

# HIS MAJESTY'S ARMED FORCES



## CORPORATE PLAN & BUDGET

2025/26 - 2026/27



# Table of Contents

<b>List of Abbreviations</b>	4
<b>Foreword from the Minister Responsible for HMAF</b>	5
<b>Message from the Chief of the Defence Staff</b>	6
<b>1. His Majesty's Armed Forces Corporate Plan Executive Summary</b>	7
1.1. Mandates	7
1.2. Vision Mission and Priorities	9
1.2.1. Vision	9
1.2.2. Mission	9
1.2.3. Priorities	9
1.3. Stakeholders	9
1.4 HMAF Results Map	11
1.5. Regional Frameworks	12
1.5.1. Sustainable Development Goal	12
1.5.2. Boe Declaration	12
1.5.3. South Pacific Defence Minister's Meeting (SPDMM)	12
1.5.4. TSDF II NATIONAL IMPACT	13
1.6. HMAF Role in Implementing Strategic Priorities	14
1.6.1. National Resilience	14
1.6.2. Progressive Economic Growth	15
<b>2. HMAF Overview</b>	17
2.1. Priorities	17
2.2. Ministry Outputs Grouped into Divisions/Sub-Programs and Programs	18
2.3. HMAF Organizational Structure	19
2.4. Summary of His Majesty's Armed Forces Planned Major Reforms	20
<b>3. Ministry Budget and Staffing</b>	21
<b>4. His Majesty's Armed Forces New Initiatives</b>	23
4.1 INITIATIVE 1: HMAF Scholarship	23
4.2 INITIATIVE 2: Niua Camp	23
4.4 INITIATIVE 3: HMAF New Uniforms	23
4.5 INITIATIVE 4: HMAF Ration Allowance	24
4.6 INITIATIVE 5: HMAF Ceremonial Swords, Medals and Badges	24
6 INITIATIVE 6: HMAF Brass Band Instruments	24
<b>5. Program 06: His Majesty's Armed Forces</b>	25
5.1 Sub-Program 01: HMAF HQ	26
5.1.1. HMAF HQ Summary of Activities	27
5.2. Sub-Program 02: Tonga Royal Guards	30

5.2.1: Tonga Royal Guard Activities Summary	31
5.3 Sub-Program 03: Tonga Navy	34
5.3.1: Tonga Navy Activities Summary	35
5.4. Sub-Program 04: Land Force	38
5.4.1. Land Force Activities Summary	39
5.5 Sub-Program 05: Support	42
5.5.1: Support Unit Activities Summary	44
5.6 Sub-Program 06: Training Command	47
5.6.1: Training Command Unit Activities Summary	49
5.7 Sub-Program 07: Air Wing	52
5.7.1: Air Wing Activities Summary	53
5.8 Sub-Program 08: Communications and Information Technology (CIT)	55
5.8.1: CIT Activities Summary	57
5.9 Sub-Program 09: Northern Command	59
5.9.1. Northern Command Activities Summary	60

## List of Abbreviations

1CES	1 <sup>st</sup> Construction Engineering Squadron
AFO	Armed Forces Orders
AWQ	Annual Weapons Qualification (Live Firing)
CC	Component Commander
CDS	Chief of the Defence Staff
CIT	Communication & Information Technology
CP&B	Corporate Plan & Budget
DLOC	Directed Level of Capability
EEZ	Exclusive Economic Zone
HADR	Humanitarian Assistance & Disaster Relief
HMAF	His Majesty's Armed Forces
KPI	Key Performance Indicator
LCM	Landing Craft Medium
MDA	Ministries, Departments and Agencies
MLOC	Minimum Level of Capability
MP	Military Police
NIIP	National Infrastructure Investment Plan
OLOC	Operational Level of Capability
RFL	Required Fitness Level
RTM	Royal Tongan Marines
SAR	Search & Rescue
SOP	Standard Operating Procedures
TOET	Test of Equipment Training (Weapons)
TRG	Tonga Royal Guards
TSDF	Tonga Strategic Development Framework
UNCLOS	United Nations Convention on the Law of the Sea



## Foreword from the Minister Responsible for HMAF



His Majesty's Armed Forces Corporate Plan for this period in time is our strategic framework to reflect HMAF's commitment to; national defence, operational excellence, and regional security in accordance with the Tonga Strategic Development Framework II.

We live in ever-changing times where we need our Armed Forces to be agile, resilient, and forward-thinking. This plan will achieve this by guiding our ongoing activities and new initiatives to our strategic objectives. It ensures our service men and women are equipped, trained, and prepared to safeguard Tonga's interests both at home and abroad. Because they are the backbone of our military's strength.

The Government remains steadfast in supporting HMAF to uphold the values of service and duty that define our military tradition. Investing in cutting-edge capabilities and fostering international alliances. To empower each serviceman and servicewoman with the resources and support they need to succeed.

We hope this encourages our working partners to continue working with us to build a force ready for today and prepared for tomorrow.

I am grateful for the leadership of the Chief of Defence Staff, Brigadier-General Lord Fielakepa, his Defence Staff, Officers, Warrant-Officers and the rest of HMAF. I trust you will implement the strategies here and achieve their outcomes with prudent financial expenditure and resource allocation.



*Tupouto'a 'Ulukalala*  
HRH Crown Prince Tupouto'a 'Ulukalala  
Minister Responsible for His Majesty's Armed Forces



## Message from the Chief of the Defence Staff



This Corporate Plan for 2025/26 – 2027/28 outlines His Majesty's Armed Forces' ongoing efforts to support the national objectives of TSDF II. Our ability to fulfil our mandated core functions is crucial to making a meaningful contribution. Therefore, we are committed to delivering our organizational outputs effectively and efficiently within the resources allocated to us.

The security landscape is expected to remain dynamic in the coming fiscal years. Acknowledging our limitations, HMAF will continue to implement the **Cooperative Security Strategy** as the foundation for achieving our vision and mission. Over the past three years, we have made significant strides in strengthening our core military capabilities. However, we must continue to enhance our services and remain focused on fulfilling our mandates.

Our personnel—our men and women in uniform—are our greatest asset. As such, we must uphold the highest standards of leadership at every level. Clearly defined values serve as the moral and ethical foundation of our service, and all HMAF members are expected to embody these principles in their daily duties and responsibilities.

This plan will serve as our primary guide for the next financial year, steering both individuals and the organization toward our strategic goals. Through close collaboration with our stakeholders, we will continue to foster an environment that supports **a progressive Tonga and a higher quality of life for all**. It is essential that every HMAF member familiarizes themselves with this plan and understands their role in its successful execution.

I am confident in our collective ability to implement this plan effectively over the coming year.



*Fielakepa*

Lord Fielakepa  
Brigadier-General  
Chief of The Defence Staff  
His Majesty's Armed Forces



# 1. His Majesty's Armed Forces Corporate Plan Executive Summary

## 1.1. Mandates

His Majesty's Armed Forces (HMAF) operate under Tongan law, upholding their commitment to serving and protecting the nation from both internal and external threats. In addition to national regulations, HMAF adheres to regional and international agreements that form the foundation of peace and security. These key agreements are summarized below:

- **HMAF Act 1992**

The primary responsibility of His Majesty's Armed Forces (HMAF) is to defend Tonga's sovereignty, its people, and national interests. This mandate is governed by the **HMAF Act 1992** and the **HMAF Regulations 1994**, which serve as the principal legislations guiding our operations. The Act defines HMAF's functions, along with the role of the Defence Board, and provides strategic direction and policy guidance for the overall command, control, and administration of HMAF.

HMAF Act 1992 states the functions and duties of HMAF as "defence of the Kingdom, aid to the civil authorities in the maintenance of order in the Kingdom, support of civil authorities, other functions and duties His Majesty may determine from time to time."

Additionally, His Majesty's Armed Forces (HMAF) play a vital role in supporting various national initiatives, including socio-economic development, maritime resource protection, border security, and search and rescue (SAR) operations. These efforts are carried out as part of a whole-of-government approach, led by civil authorities, to enhance national security and stability.

- **Fisheries Management Act 2002**

All HMAF soldiers are by default "authorized officers" under s2(1) and s70 of the Fisheries Management Act 2002. This means we possess the same powers as Fisheries Officers to, "without a warrant": stop, board and search any foreign fishing vessel in the fisheries waters and any locally based foreign vessel or local fishing vessel within or outside the fisheries waters. Section 70 provides for other similar duties.

- **Customs and Excise Act 2007**

The Act effectively mirrors that of the Fisheries Management Act 2002 in relation to boarding operations, under "belief on reasonable grounds" to stop, board, search, or examine an aircraft or ship where there are unauthorized goods or persons are on board.

- **Maritime Zones Act 2009**

The Tonga Royal Navy conducts maritime surveillance patrols inside Tongan waters as defined by the Act. The Act is consistent with United Nations Convention on the Law of the Sea (UNCLOS) and considers the Royal Proclamation 1887 and 1972 that define our Historic Waters

- **Regional and International Agreements**

Law of Armed Conflict

Hague Convention 1954

Geneva Conventions 1949

Geneva Protocols 1977

UNCLOS 1982

Niue Treaty 1992

Biketawa Declaration 2000

Boe Declaration

- **Tonga Strategic Development Framework (TSDF) II:** The TSDF II identifies and directs HMAF's contribution to the political pillar of Tongan society despite its indirect assistance to socio-economic development. HMAF is therefore tasked to support a more inclusive, sustainable & consistent advancement of our external interests, security, and Sovereignty (National Outcome G) through:

Improved law and order and appropriate domestic security appropriately applied (Organizational Outcome 3.2); and

Improved political and defense engagement within the Pacific and the rest of the world (Organizational Outcome 3.7).



## 1.2. Vision Mission and Priorities

### 1.2.1. Vision

HMAF is a well-prepared and professional organization to carry out its functions and duties effectively and efficiently to the sovereign, government, and the people of Tonga as stated in HMAF Act 1992.

### 1.2.2. Mission

*To defend the Kingdom from external threats, and provide protection of our sovereignty, including our territorial waters, and also provide support to the civil authorities in creating a secure and peaceful environment in order to enhance the social, economic, and political development of the Kingdom.*

### 1.2.3. Priorities

HMAF will focus on professional development of its soldiers. Ongoing training preserves core military skills and professional standards. In doing so, we ensure our mission is realized and deliver outputs effectively and efficiently. HMAF will continue to:

1. Focus on the delivery of core military skills and capabilities ensuring that the government is provided with credible and reliable military response options to meet and exceed their expectations.
2. Establish a competitive selection process to recruit dedicated soldiers.
3. Strengthen inter-agency relationships with government MDAs, NGOs, civil society groups, and defence partners; and
4. Improve leadership quality and management skills at all levels of command.

Defence engagement in the region will be a key feature of the next five years, forging closer practical links not only with our defence partners, but also with emerging partners.

## 1.3. Stakeholders

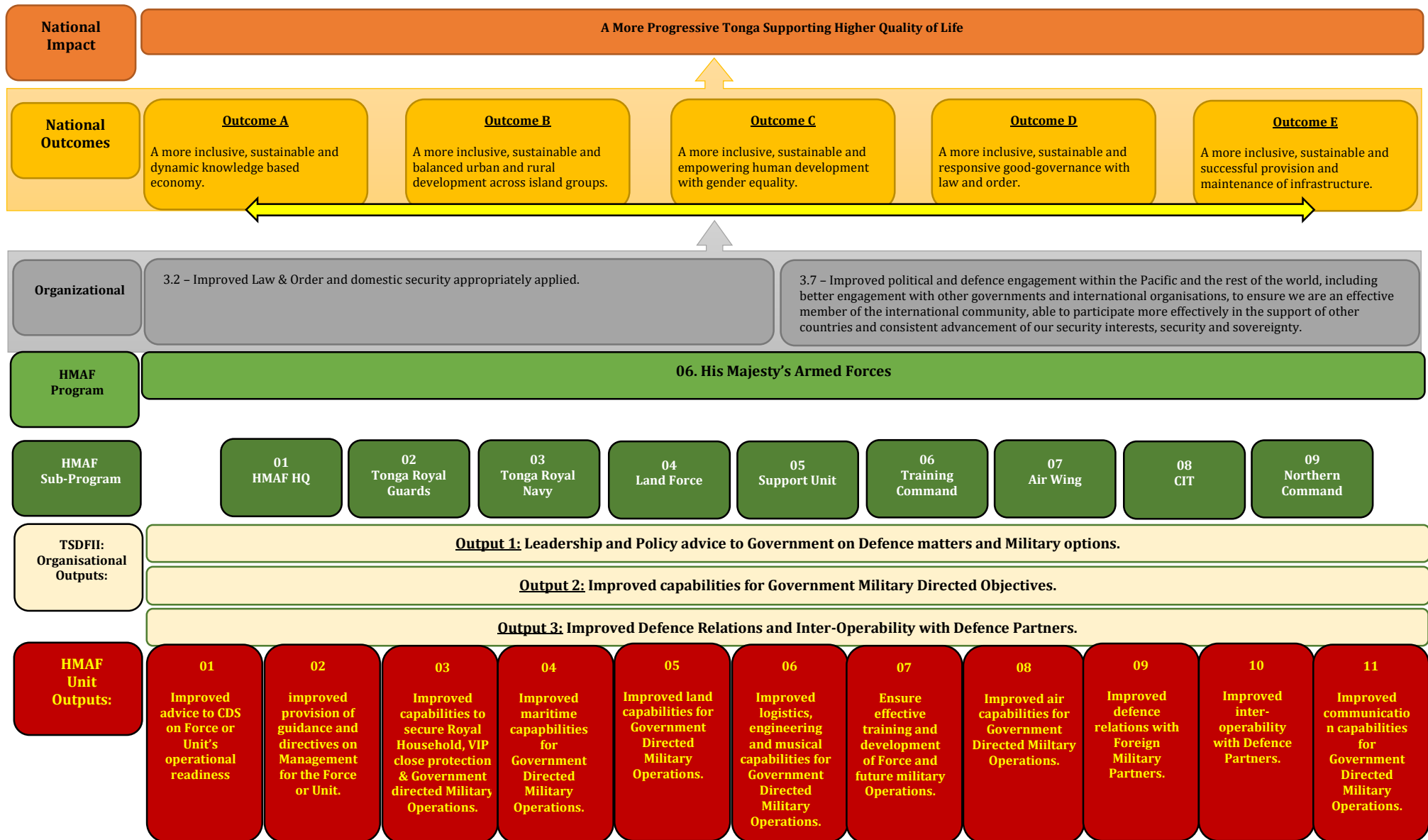
His Majesty's Armed Forces (HMAF) recognize the importance of its military stakeholders, which include: His Majesty and the Royal Family, national and local government agencies, non-government entities, and the entire citizenry. Maintaining strong and effective relationships with these stakeholders is essential to fulfilling our mission.

As HMAF continues to strengthen its existing roles and take on new responsibilities, collaboration with key international military partners remains critical. These external stakeholders—including Australia, New Zealand, the United States, the United Kingdom, Japan, and the People's Republic of China—represent their respective national interests and contribute to regional security and cooperation.

These defence partners provide significant financial contribution and in-kind such as patrol boats (Australia), the Leadership Training Centre at Masefield Naval Base (New Zealand). Overseas courses and training exercises (United States and the United Kingdom), and Royal Corps of Musicians (ROCOM) Music Centre (China) at Talia Military Camp to name a few interventions over the past few years. All are noted to have contributed substantially to the effective and efficient services mandated for HMAF.

<b><i>His Majesty's Armed Forces' Stakeholders and Relationship</i></b>				
<b>Stakeholder</b>	<b>Customer of <i>HMAF</i></b>	<b>Supplier to <i>HMAF</i></b>	<b>Partner with <i>HMAF</i></b>	<b>Oversight of <i>HMAF</i></b>
Defence Board	X	X		X
Cabinet	X	X	X	X
LA	X	X		X
MDAs	X	X	X	X
Defence Partners	X	X	X	X
General Public	X	X		
Private Sector	X	X	X	
Public Enterprises	X	X		
NGOs	X	X	X	
Media	X	X	X	

## 1.4 HMAF Results Map



## 1.5. Regional Frameworks

### 1.5.1. Sustainable Development Goal

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development (SDG 17).

### 1.5.2. Boe Declaration

Building off previous declarations regarding regional security, the Boe Declaration affirms a new approach to addressing security in the region, moving away from the traditional narrow notion of security to an expanded concept of security. The Boe Declaration reaffirms the regions commitment to address emerging and contemporary security issues which directly impact upon the wellbeing of people in the region.

Outlined in the Boe Declaration are strategic focus areas that have been prioritized by Forum Leaders in regards to Regional Security:

1. Climate Security
2. **Human Security and Humanitarian Assistance**
3. Environmental and Resource Security
4. Transnational Crime
5. Cybercrime and Cyber-enabled Crime
6. Creating an enabling environment for implementation including an appropriate coordination mechanism.

### 1.5.3. South Pacific Defence Minister's Meeting (SPDMM)

SPDMM was held in Auckland, New Zealand from 1 – 3 October 2024. Defence Ministers and representatives from Australia, Chile, Fiji, France, New Zealand, Papua New Guinea, and Tonga gathered for the annual meeting, joined by observers from Japan, the UK, and the US, as well as Pacific Islands Forum Secretary General Baron Waqa.

Centered on the theme “*Collectively Looking to the Future: Our Region in 2050*”, discussions focused on climate change, maritime security, and strategic competition. Members shared assessments on regional security threats, explored emerging technologies, and emphasized the importance of military cooperation. They reaffirmed commitments to disaster response, humanitarian assistance, maritime security, and cybersecurity, addressing issues like illegal fishing and transnational crime to ensure a resilient and secure Pacific.

SPDMM members acknowledged the Pacific militaries' longstanding record of collective action in responding to disasters and security incidents, including co-deployments for cyclones, earthquakes, landslides, volcanic eruptions, bushfires, and floods. Building on this foundation, they endorsed the establishment of the *Pacific Response Group (PRG)* as a regional asset to enhance coordinated disaster response efforts. They commended the Chiefs of Defence for developing the PRG concept and highlighted its benefits for interoperability. Members emphasized that the PRG would provide greater certainty and predictability for Pacific island nations, strengthening regional response capabilities in line with the **Pacific Islands Forum 2050 Strategy for the Blue Pacific Continent**.

#### 1.5.4. TSDF II NATIONAL IMPACT

A progressive Tonga supporting higher quality **ORGANIZATIONAL OUTCOMES** of life for all.

TSDF II NATIONAL OUTCOME	National Outcomes	Organizational Outcomes	MDA Outputs
The seven national outcomes of the TSDF includes Outcome G which appears to be the most relevant to HMAF.	<b>G.</b> A more inclusive, sustainable and consistent advancement of our external interest, security and sovereignty	<b>3.7</b> Improved political and defence engagement within the Pacific & the rest of the world, including better engagement with other governments and international organisations, to ensure we are an effective member of the international community, able to participate more effectively in the support to other countries and consistent advancement of our international interests, security and sovereignty	<ul style="list-style-type: none"> <li>● <b>Output 1:</b> Leadership and policy advice to government on defence matters and military options</li> <li>● <b>Output 2:</b> Improved maritime capabilities for government military directed operations</li> <li>● <b>Output 3:</b> Improved defence relation and inter-operability with defence partners</li> </ul>



## 1.6. HMAF Role in Implementing Strategic Priorities

Although HMAF does not have a direct or leading role in any of the priority activities within the *nine GPAs*, its critical support in mobilizing relief efforts during disasters highlights its importance. This was evident during and after **the** Hunga Tonga-Hunga Ha’apai (HTHH) disaster, where HMAF played a key role in emergency response. Under its governing Act, HMAF not only fulfills military functions but also provides vital support for civil operations, particularly in times of crisis, aligning with **GPAs 1, 3, and 9**.

### 1.6.1. National Resilience

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

**GPA 3:** *mobilising national and international response to effectively reduce supply and the use of illicit drugs and address harms reduction processes*

HMAF personnel are required to undertake physical training every week in order to maintain fitness and be operational ready. During the Hunga-Tonga, Hunga-Ha’apai Volcanic eruption, all HMAF personnel were called upon to clear out the run way of the Fua’amotu International Airport in order for Foreign Aid to be able to land in the country.

Smuggling of either illicit drugs or ingredients for its manufacture in to the Kingdom is a problem that the Tonga Police and HM Customs cannot combat alone. Tonga is currently a transit point for drugs being smuggled from South America to markets in Australia and China. Today, Tonga has also become a point of destination. Illicit drugs and failure to stop its transportation and use will lead to it becoming a threat to the national security of Tonga.

In order for the Government to combat the influx of illicit drugs, a whole of Government approach is needed. HMAF role in this whole of Government approach to combating illicit drugs is the maintenance of maritime security of its 700,000 square kilometers maritime territorial boundary. HMAF has the necessary maritime platforms, manning and training to carry out this essential role. The Tonga Navy are tasked to conduct 150 days of sea patrols. HMAF officers and crew of the Patrol Boat may board vessels suspected of smuggling. The number of sea patrols the Tonga Navy conducts is determined by the cost of the fuel and assigned budget.

HMAF is always ready to assist for search and rescue missions for fishing boats lost at sea. While this role does not have a specified budget allocation, HMAF is always ready to heed the call for assistance from our police counterparts. The Tonga Royal Navy is unit responsible in carrying out these operations in coordination with Tonga Police.

### 1.6.2. Progressive Economic Growth

**GPA 9:** Strengthen bilateral engagement with accredited partner countries; optimize cooperation with regional and international intergovernmental institutions; strengthen partnerships with development partners, private sector, non-government actors focusing on sound economic investment to sustain progressive, equitable and vibrant socio-economic growth. Defence engagement in the region will be a key feature of the next five years. Forging closer practical links not only with our defence partners but also with emerging partners.

In partnership with its neighbours in Pacific Region, Tonga affirmed an expanded concept of security which address the wide range of security issues in the Region in accordance with the Boe Declaration. Emphasis was placed on human security, environmental and resource security, transnational crime and cybersecurity. HMAF is able to stand by and build up relationship with other countries in the region by providing humanitarian assistance if needed to neighbouring countries in an effort to provide human security and meet concepts stated in the Boe Declaration. Another way of strengthening bilateral engagements with HMAF is through Defence Partners like Australia, New Zealand, USA, UK and more.

HMAF has benefitted from the Defence Corporation Programs with Defence partners such as Australia, New Zealand, USA, UK, India and China. In 2019 a total of 66 x HMAF members travelled overseas to participate in courses conducted in Australia, NZ, USA, India and China. Under the NZ Mutual Assistance Program, it has funded and continues to fund the pursuit of further education for HMAF members at the Tonga Institute of Science and Technology, Tupou Tertiary Institute and 'Ahopanilolo Technical Institute.

The *Defence Corporation Scholarship Program (DCSP)* offers two HMAF members the opportunity to pursue fully funded postgraduate studies at any Australian university every two years. Additionally, HMAF benefits from opportunities to deploy officers and warrant officers as instructors at military training schools overseas. Currently, one HMAF officer serves as an instructor at the New Zealand Defence Force's Officer Cadet School (OCS) on a two-year rotation, another at the *Australian Defence International Training Centre* for two years. These education and training opportunities, provided through defence partnerships, have played a crucial role in ensuring that HMAF remains a highly skilled and professional force.

#### Working with Fisheries

In accordance with the *Customs Act* and the *Fisheries Act*, HMAF officers are able to assist in seizing vessels and boarding when they are within Tonga's Exclusive Economic Zone (EEZ). HMAF officers are also authorized by the mentioned law to seize the boat and crew alike. This is a very important duty for HMAF, Customs and Fisheries to work together with as it not only assists the protection of our borders, but also the preservation of our natural resources and marine life.

GPA	Outputs	Activities/Projects/Programs
<b>GPA 1:</b> Building resilience and safer platforms to natural disasters and meeting the ongoing challenges of Climate Change (tropical cyclones, sea level rising, tsunamis, global pandemic, etc.) and address the economic crisis.	Operational readiness of HMAF personnel to conduct evacuation and tasks needed to assist in carrying out government directed operations.	Conduct training to ensure fitness of HMAF personnel to carry out tasks requiring a lot of man power.
<b>GPA 3:</b> Mobilizing national and international response to effectively reduce the supply and use of illicit drugs, and address Harms reduction processes.	Improved maritime capabilities for government military directed operations	Plan and conduct maritime surveillance patrol per Fleet Program issued
<b>GPA 9:</b> Strengthen bilateral engagement with accredited partner countries; optimize cooperation with regional and international intergovernmental institutions; strengthen partnerships with development partners, private sector, non-government actors, focusing on sound economic investment, to sustain progressive equitable and vibrant socio-economic growth	Improve defence relation and inter-operability with defence partners	Maintain proactive approach to Defence Talks with foreign military partners  Plan and conduct CDS visit to foreign military establishments

## 2. HMAF Overview

HMAF has one program and nine sub-programs that represent its major Units: HMAF Headquarters (HQ), Tonga Royal Guards (TRG), Tonga Navy (TN), Land Force (LF), Support (SPT), Training Unit (TRNG), Air Wing (AW), Communications & Information Technology (CIT) and Northern Command (NC). HMAF HQ houses the Chief of Defence Staff (CDS) who maintains command and control, management and administration of the defence organization.

While HMAF has many internal operations and management processes, output delivery essentially revolves around three premises:

1. **Enabling functions.** Support capability management through the provision of internal guidance, policy and management oversight, and the provision of specialist 'shared services' to capability managers.
2. **Capability management.** Recruit, train, and sustain capabilities to specified levels of preparedness that meet government needs.
3. **Capability integration.** Integrate single service or group capabilities to develop and sustain a joint capability and prepare personnel for specific joint operations as government dictates.

Proceeding sections incorporates all three premises into its annual operation of all nine HMAF sub-programs i.e., Units.

### 2.1. Priorities

HMAF will focus on professional development of its soldiers. Ongoing training preserves core military skills and professional standard. In doing so, we ensure our mission is realized and outputs are delivered effectively and efficiently. HMAF will continue to:

1. Focus on the delivery of core military skills and capabilities ensuring government is provided with credible and reliable military response options to meet and exceed their expectations;
2. Establish a competitive selection process to recruit dedicated soldiers;
3. Strengthen inter-agency relationships with government MDAs, NGOs, civil society groups, and defence partners; and
4. Improve leadership quality and management skills at all levels of command.

## 2.2. Ministry Outputs Grouped into Divisions/Sub-Programs and Programs

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
His Majesty's Armed Forces	1. Improved advice to CDS on Force/Unit operational readiness.	Submit and update CDS on unit activities and progress.	HMAF HQ
	2. Improved provision of guidance and directives on management for the Force/Unit.	Preparation and distribution of new policies or policy change to stakeholders	HMAF HQ
	3. Improved capabilities to secure Royal Household, VIP close protection and government directed military.	Provide security for Royal households and foreign dignitaries visiting Tonga	Tonga Royal Guards
	4. Improved maritime capabilities for government directed military operations.	Conduct maritime surveillance,	Tonga Navy Northern Command
	5. Improved land capabilities for government directed military operations.	Conduct Rules of Engagement (ROE) and Law of Armed Conflict (LOAC) training	Land Force
	6. Improved logistics, engineering and musical capabilities for government directed military operations.	Provide mechanical maintenance of vehicles and equipment  Provide musical support for military ceremonial duties.	Support Unit
	7. Ensure effective training and development of force for current and future military operations.	Facilitate and prepare personnel for overseas course	Training Unit
	8. Improved air capabilities for government directed military operations.	Prepare and facilitate on-job trainings of pilots with local airlines	Air Wing
	9. Improved defence relations with foreign military operations.	Through joint training and exercises. Establish formal military agreements. Military exchanges.	All Units
	10. Improved interoperability with defence partners.	Use common operating procedures. Command and control integration	All Units
	11. Improved communications capabilities for government directed military operations.	Maintain secure line of communications both radio and satellite	Communication, Information, Technology (CIT)

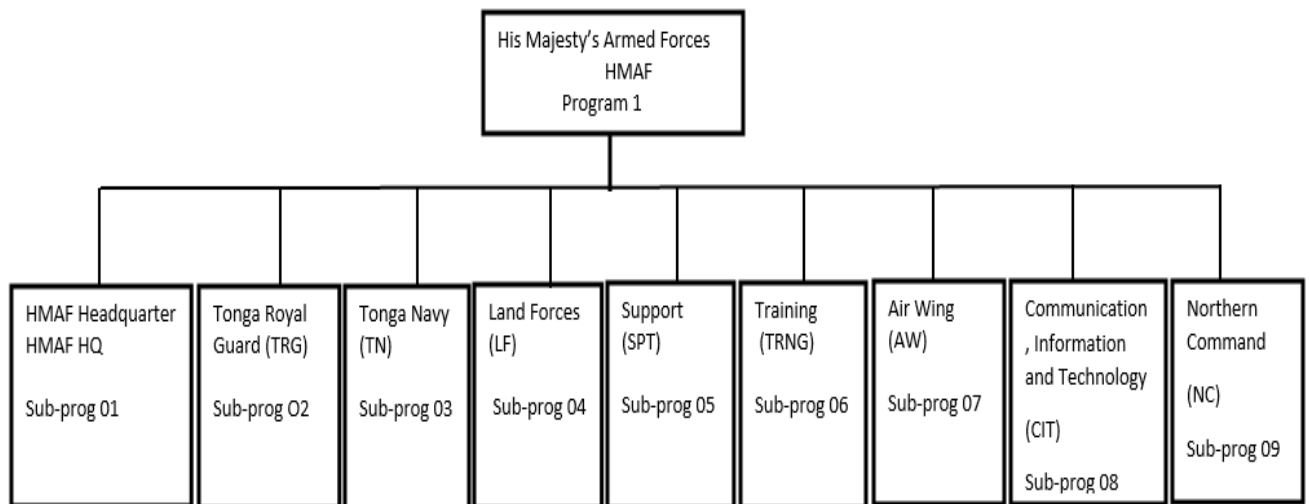


### 2.3. HMAF Organizational Structure

His Majesty's Defence Board has approved the strength of HMAF to 750 personnel in its Force 2050 Plan. However, government has agreed to maintain the strength at 600 personnel for the past few years due to financial constraints.

For the next financial year, HMAF is proposing the increase to 620 with a plan - to slowly build up the number to the established staff that was approved by the Defence Board.

<b>Total Established Staff</b>	<b>750</b>
Allocated Staff	620
Current Staff	519
Manning Status (ES)	-231
Manning Status (AS)	-101



## 2.4. Summary of His Majesty's Armed Forces Planned Major Reforms

- **Fangatongo Military Camp**

- The construction of the new military camp in Vava'u is ongoing targeted to be completed in the year 2026. The project consists of new office buildings and new barracks/hostels for personnel. The project is funded by Australia with members of 1<sup>st</sup> Construction Engineer Squadron (1CES) deployed to Vava'u to conduct construction work.

- **Masefield Naval Base**

- **Leadership Centre** - Construction of the of the new Leadership Centre was completed and commissioned by His Majesty King Tupou VI on July 2<sup>nd</sup> 2024. The project was funded by the New Zealand Defence Force (NZDF).

The Leadership Centre is a component of the NZDF-led and MFAT-funded *Pacific Leader Development Programme* which commenced in 2019.



- **Female Barracks** - Construction has begun on new female barracks at Masefield Naval Base, a significant development aimed at supporting the growing number of women joining His Majesty's Armed Forces (HMAF). Funded by Australia under the *Defence Cooperation Program*, this project underscores a shared commitment to fostering inclusivity and improving living conditions for female personnel. The new facility will provide safe, modern, and comfortable accommodations, ensuring that women in HMAF have the necessary resources to excel in their roles while contributing to the force's overall operational effectiveness.

- **Taliai Military Camp**

- **TMC Gym** - His Majesty's Armed Forces (HMAF) celebrated a major milestone in its partnership with **Australia** with the opening of Tonga's largest gymnasium at Taliai Military Camp. The commissioning ceremony was led by His Royal Highness, Crown Prince Tupouto'a 'Ulukalala, alongside Australian High Commissioner Batley. Developed under the **Defence Cooperation Program**, the state-of-the-art facility underscores the shared commitment of Tonga and Australia to health, well-being, and military readiness.



Designed to accommodate up to *80 personnel*, the gym is equipped with commercial-grade fitness equipment to enhance the physical training of HMAF members. The two-month construction was a collaborative effort between HMAF's 1st Construction Engineer Squadron (1CES) and the Australian Army's 2nd Combat Engineer Regiment, coordinated under *Exercise Povai Sapper*.

### 3. Ministry Budget and Staffing

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

Expenditure Item (\$m)	FY 2024/25 Revised Estimate (Recurrent)	FY 2025/26 Budget Estimate (Recurrent)	FY 2026/27 Projection (Recurrent)	FY 2027/28 Projection (Recurrent)
Established Staff (10xx)	8.1903	8.8326	8.8326	8.8326
Un established Staff (11xx)	0	0	0	0
Travel and Communication (12xx)	0.0666	0.1218	0.1218	0.1218
Maintenance and Operations (13xx)	1.0264	0.6496	0.6496	0.6496
Purchase of Goods and Services (14xx)	2.2475	4.1519	4.1519	4.1519
Grants & Transfers (15xx)	0	0.03	0.03	0.03
**Assets (20xx)	0.2801	0.3342	0.3342	0.3342
<b>Total Development Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total HMAF's Operation Recurrent</b>	<b>4.546079</b>	<b>4.8315</b>	<b>4.8315</b>	<b>4.8315</b>
<b>Government General Fund Recurrent</b>	<b>11.854502</b>	<b>12.9663</b>	<b>12.9663</b>	<b>12.9663</b>
<b>Total Government General Fund</b>	<b>14.9909</b>	<b>14.1261</b>	<b>14.1261</b>	<b>14.1261</b>
<b>Total Development Expenditure</b>	<b>2.68</b>			
<b>Total Expenditure Recurrent</b>	<b>14.9909</b>	<b>14.1261</b>	<b>14.1261</b>	<b>14.1261</b>

**Notes:**

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

**Table 2: Ministry Total Staff by Key Category**

<b>Category</b>	<b>2024/25 Budget Estimate (Recurrent)</b>	<b>2025/26 Projections (Recurrent)</b>	<b>2026/27 Projections (Recurrent)</b>	<b>2027/28 Projections (Recurrent)</b>
<b>Established Staff (Category 10)</b>	8.1903	8.8326	8.8326	8.8326
Active Personnel	7.2335	6.7197	8.7861	8.7861
Vacancies Positions	.411817	1.039	.0465	.0465
<b>Total Established Staff</b>	<b>8.1903</b>	<b>8.1903</b>	<b>8.1903</b>	<b>8.1903</b>
Unestablished Staff	0	0	0	0
<b>Total Staff</b>	<b>620</b>	<b>620</b>	<b>620</b>	<b>620</b>
<b>Total Recurrent Cost</b>	<b>8.1903</b>	<b>8.8326</b>	<b>8.8326</b>	<b>8.8326</b>
<b>Staff funded by Development</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 4. His Majesty's Armed Forces New Initiatives

### 4.1 INITIATIVE 1: HMAF Scholarship

*Estimated Cost: TOP40,000.00*

Defence Board has approved a resolution to commence with His Majesty's Armed Forces (HMAF) scholarships. HMAF is proposing to launching a new **scholarship initiative** aimed at supporting high school students in their final years (Form 5, 6 and 7) while fostering the next generation of service members. Under this program, selected students will have their tuition and examination fees fully covered and receive a weekly allowance of 50 pa'anga to assist with their educational expenses.

In return, scholarship recipients will commit to serving in HMAF for a minimum of three years upon completing their studies. This initiative not only provides financial relief for students and their families but also offers a structured pathway into a rewarding and disciplined career in the armed forces, equipping them with valuable skills and opportunities for personal and professional growth.

### 4.2 INITIATIVE 2: Niua Camp

*Estimated Cost: TOP\$500,000.00*

HMAF is to establish a base on Niuatoputapu Island with at least 4 staff. The function of the HMAF base at Niua is to:

1. Coordinate HMAF support to the Government Representative during national activities and national emergency.
2. This new sub-unit will consist of 4 permanent posts (OIC, 2IC Niua, driver and a clerk).
3. A small office and barracks to accommodate HMAF personnel on duty or HMAF staff during deployment to Niua.

The establishment of the Niua base will further enable HMAF to provide security in this region and area to help prevent illicit drug activities from taking place. At the same tune, this supports our priority of delivering core military skills and capabilities ensuring the Government is provided with credible and reliable military response options to meet and exceed their expectations.

### 4.4 INITIATIVE 3: HMAF New Uniforms

*Estimated Cost: TOP \$350,000*

In an effort to standardize and professionalize appearance, the Defence Board has approved HMAF to change and upgrade their uniforms to something that will be more suitable to the climate and also enhance functionality and durability. The design and material has been approved and has been given a sample approved by His Majesty. Current uniforms have deteriorated over time affecting comfort and performance.

The upgrade will see to it that there is comfort and enhanced durability in different environments. This will also allow for standardized uniforms for all of HMAF to be one instead of a mixture of different uniforms with similar patterns, where it currently stands.



#### **4.5 INITIATIVE 4: HMAF Ration Allowance**

*Estimated Cost: TOP\$1,750,000.00*

The Defence Board has previously approved an increase in the Ration Allowance rate to ensure that personnel receive adequate sustenance in line with operational and nutritional requirements, and also consider the rise of cost of food supplies and inflation. Therefore, HMAF seeks to also increase the ration allowance budget in order to facilitate this increase that commenced in October 7<sup>th</sup> October 2024.

Prior to October 7<sup>th</sup>, the ration allowances were at TOP\$7 for ration payable and \$TOP\$9 for ration issued. After the amendment to the rates, they increased to TOP\$15 and TOP\$16 respectively. The current fiscal year has felt the effects of the increase and transfers have started in order to facilitate this. This proposal will assist this matter in the coming fiscal years and avoid transfers for any shortage in ration allowances.

#### **4.6 INITIATIVE 5: HMAF Ceremonial Swords, Medals and Badges**

*Estimated Cost: TOP\$200,000.00*

HMAF is proposing to purchase new ceremonial gear, including ceremonial swords, ceremonial helmets, and badges, and alike items for the next fiscal year to maintain the prestige and tradition of military ceremonies, parades, and official engagements. Over time, the existing ceremonial equipment has experienced wear and tear, affecting both its appearance and functionality. Given the importance of these items in representing the discipline, heritage, and professionalism of HMAF, it is necessary to ensure that all personnel are equipped with high-quality and well-maintained ceremonial gear that upholds the dignity of military traditions.

Additionally, with upcoming national and international events where HMAF will be in attendance, it is essential to present a well-uniformed and distinguished appearance. Investing in new ceremonial swords, helmets, and badges will not only enhance the visual impact of these occasions but also reinforce the pride and morale of service members. Allocating funds for these items in the next fiscal year's budget will ensure that HMAF continues to meet the highest standards of ceremonial excellence while honoring military customs and traditions.

#### **6 INITIATIVE 6: HMAF Brass Band Instruments**

*Estimated Cost: TOP\$500,000.00*

Our brass band instruments have seen years of dedicated use, and many are now showing signs of wear that affect both sound quality and playability. To maintain the high standard of Royal Corps of Musicians' (ROCOM) performances and ensure that musicians can play to their full potential, it is essential to invest in new instruments. Upgrading our equipment will enhance the overall tone, improve reliability, and allow for better tuning and projection. Additionally, providing quality instruments encourages participation and attracts new members, strengthening the band for the future. Ordering new brass instruments is a necessary step in sustaining our band's excellence and growth.

## 5. Program 06: His Majesty's Armed Forces

HMAF has one program and 9 sub-programs that represent the major Units:

- **SP01** - HMAF Headquarters (HQ)
- **SP02** - Tonga Royal Guards (TRG)
- **SP03** - Tonga Navy (TN)
- **SP04** - Land Force (LF)
- **SP05** – Support (SPT)
- **SP06** - Training Command Unit (TC)
- **SP07** - Air Wing (AW)
- **SP08** - Communications and Information Technology (CIT)
- **SP09** - Northern Command (NC)
  - Fangatongo Military Camp (Vava'u)
  - Velata Naval Base (Ha'apai)
  - Fangata ('Eua)

HMAF HQ houses the Chief of the Defence Staff (CDS) who maintains command, control, management and administration of the defence organization.

While HMAF has many internal operations and management processes, output delivery essentially revolves around the following premises:

1. **Enabling functions** : Support capability management through the provision of internal guidance, policy and management oversight, and the provision of specialist 'shared services' to capability managers.
2. **Capability management** : Recruit, train, and sustain capabilities to specified levels of preparedness that meet government needs.
3. **Capability integration** Integrate single service or group capabilities to develop and sustain a joint capability, and prepare personnel for specific joint operations as government dictates.

Proceeding sections incorporates all three premises into its annual operation of all nine HMAF sub-programs i.e. Units.

## 5.1 Sub-Program 01: HMAF HQ

Total Established Staff	80
Current Staff	87
Manning Status*	7

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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His Majesty's Armed Forces (HMAF) Headquarters serves as the central command and administrative hub for the entire force. It is responsible for strategic planning, operational coordination, policy development, and overall command and control of HMAF. The headquarters provides leadership, guidance, and support to all military units, ensuring that HMAF effectively carries out its defense, security, and civil support mandates. Additionally, it oversees resource management, training, and international military partnerships, ensuring the force remains well-equipped, professional, and mission-ready.



HMAF as a unified command force centralizes the following Sub-Units at HQ: Administration, Finance, Health Services, Legal, Military Police and Policy and Planning.

\* Commissioned and Warrant Officers from other Units are transferred to HMAF HQ during overseas secondment and courses  
HMAF as a unified command force centralizes the following sub-Units at HQ: Human Resources, Administration, Finance, Policy and Plans, Legal, Health Services, Computer and Information Technology and the Military Police.

### BUDGET

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
Total = Recurrent	2.7216m	2.835m	2.835m	2.835m
Total Established				

### 5.1.1. HMAF HQ Summary of Activities

Organizational Outcome 1: TSDF II 3.2: Improved law and order and appropriate domestic security appropriately applied.								
Organizational Output 1: Leadership and policy advice to government on defence matters and military options						SDG/TSDF		Budget
Activity:	KPIs	2024/25 (baseline)	2025 /26	2026 /27	2027 /28	TARGETS #	INDICATORS #	Recurrent
1.Preparation of submissions for Defence Board (DB) meetings.	Number of Defence Board Submissions	8	8	8	8	At least 8 per year		1.7894m
2.Preparation of HMAF Annual Report for the government	Number of Annual Report submitted to the Government (1)	1	1	1	1	All major units to submit annual report.		
3. Monthly Meeting of the CDS with Component Commanders (CC) to discuss current issues and formulate administrative and operational policies accordingly.	Number of meetings annually (12)	10	10	10	10	Targeted to have at least 1 meeting per month.		
4. Preparation and distribution of new policies or policy change to stakeholders.	Percentage of Preparation and Distribution (95%)	95%	95%	95%	95%	New policies to be distributed to all 9 units.		
5. CDS or Deputy (DCDS) quarterly visits to all bases to meet with members of HMAF.	Visits per year (4)	4	4	4	4	CDS/DCDS to be able to visit each base 4 times a year		

Organizational Output 2: Improved capabilities for government military directed operations						SDG/TSDF		Budget
Activity:	KPIs	2024/25 (baseline)	2025 /26	2026 /27	2027 /28	TARGETS #	INDICATORS #	Recurrent
6. Draft, submit, and disseminate monthly budget review/forecast to all Units	6.Percentage variance of actual spending against budget	5%	5%	5%	5%			.7433m
7. Amend Defence Force Orders (DFO)	7.Percentage of DFO developed and updated	100%	100%	100%	100%	Inform all personnel of the Orders		
8. Improve internal control capacity to ensure compliance with policies and procedures	8. Number of internal and external audit reports completed	1	1	1	1			
9. Review Unit Monthly Reports	9. Number of monthly reports reviewed (12 reports *7X Units)	84	84	84	84			
10. Formulate, train, and monitor Performance Management System (PMS)	10. Number of Individual Performance Reports submitted	620	620	620	620			
11. Formulate and monitor recruitment program	11. Percentage of understaffed Unit occurrences	10%	10%	5%	2%			
12. Formulate policies to address discipline and morale issues	12. Number of disciplinary proceedings	Minimal						
13. Complete and review job descriptions/employment profile for performance evaluation purposes, training, capacity-building, and personnel development requirements	13. Percentage of job descriptions/employment profiles reviewed	50%	70%	90%	90%			
14. Update Human Resource Management Information System (HRMIS) regularly	14. Percentage of digitized and archived personnel files	20%	30%	50%	50%			



Organizational Outcome 1: TSDF II 3.7 - Improved Political and Defence Engagement within the Pacific and the rest of the World					
Organizational Output 1: Leadership and policy advice to government on defence matters and military options					
Activity:	KPIs		TARGETS#	INDICATORS #	Recurrent
15.Maintain proactive approach to defence talk with foreign military partners	<ul style="list-style-type: none"> <li>Prepare necessary items and points of discussion for the defence talks</li> <li>Inform CC and designated Officer to participate in the Defence Talk</li> <li>Inform necessary appointments of the venue and required items for the Defence Talk</li> </ul>	As Required			
16. Plan and conduct CDS visit to foreign military partners	<ul style="list-style-type: none"> <li>Arrange CDS visits overseas</li> <li>Make contact with necessary POC regards to CDS s</li> <li>-Provide appropriate allowance for the travels</li> </ul>	As Required			
17.Proactively support visits by senior military officers and politicians from foreign military partners	<ul style="list-style-type: none"> <li>Make arrangements and prepare to meet VIP</li> <li>Prepare and provide LO for the VIP</li> <li>Arrange dinner or reception for the farewell with the VIP</li> </ul>	As Required			
18. HMAF to optimize attendance on international conferences, seminars and meetings.	<ul style="list-style-type: none"> <li>Select suitable participants to attend</li> <li>Brief and provide necessary travel documents</li> <li>Provide necessary allowance for the travel</li> </ul>	As Required			
19.Maintain seconded officers to foreign military partners	<ul style="list-style-type: none"> <li>Test and Train seconded officers</li> <li>Select appropriate representative</li> <li>Brief and Handover with current seconded officer</li> <li>Provide necessary allowances</li> </ul>	As Required			

## 5.2. Sub-Program 02: Tonga Royal Guards

<b>Total Established Staff</b>	<b>52</b>
Current Staff	58
Manning Status	-77

The Tonga Royal Guards (TRG) serve as an elite ceremonial and protective unit within the His Majesty's Armed Forces. They are tasked with safeguarding the Monarch and the Royal Household. Their responsibilities include the following:

- **Royal Security** – Providing security for His Majesty King Tupou VI, the Royal Family and the Royal residences.
- **HMAF HQ Security** – Providing security for Vilai Barracks, where HMAF HQ is situated.
- **Ceremonial Duties** – Participating in state functions, national celebrations, and official ceremonies.
- **Assisting HMAF units** – Supporting the broader Armed Forces in maintain national security when required.



The Component Commander (CC) of TRG is responsible to the CDS for the:

- Readiness of the Unit for operational and non-operational duties; and
- Effective command, training, discipline, welfare and administration of the Unit.

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	.7925	.8768	.8768	.8768
Total Established				

### 5.2.1: Tonga Royal Guard Activities Summary

Organizational Outcome 1: TSDF II 3.2: Improved law and order and appropriate domestic security appropriately applied.								
Organizational Output 1: Leadership and policy advice to government on defence matters and military options						SDG/TSDF		Budget
Activity:	KPIs	2024 /25 (baseline)	2025 /26	2026 /27	2027 /28	TARGETS #	INDICATORS #	Recurrent
1. Execute directives and policies from CDS	Percentage of work done based on directives given (80%)	As Required				80%		.544m
2. Plan and adjust annual activities forecast	Percentage of operational requirements forecasted that are completed (80%)	As required				80%		
3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	Percentage of timely reports, schedules, monthly returns and plans to HMAF HQ (90%)	3	3	3	3	90% on time		
4. Provide effective administration for Unit	Percentage of administrative issues solved (60%)	As Required				60%		
5. Plan and conduct monthly CO's meeting with Unit		3	3	3	3	12 times total		
6. Plan and conduct weekly CO's updates with Unit command	Number of monthly meetings of Component Commander with soldiers in the Unit	40	40	40	40	40 weeks		
7. Update Unit Orders and SOPs	Number of Unit orders and SOPs updated (1)	As Required				1		.202m
8. Plan and conduct regular physical activities to maintain required fitness level.	Percentage passed the RFL test (75%)	As Required				75%		
9. Plan and conduct weapon training	Percentage passed weapon TOET (70%) Percentage passed AWQ (Live Fire (60%))	As Required				70%		
10. Monitor the discipline and morale issues within the Unit	Number of disciplinary proceeding (3)	As Required				3		

11. Plan and conduct infantry and amphibious training	Percentage of infantry and amphibious training forecasted that is completed.	<b>As Required</b>	100%	
12. Participate in local military courses	Percentage of personnel completed the required courses for their respective appointments ( 50%)	<b>As Required</b>	100%	
13. Plan and conduct Palace security SOP Training	Percentage of Palace SOP training forecasted that are completed (70%)	<b>As Required</b>	70%	
14. His Majesty's Escort Detachment conducting VIP protection training	Percentage of Escort personnel completed the required training for their respective appointments (80%)	<b>As Required</b>	80%	
15. Provide security for Royal households and foreign dignitaries visiting Tonga	Maximum number of incidents occurred during duties for Royal households and foreign dignitaries (no more than 5)	<b>As Required</b>	5 or less	
16. Prepare of military animals for security and military ceremonial duties	a. Number of personnel trained as horse rider and dog handler	<b>10 Pers</b>		
	b. Number of military animals trained	<b>5 Pers</b>		
17. Conduct Rules of Engagement (ROE) and Law of Armed Conflict (LOAC) training	Percentage of ROE and LOAC training forecasted that are completed (60%)	<b>60%</b>	60%	
18. Conduct first aid training	Percentage of First Aid training forecasted that are completed (60%)	<b>As Required</b>		
19. Conduct of Non-combatant evacuation operation (NEO) training	Percentage of NEO training forecasted that are completed (60%)	<b>As Required</b>		

**Organizational Outcome 1: TSDF II 3.7 - Improved Political and Defence Engagement within the Pacific and the rest of the World**

Organizational Output 1: Leadership and policy advice to government on defence matters and military options					
20. Deploy a minimum of 1 x Infantry section on military multinational exercise and operation	Percentage of participation of 1 x infantry section in multinational exercises and operations forecasted 80%	As Required	80% Annually		
21. Participate in overseas courses	Number of personnel participated in overseas courses 10	As Required	At least 10 Pers		

### 5.3 Sub-Program 03: Tonga Navy

Total Established Staff	138
Current Staff	113
Manning Status	-25

#### BUDGET

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	3.0659	3.2578	3.2578	3.2578
Total Established				

The **Tongan Royal Navy** is responsible for safeguarding Tonga's maritime interests. Its primary roles include:

- **Maritime Security & Sovereignty Protection** – Defending Tonga's territorial waters and exclusive economic zone (EEZ) against illegal activities such as illegal fishing, smuggling, and unauthorized incursions.
- **Search and Rescue (SAR) Operations** – Conducting maritime search and rescue missions in coordination with regional and international partners to assist vessels in distress.
- **Disaster Response & Humanitarian Assistance** – Providing **relief efforts** during **natural disasters** such as cyclones and tsunamis, including transporting supplies and assisting affected communities.
- **Patrol & Law Enforcement** – Assisting in maritime law enforcement, working alongside other agencies to ensure compliance with national and international maritime laws.
- **International Cooperation & Peacekeeping** – Engaging in joint military exercises and regional security partnerships, particularly with allies.
- **Transport & Logistics Support** – Supporting government and military operations by transporting personnel, supplies, and equipment between Tonga's islands.



The Component Commander of Tonga Royal Navy is responsible to the CDS for the:

- Readiness of patrol boats and landing craft for operational and non-operational military duties; and
- Conduct of command and control, training, discipline, welfare, and administration of all maritime capabilities and establishment.

### 5.3.1: Tonga Navy Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied								
Organizational Output 1: Leadership and policy advice to government on defence matters and military options						SDG/TSDF		Budget
Activity:	KPIs	2024 /25 (baseline )	202 5 /26	202 6 /27	2027 /28	TARGETS #	INDICATORS #	Recurrent
1.Implement directives and policies from CDS	Percentage of forecasted operational requirements completed (80%)	As Required				80%		1.7135m
2. Preparation and submission of required Unit reports to HMAF	Number of required Unit reports submitted to HMAF HQ (monthly,quarterly, annually) (17)	4	4	4	5	11 monthly reports, 1 annual report		
Organizational Output 2: Improved maritime capabilities for government military directed operations								
3.Organize regular CC meetings with command team and the whole Unit to provide easy two way mean of communication within the Unit.	Number of meetings of CC with command team/ Unit (12)	4	4	4	4	CC meeting with team/unit every quarter		1.1045m
4.Update of Naval Orders and SOPs.	Number of Naval Orders and SOPs updated. (Maritime, Patrol Boats, Captain Orders, SAR, Bridge Files) (1)	As Required				Update at least 1 SOP every year		
5.Plan and conduct regular physical activities to maintain required fitness level.	Percentage passes the required fitness level test (50%)	As Required				At least half of the unit passes all RFL activities		



6. Plan and conduct weapon training	Percentage passed weapon qualification test (60%)	<b>As Required</b>	At least 60% of each unit to pass AWQ	
7. Monitor the discipline morale issues within the Unit	Number of disciplinary proceedings conducted	<b>Minimal</b>	Limit the number of disciplinary proceedings conducted to a minimum	
8. Plan and conduct Maritime Surveillance Patrol as per Fleet Program	Number of days at sea (150)	<b>As Required</b>	150	
9. Prepare ships to support in SAR, MEDEVAC	Number of days at sea in support of SAR, MEDEVAC	<b>Optimized</b>		
10. Prepare ships to support HADR	Number of days at sea in support of HADR	<b>Optimized</b>	Complete all requirements	
11. Plan and conduct Naval Training	Percentage of forecasted training conducted (80%)	<b>As Required</b>	Complete at least 80% of forecasted training	
12. Plan and conduct regular maintenance of ships	Percentage of overdue Planned Maintenance (20%)	<b>As Required</b>		
13. Plan and conduct Fleet Concentration Period	Number of FCP conducted (1)	<b>As Required</b>	1	
14. Develop Hydrographic Survey capability	Number of qualified personnel (H1/H2, Hydrography (1)	<b>As Required</b>	1	
15. Develop Diving capability	Number of qualified divers (1)	<b>As Required</b>	1	
<b>Organizational Outcome: 3.7 of TSDF II: Improved political and defence engagement within the Pacific and the rest of the world</b>				
<b>Organizational Output 3: Improve defence relation and inter-operability with defence partners</b>				

16. Prepare ships for regional operations	Number of regional operations participated (3)	<b>As Required</b>	3		
17. Prepare ships for regional exercises	Number of regional exercises participated (2)	<b>As Required</b>	2		
18. Plan and conduct exercises with visiting naval ships.	Plan and conduct exercises with visiting naval ships	<b>As Required</b>			

## 5.4. Sub-Program 04: Land Force

<b>Total Established Staff</b>	<b>82</b>
Current Staff	64
Manning Status	-18

### BUDGET

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	1.1988	1.3664	1.3664	1.3664
Total Established				

The Land Force (LF) of His Majesty's Armed Forces (HMAF) is responsible for Tonga's ground defense, internal security, and disaster response. Its primary roles include:

- 1. National Defense & Security** – Protecting Tonga's sovereignty by ensuring territorial security and responding to potential threats or conflicts.
- 2. Internal Stability & Law Enforcement Support** – Assisting the Tongan government and police in maintaining public order, especially during times of civil unrest or emergencies.
- 3. Disaster Response & Humanitarian Assistance** – Providing relief and recovery efforts during natural disasters such as cyclones, earthquakes, and tsunamis, including search and rescue operations and infrastructure rebuilding.
- 4. Peacekeeping & International Deployments** – Contributing to global peacekeeping missions under the United Nations or in collaboration with regional allies such as Australia and New Zealand.
- 5. Training & Military Readiness** – Conducting military training, tactical exercises, and physical fitness programs to ensure operational readiness in any situation.



HMAF Land Force serves as a versatile and disciplined force, capable of adapting to both military and humanitarian roles while upholding Tonga's national security and commitments to regional stability. The Component Commander (CC) LF is responsible to the CDS for the:

- Readiness of LF Units for operational and non-operational duties, and
- Command, training, discipline, welfare and administration of Unit

### 5.4.1. Land Force Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied								
Organizational Output 1: Leadership and policy advice to government on defence matters and military options						SDG/TSDF		Budget
Activity:	KPIs	2024 /25 (baseline)	2025 /26	2026 /27	2027 /28	TARGETS #	INDICATOR S #	Recurrent
1.Implement directives and policies from CDS	Percentage of work done based on directives given (80%)	As Required				80%		.8207m
2.Plan and adjust annual activities forecast	Percentage of operational requirements forecasted that are completed (80%)	As Required				80%		
3.Provide timely reports, schedules, monthly returns and plans to HMAF HQ	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (90%)	As Required				90%		
4.Provide effective administration for the Unit	Percentage of administrative issues solve (60%)	As Required				60%		
5.Monthly meeting of Component Commander with soldiers in the Unit	Number of monthly meetings of Component Commander with soldiers in the Unit (12)	11	11	11	11	One meeting at least every month		
6.Weekly updates meeting of the CC and the command team	Number of weekly updates meeting of the CC and the command team (40)	As Required				Ensure that rest of unit is informed of weekly updates from CDS		
7.Develop administrative processes and operating procedures	Percentage of SOPs documents created that are completed (60%)	As Required				60%		
Organizational Output 2: Improved capabilities for government military directed operations								

1. Identify and acquire required resources and capabilities to support command, control and administration of Unit	Percentage of planned acquisition achieved (60%)		60%		.2671m
2. Plan and conduct infantry and amphibious training	Percentage of Infantry and Amphibious training forecasted that are completed (60%)	As required	60%		
3. Plan and conduct weapon training to include live fire practices	a. Percentage passed weapon TOET (70%)	As required			
	b. Percentage passed AWQ (Live Fire) (60%)	As required			
4. Plan and conduct fitness training	Percentage passed the RFL test (75%)	As required	75%		
5. Participate in local military courses	Percentage of personnel completed the required courses for their respective appointments (50%)	As required	50%		
6. Plan and conduct SOP Training	Percentage of SOP training forecasted that are completed (70%)	As required	70%		
7. Develop outpost and long-range patrol skills and supporting capabilities	Percentage of personnel trained for outpost tasks (70%)	As required	70%		
8. Plan and conduct long range outpost operations.	Number of outpost teams deployed	5	5		
9. Conduct Rules of Engagement (ROE) and Law of Armed Conflict (LOAC) training	Percentage of ROE and LOAC training forecasted that are completed (60%)	As required	60%		
10. Conduct first aid training		Percentage of First Aid training forecasted that are completed (60%)	60%		
11. Conduct of Non-combatant evacuation operation (NEO) training		Percentage of NEO training forecasted that are completed (60%)	60%		
12. Develop capabilities and capacities to conduct HADR operations		Percentage of personnel trained to support civil authority in response to natural disaster and humanitarian assistance (70%)	70%		
13. Develop capabilities and capacities to assist civil authorities in maintaining in Law and Order.		Percentage of personnel trained to assist civil authorities in maintenance of law and order (70%)	70%		

**Organizational Outcome: 3.7 of TSDF II: Improved Political and Defence Engagement within the Pacific and the rest of the World**

Organizational Output 3: Improved defence relation and inter-operability with defence partners					
14. Deploy an Infantry platoon on military multinational exercise and operations	Percentage of participation of 1 x infantry platoon in multinational exercises and operations forecasted (80%)	80%	80%		
15. Participate in overseas courses	Number of personnel participated in overseas courses (10)	As required	At least 10 personnel a year		
16. Support regional security or HADR operations	Number of participations in regional Humanitarian Assistance Disaster Relief (HADR) operations	Optimized			

## 5.5 Sub-Program 05: Support

Total Established Staff	153
Current Staff	107
Manning Status	-46

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	2.6671	2.753	2.753	2.753
Total Established				

The **Support Unit (SPT)** is responsible for sustaining military operations by providing essential logistical, technical, and administrative support. The unit's primary roles include:

1. **Supply Chain & Logistics Management** - Ensuring the acquisition, storage, and distribution of military equipment, uniforms, fuel, food, and other essential supplies for HMAF operations.
2. **Transport & Mobility Support** - Managing the military vehicle fleet, including trucks, boats, and aircraft, to transport troops, supplies, and equipment across Tonga's islands and beyond.
3. **Maintenance & Technical Support** - Conducting repairs and maintenance for military vehicles, weapons, communication systems, and infrastructure to keep HMAF operational.
4. **Infrastructure & Engineering Support** - Assisting in construction and maintenance of military bases, roads, and essential infrastructure, often extending to civilian projects in national development efforts.
5. **The Royal Corps of Musicians:**
  - a. **Ceremonial Duties** – Providing military music for state events, official ceremonies, and royal functions, reinforcing Tongan military traditions.
  - b. **Public Engagement** – Performing at national celebrations, parades, and international events, serving as a symbol of HMAF's discipline and heritage.
  - c. **Morale & Esprit de Corps** – Enhancing troop morale through military music during formal occasions and community events.



The Support Unit serves as the backbone of HMAF, ensuring that all military branches remain equipped, operational, and mission-ready.



The **Assistant Chief of Defence Staff Support** (ACDS SPT) heads the Unit and is responsible to the CDS for the:

- Readiness of unit to provide logistic support to HMAF Units on operational and non-operational duties.
- Procurement, distribution, security, and accountability of HMAF stores;
- Operational readiness of field engineering support elements in operational and non-operational duties; and
- Effective command, training, discipline, welfare, and administration of the Unit.

### 5.5.1: Support Unit Activities Summary

The Support Unit will continue to deliver its TDSF II outputs and outcomes as detailed in the table below:

<b>Organizational Outcome 3.2:</b> Improved law and order and appropriate domestic security appropriately applied								
<b>Organizational Output 1:</b> Leadership and policy advice to government on defence matters and military options						<b>SDG/TSDF</b>		<b>Budget</b>
<b>Activity:</b>	<b>KPIs</b>	<b>2024 /25 (baseline)</b>	<b>2025 /26</b>	<b>2026 /27</b>	<b>2027 /28</b>	<b>TARGETS #</b>	<b>INDICATORS #</b>	<b>Recurrent</b>
1.Implement directives and policies from the CDS	Percentage of work done base on directives given (80%)	<b>As Required</b>				80%		1.5996m
2.Plan and adjust annual activities forecast	Percentage of annual activities forecasted to complete (85%)	<b>As Required</b>				85%		
3.Provide timely reports, schedules, monthly returns and plans to HMAF HQ	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	3	3	3	3	95%		
4.Provide effective administration for the Unit.	Percentage of the Administration Effectiveness of the Unit (80%)	<b>As Required</b>				80%		
5.Quarterly Consultation of Command Team	Quarterly Consultation of Command Team (4)	4	4	4	4	4		
6.Conduct on-job-trainings in their respective fields of work	Number of on-job training completed (10)	<b>As Required</b>				10		
7.Preparation and participation on local courses	Number of participations on local courses (40%)	<b>As Required</b>				40%		
8.Preparation for participation on overseas courses	Number of participations on overseas courses (12)	<b>As Required</b>				12		

9. Plan and conduct weapon training	Percentage passed weapon TOET (70%)	<b>As Required</b>				70%	
10. Plan and conduct weapon qualification test which include live firing.	Percentage passed AWQ (Live Fire) (60%)	<b>As Required</b>				60%	
11. Plan and conduct physical training activities, conduct monthly fitness test.	Percentage passed on monthly RFL (60%)	<b>As Required</b>					
12. Prepare, purchase and distribute rations and stores	Number of complaints from Units in relation to provision of orders and rations	<b>Minimal</b>					
13. Stock and maintain record of ammunition, weapons and stores.	Number of stocktakings carried out (3)	3	3	3	3	Quarterly stock taking	
14. Maintain operational readiness and road worthiness of vehicles and equipment.	Percentage of vehicle that a road worth (80%)	<b>As Required</b>				80%	
15. Coordinate and provide for transport requirement	Percentage of transport tasking completed (80%)	<b>As Required</b>				80%	
16. Provide mechanical maintenance of vehicles and equipment	Percentage of vehicle equipment that are serviceable (75%)	<b>As Required</b>				75%	
17. Provide musical support for military ceremonial duties.	Percentage of musical support tasking completed (95%)	<b>As Required</b>				95%	
18. Plan and conduct of Military Tattoo As required	Number of military tattoos conducted (1)	<b>As Required</b>				1	
19. Provide musical support to the public as requested.	Percentage of musical support provided for the public (95%)	<b>1</b>				95%	
20. Plan and conduct routine maintenance HMAF establishments and facilities.	Percentage of reported defects rectified (60%)	<b>As Required</b>				60%	
21. Conduct HADR operation as required.	Number of days on HADR duties	<b>As Required</b>				10	

Organizational Outcome 1: 3.7 of TSDF II: Improved Political and Defence Engagement within the Pacific and the rest of the World					
Organizational Output 3: Improved defence relation and inter-operability with defence partners					
22.Participate in Australian Army Community Assistance Program (AACAP) in Australia.	Number of personnel participated on AACAP (10)	As Required	10		1.2758m
23.Prepare for International Military Tattoo As required	Number of participations on International Military Tattoo (1)	1	1		
24. Invite foreign musical support to participate in HM Parade	Number of International Bands participated (1)	As Required	1		
25.Plan to deploy on regional HADR missions	Number of personnel participated on regional HADR	Optimized			

## 5.6 Sub-Program 06: Training Command

Total Established Staff	31
Current Staff	18
Manning Status*	-13

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	.7081	.7322	.7322	.7322
Total Established				

The Training Command Unit of HMAF is responsible for developing and maintaining the professional skills, leadership, and operational readiness of military personnel. This unit ensures that all members of HMAF are properly trained to perform their duties effectively in national defense, peacekeeping, disaster response, and security operations. Its primary roles include:

### 1. Military Training and Development (Military Training School)

- a. **Basic Training** - for new recruits, covering physical fitness, discipline, weapons handling, field tactics, and military protocols.
- b. **Intermediate training** - in areas such as combat operations, logistics, medical support, communications, and peacekeeping missions.
- c. **Refresher and advanced training** – to enhance the skills of experienced personnel.



### 2. Leadership Development (Leadership Centre)

- a. The Leadership Centre, developed with support from the New Zealand Defence Force (NZDF), focuses on leadership training for officers and non-commissioned officers (NCOs).
- b. Teaches strategic decision-making, command responsibilities, ethics, and professional military education.
- c. Prepares future HMAF leaders for higher responsibilities within the military and government security operations.

### **3. Education & Further Development –**

- a. Facilitates joint military programs with Defence Partners such as Australia, New Zealand, and the United States to enhance operational cooperation.
- b. Trains and develops HMAF individuals to be prepared for military training overseas.
- c. Supervises and takes care of HMAF personnel who are taking local courses in Tonga under a Defence Partner program.

### **5. Language Development**

- a. Enhances micro skills of HMAF personnel in regards to language, in order for personnel to be able to successfully complete offered courses from overseas.

The Training Command Unit is essential to HMAF's operational effectiveness, ensuring that personnel are well-trained, disciplined, and capable of responding to national security challenges, military operations, and humanitarian needs both in Tonga and abroad.

The Component Commander Training (CCT) Unit is responsible to the CDS for the:

- Readiness of the Training Unit for operational and non-operational duties;
- Planning, coordination and execution of local training and education, and
- Effective command, training, discipline, welfare, and administration of the Unit.

### 5.6.1: Training Command Unit Activities Summary

<b>Organizational Outcome 3.2:</b> Improved law and order and appropriate domestic security appropriately applied								
<b>Organizational Output 1:</b> Leadership and policy advice to government on defence matters and military options						<b>SDG/TSDf</b>		<b>Budget</b>
<b>Activity:</b>	<b>KPIs</b>	<b>2024 /25 (baseline)</b>	<b>2025 /26</b>	<b>2026 /27</b>	<b>2027 /28</b>	<b>TARGETS #</b>	<b>INDICAT ORS #</b>	<b>Recurrent</b>
Implement directives and policies from the CDS	Percentage of forecasted annual activities to be completed (85%)	<b>As Required</b>				85%		.4942m
Provide timely reports, schedules, monthly returns and plans to HMAF HQ	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	<b>As Required</b>				95%		
Provide effective administration for the Unit.	Percentage of the Administration Effectiveness of the Unit (80%)	<b>As Required</b>				80%		
Monthly meeting of CC with soldiers in the Unit	Number of monthly meetings of CC with the Unit (12)	12	12	12	12	Conduct monthly meeting with the unit.		
Weekly updates of CC and the command team	Quarterly Meeting of CC and the Command Team (4)	4	4	4	4	4		
Plan and conduct weapon TOET	Percentage passed Weapon TOET (80%)	<b>As Required</b>				80% of unit passes TOET		
Plan and conduct annual weapon qualification AWQ (Live Fire)	Percentage passed on AWQ (Live Fire) (80%)	<b>As Required</b>				80% of unit pass AWQ live fire		
RFL / Percentage of Personnel Pass the RFL Test	RFL / Percentage of Personnel Pass the RFL Test (60%)	<b>As Required</b>				60% of unit pass the RFL		



Monitor progress of overseas courses	Percentage of overseas courses successfully completed (90%)	<b>As Required</b>	At least 90% of HMAF personnel attending overseas course successfully complete the course.	
Plan maintenance training Facilities and equipment	defects on facilities and equipment (10%)	<b>If Necessary</b>	Keep defects to equipment at a minimum	
Plan and develop English Language Level for HMAF personnel	Number of English Teaching and Training Classes annually (3)	<b>As Required</b>	Conduct 3 Eng courses per year.	
Establish and develop Communities of Interests (COI) for selected languages.	Number of COIs that are fully functional (9)	<b>As Required</b>		
Plan and conduct Cadet Training for public schools	Number of Schools conducted military/ceremonial training (2)	<b>As Required</b>	Cadet training in schools (2)	
Plan and conduct local military courses	Number of local military courses conducted (6)	<b>As Required</b>	Conduct at least 6 local military courses in MTS.	
Facilitate and prepare personnel for overseas course	Percentage of personnel undergo training preparation and briefing (70%)	<b>As Required</b>		
Liaise and monitor the progress of medical personnel under training at Vaiola Hospital	Number of medical personnel under training at Vaiola Hospital (3)	<b>As Required</b>		
Plan and conduct Recruit Training	Number of Recruit Training Intake (1)	<b>As Required</b>		
Ensure adequate training for Unit staffs	Percentage of qualified instructors in the Unit (80%)	<b>As Required</b>		

**Organizational Outcome: 3.7 of TSDF II: Improved Political and Defence Engagement within the Pacific and the rest of the World**

Organizational Output 1: Improve inter-operability with defence partners					
Successfully completed on- job training and instructor course in New Zealand and Australia for training instructors	Number of participants attended and pass the Instructor Courses annually (3)	As Required			.1234m

## 5.7 Sub-Program 07: Air Wing

<b>Total Established Staff</b>	<b>11</b>
Current Staff	6
Manning Status	-5

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	.1635	.1886	.1886	.1886
Total Established				

The Air Wing maintains aerial capability in support of HMAF operations. The Component Commander of Unit responsible to the CDS for the:

- Readiness of the Air Wing Unit for operational and non-operational duties;
- Planning, coordination, and execution of both local and overseas pilot training and education; and
- Effective command, training, discipline, welfare, and administration of the Unit.



### 5.7.1: Air Wing Activities Summary

Organizational Outcome 3.2: Improved law and order and appropriate domestic security appropriately applied								
Organizational Output 1: Leadership and policy advice to government on defence matters and military options						SDG/TSDf		Budget
Activity:	KPIs	2024 /25 (baseline)	2025 /26	2026 /27	2027 /28	TARGETS #	INDICATORS #	Recurrent
1.Implement directives and policies from the CDS	Percentage of completed tasks based on directives from HMAF HQ (70%)	As Required				70%		.1637m
2.Plan and adjust annual activities forecast	Percentage of annual activities forecasted to complete (60%)	As Required				60%		
3.Provide timely reports, schedules, monthly returns and plans to HMAF HQ	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	As Required				95%		
4.Provide effective administration for the Unit.	Percentage of the Administration Effectiveness of the Unit (80%)	As Required				80%		
5.Quarterly meeting of CC with soldiers in the Unit	Quarterly Consultation of Command Team (4)	4	4	4	4	4 consultations conducted per year		
6.Participate in local military courses and preparation for overseas courses	Percentage attended required local training (80%)	As Required				80%		
7.Conduct weapon training TOET	Percentage passed weapon training (TOET) (80%)	As Required				80%		
8. Pre-deployment preparation for overseas exercises	Number of pre-deployment training conducted	Optimized						
9.Complete weapon qualification test which include shooting in the range	Percentage passed AWQ (Live Firing) (80%)	As Required				80%		
10. Conduct monthly fitness test. Conduct remedial training for those that failed the fitness test.	Percentage of pass in monthly RFL (70%)	70%				70%		

11.Maintenance of required documentations for aircraft	Percentage of required documentations completed (70%)	<b>As Required</b>				70%	
12.Maintenance of military aircrafts	Number of aircrafts (2)	2	2	2	2	2 Aircrafts	
13. Update Pilot License	Number of Licensed Pilot (3)	<b>As Required</b>				3 licensed pilots	
14. Provide overseas training for military Pilot	Number overseas courses for military Pilots	<b>As Required</b>					
15.Prepare and facilitate on-job trainings of pilots with local airlines	Number of personnel on-job training with local airlines	1	1	1	1	1	

## 5.8 Sub-Program 08: Communications and Information Technology (CIT)

<b>Total Established Staff</b>	<b>30</b>
Current Staff	16
Manning Status	-14

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	.4757	.4592	.4592	.4592
Total Established				

The Communication and Information Technology (CIT) unit within the HMAF (His Majesty's Armed Forces) plays a critical role in ensuring the effective communication and information management systems within the armed forces. Its responsibilities can include:

1. **Communication Systems:** Ensuring reliable and secure communication channels across various levels of the military. This can involve the installation, maintenance, and operation of radio, satellite, and other communication equipment.
2. **IT Infrastructure:** Overseeing the development and maintenance of the IT infrastructure within the military. This could involve servers, networks, and data storage systems, ensuring seamless communication and access to crucial information across the armed forces.
3. **Cybersecurity:** Protecting the military's digital infrastructure from cyber threats, ensuring that sensitive information remains secure and preventing cyber-attacks that could disrupt military operations.
4. **Technical Support and Training:** Providing technical support to personnel and ensuring that military staff are well-trained in the use of communication and information technology tools.
5. **Data Management:** Managing and protecting important data, such as intelligence, mission planning, and logistics information, which are essential for military operations.



In essence, the CIT unit plays a vital role in maintaining operational readiness and effectiveness by ensuring communication flows smoothly, supporting information exchange, and securing sensitive military data.

The CIT is a Unit to maintain communications and information technological capabilities in support of HMAF operations. The Officer Commanding (OC) of Unit responsible to the CDS for the:

1. Planning, coordination, and execution of both local and overseas communications training and education; and
2. Effective command, training, discipline, welfare, and administration of the Unit.

### 5.8.1: CIT Activities Summary

<b>Organizational Outcome 3.2:</b> Improved law and order and appropriate domestic security appropriately applied								
<b>Organizational Output 1:</b> Leadership and policy advice to government on defence matters and military options						<b>SDG/TSDF</b>		<b>Budget</b>
<b>Activity:</b>	<b>KPIs</b>	<b>2024 /25 (baseline)</b>	<b>2025 /26</b>	<b>2026 /27</b>	<b>2027 /28</b>	<b>TARGETS #</b>	<b>INDICATORS #</b>	<b>Recurrent</b>
1.Implement directives and policies from the CDS	Percentage of completed tasks based on directives from HMAF HQ (70%)	As required				70%		.4768m
2.Plan and adjust annual activities forecast	Percentage of annual activities forecasted to complete (60%)	As required				60%		
3.Provide timely reports, schedules, monthly returns and plans to HMAF HQ	Percentage of reports, schedules, monthly returns and plans submitted to HMAF HQ on time (95%)	As required				95%		
4.Provide effective administration for the Unit.	Percentage of the Administration Effectiveness of the Unit (80%)	As required				80%		
5.Quarterly meeting of CC with soldiers in the Unit	Quarterly Consultation of Command Team (4)	4	4	4	4	4 quarterly consultations		
6.Participate in local military courses and preparation for overseas courses	Percentage attended required local training (80%)	As required				80%		
7.Conduct weapon training TOET	Percentage passed weapon training (TOET) (80%)	As required				80%		
8.Complete weapon qualification test which include shooting in the range	Percentage passed AWQ (Live Firing) (80%)	As Required				80%		
9.Conduct monthly fitness test. Conduct remedial training for those that failed the fitness test.	Percentage of pass in monthly RFL (70%)	70%				70%		
10.Maintain secure line of communications both radio and satellite	Optimized	As Required						



11. Service Military radios and computers	Optimized	<b>Optimized</b>			
12. Update computer software	As Required	<b>As Required</b>			
13. Facilitate overseas training for military comms training	10	<b>As Required</b>	10		
14. Prepare and facilitate on-job trainings	Number of personnel on-job training	<b>Optimized</b>			
15. Plan and engage with visiting foreign military communication specialists	Number of engagements with visiting military aircrafts	<b>Optimized</b>			

## 5.9 Sub-Program 09: Northern Command

<b>Total Established Staff</b>	<b>25</b>
Current Staff	17
Manning Status	-8

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
<b>Total = Recurrent</b>	.5177	.5188	.5188	.5188
Total Established				

The Northern Command Unit of the His Majesty's Armed Forces (HMAF) is responsible for the defense and security of Tonga's outer islands, particularly in the northern region. This unit oversees military camps on islands such as Vava'u and Niua, ensuring territorial integrity, maritime surveillance, disaster response, and support for local communities. It plays a key role in maintaining national security, enforcing maritime laws, and assisting in humanitarian efforts, especially during natural disasters.

The Northern Command (NC) Unit is a newly established Unit with capabilities to maintain operational readiness level from outer islands in support of HMAF operations. The Component Commander of Unit is responsible to the CDS for the:

1. Raise, train and sustain the Northern Command personnel;
2. Provide effective Command and Control of the Unit;
3. Provide effective and efficient administration of the Unit;
4. Maintain the Operational Readiness of the Unit.
5. Conduct maritime resources protection and border security of Area of Operations;
6. Support the civil authorities during HADR operations and Maritime Emergency Services including Search and Rescue (SAR) and Medical Evacuations;
7. To conduct ceremonial duties as directed.

### 5.9.1. Northern Command Activities Summary

<b>Organizational Outcome 3.2:</b> Improved law and order and appropriate domestic security appropriately applied								
<b>Organizational Output 1:</b> Leadership and policy advice to government on defence matters and military options						<b>SDG/TSDf</b>		<b>Budget</b>
<b>Activity:</b>	<b>KPIs</b>	<b>2024 /25 (baseline)</b>	<b>2025 /26</b>	<b>2026 /27</b>	<b>2027 /28</b>	<b>TARGETS #</b>	<b>INDICATORS #</b>	<b>Recurrent</b>
1. Execute CDS directives and policies	1. CDS-directed tasks completed	95%				95%		.6357m
2. Plan and adjust annual activities forecast	2. Planned annual activities completed achieved	80%				80%		
3. Provide timely reports, schedules, monthly returns and plans to HMAF HQ	3. Timely reports, schedules, monthly returns and plans submitted to HMAF HQ	100%				100%		
4. Provide effective administration of the Unit	4. Administration effectiveness of the Unit	90%				90%		
5. Conduct quarterly CC meeting with Unit	5. Quarterly Unit consultation achieved	4	4	4	4	4		
6. Participate in local military courses and prepare for overseas courses	6. Participation in local training	85%				85%		
7. Conduct weapons TOET training	7. TOET pass achieved	90%				90%		
8. Complete weapons AWQ to include live firing	8. AWQ (Live Firing) pass rate achieved	90%				90%		
9. Conduct monthly fitness test and remedial training	9. Monthly RFL pass rate achieved	80%				80%		
10. Conduct coastal patrol in the AO	10. Area of operation and maritime resources protected and secured	Optimized						
11. Support the civil authorities during HADR operations and Maritime Emergency Services including Search and Rescue (SAR), and medical evacuations	Numbers and equipment are ready to be distributed during HADR	Optimized						
12. Conduct maritime resources protection and border security of Area of Operations;		Optimized						

## ***Annex 1: Detailed Stakeholder Analysis***

### ***His Majesty's Armed Forces Stakeholder Analysis***

<b>Stakeholder</b>	<b>Customer of HMAF</b>	<b>Supplier to HMAF</b>	<b>Partner with HMAF</b>	<b>Oversight of HMAF</b>
	<b>Received from/provided to MFNP</b>			
<b>Defence Board</b>	Advice, Recommendations, Information	Decisions		Direction
<b>Cabinet</b>	Advice, Recommendations, Information	Decisions	Government Effectiveness	
<b>LA</b>	Advice, Recommendations, Information	Decisions, Legislation		Direction
<b>MDAs</b>	Advice, Guidance, Instructions, Information	Information	Government effectiveness, TSDF support	Direction
<b>Defence Partners</b>	Advice, Guidance, Instructions, Services, Information	Goods & Services	TSDF support, economic and military development	Direction
<b>General Public</b>	Advice, Guidance, Instructions, Services, Information	Goods & Services, fees, charges		Direction
<b>Private Sector</b>	Advice, Guidance, Instructions, Services, Information	Provide commercial goods, services, fees, charges	TSDF support, economic development	
<b>Public Enterprise</b>	Advice, Guidance, Instructions, Information	Information		
<b>NGOs</b>	Service & Information	Support, information	Operations	
<b>Media</b>	Information	Information	Public Relations	

## ***Annex 2 Documents Contributing to His Majesty's Armed Forces Mandate***

The mandate is established by the following key legislation, policy decision and plans:

- The Constitution of Tonga
- Government Act
- Public Finance Management Act
- Public Audit Act
- Public Service Act
- Appropriation Act
- Retirement Fund Board Act
- Pensions Act
- National Reserve Bank of Tonga Act
- Tonga Trust Fund Act
- Emergency Fund Act
- Remuneration Act
- Merged Retirement Fund Act
- Bretton Woods Act
- Procurement Regulations
- Public Revenue Regulations
- Internal Audit Charter
- International Agreements
- Tonga Strategic Development Framework II
- Government Priority Agenda
- Public Financial Management Reform Roadmap