

MINISTRY OF INTERNAL AFFAIRS

CORPORATE PLAN

2025/2026 - 2027/2028



Table of Contents

List of Abbreviations	2
PREFACE	3
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	5
1. EXECUTIVE SUMMARY	7
1.1. Overview of mandate	7
1.2. Key Legislation, policies, and international agreements	7
1.3. Stakeholders	8
1.4. Results Map	9
1.4.1. TSDF/SDG Linkage	11
1.4.2. Government Priority Agenda	14
2. MINISTRY OVERVIEW	17
2.1. Ministry's vision and mission statement	17
2.2. Ministry's organizational structure	18
2.3. MINISTRY OF INTERNAL AFFAIRS ORGANIZATIONAL CHART	19
2.4. Summary of major reforms in the ministry	20
2.5. Summary of new initiatives for the ministry	20
3. MINISTRY'S BUDGET and STAFFING	21
4. PROGRAM OUTPUTS, ACTIVITIES, and INDICATORS	23
Program 1: Leadership, Policy & Program Administration	23
Sub-program 02: The office of the Chief Executive Officer	25
Sub-program 03: Corporate Services Division	27
Sub-program 04: Outer Island administration	35
Sub-program 05: Church leaders desk	37
Program 2: Sports and Recreational Development	41
Program 3: Overseas Employment Division	47
Program 4: Women Affairs and Gender Equality	52
Program 5: Social Protection and Disability	61
Program 6: Youth Development	66

List of Abbreviations

CEDAW Convention on the Elimination of all forms of Discrimination against Women

CLD Church Leaders Desk

CP Corporate Plan

CRC Convention for the Rights of the Child

CRPD Convention for the Rights of People with Disabilities

CSD Corporate Services Division

FFOV Family Free of Violence

FY Fiscal Year

IACP Integrated Aged Care Project

KPI Key Performance Indicators

MIA Ministry of Internal Affairs

OED Overseas Employment Division

RSE Recognized Seasonal Employer

SPC South Pacific Community

SPD Social Protection and Disability

SWP Seasonal Workers Program

TSDF Tonga Strategic Development Framework

TSSP Tonga Social Services Project

WAGE Women Affairs & Gender Equality

PREFACE



I am honoured to present the Ministry of Internal Affairs Corporate Plan for the 2025/2026 – 2027/2028 financial years. As the Ministry embarks on this new corporate planning cycle there are goals and objectives in which the ministry aspires to achieve. Hence, the purpose of this corporate plan is to outline the Ministry's goals and objectives for the next three financial years. This includes, the core mandates of the ministry, its functions, and

planned output activities which sets out how the ministry will achieve its goals and objectives. The overarching framework in which this corporate plan is formulated is based on an integrated framework that aligns to Tonga's Strategic Development Framework and the UN Sustainable Development Goals. The formulation of this document is the result of close consultation with all the senior staff of the Ministry.

The underlying inspiration of this corporate plan is based on two main perspectives. One, there is the sector outcomes in which the ministry plays an integral part. This is with particular focus on the social and economic sectors; on issues regarding social inequalities, unemployment, poverty, and youth. This is where the ministry promotes legal frameworks and policy directions in order to guide, regulate, and support key services and stakeholders such as those for women's affairs and gender equality, labour mobility, social protection, people with disabilities, youth, and faith based organizations, and sports federations. On the other hand, there is the organizational outcomes. This refers to the operation of the ministry and its relationship with its key stakeholders and clients. In this regard, the ministry aim to enhance its operation and services through structural innovations and research and development.

Moreover, the contents of this plan clearly indicates the central aim of the ministry to review existing legal frameworks and policies under its mandates and to develop more cohesive and effective Legislations, and evidence based policies. In addition, there is more attention towards better implementation of policy actions that have been developed through public consultations and wider stakeholder discussions. Furthermore, it is also a central theme for this plan that the Ministry will improve its structure, processes, and

services in order to meet both its clients' needs while complying to government Laws and Regulations.

It is therefore in the ministry's view that this document not only becomes a guiding and living document for the ministry but also a meaningful tool for the stakeholders and development partners, to better engage with the ministry. I am confident that the ministry will achieve results and contribute positively to Tonga's development.



Hon. Sinaitakala Tu'itahi

Minister for Internal Affairs



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



“With right good will, be faithful to your duty as your service is rendered unto the Lord and not to men” Ephesians 6:7.

The three year Corporate Plan for the Ministry of Internal Affairs sets out our strategic priorities and how we intend on fulfilling them. These priorities include maintaining Tonga’s competitiveness in the job market in labour mobility in New Zealand and Australia while, at the same time minimizing social

Impacts and on the reintegration of workers to ensure sustainable economic benefits in Tonga. These focus areas are featured in this corporate plan and will undertake a consolidated effort among stakeholders in the labour sector both in Tonga and abroad. In addition, the ministry is gearing up towards the 2031 Pacific Games won by bid in 2024, by facilitating the implementation of the hosting agreement, from Legislation to partnership strengthening and donor partner consultations.

There may be a major focus on overseas employment and sports in the coming years, the ministry continues to uphold a people centered approach towards development, by ensuring gender equality and inclusivity so that all people at all levels can achieve fairness in accessibility, participation, and development. These are core to the ministry’s functions; to promote the well-being of vulnerable populations such as women, elderly, children, people with disabilities, and those living in poverty. Reviewing and coordinating the implementation of relevant policies and strategic actions under the ministry’s mandate is vital. The objective is to create an enabling environment in order to improve the capacity and resources for implementing organizations such as other stakeholders; government agencies, civil society, service providers, and community based organizations. In this regard, the Ministry aims to develop effective policies for women’s empowerment, socially inclusive development, social protection systems, age care, and youth development.

In addition, the ministry recognizes the growing social concerns in the Tonga, which is affecting families, communities, and the country as a whole. As such the ministry continues to support the efforts of churches and faith based organizations through the Church Leaders Desk, youth programs, and social protection mechanisms to counter the problems

of illicit drugs, mental health, suicide, and the reintegration of returnees. These are on-going programs and recently, the ministry had taken on board a collaborative initiative that is the returnees program which aims to facilitate Tonga returnees Support Program into the Tongan society.

Lastly, the Ministry remains vigilant towards the adverse effects of climate change and natural disasters. The impacts of climate change events and natural disasters continue to hinder our development efforts but more importantly how it affects our key stakeholders including; women's livelihoods, disabled people, elderly, youth, and people living in poverty. The Ministry will maintain and enhance safety and protection and improve and build proper social protection systems to create a safety net for the most vulnerable people. These programs will undertake a collaborative work plan with a wide range of humanitarian actors, development partners, government agencies, and NGO partners. Therefore, it is important for the Ministry to clearly steer and facilitate the on-going efforts of its vast and multiple stakeholders towards achieving the goals of each sector under the Ministry's mandate. Nonetheless, it is critical that the ministry itself is well equipped with the proper resources and staff to be able to deliver on its objectives. We continue to serve with due diligence and professionalism as we look ahead for the 2025/26 – 2027/28 financial years.



Mrs. 'Akanesi Polotu Paunga

Chief Executive Officer

Ministry of Internal Affairs



1. EXECUTIVE SUMMARY

1.1. Overview of mandate

The Ministry of Internal Affairs regulates and consolidates policies that supports the socio-economic well-being of the people of Tonga. It stands to ensure vulnerable groups are reached effectively, and that services are delivered in an enabling environment pertinent to poverty alleviation and inclusivity. MIA complements the efforts of other Line Ministries in promoting strong inclusive social demands and in ensuring equitable distribution of resources to ensure that all the people of Tonga enjoy high quality standard of living regardless of status in the society. Key mandates are:

- Labour Mobility programs through PALM and RSE
- Women Empowerment and Gender Equality
- Social Protection benefit schemes, polices and frameworks for the Vulnerable population for People Living with all kind of Disabilities inclusive of Elderlies, Children and poor families
- Promoting Health and wellness through sports and recreation
- Youth Empowerment and Development

In addition, the Disaster Risk Management Act- 2021 further highlighted the important mandate of the Ministry of Internal Affairs to be the lead agency for the Safety and Protection Cluster. The Act enables the cluster to function according to its Terms of Reference, thus ensuring vulnerable people are well informed and prepared for natural disasters and pandemics.

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

1.2. Key Legislation, policies, and international agreements

DIVISION	LEGISLATION/POLICIES	INTERNATIONAL/REGIONAL AGREEMENTS
SPORTS AND RECREATION	<ul style="list-style-type: none">• Tonga Sports Council Act	
OVERSEAS EMPLOYMENT	<ul style="list-style-type: none">• Tonga Labour Mobility Policy	<ul style="list-style-type: none">• Pacific Labour Scheme• Inter-Agency Understanding with New Zealand

		<ul style="list-style-type: none"> • Memorandum of Understanding with Australia
WOMEN'S AFFAIRS & GENDER EQUALITY	<ul style="list-style-type: none"> • Family Protection Act • Women's Empowerment and Gender Equality Development 2019-2025 	<ul style="list-style-type: none"> • Pacific Platform for Action on Gender Equality and Women's Human Rights 2018-2030
SOCIAL PROTECTION & DISABILITY	<ul style="list-style-type: none"> • National Social Protection Policy 2023-2033 	
YOUTH DEVELOPMENT	<ul style="list-style-type: none"> • Tonga National Youth Policy and Strategic Action Plan 2021-2025 	
GENERAL	<ul style="list-style-type: none"> • Public Services Act • Public Services Code of Ethics • Public Service Policy • Public Finance Management Act • Revenue Services Administration Act • National Disaster Risk Management Act 	<ul style="list-style-type: none"> • SDGs • Paris Agreement • Sendai Framework for Disaster Risk Reduction • Framework for Resilient Development in the Pacific

1.3. Stakeholders

Ministry of Internal Affairs: Stakeholders and their relationships

The Ministry of Internal Affairs stakeholders' relational analysis are with regards to information acquired by MIA and the usefulness of the information as in between or among parties.

A more in-depth knowledge and understanding of the stakeholders needs, helped the ministry to shape and integrate reforms into their outputs and activities.

Outputs are derived from budget allocations to address: -

- The delivery of service to customer-stakeholder,
- The purchase of goods and services from supplier-stakeholders,
- The joint working with partner-stakeholders, and adherence to rule established by oversight-stakeholders

More importantly the stakeholder are the end users of the Ministry's products and service providers.

Table 1: MIA stakeholders and their relationship

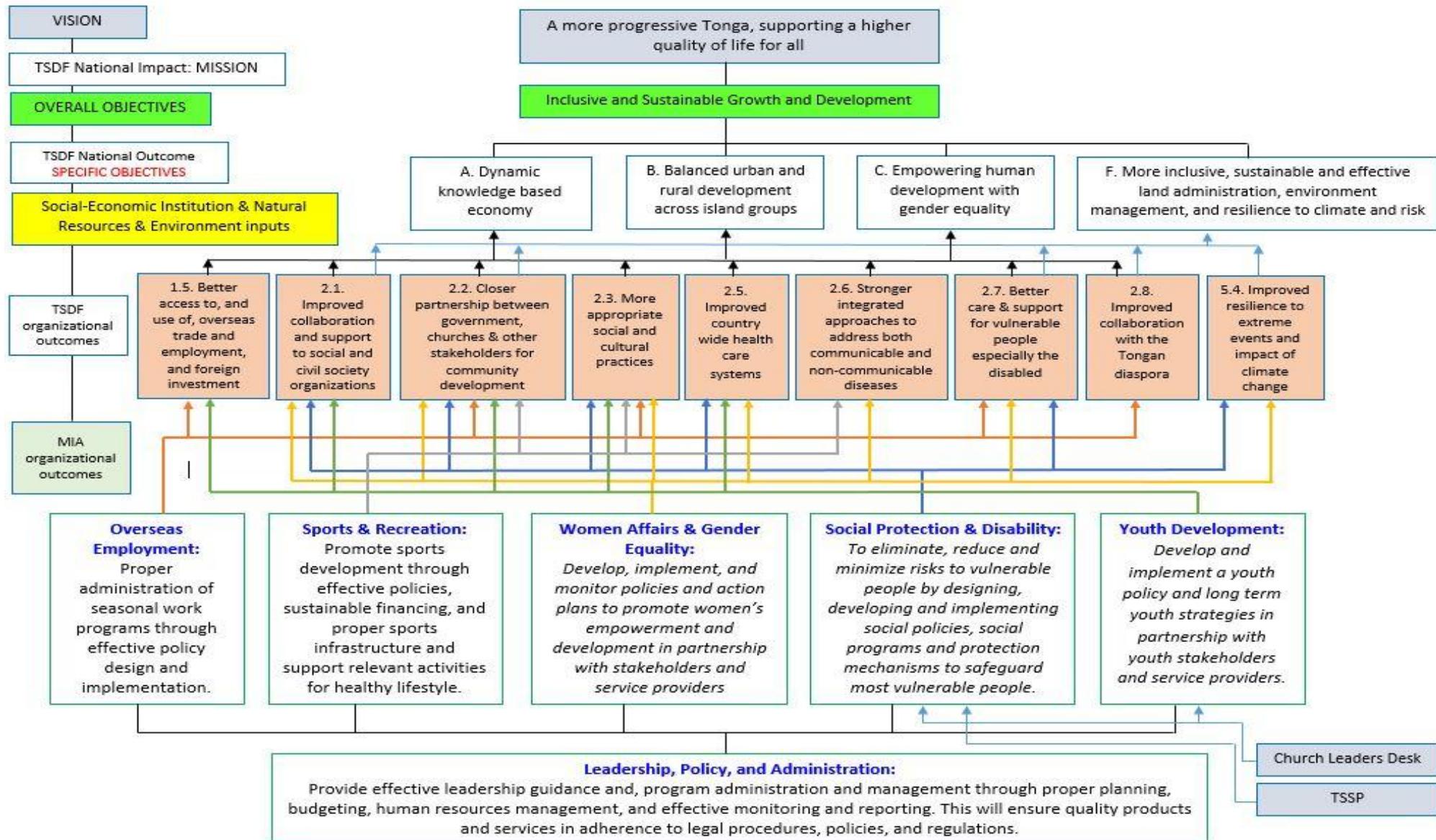
Stakeholder	Customer of MIA	Supplier to MIA	Partner with MIA	Oversight of MIA
Cabinet	x	x	x	x
LA	x	x		x
MDAs	x	x	x	x
Public Enterprises		x	x	
Businesses	x	x	x	x
NGO, CSO	x	x	x	
Churches	x	x	x	
General Public	x	x	x	
Development Partners	x	x	x	x
Sport Federations	x	x	x	x
NZ Ministry of employment & stakeholders	x	x	x	x

1.4. Results Map

The Results Map presents the various levels of intertwined relationships within the Ministry of Internal Affairs and highlights the important role each correlated function encompasses and its relevance to the Tonga Strategic Development Framework (TSDF) and the Sustainable Development Goals (SDG). The ministry's organizational outcomes contributes to eight TSDF organizational outcomes and four national outcomes.

In addition, the ministry's organizational outcomes are measured through the outputs delivered under the six main programs of the ministry. These programs are delivered by each relevant division which are responsible for the ministry's external outputs. Meanwhile, the Leadership, policy, and administration program delivers the internal outputs of the ministry. These outputs supports the effective operation of each division through proper oversight of the office of the CEO, the leadership of the office of the Minister, and the effective management of the corporate services division.

Finally, there are two external projects supported by the ministry's recurrent budget. This includes the Church Leaders Desk social service programs, the Tonga Social Services Program (TSSP) implemented by Ma'a Fafine moe Famili.



1.4.1. TSDF/SDG Linkage

This section outlines the linkages of the MIA organizational outcomes to the relevant TSDF and SDG targets and indicators. The table below illustrates these linkages in more detail.

Table 2: TSDF/SDG Targets linked to MIA organizational outcomes

MIA Organizational Outcomes	Responsible division and outputs	TSDF Organizational outcomes	SDG Targets	SDG Indicators
1. Enable MIA clients/stakeholders to develop through an effective policy framework and strategic action plan	Overseas Employment-Objective 17.3.1: Enhance labour mobility opportunities for Tonga	1.5,2.2,2.7	1.1 1.4 8.5 8.6 8.8	1.1.1 1.4.1 8.5.1,8.5.2 8.6.1 8.8.1,8.8.2
	Women Affairs & Gender Equality-Objective 17.4.1: Develop the new revised National Policy for Women, Gender and Development	2.1,2.2	5.c	5.c.1
	Social Protection & Disability- Objective 17.5.1: To develop and implement an effective National Disability Inclusiveness Policy Objective 17.5.6: Strengthen social protection system in Tonga	2.1,2.2,2.3,2.7,5.4 2.7	4.5 4.a 8.5 1.3 10.4	4.5.1 4.a.1 8.5.1,8.5.2 1.3.1 10.4.1
	Youth Development-Objective 17.6.1: Revise and formulate the new National Youth Policy	2.1,2.2,2.3	3.4 3.5 8.5 8.6 8.b	3.4.2 3.5.2 8.5.1,8.5.2 8.6.1 8.b.1
2. To enhance programs that built the social and economic productive capacity of target groups and communities	Sports & Recreation-Objective 17.2.4: Increase sports for health programs in Tonga Objective 17.2.6: Effective management and disbursement of Sports Grants	2.6 2.2	3.4 8.6	3.4.1 8.6.1
	Overseas Employment-Objective 17.3.2: Effective community outreach programs to	1.5	1.1 1.4 8.5 8.6	1.1.1 1.4.1 8.5.1,8.5.2 8.6.1

MIA Organizational Outcomes	Responsible division and outputs	TSDF Organizational outcomes	SDG Targets	SDG Indicators
2. To enhance programs that built the social and economic productive capacity of target groups and communities	enhance success of Labour Mobility Objective 17.3.3: Development of Reintegration programs for returning workers Objective 17.3.5: Implementation of targeted programs to mitigate negative social impacts on workers	2.1, 2.2 2.1, 2.2, 2.3	8.1 8.8	8.1.1 8.8.1
	Women Affairs & Gender Equality- Objectives 17.4.3. To co-ordinate facilitate, and strengthen the effective implementation of the Family Protection Act at the National Level through inter-agency collaboration, capacity-building and monitoring	2.2, 2.3, 2.5, 2.7	5.1 5.2 5.4 5.5	5.1.1 5.2.1, 5.2.2, 5.3.1 5.4.1 5.5.1, 5.5.2
	Objectives 17.4.4: Increase women's access to economic opportunities	5.4	5.2 5.4	5.2.1, 5.2.2 5.4.1
	Objectives 17.4.5: Increased women's political representation (TSM)			
	Objectives 17.4.6: Strengthen and sustain equal access for man and women in humanitarian space			
	Social Protection & Disability- Objective 17.5.1: To develop and implement an effective National Disability Inclusiveness Policy	2.7 5.4	1.3 1.4 1.5	1.3.1 1.4.1 1.5.1

MIA Organizational Outcomes	Responsible division and outputs	TSDF Organizational outcomes	SDG Targets	SDG Indicators
2. To enhance programs that built the social and economic productive capacity of target groups and communities	Objective 17.5.3: Develop Disaster Recovery Plan for Vulnerable to be able to cope with the adverse effects of natural disasters Objective 17. 5.5: Implementing Integrated Aged Care System and advance aged care services in Tonga	2.7 2.5, 2.7	1.2 3.c 3.8	1.2.1, 1.2.2 3.c.1 3.8.1
	Youth Development- Objective 17.6.2: Enhanced youth development programs Objective 17.6. 4: Effective use of Youth Grants	2.2, 2.3, 2.4 1.5	3.4 8.2 8.1 8.2 8.5 8.6	3.4.2 8.2.1 8.1.1 8.2.1 8.5.1, 8.5.2 8.6.1
3. Ensure high quality social services are available and accessible to all people	Sports & Recreation- Objective 17.2.4: Increase sports for health programs in Tonga Objective 17.2.5: Ensure high quality national sports facilities are available and accessible	2.3, 2.6 2.6	3.4 3.4	3.4.1 3.4.1
	Overseas Employment- Objective 17.3.1: Enhance labour mobility opportunities for Tonga	1.5	8.2 8.5 8.6	8.2.1 8.5.2 8.6.1
	Women Affairs & Gender Equality- Objectives 17.4.3. To co-ordinate facilitate, and strengthen the effective implementation of the Family Protection Act at the National Level through inter-agency collaboration, capacity-building and monitoring Objectives 17.4.4: Increase women's access	2.2, 2.5, 2.6, 2.7, 5.4 2.2, 2.7, 5.4 2.2, 2.5, 2.6, 2.7, 5.4	3.7 5.2 5.6 5.2 8.5 8.8 5.2	3.7.1 5.2.1, 5.2.2, 5.3.1 5.6.1, 5.6.2 5.2.1, 5.2.2 8.5.1, 8.5.2 8.8.1, 8.8.2 5.2.1, 5.2.2, 5.3.1 5.6

MIA Organizational Outcomes	Responsible division and outputs	TSDF Organizational outcomes	SDG Targets	SDG Indicators
3. Ensure high quality social services are available and accessible to all people	to economic opportunities Objectives 17.4.6: Strengthen and sustain equal access for man and women in humanitarian space		5.6 6.2	6.2.1
	Social Protection & Disability- Objective 17.5.2: Enhance Disability Welfare Scheme	2.7	11.1	11.1.1
	Objective 17.5.3: Develop Disaster Recovery Plan for Vulnerable to be able to cope with the adverse effects of natural disasters	2.1, 2.2,	1.5 13.1	1.5.1 13.1.1
	Objective 17. 5.5: Implementing Integrated Aged Care System and advance aged care services in Tonga	2.5	3.8 11.2	3.8.1 11.2.1
	Objective 17.5.6: Strengthen social protection system in Tonga	2.7	1.3 10.4	1.3.1 10.4.1
	Youth Development- Objective 17.6.2: Enhanced youth development programs	1.5, 2.1, 2.2	3.4 3.5 3.7 4.5 4.6 8.5 8.6	3.4.2 3.5.1 3.7.1 4.5.1 4.6.1 8.5.2 8.6.1

1.4.2. Government Priority Agenda

The ministry identifies several outputs that are directly and indirectly linked to the Government Priority Agenda. Since the ministry has a more regulatory and policy role, hence most of its activities are mainly policy, oversight, and grant management. However, the MIA activities may be broad and its impacts are more visible in the sector outcomes

than it is in this corporate plan, yet it is significant to note several activities that contributes to achieving the government's priority agenda. The following table shows how MIA Divisional Outputs support relevant Government Priority Agenda targets.

Table 3: GPA Targets supported by MIA Divisional Outputs

GPA 1: Climate and disaster resilience	
MIA divisional outputs	Outputs/Activities
Program 1: Sub-program 05. Church Leaders Desk- Sub - Objective 3: Improve child protection services through awareness and prevention program	Activity 05.3.1: Conduct training on child protection services
Women Affairs & Gender Equality- Objectives 17.4.6: Strengthen and sustain equal access for man and women in humanitarian space	Activity 4.5.1: Develop and implement an extensive training program for women and girls on disaster risk preparedness, response, and climate adaptation. Engage NGO training providers to deliver community-based trainings Activity 4.5.2: Ensure women's representation and participation in Village Disaster Risk Management Committees (VDRMCs) and District Emergency Management Committees (DEMCs) Activity 4.5.3: Engage Technical Assistance to conduct key stakeholders' consultation to develop a disaster recovery framework for gender equality and women's empowerment with a focus on GBV, female headed households, women living in poverty, and women in the informal sector Activity 4.5.4: Develop joint (gov't &NGO) project proposals for implementing key components of the disaster recovery framework for gender equality and women's empowerment Activity 4.5.5: Develop and deliver training modules for the Safety & Protection Cluster's Gender in Humanitarian Action trainings Activity 4.5.6: Undertake a research study to identify and promote women who are engaged in recycling and conservation businesses Activity 4.5.7: Conduct awareness programs to promote and engage women for businesses and diversified livelihood opportunities in recycling base businesses and conservation Activity 4.5.7: Develop and implement awareness programs to educate the public on

	<p>the different gender impacts of natural disasters and climate adaptation.</p> <p>Activity 4.5.8: Ensure equal access to disaster preparedness information and resources for all household members, including vulnerable groups</p>
Social Protection & Disability: Objective 17.5.3: Develop Disaster Recovery Plan for Vulnerable to be able to cope with the adverse effects of natural disasters	<p>Activity 5.4.1 Set program triggers for financial assistance in times of disasters</p> <p>Activity 5.4.2. Develop Anticipatory Action (AA) Plan</p> <p>Activity 5.4.3. Cabinet Submission of the Adaptive Social Protection Framework</p>
GPA 2: Combat illicit drugs	
MIA divisional outputs	Activities
Program 1. Sub-program 05: Sub - Objective 5: Social Concerns Awareness and Prevention Program	Activity 05.5.2: Deliver Haofaki Mo'ui health promotion
	Activity 05.5.3: Conduct suicide prevention programs
	Activity 05.5.4: Conduct youth stewardship programs
Youth Development: Output 17.6.2: Enhance youth development	Activity 6.2.2: Conduct life skills training and leadership
GPA 3: Reducing poverty and protect vulnerable groups	
MIA divisional outputs	Activities
Youth development: Objective 17.6.2: Enhanced youth development programs	Activity 6.3.1: Conduct youth entrepreneurship training
GPA 5: Quality and affordable healthcare	
MIA divisional outputs	Activities
Social protection & disability: Objective 17. 5.5: Implementing Integrated Aged Care System and advance aged care services in Tonga	Activity 5.7.1: Monitor performance of MFF and Stakeholders are up to standard with their services with grants from government and tender to be out before February 2026
	Activity 5.7.2: Develop a monitoring system for Quality Standard criteria framework for new organizations joining vulnerable services providers, and a Quality Assurance Standard for Service Providers
	Activity 5.7.3: Monitor and report on the Implementation of the Integrated Aged-care Project
	Activity 5.7.4: Develop policies for protecting elderly against violence

2. MINISTRY OVERVIEW

The Ministry of Internal Affairs is comprised of six major programs which include 1) Leadership, policy, and administration, 2) Sports and recreation, 3) Overseas employment, 4) Women affairs and gender equality, 5) Social protection and disability, and lastly 6) Youth development. These programs are tasked with delivering the ministry's core functions. Moreover, the ministry leads in six major sectors such as Sports, Youth Development, Women Affairs, and People with Disabilities, Social Protection, and Aged Care. Meanwhile, the ministry has a significant role in Tonga's labour sector, but with a specific focus on agreed overseas employment.

There are also several projects that are currently set up to support the ministry fulfil specific target actions within the relevant sectors. This includes the Pacific Labour Mobility program, the ADB Integrated Aged Care project, and the new UN Women Pacific Partnership for Ending Violence against Women and Girls. The Pacific Labour Mobility program assists the Overseas Employment Division to enhance seasonal employment opportunities in Australia and supports several programs relating to seasonal workers. The program is funded by the Australian government. Similarly, the ADB finances the Integrated Aged Care Project which is set up to advance the aged care system in Tonga and deliver aged care services through the creation of aged care centers for senior citizens. On the other hand, the Un Women project supports national activities for addressing gender based violence.

In addition, the ministry outsources the Tonga Social Services Program to the Ma'a Fafine moe Famili. This program is funded by the ministry and implemented by the Ma'a Fafine moe Famili.

Lastly, the ministry houses and funds the operation of the Church Leaders Desk which is the Secretariat of the Church Leaders Forum. The Desk implements critical activities that are relevant to the social sector but they are however responsible for financing their own activities through various donor funding.

Therefore, this section presents the ministry's vision and mission, the ministry's organizational structure, the ministry's major reforms, and the ministry's new initiatives.

2.1. Ministry's vision and mission statement

MIA vision statement:

“The Ministry of Internal Affairs to lead the way in social innovation and development towards an effective welfare system, reduce inequalities, alleviate poverty, better access to services, enhance youth development, and improve overall health and well-being for the people of Tonga.”

MIA mission statement:

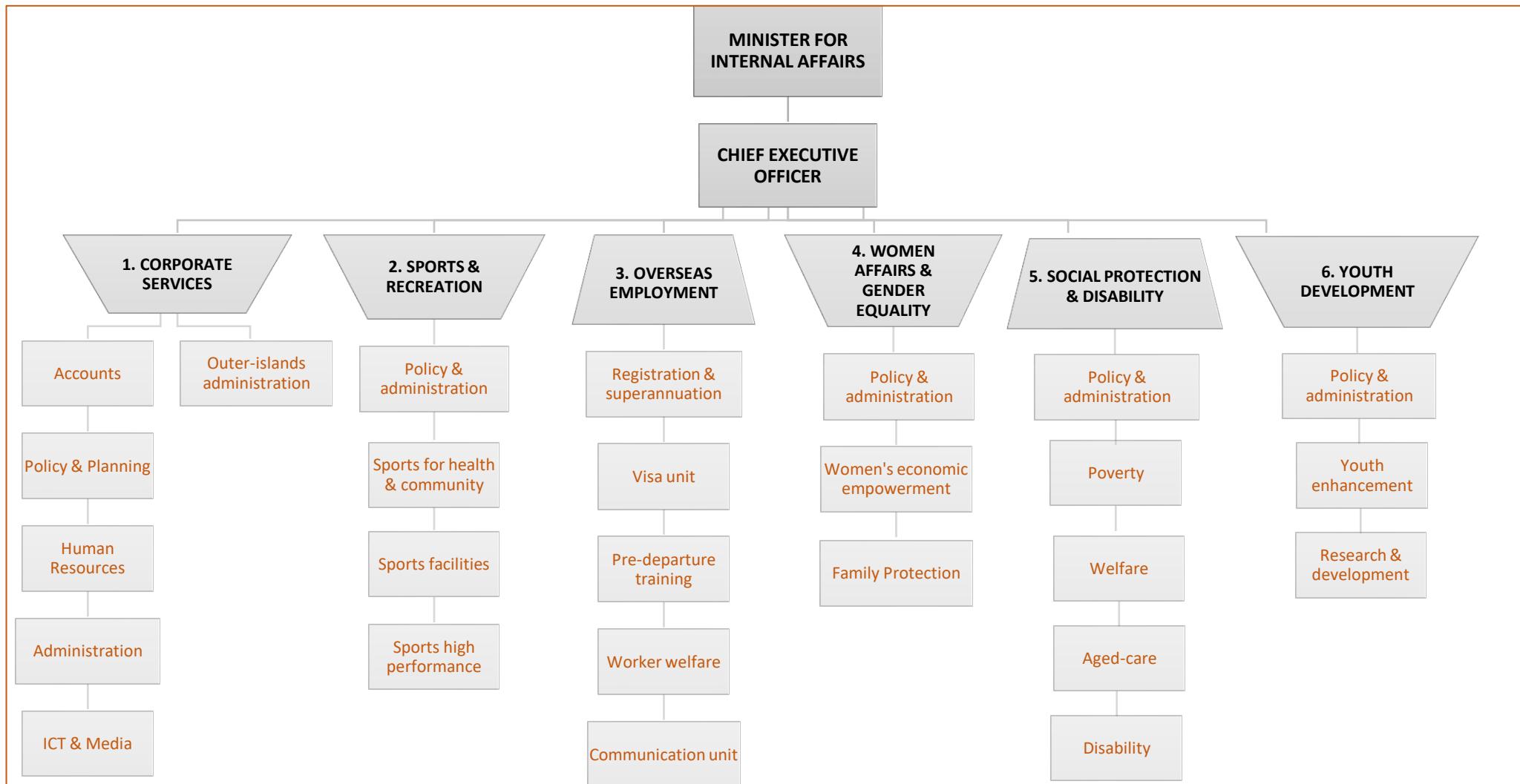
“To establish and deliver a high-quality standard of services, policies, and resources to guide and support organizations, communities, and government in building a safe, prosperous and respectable nation.”

2.2. Ministry’s organizational structure

The ministry’s organizational structure is based on the functional performance of each program which is delivered by the responsible division and units. The ministry is organized into six main programs which include: **a) Program 1:** Leadership, Policy, and Administration, **b) Program 2:** Sports and Recreation, **c) Program 3:** Overseas Employment, **d) Program 4:** Women Affairs & Gender Equality, **e) Program 5:** Social Protection and Disability, and **f) Program 6:** Youth Development. The program 1 includes the office of the minister and the office of the Chief Executive Officer. It also includes the Corporate Services and the Outer-Islands Administration which is a sub-program under program 1 and linked to the Corporate Services division. The organizational structure is further organized into several units under each responsible division. There are six main units under the Corporate Services which are responsible for administration and management of the ministry’s budget, assets, human resources, and logistics. The sports and recreation division has four main units which are tasked with the sports sector governance, the management of sports facilities and grants for sports development, and public promotion and outreach. The overseas employment division has five main units which is aligned to its labour operation manual. They are tasked with coordination and implementation of the labour mobility policy, providing overseas labour recruitment services, and overseeing worker welfare, and set up programs for the reintegration of returning workers. The Women Affairs division has three units tasked with policy oversight and coordination, grant management, and mainstreaming gender issues. The social protection & disability division has five main units responsible for policy oversight and coordination, social welfare management, and monitoring social service providers. Lastly, the youth development division has three main units tasked with policy oversight and coordination, delivering youth programs, and managing youth grants.

Therefore, the following chart outlines the ministry’s organizational structure in more details.

2.3. MINISTRY OF INTERNAL AFFAIRS ORGANIZATIONAL CHART



2.4. Summary of major reforms in the ministry

In this corporate planning cycle there are major reforms undertaken by the ministry. These reforms are based on the review of current organizational structures in each division in order to improve the efficiency and effectiveness of output delivery, monitoring, and reporting.

However, the following list are three divisional restructuring to be completed within this corporate planning cycle:

1. Sports and Recreation- This division will be organized into four main units comprising of **a) Sports policy & administration, b) Sport facilities management, c) Sports High Performance, and d) Sports for Health and community.**
- 2) Women Affairs and Gender Equality- This division will be organized into three main units including **a) Policy & administration, b) Women's economic empowerment, c) Family Protection.**
- 3) Youth Development- This division will be organized into three main units including **a) Youth Enhancement, b) Research & Development, and c) Youth policy & administration.**

2.5. Summary of new initiatives for the ministry

The ministry is building its capacity based on the need to accommodate new major projects and revised programs under its mandate. As such the ministry is proposing new initiatives for this new budget cycle. These new initiatives are also reflected in the divisional outputs and activities in the later sections of this corporate plan. The following table summarizes the new initiatives of the ministry.

Table 1: New staff proposals and new initiatives 2025/2026

Division	New staff proposals 2025/2026 financial year	Budget implication
Corporate Services	4 Critical positions	\$144,994.00
Sports and recreation	1 critical position 1 professional contract staff	\$22,133.00 \$37,000.00
Women Affairs and Gender Equality	1 Critical position	\$30,526.00
Social Protection & Disability	5 Critical positions	\$128,021.00
Youth Development	2 Critical positions	\$48,843.00
		TOTAL: \$626,241.00

Division	New initiatives	Budget implication
Corporate services	Shared cost for office construction	\$200,000.00
Overseas employment	Construction of training facility	Seek donor funding

3. MINISTRY'S BUDGET and STAFFING

The ministry's recurrent budget allocation for the next financial year is estimated at TOP\$23.2 million while development budget is estimated at TOP\$13.3 million. These budget allocations reflect the resources (human and physical) required to deliver the outputs under each program and sub-programs of the ministry. The budget strategy (recurrent and development) for the next three financial years is summarized in Table 1 below. The next table 2 outlines the ministry's budget estimate for the financial year 2025/2026. Finally the table 3 presents the overall staff of the ministry to date.

Table 1: Ministry's Budget Strategy by expenditure item in Recurrent and Development

Expenditure Item (\$m)	FY 2025/26 (est recurrent)	FY 2025/26 Proj (dev)	FY 2026/27 (est recurrent)	FY 2026/27 Proj (dev)	FY 2027/28 (est recurrent)	FY 2027/28 Proj (dev)
Established Staff (10xx)	1,922,200.00		1,922,200.00		1,922,200.00	
Unestablished Staff (11xx)	341,000.00		341,000.00		341,000.00	
Travel and Communication (12xx)	138,100.00	52,000.00	138,100.00	47,000.00	138,100.00	47,000.00
Maintenance and Operations (13xx)	1,999,900.00	16,000.00	1,999,900.00	16,000.00	1,999,900.00	8,000.00
Purchase of Goods and Services (14xx)	1,428,600.00	3,800,900.0 0	1,428,600.00	3,718,800.00	1,428,600.00	7,335,100.00
Grants and Transfers (15xx)	17,158,900.00	2,650,100.0 0	14,266,600.0 0	2,650,100.00	14,766,600.0 0	2,650,100.00
Assets (20xx)	220,300.00	6,861,400.0 0	142,000.00	4,376,400.00	142,000.00	30,000.00
Total	23,209,000.0 0	13,380,400.0 0	20,238,400.0 0	10,808,300.00	20,738,400.0 0	10,070,200.00

Notes:

1. 'Established and Unestablished staff' is all expenditures under CATs 10 and 11
2. 'Ministry Operational Costs' is, for all expenditures under CATs 12, 13, 14.
3. 'Grants and Transfers' are expenditures under CAT 15
4. 'Assets' is expenditures under CAT 20

Table 2: Ministry's budget estimate for the 2025/2026 financial year

Expenditure items (Categories)	2024/25 Original Budget Estimate	Budget Envelope for 2025/26	Budget estimate 2025/26
Established Staff (10xx)	1,907,100.00	1,798,200.00	1,922,200.00
Un established Staff (11xx)	168,700.00	317,000.00	341,000.00
Travel and Communication (12xx)	184,000.00	138,100.00	138,100.00

Maintenance and Operations (13xx)	1,935,100.00	1,999,900.00	1,999,900.00
Purchase of Goods and Services (14xx)	1,414,900.00	1,411,600.00	1,428,600.00
Grants and Transfers (15xx)	9,897,900.00	17,158,900.00	17,158,900.00
Assets (20xx)	89,400.00	142,000.00	220,300.00
Grand Total	15,597,100.00	22,965,700.00	23,209,000.00

Table 3: Ministry's staffing 2025/2026 to 2027/2028

Category	2024/25	2025/26	2026/27	2027/28
Established Staff				
Executive Officer (Level 0 to2) (B—G)	8	8	8	8
Professional Staff (Level 3 to 9) (H---L)	29	32	36	40
Other Staff (Level 9A to 14A) (M—S)	33	33	30	30
Total Established Staff	70	73	74	78
Unestablished Staff	25	24	20	20
Consultants/Professional Contract Staff	10	10	9	9
Total Staff	105	107	103	107
Staff funded by Development				
SET Project	Component 4/PMU	8	0	0
	Component 3/Overseas Employment Division	5	0	0
	Component 1/CCT Cash Transfer, Social Protection Division	7	0	0
Integrated Aged Care Project	PMU and project staff	7	9	10
Pacific Labour Facility (PLF)	Overseas Employment Division	14	12	12
DFAT Project	Women's Affairs and Gender Equality Division	3	3	2
	Office of the CEO	1	1	1
SPC	Women's Affairs and Gender Equality Division	1	1	1

SPC	Youth Development Division	1	1	1	
UNICEF Project	Church Leaders Desk	1	1		
UNWomen EVAW Pacific Partnership	Women's Affairs & Gender Equality Division		3	2	2
Total Staff funded by Development		36	29	24	24

4. PROGRAM OUTPUTS, ACTIVITIES, and INDICATORS

This section is divided into six major programs which outlines the objectives, outputs, activities, annual targets, and indicators for each division/sub-program during this corporate planning cycle. The first program is the Leadership, Policy, and Program Administration. This program is further divided into five main sub-programs which is the office of the minister, the office of the chief executive officer, the corporate services division, the outer islands administration, and the church leader's desk. The second program is the sports division, the third is the overseas employment division, the fourth is the women affairs division, the fifth is the social protection and disability division, and the last is the sixth program which is the youth develop division.

Program 1: Leadership, Policy & Program Administration

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

Moreover, program 1 aims at delivering outputs which will enhance the overall operation of the Ministry. The Corporate Service Division is the supporting arm to the offices of the Minister and CEO, while providing critical services for other divisions to facilitate their operations.

Sub-Program 01: Office of the Minister

The office of the minister provides the leadership guidance for the ministry which is at the policy and strategic levels of administration. This office is the ministry's connection to Cabinet and the Legislative Assembly of Tonga. The core function of this office is to ensure that the ministry and its partners can deliver their outputs and activities effectively and efficiently according to approved plans, policies, and legislations.

Office of the Minister budget and staffing

The office of the minister is allocated a budget envelope of \$101,500.00 for the upcoming financial year. However, the final budget estimate approved for the office of the minister for 2025-2026 financial year is \$163,500.00. This office consists of three staff which includes the minister, a VIP driver, and a personal assistance. The table below shows the office of the minister's budget and staff.

Table 1: Office of the Minister budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total recurrent budget	181,700.00	163,500.00	163,500.00	163,500.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	0	0	0	0
Other Staff (M—S)	0	0	0	0
Total Established	1	1	1	1
Unestablished	2	2	2	2

Sub-program 01: Office of the Minister- Objectives, outputs/activities, targets and indicators

Objective 17.1.01.1: Effective political direction and Leadership

Outputs/Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
1. Conduct CEO and HOD meetings	Numbers of meetings with HODs	4	12	12	12
2. Submit MIA official documents for Cabinet endorsement	Number of Cabinet Submissions	8	10	10	10

Objective 17.1.01.2: Provide appropriate advice and guidance and reporting

Outputs/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Inform government priorities to CEO	Timely advise are provided	Monthly	Monthly	Monthly	Monthly

and HODs					
2. Submit Annual Report, CP & Budget Estimate to Cabinet and Parliament	Number of reports submitted	1	1	1	1
3. Attend bi-lateral, multi-lateral and International conferences and meetings	Number of meetings conducted /attended	4	3	5	4
Objective 17.1.01.3: Ensure appropriate legislation and policies are in place for the Ministry					
Output/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Submission of relevant bills and legislations	Number of bills and legislations	1	1	1	1
2. Submission of MIA policies for Cabinet endorsement	Number of policies endorsed	1	2	1	1

Sub-program 02: The office of the Chief Executive Officer

The office of the Chief Executive Officer anticipates that the budget programs for this corporate plan cycle will empower all divisions of the ministry and its vast stakeholders to drive social changes towards attaining national goals. The ministry has fully utilized its limited resources and will continue doing so in the next financial year. It is the medium of efficiency for the government and support for the ministry's implementing partners that has been extremely valuable.

The office of the chief executive officer will strive to achieve the best in all social and economic sectors through collaborative partnership to achieve the maximum results in the coming years.

Office of the CEO budget and staffing

The office of the CEO is allocated a budget envelope of \$115,100.00 for the upcoming financial year. This office consists of three staff which includes the CEO, a senior secretary, and a clerk. However, there is a proposed additional budget of \$45,000. This brings the total proposed budget for the office of the CEO to \$161,000. This is mainly due to internal changes in the office of the CEO staffing where according to the budget forecast the current staff salaries of the office of the CEO is likely incur a shortfall. Hence, this proposed budget will ensure that

does not happen in the coming financial year and onwards. In addition, there is a request for additional budget which includes the CEO's leave encashment to be budgeted accordingly to avoid further transfers in the future.

Table 2: Office of the Chief Executive Officer budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total recurrent budget	145,900.00	122,000.00	115,100.00	115,100.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	1	1	1	1
Other Staff (M—S)	1	1	1	1
Total Established	3	3	3	3
Unestablished	0	0	0	0

Sub-program 02: The office of the Chief Executive Officer- Objectives, outputs/activities, targets and indicators

Objective 17.1.02-1: Effective management, planning, and reporting

Outputs/Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
1. Completion of Corporate Plans & Budget Estimation and Annual Reports to Minister	Corporate plan submitted on time	1	1	1	1
	Revised Corporate Plan submitted according to budget passed by Parliament	1	1	1	1
2. Conduct HOD meetings	Number of HOD meetings conducted	1/month	1/month	4/month	4/month
3. Effective reporting	Bi-annual reports submitted on time	2	2	2	2

Objective 17.1.02-2: Effective service delivery and operations					
Outputs/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Improve office space for effective coordination and service Delivery	Number of new offices secured	1	2	2	2
	Renovation and construction timeline	2 months	2 months	2 months	3 months
2. Improve process and procedural systems of the Ministry	Innovative and effective processes guideline developed	Ongoing	Ongoing	Ongoing	Ongoing
3. Promote staff capacity building through advanced studies and training	Number of trainings conducted	Ongoing	Ongoing	Ongoing	Ongoing
4. Promote MIA staff health and wellness life style	Number of scholarships awarded to staff	3	3	4	3
	Number of exercise per month	Every month (once a week)	Every month (once a week)	Every month (once a week)	Every month (once a week)

Sub-program 03: Corporate Services Division

The Corporate Services division provides the administrative, financial, policy, and HR services for the ministry. These services will ensure the overall efficiency of the Ministry's operation through the existence of clear directions to support the core programs of Ministry. The division's budget and outputs will be an anchorage for the Ministry's mandated core roles (sports, employment, women, social protection & disability, and youth) as they work towards the ultimate goal of ensuring effective socio-economic development.

It is critical to ensure focus is placed on facilitating advanced technology and capacity building development for all of the Ministry's staff, driven by the Corporate Services division to ensure capacity of staff within the Ministry's core divisions are well equipped to deliver assigned

tasks and uphold compliance with required reporting mechanisms which in turn will guarantee each Program's (division) ability of delivering its outputs.

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

In addition to the common management output, the division has set nine major objectives for this corporate planning cycle.

Corporate Services budget and staffing

The corporate services division proposes new initiatives for the 2025-2026 financial year which amounts to \$159,443.40. This new initiative is for four critical positions, including returning scholars of the ministry and much needed capacity for Planning, Human Resources, and Accounts. These areas are expected to be overwhelmed with the influx of upcoming major projects in the ministry. The division also aims to promote digitization of its filing system and its major services are planned to move towards online services, thus requiring specialized staff. In addition, there is also a minor adjustment in the CSD budget where the current envelope for salaries is lower than the actual existing staff salaries. This is due to internal changes in the staffing of CSD which needs to be settled in the next financial year to avoid any shortfalls in the salaries vote. In addition, the rental votes are usually short and had to be covered from other votes, so there is a need to fully cover the office rent while preventing transfers from other votes. Finally, the division proposes new vote of \$18,000 which includes computer software. This is critical as the current computer programs in the ministry is outdated and expired. However, none of the proposed budget and initiatives were allocated any funding. The final budget estimate allocated for the Corporate Services Division is \$1,323,400.00 which is a reduction from the 2024-2025 budget. The following table 3 outlines the division's budget strategy from 2025 to 2028.

Table 3: Corporate Services budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	1,415,600.00	1,323,400.00	1,270,000.00	1,270,000.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	13	11	12	13
Other Staff (M—S)	19	14	15	15

Total Established	33	26	28	29
Unestablished	11	3	2	1

Sub-program 03: Corporate Services Division- Objectives, outputs/activities, targets and indicators

Objective 17.1.03.1: Improve Compliance, Effectiveness & Efficiency in management and delivery of financial services					
Outputs/Activity:	CP KPI's.	2024/2025 baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Development of the Ministry's Financial Budgets Preparations.	Submission of Complete Budget Estimate prior deadline (February yearly)	January 2025	January 2026	January 2027	January 2028
	Number of New Initiatives lodged and passed from MOF/LA	8	3	4	6
	Number of budget consultations	March 2025	2 [November & February]	2 [November & February]	2 [November & February]
2. Provide effective financial services and payments (Recurrent Budget)	Expenditure Performance %	More than 100% (25% per quarter)	100% (25% per quarter)	100% (25% per quarter)	100% (25% per quarter)
	Revenue collection amount	150,000	200,000.00	200,000.00	250,000.00
3. Provide financial services for Development Projects	Number of Development Projects	3	3	3	4
Objective 17.1.03.2: Timely and Accurate Financial Reporting					
Outputs/Activity:	CP KPI's.	2024/2025 baseline targets	2025/2026 Target	2026/2027 Targets	2027/2028 Targets
1. Review Internal Controls for effective	number of procedures reviewed and updated	5	2	3	4

financial processes and procedures	Staff compliance to internal controls %	80%	100%	100%	100%
2. Provide effective Financial Reports	Monthly Cash flow Submission	12	12	12	12
	Monthly Financial Update Submitted (1st week monthly)	12	12	12	12
	Number of acquittals completed per project	4	4	4	5
	Quarterly Financial Performance Report Submitted	4	4	4	5
	Financial Report Submitted to CEO's Office for the 12 months period	1	1	1	1

Objective 17.1.03.3: Effective, timely, and compliant Taxes, Debt, and Asset Management

Outputs/Activity:	CP KPI's.	2024/2025 baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Provide accurate tax management and reports	Number of Taxation Forms Submitted to MORC	12	12	12	12
	Timeframe for Disbursement of Taxation Payslips to Employees	0	October, 2025	October, 2026	October, 2027
2. Effective and updated assets management	Bi-annually update report of Fixed Assets and Inventory	2	2	2	2
	Annual Fixed Assets Update to MOF (end of July yearly)	1	1	1	1
	Number of assets registered	40	100	100	80

Objective 17.1.03.4: Enhancing the delivery of procurement processes

Activity:	CP KPI's.	2024/2025 baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets

1. Preparatory of Ministry's Annual Procurement Plan	Timely submission of Annual Procurement Plan to MOF	31 st July 2024	31 st July 2025	31 st July 2026	31 st July 2027
2. Develop contracts on procured activities	Number of contracts developed	8	8	10	12
	Timeframe to completing contract	2 days per contract	2 days per contract	2 days per contract	2 days per contract
3. Deliver effective Procurement Compliances	Number of trainings	0	2	2	2
	Number of non-compliance procurement	0	0	0	0

Objective 17.1.03.5: Effective and efficient management and delivery of Human Resource services

Outputs/Activity:	CP KPI's.	2024/2025 baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 targets
1. Develop a performance development plan	Timeframe for formulating performance development plan	NA	2 weeks August 2027	2 weeks August 2027	2 weeks August 2027
	Number of scholarships successfully awarded to MIA	0	3	2	2
	Number of trainings conducted on support services capacity building	8	5	6	10
2. Deliver timely and effective Recruitment of critical posts and vacancies.	Number of vacancies filled	5	18	4	5
	Timeframe for recruitment	4 months	2 months	2 months	2 months
3. Review Employees Job Description	Number of Job Descriptions Revised	72 Established staff 22 Daily paid 3 professional contracts	74 Established staff 22 Daily paid 3 professional contracts	77 Established staff 22 Daily paid 3 professional contracts	78 Established staff 22 Daily paid 3 professional contracts
	Number of job description evaluated and submitted	10	10	12	5

	Number of Job Description approved by the Re-Evaluation Committee	0	10	12	5
4. Provide proper performance management and supervision	Number PMS forms completed	79	77	80	80
	Timeframe for submission of PMS	July 2024 January 2025	July 2025 January 2026	July 2026 January 2027	July 2027 January 2028
	Percentage of staff receiving PMS rewards	NA	90%	90%	90%
	Number of disciplinary actions against employees	2	5	3	1
Objectives 17.1.03.6: Advanced logistics and support services					
Output/Activity:	KPIs	2024/2025 Targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Provide effective transportation services	Number of vehicles available for transportation operations	18 Vehicles	18 Vehicles	18 Vehicles	18 Vehicles
	Number of drivers readily available	7 (TBU)	7 (TBU)	7 (TBU)	8 (TBU)
	No. of Updated Log Book Report Submitted	7 (TBU)	7 (TBU)	7 (TBU)	8 (TBU)
	No. of Accidents involving Government Vehicles	2 accidents	No Accident	No Accident	No Accident
2. Deliver effective cleaning services	Timely clean up routine	2/day	2/day	2/day	2/day
	Timely cleaning routine of sanitation facilities	2/day	2/day	2/day	2/day
3. Upgrade and maintenance of office	Timeframe for maintenance	NA	3 months	3 months	4 months

4. Provide office security services	Number of security reports submitted	1/month	1/month	1/month	1/month
5. Management of Leave Entitlements	Number of Updated Leave Balances Circulated to HOD	Once every month	Once every month	Once every month	Once every month
Objective 17.1.03.7: Improve policy design and implementation of policies under MIA mandate					
Output/Activity:	KPIs	2024/2025 baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Review existing under MIA mandate	Number of policies reviewed	2	3		5
2. Conduct M&E capacity building training	Number of trainings		6	6	6
Objective 17.1.03.8: Improve planning, M&E, and reporting					
Outputs/Activity:	KPIs	2024/2025 baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Develop appropriate Corporate Plans	Number of Corporate Plan consultations and workshops	6	6	6	6
	Timeframe to formulate CP	1 month (March 2026)			1 month (March 2028)
	Timeframe to submit CP		31 st March 2025		31 st March 2028
	Timeframe to submit final CP	20 th September 2025	31 st July 2025		31 st July 2028
2. Develop relevant and effective Annual Management Plan	Number of AMP formulated	6	6	6	6
	Timeframe to formulate AMP	2 weeks	2 weeks	2 weeks	2 weeks
3. Develop M&E plan	Timeframe to develop the M&E plan		2 weeks	2 weeks	2 weeks

4. Conducting M&E	Timeframe for M&E data collection		20 th of each month	20 th of each month	20 th of each month
5. Produce quarterly reports	Timeframe for reporting	End of each quarter	End of each quarter	End of each quarter	End of each quarter
1. Formulate annual reports	Timeframe for annual reporting	NA	2 nd week of August 2025	2 nd week of July 2026	2 nd week of July 2026
2. Submit MIA Annual Reports	Timeframe for submission	31 st of July	31 st September 2025	31 st of July 2026	31 st of July 2027

Objective 17.1.03.9: Reliable and effective IT and Media services

Outputs/Activity:	KPIs	2024/2025 Targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Deliver effective IT services for all MIA employees	Number of IT hardware checked and updated/upgraded for TBUs	21	40	42	44
	Number of IT hardware checked and updated/upgraded for Outer islands	0	9	10	12
	Number of IT trainings for MIA employees	2	8	8	8
2. Setup new computers	Number of computers set up			2	2
3. New website for the Ministry	Timeframe to develop website	NA	9 months		
4. Develop and deliver MIA online services through MIA website	Timeframe for creating online services	NA		3 months	
	Number of services online	NA		2	4
	Number of MIA newsletters formulated	12 newsletter per financial year			

5. Deliver effective media communications	Number of newsletters distributed	23 Government Ministries, 20 Stakeholders and all staff	23 Government Ministries, 20 Stakeholders and all staff	23 Government Ministries, 20 Stakeholders and all staff	23 Government Ministries, 20 Stakeholders and all staff
	Number of radio and television programs conducted	24	24	24	24
	Number of social media contents	4 per month	5 per month	6 per month	8 per month
	Number viewers on social media	1,500	2000	2,500	3000

Sub-program 04: Outer Island administration

Outputs and KPI's implemented in the Ministry of Internal Affairs Outer Islands Offices (Vava'u, Ha'apai, Niuas, and 'Eua) include activities for achievement by the respective divisions of the ministry.

Outer island administration budget and staff

The outer islands administration budget for 2025-2026 financial year is proposed to \$375,400. This is mainly due to the office rent for Vava'u whereby the rental was formerly covered by the World Bank SET Project which has ended. So, the ministry will have to take over this cost onwards. The envelope currently sits at \$35,200 while the actual rental cost for Vava'u office is \$70,500. Therefore, an extra \$35,300 is required to fully cover this cost. In addition, the office in 'Eua has one Daily Paid labour cost that has been covered by the CSD budget. However, in order to avoid constant transfers to 'Eua to cover this cost, the office in 'Eua proposes to establish a vote for daily paid labour in 'Eua. Finally, the office in Ha'apai proposes an additional \$4,600 to the current envelope of \$2,600 to make \$7,200 to cater for renting a conference room for the ministry's activities that is conducted in Ha'apai. The approved budget estimate for 2025-2026 financial year is \$360,700 which is a variance of \$14,700 from the proposed budget. However, the projected budget strategy for the outer islands administration is outlined in the following table.

Table 4: Outer Island Office Administration Staff and Budget

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	364,500.00	360,700.00	307,900.00	307,900.00
Executive Staff (B—G)				
Prof Staff (H—L)	3	3	3	3
Other Staff (M—S)	4	4	4	4
Total Established	7	7	7	7
Unestablished	5	5	5	5

Sub-program 04: Outer Island administration- Objectives, outputs/activities, targets and indicators

Output 17.1.04-1: Effective administration and financial management					
Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
1. Effective and Efficient Financial Services and Processing	Cash flow submitted on time to accounts	1/month	1/month	1/month	1/month
	Timely and Accurate Submission of Plan and Budget	1	1	1	1
	No. of consultations on planning and budget	1	1	1	1
	Number of top up votes Requested	5	5	5	5
Output 17.1.04-2: Effective staff management					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28

1. Capacity building and training for staff	Number of trainings requests and conducted	2	2	2	2
2. Proper executing of PMS	Number of PMS assessments completed	2	2	2	2
Output 17.1.04-3: Improved reporting systems					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Complete quarterly reports	Number of report submitted to CEO	4	4	4	4
Output 17.1.04.4: Effective logistics and facilitation of outer islands activities.					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Logistics arrangement and schedules	Number of outer island activities conducted	10	10	10	10
	Percent of late transfers delivered for outputs activities conducted in the Outer Islands	<50%	<50%	<50%	<50%

Sub-program 05: Church leaders desk

The Church Leaders Desk is a project funded by the Ministry in order to support the activities set out by the Forum of Church Leaders. In addition to the common management output, the sub-program has five outputs that deliver and support the purposes mentioned above.

Church Leader's Desk Budget and staff

The Church Leaders Desk proposes to create an additional two new professional contracts for this project which amounts to \$88,700.00. There are also requests for top up of existing operations votes especially for broadcasting.

Table 5: Church Leaders Desk budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	53,400.00	22,200.00	22,200.00	22,200.00
Executive Staff (B—G)				
Prof Staff (H—L)				
Other Staff (M—S)				
Total Established		0	0	0
Unestablished	2	3	3	3

Sub-program 05: Church leaders' desk- Objectives, outputs/activities, targets and indicators

Objectives 17.1.05-1: Promote stronger partnerships to address social issues through Church Leaders. Sub - Objective 1: Support Social Concerns Services Centre at Churches.					
Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
Activity 1.05.1.1: Review of 13 social concern services centers under the churches twice a year	Number of Social services centers reviewed	NA	2 [Aug 25/ Apr 26]	2 [Aug 26/ Apr 27]	2 [Aug 27/ Apr 28]
Activity 1.05.1.2: Capacity Training of	Number of Capacity building conducted for the Social Concern Centers	5	1	2	5

Social Concerns Centers staff	Number of consultations for non-active social concern centers.	0	2	2	2
Sub - Objective 2: Ongoing Counselling Certificate IV and diploma V for the churches, Youth Leaders and School Teachers.					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. One intake of the Certificates level 4 and one intake of Diploma level 5 counselling training for Churches, Schools, and the Social Concerns Services centers	Number of graduates from certificate and diploma programs	40	30 [15 each for certificate & diploma]	30 [15 each for certificate & diploma]	30 [15 each for certificate & diploma]
2. Ongoing Capacity training of existing counsellors	Number of capacity trainings sessions conducted and no. of counsellors completed the training	5	2 [capacity building sessions for 60 counsellors]	2 [capacity building sessions for 50 counsellors]	3 [capacity building sessions for 80 counsellors]
Sub - Objective 3: Capacity Training of Staff to provide child protection Services through awareness and prevention program					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Conduct Outreach and Awareness program throughout Tonga	No. of outreach and awareness programs conducted and no. of Capacity Training sessions completed	6 media awareness programs 2 capacity training sessions 3 outreach programs [follow up on PTSD children]	6 media awareness programs 2 capacity training sessions 3 outreach programs [follow up on PTSD children]	6 media awareness programs 2 capacity training sessions 3 outreach programs [follow up on PTSD children]	6 media awareness programs 2 capacity training sessions 3 outreach programs [follow up on PTSD children]

			[follow up on PTSD children]		
Sub - Objective 4: Identify Action Plan from National Forum of Church Leaders Quarterly Meeting					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Implementation of Action Items from the National Forum of Church Leaders quarterly meeting	Number of the action items addresses by time allocated	7 items per quarter	3 items per quarter	3 items per quarter	3 items per quarter
Sub - Objective 5: Social Concerns Awareness and Prevention Program					
Outputs/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Cyber Safety Awareness and Prevention Program	Number of cyber safety awareness and prevention activities conducted	7	4 media programs 2 community workshops	4 media programs 2 community workshops	4 media programs 2 community workshops
2. Haofaki Moúi Health Promotion	Number of Haofaki Mo'ui Health Promotion activities implemented	20	20	20	20
3. Suicide Prevention Program	Conduct Suicide Prevention Week Program	10	6 media programs, 2 helpline number text awareness and 3 community outreaches	6 media programs, 2 helpline number text awareness, and 5 community outreaches	6 media programs, 2 helpline number text awareness, and 5 community outreaches
4. Youth Stewardship Program	Number of Youth Stewardship Program Conducted	15	4 community outreach programs	4 community outreach programs	4 community outreach programs

5. Trafficking in person (TIP)	Number of TIP victims addressed and community awareness programs conducted	NA	10 victims and 10 awareness programs	10 victims and 10 awareness programs	10 victims and 10 awareness programs
6. Prison Outreach Program for Female Inmates	Number of visits and support sessions conducted for female inmate at Hu'atolitoli Prison.	NA	30 visits 5 support sessions per quarter	30 visits 5 support sessions per quarter	30 visits 5 support sessions per quarter
7. Tonga Returnees Support Program	No. of returnees supported through re-integration services and stakeholder coordination efforts	NA	100 returnees	100 returnees	100 returnees

Program 2: Sports and Recreational Development

The sports and recreation division is set up to coordinate policies and regulate sports development and the delivery of sports activities in Tonga. The division also manages sports grants through which the government can support various sport federations to deliver and develop their respective sports for the people of Tonga. Moreover, the division manages national sports facilities to host major sports events and generate revenue. The major changes in this financial year is the inclusion of the new format of Sports Grants in the division's budget. These funds are generated from the sports levy which constitutes as a revolving fund. It is also important to note that this corporate plan will include revised outputs and activities such as developing a Sports Act and the Tonga Sports Strategy. In addition, the division also facilitates major activities regarding the preparations to host the Pacific Games in 2031.

Sports and recreational development budget and staff

The division's new initiative for 2025/2026 proposes 2 critical posts including a technical officer and a high performance development officer which is costed at \$53,727.30. In addition, the division proposes one professional contracted staff to oversee the coordination of various authorities and sub-committees for the Pacific Games 2031. This recruitment is planned for the 2025-2026 financial year which amounts to \$37,000.00. However, none of the proposed recruitments were approved in the budget estimate for 2025-2026 financial year.

In addition, there are additional budget proposals which include new votes such as utilities cost for Teufaiva and 'Atele Indoor Stadium and the freight vote to cater for the transport of materials for major sports infrastructure projects and travel votes for sports strategy consultations. Finally, there are minor budget adjustments which is to increase the renovations vote to cater for the upgrade projects of national sports facilities like Teufaiva as part of on-going preparations for the Pacific Games 2031. However, the approved budget estimate allocated for 2025-2026 is \$6,869,600.00. Moreover, with the completion of the Teufaiva flood lights, the next phase will move to the installation of seats of the Teufaiva Grandstand.

Looking ahead to this corporate planning cycle there are six major objectives that the division aims to achieve by the end of 2027-2028 financial year. These objectives are outlined in the following tables including the divisions projected budget strategy for the next three financial years.

Table 6: Sports & Recreation budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	226,300.00	6,869,600.00	7,305,800.00	7,805,800.00
Executive Staff (Band B – G)	1	1	1	1
Prof Staff (Band H – L)	4	6	6	6
Other Staff (Band M – S)	3	3	3	3
Total Established	8	10	10	10
Unestablished	6	12	12	12

Program 2: Sports and recreation division- Objectives, outputs/activities, targets and indicators

Objective 17.2 .01: Improved sports development and governance for Tonga

Output/Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
1. Acquire Technical Assistance to develop the Tonga Sports Act	Timeline for contracting TA		2 months		
2. Conduct consultation on the development of the Tonga Sports Act	Number of public consultations completed	1	5		
	Number of Sports Federations consulted		12		
3. Submit the Sports Bill to Parliament	Timeline for submission		February 2026		
4. Conduct consultations to review the National Sports Strategy for 2021-2025	Number of consultations completed	2	4		
	Timeline for the completion of the Sports Strategy		2 months		
	Timeline for the launch of the new sports strategy		May 2026		
5. Conduct public awareness programs for the new sports strategy	Timeline for public awareness			3 months	
	Number of TV programs for sports strategy awareness		4	4	4
6. Develop joint project proposals for implementing the sports strategy	Number of proposals formulated		4	2	2

Objective 17.2.02: To develop sports through High Performance facilities and activities which is affordable and accessible					
Output/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Establish of sport high performance unit in collaboration with TASANOC and National Sports Federation	Number of High-Performance Unit operating through national sports federation	15	15	15	15
	Number of High-performance athletes identified and trained	20	20	20	20
2. Formulate project proposals for donor funding for high performance development	KPI 1: Number of project proposals submitted and approved	2	2	2	
3. Acquire and disburse sports equipment to affiliated sport activities	Number of sports equipment Acquired by the division	10	20	30	30
	Number of sports equipment distributed	10	20	30	30
Objective 17.2.3: Improved opportunities for engaging in sport for pleasure, sports competitions (schools and community), international sports, as well as a career pathway and development					
Output/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Conduct rugby coaching clinics and basic skills for schools	Number of coaching clinics conducted	4	4	8	10
	Number of trainees attended	15	20	20	
2. Promote and conduct Junior Rugby programs and tours	Number of school coaches trained	8	10	10	20
	Number of players selected	80	80	80	80

	Conduct of trial games	5	5	5	5
	Tour to New Zealand/overseas	1	1	1	1
	Scholarship awarded	16	20	20	20
3. Facilitate sports strength and conditioning, coaches' overseas attachment and local trainings	Number of attachments confirmed and approved	2	4	4	4
	Number of trainings conducted	2	2	2	2
Objective 17.2.4: Increase sports for health programs in Tonga					
Output/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Support and deliver the Kau Mai Tonga ketau Fakamalohisino (KMT) for all communities	Number of people participated in the program	500	500	500	500
	Number of communities participated in the program	15 villages (Ttp), 6 villages ('Eua), 6 villages (Hp), 8 villages (Vv)	20 villages (Ttp), 6 villages ('Eua), 6 villages (Hp), 10 villages (Vv)	20 villages (Ttp), 6 villages ('Eua), 6 villages (Hp), 10 villages (Vv)	20 villages (Ttp), 6 villages ('Eua), 6 villages (Hp), 10 villages (Vv)
2. Coordinate and deliver the Fiefia Sports program	Number of organizations participated	10	15	15	15
	Number of staff participated	100	200	200	200
	Number of sports activities delivered	5	6	6	6
Objective 17.2.5: Ensure high quality national sports facilities are available and accessible					
Output/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
	Number of sports new facility projects approved	1	2	2	2

1. Develop new sports facilities targeting for the 2031 South Pacific Games Through supporting the Audit Governance Authority Facilities Committee and the Organizing Committee	Number of projects with funding commitments	1	3	3	3
2. Renovation and refurbishment of existing sports facilities including extension of:	Timeframe for extension works		6 months	2 months	
- Warm up tracks at Tonga Police compound Teufaiva	Number of sports facilities renovated (Teufaiva Stadium, Atele Indoor Stadium, Teufaiva GYM, Lea'aetohi Grounds Ha'apai, Fangatongo	3	4	2	2
- Walkway from THS to Teufaiva	Grounds Vava'u, and Malau in 'Eua)				

Objective 17.2.6: Effective management and disbursement of Sports Grants

Output/Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Grants disbursement for local sports programs, national events, and international sports events	Number of grants registered	15	20	30	30
	Number of grants vetted for approval	15	20	30	30
	% approval rate	>70%	>70%	>70%	>70%
	Number of approved grants awarded	15	20	20	20
2. Monitor and report the status of grants already granted	Number of grant acquittal reports	15	20	30	30
	Number of grantees with full compliance	15	20	30	30

Program 3: Overseas Employment Division

The Overseas Employment division is set out to develop the necessary policies to effectively manage, regulate, and ensure sustainability of labour to effectively meet international labour demands while managing minimal impacts on domestic labour demands. The division has incorporated several changes to its key outputs and activities. This is due to the changing priorities in seasonal employment programs and the need to address the social impacts of labour mobility. As such it is critical for the division to set clear objectives such as improving labour recruitment and mobilization through a full review of the Tonga Labour Mobility Policy, the creation of reintegration programs for seasonal workers, and the development of support services to reduce the negative social impacts of labour mobility.

Overseas employment division budget and staff

In the upcoming financial years there is a new initiative for the division which includes the construction of a proper training facility for seasonal workers capacity building and pre-departure training. The division proposes a project type activity for this new initiative. As such, this corporate plan will assist the division in seeking donor funding for the construction of the training facility. Furthermore, the division also incurs minor budget adjustments for the 2025-2026 financial year. This includes the salaries votes to be adjusted to meet internal changes of two abolished posts to create a higher post which is accompanied by additional government contribution. On the same note, an additional budget is required for the cost of liaison officers for seasonal employment and the overseas and domestic travel votes. Overseas travel includes official farm visits and regional seasonal workers conference and high level conference in New Zealand. Overall, there are on-going activities for the division, three revised outputs, and one new initiative. These objectives, outputs, and activities are what the division aims to achieve during this corporate plan cycle.

Table 7: Overseas Employment budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	784,700.00	758,900.00	765,300.00	765,300.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	5	7	7	7
Other Staff (M—S)	8	4	4	4

Total Established	14	12	12	12
Unestablished	1	1	1	1

Overseas Employment Division- Objectives, outputs/activities, targets, and indicators

Objective 17.3.1: Enhance labour mobility opportunities for Tonga					
Outputs/Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
1. Review of the Tonga Labour Mobility Policy	<ul style="list-style-type: none"> - Timely recruitment of technical assistance to conduct review - Number of review consultations - Timeframe for review 	NA NA NA	1 month 10 consultations 2-3 months		
2. Review of the Seasonal Worker Code of Ethics and Conduct	<ul style="list-style-type: none"> - Number of issues reviewed - timeframe for review process 	3 3 months	15 3 months		
3. Development of a comprehensive mechanism for the effective management of recruitment and mobilization processes.	<ul style="list-style-type: none"> - Timeframe for formulation of new recruitment process 	NA	1 month		
4. Registration of workers seeking seasonal employment	<ul style="list-style-type: none"> - Number of completed registrations 	4,500 NA	1,300 1,800	2,000 1,800	2,000 2,000

	- Number workers in the work ready pool				
5. Mobilize workers for deployment	- Number of workers mobilized - Number of female workers mobilized	1,500 700	1,800 700	1,800 800	2,000 800
Objective 17.3.2: Effective community outreach programs to enhance success of Labour Mobility (Marketing)					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Conduct Annual Community Outreach Programs to enhance awareness of labour mobility	Number of outreach programs conducted	40	55	55	50
2. Annual Talanoa with different target groups of Stakeholders for better co-ordination of Labour Mobility	Number of Talanoa sessions conducted	40	55	55	50
Objective 17.3.3: Development of Reintegration programs for returning workers					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Conduct debrief session with returning workers to introduce Reintegration (processes, support)	Number of debrief sessions conducted with RSE/PALM groups	NA	40	40	40

2. Register all returning workers participating in the reintegration programs	Number of workers registered in the reintegration programs	NA	40	40	40
3. Develop a monitor program to track the progress of reintegration upon the return of workers from overseas	Number of monitoring site visits	NA	1	1	1
Objective 17.3.4: Review and improve the labour mobility operations					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Conduct review of the Labour Mobility Operations Manual	- Timeframe for review exercise (number of review in each process)	NA	6	6	5
2. Establish a conducive labour mobility training facility	- Timeframe for land acquisition	NA	Jan-May 2026		
	- Timeframe for sourcing funds for the construction	NA	1 month	2 months	
3. Conduct assessments of the labour mobility training facility	- Timeframe for design and assessment	NA	1 month		
	- Timeframe for EIA	NA	1 month		
4. Procure and construct the training facility	- Procurement timeframe - Construction timeframe	NA NA		- 1 month - 8 months	
5. Conduct pre-departure trainings	- Number of trainings	- 110 - 4000	- 110 - 1,450	- 150 - 1,500	- 200 - 1,500

	<ul style="list-style-type: none"> - Number of workers trained - Number of leadership trainings - Number of stakeholders engaged in training 	- 50 - 55	- 45 - 55	- 45 - 50	- 50 - 50
Objective 17.3.5: Implementation of targeted programs to mitigate negative social impacts on workers and their families					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Develop a Tonga Family Support Program for family members of workers	- Number of families participating in the program	NA NA	20 500	20 500	30 1000
2. Number of family members participating in the programs	- Number of family members participating in the programs	NA	260	260	300
3. Biannual Government of Tonga welfare visits to Australia and New Zealand to meet with workers, listen to and resolve issues.	Number of farm visits to Australia and New Zealand Number of companies visited in Australia and New Zealand	NA NA	Twice a year	Twice a year	Twice a year
4. Employing women CLOs in New Zealand and Australia.	Number of Tongan women CLOs should be proportionate to the	NA	2	2	2

	number of Tongan women in PALM/RSE			
--	------------------------------------	--	--	--

Program 4: Women Affairs and Gender Equality

The ministry recognizes the important role of women in society. As such the Women Affairs and Gender Equality division is responsible for policy development and oversight of key activities under the Women Affairs and Gender Equality Policy and plan of action. The division also provides regulatory functions under the Family Protection Act which aims to eliminate all forms of violence. In addition, the division also manages community grants for women groups at the grassroots level. Finally, the division promotes building resilience of women and ensuring the targeted humanitarian aid is provided for women in times of disasters. These key focus areas are further summarized in the following outputs, activities, and target indicators for the division during this corporate plan cycle.

However, as the DFAT funded positions in the division is coming to an end in 2026-2027 financial year, the division seeks to slowly absorb these positions with two positions absorbed in the 2025-2026 financial year and one more staff in the 2026-2027 financial year. In addition, the division also includes a new proposed project with UNWomen. This project amounts to USD\$414,800.00 which comes under the Pacific Partnership for Ending Violence against Women and Girls.

Woman Affairs and Gender Equality budget and staff

The WAGED division proposes a new initiative for the absorption of current DFAT funded staff of the division. However, this planned absorption is considered for one intake in each financial year until the end of the 2026/2027 financial year, so as not to overwhelm the budget with three intake all at once. As such one critical post is proposed for the 2025-2026 financial year to facilitate this initial absorption. There are also minor budget adjustments within the division for the 2025/2026 budget submission. However, these budget proposals were not approved in the budget estimate 2025-2026.

Table 8: Women Affairs & Gender Equality budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	360,400.00	236,300.00	247,800.00	247,800.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	3	4	4	4
Other Staff (M—S)	1	1	1	1
Total Established	5	6	6	6
Unestablished	1	1	1	1

Woman Affairs and Gender Equality- Objectives, outputs/activities, and indicators

Objective 17.4.1: Develop the new revised National Policy for Women, Gender and Development					
Activity:	KPIs	2024/2025 Baseline targets	2025/2026 Targets	2026/2027 Targets	2027/2028 Targets
1. Pre-Forum Research & Preparation	Timeframe	NA	3 days (July 2025)		
2. Roll out Consultation for the new policy	Number of constituencies covered	NA	7		
	Number of participants (Organize inclusive consultations with civil society, women's groups, LGBTQIA+ representatives, youth, and other key stakeholders.)	NA	At least 50% per constituencies		

	Engage government ministries, development partners, and local authorities.	NA	Minimum of 12 Ministries attended		
	Timeframe of consultation	NA	2months (Outer Islands, by 31 of August)		
3. Drafting of revise Policy	Timeframe of revise Policy	NA	6weeks (by 30th Sept)		
4. Validation and Feedback	Number of Validation Workshop with key stakeholders Conducted	NA	1 (national) & 5 (sub national)		
	Number of stakeholders consulted	2	3		
	Stakeholder satisfaction rate with the consultation process		At least 80% of the stakeholders are satisfied		
5. Endorsement from NACGAD & Cabinet	Timeframe of endorsement		2weeks (By 10th October)		
6. Publication	Timeframe of publication		3 weeks (By 31st October)		
7. Launch new revised Policy	Timeframe of launch		Launched together with WRD 25th Nov		
Objectives 17.4.2 Ensure effective gender mainstreaming					

Activity	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028
Mainstreaming Training for Government Ministries Focal Points	Number of trainings conducted		20	20	30
Objectives 17.4.3. To co-ordinate facilitate, and strengthen the effective implementation of the Family Protection Act at the National Level through inter-agency collaboration, capacity-building and monitoring					
Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Coordinate and facilitate international campaign for women in Tonga	Number of programs conducted for International Women's Day	2	2	3	4
	Attend and Coordinate PINKTOBER Walk	1	1	1	1
2. 16 Days of Activism	Number of programs conducted for 16 Days of Activism	3	4	4	5
	Number of villages		16	16	
	Number of participants attending		1,000	1,000	
3. Conduct quarterly Family Protection Advisory Council meetings	Number of meetings conducted	1	4	4	4
4. Conduct quarterly FPAC sub-committee meetings	Number of meetings and FPAC Sub-committee meetings completed	1	12	12	12

5. Consolidate data from Agencies on Domestic violence to include children	Number of data entries per quarter	NA	16	20	20
6. Publication of the EVAW Service Delivery Directory	Number of directories published and disseminated	NA	40,000		
	Number of agencies, ministries and communities distributed to	NA	150		150
7. Publication of FPAC information brochure	Number of directories published and disseminated		20,000		
	Number of agencies, ministries and communities distributed to		150		150
8. Coordinate counsellor Registration	Number of counsellors that are registered	16	16	20	25
Objectives 17.4.4: Increase women's access to economic opportunities					
Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Develop a women's economic empowerment national action plan	Number of consultations conducted by the Working Group on Women's Economic Empowerment	NA	1	1	
	Number of stakeholders consulted	NA	10		
2. Livelihood Assessment and Grant Reporting	Number of meetings conducted	NA	10		
	Number of Women Groups	NA	61		

Wrapping up and Close of 300 Women's Group in Tonga	Number of Women Groups complete report	NA	61		
3. Site Visit to Grantees	Number of Women Groups visited	NA	51		

Objectives 17.4.5: Increased women's political representation (TSM)

Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. TSM policy brief	Number of policy briefs	NA	1		
2. Facilitate and conduct leadership capacity building training for potential women candidates	Number of training providers identified	NA	2		
	Number of trainings conducted	NA	16	20	30
	Number of participants	NA	70	75	80
3. Media Productions for Women in Leadership	Number of participants interview	12	54	60	70
	Number of TV spots	NA	7	8	10
	Number of Radio Talk Shows	NA	6	10	10

Objectives 17.4.6: Strengthen and sustain equal access for man and women in humanitarian space

Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2027 targets
Activity 4.5.1: Develop and implement an extensive training	Timeline for development of training modules	NA	2 months		
	Timeline for proposal	NA	1 month		

<p>program for women and girls on disaster risk preparedness, response, and climate adaptation. Engage NGO training providers to deliver community-based trainings</p>	Number of NGO training providers engaged	NA	15		
	Number of trainings conducted	NA	220	200	200
<p>Activity 4.5.2: Ensure women's representation and participation in Village Disaster Risk Management Committees (VDRMCs) and District Emergency Management Committees (DEMCS)</p>	Timeline for activity	NA	12 months		
	% of women represented in VEMCs	NA	30% per village	30% per village	30% per village
	Number of women represented in DEMCs	NA	5 per district	5 per district	5 per district
<p>Activity 4.5.3: Engage Technical Assistance to conduct key stakeholders' consultation to develop a disaster recovery</p>	Timeline to engage TA	NA	2 months		
	Number of consultations conducted	NA	2		

framework for gender equality and women's empowerment with a focus on GBV, female headed households, women living in poverty, and women in the informal sector	Timeline for drafting of the framework	NA	2 months		
	Timeline for approval and launch of the framework	NA	1 month		
Activity 4.5.4: Develop joint (gov't &NGO) project proposals for implementing key components of the disaster recovery framework for gender equality and women's empowerment	Number of proposals developed	NA	6	10	12
	Number of proposals approved	NA	6	10	12
	Number of activities implemented	NA	30	30	40
Activity 4.5.5: Develop and deliver training modules for the Safety & Protection Cluster's Gender in Humanitarian Action trainings	Number of trainings conducted	NA	12	12	12
	Number of first responder agencies participated	NA	15	20	20
	Number of participants per training	NA	60	70	80

Activity 4.5.6: Conduct awareness programs to promote and engage women for businesses and diversified livelihood opportunities in recycling base businesses and conservation	Number of awareness programs conducted	NA	8	10	10
	Number of women entrepreneurs engaged	NA	30	50	50
	Number of women's groups engaged	NA	10	10	20
Activity 4.5.7: Develop and implement awareness programs to educate the public on the different gender impacts of natural disasters and climate adaptation.	Number of awareness programs conducted	8	32	30	30
Activity 4.5.8: Ensure equal access to disaster preparedness information and resources for all household members, including vulnerable groups	Number of households reached through awareness campaigns	NA	12,000	15,000	15,000

Program 5: Social Protection and Disability

The Social Protection and Disability division **“To eliminate, reduce and minimize risks to vulnerable people by designing, developing and implementing social policies, social programs and protection mechanisms to safeguard the vulnerable.”** The desired outcome is an inclusive, sustainable empowered, developed human being with gender equality giving equal access in all opportunities to the vulnerable individual, ensuring that they have better care & support services and empowering them to utilize their potentials to achieve a higher quality of life economically and socially during their lifetime.

It is envisaged by the division that through these target outputs and activities would bring about a reduction in inequalities while promoting greater inclusion socially, economically, and politically especially for poorer households, people with disabilities, and elderly. Thus providing them with more opportunities to meet their needs, develop resilience to all forms of shocks and disasters, and be able to positively contribute to a vibrant economy.

Social protection and disability budget and staff

The social protection and disability division proposes new initiatives for the upcoming financial year. This includes five critical positions which is amounted to \$140,823.10. There is also \$86,200.00 proposed additional budget costs for operational votes of the division.

Table 9: Social Protection & Disability budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	11,578,400.00	13,096,400.00	13,096,400.00	13,096,400.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	2	3	3	4
Other Staff (M—S)	3	3	3	3
Total Established	6	7	7	8
Unestablished	1	1	1	1

Social protection and disability- Outputs, activities, and target indicators

Objective 17.5.1: To develop and implement an effective National Disability Inclusiveness Policy

Outputs/Activities:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Conduct policy consultation	Number validation consultations	1	1	-	-
	Number of stakeholders consulted	44	44	-	-
2. Submission of policy to Cabinet	Timeframe for submission	NA	1 st week of August 2025	-	-
3. Design joint project proposals for policy implementation	Number of published policies distributed	NA	100	-	-
	Timeframe for proposal design	NA	One to four weeks (September)	-	-
4. Coordination of policy implementing agencies/ organizations/ partners	Number of agencies/ organizations/ partners	NA	44	44	44
	Number of coordination meetings	NA	12	12	12

Objective 17.5.2: Enhance Disability Welfare Scheme

Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Develop the Operational Manual for DWS	Number of issues	NA	10	8	8
	Timeframe for review	NA	6 weeks (Qtr1), 1 week (Qtr2), 1 week (Qtr3)	6 weeks (Qtr1), 1 week (Qtr2), 1 week (Qtr3)	6 weeks (Qtr1), 1 week (Qtr2), 1 week (Qtr3)

2. Conduct caregivers training	Number of trainings conducted	5	16	16	17
	Number of participants	NA	1,600 participants (At least 100 per training)	1,700 participants (At least 100 per training)	1,700 participants (At least 100 per training)
	Number of topics for the training	NA	32	32	32
3. Conduct stakeholders meeting	Number of meetings (monthly basis)	NA	12	12	12
	Number of participants	NA	176	176	176
4. Conduct home visits to beneficiaries	Number of beneficiaries	NA	5,200 beneficiaries a year (At least 100 in one week)	5,200 beneficiaries a year (At least 100 in one week)	5,200 beneficiaries a year (At least 100 in one week)
	Number of visits	NA	40	40	40
Objective 17.5.3: Develop Disaster Recovery Plan for Vulnerable to be able to cope with the adverse effects of natural disasters					
Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1 Set program triggers for financial assistance in times of disasters	Timeframe for program development	NA	3 months		
2. Develop Anticipatory Action (AA) Plan	Number of programs	NA	1		
	Number of meetings	NA	1	1	1

	Number of Ministries	NA	12	12	12
	Cabinet Submission of the AA Framework	NA	1	-	-
	Launching of the AA Framework	NA	1	-	-
3. Cabinet Submission of the Adaptive Social Protection Framework	Timeframe	NA	End of July 2025	-	-
Activity 5.4.4. Develop National Social Registry for beneficiaries and easy access data for diverse needs in times of disasters	Draft to be completed by July 2025	NA	Completed	-	-
	Submitting ASP Framework	NA	1	-	-
	Number of community consultations	NA	24	-	-
	Number of target households	NA	2,000	2,000	2,000
	Number of registrants	NA	5,000	5,000	5,000
	Number of Surveys (special visits)	NA	20	-	-
Activity 5.4.5. Implement the ASP framework	Number of activities implemented	NA		4	4

Objective 17. 5. 4: Increase advocacy and awareness raising of the Disability, Elderlies and Poverty issues in Tonga					
Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Ensure that all govt. Ministries mainstream disability.	Number of disability focal points in each ministry	NA	1/Ministry	1/ministry	1/ministry
	Number of government policies that includes disability issues	NA	2	2	3
2. Running a monthly Disability Awareness Program on the Radio and Advocate the cause and the issues of Disability at peak on the International Disability Day	Raising awareness program	NA	12 programs	12 programs	12 programs
Objective 17. 5.5: Implementing Integrated Aged Care System and advance aged care services in Tonga					
Activity:	KPIs	2024/2025 baseline targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Monitor performance of MFF and Stakeholders are up to standard with their services with grants from government and tender to be out before February 2026	Compliance rate	NA	100%	100%	100%
2. Develop a monitoring system for Quality Standard	Compliance rate to quality standards	NA	80%	90%	100%

criteria framework for new organizations joining vulnerable services providers, and a Quality Assurance Standard for Service Providers	number of service providers registered	NA	6	4	2
3. Monitor and report on the Implementation of the Integrated Aged-care Project	Percentage of activities implemented	NA	40%	40%	20%
4. Develop policies for protecting elderly against violence	Number of policies developed	NA	2		
Objective 17.5.6: Strengthen social protection system in Tonga					
Activity:	KPIs	2024/2025 targets	2025/2026 targets	2026/2027 targets	2027/2028 targets
1. Conduct Social Protection Training with P4SP	Number of trainings conducted	NA	3	4	5
2. Conduct due diligence study on social protection	Timeframe for study	NA	3 months March – May 2026		

Program 6: Youth Development

It is the mission of the Youth Development Division of the Ministry of Internal Affairs, to empower and create an enabling environment for youth in Tonga. An environment that is inclusive and sustainable, to address the socio-economic, spiritual and socio-psychological challenges that youth are facing. The youth division leads the policy of the youth and the coordination of the implementation of the youth strategy for the next five years. The ultimate objectives of the youth sector include: **a. Strengthen partnership with youth stakeholders in Tonga, for**

more efficient and effective implementation of Tonga's National Youth Policy and its Strategic Plan of Action. And **b. Empower youth to be productive and become responsible citizens.**

Youth Development division budget and staff

The division looks forward to recruiting new staff for the 2025/2026 financial year as part of the new initiatives for the division. This position is an M&E officer which is costed \$29,381.00. The following outputs could only be effectively implemented with the support and close collaboration with the youth stakeholders. As such the main focus for the next financial year is the Youth Legislation and the Community Youth Hub pilot program and the review of the youth policy and strategy. Finally, the division proposes an additional operational budget of \$200,000.00 which includes the youth grants to be reinstated in the division's budget and other operational costs as well.

Table 10: Youth Development budget and staffing

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 proj (rec)
Total = Recurrent (\$m)	446,100.00	239,200.00	233,700.00	233,700.00
Executive Staff (B—G)	1	1	1	1
Prof Staff (H—L)	1	1	2	3
Other Staff (M—S)	2	2	2	2
Total Established	4	4	5	6
Unestablished				

Youth Development Division- Outputs, activities, and target indicators

Objective 17.6.1: Revise and formulate the new National Youth Policy

Outputs/Activity:	KPIs	2024/25 targets (baseline)	2025/26 targets	2026/27 targets	2027/28 targets
1. Implementation of the revised Tonga National Youth Policy and Strategy Plan of Action	Timeframe of revision	(mid-term review) March – July	Revising the current TNYP 2021-2025	Implementation	Implementation

			Roll out implementation		
2. M&E of policy coordination and implementation	Number of activities delivered	10	8	10	10
	Number of agencies/councils/etc.	15	15	15	15
3. Effective public awareness of the Tonga National Youth Policy 2021-2025	Number of Public awareness on the Tonga National Youth Policy	15	8	8	8
	Types of awareness programs	5	4 TV, Radio, Community outreach, Stakeholders' forums	5	5
	Number of communities/stakeholders	10	10	10	10
4. Mapping youth work in Tonga and develop new programs based on the mapping research. Research study of youth workers in Tonga. In partnership with SPC and TTI	Number of organizations provide work/worker for youth in Tonga	10	10	10	10
	Research timeframe	2 months	3 months	-	-
	Number of youth works identified	12	10	10	10
6. Mainstreaming youth	Number of sectors that includes youth programs	4	3	3	3

7. Establish community youth hubs	Number of community hub established	0	1 constituency	1	1
8. Develop national youth legislation	Number of consultations		4	Submission to parliament	
	Number of participants		At least 20/consultation		
	Number of village coverage		5 villages		

Objective 17.6.2: Enhanced youth development programs

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Youth entrepreneurship training	Number of trainings	2	4	4	4
	Number participants	41	At least 15 per training	At least 15 per training	At least 15 per training
2. Life skills training/ leadership	Number of trainings	-	3	5	6
	Number of participants	-	At least 15 per training	At least 15 per training	At least 15 per training
3. Youth project training	Number of in-house staff training	2	2	4	5
4. Promoting Youth work	Number of successful works under MIA grants and trainings	10	10	10	10
5. Conduct youth competitions	Number of youth competitions	2	2/year	2/year	2/year

Objective 17.6.3: Youth National Events

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
-----------	------	-----------------------	---------	---------	---------

1. Conduct forums with youth stakeholders	Number of Youth Stakeholders forums conducted throughout Tonga	6	6	6	6
2. International Youth Day	Number of stakeholders and participants	150	100	100	100
	Number of programs	2	1	1	1
Objective 17.6. 4: Effective use of Youth Grants					
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
2. M&E of Youth Grants Projects	Number of youth group site visit and monitoring	6/quarter	6/quarter	6/quarter	6/quarter
	Number of reports collected	20	15	15	15
	Compliance rate	>80%	>80%	>80%	>80%