



Tonga Police

Keeping our communities safe and protected



Corporate Plan & Budget 2025/26 – 2027/28

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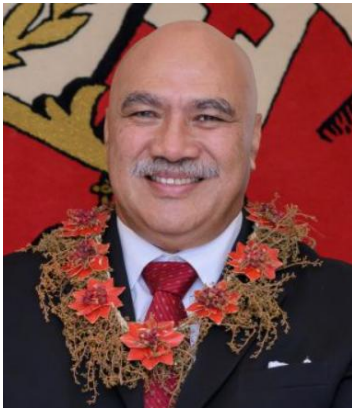
List of Abbreviations

AGO	Attorney General's Office
AIPM	Australian Institute of Police Management
AFP	Australian Federal Police
CP&B	Corporate Plan and Budget
DPP	Director of Public Prosecutions
FFOV	Families Free of Violence Program
GPA	Government Priority Agenda
INTERPOL	International Criminal Police Organisation
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
MOF	Ministry of Finance
MOH	Ministry of Health
MOJ	Ministry of Justice
MTED	Ministry of Trade & Economic Development
MSDP	Migration and Sustainable Development Policy
NAPID	National Action Plan on Illicit Drugs
NIIP	National Infrastructure Investment Plan
OPS	Organisational Performance Study
PCLEC	Pacific Community for Law Enforcement Cooperation
PICP	Pacific Islands Chiefs of Police
PFP	Pacific Faculty of Policing
PMO	Prime Minister's Office
PTCN	Pacific Transnational Crime Network
SDG	Sustainable Development Goal
SFC	Serious Financial Crime
SLT	Tonga Police Senior Leadership Team
SREM	Strategic Roadmap for Emergency Management
TAPP	Tonga Australia Policing Partnership
TIP	Trafficking in Persons
TNCWC	Tonga National Centre for Women and Children
TNIDP	Tonga National Illicit Drugs Policy
TNYP	Tonga National Youth Policy
TNZPP	Tonga New Zealand Policing Programme
TSDF	Tonga Strategic Development Framework
TSOC	Transnational Serious and Organised Crime
UN	United Nations
WCCC	Women and Children Crisis Centre

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Foreword from the Minister of Police



In my debut term as Minister for Police – and as I familiarise myself with Tonga Police, its operations, and its organisational culture – I am pleased to see there are three guiding priorities from its Statement of Intent that provide a framework for how Tonga Police will deliver the policing service that the people of Tonga expect and deserve.

Organizational Development – strengthening of the police force by investing in the development of human capabilities and technical and specialised resources.

Prevention & Enforcement – taking every opportunity to prevent and reduce harm by understanding the drivers of demand, deploying resources to beat that demand.

Partnerships – working together with church and communities, other Government agencies, NGOs, businesses, and development partners towards the vision of a safe, secure and crime-free Tonga.

These priorities set the foundation for Tonga Police enforcing the rule of law in a strong but fair, inclusive, and transparent manner. As traditional crimes in Tonga persist, new and more serious crimes continue to emerge with the increasing prevalence of transnational crime groups and resulting in an increasing presence of motorcycle gangs, suspected cases of people trafficking, and the rapidly growing threat of cybercrime. Illicit drug activities also continue to plague our communities and present a serious threat to our national security.

My commitment as Minister for Police is that Tonga Police will be resolute in addressing the identified challenges to achieve the vision of a safe, secure and crime-free Tonga. We will continue to lead the execution of the National Illicit Drugs Policy and the Strategic Roadmap for Emergency Management, while supporting other key policies like the Migration and Sustainable Development Policy and the Tonga National Youth Policy.

I would like to acknowledge the support of the Government of Tonga and our key policing partnership programs, the Tonga Australia Policing Partnership (TAPP) and the Tonga New Zealand Policing Programme (TNZPP).

I am pleased to present Tonga Police's Corporate Plan for the Financial Year 2025/26.



Message from the Commissioner of Police



As I write this in my first week in the job, to do it justice I must acknowledge and share the following message from my predecessor, Shane McLennan, who has served as Commissioner of Tonga Police for the past three years.

“I am immensely proud of Tonga Police’s commitment to development and to continually improving our policing service to all communities throughout the Kingdom. With all the great work and achievements, however, there is still much more to be done. As a law enforcement organisation in a constantly changing world, Tonga Police is required to continually think of new and innovative ways to deal with threats to public safety and to national security challenges such as cybercrime, illicit drugs, and other serious organised crime elements.

And so, in 2025-26 and beyond, Tonga Police will continue to build its frontline policing capabilities with a particular focus on intelligence and investigations. We will continue to work with our communities and other stakeholders as part of our collaborative approach to preventing and reducing the harm from crime. We will continue to connect and collaborate with partners from across the Pacific in addressing the increasing prevalence of transnational crime issues. And we will continue to invest in developing our best resource – our people – to ensure that Tonga Police staff are equipped, enabled, feel safe and valued, are high performing, and professional.

As I come to the end of my time with Tonga Police, I am honoured and thankful to have led the women and men of Tonga Police for the last three years. Through challenging working conditions involving long, unsociable, and often uncompensated hours, Tonga Police members continue to turn up and take ownership of the fundamental responsibility of keeping our communities safe and protected.

Lastly, as always, I thank our capable development partners, the Australian Federal Police and New Zealand Police, and other donor partners for supporting Tonga Police’s ongoing development.”

As I embark on my journey as Commissioner of Tonga Police, I do so with a deep sense of honour and responsibility. I recognize the challenges and opportunities that lie ahead, and my goal is to build on the successes of my predecessors and on the strengths of Tonga Police to effectively tackle these challenges and seize every opportunity that arises – to continue to enhance our mission of delivering dedicated and professional community policing services throughout the Kingdom.

I respectfully submit the Tonga Police Corporate Plan and Budget for 2025/26 – 2027/28.


Geoff Turner
Commissioner of Police



1. Tonga Police Corporate Plan Executive Summary

1.1. Our Mandate

Tonga Police's mandate is determined by the following:

1.1.1. Key Legislation, policy decision and plans

Tonga Police Act – In 2010 a new Police Act replaced the old 1968 Police Act. While the new Act introduced new police powers and administrative structures, there are two significant changes: separation of powers between Minister and Commissioner of Police, and introduction of Community Policing as a policing philosophy and model for the Tonga Police.

The primary role of the Tonga Police, set out in section 8 of the Act, outlines the following functions: To maintain law and order, To preserve the peace, To protect life and property, To prevent and detect crime, To provide community support and reassurance, To uphold the laws of Tonga, To undertake the service and execution of court processes, To carry out land and marine search and rescue operations; and Any other function conferred by the Tonga Police Act or another enactment.

Tonga Police is also responsible for enforcing and administering a wide range of Laws which includes but not limited to: Arms and Ammunition Act (*2020 Revised Edition*), Computer Crimes Act (*Act 14 of 2003*), Counter Terrorism and Transnational Organized Crime Act, Criminal Offences Act, Emergency Management Act, Explosives Act, Family Protection Act, Genocide Act, Hazardous Wastes and Chemicals Act, Illicit Drugs Control Act, Inquests Act, Intoxicating Liquor Act, Money Laundering and Proceeds of Crime Act, Mutual Assistance in Criminal Matters Act, Order in Public Places Act, Pornography Control Act, Rehabilitation of Offenders Act, Traffic Act.

1.1.2. International Agreements, and Treaties

There are several laws to which Tonga Police is responsible for its enforcement and administration as a result of Tonga adopting International Treaties and Agreements. These range from core human rights treaties to terrorism, protection of international protected persons, cybercrime, and transnational crime. Regional taskforces and networks aimed at addressing these crime areas – and which Tonga Police is a member of – include the Pacific Transnational Crime Network, (PTCN), Transnational Serious and Organised Crime (TSOC) Taskforce, and INTERPOL.

1.2. Our Stakeholders

Tonga Police's identification of its key stakeholders reflects its policing model which is underpinned by a community policing approach and shift towards prevention services.

Community and General Public

Police are public servants. We exist to serve and protect the public and therefore the public and communities are our primary stakeholders. The trust and confidence our communities have in Tonga Police is the essential element in how successful we will be in achieving our purpose. A police service that is responsive to the needs of their community, that listens and provides opportunities for participation and partnership across all aspects of their business will have far greater success in keeping those communities safe and protected.

Government of Tonga

The Government of Tonga invests in policing through public funding. These funds go towards Tonga Police's recurrent budget as well as various policing and other sectoral initiatives that contribute to achieving Government priorities and expectations of safety and security – such as the Illicit Drugs Response Steering Committee, established to oversee the development, implementation, and monitoring of the National Illicit Drugs Policy. Tonga Police is accountable to the Government to ensure prudence not only in managing its finances and other resources, but in achieving the performance standards and objectives set and agreed to by the Government.

Development Partners

Development is a necessity to ensure effective and efficient operations within a dynamic policing environment. Given our limited resource which primarily caters for the daily operations of the Police, the role of our development partners cannot be understated as it allows us to continuously improve on our service delivery. Our two primary development partners are New Zealand Police and the Australian Federal Police, backed by their respective governments. We also link into a network of regional development bodies and associations who provide capability development opportunities, such as the Pacific Islands Chiefs of Police, Pacific Faculty of Policing, Pacific Community for Law Enforcement Cooperation, and the Australian Institute of Police Management.

Businesses

The business community is a unique one that is growing in significance in terms of the economic impact of Tongan livelihoods. Community policing with a national focus is ultimately about improving the livelihood of all Tongan citizens. The private sector therefore plays a major role in the livelihood of all Tongans and Tonga Police recognizes these linkages and the importance of developing and maintaining good working relationships with the business community.

Non-Government and Civil Society Organizations

NGOs and CSOs play a significant role in policy implementation that often positions them as working partners with Police – particularly in the areas of domestic violence and youth. Tonga Police is therefore focused on enhancing working relationship with NGOs and CSOs through more collaborative programs targeting prevalent social problems in the community.

Victims of Crime

In reducing crime and protecting the public, victims are at the receiving end of police service. Tonga Police is therefore increasing focus and emphasis on the needs of victims and on promoting crime prevention rather than the traditional offender-based response model.

Figure 1: Stakeholders and Key Engagement Mechanisms

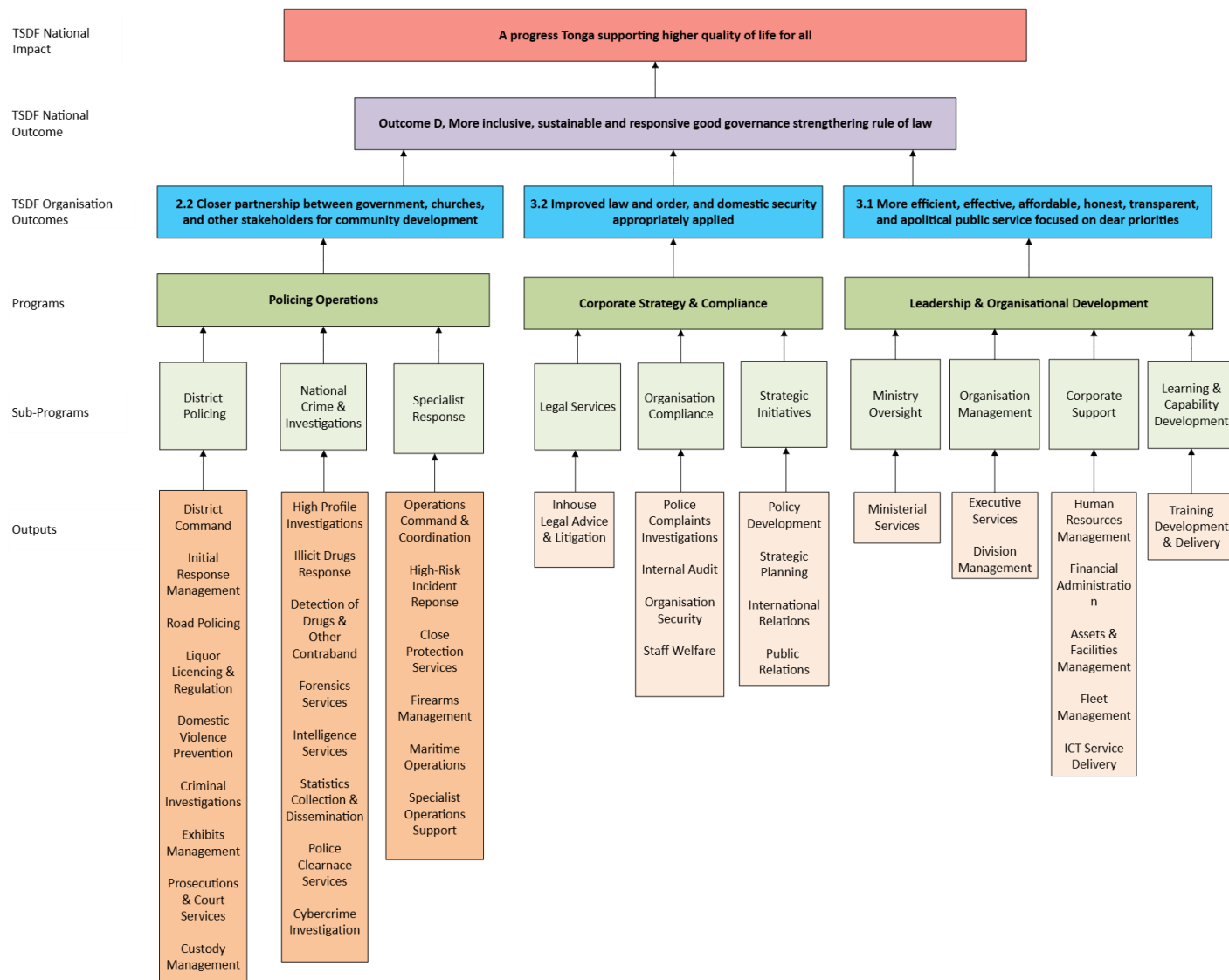
Stakeholders	Customer of Tonga Police	Supplier to Tonga Police	Partner with Tonga Police	Oversight of Tonga Police
Community and General Public <ul style="list-style-type: none"> Crime Prevention and awareness programs (youth, schools) Youth development (Fakaola 'Eku Kalofiamā) Community Patrol Volunteer Program (Village Level) REACH Program (accessible police service to remote areas) Professional Standards services – addressing public complaints against police members Consultation on National Child Protection Policy 	X		X	X
Government <ul style="list-style-type: none"> Government sector plans (TNIDP, TNYP, SREM, MSDP) Maritime security awareness program (Ports Authority) Border Security/Pacific Detector Dog Programme (Customs) Technical Working Groups and taskforces (NAPID, SFC, MSDP, Compliance, Suicide Prevention) Youth Diversion Scheme (MOJ) Criminal Prosecutions (AGO, DPP) Corporate Planning and Budgeting (PMO, MOF) 	X	X	X	X
Development Partners		X	X	

Stakeholders	Customer of Tonga Police	Supplier to Tonga Police	Partner with Tonga Police	Oversight of Tonga Police
<ul style="list-style-type: none"> ▪ Bilateral partnership programs (TAPP, TNZPP) ▪ Regional associations (PICP, PFP, PCLEC, AIPM) 				
Businesses <ul style="list-style-type: none"> ▪ Crime Prevention Strategy ▪ Enforcement of the Intoxicating Liquor Act 	X	X		
NGOs & CSOs <ul style="list-style-type: none"> ▪ Enforcement of the Family Protection Act and addressing gender-based violence (WCCC, TNCWC) ▪ Maritime security awareness program (Vava'u Volunteer Maritime Response Association) ▪ National Taskforce for Suicide Prevention (Church Leaders' Forum) ▪ Criminal deportee reintegration programs (Dare to Dream, Lifeline Tonga) 	X	X	X	
Victims of Crime <ul style="list-style-type: none"> ▪ Crime Prevention Strategy – victim-focused 	X			

1.3. Tonga Police Results Map

Tonga Police's activities and outputs support one of three organisational programs: Leadership & Organisational Development, Corporate Strategy & Compliance, and Policing Operations.

Figure 2: Tonga Police Results Map



1.4. TSDF/SDGs/Regional Frameworks

1.4.1. TSDF Impacts and Outcomes Supported by Tonga Police

As the leading law enforcement agency in the Kingdom, Tonga Police's activities and outputs have the strongest link to organisation outcomes supporting *more inclusive, sustainable, and responsive good governance with law and order*.

TSDF Organisation Outcome 2.2 – Closer partnership between government, churches, and other stakeholders for community development

Community and social development and the maintenance of law and order are deeply intertwined. Our community policing program and its related outputs – crime prevention in particular – operate under the premise of developing community and other stakeholder partnerships to engage them in helping to identify and solve community and social problems.

TSDF Organisation Outcome 3.1 – More efficient, effective, affordable, honest, transparent, and apolitical public service focused on clear priorities

Our programs focusing on organisation management, workforce development and resource management all aim to make Tonga Police a more forward-looking, dynamic, and professional organisation. One that can support the government's priorities of the day on law and order, and in a manner that is consistent with the government's rules, regulations, and instructions relevant to each ministry. Ongoing improvement in our public finance management practices, policy development, strategic planning, management of human and capital resources, and better use of information and communication technologies will all contribute to this organisation outcome.

TSDF Organisation Outcome 3.2 – Improved law and order and domestic security appropriately applied

The bulk of our outputs relate to our core policing activities and functions aimed at keeping our communities safe and protected. Community policing, initial response, investigations, judicial support, road safety, national crime and investigations, specialist response operations, and emergency management are all about working with partners and with our communities to prevent, detect and respond to crime and other harms, and to provide assurance to our communities that perpetrators of crime will be held to account. Our organisation management and workforce development outputs also ensure that we continually improve our community policing service across the Kingdom and that we implement law and order in a fair and transparent way.

1.4.2. Contribution to United Nations Sustainable Development Goals (SDGs)



Goal 3 – Ensure healthy lives and promote well-being for all at all ages

Through our community engagement activities, including educational and awareness campaigns in schools, Tonga Police aims to *strengthen the prevention of illicit drug abuse and harmful use of alcohol*. We also strive to contribute towards a *reduction in road traffic deaths and injuries* through continued strategic road policing activities and road safety awareness campaigns.



Goal 5 – Achieve gender equality and empower all women and girls

Our response to domestic violence is continually evolving – from victim support and prevention advice through to effective investigations and prosecutions – all through which we aim to *reduce incidents of discrimination and violence against women and girls*.



Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels

Our community policing approach includes more focused crime prevention activities, improved criminal intelligence and thorough investigations and prosecutions practice – with the aim of reducing criminality in Tonga, in particular *violent offending, exploitation and violence against women and children, corruption, and serious organised crime*. With a continued focus on strengthening our Corporate Services Division – in particular, human resources and facilities management, policy and corporate planning, and financial management – Tonga Police strives to become a *more effective, accountable, and transparent institution*.

1.4.3. Government Priority Agenda

Tonga Police continues to support the government's *National Resilience* strategic priority areas – playing a leading role in emergency response plans to natural disasters and other environmental challenges (GPA 1), supporting important social protection measures such as with gender-based violence (GPA 2), and in leading national efforts to reduce the supply and use of illicit drugs (GPA 3).

Effective partnerships and cooperation between law enforcement and local, regional, and international stakeholders is essential to keeping our communities safe and protected. It is a priority under our Statement of Intent, as we will continue to work with other government agencies, non-government organisations, businesses, and the community to all embrace public safety as a shared responsibility – and to be supported in our mission by our development partners and regional and international law enforcement networks (GPA 9).

Supporting these strategic priority areas are several Tonga Police priorities or initiatives as illustrated in Figure 3 below and discussed further at paragraph 2.3.

Figure 3: Tonga Police Priorities Supporting Government Priority Areas

GPA Targets	Outputs	Activities/ Projects/ Programs	Budget	Targets		
				2025/ 26	2026/ 27	2027/ 28

GPA 1: Building resilience and safer platforms to natural disasters and meeting the ongoing challenges of climate change (tropical cyclones, sea level rising, tsunamis, global pandemic etc.) and address economic crisis

Emergency Management – Supporting the Government's preparedness and response plans to natural disasters and other emergencies.	Specialist Response – Duties and activities relating to land and marine search and rescue, and emergency management response.	Police Operations Centre <ul style="list-style-type: none"> Enhance formal working relationships with all essential emergency agencies through memoranda of understanding (MOU) or service level agreements (SLA). 				
Strategic Roadmap for Emergency Management (SREM) – Cluster system in Tonga is fully institutionalised and strengthened.		Specialist Operations Support <ul style="list-style-type: none"> Implement recommendations from the Airport Emergency Response Exercise (Oct 2022) and ICAO Audit (May 2023). 				
		Police Maritime Group (PMG) <ul style="list-style-type: none"> TBC 				

GPA Targets	Outputs	Activities/ Projects/ Programs	Budget	Targets		
				2025/ 26	2026/ 27	2027/ 28

GPA 2: Reducing Relative Poverty and increasing quality of services for social protection

<p>Families Free of Violence (FFOV) Program – Improving policing frontline response to survivors of family violence.</p> <p>Tonga National Youth Policy (TNYP) (1) – Measures are in place to eliminate gender-based violence and user-friendly social services are in place for youth victims/survivors</p> <p>TNYP (2) – Building and sustaining peace and security as fundamental ingredients that enable the achievement of sustainable youth development</p>	<p>District Policing – Addressing crime-related problems and causes of other harm in the community through a professional and dedicated community policing service that is focused on crime prevention and holding perpetrators of crime to account.</p>	<p>FFOV – Frontline Response</p> <ul style="list-style-type: none"> Policy development, monitoring and revision Inclusion of FV/gender training in leadership courses Refresher in-service FV training Sexual assault response training FV Investigations training Support establishment and development of ‘safe spaces’ for FV victims in outer island stations <p>TNYP</p> <ul style="list-style-type: none"> DVU participation in NRL Voice Against Violence Program Prevention Group participation in Fakaola ‘eku Kalofiamama program Roll-out of Youth Diversion Scheme 				
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GPA 3: Mobilizing National and International response to effectively reduce supply and the use of Illicit Drugs, and address harms reduction processes

<p>Illicit Drugs Supply Reduction – Playing a leading role in combatting and addressing the impacts of illicit drugs through detection and disruption of supply.</p>	<p>National Crime and Investigations – Planning, coordinating, and implementing measures for safeguarding national security, including intelligence services, drug detection and enforcement, forensics, and serious crime investigations.</p>	<p>NAPID</p> <ul style="list-style-type: none"> Increase capacity of National Crime & Investigations Division Reduction in supply and availability of drugs as evidenced by: <ul style="list-style-type: none"> Street price Drug supplier arrests Quantities seized pp <p>Illicit Drugs Response</p> <ul style="list-style-type: none"> Success rate of drugs related searches No of drugs related arrests 				
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GPA Targets	Outputs	Activities/ Projects/ Programs	Budget	Targets		
				2025/ 26	2026/ 27	2027/ 28
		<ul style="list-style-type: none"> Quantities of drugs seized: <ul style="list-style-type: none"> Class A Class B 				

GPA 9: Strengthen partnerships with development partners, private sector, non-government actors, focusing on sound economic investment, to sustain progressive equitable and vibrant socio-economic growth.

Partnerships – Instruments in place for promoting stronger working relationships with regional law enforcement and interagency partners, and capability development opportunities with development partners.	Strategic Initiatives – supporting organisational development through strategy and planning, policy development, project management, and fostering external partnerships and public relations.	Development <ul style="list-style-type: none"> Development activities with PMPs formalised and OECD DAC criteria anticipated. Assessment of on-time performance/ progress of development projects International Relations <ul style="list-style-type: none"> Formal establishment and strengthening of unit in organisation structure Formalised activities with regional and bilateral partners 				
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1.4.4. Contribution to Sector Plans

Strategic Roadmap for Emergency Management (SREM)

The SREM aims to provide direction and focus for emergency and disaster risk management in Tonga by facilitating coordinated planning and supporting coordinated action towards more effective and efficient emergency management service delivery. Tonga Police plays a significant role through our operations centre, specialist operations support and maritime operations, and through joint activities and operations with other agencies in the logistics cluster.

Tonga National Illicit Drugs Policy (TNIDP)

The TNIDP provides a strategic framework setting out national priorities relating to illicit drugs in the Kingdom and introduces a harm minimisation approach to support ongoing law enforcement efforts through balanced adoption of effective demand, supply, and harm reduction strategies. Tonga Police plays a lead role in the delivery of the TNIDP as one of the lead agencies implementing strategies under the supply reduction pillar, primarily through the activities of the Drugs Enforcement Taskforce and support units. We also carry out the secretariat roles to both the Illicit Drugs Response Steering Committee and the Action Planning Committee, coordinating activities of all agencies under each of the three pillars.

Tonga National Youth Policy (TNYP)

The TNYP proposes a set of agreed priorities and guidelines for government and other stakeholders to support youth in their development and growth with a view to initially meet their needs and aspirations and also realize their own goals. Tonga Police supports the policy from both an awareness and education perspective – through youth-focused crime prevention engagements with schools – and also from a law enforcement perspective, ensuring that perpetrators of crime against youth – particular marginalised groups – are effectively and efficiently held to account.

Migration Sustainable Development Policy (MSDP)

The National Action Plan to Counter Trafficking in Persons (TIP) and Protect Vulnerable Migrants was endorsed by Cabinet in October 2023. Tonga Police's primary support to the plan and the MSDP is to upskill relevant officers in TIP investigations practice, to reinforce awareness and identification of vulnerable person and potential TIP cases more broadly by inclusion in our recruit curriculum, and to support integration of commitments under international TIP treaties in domestic law and relevant policies and practice.

BOE Declaration Action Plan.

The 2018 BOE Declaration on Regional Security has an expanded concept of security that addresses a wide range of security issues, both traditional and non-traditional:

1. Human Security including humanitarian assistance to protect the rights, health, and prosperity of Pacific people.
2. Environmental and resource security.
3. Transnational crime.
4. Cybersecurity and maximizing protections and opportunities for Pacific Infrastructure and people in the digital age.

Tonga Police remains committed to recognizing, committing, and strengthening our capacity through the development of policies and procedures, training, resourcing, and improved coordination and information sharing between local and international agencies.

2. Tonga Police Overview

2.1. Tonga Police Outputs grouped into Programs & Sub-Programs

Programs	Sub-Programs	Outputs	Core Functions/ Activities	Unit
1. Leadership & Organisational Development <i>Operations Support Command</i>	Ministry Oversight	Ministerial Services	<ul style="list-style-type: none"> Administering the timely flow of information to and from the Office of the Minister. Ministerial driver services. 	Office of the Minister (OoM)
	Organisation Management	Executive Services	<ul style="list-style-type: none"> Administering the timely flow of information to and from the Office of the Commissioner. Ministerial driver services. 	Office of the Commissioner (OoC)
		Division Management	<ul style="list-style-type: none"> Leading the performance of all functions and duties on behalf of the Commissioner. Overseeing division operations and budgets. 	Senior Leadership Team (SLT)
	Corporate Support	Human Resources Management	<ul style="list-style-type: none"> Administration of recruitment and staff movements. Oversight of leave management. Administration of the performance appraisal system 	Human Resources Unit
		Financial Administration	<ul style="list-style-type: none"> Managing accounts payable, payroll, procurement and revenue collection processes. 	Finance & Procurement Unit
		Asset & Facilities Management	<ul style="list-style-type: none"> Facilitating maintenance and upkeep of all Tonga Police assets and facilities. Storing, maintaining and supplying consumable assets. 	Assets & Facilities Unit
		Fleet Management	<ul style="list-style-type: none"> Servicing, maintaining and repairing all Tonga Police vehicles. 	Fleet Unit
		ICT Service Delivery	<ul style="list-style-type: none"> Managing all of Tonga Police's digital applications, systems and ICT hardware. 	ICT Unit
	Learning & Capability Development	Training Development & Delivery	<ul style="list-style-type: none"> Delivering recruit training Overseeing probationary field learning. Facilitating continuing development and in-service training. Reviewing and developing all internal course curriculum. 	Tonga Police College
2. Corporate Strategy & Compliance <i>Chief of Staff Command</i>	Legal Services	Inhouse Legal Advice & Litigation	<ul style="list-style-type: none"> Provision of legal support services and advice to the Commissioner, Minister and all Tonga Police units and staff. 	Legal Unit
	Organisation Risk & Compliance	Police Complaints Investigations	<ul style="list-style-type: none"> Investigating allegations of police misconduct. 	Professional Standards Unit (PSU)
		Internal Audit & Compliance	<ul style="list-style-type: none"> Investigating and making recommendations on incidents of non-compliance with policy, SOPs or instructions. 	Inspectorate
		Organisation Security	<ul style="list-style-type: none"> Overseeing and enforcing all of Tonga Police's security protocols 	Organisation Security Unit
		Staff Welfare	<ul style="list-style-type: none"> Providing interdenominational spiritual support for staff 	Police Chaplaincy, Police Nurse

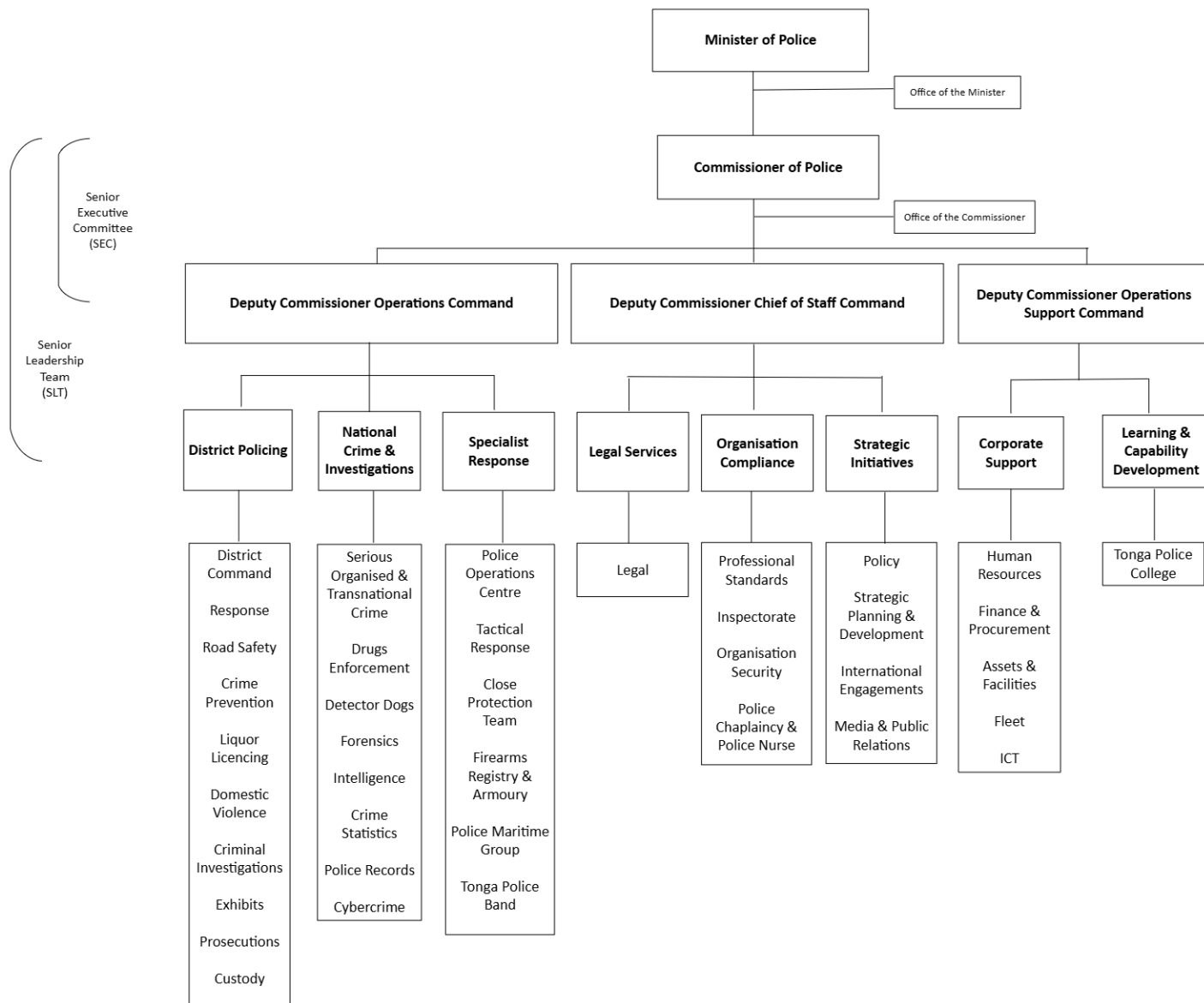
			<ul style="list-style-type: none"> Managing health care needs of staff. 	
	Strategic Initiatives	Policy Development	<ul style="list-style-type: none"> Reviewing and facilitating development of policies, standard operating procedures and instructions. Provision of policy advice. 	Policy Unit
		Strategic Planning	<ul style="list-style-type: none"> Facilitating corporate, division, and unit planning. Overseeing unit performance monitoring and evaluation, and quarterly and annual reporting. 	Strategic Planning & Development Unit
		Development Initiatives	<ul style="list-style-type: none"> Coordination of development programmes and projects 	Strategic Planning & Development Unit
		Public Relations	<ul style="list-style-type: none"> Managing all media enquiries and provision of official information to the public 	Media & Public Relations Unit
3. Policing Operations <i>Operations Command</i>	District Policing	District Command	<ul style="list-style-type: none"> Command, control and coordination of Police Districts 	Offices of District Commanders
		Initial Response Management	<ul style="list-style-type: none"> Responding to calls for police assistance. Conducting foot and mobile patrols in known crime and incident hotspots 	Response Units
		Road Policing	<ul style="list-style-type: none"> Carrying out all traffic management, traffic compliance and road safety prevention duties Responding to and investigating traffic accidents Implementing government road safety initiatives and campaigns 	Road Safety Units
		Crime Prevention	<ul style="list-style-type: none"> Managing and maintaining all programmes related to preventing and reducing opportunities for crime. 	Prevention Group, Royal Tonga Police Band
		Liquor Licencing & Regulation	<ul style="list-style-type: none"> Administration of applications to the Liquor Licencing Committee Conducting regular liquor licence inspections and enforcement activities 	Liquor Licensing Unit
		Domestic Violence Prevention	<ul style="list-style-type: none"> Providing support and referrals to domestic violence victims Identifying and following up all lines of enquiry in domestic violence investigations Carrying out domestic violence awareness and prevention programmes 	Domestic Violence Unit (DVU)
		Criminal Investigations	<ul style="list-style-type: none"> Identifying and following up all lines of enquiry in criminal investigations. 	Criminal Investigations Units
		Exhibits Management	<ul style="list-style-type: none"> Handling of police exhibits and lost and found property 	Exhibits Offices
		Prosecutions & Court Services	<ul style="list-style-type: none"> Preparation of Police prosecution cases for Court. Prosecution of indictable offences Execution of Court orders and warrants 	Prosecutions
		Custody Management	<ul style="list-style-type: none"> Management of offenders in police custody. 	Custody Units

	National Crime & Investigations	High-Profile Investigations	<ul style="list-style-type: none"> Identifying and following up all lines of enquiry in high-profile and transnational criminal investigations. Establishing intelligence-sharing protocols with international partners. 	Serious Organised & Transnational Crime Unit
		Illicit Drugs Response	<ul style="list-style-type: none"> Combatting illicit drugs through detection, response, investigation and prevention activities. 	Drugs Enforcement Unit
		Detection of Drugs & Other Contraband	<ul style="list-style-type: none"> Police Dog & Handler Training Border protection Drug Operations and Investigations 	Detector Dogs Unit
		Forensics Services	<ul style="list-style-type: none"> Gathering, recording and analysing evidence from crime scenes. 	Forensics Unit
		Intelligence Services	<ul style="list-style-type: none"> Gathering information about victims, offenders and locations through field intelligence. Systematic analysis of information gathered. Maintaining serious crime databases (sexual offenders, criminal deportees, illicit drugs) 	Intelligence Unit
		Cybercrime Investigations	<ul style="list-style-type: none"> Combatting cybercrime through detection, investigation and prevention activities. 	Cybercrime Unit
		Police Clearances & Statistics	<ul style="list-style-type: none"> Maintaining criminal records database. Carrying out criminal history checks and providing records to public. 	Police Records & Crime Registry Unit
	Specialist Operations	Operations Command & Coordination	<ul style="list-style-type: none"> Receiving and dispatching all calls for assistance. Tactical communications support to operations. 	Police Operations Centre
		High-Risk Incident Response	<ul style="list-style-type: none"> Initial response to high-risk calls for assistance. Support to high-risk operations. 	Tactical Response Group (TRG)
		Close Protection Services	<ul style="list-style-type: none"> Protection and escort services to His Majesty and visiting VVIPs. 	Close Protection Team, TRG
		Firearms Management	<ul style="list-style-type: none"> Overseeing and managing the licensing of arms, ammunition and explosives through the National Firearms Registry 	National Firearms Registry & Armoury
		Maritime Operations	<ul style="list-style-type: none"> Enforcing maritime related laws Supporting border patrol services Providing search and rescue services 	Police Maritime Group
		Specialist Operations Support	<ul style="list-style-type: none"> Frontline policing support to specialist response and prevention operations 	Royal Tonga Police Band

2.2. Tonga Police Organizational Structure

Tonga Police's current structure was approved by the former Minister of Police, Hon. Hu'akavameiliku, effective July 2022.

Figure 4: Tonga Police Organisational Structure



2.3. Summary of Planned Initiatives and Reforms

The Tonga Police *Statement of Intent* identifies three priority areas that will help us in achieving our stated goals of *Safe Homes, Safe Roads, and Safe Communities*:

1. **Organisational Development** – strengthening our organization by investing in the development of our human capabilities, in resources (particularly technical and specialized equipment), and in developing and maintaining our infrastructure.
2. **Prevention & Enforcement** – taking every opportunity to prevent and reduce harm by understanding our drivers of demand, deploying resources to beat that demand, and changing the mindset of our people.
3. **Partnerships** – working together with church and communities, other Government agencies, NGOs, and businesses towards our vision of a *safe, secure, and crime-free Tonga*.

2.3.1. Organizational Development

2.3.1.1. People Development

Tonga Police's most important resource is its people. It stands to reason then that we invest in developing our best resource to achieve its maximum potential. This includes ensuring that our staff are equipped, trained and enabled, feel safe and valued, and are high performing, professional and values driven. In 2025-26 we plan to continue or commence initiatives to support our staff in performing their important public safety functions, including:

- Completing the third and final phase of implementation of the Cabinet-endorsed realignment of Tonga Police salaries.
- Completing the redesign of our Recruit Course curriculum focusing on core policing skills and knowledge and increased practical application.
- Continued capability development of our forensics, investigations, and intelligence functions.
- Embedding our recently developed Non-Commissioned Officers course for emerging leaders and supervisors.
- Developing a Leadership Development Framework to identify and develop aspiring leaders and to provide development pathways.

2.3.1.2. Infrastructure and Assets

Despite some recent infrastructure developments across our network that have been achieved through the support of development partners or through the Illicit Drugs Response Fund, there remains a critical need for rebuild or restoration of offices and roads within the Tonga Police Headquarters compound. The electricity network within the compound is also in need of an upgrade, with current overloading issues leading to increasing occurrences of power outages. Several police stations and quarters across our network – particularly in the outer islands – also require remedial work and refitting with modern, fit-for-purpose office furniture and equipment.

Tonga Police's partnership programmes and donor support arrangements continue to provide us with some of the necessary assets required to operate more effectively in the changing environment and changing contexts of policing. Most gifting arrangements however do not include support for the ongoing maintenance and upkeep of the assets, and so additional financial support through our recurrent budget or through other support arrangements will be required. This includes for two vessels for our Police Maritime Group, new vehicles recently added to our fleet, and a range of specialist and technical equipment that enhances our national security and emergency management operations.

2.3.2. Prevention and Enforcement

2.3.2.1. Crime Prevention

Our Prevention Strategy informs our operational approach to providing police services where we focus our activities to not just address crime but look at ways to prevent further offending and victimization. In 2025/26, we will continue to embed our Prevention approach which is driven by three key pillars: understanding our drivers of demand; deploying to beat that demand; and changing the mindset of our people.

2.3.2.2. Illicit Drugs Supply Reduction

The use of Illicit drugs remains a critical issue for Tonga, affecting all levels of society and particularly threatening the future livelihoods of our youth. With the enduring commitment from the government to combat illicit drugs activity, Tonga Police will continue to play a lead role in the development and implementation of strategies aimed at preventing, disrupting, or otherwise reducing the production and supply of illicit drugs. We will also continue our formal role as secretariat to the Action Planning Committee, overseeing the implementation of the National Illicit Drugs Policy, including coordination of the technical working groups that directly support the delivery of strategies under the three core pillars of the policy: supply reduction; demand reduction; and harm reduction.

To sustain our efforts in combatting illicit drugs, we will require enhanced financial support across a range of specialist and district policing functions by way of a general top up across several operations votes in our recurrent budget.

2.3.2.3. Domestic Violence

Through the support of development partner Australian Federal Police (AFP) and the Families Free of Violence (FFOV) program, Tonga Police is focused on emerging priorities locally and regionally and greater attention to ensuring marginalised and vulnerable groups are included in FFOV activities – children, people with disabilities and the LGBTQI community. This will also involve expanding the range of stakeholders that Tonga Police and FFOV have traditionally worked with.

2.3.2.4. Intelligence and Investigations Capability Development

With the support of our development partners, we have carried out recent assessments of our intelligence and investigations capabilities and current practices. In 2025/26 we will be implementing several recommendations out of those assessments, focusing on process, policy, and product development, as well as on creating a progressive intelligence and investigations environments within Tonga Police and with partner agencies where appropriate.

2.3.3. Partnerships

2.3.3.1. Emergency Management

Tonga Police will continue to support other government ministries in their preparedness and response plans to natural disasters and other national emergencies. To do this we will look to enhance our formal working relationships with all essential emergency agencies through memoranda of understanding (MOU) or service level agreements (SLA) and leverage off these instruments to implement recommendations and progress actions under relevant sector plans and programs. We will also look to develop and strengthen the recently established Operations Command Centre and Police Maritime Group, both of which are critical to our specialist response and emergency management capabilities.

2.3.3.2. Enhanced Regional and Local Collaboration

As a member of the Migration and Sustainable Development Policy (MSDP) Technical Working Group, Tonga Police will be looking to progress actions under the recently endorsed National Action Plan to Counter Trafficking in Persons (TIP) and Protect Vulnerable Migrants. Leveraging of regional and global partnerships we will be looking to upskill our officers in TIP investigations practice, facilitate establishment of training and other development opportunities for our

partner agencies, and support integration of commitments under international TIP treaties in domestic law and relevant policies and practice.

2.3.3.3. Development Partnership Programs

Our primary development partners, Australian Federal Police (AFP) and NZ Police (NZP), are operating under respective bilateral arrangements with Tonga Police, with priority investment primarily focused on capability development, as illustrated in Figure 5.

Figure 5. Development Partnership Programs Activity Areas

Partnership Program	Partnership Outcomes	Activity Areas / Inputs
Tonga Australia Partnership Program (TAPP) (AFP) 2022 – 2026	Enhanced national security, focusing on illicit drugs and transnational crime	Support to Transnational Crime Unit
		Improved investigations
		Strengthened cyber safety
		Enhanced intelligence
	Improved frontline response to survivors of family violence	Implementation of Service Delivery Protocol
		Support to frontline service providers
		Promotion of rights of marginalised groups
	Strengthened capacity and capability for ethical and effective policing	Executive leadership development
		Support Tonga Policewomen's Advisory Network
		Communications upgrades
		Responsive projects
Tonga New Zealand Policing Programme (TNZPP) (NZP) 2022 – 2025	Increased skills, knowledge and capability to deliver policing services	Mentoring and advisory support to the Tonga Police District Investigations units
		Development and implementation of a Detective Qualifications framework
		Support to the Training College to develop its core functions, and training and professional development frameworks
		Mentoring and advisory support to frontline Non-Commissioned Officers
	Improved professional and leadership development	Mentoring and advisory support to Tonga Police for the delivery of its Officer Safety Programme
		Support for development of compliance and risk management functions
		Advisory support to Tonga Police's information management development initiatives
Officer Safety Pacific (OSP) (NZP)	Enhanced ability to respond effectively, professionally and safely to all incidents	Frontline officer safety refresher programme moderation, annual skills refreshers, and equipment uplift.
		Tactical Response Group practice and procedures review, skills and equipment uplift
		Tonga Police Armoury skills and equipment uplift.

Figure 6. Summary of Initiatives and Reforms and Corresponding Budgets

New Initiative	Activities	FY 2025-26	FY 2025-26	FY 2025-26	Justification	Prog.	Sub Prog.
Remuneration Review Implementation	Full implementation of salary realignment for all members (Salaries and Government Retirement Contributions)	451,152	-	-	This initiative is the culmination of a Cabinet-endorsed review into salary levels of Tonga Police members to remunerate them more fairly for the important public safety role they fulfil.	ALL	ALL
Additional Operations Funds	Increase in approved budget across various operational votes	1,777,800	-	-	<p>Tonga Police's operational budget has in recent years always been short, requiring applications for supplementary funding and/or reduction of service delivery to the public.</p> <p>Proposed injection of funds is to cover all services but with a particular priority towards those that lead or support combating illicit drugs and other activities that have potential to cause the greatest harm to our communities.</p> <p>FY2024-25 approved operations budget = \$10,098,500 with a forecast out-turn of \$11,296,041</p>	3	2
Police Station Rehabilitation Project	<p><u>Police District 4, Ha'apai</u></p> <p>Rehabilitation of Police Station</p> <p>Rebuild of OCPD Quarters</p> <p>Rebuild of Boat Shed, Garage, and Perimeter Fence</p> <p><u>Police District 4, Nomuka</u></p> <p>Rebuild of Police Station</p> <p>Rebuild of Quarters</p> <p><u>Police District 5, Leimatua</u></p> <p>Rebuild of Police Station</p> <p>Rebuild of Quarters</p> <p><u>Police District 5, Niuatoputapu</u></p> <p>Rebuild of Police Station</p>	2,100,000	850,000	500,000	<p>While this proposal is also the subject of a National Infrastructure Investment Plan (NIIP) proposal, there is currently no certainty on timeframe for acceptance under the NIIP.</p> <p>The initiative is to rebuild or rehabilitate outer islands stations and supporting facilities that have been damaged or destroyed from natural disasters, have degenerated over time, or need modernising or upgrading to provide safe and secure premises for Tonga Police staff and members of the public, and to safely house government assets.</p> <p>FY2526 budget estimate for New Building = \$1,775,500; No budget for Renovations.</p>	3	1

	Rebuild of Quarters <u>Police District 5, Niuafu'ou</u> Rehabilitation of Police Station Rehabilitation of Quarters <u>Police District 6, Ohonua</u> Rebuild of Quarters Rebuild of Perimeter Fence						
Freight of New Vessels	Shipping to Tonga of 2 x Police Maritime Group vessels currently under construction in Auckland, NZ.		150,000	-	Through a Direct Funding Agreement with DFAT, Tonga Police has procured two vessels to enhance search and rescue and other maritime security and emergency response activities. Both vessels are currently under construction, now estimated for completion and delivery Dec-26. Due to challenges (delays) in the government procurement process – and increasing costs during the period of delay – the original DFAT funding amount no longer covers the cost of shipping of the vessels.	3	3
Public Order Management (POM) Enhancement	Procurement of modern, fit-for-purpose POM protective gear and equipment.	200,000	-	-	Our POM units prepare to control and neutralize any threat to maintain peace and uphold the law. This is particularly important during the hosting of nationally significant events, such as the PIF Leaders meeting in 2024. Current POM equipment is ageing and requires replacement and upgrading. FY2526 budget estimate for Technical Equipment = \$80,000	3	3
Consolidated TPHQ Building	New building to accommodate existing HQ, Corporate and HR offices, rehabilitation of other existing buildings to bring them up to compliance with building codes.	-	3,500,000	-	Tonga Police HQ Compound in Longolongo comprises buildings that have degenerated over time (some over 50 years old) or need modernising/upgrading to provide a safe, secure, and professional working environment. The compound accommodates headquarters, national crime and specialist	1	2

					response operations, and operations support staff as well as Tonga Police College staff and recruits.		
New Staff	Increase staff numbers by 100 across all units.	2,189,290	-	-	With the increasing prevalence and complexity of serious, organised and transnational crime, Tonga Police has had to strengthen, where possible, national crime and investigations and specialist response units. There is still demand for more staff in these areas and in District Policing areas that have had to supplement the specialist areas but are now compromised. The demand for support staff also increases with the increasing expectations and demands put on Tonga Police. FY2526 budget estimate for Salaries & Govt Retirement Contributions = \$11,414,800 (increase of \$820,000 from FY2425; approx. 38 positions)	ALL	ALL
TPHQ Compound Electrical Works	Upgrade of overhead electricity network to 3-phase and other rectification works.	75,000	75,000	-	Buildings within the Tonga Police HQ compound currently experience frequent outages and other issues due to electricity overloading. FY2526 budget estimate for Maintenance of Buildings Compounds = \$327,600 (decrease of \$87,900 from FY2425)	1	3
TPHQ Compound Roadworks	Rehabilitation of all roads within the TPHQ compound.	200,000	150,000	-	Tonga Police HQ Compound accommodates all of Tonga Police's national security and specialist response units, Tonga Police College, Corporate Support units, and all Headquarters functions. Roads with the Tonga Police HQ Compound have long been in a very poor state and need more permanent repair. FY2526 budget estimate for Maintenance of Buildings Compounds = \$327,600 (decrease of \$87,900 from FY2425)	1	3
Confiscated Parking	Construction of a secure parking facility for confiscated vehicles.	200,000	-	-	Vehicles confiscated during serious crime investigations are currently stored in an open area of the Tonga Police HQ Compound.	3	2

					<p>This initiative is to create a secure and fit-for-purpose area to store all confiscated vehicles.</p> <p>FY2526 budget estimate for Maintenance of Buildings Compounds = \$327,600 (decrease of \$87,900 from FY2425)</p>		
Corporate Archiving	Construction of an archive filing facility within Police HQ, Longolongo.	60,000	-		<p>Finance files for the last 5 years need to be stored in a safe and secure place and archived properly on shelves as opposed to current practice of storing them in plastic bins and on desks.</p> <p>No budget for Renovations in FY2526 budget estimate.</p>	1	3
Office Furniture Upgrades	Refurnishing of offices throughout Tonga Police's network of offices.	150,000	150,000	-	<p>Tonga Police proposes to enhance professionalism of our office areas by replacing existing old and deteriorating furniture with new, modern office furniture.</p> <p>FY2526 budget estimate for Furniture & Fittings = \$14,200 (decrease of \$32,600 from FY2425)</p>	1	3

3. Tonga Police Budget and Staffing

Tonga Police approved recurrent and budget for 2025/26 is **\$18,994,600**.

Table 1. Tonga Police Approved Recurrent Budget

Expenditure Item (\$m)	2022/23	2023/24	2024/25	2025/26 Budget	2026/27 Projected	2027/28 Projected
Established Staff (10xx)	8.027	9.14	10.084	12.081	12.081	12.081
Unestablished Staff (11xx)	0.001	0.001	0.015	0.015	0.015	0.015
Travel and Communication (12xx)	0.248	0.45	0.290	0.370	0.370	0.370
Maintenance and Operations (13xx)	0.907	1.28	1.328	1.322	1.322	1.322
Purchased Goods Services (14xx)	2.261	2.00	1.846	1.788	1.788	1.788
Grants and Transfer (15xx)	0.256	0.003	0.006	1.354	1.354	1.354
Assets (20xx)	0.837	0.74	0.627	2.065	2.065	2.065
Total Tonga Police Recurrent Budget	12.536	13.61	14.196	18.995	18.995	18.995

Table 2. Tonga Police Development Budget

Expenditure Item (\$m)	2022/23	2023/24	2024/25	2025/26 Budget	2026/27 Projected	2027/28 Projected
Travel and Communication (12xx)	-	0.04	-	0.018	0.012	0.012
Maintenance and Operations (13xx)	-	0.0	-	0.033	0.033	0.000
Purchased Goods Services (14xx)	1.044	0.51	0.718	0.080	0.080	0.080
Grants and Transfer (15xx)	0.050	0.04	2.468	0.400	0.400	0.400
Assets (20xx)	0.010	0.22	-	1.242	0.217	0.169
Total Tonga Police Development Budget	1.104	0.81	3.186	1.773	0.742	0.661

Table 3. Tonga Police Staff¹ by Key Category

Category	2022/23	2023/24	2024/25	2025/26 Budget	2026/27 Projected	2027/28 Projected
Established staff			10.084			
Executive Staff (Band A to F)	5	5		4	4	4
Senior Staff (Band G to M)	145	151		170	170	170
Other Staff (Band N to R)	352	383		396	396	396
Total Established Staff	502	539	10.084	570	570	570
Unestablished staff	1	1	0.015	-	-	-
Total Staff	503	540	10.099	570	570	570
Total Recurrent Budget (10xx, 11xx)	7.553	9.150	10.491	12.096	12.096	12.096

¹ Including both active and vacant positions.

4. Tonga Police Programs

Tonga Police operates under three programs, reflecting our organisation (command) structure:

1. Leadership and Organisational Development (Operations Support Command + Offices of Minister and Commissioner)
2. Corporate Strategy and Compliance (Chief of Staff Command)
3. Policing Operations (Operations Command)

4.1. Program 1- Leadership & Organisational Development

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Tonga Police's program of *Leadership & Organisational Development* is responsible for overall management of the organisation, as well as accountable financial, resource management and other corporate support services that are essential for the successful execution of all Tonga Police's operations. It is also responsible for developing the capability of staff through initial training and continuing professional development.

The program accounts for 41% of the recurrent budget for 2025/26 and 10% of established positions.² Sub-programs include:

- **Ministry Oversight** – processing, coordinating, and reviewing Ministerial correspondence, briefings and other Ministerial, Parliamentary or Cabinet requests.
- **Organisation Management** – providing strategic direction, operational guidance, and leadership to all Tonga Police commands.
- **Corporate Support** – ensuring effective, efficient and accountable management of Tonga Police resources (human, financial and capital) in accordance with policies, Government Instructions, and legislation.
- **Learning and Capability Development** – enabling continuous improvement in Tonga Police service delivery through effective recruitment, training and continuing professional development of staff.

Table 4. Program 1 Budget and Staff by Key Category

Category	2022-23	2023-24	2024-25	2025-26 Budget	2026-27 Projected	2027-28 Projected
Total Recurrent Budget (Salaries & Operations \$m)		6.191	7.357	7.695	7.695	7.695
Established staff						
Executive Staff (Band A to F)		5		4	4	4
Senior Staff (Band G to M)		38		46	46	46
Other Staff (Band N to R)		147		17	17	17
Total Established Staff		190	4.001	67	67	67
Unestablished staff		-		-	-	-
Total Staff		190	4.001	67	67	67

² Includes Recruit and Probationary Constables who are accounted for under the Tonga Police College (Learning & Capability Development Program) until confirmed.

Table 5. Program 1 Outputs, KPIs and contribution to TSDF/SDG

Activity	KPI	Baseline*	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ³	SDG Targets & Indicators ⁴	2025/26 Recurrent Budget
Sub-Program 1.1 – Ministry Oversight								
1.1.1 Ministerial Services	% of OoM inward communications actioned, tasked or responded to within 48 hours of receipt	--	> 90%	> 90%	> 90%	3.1 3.2	16.5 16.5.1 16.5.2	\$106,900
Sub-Program 1.2 – Organisation Management								
1.2.1 Executive Services	% of OoC inward communications actioned, tasked or responded to within 48 hours of receipt	--	> 90%	> 90%	> 90%	3.1 3.2	16.5 16.5.1 16.5.2	\$197,100
1.2.2 Division Management	a) No. of SLT meetings each quarter	24	25	25	25		16.5 16.5.1 16.5.2	\$736,200
	b) No. of decision actioned	TBC	TBC	TBC	TBC	3.1 3.2		
	c) Timeliness of decision actioned	TBC	TBC	TBC	TBC			
Sub-Program 1.3 – Corporate Support								
1.3.1 Human Resource Management	<u>HR Administration</u>							\$177,300
	a) % of members with leave forfeited due to over-accumulation ---	TBC	> 90%	> 90%	> 90%			
	<u>Performance Management</u>							
	b) % of PDAs not satisfied ---	TBC	TBC	TBC	TBC	3.1 3.2		
	c) % of PDA results altered after moderation	TBC	TBC	TBC	TBC			

³ See paragraph 1.4.1 for descriptions of TSDF II Organizational Outcomes⁴ See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

1.3.2 Financial Administration	a) % of queried vouchers and errors picked up by Treasury --- b) No. of monthly commitment checks --- c) % of recurrent operational budget utilised d) % of recurrent salaries budget utilised e) % of revenue collection target achieved f) No. of revised APP	8% 83 90% 90% 85% 10%	< 10% > 100 > 90% > 90% > 85% < 10%	< 10% > 100 > 90% > 90% > 85% < 10%	< 10% > 100 > 90% > 90% > 85% < 10%	3.1		\$1,320,800
1.3.3 Assets & Facilities Management	<u>Service and maintenance</u> a) Annual service & maintenance schedules endorsed by 30 June. ---- b) % of buildings that meet maintenance schedules ---- c) % of assets that meet service schedules ▪ Air conditioning ▪ Generators <u>Assets checking</u> d) Biannual asset check and count completed ---- e) % of monthly checks with all stations and offices	4 80% 50% 80% 2 80%	4 80% 50% 80% 2 80%	4 90% 60% 90% 2 90%	4 90% 60% 90% 2 90%	3.1 3.2		\$779,000
1.3.4 Fleet Management	a) Annual vehicle maintenance schedule endorsed by 30 June. ---- b) % of vehicles completing required maintenance schedule ---- b) No. of weekly Fleet Maintenance Reports submitted	3 80% 50	3 80% 50	4 90% 50	4 90% 50	3.1 3.2		\$896,900
1.3.5 ICT Service Delivery	a) % of requests for ICT support resolved within 48 hrs --- b) % of time that network and system is functioning	92% 63%	> 90% > 95%	> 90% > 95%	> 90% > 95%	3.1 3.2		\$415,100

	c)% of Critical Bug Resolutions Within 24 Hours	TBC	TBC	TBC	TBC			
	d)% of Data Audit Checks Completed and Data Quality Threshold Met	TBC	TBC	TBC	TBC			
Sub-Program 1.4 – Learning & Capability Development								
1.4.1 Training Delivery & Development	<u>Training Delivery</u>							
	a) % of Recruit passing out ---	100%	100%	100%	100%			
	b) % of Probationary Constables confirmed by due date ---	98%	100%	100%	100%			
	c) No. of distinct continuing education (CE) courses delivered ----	3	>5	>5	>5	3.1		
	d) No. of staff participating in CE courses (internal & external)	400	>400	>400	>400	3.2		\$3,113,900
	<u>Training Development</u>							
	e) No. of in-service training courses developed ---	23	25	25	25			
	f) % of courses reviewed annually	10%	20%	20%	20%			

4.2. Program 2- Corporate Strategy & Compliance

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Tonga Police's program of Corporate Strategy and Compliance, under the Chief of Staff Command, manages the corporate planning, policy development, legal, professional standards, and other strategy and compliance functions for ensuring effective and consistent delivery of services and achievement of our organisational objectives. Recently established positions of the Police Chaplain and Police Nurse support our commitment to staff welfare, which is equally important to the delivery of services.

The program accounts for 4% of the recurrent budget for 2025/26 and 4% of established positions across four sub-programs:

- **Legal Services** – providing legal advice to the offices of the Commissioner of Police and Minister of Police, and supporting all Tonga Police units, committees, and members in understanding relevant legal obligations.
- **Organisation Compliance** – ensuring Tonga Police is adhering with relevant laws, regulations, standards, and policies through professional standards, organisation security, and internal audit functions.
- **Strategic Initiatives** – supporting organisational development through strategy and planning, policy development, project management, and fostering external partnerships and public relations.
- **Staff Welfare** – Police nurse is providing specialized medical and health advice and support to Tonga Police employees. At the same time, Police Chaplaincy provide a continually developing interdenominational and interfaith approach to spiritual welfare and pastoral care for Tonga Police members, former members, and their immediate families.

Table 6. Program 2 Budget and Staff by Key Category

Category	2022-23	2023-24	2024-25	2025-26 Budget	2026-27 Projected	2027-28 Projected
Total Recurrent Budget (Salaries & Operations \$m)		0.429	0.574	0.716	0.716	0.716
Established staff						
Executive Staff (Band A to F)				-	-	-
Senior Staff (Band G to M)		13		17	17	17
Other Staff (Band N to R)		3		8	8	8
Total Established Staff		16	0.494	25	25	25
Unestablished staff		-		-	-	-
Total Staff		16	0.494	25	25	25

Table 7. Program 2 Outputs, KPIs and contribution to TSDF/SDG

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDf II Out-comes ⁵	SDG Targets & Indicators ⁶	2025/26 Recurrent Budget
Sub-Program 2.1 – Legal Services								
2.1.1 In-house Legal Advice and Litigation	a) Legal advice or opinions given each month based on reported cases ---- b) Disciplinary cases/briefs completed each month ---- c) Disciplinary cases submitted to the Police Board each quarter ---- d) % of recommendations upheld by the Police Board	25 50 15 10	30 55 20 10	35 55 20 10	40 60 20 10	3.1 3.2	16.b	\$185,400
Sub-Program 2.2 – Organisation Compliance								
2.2.1 Police Complaints Investigations	a) No. of public complaints against Police members --- b) No. of internal complaints against Police members --- c) % of PSU disciplinary investigations closed within 28 days	25 19 100%	<25 < 18 100%	< 20 < 15 100%	<15 < 15 100%	3.1 3.2	16.5 16.5.1 16.5.2	\$248,500
2.2.2 Internal Audit & Compliance	a) No. of Use of Force reports submitted each quarter ---- b) No. of internal audits carried out annually	13 TBC	15 TBC	15 TBC	15 TBC	3.1 3.2	16.5 16.5.1 16.5.2	\$73,600
2.2.3 Staff Welfare	<u>Police Nurse</u> a) No. of consultation every month. b) No. of check-up every month. <u>Police Chaplaincy</u> c) No. of counselling every month.	TBC TBC TBC	TBC TBC TBC	TBC TBC TBC			3 16 17	

⁵ See paragraph 1.4.1 for descriptions of TSDf II Organizational Outcomes

⁶ See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁵	SDG Targets & Indicators ⁶	2025/26 Recurrent Budget
	d) No. of event officiate every month.	TBC	TBC	TBC				
Sub-Program 2.3 – Strategic Initiatives								
2.3.1 Policy Development	a) No. of policies /SOPs developed or reviewed annually	10	> 12	> 12	> 12	3.1 3.2	16.5 16.5.1 16.5.2	\$12,200
2.3.2 Strategic Planning	<u>Corporate Planning</u> a) % of organizational KPIs met --- b) Annual Report submitted on time --- c) Annual CP&B submitted on time <u>Development</u> d) No. of development projects ---- e) % of projects with PMPs formalised (incl. OECD DAC criteria)	TBC - - 24 33%	> 75% >75% >75% >80%	> 75% >75% >75% >80%	> 75% >75% >75% >80%		16.6	\$118,700
2.3.3 International Relations	a) % of development projects supported by development partners	91%	>80%	>80%	>80%		16.6	\$28,000
2.3.4 Public Relations	a) No. of media releases each quarter ---- b) No. of press conferences or media events each quarter	25 4	> 25 > 4	> 25 > 4	> 25 > 4		16.6	\$49,800

4.3. Program 3 – Policing Operations / Operations Command

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Policing Operations is Tonga Police's principal program, encompassing all external outputs and operations carrying out or supporting one or more of our core statutory functions – see [1.1](#) Our Mandate.

The program accounts for 56% of the recurrent budget for 2025/26 and 86% of established positions across three sub- programs:

- **District Policing** – Addressing crime-related problems and causes of other harm in the community through a professional and dedicated community policing service that is focused on crime prevention and holding perpetrators of crime to account.
- **National Crime and Investigations** – Planning, coordinating, and implementing measures for safeguarding national security, including intelligence services, drug detection and enforcement, forensics, and serious crime investigations.
- **Specialist Response** – Duties and activities relating to the maintenance of public order during special events or incidents, VIP escort and security services, land and marine search and rescue, and other emergency management incidents.

Table 8. Program 3 Budget and Staff by Key Category

Category	2022-23	2023-24	2024-25	2025-26 Budget	2026-27 Projected	2027-28 Projected
Total Recurrent Budget (Salaries & Operations)		6.631	6.265	10.583	10.583	10.583
Established staff						
Executive Staff (Band A to F)				-	-	-
Senior Staff (Band G to M)		100		107	107	107
Other Staff (Band N to R)		233		371	371	371
Total Established Staff		333	5.589	477	477	477
Unestablished staff		1	0.015	-	-	-
Total Staff		334	5.604	477	477	477

Table 9. Program 3 Outputs, KPIs and contribution to TSDF/SDG

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
Sub-Program 3.1 – District Policing								
3.1.0 District Command	a) % of weekly District Commander Reports submitted on time ▪ By District	100%	100%	100%	100%			\$261,300
3.1.1 Initial Response Management	<u>Complaints Office</u> a) No of calls for assistance and complaints received each					3.2		\$2,407,800

⁷ See paragraph 1.4.1 for descriptions of TSDF II Organizational Outcomes

⁸ See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
	month (R) and attended (A). <ul style="list-style-type: none"> In person at station Through 922 or direct lines <u>Directed Patrols</u> b) Reported crime in identified crime hot spots: <ul style="list-style-type: none"> Market Bus station 	1,000 1,500 1,000 1,000	>1,000 >1,500 >1,000 >1,000	>1,000 >1,500 >1,000 >1,000	>1,000 >1,500 >1,000 >1,000			
3.1.2 Road Policing	<u>Strategic Road Policing</u> a) No of activities or operation carried out (either Police only or in partnerships with other agencies) <u>Road Safety Awareness</u> b) No. of school's road safety sessions delivered --- c) No. of public road safety campaigns initiated or sustained <u>Traffic Management & Response</u> d) No. of road accident recorded --- e) No. of traffic offences recorded --- f) No. of traffic related injuries recorded --- g) No. of traffic related death --- h) No. of traffic incidents at school pedestrian crossings	202 5 10 190 3,700 12 4 3	> 315 > 5 > 10 < 185 < 3,625 < 10 < 5 < 3	> 330 > 5 > 10 < 180 < 3,555 < 10 < 5 < 3	> 345 > 5 > 10 < 175 < 3,480 < 10 < 5 < 3	2.2 3.2	3.6 3.6.1	\$465,000
3.1.3 Crime Prevention	a) No. of community or NGO partnership activities initiated or sustained ---	40	> 50	> 50	> 50	2.2 3.2		\$284,200

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDf II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
	b) No. of prevention activities initiated or sustained with schools --- c) No. of CPV initiated intelligence or offence reports --- d) Referrals to Youth Diversion Scheme <ul style="list-style-type: none"> ▪ Total no. ▪ % of total Youth cases 	15 168 10 50%	> 20 > 175 8 >50%	> 20 > 175 6 >50%	> 20 > 175 5 >50%			
3.1.4 Liquor Licensing & Regulation	a) % of licensed premises with monthly checks --- b) % of licensed premises checks with breach recorded	100% 1%	100% < 1%	100% < 1%	100% < 1%	2.2 3.2		\$26,800
3.1.5 Domestic Violence Prevention	a) No. of DV incidents reported (PD1 only) --- b) No. of PSO issued --- c) % of PSOs or PO breached --- d) No. of intimate partner violence investigations (females 15+ yrs) --- e) No. of sexual violence (non- intimate partner) investigations (female 15+ yrs)	1,772 491 1% 69 89	< 1,735 < 480 < 1% < 65 < 330	< 1,700 < 470 < 1% < 60 < 320	< 1,665 < 460 < 1% < 55 < 310	2.2 3.2	5.1 5.1.1 5.2 5.2.1 5.2.2	\$66,600
3.1.6 Criminal Investigations	a) No. of homicide investigations --- b) No. of physical violence investigations --- c) No. of sexual violence investigations (non DV) --- d) No. of child abuse investigations (age 1-17 yrs) --- e) No. of government servant bribery or corruption investigations --- f) Total CRA offences each month	2 260 14 12 12 2	< 5 < 245 < 10 < 10 < 10 < 2	< 5 < 230 < 10 < 10 < 10 < 2	< 5 < 215 < 10 < 10 < 10 < 2	2.2 3.2	16.1 16.1.1 16.1.3 (a-c) 16.2 16.2.1 16.2.3 16.3 16.3.1 16.5 16.5.1 16.5.2	\$795,800

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
	<ul style="list-style-type: none"> No of new investigations No resolved investigations ----- g) Total CRB offences each month <ul style="list-style-type: none"> No of new investigations No resolved investigations ----- h) No. of cases returned by Prosecutions due to insufficient evidence	140 TBC TBC	>145 TBC TBC	>150 TBC TBC	>150 TBC TBC			
3.1.7 Exhibits Management	a) No. of exhibits recorded ----- b) No. of expert evidence statements given in Court ----- c) No. of drugs examinations assisted	20 10 20	30 20 >50	35 30 >50	40 40 >50			\$49,800
3.1.8 Prosecutions & Court Services	a) Total no. of case files submitted to prosecution All DVU b) No. of case files submitted to DPP c) No. of cases rejected by Court - insufficient evidence - prosecutorial error/ineffectiveness other	870 85 179 16 20 560	< 850 < 165 < 175 <15 <18 <540	< 830 < 160 < 170 <15 <16 <520	< 810 < 155 < 165 <15 <15 <500	3.2		\$294,500
3.1.10 Custody Management	a) Escapes from custody --- b) Civil or criminal claims against Police (offences against person or property while in custody) --- c) Reported breaches of safety or security (incl injuries in custody caused by other prisoners)	1 0 1	Nil Nil Nil	Nil Nil Nil	Nil Nil Nil	3.2		Refer 3.1.1

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
Sub-Program 3.2 – National Crime & Investigations								
3.2.1 High Profile Investigations	a) No of trafficking in persons and people smuggling investigation ----	TBC	TBC	TBC			16.4 16.4.2	
	b) No of serious fraud investigations ----	TBC	TBC	TBC		2.2 3.2	16.5 16.5.1 16.5.2	
	c)No of organised crimes investigations including OMCGs ----	TBC	TBC	TBC				
	d)No of smuggling of illicit / prohibited / restricted and counterfeiting goods ----	TBC	TBC	TBC				
	e) No of sensitive / corruption investigations ----	TBC	TBC	TBC				
	f) No of international cooperation measure ----	TBC	TBC	TBC				
	- mutual legal assistance in criminal matters ----	TBC	TBC	TBC				
	- extradition / removal / deportation / red notices ----	TBC	TBC	TBC				
	- informal cooperation ----	TBC	TBC	TBC				\$357,600
	g) No. of interdictions of goods and passengers ----	TBC	TBC	TBC				
	h) No. of arrests, joint operations, awareness programs ----	TBC	TBC	TBC				
	a) No of cyber dependent crime investigation ----	TBC	TBC	TBC				
	b) No of cyber enabled crime investigation ----	TBC	TBC	TBC				
	c)No of arrests / prosecutions / complaints ----	TBC	TBC	TBC				
Cyber Crime	d)No of sharing information, joint operations and assistance, cybercrime related order ----	TBC	TBC	TBC				
	e) No of investigation involving children ----	TBC	TBC	TBC				

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDf II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
	▪ Cash	2	> 2	> 2	> 2			
3.2.4 Forensics Services	a) No. of crime scenes attended ▪ Total ▪ Housebreaking ▪ Theft ▪ Offences against person ---- b) No of drugs tested (Class A & B) ---- c) No of search warrants attended, use of forensic search tools ---- d) No of fingerprints lifted and identified	254 310 285 99 TBC TBC TBC	<245 <300 <280 <95 TBC TBC TBC	<240 <300 <280 <95 TBC TBC TBC	<235 <300 <280 <95 TBC TBC TBC	3.2		\$156,100
3.2.5 Intelligence Services	a) No. of Intelligence Information reports validated each month --- b) No. of Executive intelligence products disseminated annually ---- c) No of deportee visitations ---- d) No of threat assessment products ---- e) No of surveillance hours ---- f) No of information reports received / FLINTS / Notices disseminated	6 12 TBC TBC TBC TBC	8 >15 TBC TBC TBC TBC	10 >15 TBC TBC TBC TBC	12 > 15 TBC TBC TBC TBC	3.2	16.4 16.4.2	\$1,521,300
3.2.6 Statistics Collection & Distribution	a) Weekly statistics reports for each Police District distributed ▪ CRA ▪ CRB ▪ CRBT ▪ Other incidents b) No of final reports completed ---- c) No of specific reports requested on crime areas per timeframe	1,680 3,155 15705 0 TBC TBC	<1,600 <3,000 <15000 0 TBC TBC	<1,600 <3000 <15000 0 TBC TBC				\$68,500

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
3.2.7 Police Clearance Services	a) Average no. of Police Records processed each month ---- b) No of spent conviction applications processed ---- c)No of fingerprint received	1000 TBC TBC	>1000 TBC TBC	>1000 TBC TBC	>1000	2.2 3.2		\$14,700
Sub-Program 3.3 – Specialist Response								
3.3.1 Operations Command & Coordination	<u>Communications & Dispatch</u> a) No. of calls for assistance received by Police Communications Centre (PCC). <u>Operations Coordination</u> b) No. of calls for specialist response or coordination assistance	3,035 TBC	2,975 TBC	2,915 TBC	2,855	3.2		\$131,400
3.3.2 High-Risk Incident Response	a) No. of High-Risk callouts annually	110	>120	>130	>140	3.2		\$280,000
3.3.3 Close Protection Services	a) Average no. of close protection operations each month	260	>260	>260	>260	2.2 3.2		\$166,500
3.3.4 Firearms Management	% of unlicensed firearms seized - Unlicensed firearms - Licensed firearms --- b) Total number of expect witness reports provided: - Firearms - Ammunition ---- c)No of firearms seized failed by inspection ---- d)No of firearms & ammunition imports to the Kingdom. - Firearms - Ammunition ----	50% 94 TBC TBC	> 50% <90 TBC TBC	> 50% <85 TBC TBC	> 50% <80	2.2 3.2	16.4 16.4.2	\$43,300

Activity	KPI	Baseline	2024 /25	2025/ 26	2026 /27	TSDF II Out-comes ⁷	SDG Targets & Indicators ⁸	2025/26 Recurrent Budget
3.3.5 Maritime Operations	a) No. of maritime fatalities --- b) No. of public awareness campaigns ---- c) No. of SAR callouts ----	8 15 60	< 5 >16 >60	< 5 >16 >60	< 5 >16 >60	2.2 3.2		\$25,000
3.3.6 Specialist Operations Support	<u>Public Order Management</u> a) No. of large-scale public event operations annually <u>Royal Tonga Police Band</u> b) No. of community engagements or public ceremonial events supported	90 60	>90 >65	>90 >65	>90 >65	3.2		\$568,200

Appendix A: United Nations Sustainable Development Goals (SDGs), Indicators and Targets

Source: <https://www.un.org/sustainabledevelopment/>

Goal	Target	Indicator	Tonga Police Contributing Outputs
3. Ensure healthy lives and promote well-being for all at all ages.	3.6 By 2030 halve global deaths from road traffic accidents.	3.6.1 Death rate due to road traffic injuries.	3.1.3 Road Policing
5. Achieve gender equality and empower all women and girls.	5.1. End all forms of discrimination against women and girls everywhere.	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex.	3.1.6 Domestic Violence Prevention
	5.2. Eliminate all forms of violence against women and girls in public and private spheres, incl trafficking and sexual and other types of exploitation.	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age. 5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence.	3.1.6 Domestic Violence Prevention
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	16.1. Significantly reduce all forms of violence and related death rates everywhere.	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age. 16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months.	3.1.7 Investigations
	16.2. End abuse, exploitation, trafficking and all forms of violence and torture against children.	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 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18.	3.1.7 Investigations

Goal	Target	Indicator	Tonga Police Contributing Outputs
	16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all.	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.	3.1.7 Investigations
	16.4. By 2030 significantly reduce illicit financial arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime.	16.4.2 Proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments.	3.2.3 Detection of Drugs & Other Contraband
	16.5. Substantially reduce corruption and bribery in all its forms.	<p>16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official or were asked for a bribe by those public officials, during the previous 12 months.</p> <p>16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official or were asked for a bribe by those public officials during the previous 12 months.</p>	<p>3.1.7 Investigations</p> <p>3.2.1 High Profile Investigations</p>