Government of Tonga

PRIME MINISTER'S OFFICE

Corporate Plan & Budget

2025/26– 2027/28

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LIST OF ABBREVIATIONS

AASC	Assistant Administration Support Clerk
ABAS	The Antigua and Barbuda Agenda for SIDS
AMP	Annual Management Plan
APP	Annual Procurement Plan
CDP	Community Development Plan
CEO	Chief Executive Officer
CP&B	Corporate Plan and Budget
CSD	Corporate Services Division
CSO	Civil Society Organisation
CSSC	Chief Secretary and Secretary to Cabinet
DDP	District Development Plan
DRM	Disaster Risk Management Act
DRMP	Disaster Risk Management Plan
ESCAP	The Economic and Social Commission for Asia and the Pacific
FCC	Fa'onelua Convention Centre
FY	Financial Year
Gov4Res	Governance for Resilience
GPA	Government Priority Agenda
HLPF	High-Level Political Forum on Sustainable Development
HM	His Majesty
HOD	Head of Departments
HR	Human Resources
HRIS	Human Resource Information System
ICT	Information Communication Technology
IDP	Island Development Plan
JNAP	Joint National Action Plan
JPRM	Joint Policy Reform Matrix
KPI	Key Performance Indicator
LA	Legislative Assembly
LOA	Letter of Agreement
MDA	Ministries, Departments and Agencies
MOF	Ministry of Finance
MP	Member Parliament
MTBF	Mid-Term Budget Framework
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
NCD	Non-Communicable Diseases
NAPID	National Action Plan for Combating Illicit Drugs
NBSAP	National Biodiversity Strategy & Action Plan
NDRMO	National Disaster Risk Management Office
NEMO	National Emergency Management Office
NGO	Non-Government Organization
NIIP	National Infrastructure Investment Plan
NMS	National Monitoring System
NNCDC	National Non-Communicable Disease Committee
NPD	National Planning Division
PDP	Performance Development Plan
PIDF	Pacific Island Development Forum
PM	Prime Minister

PMO	Prime Minister's Office
PSC	Public Service Commission
SIDS	Small Island Developing States
SMA	Special Management Areas
SDG	Sustainable Development Goals
SOPs	Standard of Procedures
TERM+	Tonga Energy Road Map
TSDF	Tonga Strategic Development Framework
TTPF	Tonga Trade Policy Framework
UNDP	United Nations Development Programme
VNR	Voluntary National Review
WEGET	Women Empowerment Gender Equality Tonga

FOREWORD FROM THE PRIME MINISTER

As we move forward, the Government of Tonga is committed to enhancing the well-being and prosperity of our citizens by aligning our efforts with the new Government Priority Agendas. These priorities are centered on three core pillars: National Resilience, Social Sector Development, and Economic and Public Sector Development.

In the face of global challenges, we must remain steadfast in our resolve to build a resilient nation. We focus on critical areas such as climate and disaster resilience to protect our environment and infrastructure, and combat the growing threats posed by illicit drugs. Our efforts will also ensure that the most vulnerable members of society, including marginalized groups, receive the protection and support they need.

Equally important is our commitment to providing quality education and affordable healthcare, essential foundations for a healthier, more educated population. We will invest in our people and equip them with the tools they need to thrive. By harnessing the full potential of our economy, redirecting resources to more impactful projects, we aim to foster sustainable growth while increasing the efficiency of the public sector, ensuring that every resource is used effectively to benefit all citizens.

This Corporate Plan outlines our commitment to these priorities, providing a clear framework for action and delivering tangible outcomes for the people of Tonga. Through collective effort and determination, we will create a more resilient, inclusive, and prosperous future for our nation.

Sincerely

PRIME MINISTER OF TONGA

.....

Hon. Dr. 'Aisake Valu Eke
Prime Minister

MESSAGE FROM THE CHIEF SECRETARY AND SECRETARY TO CABINET

The Prime Minister's Office (PMO) plays a crucial role in supporting the Honorable Prime Minister and His Majesty's Cabinet in providing effective and efficient leadership for the Government of Tonga. It is responsible for overseeing and monitoring the development and implementation of government policies. This Corporate Plan reflects the Government's core priorities, focusing on good governance, transparency, public accountability, rapid and sound decision-making, and ensuring the effective delivery of services to the people of Tonga.

In line with these priorities, the plan emphasizes reviewing the PMO structure and functions—to fulfill its vital role as the central hub of the Government. This will enable the Prime Minister and Cabinet to receive high-quality executive advice and support.

The Prime Minister's Office is structured around six (6) key departments, including the Governors and Government Representatives Offices, each tasked with achieving specific outputs that contribute directly to the nation's expected outcomes. The activities of each department are outlined in this Corporate Plan, providing a clear understanding of their functions, as well as the connections and synergies between the PMO and other government ministries.

This Corporate Plan also focuses on the need to realign the public service to support the achievement of the national vision, mission, and priorities. It underscores the importance of strengthening good governance and accountability to the public, ensuring the government meets the expectations placed upon it.

As the office of the Head of Government, the Prime Minister's Office has developed this Corporate Plan for the next three (3) years to clearly outline its contribution to achieving the national goals articulated in the Tonga Strategic Development Framework (TSDF) II and the Government's Priority Agenda. This plan details the objectives, outputs, activities, and implementation strategies that will guide the PMO's efforts toward these goals.

Respectfully

Paula Pouvalu Macu
Chief Secretary and Secretary to Cabinet

CHIEF SECRETARY & SECRETARY TO CABINET
KINGDOM OF TONGA

1. PMO CORPORATE PLAN EXECUTIVE SUMMARY

1.1 Mandate

The Prime Minister's Office supports the Prime Minister in his key roles as mandated by the Constitution and laws to identify the following key elements:

- Head of Government and Chair of Cabinet;
- Lead Speaker of Government to Legislative Assembly;
- Prime Minister shall regularly and as required, report to His Majesty, The King upon matters that have arisen with the government and upon the state of the country;
- Administration of any departments and any government properties;
- Keeper of the Great Seal and;
- Custodian of all State documents.

In addition to the key elements stated above, the Prime Minister's Office is also responsible to the administration of the Cabinet, as well. As it stands now, the current organizational structure reflects on these mandates, which is further exemplified through both external and internal outputs of each division. The key Legislation, Policy Decisions & Plans:

- Constitution
- Government Act
- Legislative Assembly Act
- Official Secrets Act
- District & Town Officers Act
- Emergency Powers Act
- Evacuation Act
- Fonos Act
- Public Holidays Act
- Diplomatic Relations Act
- Public Service Act 2010
- Public Finance Management Act 2002
- Public Audit Act 2007

The PMO Visions and Missions are as follows;

Vision:

"To lead and govern with integrity, ensuring a just, equitable, and progressive society that meets the critical needs of the people of Tonga. We strive to create an environment where all citizens can enjoy good health, quality education, peace, security, harmony, and prosperity, while fulfilling their aspirations for a better life."

Mission:

"To promote good governance by providing high-quality advice and services to the Prime Minister, Cabinet, and the Nation. We are dedicated to supporting the development, coordination, and effective implementation of policies that drive national progress and meet the needs of the people efficiently and responsibly."

1.2 Stakeholders

The Prime Minister's Office engages with a wide range of stakeholders, each with diverse and multifaceted roles. A summary of these stakeholders is provided in the following table. Understanding the needs and relationships of these stakeholders is crucial to the foundation of this plan. Stakeholder needs directly influence the identification of outputs, associated reforms, and their categorization into programs and sub-programs/divisions, which in turn justifies the necessary budget allocations. Effective service delivery to customer-stakeholders, procurement of goods and services from supplier-stakeholders, collaboration with partner-stakeholders, and compliance with regulations set by oversight-stakeholders are all key considerations in the development of the Corporate Plan

Table 1: PMO Stakeholders and Their Relationships

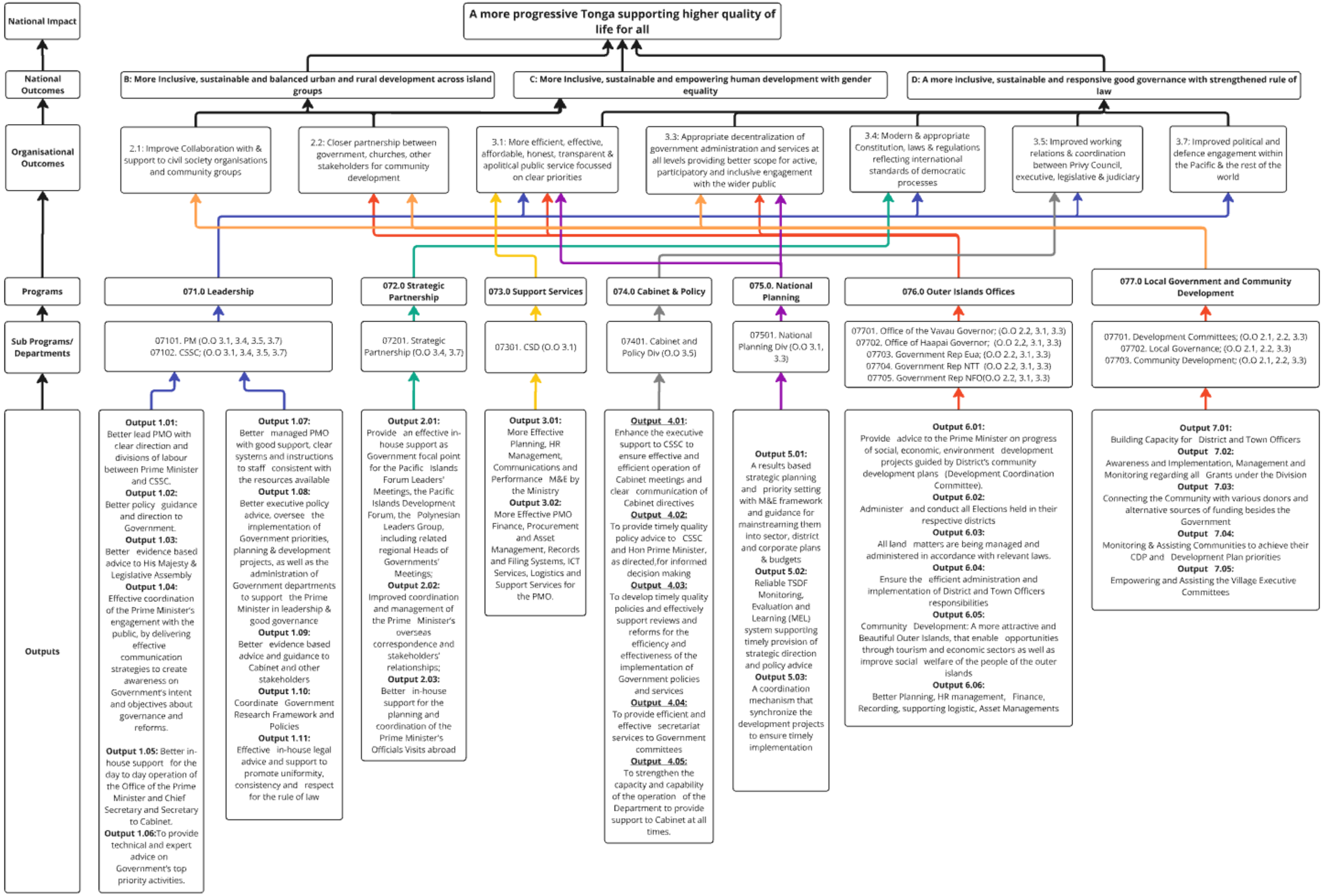
Stakeholder	Customer of PMO	Supplier to PMO	Partner with PMO	Oversight of PMO
Cabinet	X	X	X	X
LA	X	X		
MDAs	X	X	X	X
Public Enterprises	X	X	X	
Businesses	X	X	X	
NGO, CSO	X		X	
General Public	X	X	X	X
Development Partners	X		X	
Leaders Meetings	X			X

1.3 Result Map

The Ministry's Results Map illustrates the levels within the results chain and emphasizes its link to the Tonga Strategic Development Framework (TSDF). It delineates internal outputs that facilitate the Ministry's activities and the provision of external outputs, with the Prime Minister's Office (PMO) playing a vital role in aligning these activities with organizational objectives. This alignment is informed by the Ministry's mandate as outlined in the Constitution, the Government Act, applicable legislation, and international conventions, all contributing to the vision of "A more progressive Tonga, supporting a higher quality of life for all."

The Ministry's mandate also defines the scope of its programs, organizing outputs to effectively support both organizational and national outcomes. The PMO's seven programs align with all seven organizational outcomes, including cross-cutting initiatives such as the leadership program. The Results Map serves as an essential reference for corporate planning and budget development, ensuring alignment with the Ministry's objectives and national goals.

Figure 1: **Prime Minister's Office Result Map**



1.4 TSDF/SDGs/Regional Frameworks

1.4.1 TSDF/SDG Impacts and Outcomes, GPA, Sector Plans, Regional & Community Development Supported by MDA Outputs

To align with the national impact and outcomes, the Prime Minister's Office has identified key outputs that will lead, drive, and guide its core responsibilities. These outputs aim to achieve the organization's vision and mission while contributing to the relevant TSDF II organizational outcomes.

As derived from the TSDF II 2015-2025 the Prime Minister's Office contributes to 3 major National Outcomes as follows:

National Outcomes B: More inclusive, sustainable and balance urban and rural development across islands groups

National Outcomes C**:** More Inclusive, sustainable and empowering human development with gender equality

National Outcomes D: More Inclusive, sustainable and responsive good governance with strengthened rule of law

The table below demonstrates how the PMO outputs are relevant to achieving of the seven (7) TSDF Organisational Outcomes and the priority area in the GPA, that PMO has significant contributions to;

TSDF Organizational Outcomes	Government Priority Agenda	Relevant PMO Outputs
2.1: Improve Collaboration with & support to civil society organisations and community groups	GPA 7: The emphasis of this GPA is to improve quality and productivity of the public sector, through capacity building, organizational review, public sector reform which is intrinsically linked to our strategy as an ongoing dedication towards managing fiscal stance including enhancing revenue collection, prudence expenditure and debt management to ensure overall fiscal stability.	Output 7.01 – 7.05
2.2 Closer partnership between government, churches, other stakeholders for community development		Output 6.01 – 6.05 Output 7.01 – 7.05
3.1 More efficient, effectiveness, affordable, honest, transparent & apolitical public service focussed on clear priorities		Output 1.01 – 1.11 Output 3.01-3.02 Output 5.01- 5.03 Output 6.06
3.3 Appropriate decentralization of government administration and services at all levels providing better scope for active, participatory and inclusive engagements with the wider public.		Output 5.01- 5.03 Output 6.01 – 6.05
3.4 Modern & appropriate Constitution, laws & regulation reflecting international standards of democratic processes.		Output 1.01 – 1.07 Output 2.01-2.03
3.5 Improved working relations & coordination between Privy Council, Executive and Legislative and Judiciary		Output 1.01 – 1.07 Output 4.01 – 4.03
3.7 Improved political and defence engagement, within the Pacific & the rest of the world		Output 1.01 – 1.08 Output 2.01-2.03

The Prime Minister's Office outputs focus on overall policy direction, national leadership, and governance. Regarding the Government Priority Agenda, during the Medium Term Budget Framework (MTBF) FY2025/26 – FY2027/28, the Prime Minister's Office will closely monitor its implementation in conjunction with the progress of corporate plan outputs. There will be strong collaboration with the Ministry of Finance and relevant ministries to ensure that government policies and priorities are effectively implemented and monitored.

The outputs from the Prime Minister's Office are relevant to all Sustainable Development Goals (SDGs), but particularly to Goal #17 – "Partnerships for the Goals." Details of the outputs and their connection to specific SDG indicators will be presented in Section 3. This table will illustrate the SDG indicators and the corresponding outputs.

SDG Targets	SDG Indicators	Relevant PMO Outputs
17.15	17.15.1	Output 1.07 Activity 1 Output 4.02 Activity 5 Output 2.01 Activity 7 Output 2.02 Activity 9 Output 5.01 Activities 2-7 Output 5.03 Activities 1-3
17.16	17.16.1	Output 5.01 Activity 1 Output 5.02 Activities 1 - 2
17.18	17.18.1	Output 5.01 Activity 1 Output 5.02 Activity 1 - 2
1.4	1.4.1	Output 6.03 Activity 1
9.a, 9.c	9.a.1, 9.c.1	Output 6.01 – 6.05

2. PMO OVERVIEW

2.1 Ministry Outputs Grouped into Divisions/Subprograms and Programs

The outputs, and their grouping into Departments (sub-programs) and programs, as identified by the above analysis, are listed below (the numbering follows the budget coding, with the last number referring to the output):

Programs	Outputs	Activities	Department
Program 1: Leadership (Office of the Prime Ministers)	**Output 1.01:** Better lead PMO with clear direction and divisions of labour between Prime Minister and CSSC.	1. Meeting with CSSC 2. Meeting with PMO staff 3. Approved of PMO CP and Budget	**Leadership Department – Office of the Prime Minister**
	Output 1.02: Better policy guidance and direction to Government.	1. Policy directions to PSC 2. Policy proposal to Cabinet 3. Policy directions to MDAs	**Leadership Department – Office of the Prime Minister**
	Output 1.03: Better evidence based advice to His Majesty & Legislative Assembly	1. Submit of Update Reports to His Majesty 2. Submit of Annual Report to LA 3. Present of PMO CP and Budget to LA 4. Recommend to HM the King the Appointment/Revocation of Cabinet Minister and Governors for Vava'u and Ha'apai	**Leadership Department – Office of the Prime Minister**

	Output 1.04: Effective coordination of the Prime Minister's engagement with the public, by delivering effective communication strategies to create awareness on Government's intent and objectives about governance and reforms.	1. Hon. Prime Minister's weekly TV and Radio Program. 2. Hon. Prime Minister's Press Conference and live programs 3. Hon. Prime Minister's Press Releases 4. Build the staffing capacity of the Media Unit	**Leadership Department – Leadership Support**
	Output 1.05: Better in-house support for the day to day operation of the Office of the Prime Minister and Chief Secretary and Secretary to Cabinet.	1. Provide policy advise and briefing to PM and CSSC, when required. 2. Action and Conveying of PM's and CSSC's directions 3. Planning, Monitoring and Facilitating of PM and CSSC's local engagements and meetings. 4. Managing of PM and CSSC's files and records 5. Liaise with MDAs and relevant stakeholders on matters as required by the PM and CSSC	**Leadership Department – Leadership Support**
	Output 1.06: To provide technical and expert advice on Government's top priority activities.	1. Provide strategic high level executive policy advice and analysis to the Hon Prime Minister and Cabinet on International Development Communications and Policy 2. Provide high level strategic advice and support on a wide range of ministerial and public issues as required	**Leadership Department – Technical Advisors**
Program 1 – Leadership (Office of the Chief Secretary & Secretary to Cabinet)	**Output 1.07:** Better managed PMO with good support, clear systems and instructions to staff consistent with the resources available	1. CSSC PDP submitted to PSC 2. CSSC Biannual Report endorsed and submitted to PSC 3. CSSC performance assessment endorsed by PM and submit to PSC 4. Endorse the PMO Corporate Plans, Budget and Annual Report.	**Leadership Department - Office of the CSSC**
	Output 1.08: Better executive policy advice, oversee the implementation of Government priorities, planning & development projects, as well as the administration of Government departments to support the Prime Minister in leadership & good governance	1. Regular briefing of the Prime Minister on Policy matters, Government priorities and implementation status. 2. Member of Cabinet Sub-Committees 3. Member of other Government Committees 4. Promote Leadership and Good Governance 5. Inform or briefing the public of significant Government events or directly relate to their livelihoods. 6. Effectively responded to public enquiries and request for information regarding the Government.	**Leadership Department - Office of the CSSC**
	Output 1.09: Better evidence based advice and guidance to Cabinet and other stakeholders	1. Regular briefing and evidence based advise to Cabinet and stakeholders and implementing Cabinet Decisions and directives	**Leadership Department - Office of the CSSC**

	Output 1.10: Coordinate Government Research Framework and Policies	1. Facilitate/coordinate all Government Research enquiries and requests in the Line Ministries/Agencies, to support the issuance of Government Research Permit by the Chief Secretary and Secretary to Cabinet, on behalf of Government	**Leadership Department - Office of the CSSC**
	Output 1.11: Effective in-house legal advice and support to promote uniformity, consistency and respect for the rule of law	1. Provide legal briefs and advice on any issues as directed by the Prime Minister and CSSC. 2. Prepare and review contracts, agreements, audit reports and other legal documents. 3. Liaise with the Attorney General's Office on all matters related to the Office as directed by the Prime Minister. 4. Provide Secretarial work to the Public Service Tribunal. 5. Conducting policy review and analysis, as directed 6. Prepare Cabinet reports and submissions, as directed.	**Leadership Department - Legal**
Program 2 – Strategic Partnership	**Output 2.01:** Provide an effective in-house support as Government focal point for the Pacific Islands Forum Leaders' Meetings, the Pacific Islands Development Forum, the Polynesian Leaders Group, including related regional Heads of Governments' Meetings;	1. Facilitate the role of the Government's regional coordinator and focal point for all Pacific Leaders' Meetings and supporting the CSSC in Senior Officials Meetings; 2. Record and brief CSSC/PM on regional agenda, to confirm Government position, and where required, coordinate follow-ups and policy advice from MDAs; 3. Conduct working group meetings for Leaders' Summitry preparations; 4. Liaise with host organizations, in collaboration with the Ministry of Foreign Affairs; 5. Monitor/Manage communications from regional organizations; 6. Monitor the development of regional issues and relationships with forum dialogue partners; 7. Coordinate annual in-country regional policy consultations and country submissions; 8. Monitor membership contributions and obligations;	**Strategic Partnership Department**
	Output 2.02: Improved coordination and management of the Prime Minister's overseas correspondence and stakeholders' relationships;	1. Draft responses to the Prime Minister's correspondences from overseas counterparts; 2. Coordinate with the Ministry of Foreign Affairs the conveyance of the Prime Minister's letters, through the diplomatic channel; 3. Draft the PM's National Day/ Sympathy /Congratulatory messages; 4. Draft Speeches/Statements for the Prime Minister's overseas functions;	**Strategic Partnership Department**

		5. Cultivate and monitor the Hon. PM's relationship with overseas stakeholders, ensuring reciprocity and responsiveness to communications; 6. Develop databases to record/update the contacts of the Prime Minister and overseas counterparts; 7. Review documents, providing policy advice, where directed; 8. Closely liaise with the Ministry of Foreign Affairs by facilitating requirements at both ends, for the timely delivery/action of requests to/from overseas Governments; 9. Support the Chief Secretary and Secretary to Cabinet in the High-Level Dialogues and Bilateral with Development partners	
	Output 2.03: Better in-house support for the planning and coordination of the Prime Minister's Officials Visits abroad	<u>*Official Visits Abroad*</u> 1. Coordinate with host organizations/ governments the requirements for *administrative arrangements and protocols* for delegation participation/ representation; 2. Register and prepare *Delegation Accreditation process*; 3. Liaise with the Ministry of Foreign Affairs on the extension of appropriate diplomatic protocol and airport courtesies by preparing *Visitor Ceremonials Office applications*; *4.* Conduct background-check of people, places, issues and agenda for compiling the *PM's Delegation Visit Program* 5. Coordinate with CSD/Leadership Divisions the *Travel/Participation* requirements for the delegation (logistics, program, protocols and meeting papers); 6. Prepare *briefing/talking points* for the Chief Secretary and Secretary to Cabinet's review; 7. Draft *Travel Submission*/ *Travel Report* for Cabinet endorsement on the PM's overseas meetings; <u>*Hosting/ Visits from Abroad*</u> 8. Liaise with the Ministry of Foreign Affairs on invitations from overseas Governments to conduct high-level Official Visit; 9. Where directed, collaborate with the Ministry of Foreign Affairs and MDAs on preparation of visits of Heads of Governments and hosting of Leaders' Meetings; 10. Prime Minister's Appreciation Ceremony for departing Resident Heads of Diplomatic Mission, completing posting; 11. Coordinate the ceremony for Prime Minister's signing and handover ceremony of assistance to the Government of Tonga, from development partners;	**Strategic Partnership Department**

Program 3 – Corporate Services	**Output 3.01:** More Effective Planning, HR Management, Communications and Performance M&E by the Ministry	**PLANNING AND REPORTING** ***Strategic Planning and Development*** 1. Coordinate and facilitate the development and implementation of the Corporate plan and Annual Management plan ***Performance Monitoring and Evaluation*** 2. Timely and Quality Monitoring and Evaluation Reports of the Corporate Plan and Annual Management Plan activities submitted to NPD 3. Evaluating the effectiveness of programs and initiatives to the PMO strategic objectives. ***Reporting*** 4. Timely and Quality Annual and Biannual Reports submitted **HUMAN RESOURCE UNIT** ***Staff Recruitment and Selection*** 1. Facilitate all recruitments of the PMO ***Employee Development and Training*** 2. Capacity Development Plan developed and implemented (Training Needs Assessment, Capacity Building, Leadership Development and Professional Development) ***Employee Relations and Engagement*** 3. Monitor Staff attendance and leave plan. 4. Collaboration with PSC on all staffing matters 5. Organising and conveying the Prime Minister's Letter of Condolences at Government funerals ***Performance Management System*** 6. Conduct of Annual Job Description and Structure review 7. Implementation of the Performance Management System for PMO Staff ***HR Policies and Procedures*** 8. Process Mapping of Standard Operating Procedures (SOPs**)** ***HR Data Management and Reporting*** 9. Developing a HR Information System (HRIS) for maintaining and updating of employee data. 10. Prepare regular HR reports for senior management for decision-making	**Corporate Services Department**

	Output 3.02: More Effective PMO Finance, Procurement and Asset Management, Records and Filing Systems, ICT Services, Logistics and Support Services for the PMO.	**ACCOUNTS** ***Budget Preparation and Management*** 1. Coordinate, Compile and submit the Annual Budget of the PMO in collaboration with HODs. 2. Monitor of PMO Budget and Prepare relevant reports for both Planning and Budget ***Expenditure and Revenue*** 3. Processing of all PMO expenditures in compliance with relevant regulations and policies. 4. Collecting of all PMO revenues in compliance with relevant procedures. ***Financial Reporting and Analysis*** 5. Prepare internal reports to track PMO financial performance, for PM, CSSC and HODs for decision-making 6. Prepare accurate and timely annual financial reports for PMO audits and annual reports ***Auditing and Compliance*** 7. Conduct internal audits to ensure that financial operations within the PMO comply with relevant regulations and policies 8. Facilitating the external audit process, collaborating with auditors, and ensuring that any recommendations or corrective actions resulting from audits are implemented. ***Financial Controls and Governance*** 9. Implementing and maintaining strong financial controls, to prevent fraud, errors and mismanagement of public funds (PMO Finance Manual) 10. Ensuring that all financial activities adhere to relevant financial regulation and policies. ***Procurement Management*** 11. Develop and Implement the Annual Procurement Plan of the PMO in compliance with policy ***Cash flow Management*** 12. Monthly Financial Forecast developed and submitted to MoF ***Resource Allocation and Cost Management*** 13. Ensure that financial resources are allocated efficiently and effectively across various projects and activities as outlined in the PMO CP 14. Monitoring and controlling costs across PMO departments to ensure expenditures stay within the approved budget and that value for money is achieved. ***Asset Management*** 15. Annual Asset Report is developed, updated and submit to MoF 16. Ensure assets are properly utilized, maintained and disposed of in accordance with established regulations and policies. 17. Improve the management of the Fa'onelua Convention Center.	**Corporate Services Department**

Program 4: Cabinet & Policy	**Output 4.01:** Enhance the executive support to CSSC to ensure effective and efficient operation of Cabinet meetings and clear communication of Cabinet directives	1. Improve understanding and adherence to the decision making procedures and processes of Cabinet 2. Provide efficient and effective secretarial services to Cabinet at all times and Cabinet committees when required 3. Effectively and efficiently facilitate Cabinet meetings in accordance with approved procedures 4. Develop and maintain an overall database to record and monitor all information related to Cabinet meetings 5. Establish and maintain a clear communication strategy between Cabinet Office and all Government Ministries to communicate Cabinet directives and decisions 6. Review processes and procedures for the efficiency and effectiveness of meetings	**Cabinet and Policy Department**
	Output 4.02: To provide timely quality policy advice to CSSC and Hon Prime Minister, as directed, for informed decision making	1. Provide accurate, complete and timely policy advice on any matter as required. 2. Prepare accurate, complete and timely Cabinet submissions to CSSC and Hon Prime Minister, as directed 3. Develop and maintain policy databases on major Government initiatives as approved by Cabinet 4. Provide complete and timely policy information on Government priority initiatives as approved by Cabinet 5. Establish an effective and efficient communication strategy with Government Ministries to update on major policy initiatives	**Cabinet and Policy Department**
	Output 4.03: To develop timely quality policies and effectively support reviews and reforms for the efficiency and effectiveness of the implementation of Government policies and services	1. Provide research and development on policy priority areas and report on policy options and/or recommendations 2. Participate in reviews and reform initiatives of Government 3. Provide secretariat support for and on behalf of CSSC in Cabinet Committees 4. Monitor and report on policy implementation in collaboration with relevant stakeholders	**Cabinet and Policy Department**
	Output 4.04: To provide efficient and effective secretariat services to Government committees	1. Provide secretariat services in accordance with approved procedures to Public Service Tribunal and Illicit Drugs Steering Committee, and other committees that maybe directed 2. Administer committee decisions in accordance with regulations and policies	**Cabinet and Policy Department**
	Output 4.05: To strengthen the capacity and capability of the operation of the Department to provide support to Cabinet at all times.	1. Record and advise on Cabinet Minister's appointments, conditions and entitlements, conduct and public duty 2. Increase staff capacity and capability and provide appropriate training 3. Upgrade and establish electronic databases and archives for maintaining and preserving Cabinet records	**Cabinet and Policy Department**

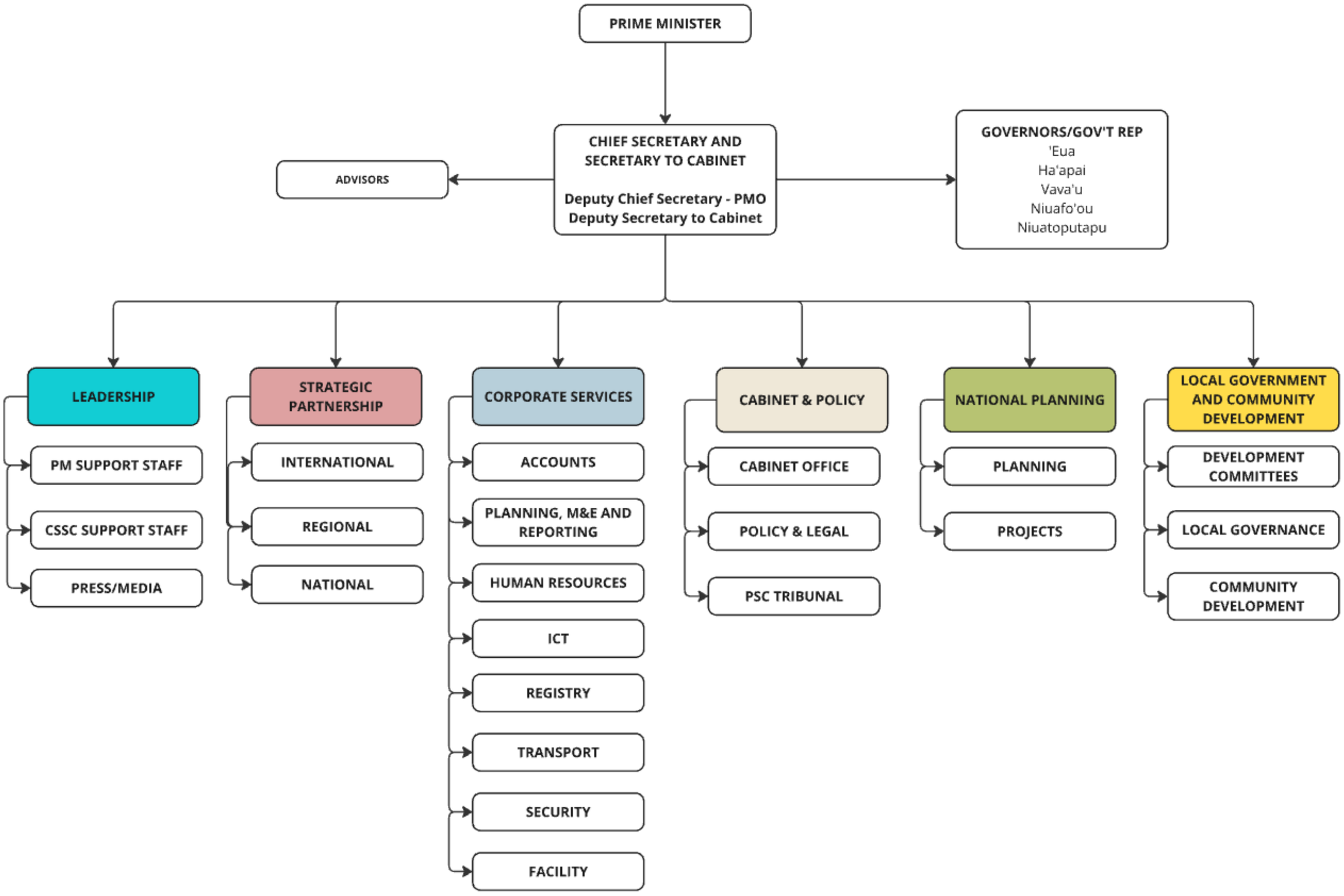
		4. Ensure that all technological equipment and support systems are fully functional at all times for Cabinet operation 5. Advance the use of technology to modernise processes and procedures for Cabinet business	
Program 5: National Planning	**Output 5.01:** A results based strategic planning and priority setting with M&E framework and guidance for mainstreaming them into sector, district and corporate plans & budgets	1. Develop, launch and raising awareness of new TSDF 2. Initiate priorities based on TSDF III for the development and monitoring of Government Priority Agenda 3. Alignment of the Government Priorities, budget & Corporate Plan structure to TSDF 4. Support the integration and monitoring of national Asset Management Plan (AMP) framework into corporate planning processes, in coordination with the MOF, to improve data-driven infrastructure investment, maintenance, and service delivery across government. 5. Collaborate with UNDP Gov4Res (TWG) to strengthen capacity and integrate risk-informed development through the budget tagging and sub-national planning processes. 6. Mainstreaming sector plans/policies priorities output and activities into CP and M&E processes. 7. Efficient administrative coordination of Taskforce and Technical working groups and integration of the TSDF to other relevant committees 8. Proactively engaged in mainstreaming overseas development assistance (ODA) program to TSDF III and national planning processes. 9. Conduct and report on 2026 Annual Planners Forum. 10. Monitor, Evaluate and report to the Island Development Committees on the implementation of the five-year integrated plan for all island groups including the reconciliation of community development plans (CDP), and constituency report. 11. Coordinate the development of Tonga's 2nd VNR report.	**National Planning Department**
	Output 5.02: Reliable TSDF Monitoring, Evaluation and Learning (MEL) system supporting timely provision of strategic direction and policy advice	1. Effective coordination with Tonga Bureau of Statistics (ESCAP) and primary data sources ensuring TSDF/SDG KPIs through a. the reality check process b. National Indicator guideline (setting MDA's targets & indicators) 2. Improve the National Monitoring System (NMS) 3. Prepare Annual TSDF MEL report	**National Planning Department**

	Output 5.03: A coordination mechanism that synchronize the development projects to ensure timely implementation	1. Prepare an annual report on the progress of implementation of National Infrastructure Investment Plan 3 (NIIP 3) and HTHH Recovery Plan priorities 2. NIIP Technical Advisory Committee quarterly meetings	**National Planning Department**
	Output 5.04: A well-drafted and endorsed NPD Act that provides a clear legal mandate, roles, and functions for national planning and coordination.	1. Initiation & Preparation 2. Drafting & Consultation.	**National Planning Department**
Program 6: Outer Islands	**Output 6.01:** Provide advice to the Prime Minister on progress of social, economic, environment development projects guided by District's community development plans (Development Coordination Committee).	1. To work in unison with the elected Parliamentarians to discuss and agree with the Prime Minister, Minister of Finance and Cabinet on certain budget allocations for the development of each districts 2. To formulate policy in consultation with the Local Governance Division and provide advice, reports and recommendation to the Prime Minister, and the districts' Development Coordination Committee on matters pertaining to the social, economic, environment and political development of the people of each districts 3. Close collaboration with the Local Governance Division to advise and coordinate the activities of the Government Ministries and Departments in accordance with the development objectives set by each respective districts' Development Coordination Committee and approved by the Government. 4. To provide secretariat and support services for the District's Development Coordination committee, and other Committees in collaboration with the Local Governance Division.	**Governors/ Government Representative Office**
	Output 6.02: Administer and conduct all Elections held in their respective districts	1. To administer and conduct the Elections in their respective districts.	**Governors/ Government Representative Office**
	Output 6.03: All land matters are being managed and administered in accordance with relevant laws.	1. To manage and administer all land matters in compliance with the law, including the collection of rentals and fees, in consultation with the Hon. Minister for Lands Survey and Natural Resources.	**Governors/ Government Representative Office**
	Output 6.04: Ensure the efficient administration and	1. To hold a monthly meetings and workshops with the District and Town Officers in collaboration with the Local Governance Division	**Governors/ Government Representative Office**

	implementation of District and Town Officers responsibilities	2. Close collaboration with the Local Governance Division to implement the Districts Development Plan.	
	Output 6.05: Community Development: A more attractive and Beautiful Outer Islands, that enable opportunities through tourism and economic sectors as well as improve social welfare of the people of the outer islands	1. Develop and closely working relationship with relevant stakeholders in implementing beautification and waste disposal activities. 2. Secure funding support for beautification of their respective districts	**Governors/ Government Representative Office**
	Output 6.06: Better Planning, HR management, Finance, Recording, supporting logistic, Asset Managements and Communication of the Governor's/ Government Representative Office.	1. Design of the Governors'/Government Representatives' Office CP and Budget in collaboration with PMO team 2. Wisely manage of the Budget in accordance with relevant laws and regulations 3. Close collaboration with PMO team on all HR matters 4. To manage and maintain government quarters and residences 5. To organize and facilitate the visits by the Hon. Prime Minister, Hon. Minister of the Crown, Members of the Legislative Assembly, and Members of the Diplomatic Corps, Government officials and VIP guests.	**Governors/ Government Representative Office**
Program 7: Local Government and Community Development	**Output 7.01:** Building Capacity for District and Town Officers	1. Consultation to establish a Job Description for District & Town Officers, and review the qualifications for candidates. 2. Consultation to update the District & Town Officers Term of Reference, Internal Policies and Legislation. 3. Collaborate with relevant line Ministries in bringing awareness to District and Town Officers regarding their various responsibilities mandated by their various legislation, and the relevant information (taxes, regulations, government processes etc.) they need to operate in their positions. 4. Training for District & Town Officers on Leadership & Governance.	**Local Government and Community Development Department**
	Output 7.02: Awareness and Implementation, Management and Monitoring regarding all Grants under the Division	1. Training and Awareness programs to all District & Town Officers regarding all relevant Grants available for Community Development project proposals (Proposal/letter writing. Acquittal Report, etc.), including process of applying for assistance from the Island Development Committees. 2. Training and Awareness programs to all NGOs regarding the Grant to Charitable Organizations	**Local Government and Community Development Department**

		3. Awareness and Annual Reminders Program for all Constituency Office Secretaries in Tongatapu regarding the Development Committee Fund allocated to Tongatapu, including Acquittals. 4. Annual Awareness Program with all members of the Domestic Transport Shipping Industry regarding the Sea Transport Subsidy Fund. 5. Management and Monitoring of all Grants under the Division's responsibility that has been approved for assistance	
	Output 7.03: Connecting the Community with various donors and alternative sources of funding besides the Government	1. Training and Awareness for District and Town Officers and their respective Village Committees, regarding proposal writings for Community Development projects, to available donors outside of the Tongan Government. 2. Assist the Diplomatic Corps and other possible donors and sources of fund for Community Development in bringing awareness to the District and Town Officers and the communities. 3. Assist the Village Committees in building the connection with their village counterparts in the diaspora and across the globe	**Local Government and Community Development Department**
	Output 7.04: Monitoring & Assisting Communities to achieve their CDP and Development Plan priorities	1. Collaborate with relevant stakeholders to assist the remaining Urban village Communities (not included in the rural CDPs) in establishing a Village/Community Development Plan. 2. Gather Information quarterly from Village Committees, District, and Town Officers (included in the CDP) regarding the status of their CDP Priorities. 3. Assist Village Committees, District, and Town Officers (included in the CDP) in seeking funding for the achievement of their respective CDP priorities	**Local Government and Community Development Department**
	Output 7.05: Empowering and Assisting the Village Executive Committees	1. Consultation with District and Town Officers on the Drafting of a Village Committee Bill 2. Training for Village Committee Members on how to successfully operate a Village Committee, and for them to train future members 3. Collaborate with relevant line Ministries that are in charge of various sub-committees to the Village Executive Committee, mandated by their respective legislations to empower these committees at the village level.	**Local Government and Community Development Department**

2.2 PMO Organizational Structure



2.3 Summary of PMO Planned Major Reforms

Based on the outputs and their associated key performance indicators (KPIs), PMO conducts an annual analysis to identify performance gaps, diagnose their causes and consequences, and explore potential solutions. These solutions then inform the review and updating of the Ministry's reform program. Notable reforms include the following:

- ***Gaps and Challenges***
  During the 2024-2025 financial year, a review and restructuring of the Prime Minister's Office identified several gaps and challenges, including
  - ***Specialized Roles and Functions:*** Highly classified roles require specialized, qualified personnel to provide impartial advice and make sound judgments.
  - ***Senior Management Shortage***: There is a lack of senior-level management to support the CSSC in delivering outputs and providing high-level policy advice.
  - ***Insufficient Staffing Capacity in Planning, Reporting, Monitoring, Evaluation, and Performance Analysis:*** The Prime Minister's Office (PMO) faces a critical need for dedicated staff in its Planning and Reporting Unit. These positions are essential to support comprehensive planning, streamline reporting processes, and ensure compliance with annual and biannual reports requirements. Additionally, it will enhance monitoring and evaluation efforts, provide data-driven analysis, and offer strategic recommendations. This role will also ensure that PMO plans are aligned with government priorities, while improving operational efficiency and alleviating the workload of existing staff.
  - ***Staffing Delays:*** Delays in fulfilling PMO roles are worsened by staff shortage.
  - ***Fragmented Government Information:*** Information is scattered, lacking centralized control or monitoring to ensure integrity.
  - ***Timeliness of Public Information***: The delayed release of information underscores the urgent need for closer collaboration within the PMO to put in place strategies to ensure timely, accurate public communication.
  - ***Audit, Non-Compliance and Administration Issues***: To enhance PMO compliance, it is essential to recruit new staff, specifically an internal auditor and procurement officers, in accordance with the Procurement Regulation. We also see a valuable opportunity to strengthen our Government Representative Offices in the Niuas and 'Eua by appointing Senior Positions, such as Assistant Secretaries. By doing so, we can improve internal controls, reduce risks, and foster greater compliance. This initiative will also promote transparency and accountability while effectively addressing audit findings and any non-compliance issues.
  - As a result, the Prime Minister's Office will be introducing the following New Initiatives as listed below
    1. ***Establishing a Planning and Reporting Unit:*** This unit will be under the CSD to support the PMO planning, reporting and monitoring and evaluation of PMO performance.
    2. ***Proposed Critical Positions:*** Section 2.5 list the critical positions required to address the gaps and challenges stated above.
- ***Transfer of the Local Government Department***: The Local Government Department was approved by Cabinet to be transferred to the Ministry of Internal Affairs as per Cabinet Decision No. 17, dated February 2025. However, in this financial year the Local Government Department's budget is still with the Prime Minister's Office, while work to change the legislation is under way.

- ***Transfer of the Digital Transformation Department***: The DTD along with its budget, is being transferred to the Ministry of MEIDECC pursuant to Cabinet Decision No. 85, dated February 21, 2025, and will be effective from July 1, 2025.
- ***Transfer of the Security Intelligence Unit:*** The Security Intelligence Unit is being transferred to the Ministry of Police as per Cabinet Decision No. 58, dated 14 February 2025 and was effective on the date of the decision.
- ***Transfer of the Tapanekale Affordable Housing project:*** The Tapanekale Affordable Housing project is being transferred to the Ministry of Infrastructure.

2.4 Reasons for Major Changes in Recurrent Budget Allocations

There have been major changes to the recurrent budget allocations this financial year due to prioritization of activities and restructuring of government ministries in line with new government priorities. As a result, there has been a significant decrease in the PMO's recurrent budget for the following reasons:

i. <u>One-Off Payments</u>

The budget allocated for hosting the Pacific Island Forum Leaders Meeting has been removed from the PMO budget for this financial year.

ii. <u>Government Restructure and Transfers</u>

Cabinet has approved the transfers of several departments along with their budgets, the Digital Transformation Department will transfer to MEIDECC, and the Security Intelligence Unit has been relocated to the Ministry of Police. The Tapanekale Affordable Housing project has been transferred from National Planning Department to the Ministry of Infrastructure.

i. <u>Expenditure Control Measures</u>

Government-wide fiscal measures to streamline operational expenses, including catering, overtime, and overseas travel, along with improved asset management and stringent monitoring of after-hours government vehicle usage, have resulted in a reduction of the PMO budget.

ii. <u>Centralized Votes</u>

Most of the PMO Operational Votes are centralized under the CSD for better management and monitoring of expenditures.

iii. <u>Daily Paid Position to Permanent</u>

Most of the daily paid positions are to be converted to permanent positions in this financial year.

iv. <u>Community Development Votes – Outer Islands</u>

To remove the Community Development Votes from the Outer Islands' budget, and for all community development projects to request funding from the existing funding under the Local Government.

v. <u>New Critical Positions</u>

Request for new critical positions to address the PMO reforms in section 2.4, Establishment of the Monitoring, Evaluation and Learning (MEL) position in collaboration with UNDP

vi. <u>Developing of the New TSDF III</u>

Completion of TSDF II and commencement of TSDF III

2.5 Critical Positions

The Prime Minister's Office has assessed and reviewed its organizational structure and core roles. They have identified the need to strengthen the capacity of both the main office and the outer island offices, such as the Government Representative Offices. This enhancement is essential to support the implementation of crucial projects and to address the gaps and challenges that have been identified.

The critical positions are as follows.

Division	Number Of Staff Proposal Requests	Requested Positions
Strategic Partnership	3	• Principal Assistant Secretary x1 • Assistant Principal Registry Officer x1 • Senior Executive Officer x1
Corporate Services	7	• Senior Accounting Officer (x1) • Procurement Officer • Internal Auditor(x1) • Principal Assistant Secretary x1 • Senior Planning and Reporting x1 • Assistant Secretary x1 • Assistant Secretary – Registry
Local Government & Community Development	11	***District and Town Officers Unit*** • Assistant Secretary • Vava'u Daily Paid Officer • 'Eua Daily Paid Officer • Ha'apai Daily Paid Officer ***Monitor and Projects Unit*** • Principal Assistant Secretary • Senior Assistant Secretary • IT Officer • Assistant Administration Support Clerk ***Community Development Unit*** • Principal Assistant Secretary • Senior Assistant Secretary • Assistant Administration Support Clerk
'Eua Government Representative	3	• Assistant Secretary x1 • Clerk Class II x1 • VIP Driver x 1
Niuatoputapu Government Representative	1	• Assistant Secretary x1
Niuafo'ou Government Representative	1	• Assistant Secretary x1

3. PMO BUDGET AND STAFFING

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

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

Table 1 PMO Budget by Recurrent, Development and Item (Cash & In-kind - millions)				
Expenditure Item ($m)	**2024-25 FY**	**2025-26 FY**	**2026-27 Projection**	**2027-28 Projection**
Recurrent Budget	**13,724,400.00**	**13,247,900.00**	**11,946,100.00**	**11,446,100.00**
Established Staff (10xx)	5,001,400.00	4,759,200.00	4,759,200.00	4,759,200.00
Un established Staff (11xx)	229,000.00	204,400.00	204,400.00	204,400.00
Travel and Communication (12xx)	528,000.00	444,200.00	424,200.00	424,200.00
Maintenance and Operations (13xx)	315,700.00	363,200.00	363,200.00	363,200.00
Purchase of Goods and Services (14xx)	3,359,100.00	3,706,300.00	2,124,500.00	2,124,500.00
Grants and Transfers (15xx)	3,263,800.00	3,453,100.00	3,453,100.00	3,453,100.00
Pension & Gratuities (19xx)	72,000.00	72,000.00	72,000.00	72,000.00
Assets (20xx)	955,400.00	245,500.00	545,500.00	45,500.00
Development Budget	**8,480,000.00**	**4,970,500.00**	**4,345,000.00**	**6,300,000.00**
Travel and Communication (12xx)	6,700.00	0.00	0	0
Maintenance and Operations (13xx)	0.00	1,700.00	0	0
Purchase of Goods and Services (14xx)	2,168,000.00	2,575,300.00	2,345,000.00	2,300,000.00
Grants and Transfers (15xx)	5,280,000.00	2,393,500.00	2,000,000.00	4,000,000.00
Assets (20xx)	1,025,300.00	0	0	0
Total Expenditure Recurrent + Development	**22,204,400.00**	**18,218,400.00**	**16,291,100.00**	**17,746,100.00**

Table 2: Ministry Total Staff by Key Category

Table 2:Ministry Total Staff b Key Category				
Category	**2024-25 Budget**	**2025-26 Projection**	**2026-27 Projection**	**2027-28 Projection**
Established Staff				
Executive Officer (Band A-H)	14	15	15	15
Professional Staff (Band I-L)	36	36	36	36

Other Staff (Band M-S)	45	47	47	47
Total Established Staff	95	98	98	98
Unestablished Staff	20	20	20	20
Total Staff	115	118	118	118
Total Recurrent Cost ($m)	**3.13**	**2.84**	**2.84**	**2.84**

3.1 Program 1: Leadership

Cabinet serves as a key stakeholder for Program 1, representing a vital link to all other stakeholders involved. The primary immediate beneficiaries of Program 1 are the staff of the PMO, as the effectiveness of leadership and management, along with the delivery of various internal outputs associated with the sub-programs, is essential for ensuring efficient and effective service delivery within the Ministry.

This program consolidates the leadership and management outputs of the Ministry. Below is the summary of the budget and staffing for each program.

3.1.1 Office of the Prime Minister

Office of the Prime Minister's Outputs and KPIs

The core function of the Prime Minister is to provide effective leadership to the executive branch. In addition, it is very important to highlight in its mandate that appropriate procedures and working relationships is pursued closely with the Legislative and Privy Council. This work is supported by the CSSC and all divisions who act as conduits for this information at their respective levels.

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

The primary customers of the Office of the Prime Minister include a wide array of stakeholders, such as the Cabinet, Legislative Assembly, Ministries, Departments, and Agencies (MDAs), public enterprises, businesses, NGOs, civil society organizations (CSOs), the general public, and development partners.

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

Total Staff by Key Category Sub-Program 1.1

Description	2024-25 Baseline	2025-26 Budget	2026-27 Projection	2027-28 Projection

Total = Recurrent ($m)	3.46	1.19	0.76	0.76
Executive Staff (Band A - H)	2	2	2	2
Prof Staff (Band I - L)	1	1	1	1
Other Staff (Band M - S)	2	2	2	2
Total Established	**5**	**5**	**5**	5
Unestablished	0	0	0	0
Total Staff	**5**	**5**	**5**	**5**

Output 1.01: Better lead PMO with clear direction and divisions of labour between Prime Minister and CSSC						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Weekly Meeting with CSSC	Number of meetings in a week % of Action Item actioned	>3 >95%	>3 >95%	>3 >95%	>3 >95%			GPA 7	$2.33m
Monthly Meeting with PMO staff	No. of Monthly meeting held.	9/12	9/12	9/12	9/12			GPA 7	
Approved of PMO CP and Budget	To meet deadline	April 2022	April 2023	April 2024	April 2025			GPA 7	

Output 1.02: Better policy guidance and direction to Government						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Policy directions to PSC	% of Policy direction to PSC implemented and actioned	>95%	>95%	>95%	>95%			GPA 7	$2.33m
Policy proposal to Cabinet	% of proposal approved	>95%	>95%	>95%	>95%	17.17	17.17.1	GPA 7	
Policy directions to MDAs	% of Policy Direction to MDAs implemented and actioned	>95%	>95%	>95%	>95%			GPA 7	

Output 1.03: Better evidence based advice to His Majesty & Legislative Assembly						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Submit Update Reports to His Majesty	Number of update reports submitted	2	4	6	8			GPA 7	$2.33m
Submit of Annual Report to LA	Report submitted	1	1	1	1			GPA 7	

Present of PMO CP and Budget to LA	CP and Budget Approved by LA	CP and Budget Approved	CP and Budget Approved	CP and Budget Approved	CP and Budget yet to be Approved			GPA 7	
Recommend to HM the King the Appointment/ Revocation of Cabinet Minister and Governors for Vava'u and Ha'apai	% of recommendations approved by HM	>95%	>95%	>95%	>95%			GPA 7	

Output for Leadership Support Staff

Output 1.04: Effective coordination of the Prime Minister's engagement with the public by delivering effective communication strategies to create awareness on the Government's intent and objectives regarding governance and reforms.						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Hon. Prime Minister's Weekly TV and Radio Program.	Weekly programs	>2 per month	>2 per month	>3 per month	>3 per month			GPA 7	$2.33m
Hon. Prime Minister's Press Conference and live programs	% completeness, accuracy and timeliness	95%	95%	95%	95%			GPA 7	
Hon. Prime Minister's Press Release	% completeness, accuracy and timeliness	95%	95%	95%	95%			GPA 7	
Build the staffing capacity of the Media unit.	% completeness, accuracy and timeliness	95%	95%	95%	95%				

Output 1.05: Better in-house support for the day-to-day operation of the Office of the Prime Minister and Chief Secretary and Secretary to Cabinet.						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Provide policy advice and briefing to PM and CSSC, when required.	Weekly Briefing	>1 per week	>1 per week	>2 per week	>2 per week			GPA 7	$2.33m
Action and Conveying of PM's and CSSC's directions	% completeness, accuracy and timeliness							GPA 7	

		100%	100%	100%	100%				
Planning, Monitoring and Facilitating of PM and CSSC's local engagements and meetings.	% completeness, accuracy and timeliness	95%	95%	95%	95%			GPA 7	
Managing of PM and CSSC's files and records	% completeness, accuracy and timeliness	95%	95%	95%	95%			GPA 7	
Liaise with MDAs and relevant stakeholders on matters as required by the PM and CSSC	% completeness, accuracy and timeliness	95%	95%	95%	95%			GPA 7	

Technical Advisors

Output 1.06: To provide technical and expert advice on Government top priority activities.						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Provide strategic high-level executive policy advice and analysis to the Hon Prime Minister and Cabinet on International Development Communications and Policy	Timeliness and compliance with PM's and Cabinet's requirement	0		At lease advice and analysis is provided according to timeline	>95%			GPA 7	$2.33m
Provide high-level strategic advice and support on a wide range of ministerial and public issues as required	Accuracy and timeliness of advice	0		Strategic advice and support be given on time	>95%				

3.1.2 Office of the Chief Secretary and Secretary to Cabinet (CSSC)

The top-level management of the Ministry is critical to its overall performance. The Office of the CSSC provides strategic management oversight and direction. The Office has delegated four outputs that deliver the above requirements, listed with relevant KPIs.

The primary customers of the Office of the Prime Minister include stakeholders such as the Cabinet, Legislative Assembly, MDAs, Public Enterprises, Businesses, NGOs, CSOs, the general public, and development partners.

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

Total Staff by Key Category Program 1.2

Total Staff by Key Category Sub Program 1.2				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	0.28	0.38	0.38	0.38
Executive Staff (Band A - H)	4	4	4	4
Prof Staff (Band I - L)	4	4	4	4
Other Staff (Band M - S)	3	3	3	3
Total Established	11	11	11	11
Unestablished	0	0	0	0
Total Staff	**11**	**11**	**11**	**11**

Output 1.07: Better managed PMO with good support, clear systems and instructions to staff consistent with the resources available						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
CSSC PDP submitted to PSC	To meet deadline	31 August 2022	31 August 2023	31 August 2024	31 August 2025			GPA 7	$0.21m
CSSC Biannual Report endorsed and submitted to PSC	To meet deadline	1st BAR – 31 January 2nd BAR – 31 July	1st BAR – 31 January 2nd BAR – 31 July	1st BAR – 31 January 2nd BAR – 31 July	1st BAR – 31 January 2nd BAR – 31 July			GPA 7	
CSSC performance assessment endorsed by PM and submitted to PSC	To meet deadline	< 2 per year	< 2 per year	< 2 per year	< 2 per year			GPA 7	
Endorse the PMO Corporate Plans and Budget	CP and Budget Estimate approved	By June 2022	By June 2023	By June 2024	By June 2025			GPA 7	

Output 1.08: Better executive policy advice, oversee the implementation of Government priorities, planning & development projects, as well as the administration of Government departments to support the Prime Minister in leadership & good governance						SDG/ TSDF/ GPA			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Regular briefing of the Prime Minister on Policy matters, Government priorities and implementation status.	Weekly briefing % Accuracy of briefing	>1 >95%	>1 >95%	>2 >95%	>2 >95%			GPA 7	$0.21m
Member of Cabinet Sub-Committees	% of action plan actioned	>95%	>95%	>95%	>95%			GPA 7	
Member of other Government Committees	% of action plan actioned	>95%	>95%	>95%	>95%			GPA 7	
Promote Leadership and Good Governance	% compliance to Leadership and Good Governance principles	100%	100%	100%	100%			GPA 7	
Inform or briefing the public of significant Government events or directly relate to their livelihoods.	Monthly briefing % Accuracy of briefing	>10 >95%	>10 >95%	>10 >95%	>10 >95%			GPA 7	
Effectively responded to public enquiries and requests for information regarding the Government.	No. of response to the public enquiries. % Accuracy of response to the public enquiries	Monthly >95%	Monthly >95%	Monthly >95%	Monthly >95%			GPA 7	

Output 1.09: Better evidence-based advice and guidance to Cabinet and other stakeholders						SDG/ TSDF/ GPA			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Regular briefing and evidence based advise to Cabinet and stakeholders and implementing Cabinet Decisions and directives	Accuracy and timeliness of advice % Cabinet Decisions and directives implemented	>95%	>95%	>95%	>95%	17.15	17.15.1	GPA 7	$0.21m

Output 1.10: Coordinate Government Research Framework and Policies	SDG/ TSDF/ GPA

Activity	KPIs	2024-2025 (baseline)	2025-26	2026-27	2027-28	Targets	Indicators	GPA Target	Budget
Facilitate/ coordinate all Government Research enquiries and requests in the Line Ministries/ Agencies, to support the issuance of Government Research Permit by the Chief Secretary and Secretary to Cabinet, on behalf of Government	% accuracy and timeliness	>95%	>95%	>95%	>95%			GPA 7	$0.21m

Legal and Policy

The Legal part of the division is responsible for the provision of legal advice to the Prime Minister and Chief Secretary and Secretary to Cabinet when required. Other responsibilities are –

- Liaise with the Attorney General's Office on all matters referred to the Attorney General by the Prime Minister
- Preparation of Cabinet submissions
- Provide secretarial work to the Public Service Tribunal
- Represent the Chief Secretary and Secretary to Cabinet in Law Committee meetings and other meetings as directed
- Submission of relevant Government documents to the Privy Council for endorsement
- Liaise with relevant Ministries on Government response to issues raised in Parliament
- Prepare briefings for the Prime Minister and Chief Secretary and Secretary to Cabinet on any issue as directed

Output 1.11: Effective in-house legal advice and support to promote uniformity, consistency and respect for the rule of law						**SDG/ TSDF/ GPA**			
Activity	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets**	**Indicators**	**GPA Target**	**Budget**
Provide legal briefs and advice on any issues as directed by the Prime Minister and CSSC.	% Timeliness and compliance with relevant laws	>95%	>95%	>95%	>95%			GPA 7	$0.21m
Prepare and review contracts, agreements, audit reports and other legal documents.	% Timeliness and compliance with relevant laws	>95%	>95%	>95%	>95%			GPA 7	
Liaise with the Attorney General's Office on all matters related to the Office as directed by the Prime Minister.	% Timeliness and compliance with relevant laws	>95%	>95%	>95%	>95%			GPA 7	

Provide Secretarial work to the **Public Service Tribunal**.	% Timeliness and compliance with relevant laws	>95%	>95%	>95%	>95%			GPA 7	
Conducting policy review and analysis, as directed	% of completeness, timeliness, compliance and accuracy	>95%	>95%	>95%	>95%			GPA 7	
Prepare Cabinet reports and submissions, as directed.	% Timeliness and compliance with relevant laws	>95%	>95%	>95%	>95%			GPA 7	

3.2 Program 2: Strategic Partnership

3.2.1 Strategic Partnership Department

In the Financial Year 2025/2026, the International Division will continue to conduct's key functions to provide supporting services for the Prime Minister and Chief Secretary and Secretary to Cabinet's international engagement. As the Strategic Partnership Department, it will have a broader function of identifying, designing and implementing strategies to deepen engagement, collaboration between the Prime Minister's Office and related counterparts offices and entities that it is focal point to at the regional and international, coordinating the strategic objectives between these entities across Government.

The Department will also be responsible for managing and sustaining relationships between internal and external partners and stakeholders of the Prime Minister's Office, cultivating contacts, networks and stakeholders relationship management, that ensures service delivery effectiveness and elevate the profile of the organization.

The major customers of the Strategic Partnership Department are the Prime Minister and Chief Secretary and Secretary to Cabinet, Development Partners, Regional and International Organisations and Leaders Meetings.

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

Total Staff by Key Category Program 2.1

Total Staff by Key Category Sub Program 2.1				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	018	0.18	0.18	0.18
Executive Staff (Band A - H)	1	1	1	1
Prof Staff (Band I - L)	2	3	3	3
Other Staff (Band M - S)	2	2	2	2
Total Established	5	6	6	6
Unestablished	0	0	0	0
Total Staff	**6**	**6**	**6**	**6**

To achieve the above outcome, the following outputs must be produced and associated activities must be undertaken:

Output 2.01: Provide an effective in-house support as Government focal point for the Pacific Islands Forum Leaders' Meetings, the Pacific Islands Development Forum, the Polynesian Leaders Group, including related regional Heads of Governments' Meetings						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
Facilitate the role of regional coordinator for all Pacific Leaders' Meetings and supporting the CSSC in Senior Officials Meetings;	95% Timeliness of provision of Advice	95%	95%	95%	95%				$0.18m
Record and brief CSSC/PM on regional agenda, to confirm Government position, and where required, coordinate follow-ups and policy advice from MDAs	95% Timeliness Accuracy	95%	95%	95%	95%				
Conduct working group meetings for Leaders' Summitry preparations;	95% Timeliness Accuracy	95%	95%	95%	95%				
Liaise with host organizations, in collaboration with the Ministry of Foreign Affairs;	95% Timeliness Accuracy	95%	95%	95%	95%				
Monitor/Manage communications from regional organizations;	95% Timeliness Accuracy	95%	95%	95%	95%				
Monitor the development of regional issues and relationships with forum dialogue partners;	95% Timeliness Accuracy	95%	95%	95%	95%				
Coordinate annual in-country regional policy consultations and country submissions;	95% Timeliness Accuracy	95%	95%	95%	95%	17.15	17.15.1		
Monitor membership contributions and obligations;	95% Timeliness Accuracy	95%	95%	95%	95%				

Output 2.02: Improved coordination and management of the Prime Minister's overseas correspondence and stakeholders relationships;						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
Draft responses to the Prime Minister's correspondences from overseas counterparts;	% Efficiency Consistency Accuracy of advice	95%	95%	95%	95%				$0.18m

Coordinate with the Ministry of Foreign Affairs the conveyance of the Prime Minister's letters, through the diplomatic channel;	% Timeliness of response Accuracy of advice	95%	95%	95%	95%				
Draft the PM's National Day/ Sympathy /Congratulatory messages;	% Consistency Accuracy of advice	95%	95%	95%	95%				
Draft Speeches/ Statements for the Prime Minister's overseas functions;	% Consistency Accuracy of advice	95%	95%	95%	95%				
Cultivate and monitor the Hon. PM's relationship with overseas stakeholders, ensuring reciprocity and responsiveness to communications;	% Consistency Accuracy Timeliness of advice	95%	95%	95%	95%				
Develop databases to record/update the contacts of the Prime Minister and overseas counterparts;	% Consistency Accuracy Timeliness of advice Compliance	95%	95%	95%	95%				
Review documents, providing policy advice, where directed;	% Consistency Accuracy Timeliness of advice Compliance	95%	95%	95%	95%				
Closely liaise with the Ministry of Foreign Affairs by facilitating requirements at both ends, for the timely delivery/action of requests to/from overseas Governments;	% Consistency Accuracy Timeliness of advice Compliance	95%	95%	95%	95%				
Support the Chief Secretary and Secretary to Cabinet in the High-Level Dialogues and Bilateral with Development partners	% Consistency Accuracy Timeliness of advice Compliance	95%	95%	95%	95%	17.15	17.15.1		

Output 2.03: Better in-house support for the planning and coordination of the Prime Minister's Officials Visits abroad						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
Official Visits Abroad Coordinate with host organizations/ governments the requirements for administrative arrangements and protocols for delegation participation/ representation;	*No. of procedures approved.*	1	1	1	1				$0.18 m

Register and prepare Delegation Accreditation process;	*Protocols designed and approved*	*Protocols designed and approved*	*Protocols designed and approved*	*Protocols designed and approved*	*Protocols designed and approved*				
Liaise with the Ministry of Foreign Affairs on the extension of appropriate diplomatic protocol and airport courtesies by preparing Visitor Ceremonials Office applications;	*No. of internal procedures approved*	1	1	1	1				
Conduct background-check of people, places, issues and agenda for compiling the PM's Delegation Visit Program	*%. of internal processes approved*	*100%.*	*100%*	*100%.*	*100%.*				
Coordinate with CSD/Leadership Divisions the Travel/Participation requirements for the delegation (logistics, program, protocols and meeting papers);	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				
Prepare briefing/talking points for the Chief Secretary and Secretary to Cabinet's review;	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				
Draft Travel Submission/ Travel Report for Cabinet endorsement on the PM's overseas meetings;	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				
Hosting/ Visits from Abroad Liaise with the Ministry of Foreign Affairs on invitations from overseas Governments to conduct high-level Official Visit;	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				
Where directed, collaborate with the Ministry of Foreign Affairs and MDAs on preparation of visits of Heads of Governments and hosting of Leaders' Meetings;	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				
Prime Minister's Appreciation Ceremony for departing Resident Heads of Diplomatic Mission, completing posting	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				

Coordinate the ceremony for Prime Minister's signing and handover ceremony of assistance to the Government of Tonga, from development partners;	% Consistency Accuracy Timeliness and Compliance	95%	95%	95%	95%				

3.3 Program 3: Corporate Services

3.3.1 Corporate Services Department

The Corporate Services Department (CSD) is essential in providing robust support to all departments within the Prime Minister's Office (PMO). This department encompasses critical functions, including Planning, Human Resources (which includes the Performance Management System and Monitoring & Evaluation), Accounts and Budget, Asset Management and Procurement (including the Fa'onelua Convention Centre and VVIP airports), Registry and Administration, the ICT unit, Transport (Logistics), and the Security Unit.

One of the responsibility of this department is the efficient management of the Fa'onelua Convention Centre, which is a pivotal source of revenue for the Prime Minister's Office.

The primary stakeholders of the Corporate Services Department are the Prime Minister, Chief Secretary, Secretary to Cabinet, and the PMO. The CSD also forges and maintains strong partnerships with various Ministries, Departments, and Agencies (MDAs) as well as businesses, ensuring seamless collaboration across the board.

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

Total Staff by Key Category Program 3.1

Total Staff by Key Category Sub Program 3.1				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	1.23	1.07	1.07	1.07
Executive Staff (Band A - H)	1	1	1	1
Prof Staff (Band I - L)	7	9	9	9
Other Staff (Band M - S)	20	18	18	18
Total Established	28	28	28	28
Unestablished	4	4	4	4
Total Staff	**32**	**32**	**32**	**32**

To achieve the above outcome, the following outputs must be produced and associated activities must be undertaken:

Output 3.01: More Effective Planning, HR Management and Performance by the Ministry						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
PLANNING AND REPORTING ***Strategic Planning and Development*** Coordinate and facilitate the development and implementation of the Corporate plan and Annual Management plan	No. of Annual Submissions	2	2	2	2			GPA 7	$1.23m
	Timely submission to meet deadline set by National Planning Division. (NPD)	CP - April 2024 AMP – July 2024	CP & AMP- March 2025	CP & AMP- March 2026	CP & AMP- March 2027			GPA 7	
Performance Monitoring and Evaluation Timely and Quality Monitoring and Evaluation Reports of the Corporate Plan and Annual Management Plan activities submitted to NPD	No. of biannual Submission to meet deadline set my NPD	2	2	2	2			GPA 7	
Evaluating the effectiveness of programs and initiatives to the PMO strategic objectives.	Annual Review	1	1	1	1			GPA 7	
Reporting Timely and Quality Annual and Biannual Reports submitted	Timely submission of AR to meet deadline	30 September	30 September	30 September	30 September			GPA 7	
	Timely Submission of Biannual Report to meet deadline set by PSC	31 January and 31 July	31 January and 31 July	31 January and 31 July	31 January and 31 July			GPA 7	
HUMAN RESOURCE UNIT ***Staff Recruitment and Selection*** Facilitate all recruitments of the PMO	% of vacant positions filled	>95%	>95%	>95%	>95%			GPA 7	
	Quarterly Induction training completed	>95%	>95%	>95%	>95%			GPA 7	
Employee Development and Training	Established a HR Development Framework	1	1	1	1			GPA 7	

Capacity Development Plan developed and implemented (Training Needs Assessment, Capacity Building, Leadership Development and Professional Development)	Training Needs Plan submitted to PSC	1	1	1	1			GPA 7	
	% of the training program conducted	>85%	>85%	>85%	>85%			GPA 7	
Employee Relations and Engagement Monitor Staff attendance and leave plan.	Weekly Attendance report submission	>1 per week	>1 per week	>1 per week	>1 per week			GPA 7	
	Leave plan endorsed by CSSC	1	1	1	1			GPA 7	
Collaboration with PSC on all staffing matters	% timeliness, accuracy and compliance	95%	95%	95%	95%			GPA 7	
Organising and conveying the Prime Minister's Letter of Condolences at Government funerals	% Completed and timeliness	95%	95%	95%	95%			GPA 7	
	No. of complaints	<2 per year	<2 per year	<2 per year	<2 per year			GPA 7	
Performance Management System Conduct of Annual Job Description and Structure review	Annual Review	1	1	1	1			GPA 7	
Implementation of the Performance Management System for PMO Staff	Completion of MYR and EYR of PMS	2	2	2	2			GPA 7	
	PMS Quarterly Traffic Light	>85%	>85%	>85%	>85%			GPA 7	
HR Policies and Procedures Process Mapping of Standard Operating Procedures (SOPs)	Annual Review of internal systems and processes	1	1	**1**	**1**			GPA 7	
HR Data Management and Reporting Developing a HR Information System (HRIS) for maintaining and updating of employee data.	Project proposal & Funding Confirmation		August 2025					GPA 7	
	Project Design		October 2025					GPA 7	
	Project Development		December 2025					GPA 7	

	Project Implementation			February 2026				GPA 7	
	Project Closing			June 2026				GPA7	
Prepare regular HR reports for senior management for decision-making	Timeliness, accuracy, compliance	95%	95%	95%	95%	95%	95%	GPA 7	

Output 3.02: More Effective Financial and Asset Management, Records and Filing Systems, ICT Services, Logistics and Support Services for the PMO.						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
ACCOUNTS ***Budget Preparation and Management*** Coordinate, Compile and submit the Annual Budget of the PMO in collaboration with HODs.	Annual Submission	1	1	1	1			GPA 7	$1.23m
	Timely submission	February 2024	March 2025	March 2026	March 2027			GPA 7	
Monitor of PMO Budget and Prepare relevant reports for both Planning and Budget	No. of Monthly Reports submitted	12	12	12	12			GPA 7	
Expenditure and Revenue Processing of all PMO expenditures in compliance with relevant regulations and policies.	%timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Collecting of all PMO revenues in compliance with relevant procedures.	%timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Financial Reporting and Analysis Prepare internal reports to track PMO financial performance, for PM, CSSC and HODs for decision-making	No. of Monthly Reports Submitted	12	12	12	12			GPA 7	
	and % timeliness	>95%	>95%	>95%	>95%			GPA 7	

Prepare accurate and timely annual financial reports for PMO audits and annual reports	No. of Annual Financial Reports prepared	1	1	1	1			GPA 7	
	% timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Auditing and Compliance Conduct internal audits to ensure that financial operations within the PMO comply with relevant regulations and policies	No. of Quarterly internal audits conducted	4	4	4	4			GPA 7	
	% timeliness and compliance	>95%	>95%	>95%	>95%			GPA 7	
Facilitating the external audit process, collaborating with auditors, and ensuring that any recommendations or corrective actions resulting from audits are implemented.	% timeliness accuracy and compliance	95%	95%	95%	95%			GPA 7	
Financial Controls and Governance Implementing and maintaining strong financial controls, to prevent fraud, errors and mismanagement of public funds (PMO Finance Manual)	Draft PMO Finance Manual		September 2025					GPA 7	
	Submit for Endorsement		October 2025					GPA 7	
	Effective for Implementation		December 2025					GPA 7	
	Review			August 2026	August 2027			GPA 7	
Ensuring that all financial activities adhere to relevant financial regulation and policies.	% compliance	>95%	>95%	>95%	>95%			GPA 7	
Procurement Management	APP submitted	March 2024	March 2025	March 2026	March 2027			GPA 7	

Develop and Implement the Annual Procurement Plan of the PMO in compliance with policy	%timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Cash flow Management Monthly Financial Forecast developed and submitted to MoF	No. of Cashflow submitted	12	12	**12**	**12**			GPA 7	
	% timeliness	>95%	>95%	>95%	>95%			GPA 7	
Resource Allocation and Cost Management Ensure that financial resources are allocated efficiently and effectively across various projects and activities as outlined in the PMO CP	Approved CP and Budget	1	1	**1**	**1**			GPA 7	
Monitoring and controlling costs across PMO departments to ensure expenditures stay within the approved budget and that value for money is achieved.	% of compliance	>95%	>95%	**>95%**	**>95%**			GPA 7	
Asset Management Annual Asset Report is developed, updated and submit to MoF	PMO Asset Register Submission to meet deadline	1	1	1	1			GPA 7	
	Timeliness and Compliance with policy	>95%	>95%	>95%	>95%			GPA 7	
Ensure assets are properly utilized, maintained and disposed of in accordance with established regulations and policies.	% timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	

Improve the management of the Fa'onelua Convention Center	% timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Improve the management of the VVIP Lounge	% timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
INFORMATION TECHNOLOGY UNIT ***IT Infrastructure Management*** Maintain and manage PMO server, network, website, software and hardware devices within the PMO Network including Fa'onelua Convention Center	% System downtime	<5%	<5%	<5%	<5%			GPA 7	
	No. of complains	No. of complains < 3 per quarter	No. of complains < 3 per quarter	No. of complains < 3 per quarter	No. of complains < 3 per quarter			GPA 7	
Design/develop the necessary infrastructure (network, servers) to support the ministry's Operations.	No. of system developments carried out on the Ministry's network infrastructure	1	1	**2**	**2**			GPA 7	
IT Support and Helpdesk Services Provide ICT helpdesk and solutions to PMO Office as necessary	No. of complaints	<4 complaints	<4 complaints	**<4 complaints**	**<4 complaints**			GPA 7	
	% timeliness	>95%	>95%	**>95%**	**>95%**			GPA 7	
Project Management and IT Solutions Identifying IT related projects and solutions to improve the efficiency and effectiveness of the PMO operations.	New Solutions identified and developed	>2	>2	**>2**	**>2**			GPA 7	
REGISTRY UNIT ***Document and Record Management*** Enhance the effectiveness and efficiency of the flow of information, the management of files and records, and confidentiality	Annual Review	1	1	**1**	**1**			GPA 7	

through the development of internal processes/ systems, and continuous monitoring									
Front Desk Services	No. of complaints	<4	<4	**<4**	**<4**			GPA 7	
Receive and record all incoming correspondences	% timeliness and accuracy	>95%	>95%	>95%	>95%			GPA 7	
Government Gazette and Calendar Maintain up-to-date Gazette records received and publish promptly	%timeliness and accuracy	Published no more than 3 days after receipt	Published no more than 3 days after received	Published no more than 3 days after received	Published no more than 3 days after received			GPA 7	
Publication of the Government calendar	Timely publication and distribution	No later than February	No later than February	No later than February	No later than February			GPA 7	
Document Management System Modernize the filing system through designing and developing a Document Management System for the digitization of all records and files.	System Developed and % of file digitized.	0	System Developed 10% of PMO files digitized	30% digitized	60% digitized			GPA 7	
TRANSPORT UNIT ***Vehicle Fleet Management*** Managing, organising, coordinating, and assigning of vehicles to PMO needs as required.	No. of Complaints	< 4 per quarter	< 4 per quarter	< 4 per quarter	< 4 per quarter			GPA 7	
	Timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Fuel Management Monitor re-fuelling and mileage tracking to ensure compliance & efficiency	% compliance and completeness	>95 %	>95 %	>95 %	>95 %			GPA 7	
	Checking of Log Books	Weekly	Weekly	Weekly	Weekly			GPA 7	
Vehicle Maintenance and Repairs Maintaining the life expectancy of PMO vehicles	No. of Annual Service for all vehicles conducted	2	2	2	2			GPA 7	
Ensure all PMO vehicles are properly registered and licensed	Monthly Maintenance Report submitted to HOD	12	12	12	12			GPA 7	

Driver Management Driver Coordination and Allocation Driver Training Driver Conduct and Compliance	Timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
Transport Policy and Compliance Ensuring that the PMO complies with relevant transport policies and procedures	Timeliness, accuracy and compliance	>95%	>95%	>95%	>95%			GPA 7	
SECURITY UNIT ***Security Coordination and Planning*** Development and coordination of security plans ensuring the safety and security of the Prime Minister's Office (PMO staff and properties) at all times	Development of PMO internal Security Plans		July 2025	Review	**Review**			GPA 7	
	PMO Security Reports submitted to HOD	Weekly	Weekly	Weekly	Weekly			GPA 7	
Build the capacity (human and physical resources) of the Security Unit to meet PMO security demands (Chief Security Officer/Security Supervisor and Security Officers)	No. of new positions		4	2	2			GPA 7	
Security Policy and Compliance Develop an Internal Security Policy and protocols for the PMO, and review regularly as required	Development of PMO internal Security Policy and Procedures		October 2025	Review	Review			GPA 7	
Ensure compliance with the internal Security Policy and Protocol	% compliance		>95%	>95%	>95%			GPA 7	
Security Monitoring and Vetting Conduct regular surveillance within the PMO building to identify	% timeliness, accuracy and compliance		>95%	>95%	>95%			GPA 7	

potential security vulnerabilities or threats.									
Conducting security checks and screening on all visitors to the PMO.	% timeliness, accuracy and compliance		>95%	>95%	>95%			GPA 7	
Crisis/Risk Management and Response Developing detailed crisis response plans/risk assessment and establishing internal taskforces for various emergency scenarios	Crisis Response plan developed / Risk Assessment		January 2026	January 2027	January 2028			GPA 7	
Responding and coordinating response to emergencies in collaboration with emergency services	% timeliness, accuracy and compliance		>95%	>95%	>95%			GPA 7	
Conduct Post-Incident Analysis	% timeliness, accuracy and compliance		>95%	>95%	>95%			GPA 7	
Logistics Assist with logistics of National Events and ensure proper protocols are followed.	% Timeliness and Completeness	95%	95%	95%	95%			GPA 7	

3.4 Program 4: Cabinet & Policy

3.4.1 Cabinet and Policy Department

Organisational Outcome 3.5

Improved working relations and coordination between Privy Council, Executive, Legislative and Judiciary

Functions:

The functions of the Cabinet and Policy Division (*Cabinet Manual*) includes:

i. Conducting and maintaining the central decision-making procedures and processes of Cabinet
ii. Providing well founded impartial advice and judgement on the wide range of issues confronting Government, as directed
iii. Providing secretarial services to Cabinet and Cabinet committees
iv. Attending all Cabinet and Cabinet committee meetings to facilitate and record impartially the decisions taken
v. Maintaining and preserving the records of successive Cabinets
vi. Coordinating and promoting effective relationships between Cabinet and Ministries in providing advice and implementing Cabinet decisions and directives
vii. Review and provide policy advice on Government's priority agenda, in consultation with relevant MDAs, as directed
viii. Formulate policy directives on any issue that requires Cabinet directives for consideration
ix. Provide secretariat support to policy committees as stipulated by the Act and Cabinet directive
x. Advising on Ministers' conduct, public duty and conflict of interests

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

Total Staff by Key Category Program 4.1

Total Staff by Key Category Sub Program 4.1				
Description	**2024-25 Baseline**	**2025-26 Budget**	**2026-27 Projection**	**2027-28 Projection**
Total = Recurrent ($m)	0.28	0.19	0.19	0.19
Executive Staff	1	1	1	1
Prof Staff	5	5	5	5
Other Staff	0	0	0	0
Total Established	6	6	6	6
Unestablished	0	0	0	0

To achieve the above outcome, the following outputs must be produced and associated activities must be undertaken:

Output 4.01: Enhance the executive support to CSSC to ensure effective and efficient operation of Cabinet meetings and clear communication of Cabinet directives						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
1. Improve understanding and adherence to the decision making procedures and processes of Cabinet	% of compliance with Cabinet procedures and processes	95%	95%	97%	97%			GPA 7	$0.28m
	Accuracy of advice to MDAs	95%	95%	97%	97%			GPA 7	
2. Provide efficient and effective secretarial services to Cabinet and Cabinet committees when required	No. of complaints received from Cabinet and Ministries Feedback and assessment from CSSC	<3 per quarter	<3 per quarter	<3 per quarter	<3 per quarter			GPA 7	
3. Effectively and efficiently facilitate Cabinet meetings in accordance with approved procedures	% of compliance to approved procedures and directions	100%	100%	100%	100%			GPA 7	
4. Develop and maintain an overall database to record and monitor all information related to Cabinet meetings	% timeliness	>97%	>97%	>97%	>97%			GPA 7	

5. Establish and maintain a clear communication strategy between Cabinet Office and all Government Ministries to communicate Cabinet directives and decisions	% timeliness and accuracy	>98%	>98%	>98%	>98%			GPA 7	
6. Review processes and procedures for the efficiency and effectiveness of meetings	No. of review approved	<3	<3	<3	<3			GPA 7	

Output 4.02: To provide timely quality policy advice to CSSC and Hon Prime Minister, as directed, for informed decision making						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
1. Provide accurate, complete and timely advice on any policy matter, as required	% timeliness, accuracy and completeness	>98%	>98%	>98%	>98%			GPA 7	$0.28m
2. Prepare accurate, complete and timely Cabinet submissions to CSSC and Hon Prime Minister, as directed	No. of submissions approved and signed by CSS and Hon PM	>98%	>98%	>98%	>98%			GPA 7	
3. Develop and maintain policy databases on major Government initiatives as approved by Cabinet	% timeliness update of databases	>98%	>98%	>98%	>98%			GPA 7	
4. Provide complete and timely policy information on Government priority initiatives as approved by Cabinet, as directed	% timeliness and completeness of information provided	>98%	>98%	>98%	>98%			GPA 7	
5. Establish an effective and efficient communication strategy with MDAs to update on major policy initiatives	% timeliness of communication	>98%	>98%	>98%	>98%	17.15	17.15.1	GPA 7	

Output 4.03: To develop timely quality policies and effectively support reviews and reforms for the efficiency and effectiveness of the implementation of Government policies and services						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
1. Provide research and development on policy priority areas and report on policy options and/or recommendations	% completeness of policy options	>95%	>95%	>95%	>95%			GPA 7	$0.28m
2. Participate in reviews and reform initiatives of Government	No. of review involved	>2	>2	>2	>2			GPA 7	
3.Provide secretariat support for CSSC in Cabinet Committees	No. committees attended	-	1	1	1			GPA 7	
4.Monitor and report on policy implementation in collaboration with relevant stakeholders	% of reports approved	>95%	>95%	>95%	>95%			GPA 7	

Output 4.04: To provide efficient and effective secretariat services to Government committees						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
1. Provide secretariat services in accordance with approved procedures to Public Service Tribunal and Illicit Drugs Steering Committee, and other committees that maybe directed	% adherence to approved procedures No. of cases/projects successfully completed	>95% >4	>95% >4	>95% >4	>95% >4				$0.28m
2. Administer committee decisions in accordance with regulations and policies	No. feedback received from stakeholders	>2	>2	>2	>2				

Output 4.05: To strengthen the capacity and capability of the operation of the Department to provide support to Cabinet at all times						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**Targets #**	**Indicators #**	**GPA Target**	**Budget**
1. Record and advise on Cabinet Minister's appointments, conditions and entitlements, conduct and public duty	% completeness of information	>98%	>98%	>98%	>98%			GPA 7	$0.28m
2. Increase staff capacity and capability and provide appropriate training								GPA 7	
3. Upgrade and establish electronic databases and archives for maintaining and preserving Cabinet records	No. of databases created % Development of archival system	>95% >50%	>95% >75%	>95% >95%	>95% >95%			GPA 7	
4. Ensure that all technological equipment and support systems are fully functional at all times for Cabinet operation	Feedback/Complaints received							GPA 7	
5. Advance the use of technology to modernise processes and procedures for Cabinet business	Quality of improvements approved	>95%	>95%	>95%	>95%			GPA 7	

3.5 Program 5: National Planning

3.5.1 National Planning Department

The Prime Minister in Cabinet determines the overall strategic direction of the government, which is guided by the existing Tonga Strategic Development Framework II (TSDF), 2015 - 2025, and the newly developed TSDF III 2026 – 2036. TSDF continues as the apex of the country's processes to build stronger planning and budgeting to meet the people's needs. It also helps to understand how we can work together across government, private sectors and communities to continue building a people centered approach, placing the well-being of the people of Tonga at the heart of development across all focus areas. This inclusive approach ensures that the TSDF reflects the improvements that people need and value. By incorporating their aspirations and perspectives, we can deliver equitable development that benefits everyone regardless of their status in society.

In which it has already aligned with regional and international agreements such as 2050 Blue Pacific Strategy, Sustainable Development Goals (SDG), Antigua and Barbuda Agenda for SIDS (ABAS) 2024, Sendai Framework, and International Organization Migration amongst others, and seeking to ensure alignment and consistency in government strategies and policies. The National Planning Department being at the Prime Minister's Office highlights the significance of its strategic planning and coordination roles towards a more coherent policy development, and execution. This improves the effective collaboration with all Ministries, Departments Ministries Departments and Agencies (MDAs), and other key stakeholders to better support the Prime Minister.

The significant roles of the department also include providing strategic advice to the Government Priority Agendas, corporate planning, mainstreaming of TSDF outcomes to sectors and cross-cutting plans including Monitoring, Evaluation and Learning (MEL).

The National Planning Department ensures that priorities of the government of the day are clearly articulated and integrated into the cascading system of planning and budgeting guiding the work of all Sector Plans and MDA's corporate plans. It provides evidence-based policy advice and status reports to the Chief Secretary and Secretary to Cabinet (CSSC) and the Prime Minister, drawing on the regular collaboration between NPD and the rest of government, Non-Government Organizations, Civil Society Organizations, Faith-Based Organizations, Developing Partners, Donors and Private sectors. Furthermore, National Planning supports the streamlining of District, and Community Development Plans to strengthen its linkages to address the needs of the people into the cascading system of planning and budgeting.
The National Planning Department continues to coordinate the administration and monitor the progress of the National Infrastructure and Investment Plan 3 (NIIP 3), 2023 – 2030. In addition, the department also provides high-level secretariat role to the National Non-Communicable Diseases Committee (NNCDC) in support of national response against Non-Communicable Diseases (NCDs).

In addition to the NIIP 3 and NNCDC, and following the mainstreaming exercise performed in the Joint National Action Plan (JNAP) 2, Youth Development Policy; Tonga National Strategy for the Prevention and Control of Non-Communicable Diseases; National Women's Empowerment and Gender Equality Tonga Policy and Strategic Plan of Action 2019-2025 (WEGET), Tonga Energy Road Map Plus (TERM+) and Cluster system work plans, the following sector plans will be considered to follow suit: Tonga Agriculture Sector Plan, Tonga Fisheries Sector Plan, Tonga Trade Policy Framework (TTPF) 2017 - 2025, Migration for Sustainable Development Policy (MSDP), National Action Plan on Illicit Drugs (NAPID) 2021 - 2024, Social Protection Policy 2023 – 2033, National Biodiversity Strategy and Action Plan (NBSAP) 2018 - 2030 and the Public Finance Management Action Plan (PFM). This part of the mainstreaming process is necessary to ensure priorities of the sectors as identified in their respective sector plans/policies

is an integral part of the work of the lead MDAs through activities and outputs of their corporate plans as a cohesive mechanism that strengthens genuine and durable partnerships.

Mainstreaming of sector plans/policies into the national planning process has been strengthened with the inclusion of the five sector plans: WEGET, Youth Policy, TERM Plus, Cluster system and NCD Strategy. Timely implementation of these plans hinges on the effectiveness of coordination, MEL of projects and executing of activities outlined in relevant sector plans. One of the aims of the organizational restructure of the Prime Minister's office is to ensure the alignment between the plan and project implementation holistically. The adding of a whole of government project coordination responsibilities to the current role of National Planning requires additional staff and budget.

Despite the vigorous drive and effort performed by the National Planning Department staff to deliver on its outputs, inevitably, the demand consistently exceeds the resources made available to the Department to support its work. This is an inevitable fact and reality faced by the National Planning Department and the entire public service. This engenders an in-depth reassessment of our approach to strike a balance between efficiency and effectiveness of our service delivery.

In addition to the current work on mainstreaming of the TSDF II and developing a reliable MEL system, the National Planning Department will expand its focus on monitoring the progress of the National Infrastructure Investment Plan 3 (NIIP 3 & NIIP 3 updates) and mainstreaming of the next Tonga Strategic Development Framework III 2026 - 2036. The current TSDF II will come to an end in September 2025 so it is vital that the process for the new one must start as soon as possible. Tonga's initial Voluntary Review Report (VNR) on the status of implementation the Sustainable Development Goals (SDGs) was presented during the High Level Political Forum (HLPF) in 2019. The second VNR is being planned for 2026 to coincide with the end of the TSDF II and commencement of TSDF III. This key national document (2nd VNR) require both technical and financial resources for the National Planning Department.

These new initiatives will require substantial funding and human resources. Therefore, developing funding proposals will be the immediate task planned for the first half of the new financial year to secure technical assistance financing to begin working on these projects (NIIP 3 and 2nd VNR) as soon as possible. Furthermore, retaining technical experts, even if it is on short-term technical assistance (up to 12 months), is also needed for the duration of the MTBF to ensure the timely completion of these outputs. Still, more importantly, it allows for the institutionalization of skills to strengthen staff capacity.

To remain effective in its role and to make sure there is no duplication with the planning role of other line ministries, it is necessary to review and revise the current structure of the National Planning Department to ensure that the resources available are sufficient to deliver the required services most effectively and efficiently.

The major customers of the National Planning Division:

- Cabinet: Provide policy advice on national strategies and their progress
- Legislative Assembly: Provide MDAs Corporate Plans for deliberations
- NGOs, CSO, FBOs, Development Partners and MDAs: Conduct sector engagement coordination

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

The Major Changes in the Department include:

- Transfer of Tapanekale Affordable Housing project from NPD to Ministry of Infrastructure
- Completion of TSDF II and commencement of TSDF III
- Establishment of the Monitoring, Evaluation and Learning (MEL) position in collaboration with UNDP

Total Staff by Key Category Program 5.1

Total Staff by Key Category Sub Program 5.1				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent and Development ($m)	0.32	0.61	0.31	0.26
Executive Staff (Band A - H)	2	2	2	2
Prof Staff (Band I - L)	7	7	7	7
Other Staff (Band M - S)	1	1	1	1
Total Established	10	10	10	10
Unestablished	0	0	0	0
Total Staff	10	10	10	10

Output 5.01: A results-based strategic planning and priority setting with M&E framework and guidance mainstreamed into the sector, District, and corporate plans & budgets.						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Develop, Launch and raising awareness of the new TSDF	Launch by September 2026.	Development in progress.	Document launched by September	Ongoing raising awareness of the document.	To be confirmed in the budget cycle.				
Initiate priorities based on TSDF III for the development and	Submission of GPA priorities based on TSDF III to cabinet	GPA FY 2025/26 developed	30th November	November	November		17.15	17.15.1	

monitoring of Government Priority Agenda									
Alignment of the Government Priority Agendas, budget & CP structure to TSDF	1. Number of GPAs aligned to TSDF 2. Number of MDAs budget and CP aligned to TSDF	In progress	1. 100% of GPAs aligned. 2. 100% of MDAs budget and CP aligned.	Maintain 100%	Maintain 100%				
Support the integration and monitoring of national Asset Management Plan (AMP) framework into corporate planning processes, in coordination with the MOF, to improve data-driven infrastructure investment, maintenance, and service delivery across government.	% of MDAs that have integrated AMP-related elements into their CPs.	Nil	At least 50% of MDAs integrate AMP to CP	At least 80% of MDAs integrate AMP to CP	At least 100% of MDAs integrate AMP to CP			GPA 7	$0.43m
Collaborate with UNDP Gov4Res (TWG) to strengthen capacity and integrate risk-informed development through the budget tagging and sub-national planning processes.	Number of joint activities implemented as per approved work plan outlined in the signed LOA	MOU approved and signed LOA (Letter of Agreement) for ongoing activities	1. Established M&E position 2. National MEL framework developed	Completed remaining activities under signed LOA.	Absorbed M&E post by Government.			GPA 7	

Mainstreaming sector plans/policies priorities output and activities into CP and M&E processes.	1) Number of Sector Plans/Policies mainstreamed into relevant MDAs Corporate Plans	5 sector plans/policies mainstreamed	5	To be confirmed next cycle	To be confirmed next cycle				
Efficient administrative and coordination of Taskforce and Technical working groups [4]and integration of the TSDF to other relevant committees[5]	[6]Total Number of recommendations actioned upon by relevant taskforce and technical working groups	Involved in NNCDC and JNAP 2	At least 8 recommendations actioned	To be confirmed next cycle	To be confirmed next cycle		17.15	17.15.1	
Proactively engaged in mainstreaming overseas development assistance (ODA) program to TSDF III and national planning processes.	Quarterly updates on development partners aligned/mainstreamed projects to country-owned results frameworks and planning tools	UN Country Implementation Plan	Belt and Road Initiative (China) Australia New Zealand	To be confirmed next cycle	To be confirmed next cycle		17.15	17.15.1	
Conduct and Report on 2026 Annual Planners Forum	Completion of Planner's Forum outcome report	2024 Planner's Forum	Planners Forum outcome report completed within 1 month after the forum	Planner's Forum outcome report completed within 1 month after the forum	Planner's Forum outcome report completed within 1 month after the forum		17.15	17.15.1	
Monitor, Evaluate and report to the Island Development Committees on the implementation of the five-year integrated plan for all island groups including the reconciliation of community development plans	Biannual progress report on the IDPs to the committee	IDPs in draft	2 progress reports on each IDP submitted to committee within 1 month	2 progress reports on each IDP submitted to committee within 1 month	2 progress reports on each IDP submitted to committee within 1 month				

(CDP), and constituency report.									
Coordinate the development of Tonga's 2nd VNR report	Timely execution and reporting on sectoral reviews as per the approved timeline	1st VNR 2019 completed in May	2nd VNR to be completed by May 2026	x	x				

Output 5.02: Reliable TSDF Monitoring, Evaluation and Learning (MEL) system supporting timely provision of strategic direction and policy advice						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Effective coordination with Tonga Bureau of Statistics (ESCAP) and primary data sources ensuring TSDF/SDG KPIs through a) the reality check process b) National Indicator guideline (setting MDA's targets & indicators)	Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the TSDF/SDG target, in accordance with the Fundamental Principles of Official Statistics.	55/79	8/79	8/79	8/79		17.16 17.18	17.16.1 17.18.1	
Improve the National Monitoring System (NMS)	Timely update of data to reflect progress of national indicators in the NMS	In progress of NMS improvement	Annual progress report of national indicators	Annual progress report of national indicators	Annual progress report of national indicators	17.16 17.18	17.16.1 17.18.1	GPA 6	
Prepare annual TSDF MEL report	Timely submission of MEL report as per the approved timeline	1 pending reports (2019-20)	Preliminary data collection for TSDF MEL report	1st TSDF III MEL report	2nd TSDF III MEL report	17.16 17.18	17.16.1 17.18.1	GPA 6	

5.03: A coordination mechanism that synchronised development projects to ensure timely implementation						**TSDF/SDG**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Prepare an annual report on the progress of implementation of National Infrastructure Investment Plan 3 (NIIP 3) and HTHH Recovery Plan priorities.	The annual progress report prepared as per approved timeline	0	Complete annual report within 1 month	Complete annual report within 1 month	Complete annual report within 1 month				
NIIP Technical Advisory Committee quarterly meetings	# of actions from meeting minutes addressed.	In progress	Completed database establishment	Updated database	Ongoing				

5.04: A well-drafted and endorsed NPD Act that provides a clear legal mandate, roles, and functions for national planning and coordination.						**TSDF/SDG**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Initiation & Preparation	Concept note/policy paper endorsed by Cabinet	0	Draft zero developed	NPD Act finalized and submit to parliament	NPD Act enacted				
Drafting & Consultation.	Legal drafter recruited and consultations complete								

3.6 Program 6: Outer Islands' Offices

This program includes all the Governors and Government Representatives from the Outer Islands.

3.6.1 Office of the Governors and Government Representatives (Vava'u, Ha'apai, 'Eua, Niuafo'ou, Niuatoputapu)

The Governor/Government Representative shall represent the Government in their respective districts and shall exercise therein supervision over all subordinate officers and all Government property and shall carry out such other duties as the Prime Minister may direct and report regularly to the Prime Minister upon the condition of their district.

The major customers of the Office of Governors and Government Representatives are the Cabinet, LA, MDAs, Public Enterprises, Business, NSA, CSO, General Public and Development Partners.

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

Total Staff by Key Category Program 6.01 (Governor's Office, Vava'u)

Total Staff by Key Category Program 6.01 (Governor's Office Vava'u)				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	0.99	0.65	0.95	0.45
Executive Staff (Band A - H)	2	2	2	2
Prof Staff (Band I - L)	2	2	2	2
Other Staff (Band M - S)	6	6	6	6
Total Established	10	10	10	10
Unestablished	5	5	5	5
Total Staff	**15**	**15**	**15**	**15**

Total Staff by Key Category Program 6.02 (Governor's Office Ha'apai)

Total Staff by Key Category Program 6.02 (Governor's Office Ha'apai)				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	0.39	0.37	0.37	0.37
Executive Staff (Band A - H)	1	1	1	1
Prof Staff (Band I - L)	2	2	2	2

Other Staff (Band M - S)	8	8	8	8
Total Established	11	11	11	11
Unestablished	2	2	2	2
Total Staff	13	13	13	13

Total Staff by Key Category Program 6.03 (Government Representative Office, ‘Eua)

Total Staff by Key Category Program 6.03 (Government Representative Office, 'Eua)				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	0.14	0.18	0.18	0.18
Executive Staff (Band A - H)	0	0	0	0
Prof Staff (Band I - L)	1	1	1	1
Other Staff (Band M - S)	1	1	1	1
Total Established	2	2	2	2
Unestablished	3	3	3	3
Total Staff	**5**	**5**	**5**	**5**

Total Staff by Key Category Program 6.04 (Government Representative Office, Niuatoputapu)

Total Staff by Key Category Program 6.04 (Government Representative Office, Niutoputapu)				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	0.11	0.11	0.11	0.11
Executive Staff (Band A - H)	0	0	0	0
Prof Staff (Band I - L)	1	1	1	1
Other Staff (Band M - S)	2	2	2	2
Total Established	3	3	3	3
Unestablished	1	1	1	1
Total Staff	**4**	**4**	**4**	**4**

Total Staff by Key Category Program 6.05 (Government Representative Office Niuafo'ou)

Total Staff by Key Category Program 6.05 (Government Representative Office, Niuafo'ou)				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Total = Recurrent ($m)	0.13	0.12	0.12	0.12
Executive Staff (Band A - H)	0	0	0	0
Prof Staff (Band I - L)	1	1	1	1
Other Staff (Band M - S)	2	2	2	2
Total Established	3	3	3	3
Unestablished	1	1	1	1
Total Staff	**4**	**4**	**4**	**4**

Outer Islands' Budget

Outer Island's Budget				
Description	**2024-25**	**2025-26**	**2026-27**	**2027-28**
	Baseline	**Budget**	**Projection**	**Projection**
Governor's Office Vava'u	998,700	651,200	951,200	451,200
Governor's Office Ha'apai	395,200	365,000	365,000	365,000
Government Representative Office, 'Eua	140,900	180,400	180,400	180,400
Government Representative Office, Niuatoputapu	109,600	113,800	113,800	113,800
Government Representative Office, Niuafo'ou	128,000	122,600	122,600	122,600
TOTAL	**1,772,400**	**1,433,000**	**1,733,000**	**1,233,000**

To achieve the above outcome, the following outputs must be produced and associated activities must be undertaken:

Output 6.01: Provide advice to the Prime Minister on progress of social, economic, environment development projects guided by each respective districts' community development plans (Development Coordination Committee).						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**

To work in unison with the elected Parliamentarians to discuss and agree with the Prime Minister, Minister of Finance and Cabinet on certain budget allocations for the development of each districts	No. of meetings Budget prepared and fund secured	>4 meeting per year Budget prepared and fund secured by July every year	>4 meeting per year Budget prepared and fund secured by July every year	>4 meeting per year Budget prepared and fund secured by July every year	>4meeting per year Budget prepared and fund secured by July every year			GPA 7	
To formulate policy in consultation with the Local Governance Division and provide advice, reports and recommendation to the Prime Minister, and the districts' Development Coordination Committee on matters pertaining to the social, economic, environment and political development of the people of each districts	Policy and advice formulated % timeliness, accuracy and completeness of advice	Policy and advice formulated >95%	Policy and advice formulated >95%	Policy and advice formulated >95%	Policy and advice formulated >95%			GPA 7	
Close collaboration with the Local Governance Division to advise and coordinate the activities of the Government Ministries and Departments in accordance with the development objectives set by each respective districts' Development Coordination Committee and approved by the Government.	% timeliness, accuracy and completeness of advice and coordination	>95%	>95%	>95%	>95%			GPA 7	
To provide secretariat and support services for the District's Development Coordination committee, and other Committees in collaboration with the Local Governance Division.	% timeliness, accuracy and completeness	>95%	>95%	>95%	>95%			GPA 7	

Output 6.02: Administer and conduct all Elections held in their respective districts						**SDG/TSDF**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
To administer and conduct the Elections in their respective districts	% completeness, timeliness, accuracy and compliance	>95%	>95%	>95%	>95%				

Output 6.03: All land matters are being managed and administered in accordance with relevant laws.						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
To manage and administer all land matters	% completeness, timeliness, accuracy and compliance	>95%	>95%	>95%	>95%	1.4	1.4.1		

Output 6.04: Close Collaboration with the Local Governance Division to ensure the efficient administration and implementation of District and Town Officers responsibilities						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
To hold a monthly meetings and workshops with the District and Town Officers in collaboration with the Local Governance Division Close collaboration with the Local Governance Division to implement the Districts Development Plan.	Monthly meetings held % timeliness, completeness,	12 >95%	12 >95%	12 >95%	12 >95%			GPA 7	

Output 6.05: Community Development: A more attractive and Beautiful Islands that enable opportunities through tourism and economic sectors as well as improve social welfare of the people of their respective districts						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Closely working relationship with relevant stakeholders in implementing beautification and waste disposal activities.	% timeliness and completeness	>95%	>95%	>95%	>95%				
Secure funding support for beautification	Funding secured	July 2023	July 2024	July 2025	July 2026				

Output 6.06: Better Planning, HR management, Finance, Recording, supporting logistic, Asset Managements and Communication of the Governor's/Government Representative Office.						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Design of the Governor's/ Government Representative Office CP and Budget in collaboration with PMO team	Budget submitted on due date %timeliness, completeness and accuracy and compliance	Budget submitted on due date >95%	Budget submitted on due date >95%	Budget submitted on due date >95%	Budget submitted on due date >95%			GPA 7	
Wisely manage of the Budget in accordance with relevant laws and regulations	% completeness, compliance and accuracy	>95%	>95%	>95%	>95%			GPA 7	
Close collaboration with PMO team on all HR matters	% compliance, timeliness, completeness and accuracy	>95%	>95%	>95%	>95%			GPA 7	
To manage and maintain government quarters and residences	Funding secured %timeliness and completeness of maintenance	Funding secured in July >95%	Funding secured in July >95%	Funding secured in July >95%	Funding secured in July >95%			GPA 7	

To organize and facilitate the visits by the Hon. Prime Minister, Hon. Minister of the Crown, Members of the Legislative Assembly, and Members of the Diplomatic Corps, Government officials and VIP guests.	% timeliness, compliance, accuracy and completeness	>95%	>95%	>95%	>95%			GPA 7	

3.7 Program 7: Local Government & Community Development

This program includes the administration of the District and Town Officers, and overseeing the developments in the communities. This program was transferred from the Ministry of Internal Affairs in pursuant of Cabinet Decision No. 885, dated 31 July 2020. This is one of the reforms the previous Government envisioned in order to pave a way for a closer collaboration with the communities through the Local Government platform.

3.7.1 Local Government and Community Development Department

It is widely understood that there is no constitutional provision for local government, and the main legislation that appeal for the notion of Local Government are the Fono Act and the District and Town Officers Act. There are 23 District Officers and 155 Town Officers in which they are elected on popular vote every four years.

Therefore, the Local Government & Community Development Division is committed to updating the District and Town Officer's Act, the Fono Act and proposing a new Bill to Parliament about the creation and legalising of a Village Committee in every village. This bill shall lay the foundation for establishing a Local Government within the Community.

Until then, the Division shall do their best to collaborate with the existing Village Committees throughout Tonga, and offer assistance when needed. The District and Town Officers' Quarterly report shall enable the Division to gather and analyse important data from the village communities regarding their development plan status, and the assistance needs and priorities of the community through the Village Committees.

District & Town Officers per Island.

Islands	Tongatapu	'Eua	Ha'apai	Vava'u	Niuas	Total
District Officers	7	2	6	6	2	23
Town Officers	61	15	28	39	12	155
Total	68	17	34	45	14	178

Total Staff by Key Category

Total Staff by Key Category Program 7.1				
Description	2024-25	2025-26	2026-27	2027-28
	Baseline	Budget	Projection	Projection
Total = Recurrent and Development ($m)	5.57	11.66	11.66	13.66
Executive Staff (Band A - H)	1	1	1	1
Prof Staff (Band I - L)	2	2	2	2
Other Staff (Band M - S)	2	2	2	2
District & Town Officer	178	178	178	178
Total Established	**183**	**183**	**183**	**183**
Unestablished	1	1	1	1
Total Staff	**184**	**184**	**184**	**184**

1. Core functions of the Division.

- Monitor the performance of each District & Town Officer and Village committee.
- Establish and implement the Community Development Plans (CDP).
- Administer all the Island Development Committees and monitor the development progress of each island group.
- Monitor the progress of the Community Development progress of each Village/Township throughout Tonga.
- Encourage oversight in the working of every village committee
- Provide capacity building training for District and Town Officers.
- Ensure a positive and collaborative effort between central government and the communities at the grass roots level.
- Strengthen and monitor Local Governance, the Village committees, and sub-committees.
- Administer and manage all Grants under the Division.
- Facilitate and promote good governance in all level of the community.

Core customers

- District and Town Officers
- Non-Government Organizations/Civil Society Organizations
- Village committees / Village Councils
- Domestic Transport Shipping Industry
- General Public

TSDF II correlation

- *Pillar 2, Organisational Outcome 2.1*: Improve collaboration with & support to civil society organizations and community groups
- *Pillar 2, Organisational Outcome 2.2:* Closer partnership between governments, churches & other stakeholders for community development
- *Pillar 3, Organisational Outcome 3.3:* Appropriate decentralization of government administration with better scope for engagement with the public

2. Island Development Committee

Each of the outer islands ('Eua, Ha'apai, Vava'u, Niua) formed an Island Development Committee as each island has an allocation in the budget of the Local Government & Community Development Division. The Island Development Committee Fund for each island group was used to be divided amongst the MPs of each Island group. The Local Government & Community Development Division is responsible for the secretariat role for all of the Committees. The Committee members consist of the MPs, Noble representatives to Parliament, District Officers and Governor/Government Representative of each island group. All CEOs from the Line Ministries and relevant Government Enterprises serve as co-opt members and shall be called upon as needed for each Island Development Committee Meeting.

The Cabinet Decision No. 17 of the 7th of February 2025, restructures the Island Development Committees by appointing the Minister of Tourism/Justice as Chairperson for the Ha'apai Development Committee, the Minister of Foreign Affairs/HMAF as Chairperson for the Vava'u Development Committee, the Deputy Prime Minister/Minister for MEIDECC/MOI as Chairperson for the 'Eua Development Committee, and the Minister for Internal Affairs as Chairperson for the Niuas Development Committees. The fund allocated to each Island Committee was no longer distributed to the MPs but looked after by each committee. In order to access the fund, the community members, Town/District Officers of each Island group shall submit a project proposal to their Island Committee. The Chairperson and the Committee members shall then decide on which project to fund.

Integrated five-year plan

The Island Development Committee is also tasked with overseeing/monitoring the development and the implementation of government priorities and community development in each of the island group. However, to perform this role more effectively, the Island Development Committees requested the National Planning Division of the Prime Minister's Office to produce a Five-year Island Integrated Plan for each of the Outer Island Groups.

The Five-year Island Integrated Plan is built on the existing Government Priorities, sector Plans, Tonga Strategic Development Framework, Community Development Plans and Constituency reports. The result is an outcome where it reflects a combination of community needs and government priorities.

All the Five-year Island Integrated Plan for 'Eua, Ha'apai, Vava'u and the Niuas are currently in review. It is recognised that the vision, objectives and the main priorities for each island group is almost identical.

The vision:

"A resilient and sustainable economic/social/technological development to strengthen/enlighten the people to improve their livelihood and live a better quality of life".

The Objectives:

1. Encourage the participation of the people in the development activities for the village community.
2. Undertake economic and social development that shall bring prosperity for all and the future.
3. Weave a firm working relationship as the foundation within the islands and beyond, so that the benefit from economic and social development shall be shared by everyone.
4. A sustainable development for the islands is built on a firm foundation.

Island Priorities

- Community Health Safety
- Social Development
    - Education
    - Women and Youth

    - Sports Development
- Economic Development
    - Primary Industries
    - Infrastructure Development
    - Roads and Bridges
    - Wharf
    - Airports
- Utilities
    - Water Supply
    - Communication
    - Renewable Energy and Climate Change
- Industry and Employment

3. **Grants at Local Government & Community Development Division.**

There are five types of grant in the Local Government & Community Development Division.

i. Grant to Community ($599,800)

This grant is used by Local Government to assist the Town and District Officers and their respective Village Committees to better carry out their duties. This includes providing assistance to Village sub-committees that are responsible for various groups within the community for development purposes. The total amount budgeted for this grant adds up to $599,800. $299,800 is utilized to assist the duties of the District and Town Officers. $300,000 is directed towards economic development among the communities, focussing on assisting community projects that are tailored towards generating income for the community as a whole. The Town Officers for each respective village shall endorse all applications for this grant. The Local Government & Community Development Division shall conduct the Monitoring and Evaluation.

ii. Grants ($1,417,800)

This grant is used to address community development projects and priorities from the village sub-committees / village groups, directed towards certain groups of people. $300,000 shall be used to address development priorities and needs from village youth groups. $500,000 is targeted towards development priority needs from women and children. $300,000 shall serve as assistance for agricultural development needs of the communities, and the remaining $317,800 shall serve as an emergency fund, to address the basic needs of the communities if some unfortunate occurrence leads to these basic needs not being met. For example, village water pumps being damaged, community boat and engine failure, etc.

iii. Grant to Charitable Organisation ($335,500)

The Non-Government Organisations are established to serve the public alongside government service providers. If the service provided by a NGO directly influences the wellbeing of a group of people, then it is essential to make sure that NGOs do not go out of business, but rather remain a service provider. The purpose of this grant is to make sure significant NGOs shall not go out of business by providing financial assistance during the period the NGO renews its contract with donor partners.

iv. Island Development Committee Fund ($1,300,000)

The Island Development Committee Fund is looked after by each Island's Committee, and shall serve as another source of Community Development funding, directed at the Outer Islands. Tongatapu does not have an Island Development Committee as of yet, and the allocated funding for Tongatapu shall be distributed to the 10 MPs of Tongatapu for Development Projects throughout their Constituencies.

v. Sea Transport Subsidy Fund ($1,100,000)

This Fund aims to assist the sea transport needs of the people, directed at subsidizing certain expenses needed by the Domestic Travel Shipping Industry to ensure that the Government provides for this urgent need to safely travel between the Islands of Tonga.

4. Community Development Plan

The Community development Plan is the key instrument in recognising the priorities and needs of the community. At the local level, the community development plan is formulated after a consultation where more than 70% of the community must attend. The community priorities are merged together to form the District Development Plan. After consolidating the plan, it then feeds up through the sub-national level, Island Development Committees, sector plans and match it to the TSDF II.

The Local Government & Community Development Division and MORDI Tonga are now finalizing the 2025 review and update of the Community Development Plans for all rural communities of Tonga. There are plans to include bigger communities and the urban areas in the near future. The review shall show how much each community have accomplished/implemented in the past four years, how much of the development priorities are still in need of assistance, and planning for the following four years..

5. Village Committees

The Ministry of Health submitted the Water Supply Regulations under the Public Health Act to Parliament, which mandated a Village Water Committee to be established in every village. The Ministry of Fisheries also has a Fisheries (Coastal Communities) Regulations and a Special Management Area Order under the Fisheries Management Act, which mandates a Village Fishing Committee to be established in every village. NDRMO has established the Disaster Risk Management Act in 2023, mandating every village to have a registered Disaster Risk Management Committee.

All the committees mentioned here have been mandated to exist in the village communities. The common practice is that these committees operate under the administration and management of the Village Executive Committee/Council (Komiti/Kosilio Faka-Kolo), unless there is an immediate action directed from each Ministry responsible for the above legislation, but all action shall then be reported to the Executive Committee/Council after the action has been carried out.

Although almost every village in Tonga has a village committee, there has not been any legislation written about how the village committee (often referred to as the village council) operates.

As mentioned above, the Local Government & Community Development Division is committed to conducting civic education and awareness programs to every village regarding every aspect of how to elect and operate a successful village committee. This will continue until a Village Committee Bill shall be drafted to direct and officially legalize the Village Executive Committee as the most direct form and representatives of Local Governance in the Village level.

The division shall focus on five main outputs

1. ***Building Capacity for District and Town Officers***
2. ***Awareness and Implementation, Management and Monitoring regarding all Grants under the Division***
3. ***Connecting the Community with various donors and alternative sources of funding besides the Government***
4. ***Monitoring & Assisting Communities to achieve their CDP priorities***
5. ***Empowering and Assisting the Village Executive Committees***

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

To achieve the above objectives, the following outputs must be produced, and associated activities must be undertaken:

Output 7.01: Building Capacity for District and Town Officers						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Consultation to establish a Job Description for District & Town Officers, and review the qualifications for candidates.	% of districts covered in the consultation		50%	100%	Implementation (New Term)	11, 16	Pillar 3, Organisational Outcome 3.3		
Consultation to update the District & Town Officers Term of Reference, Internal Policies and Legislation.	% of districts covered in the consultation		50%	100%	Implementation (New Term)	11, 16	Pillar 3, Organisational Outcome 3.3		
Collaborate with relevant line Ministries in bringing awareness to District and Town Officers regarding their various responsibilities mandated by their various legislation, and the relevant information (taxes, regulations, government processes etc.) they need to operate in their positions.	Number of awareness programs with line Ministries		5	10	15	11, 16	Pillar 2, Organisational Outcome 2.1, Pillar 2, Organisational Outcome 2.2		
Training for District & Town Officers on Leadership & Governance.	% of District & Town Officers participating		50%	100%	100% (Induction Training)	11, 16	Pillar 2, Organisational Outcome 2.2		

Output 7.02: Awareness and Implementation, Management and Monitoring regarding all Grants under the Division						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Training and Awareness programs to all District & Town Officers regarding all relevant Grants available for Community Development project proposals (Proposal/letter writing. Acquittal Report, etc.), including process of applying for assistance from the Island Development Committees.	% of District & Town Officers participating		70%	100%	50% (Induction Training)	1, 10, 11, 16	Pillar 2, Organisational Outcome 2.1		
Training and Awareness programs to all NGOs regarding the Grant to Charitable Organizations	% of registered NGOs and CSOs participating		50%	100%	100%	1, 10, 11, 16	Pillar 2, Organisational Outcome 2.1		
Awareness and Annual Reminders Program for all Constituency Office Secretaries in Tongatapu regarding the Development Committee Fund allocated to Tongatapu, including Acquittals.	% of Constituency secretariats participating		100%	100%	100%	1, 10, 11, 16	Pillar 3, Organisational Outcome 3.3		
Annual Awareness Program with all members of the Domestic Transport Shipping Industry regarding the Sea Transport Subsidy Fund.	% of registered Domestic Shipping companies participating		100%	100%	100%	1, 10, 11, 16	Pillar 2, Organisational Outcome 2.2		

Management and Monitoring of all Grants under the Division's responsibility that has been approved for assistance	% of applications **approved** for funding, **completed**, and **Acquittals** provided.		60%	60%	60%	1, 10, 11, 16	Pillar 2, Organisational Outcome 2.1		

Output 7.03: Connecting the Community with various donors and alternative sources of funding besides the Government						**SDG/TSDF/GPA**			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Training and Awareness for District and Town Officers and their respective Village Committees, regarding proposal writings for Community Development projects, to available donors outside of the Tongan Government.	% of districts covered in the consultation		50%	100%	50% (Induction Training)	11, 16, 17	Pillar 2, Organisational Outcome 2.1, Pillar 3, Organisational Outcome 3.3		
Assist the Diplomatic Corps and other possible donors and sources of fund for Community Development in bringing awareness to the District and Town Officers and the communities.	Number of awareness programs assisted		>3	>5	>7	11, 16, 17	Pillar 2, Organisational Outcome 2.2, Pillar 3, Organisational Outcome 3.3		
Assist the Village Committees in building the connection with their village counterparts in the diaspora and across the globe	Number of projects from the village diaspora assisted and acknowledged		>3	>5	>7	11, 16, 17	Pillar 3, Organisational Outcome 3.3		

Output 7.04: Monitoring & Assisting Communities to achieve their CDP and Development Plan priorities						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Activity 1. Collaborate with relevant stakeholders to assist the remaining Urban village Communities (not included in the rural CDPs) in establishing a Village/Community Development Plan.	% of villages (not included in the CDP) establishing a Development Plan.		10%	40%	70%	1, 11, 16	Pillar 2, Organisational Outcome 2.1, Pillar 2, Organisational Outcome 2.2		
Activity 2. Gather Information quarterly from Village Committees, District, and Town Officers (included in the CDP) regarding the status of their CDP Priorities.	% of villages providing reports and data		50% quarterly	70% quarterly	100% quarterly	1, 11, 16	Pillar 3, Organisational Outcome 3.3		
Activity 3. Assist Village Committees, District, and Town Officers (included in the CDP) in seeking funding for the achievement of their respective CDP priorities	Number of villages assisted in achieving their CDP priorities		10	20	30	1, 11, 16	Pillar 2, Organisational Outcome 2.1, Pillar 2, Organisational Outcome 2.2, Pillar 3, Organisational Outcome 3.3		

Output 7.05: Empowering and Assisting the Village Executive Committees						SDG/TSDF/GPA			
Activity:	**KPIs**	**2024-2025 (baseline)**	**2025-26**	**2026-27**	**2027-28**	**TARGETS #**	**INDICATORS #**	**GPA Target**	**Budget**
Activity 1. Consultation with District and Town Officers on the Drafting of a Village Committee Bill	% of districts covered in the consultation		50%	100%	Bill Drafted (New Term)	11, 16	Pillar 3, Organisational Outcome 3.3		
Activity 2. Training for Village Committee Members on how to successfully operate a Village Committee, and for them to train future members	% of districts covered in the training		20%	40%	60% (unless majority of members are changed, then 30%)	11, 16	Pillar 3, Organisational Outcome 3.3		
Activity 3. Collaborate with relevant line Ministries that are in charge of various sub-committees to the Village Executive Committee, mandated by their respective legislations to empower these committees at the village level.	Number of collaborations		5	10	15	11, 16	Pillar 2, Organisational Outcome 2.1, Pillar 3, Organisational Outcome 3.3		

Way Forward

The Local Government & Community Development Division needs to establish a better connection with the District & Town Officers and the village committees in every village in every inhabited Island of Tonga.

In order for the division to establish these connections with every village (community) in Tonga, it requires additional staff members to carry out the following duties.

- Monitor the flow of government grant and donor projects to the village (community)

This information can only be obtained if we have a staff member to attend every village committee and Fono meetings of every village in Tonga to report on the activities that each village has conducted on a quarterly basis. The staff member allocated for this duty will not only follow up the performance of the District & Town Officers, village members and villages committees but also assist every request put forward by every village and committee.

Every District & Town Officer is required to submit a quarterly report to the Office of the Local Government at Tongatapu, Office of the Government Representative at the island of Eua and the 2 Niuas, and the Office of the Governor of Vava'u and the Office of the Governor of Ha'apai. More than half of the District & Town Officers use Facebook, therefore the Office of the Local Government is also planning to recruit an IT Officer to extract information from the web regarding the work of the officers in a way to better monitor their performance.

- Given that there are 5 main groups of islands in Tonga with 155 villages, it is proposed here that the Local Government & Community Development Division is in desperate need of additional staff. Therefore, the Office of the Local Government & Community Development is seeking funding to finance 8 new positions in order to better improve how it collects important information from the communities, and to better perform its role and duty to the communities. The Division is also committed to recruit 3 daily paid workers for each of the outer islands office stated to start at their post in the July (the beginning of the new financial year).

- The breaking down of the responsibility of each Unit within the Division, these responsibilities may seem to overlap each other and duties may be duplicated, but they are designed to make sure the right information is obtained by the office from throughout all communities in Tonga, as we can cross-reference the collected monitoring information between units with the Local Government & Community Development Division.

1. The **District & Town Officer Unit** will be looking after the District & Town Officers' salaries, Acting Allowances, Duty Allowances, pension and gratuities in case of officers retiring on medical grounds or sadly passing away. The AASC on this unit will also be the secretary for the HOD. This Unit will also look after all administration matters of the Local Government & Community Development Division.

   This unit has planned to recruit one permanent Staff for the main office of the division and 3 new daily paid Staff to work at the Government Representative Office of 'Eua and the Governor Office of Ha'apai and the Governor Office of Vava'u. They will be instrumental in working together with the staff in Tonga to ensure that the administration and monitoring work is done accurately on the ground level. This includes managing and monitoring of leave, to make sure that there will always be a responsible person in every village at all times in case of a national emergency.

2. The **Monitor & Project unit** is in need of 4 staff to assist the expansion of the Division and the unit. The current AS is the only staff member handling the duty for this unit with all our support. The main duty of this unit is to monitor the work of all 155 village committees throughout Tonga and also assist the District & Town Officers and the village committees in project proposal writing and connecting community needs with probable donor partners. The staff for this unit will also monitor the implementation of projects and money spend on villages/communities from the governments' 5 types of grants processed and disbursed and looked after by the Community Development Unit.

The IT Officer will also assist the SEO and SAS of that Unit with the Digitization of the Division's files and summarizing them for the use of the HOD and senior officials when needed. These are just some of the responsibilities that will be handed over from the current staff to this new Unit, to free up space to fulfil our other responsibilities, especially towards the village committees. An AASC will also serve to assist this Unit.

3. The **Community Development Unit** is in need of 3 staff and their main task is to look after the 4 types of government grants in the Local Government Budget, from how to apply for the grants, screening of the applicant, disbursing and processing of payments and monitoring the acquittal report after the fund is utilised. These staff will also collect information from the villages regarding other form of funding that comes into the villages from other sources.

   This unit will also closely monitor the Community Development Plan (CDP) and assist every village committee and sub-committee to formulate village plans such as the Disaster Risk Management Plan mandated by the Disaster Risk Management Act 2021. The National Disaster Risk Management Office (NDRMO) formerly known as NEMO submitted this Act to Parliament. This Unit will also assist other legal mandated committees at the village level such as the Village Water Committee, Village Fishing Committee, etc.

<End>