehensive Civil Registry System							
A.1 Improve registration processes in all sub-registries and continuing of digitization work (manual records into electronic database)	4.1 O16.1 % of registration processes completed	100%	100%	100%	100%	16.9	16.9.1
	% of manual records digitized	60%	80%	100%	100%	16.9	16.9.1
A.2 Circuits to sub-registries as mandated by legislation and as required by new programmes are carried out and provide trainings relevant to the implementation of the laws, regulations and work procedures on births, deaths and marriages	4.1 O16.2 No. of circuits to sub-registries	2	2	2	2	16.9	16.9.1
	No. of legal trainings both internal and external conducted		2	2	2	16.9	16.9.1
A.3 Ongoing collaboration with Civil Registrar's Network, SPC, other regional organizations and stakeholders to strengthen or empower Civil Registration's database	4.1 O16.3 No. of liaisons with Civil Registrar's Network, SPC and other regional organizations	3	3	3	5	16.9	16.9.1
	No. of liaisons with stakeholders/ working partners		3	3	3		
A.4 Effective Data sharing with primary vital statistics sources (Health/ Statistics) and E-government Outputs on data sharing and all relevant stakeholders	4.1 O16.4 No. of requests received and respond to data sharing with primary vital statistics sources and stakeholders		3	3	3	16.9	16.9.1
A.5 Develop, review and revise laws, regulation, policies, practices and procedures regarding any activity in respect of births, deaths and marriages records	4.1 O16.5 No. of laws, regulation, practices and procedures developed, reviewed or revised		2	2	2	16.9	16.9.1
A.6 Promote and Protect the legal identity, rights, security and welfare of all Tongan citizens and	4.1 O16.6 % of Tongan citizens and residents whose legal identity, rights, security and welfare being promoted	100%	100%	100%	100%	16.9	16.9.1

residents	and protected						
	% of application filed and processed on time	100%	100%	100%	100%		
A.7 Improve proportion of Death Registration in Tonga	4.1 O16.7 % of Death Registration increased	90%	100%	100%	100%	16.9	16.9.1

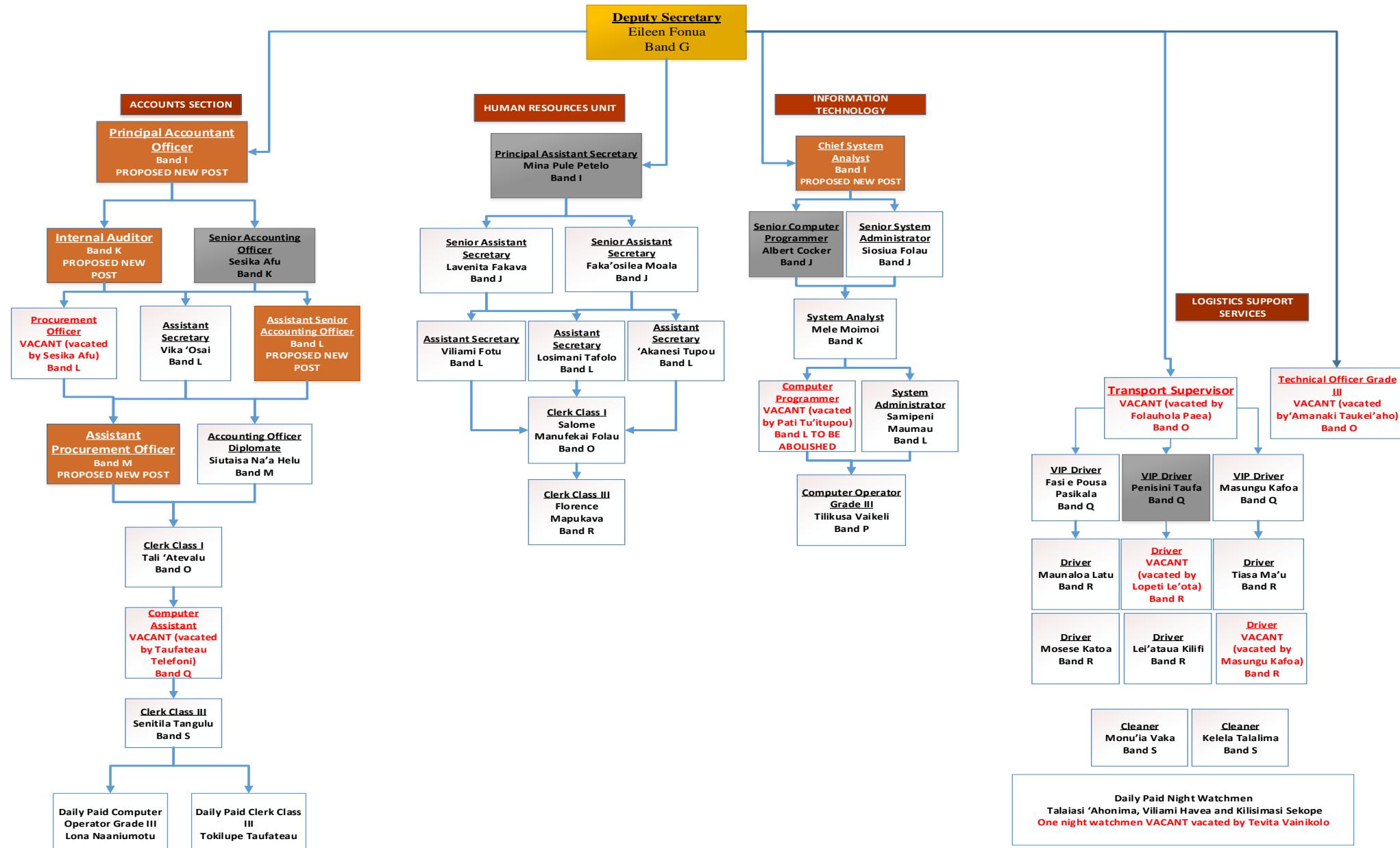
ANNEX 1: MINISTRY'S ORGANIZATIONAL STRUCTURE

Program 1: ADMINISTRATION

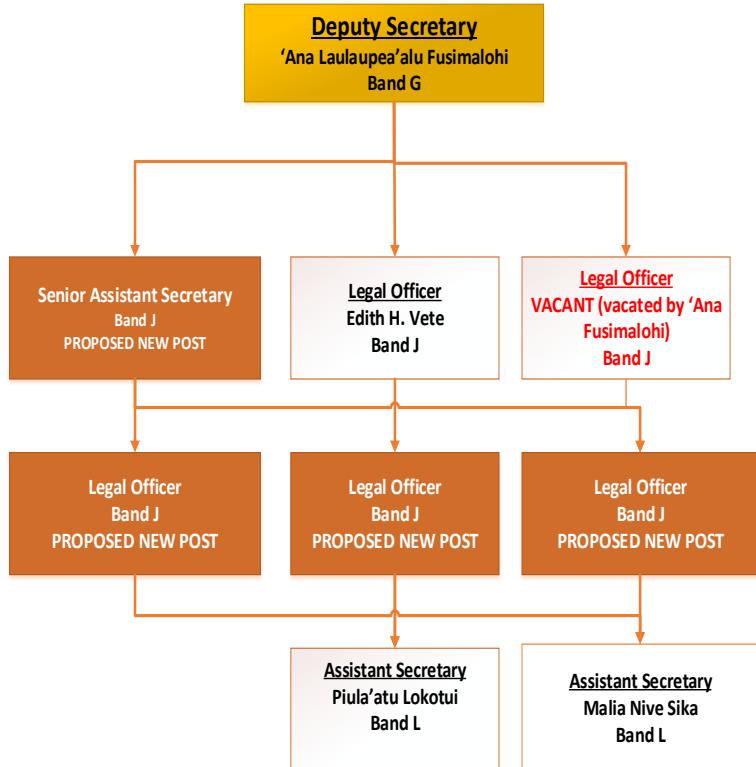
1.1 Office of the Hon. Minister & 1.2 Office of the CEO and Immediate Support



1.3 Corporate Services Division (a. Accounts Section, b. Human Resources Unit, c. Information Technology & d. Logistic Support Services)

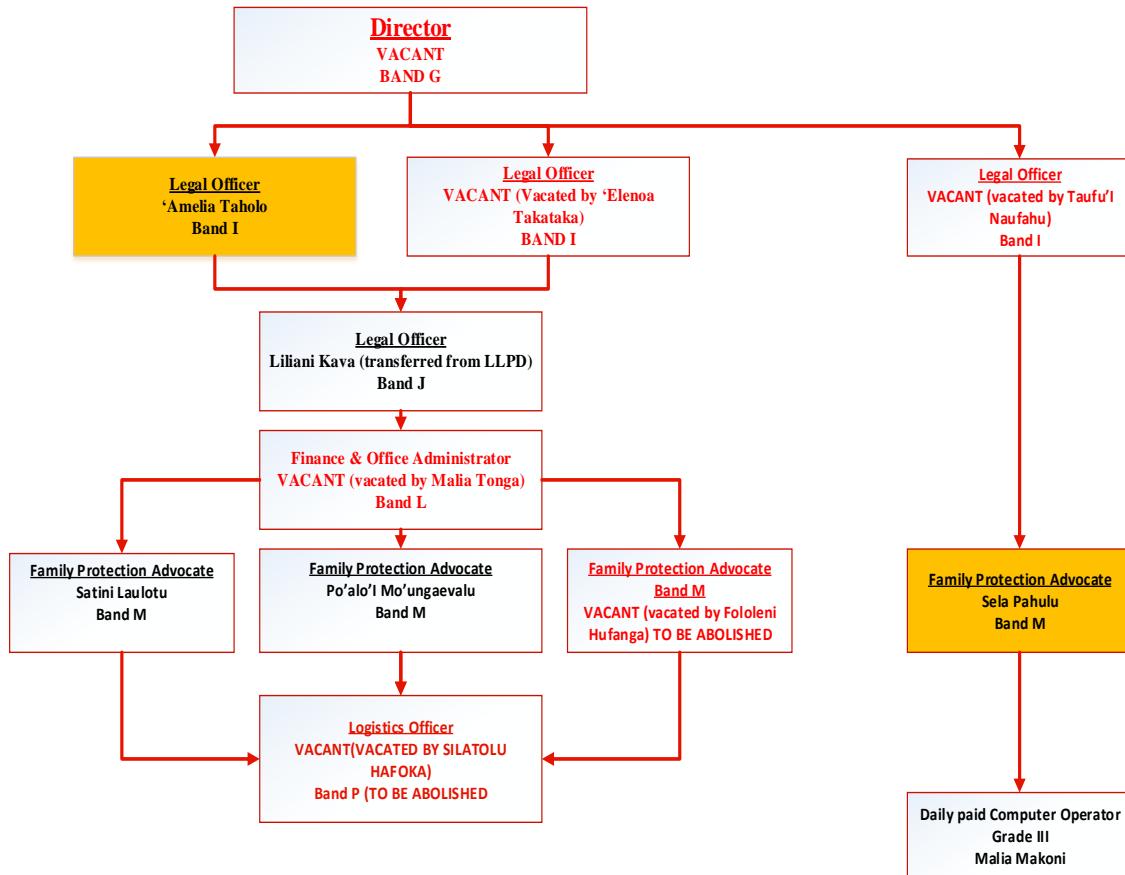


1.4 LEADERSHIP, LEGAL & POLICY DIVISION



1.4 A. FAMILY PROTECTION LEGAL AID CENTRE

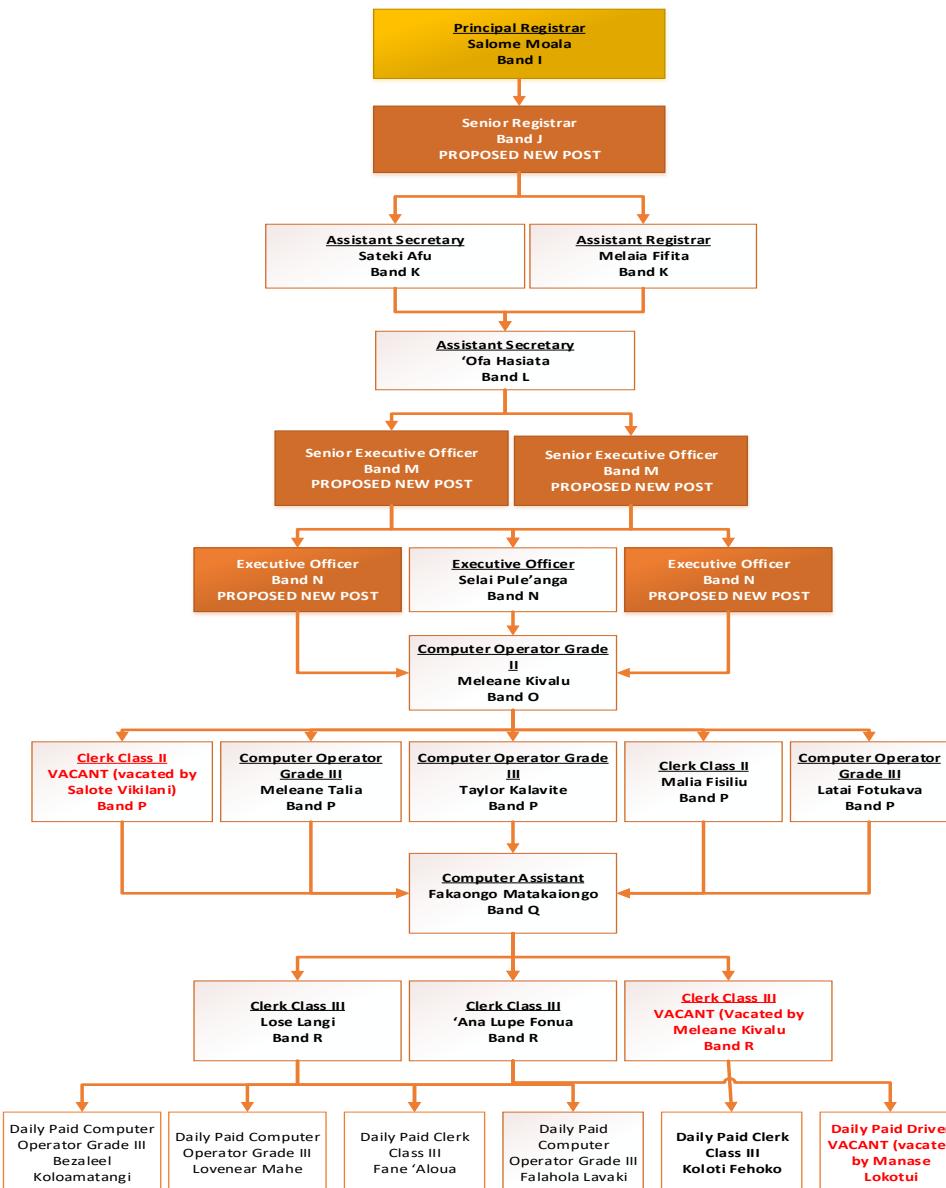
TONGATAPU MAIN OFFICE



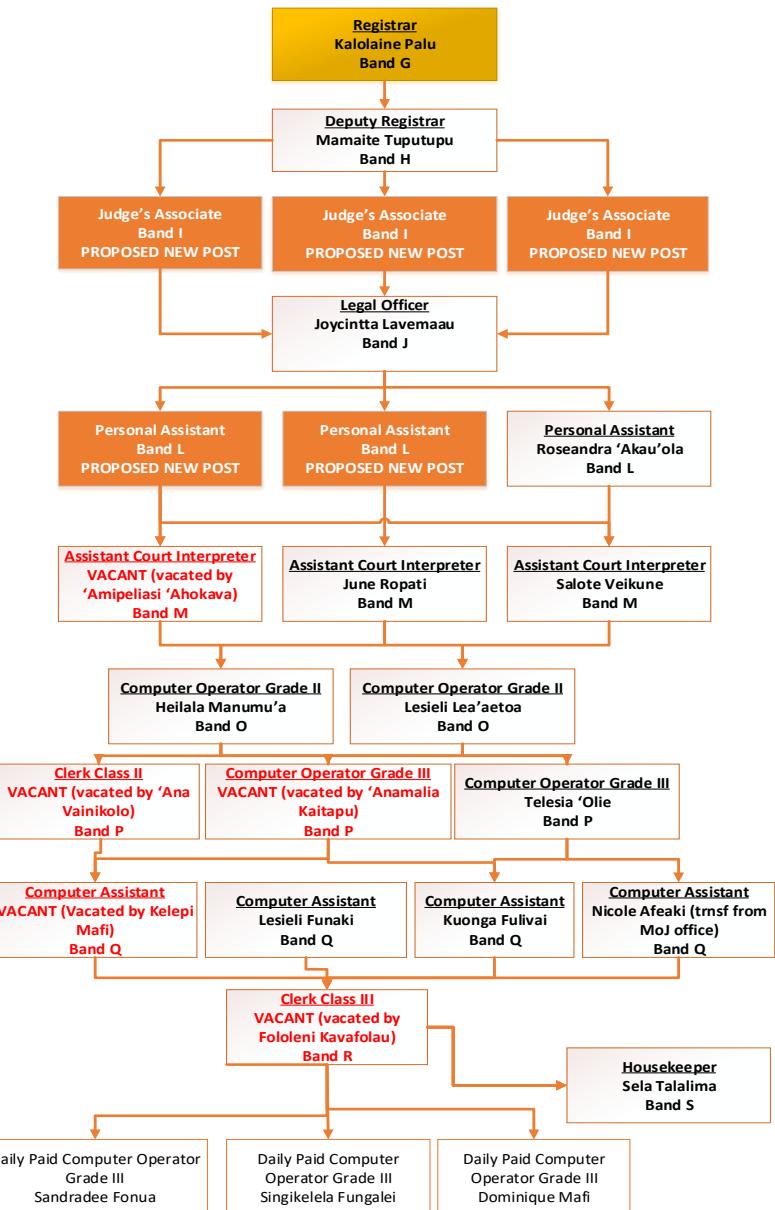
VAVA'U FPLAC OFFICE

Program 2: COURT SUPPORT SERVICES

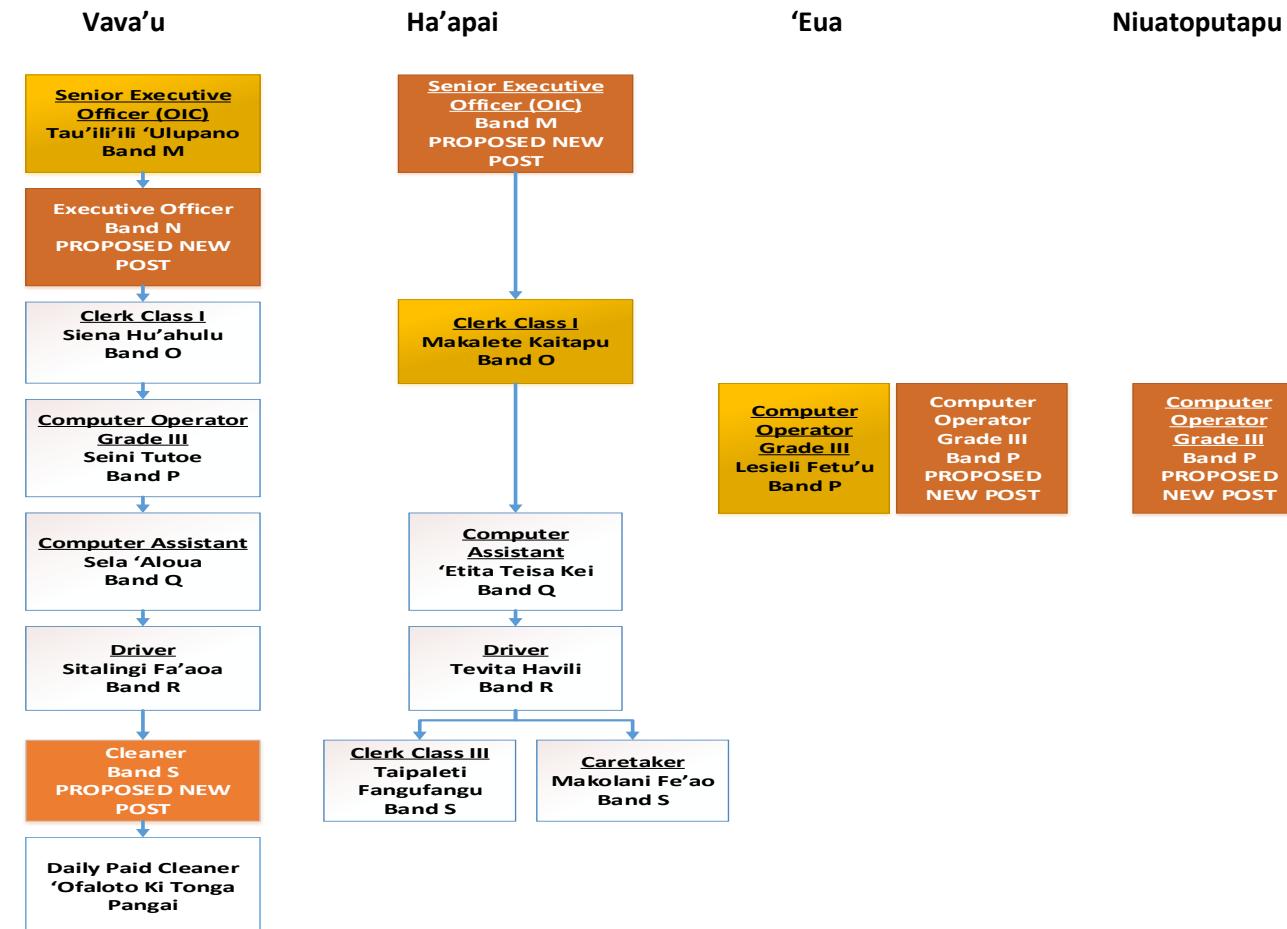
2.1 Magistrate's Court (Tongatapu)



2.2 Supreme & Land Court

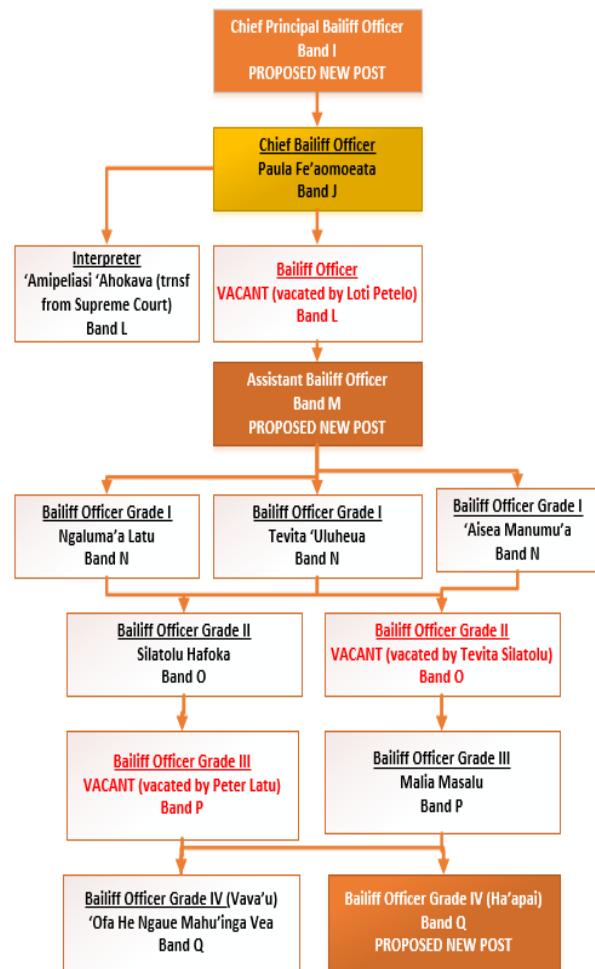


Outer Islands (Vava'u, Ha'apai, 'Eua & Niuatoputapu sub-branches)

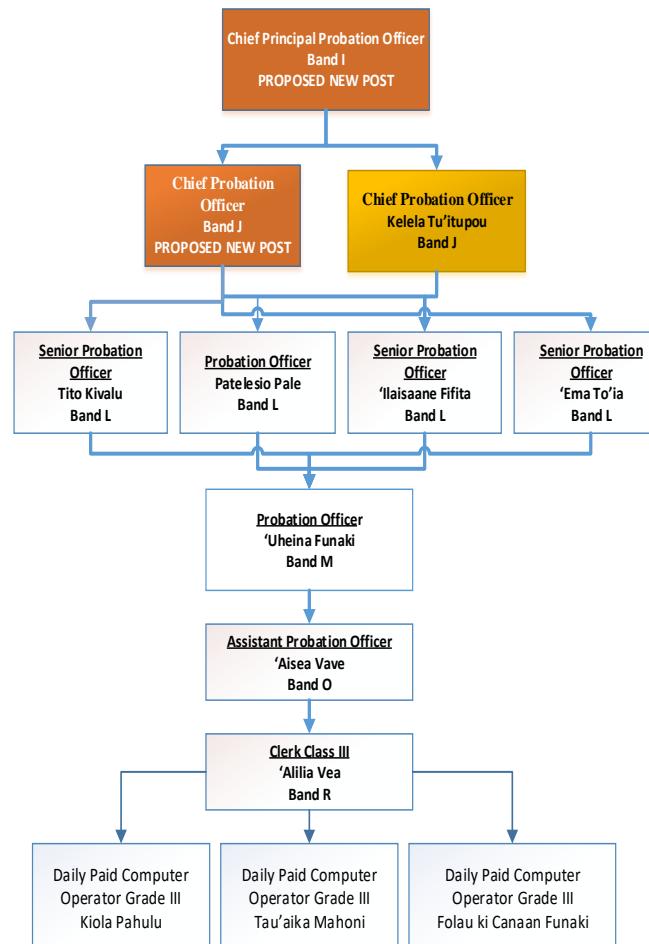


Program 3: COURT ENFORCEMENT SERVICES

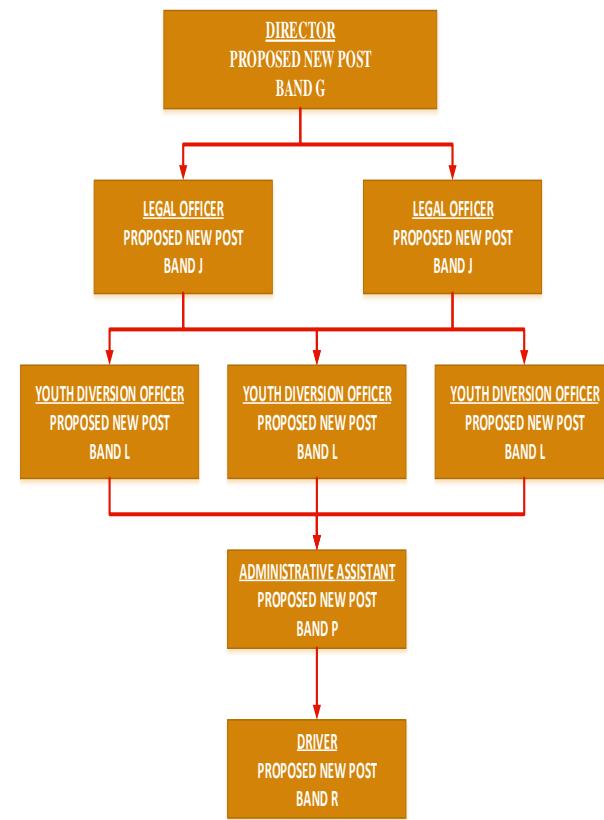
3.1 Bailiff Unit



3.2 Probation Unit



3.3 Youth Diversion Scheme



4.1 Registrar General's Office 4.2 Vital Statistics

