



18 Ministry of Agriculture, Food and Forests

Corporate Plan



2025/2026 - 2027/2028



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List of Abbreviations

CP&B	Corporate Plan and Budget
CSD	Corporate Services Division
CTA	Technical Centre for Agricultural & Rural Cooperation
EWDD	Extension Women Development Division
FAO	Food Agriculture Organization
FOD	Food Division
FRD	Forestry Division
FY	Fiscal Year
GPA	Government Priority Agenda
HACCP	Hazard Analysis and Critical Control Points
HIEC	Hunan International Engineering Construction Company Ltd
JNAP	Joint National Action Plan
KPI	Key Performance Indicator
LVD	Livestock Division
LVC	Livestock Council
MAFF	Ministry of Agriculture, Food and Forests
MDA	Ministries, Departments and Agencies
MoF	Ministry of Finance
NIIP	National Infrastructure Investment Plan
NTPD	National Tree planting Day
PBV	Piggery Biogas Vegetable
PPD	Planning & Policy Division
QQMD	Quarantine Quality Management Division
RRDD	Research & Rural Development Division
SDG	Strategic Development Goal
SAMOA Pathway	SIDS Accelerated Modalities of
SIDS	Action Small Island Developing States
TASP	Tonga Agricultural Sector Plan
TSDF	Tonga Strategic Development Framework
TIFS	Thailand Integrated Farming System
UNDP	United Nations Development Programme

Foreword from the Minister of Agriculture, Food & Forests



I am truly honored to present the Ministry of Agriculture, Food & Forest's Corporate Plan for the financial year 2025/26 - 2027/28. For the agricultural sector of Tonga, this corporate plan (CP) serves as a beacon of guidance, illuminating the way to a sustainable and prosperous agricultural sector. This plan was tactically developed in alignment with the new Tonga Agricultural Sector Plan II, the Tonga Strategic Development Framework II and the new Government priority agenda.

In an era defined by challenges; the border restrictions and lockdowns due to covid-19 pandemic; the damages to crops, livestock and vegetation by the volcanic ash and the tsunami from Hunga-Tonga-Hunga-Ha'apai volcanic eruption in January 2022; the huge reduction in labour force due to the popular Seasonal Labour Mobility Scheme to New Zealand and Australia; the volatility of prices of imported fuel and goods since 2021; the huge internal migration from the rural outer islands to urban, Nuku'alofa; the increasing impact of climate change indicated by the increasing frequencies and intensities of tropical cyclones and El Nino droughts, the rising temperatures and the rising sea-levels, highlights that the role of the ministry becomes even more critical.

The MAFF's Corporate Plan 2025/2026 - 2027/28, coordinate the agriculture sector to address all these challenges in phases commencing with the Ministry's vision, mission and organizational priorities to action during the relevant period. It outlines the Ministry's approaches to achieving its targeted outputs. They are measured by Key Performance Indicators (KPIs) set up for each Division of the Ministry to manage its performance. This plan supports the Sustainable Development Goals (SDGs), Government Priority Agendas (GPAs), Tonga Agricultural Sector Plan II, and Tonga Strategic Development Framework II (TSDFII).

The ministry's vital development partners, the AusAID, the Secretariat of the Pacific Community (SPC), the Government of New Zealand, the People's Republic of China, and the Government of Japan, the Government of India- UNDP, World Bank (WB), IFAD, EU, CTA, the Food and Agriculture Organization (FAO) of the United Nations (UN), continuing assistance are indispensable to the development of the agriculture sector in Tonga.

Therefore, I look forward to a successful partnership at all levels in the implementation of this Plan, as it shall contribute to economic growth, reduction of poverty and lead to a more progressive, secure, resilient, preparedness and prosperous Tonga.



Hon. Siosiu M. Halavatau, Ph D
Minister for Agriculture, Food & Forests.

Message from the CEO of Agriculture, Food & Forests



With all due respect, I hereby present the Corporate Plan (CP) of the Ministry of Agriculture, Food and Forests for the year 2025/26 - 2027/28. In general, the 2025-26 CP outlines the expected accomplishments over the next 3 financial years. The CP was built upon the achievements from 2023- 2024: first, the recovery of the agriculture sector from the COVID-19 lockdowns, rising cost and reduced shipping; second, the recovery of the agriculture sector from the damages from HungaTonga-HungaHa'apai (HTHH) eruption's "Peau-kula" and the volcanic ash; third, Tonga, the leading exporter of "kava" to Australia in the Pacific, since March 2022 to

April 2023. I believe that this is an opportunity to efficiently and effectively utilize the resources provided to MAFF by the government. Mobilizing our human capital efficiently and strengthening relationships with our working partners, the ministry hopes to achieve the expectations of the Government and the people of Tonga. The 2024-27 CP is designed to address the critical areas of partnerships with other government ministries, agri-businesses, exporters, farmers, NGOs, to create a more holistic and integrated approach to our rural and outer islands' agriculture sector development. The international linkages forged with strategic partners such as the Australia-Aid, New Zealand-Aid, FAO, SPC, ACIAR and China, on agricultural technical cooperation and public-private-partnership (PPP) arrangements is to further enhance this endeavor. Lastly, it is the MAFF's obligation to aspire to the highest standard of service delivery and support to all our partners and the people we serve.

The CP is forward looking in its drive for the agriculture sector to: first, increase the production of local livestock, vegetables, and fruit trees for healthy nutritious food security; second, increase the rural livelihood of subsistence, semi-subsistence and commercial farmers with new technologies and diversified processed agricultural products for local and export markets; third, to promote regenerative and circular farming systems to sustain soil resources, and the increase diversification of plant's and livestock's genetic diversity and ecological resources; fourth, to increase the agriculture sector's bio-diversity to build its resiliency and preparedness against the impacts of the increasing frequency and intensity of cyclones and droughts, increasing temperature, and the rising sea-levels. The CP focuses its support on targeting local healthy nutritious food security, improved rural livelihood, sustaining the agricultural resources and building its resilience and preparedness against climate change and natural disasters.



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Viliami T. Manu, Ph D

Chief Executive Officer of Agriculture, Food and Forests

1. Ministry of Agriculture, Food & Forests Corporate Plan Executive Summary

The Corporate Plan 2025/26 - 2027/28 provides the framework of the roadmap for the whole agriculture sector in Tonga for the next 3 years. This plan, underpinned in partnership by stakeholders and government support, provide powerful tools to propel the agriculture sector forward. The plan is building on past achievements and milestones such as:

- The significant much higher volume and value of the informal trade of handicrafts (tapa, fine mats, etc.), kava, yam, taro, kape, etc. to Tongan diaspora overseas;
- The significant increase in commercial exports of kava and root crops (cassava, yam, taro and kape, etc.)
- The significant export of Kava to the new commercial market Australia
- The significant increase of watermelon export;
- The significant increase in production of vegetables and
- Market recovery for vanilla; and

The Government support to agriculture started from the order with exemptions of import duties, port and service tax for farm machinery, fertilizer, pesticides, seeds, livestock feeds and day-old layer chicks indicates the value of agriculture. Agriculture is an important part of our business agenda and is a key element of the Tongan Government's commitment to end poverty and hunger, achieve food security and improved nutrition and promote resilient and sustainable agriculture to ensure ***“A more progressive Tonga supporting a higher quality of life for all.” “Ki ha Tonga óku fakalakalaka ange ke ne hiki'i e moúi e kakai kotoa.”***

1.1. Mandate

1.1.1. Key Legislations

The Ministry derived its core mandate from the following acts, policy decisions, convention and plans. The Ministry is currently responsible for over 12 pieces of legislation. It is envisaged that all the acts specified under the ministerial assignment must be reviewed and be ensured that there is no conflict between policy interpretations of existing acts. The following lists of acts reflect the legislative mandate of the Ministry. They are presented here in alphabetical order.

- Agricultural Commodities Export Act (1) 2002
- Animal Disease Act (1) 1979
- Birds and Fish Preservation Act (1) 1915
- Copra Act (1)1926
- Food Act 2020

- Forests Act (1)1961
- Government Act
- Land Act 1927
- Markets Act [1]1976
- Noxious Weeds Act (1) 1917
- Pesticides Act (1) 2002
- Plant Quarantine Act (1) 1982
- Pounds and Animals Act [1]1918
- Rhinoceros Beetle Act [1]1912

It is imperative that the ministry's acts & legislation are reviewed, updated and combined into a single "Agriculture Act" to enable an effective legal framework to ensure protection of our vulnerable resources from the unsustainable development practices, exotic pest and diseases, agricultural trade and to promote sustainable food security and food safety.

1.1.2. Key Stakeholders

The core business of MAFF is to provide efficient and effective service to public and key stakeholders. The MAFF plays a key partnership role in the sector. The focus is on the rural farmers, aimed at empowering a proportion of the subsistence farmers to be commercial farmers, producers, processors and exporters. MAFF's main customers are listed in table 1 below.

Table 1: MAFF's Stakeholders and their Relationships

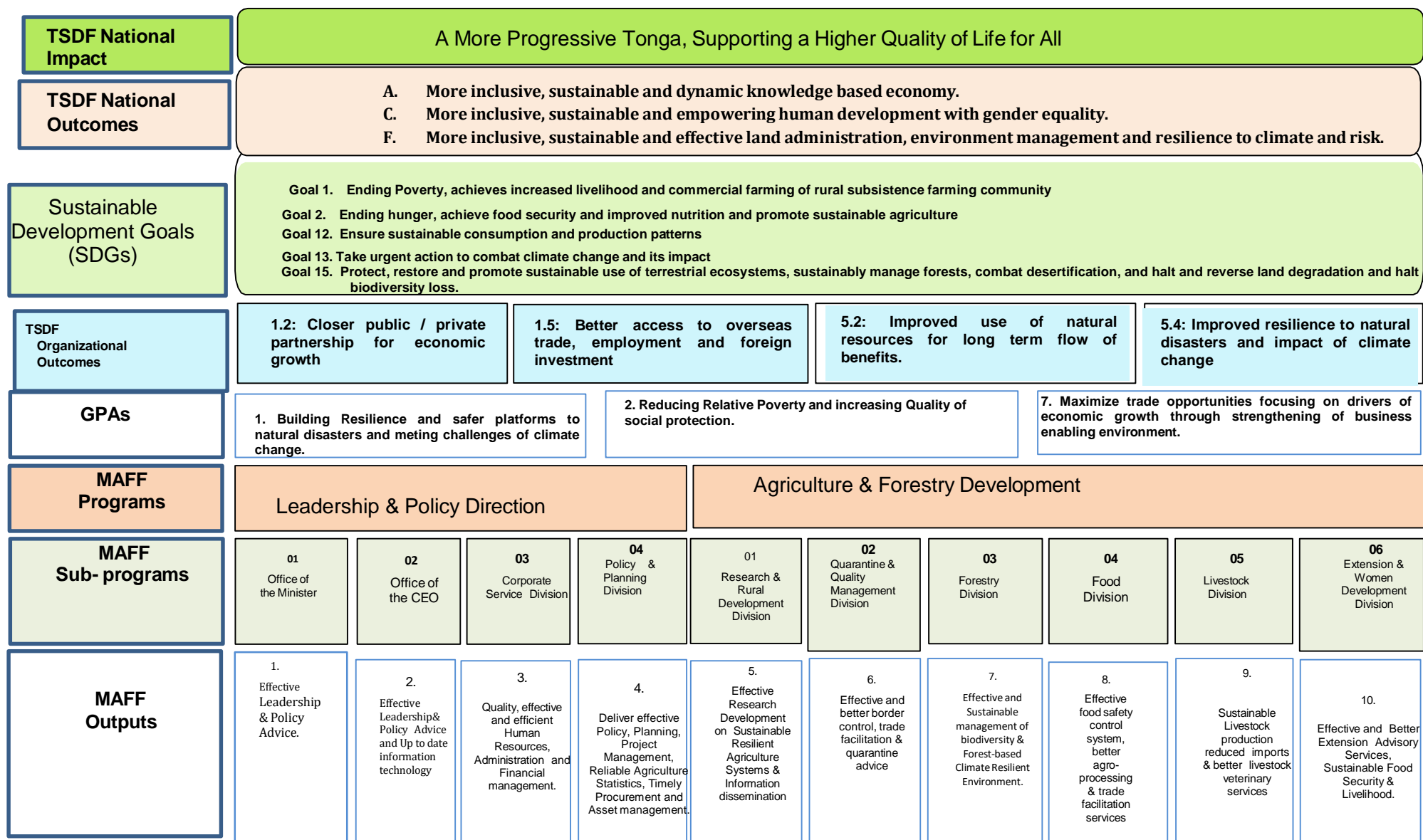
Stakeholder	Received from or provided to MAFF			
	Customer of MAFF	Supplier to MAFF	Partner with MAFF	Oversight of MAFF
Parliament	Acts, Regulations, Annual Report, Corporate Plan	Decisions	Operating Effectiveness of Government	Direction
Cabinet	Advice, Recommendations, and Information	Decisions	Operating Effectiveness of Government	Direction
LA	Advice, Recommendations, and Information	Decisions and Legislation	Operating Effectiveness of Government,	Direction
MDAs	Advice, Guidance, Instructions, and Information	Information	Operating Effectiveness of Government, Support of the TSDF	Oversight by PMO, PSC Policy, Operations
Public Enterprises	Advice, Guidance, Instructions and information	Information	Operating Effectiveness of Government, Support of the TSDF	

Businesses	Advice, Guidance, Instructions, Services, and Information	Provide Commercial Goods, Services, Fees and Charges	Support of the TSDF, Economic Development	Monitor, Petition
Farmers, Weavers, Producers	Advice, Guidance, Instructions, Services and Information	Compliance, Fees and Charges	Support of the TSDF, Economic Development	Oversight Compliance
Exporters, Food Traders & general public	Advice, Guidance, Instructions, Services and Information	Goods, Services, Fees and Charges	Support of the TSDF, Economic Development	Oversight Compliance
General Public	Advice, Guidance, Instructions, Services and Information	Goods, Services, Fees and Charges	Support of the TSDF	Vote, Petition
Development Partners	Advice, Guidance, Instructions, Services and Information	Development Assistance and Advice	Delivery of Aid Funded Programs	Oversight of the Use of Development Funds, General Performance Management

1.2. Linkage of the Tonga Strategic Development Framework II to MAFF's Output

The following Results Map offers a clear line of sight and shows the various levels in the results chain for the Ministry and its relationship to the TSDF II. The lowest level contains outputs which support the operations of the Ministry, which support the TSDFII Organizational Outcomes supported by the Ministry. This in turn feeds up to the National Outcomes and Sustainable Development Goals, and ultimately the TSDFII National impact. The outputs are grouped by the relevant Divisions and/or Sections and Units responsible for them. The numbers relate to the TSDF II Organizational Outcome they directly support. This Corporate Plan sets out how this result map is developed.

Figure 1: Ministry of Agriculture, Food and Forests Result Map



1.3. TSDF/SDGs/Regional Framework

1.3.1. TSDF National Outcomes directly supported by MAFF

The Ministry's CP 2025/26 – 2027/28 aligned all its priorities to meet the TSDF II long term Development Plan priorities for the period 2015-2025. The TSDF's national vision remains as ***“A more progressive Tonga supporting a higher quality of life for all”***.

- A. More inclusive, sustainable and dynamic knowledge based economy.*
- B. More inclusive, sustainable and empowering human development with gender equality.*
- F. More inclusive, sustainable and effective land administration, environment management and resilience to climate and risk.*
- G. More inclusive, sustainable and consistent advancement of our external interests, security and sovereignty*

1.3.2. TSDF Organizational Outcomes directly supported by MAFF

The Ministry contributes to the TSDF Organizational Outcomes by providing particular support to:

1.2 Closer Public/Private Partnership for economic growth

MAFF will be in close partnership with Exporters like Nishi Trading & MTED in providing technical trainings, advisory services, field trials and monitoring of their watermelon growers to improve their compliance with the watermelon SOP and increase the watermelon exports to New Zealand in the next 3 FYs.

1.4 Better access to overseas trade, employment and foreign investment

MAFF will continue to expand the range of income-earning opportunities to our people in the next 3 FYs. MAFF will collaborate with the MTED in promoting and increasing the market access for our export commodities such as root crops, kava, coconuts and watermelon through improving the condition and equipment at the MAFF pack-house and ensure its HACCP certification is maintained. MAFF in collaboration with MTED will support application of current exporters to the changed Australian Ministry of Foreign Affairs and Trade Project to fund construction of individual pack-houses.

5.2 Improve use of natural resources for long term flow of benefits.

The Ministry has implemented regulation to ensure the sustainability of natural resources specifically to forests. MAFF has enforced the regulation for sandalwood and Forest Act to sustain usage of forest for long-term flows of benefits. Therefore, the Ministry has implemented a tree planting target of 1 million trees to be planted by 2026 and providing advice in forest management to farmers. MAFF will continuously support to contribute to improve use of forests for long-term flow of benefits.

5.4 Improved resilience to natural disasters and impact of climate change

Biodiversity of the agriculture resources and ecology is the key to Tonga's resilience and preparedness to climate change. Therefore, MAFF targets the 1 million trees to be planted by 2026, plus import of new exotic plant species/varieties and livestock breeds to cross with the local genetic resources to provide larger genetic resources against the changing climate, temperatures and rising sea levels. MAFF will also continue to complete its recovery programs from the volcanic eruption during the 2023/2024 FY.

1.3.3. Sustainable Development Goals (SDGs)

The Ministry also supports the 17 United Nation Sustainable Development Goals and the CP will try and contribute to the regional and global initiatives targeting the achievement of these SDGs: The four major SDG's supported by MAFF in its corporate plan are as follows:

i) *SDG1, End poverty in all its forms everywhere;*

FAO promotes this goal through inclusive agriculture, food production and off-farm economies, which can create jobs and eliminate hunger in rural areas, giving people a chance to feed their families and live a decent life.

ii) *SDG2, zero hunger, achieve food security, and improved nutrition and promote sustainable agriculture;*

FAO promotes this goal with a clear target to end hunger by 2030. This can be achieved through ensure sustainable food production systems and implement resilient agricultural practices that increases productivity and production that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

The SAMOA Pathway calls for action on food security. The Global Action Program (GAP) on Food Security and Nutrition in Small Island Developing States (SIDS) had developed to help achieve the SAMOA Pathway;

iii) *SDG12, Ensure sustainable consumption and production patterns:*

Tonga should be party to the Basel Convention on the Control of Trans-Boundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants established international frameworks to achieve the environmentally sound management of hazardous wastes, chemicals and persistent organic pollutants;

iv) *SDG13, take urgent action to combat climate change and its impact:*

COP 23 requested countries to adopt the Koronivia Initiatives as strategies to achieve climate smart agriculture i.e. achieved improved agriculture productivity and incomes while improving biodiversity and reducing greenhouse gas emission;

v) *SDG15, Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss:*

In the COP 21 in Paris the 4 per 1000 initiative was advanced by the French Government and endorsed by almost 200 countries. This is simply asking countries to increase the soil organic carbon by 0.4% annually and this will fix all carbon released by fossil fuels.

1.3.4. (Government Priority Agenda (GPA) 2025– 2026, Sector Plans TASP II), Regional & Community Development

The main purpose of the new GPA 2026 is to highlight particular aspects of the TSDF II 2015- 2025 and other level plans to receive priority areas over the next three years. The Ministry recognizes the strategic

focus of this new government and supports all 7 GPAs particularly the Objective 3; Economic and Public Sector Development; and the GPA 6 which focus on; realizing the Economic Potential to boost Growth. GPA 6 is supported and implemented within the Corporate Plan and budgeting process for the 2025/2026 Financial Year.

Objective 3: Economic and Public Sector Development

GPA 6: Realizing the economic potential to boost growth.

Table 2: Government Priority Agenda 6.

GPA Target	Output	Ministry Target for FY 2025/26	Ministry's Target for FY 2026/27	Ministry's Target for FY 2027/28
Realizing the Economic and Public Sector Development	Sustainable Rural Livelihood (regenerative agriculture, climate smart agriculture, organic / floriculture / communal farming, food-processing / commercial export agriculture, integrated farming); implemented by the Ministry through the 2025/26 – 2027/28 budget and CP • National Food Security/ Import Substitution Agriculture, Livestock / vegetables / fruit trees agriculture, abattoir / butchery development, agro-processing); 2024/25 – 2026/27 budget and CP.	• Increase no. of households benefitted from distribution of breadfruit and fruit trees seedlings from 2,000 to 3,500.	• Increase production & distribution of chickens from 60,000 heads to 70,000	• Increase production & distribution of chickens from 70,000 heads to 80,000
		Increase production & distribution of chickens from 50,000 heads to 60,000 heads.	Increase the cropping area BY 1,700 acres.	Increase the cropping area BY 2,000 acres.
		• Increase no. of households benefitted from distributions of vegetable seedlings by 30%.	• Increase no. of households benefitted from distributions of vegetable seedlings by 40%.	• Increase no. of households benefitted from distributions of vegetable seedlings by 50%.
		• Increase production & distribution of chickens from 50,000 heads to 60,000 head	• Increase production & distribution of chickens from 60,000 heads to 70,000	• Increase production & distribution of chickens from 70,000 heads to 80,000
		Increase production & distributed of; - Kava seedlings by 33,000, - sandalwood seedlings by>33,000, - coconut seedlings by>33,000.	Increase production & distributed of; - Kava seedlings by 33,000, - sandalwood seedlings by>33,000, coconut seedlings by>33,000.	Increase production & distributed of; - Kava seedlings by 33,000, - sandalwood seedlings by>33,000, - coconut seedlings by>33,000.

1.3.5. Tonga Agricultural Sector Plan (TASP)

The CP is also drawn from the priorities of the Tonga Agriculture Sector Plan II 2025-2035 (TASP)¹ which was developed based on significant consultation with key partners of farmers, fishers, communities, diverse civil society organizations, exporters, businesses, government ministries, public enterprises, etc. The CP attempts to improve its service delivery to be more responsive, accurate and relevant to the agriculture sector. It supports 3 strategic Objectives from TASP II:

Component 1: Sustainable Rural Livelihood.

Component 2: Commercial Agriculture

Component 3: Enabling Environment

These strategic objectives are further supported by two cross cutting themes known as, Resilience Sustainability and Social Inclusion.

Main outputs of TASP include:

- i. Improve incomes and living standards
- ii. Enhance food and nutrition security
- iii. Strengthen community cohesion
- iv. Increase agricultural exports
- v. Reduce food Imports
- vi. Strengthen value chain integration.

2. Ministry Overview

The Ministry of Agriculture, Food and Forests plays a key role in meeting the vision and achieving the challenges set by the Government.

2.1. Ministry Vision and Mission

VISION

Our vision is to be a leading partner in advancing sustainable agricultural practices that enhance rural livelihoods, strengthen food security, build resilience to climate change, and contribute significantly to economic growth

MISSION

To provide the agriculture sector with effective, efficient, and timely stakeholder-focused services that are market-driven and aligned with sustainable practices. Our focus is on:

- ✓ Optimizing the management of technical, administrative, financial, and human resources to ensure smooth operations and service delivery.

MAFF Corporate Plan 2024/2025-2026/2027

- ✓ Developing sound human resource management and development strategies to enhance capacity and expertise within the sector.
- ✓ Maximizing investment through research and development, in collaboration with all stakeholders, to drive innovation and sustainability.
- ✓ Ensuring compliance with international standards such as the WTO, Codex, IPPC, and OIE for both domestic and global markets.
- ✓ Fostering collaborative partnerships through consultative alliances at all levels, creating a unified approach to agricultural challenges.
- ✓ Managing land, plant, and livestock biodiversity in a sustainable, cost-effective manner to preserve natural resources for future generations.
- ✓ Inculcating performance-based management to drive continuous improvement and accountability within the Ministry and agricultural operations.
- ✓ Maintaining and enhancing food and income security to ensure stable livelihoods and access to resources for all communities.
- ✓ Enacting and implementing legislation to support the Ministry's goals and the agricultural sector, ensuring regulatory alignment with national and international standards.

2.2. MAFF Value

The MAFF activities will be executed within the framework of the following core values which will furnish as a driving motto towards achieving the national and organizational outcomes and the Ministry's outputs.

MAFF Values

- | | |
|---|---|
| <input type="checkbox"/> Commitment: | <input type="checkbox"/> Ngaue Mamahi'i-fatongia |
| <input type="checkbox"/> Honesty | <input type="checkbox"/> Ngaue Fai-Totonu |
| <input type="checkbox"/> Integrity | <input type="checkbox"/> Ngaue Fakaápaápa |
| <input type="checkbox"/> Accountability: | <input type="checkbox"/> Ngaue Maau & Taliui |
| <input type="checkbox"/> Transparency | <input type="checkbox"/> Ngaue Ma'a & Tauhi-vā |

2.3. Roles & Responsibilities

The Ministry of Agriculture, Food and Forests is responsible for:

- i. Providing Research and Extension Services in Vegetables/Crops/Fruit-trees, Livestock and Forestry to maintain nutritive and Healthy Food Security
- ii. Improve Livelihood by building capacity of Rural Farmers to increase production of commercial

crops

- iii. Provide Food Safety Services for all food produced or imported for sale
- iv. Provide Quarantine Services in preventing foreign weeds, pests and diseases of plants and livestock and also to facilitate export
- v. Quick Disaster Relief and Economic Recovery from Preparedness Program on Home-gardening, famine crops, etc.
- vi. Sustainable management of Soils, Plant and Livestock Genetic Resources, Ecology and other Sustainable Land Management Practices.

2.4. Services Provided by MAFF

The Ministry for the Agriculture sector in Tonga is funded by the Government to provide outputs in these areas:

i. Consultation

- Agricultural development in Tonga.
- Consulting services in livestock production
- Consulting services in vegetables/crops/trees production
- Consulting services in Agriculture Development
- Consulting services in veterinary services

ii. Research

- Fertilizer/pest control/varieties Technologies for increasing Vegetables/Crops/ Trees yield and Livestock weight gains.
- Seasonal variation crop/varieties performance, variation of pests, etc.
- New exotic varieties/breeds.
- Integrated Pest Management
- New Climate-smart Farming Systems (*modified traditional, piggery/Biogas/ Vegetable, Circular, Thailand, etc.*)
- Soil improvement practices
- Mechanized Land preparation, planting, harvest, etc.
- Pasture improvement
- Drip irrigation

iii. Information and Training Services

- Research publications for improved livestock and vegetables/crop/trees performance.
- Market development of agricultural produce
- Education and training of Agricultural Technology
- Pathology and veterinary for health maintenance in livestock.

- Compliance and monitoring of import/sale/use of pesticide.
- Compliance for exports and imports to ensure border bio-security.

iv. Services

- Portfolio Leadership, Policy Advice and Secretarial support to all stake-holders and Government.
- Consulting services on all aspects of agro-business.
- Chemical analytical services.
- Agronomical and horticultural services.
- Entomology Services
- Pathology services.
- Veterinary Services
- Food Safety services
- Bio-security Border Control services
- Provision of day-old layer Chick services
- Provision of Seedlings services (*vegetables, fruit-trees, coconut, commercial trees, timber trees, etc.*)
- Provision of improve Breeds services (*cattle, pigs, sheep, goats, chicken, etc.*)
- Artificial Insemination Breeding services (*pigs, cattle, sheep, etc.*)
- Extension advisory services
- Forestry Tree Planting services
- Agricultural Legal advisory services

2.5. Ministry Outputs Grouped into Division/Sub-Programs and Programs

Table 3: Summary of Program: number and name, outputs and activities/strategies and responsible division.

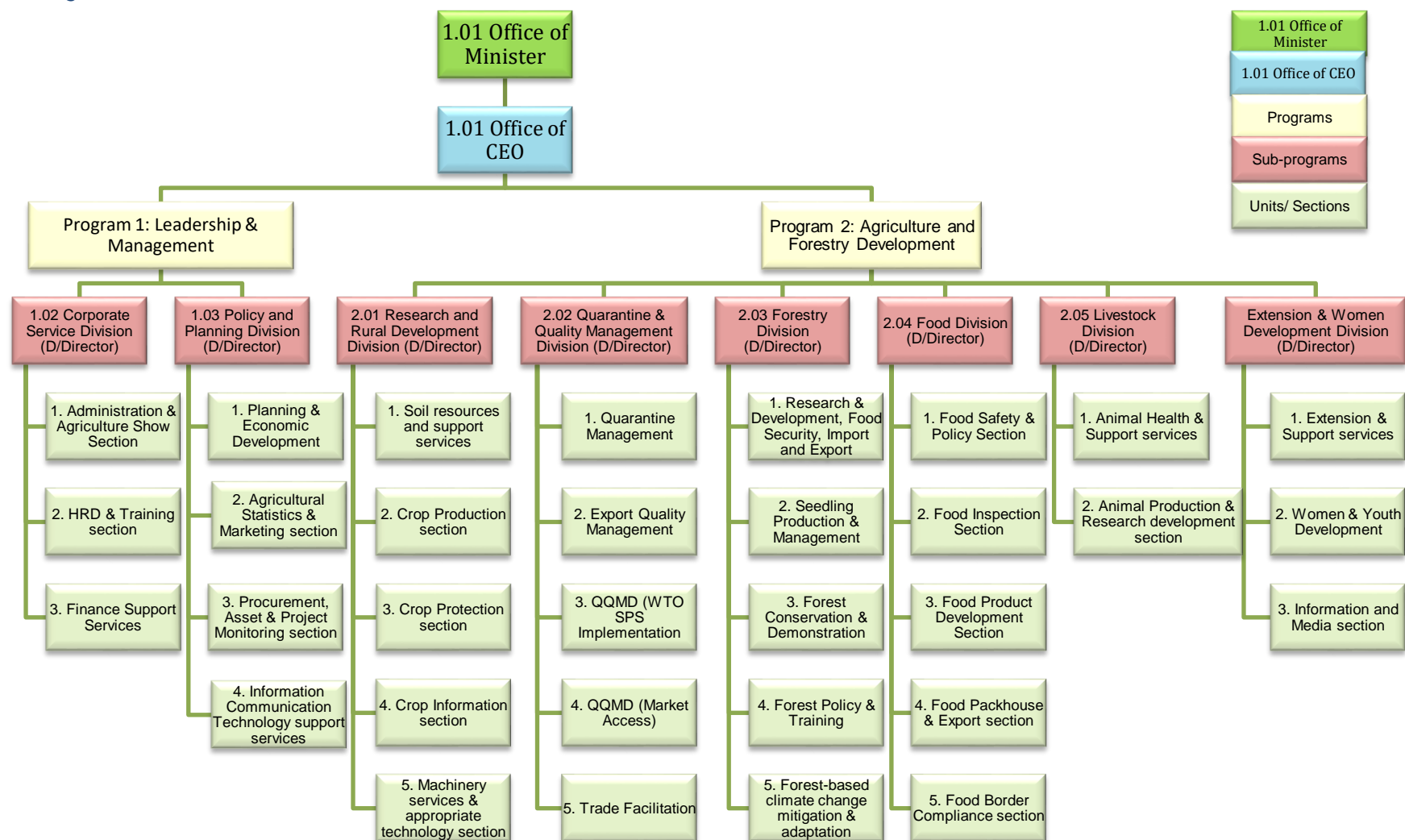
Program(s)	Ministry's Outputs / Sub-Outputs	Strategies/Activities	Responsible Division
Program 1: Leadership & Management Roles; Sub-program 1.01: Office of Minister; Sub-program 1.02: Office of CEO	1. <i>Effective leadership, policy advice, and Up to date information technology</i>	Improve Leadership and policy advice	Minister, CEO & ALL HOD's and OIC's.
		Improve Organizational Management	Minister, CEO & CSD
		Improve Media coverage & Publications	Minister, CEO, CSD & PPD
		Improve Information Technology support	Minister, CEO & CSD
Sub-program 1.03: Corporate Services Division (CSD)	2. <i>Quality, effective and efficient Human Resources, Administration and Financial management.</i>	Improve Human Resource Management	CSD-HR & Administration
		Improve Administration Services	CSD-HR & Administration
		Improve Financial Resource Management	CSD-Finance
		Improve Corporate Service Division Management	
Sub-program 1.04: Policy & Planning Division (PPD)	3. <i>Deliver effective Policy, Planning, Project Management, Reliable Agriculture Statistics, Timely Procurement and Asset management</i>	Improve Policy, Planning and Development Project Management	PPD – Policy/ Project
		Improve Agriculture Statistics	PPD - Stats
		Improve Procurement and Assets Management	PPD - Procurement
		Improve Policy and Planning Division management	PPD - Planning
Program 2: Agriculture and Forestry Development; Sub-program 2.01: Research & Rural Development Division (RRDD)	4. <i>Effective Research Development on Sustainable Resilient Agriculture Systems, and Information Dissemination</i>	Improve Research Services	Research and Rural Development Division
		Improve Research Training Service	
		Improve Food Security Biodiversity Expansion	
		Improve Research Service Management	
Sub-program 2.02: Quarantine and Quality Management Division (QQMD)	5. <i>Effective & Better Border control, trade facilitation & Quarantine advice.</i>	Improve Quarantine Border Services	Quarantine and Quality Management Division
		Improve Export Facilitation Services	
		Improve Quarantine Division Management	
Sub-program 2.03: Forestry Division (FRD)	6. <i>Effective and Sustainable management of biodiversity & Forest-based Climate Resilient Environment.</i>	Improve Forestry Production Service	Forestry Division
		Improve Forestry Division Administration & Management	
		Improve Forestry Technical Assistance	

		Services	
Sub-program 2.04: Food Division (FOD)	<i>Effective Food Safety control system, better agro-processing & trade facilitation services.</i>	Improve Food Safety Service	Food Division
		Promoting Food Processing Industry	
		Improve Food Division Management	
Sub-program 2.05: Livestock Division (LVD)	<i>Sustainable Livestock Production Reduced Imports & Better Livestock Veterinary Services.</i>	Support and encourage local production of animal/livestock produces for food security and import substitution	Livestock Division
		Provide Animal Health activities through clinical and advisory services and, monitor and control animal disease at the border and in country	
		Provided updated and effective advisory and training services for livestock farmers and animal owners	
		Improve Livestock Division Management	
Sub-program 2.06: Extension and Women Development Division (EWDD)	<i>Effective and Better Extension Advisory Services, Sustainable Food Security & Livelihood.</i>	Improve Extension and Women Advisory Services.	Extension and Women Development Division
		Strengthening Food Security Preparedness	
		Promote production of export commodities	
		Improve Extension Division Management	

2.6. Ministry Organizational Structure

MAFF adopts the structure below in order to deliver the outputs allocated to each division. The Minister provides overall leadership while the CEO provides overall management. Each Deputy Directors (D/Director) manages a Division (with its associated sub-program) for the development of Agriculture and Forestry and reporting to the CEO who reports to the Minister.

Figure 2: Organizational Structure



2.7. Summary of MAFF Planned Reforms

For 2025/26 MAFF will continue to reform its staff capacity through re-designation of some current vacancies to maintain the expertise in specific areas including the;

- (i) Recruitment of more scientists to strengthen the Research & Rural Development Division in Soil, Agronomy, and Crop Protection;
- (ii) Recruitment of a qualified Veterinarian and additional scientists to strengthen the Livestock Division;
- (iii) Upgrading of critical posts for our Account and HR Sections of CSD;
- (iv) Upgrading of critical posts for very long service staff in the Outer Islands and the two Niuas.
- (v) Transfer of ICT Section and assets unit of CSD to PPD.

2.8. New Initiatives

The Ministry plans to implement the following new initiatives /projects/programs during the 2025/26 – 2027/28 FYs.

- (i) Construction of a new fully equipped abattoir OR procure mobile abattoir.
- (ii) Import Substitution Initiatives (annex 2).
- (iii) Export Promotion Initiatives (annex 3).
- (iv) Tonga Circular Economy System Project (Consultant).
- (v) Construction of new MAFF Office with 2 residential buildings and relocate from the current location to “Sikula Land” in Pangai Ha’apai.
- (vi) One Million Tree Planting
- (vii) Public Private Partnership Project for farmers

3. Ministry Budget and Staffing

3.1. Ministry Budget and Staffing

To deliver the MDA Outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 6 and staff, summarized in Table 7 are required:

Table 4: MAFF Budget by Recurrent, Development and item (cash & in-kind – millions)

Expenditure Item (\$m)	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Established Staff	5,206,000.00	5,112,000.00	5,112,000.00	5,112,000.00
Unestablished Staff	841,400.00	805,300.00	805,300.00	805,300.00
Travel & Communication	370,300.00	350,000.00	350,000.00	350,000.00
Maintenance & Operations	785,300.00	818,600.00	818,600.00	818,600.00
Purchase of Goods & Services	1,764,500.00	3,368,600.00	3,368,600.00	3,368,600.00
Grants and Transfers	220,300.00	221,000.00	221,000.00	221,000.00
Capital Expenditures	804,600.00	641,000.00	641,000.00	641,000.00
Private Sector Development	3,000,000.00	-	-	-
Total MAFF Operation Recurrent	12,992,400.00	11,316,500.00	11,316,500.00	11,316,500.00
Total Expenditure Recurrent	12,992,400.00	11,316,500.00	11,316,500.00	11,316,500.00

Table 5: MAFF Development and item (In-kind)

Project Names	Project Code	Donor	Budget	Actual	Available Balance	Cash/In-kind
Climate Smart Landscapes for Promoting Sustainability of Pacific Island Agricultural System	ASEM/2016/101	University of Western Australia	77,667.54	75,296.99	2,370.55	In-kind
Soil Management in Pacific Islands: Investigating Nutrient Cycling and Development of the Soils Portal	ACIAR/CSIRO/SMCN/2016	CSIRO	174,081.24	120,188.34	53,892.90	In-kind
Integrating Protected Cropping Systems into High Value Vegetables Value Chains in the Pacific & Australia	ACIAR/HORT 2014/080	ACIAR (Central Queensland University)	90,987.16	82,392.12	8,595.04	In-kind
Responding to Emerging Pest and Disease Threats to Horticulture in the Pacific Islands Project	HORT/2016/185	The Pacific Community (SPC)	228,839.09	220,021.81	8,817.28	In-kind
Invasive Species		Landcare Resource	7,970.00	7,258.65	711.35	In-kind

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Soil Management in Pacific Islands: investigating nutrients dynamics and the utility of soil information for better soil & farming system management	SLAM/2020/139	ACIAR/CSIRO	76,938.86	14,756.14	62,182.72	In-kind
Tongan Desalination Plant Project & Crop trials		Australian National University	20,994.24	3,610.78	17,383.46	In-kind
Improving Root Crops resilience & biosecurity in Pacific Islands countries	HORT / 2018 / 195	Government of Australia	40,251.08	4,161.00	36,090.08	In-kind
National Forest Inventory Design & Training in Kingdom of Tonga	LAO/ FAO-SAP/ 05/ 2024	FAO of the United Nations	141,346.00	118,012.93	23,333.07	In-kind
Developing Capacity for implementing Tonga national Agriculture census	TCP/ TON/ 3901	FAO of the United Nations	USD\$285,000.00	-	-	In-kind
Establishing resilient, low carbon agricultural systems in Tonga, Vanuatu and Samoa		SPC from GCF	924,527.00	-	-	In-kind
Total Development Funds (Cash & In-kind)			1,783,602.21	645,698.76	213,376.45	

Development (Cash)				
Expenditure Item (\$m)	2024/25	2025/26	2026/27	2027/28
Purchase of Goods and Services (14xx)	\$2,514,700.00	\$24,841,400.00	\$2,834,100.00	\$1,681,900.00
Grants and Transfer (15xx)	\$0.00	\$100.00	\$0.00	\$0.00
TOTAL	\$2,514,700.00	\$24,841,500.00	\$2,834,100.00	\$1,681,900.00

Notes:

1. 'Established and Un-established 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 6: MAFF Total Staff by Key Category, 2025/26 – 2027/28

Category	2024/25 Revised	2025/26 Budget	2026/27 Projection 1	2027/28 Projection 2
Executive Officer (Level 0 to 2)	9	11	11	11
Professional Staff (Level 3 to 9)	60	61	61	70
Other Staff (Level 9 to 4A)	130	135	135	140
Total Established Staff	199	207	207	221
Un-established Staff	71	89	86	90
Total Staff	270	296	293	311
Total Recurrent Cost (\$m)	\$ 6,047,400.00	\$ 6,028,300.00	\$6,028,300.00	\$ 6,028,300.00

4. Ministry Outputs & Activities grouped into Divisions & KPI's

It should be recognizing that all MAFF Programs and Sub-Programs, and their Sub-Outputs and Activities are designed to contribute in achieving the TSDF National Outcomes attributed to MAFF and the corresponding Sustainable Development Goals (SDG). Therefore, no one Sub-Output or Activity can be read to achieve one particular National Outcome or SDG. All Divisions and Branches in the Outer Islands provide collective effort in attending effectively to all its activities to ensure all relevant National Outcomes, SDGs, GPAs, JNAP II, and TASP expected targets can be achieved.

4.1. Ministry Outputs & Output Statement into Division/Sub-Programs and KPI's.

4.1.1. Office of the Minister and CEO

Table 7: Office of the Minister and CEO Outputs and KPI

Output Statement 1: Effective Leadership & Policy Advice.						SDG/TSDF II	
ACTIVITIES	KPIs	2024/2025 Baseline	2025/2026	2026/2027	2027/2028	Targets #	Indicators #
Improve Leadership and policy advice	1. Number of Policies and Cabinet papers submitted, endorsed and implemented.	100%	100%	100%	100%	8.2	8.2.1
	2. Number of Acts and Regulations submitted to Cabinet	100%	100%	100%	100%	8.2	8.2.1
	3. Agriculture Sector Growth Committee Quarterly Meetings implemented	4	4	4	4	8.2	8.2.1
	4. No. of new Donor-funded Project/ Convention MOU & MOA signed/ FY.	4	6	8	10	8.a	8.a.1
Improve Organizational Management	5. Corporate Plan submitted in April to Department of Planning	100%	100%	100%	100%	8.2	8.2.1
	6. Annual Management Plan established in May	100%	100%	100%	100%	8.2	8.2.1
	7. Annual Report submitted in July to Cabinet & Parliament	100%	100%	100%	100%	8.2	8.2.1
	8. Bi-Annual Reports submitted in January and July to Public Service Commission	2	2	2	2	8.2	8.2.1
	9. Bi-Annual Staff PMS submission in January and July to Public Service Commission	2	2	2	2	8.2	8.2.1
	10. Annual Budget submitted in February to Ministry of Finance	100%	100%	100%	100%	16.6	16.6.1
	11. Annual Royal Agriculture Show approved & implemented	1	1	1	1	8.2	8.2.1

	12. Bi-Annual Updates of Asset Resources (Lands, Buildings, Vehicles, Equipment's, etc)	2	2	2	2	8.2	8.2.1
Improve Media coverage & Publications	13. No. of media coverage of a. Press release b. Press Feature c. 12 Video documentary d. 240 Radio Programs e. Media coordination f. Media Publication g. News Today on A3Z AM, 87.5 FM, 88.1 FM, 89.5 FM Radio and A3Z TV	12 Video documentary 240 Radio Programs	12 Video documentary 240 Radio Programs	12 Video documentary 240 Radio Programs	12 Video documentary 240 Radio Programs	8.5	8.5.1 8.5.2
	14. Agriculture Show media coverage	1	1	1	1	8.2	8.2.1
	15. No. Publication of research papers/journals published	1	1	1	1	8.5	8.5.1 8.5.2
	16. No. of Farmer Advisory Leaflets Published and distributed	1	1	1	1	8.5	8.5.1 8.5.2
Improve Information Technology support	17. 100% Accessibility of ICT to All 8 Division's offices and 4 Extension offices in TBU and 5 Agriculture office in Outer Islands	11	13	14	-	8.5	8.5.1 8.5.2
	18. Implement the new FAO project "Digitization of Agriculture"	new	Launch project	On-going	On-going	8.5	8.5.1 8.5.2
	19. No. of farmers & stakeholders seeking advisory services via website (www.mafff.to), Facebook (F), Mobile (M) (Phone), / annum.	new	W=600 F=600 M=1,200	W=960 F=1,200 M=2,400	W=1,200 F=3,600 M=4,800	8.5	8.5.1 8.5.2

Table 8: Office of the Minister Budget and Staff

Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	193,900.00	188,600.00	188,600.00	188,600.00
Operation	61,400.00	33,800.00	33,800.00	33,800.00
Total=Recurrent	255,300.00	222,400.00	222,400.00	222,400.00
Executive Staff	-	--	-	-
Professional Staff	1	1	1	1
Other Staff	1	1	1	1
Total Established Staff	2	2	2	2

Table 9: Office of CEO Budget and Staff

Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	129,600.00	116,200.00	116,200.00	116,200.00
Operation	41,200.00	19,500.00	19,500.00	19,500.00
Total=Recurrent	170,800.00	135,700.00	135,700.00	135,700.00
Executive Staff	1	1	1	1
Professional Staff	-	-	-	-
Other Staff	1	1	1	1
Daily paid staff	-	-	-	-

4.1.2. Corporate Service Division

Table 10: Corporate Service Division Outputs and KPI

Output Statement 2: Quality, Effective and Efficient Human Resources, Administration and Financial Management. .						SDG/TSDF	
ACTIVITIES	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Human Resource Management	1. 100% recruitment of all vacant post with the best qualified/ FY.	20	25	30	40	8.5	8.5.1 8.5.2
	2. Increase of No. of Bachelor, Master & PhD degree staff of MAFF	5	5	5	5	8.5	8.5.1 8.5.2
	3. No. of trainings conducted for staff at all levels per FY.	5	8	10	12	8.5	8.5.1 8.5.2
	4. Increase the proportion of Staff at band P-Level	8	10	12	12	8.5	8.5.1 8.5.2
Improve Administration Services	5. Formulate and Submit Draft Annual Report (<i>from Division's Quarterly Report</i>) to CEO on the 2 nd week of July.	100%	100%	100%	100%	8.5	8.5.1 8.5.2
	6. Formulate & Submit Staff Annual PMS report completed to CEO in January and July.	100%	100%	100%	100%	8.5	8.5.1 8.5.2
	7. 100% compliance with PSC Policy and Instructions for all official directives.	100%	100%	100%	100%	8.5	8.5.1 8.5.2
Improve Financial Resource Management	8. Formulate and Submit Draft Annual Budget to CEO on the 2 nd week of February.	100%	100%	100%	100%	16.6	16.6.1
	9. Monthly Expenditure reconciliation	12	12	12	12	16.6	16.6.1
	10. Monthly revenue return.	12	12	12	12	16.6	16.6.1

Table 11: Corporate Division Service Budget and Staff

Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	830,300.00	720,000.00	720,000.00	720,000.00
Operation	3,801,200.00	1,159,700.00	1,159,700.00	1,159,700.00
Total=Recurrent	4,631,500.00	1,879,700.00	1,879,700.00	1,879,700.00
Executive Staff	1	1	1	1
Professional Staff	10	10	10	10
Other Staff	7	7	7	7
Total Established Staff	18	18	18	18
Daily paid staff	7	7	7	7

4.1.3. Policy and Planning Division

Table 12: Policy and Planning Division Outputs and KPI.

Output Statement 3: Deliver effective Policy, Planning, Project Management, Reliable Agriculture Statistics, Timely Procurement and Asset management						SDG/TSDF	
ACTIVITIES	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Policy, Planning and Development Project Management	1. Formulate & Submit Draft CP to CEO in February.	50%	50%	100%	100%	8.2	8.2.1
	2. Formulate & Submit Draft AMP to CEO in March.	100%	100%	100%	100%	8.2	8.2.1
	3. Submission of Agriculture development Projects	0%	50%	50%	50%	8.a	8.a.1
	4. Submission of Monitoring and Evaluation report for Projects/ Biannual to MAFF	100%	100%	100%	100%	8.a	8.a.1
	5. Formulate & Submit draft Policies to CEO.	50%	50%	100%	100%	8.3	8.3.1
	6. No. of Acts and Regulation reviewed with stakeholder consultations and submitted to	1	1	1	1	8.3	8.3.1

	CEO.						
Improve Agriculture Statistics	7. No. of weekly market surveys conducted per year	52	52	52	52	2.3	2.3.1 2.3.2
	8. Submission of Quarterly Reports from weekly local market surveys	4	4	4	4	2.3	2.3.1 2.3.2
	9. Submission of Quarterly Report of Export Agriculture produce & Import of Agriculture Inputs and Food products for Sale.	100%	100%	100%	100%	2.3	2.3.1 2.3.2
	10. Annual Review of Farm Management Handbook reviewed and submitted to CEO	New	1	1	1	2.3	2.3.1 2.3.2
Improve Procurement and Assets Management	11. Database developed for all Assets – Land lease, vehicles, vessels, quarters, buildings, equipment, etc.	0	1	1	-	8.3	8.3.1
	12. Assets physical Stock-take against Inventory	1	1	1	1	8.2	8.2.1
	13. Submission of Procurement Plan and compliance report to CEO	100%	100%	100%	100%	8.5	8.5.1
Improve Policy & Planning Division Management	14. PMS report 100% completed & submitted to CSD on time.	100%	100%	100%	100%	8.2	8.2.1
	15. 100% Division's Annual report submitted to CSD by 1 st week of August every FY.	100%	100%	100%	100%	8.2	8.2.1
	16. Ongoing revision of JD and structure	50%	50%	50%	100%	8.2	8.2.1

Table 13: Policy and Planning Division Budget and Staffing

Policy Division				
Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	190,700.00	179,300.00	179,300.00	179,300.00
Operation	51,400.00	20,500.00	20,500.00	20,500.00
Total=Recurrent	242,100.00	199,800.00	199,800.00	199,800.00
Total Established Staff	1	1	1	1
Executive Staff	10	10	10	10
Professional Staff	1	1	2	2
Other Staff	12	12	13	13
Daily paid staff	1	1	1	1

4.1.4. Research and Rural Development Division

Table 14: Research and Rural Development Division Outputs and KPI

Output Statement 4: Effective Research Development on Resilient Agriculture Systems and Information Dissemination.						SDG/TSDF	
Activities	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Research Services	1. No. of new researched farm practices such as <i>Dolichus laplap</i> bean fallow, pineapple plastic mulching, yam-tuber tunnel, etc.,	2	3	4	5	2.a 2.3	2.a.1 2.3.1
	2. No. of recommendations from Research Field trials, on response of vegetables/crops/fruit trees, to mineral & fertilizer, length of fallow, legume fallow, no- tillage, etc.	2	3	3	5	2.a 2.3	2.a.1 2.3.1
	3. No. of recommendation for pesticides physical, biological and IPM control of pests and diseases of vegetables/ crops/fruit trees from Research Field trials /annum.	1	3	2	2	2.a 2.3	2.a.1 2.3.1
	4. No. of regional research projects implemented on crops, pests, soils, etc., (ACIAR, SPC, PS4L, FAO, China, Tonga Circular Economy, JNAP, DFAT, AUSAID, ANU, CSIRO, Manaaki Landcare NZ, PFR, MPI, UQ etc.)	5	3	3	3	8.a	8.a.1

	5. No. of research activities on demand driven commodities for export such as watermelon, vanilla, squash, etc. /yr.	2	3	4	5	2.a 2.3	2.a.1 2.3.1
	6. No. of open-pollinating vegetable varieties for seed production verified and distributed to farmers and public	25	25	25	29	2.a 2.3	2.a.1 2.3.1
	7.Mechanization: No. of crops fully mechanized	1	2	2	2	2.a 2.3	2.a.1 2.3.1
Improve Research Training Service	8. Number of trainings conducted for staff and farmers	4	6	7	8	2.a 2.3	2.a.1 2.3.1
	9. No. of farmer advisory Leaflets on best farm practices, pest control, fertilizer for crops, etc., disseminated to farmers.	1	2	2	2	2.a 2.3	2.a.1 2.3.1
	10. No. of Farmers Field Day conducted / annum.	2	4	4	4	2.a 2.3	2.a.1 2.3.1
	11. No. of demonstration plots of key research findings transfer on farmer's field	2	5	5	5	2.1 2.a	2.1.2 2.a.1
	12. No. of media coverage; Radio & TV programs on agriculture promotion activities /FY	Radio= 6 TV= 0	Radio= 6 TV= 2	Radio= 6 TV= 2	Radio= 6 TV= 2	2.1 2.a	2.1.2 2.a.1
	13. No. of Refresher Trainings conducted for PHC Doctors. (Co-ordinated activity RRDD & Extension Division)	1	1	2	2	2.1 2.a	2.1.2 2.a.1
	14. No. of Plant Health Clinics conducted for farmers (Co-ordinated activity by RRDD & Extension Division)	Tt = 3 Vv = 3 Hp = 2 Eua = 2	Tt = 3 Vv = 3 Hp = 2 Eua = 2	Tt = 6 Vv = 6 Hp = 4 Eua = 4	Tt = 6 Vv = 6 Hp = 4 Eua = 4	2.1 2.a	2.1.2 2.a.1
Improve Food Security Biodiversity Expansion	15. No. of new crops/ vegetables/fruit trees varieties imported and multiplied for distribution after/annum.	22	30	30	34	2.a 2.3	2.a.1 2.3.1
	16. No. of farmers, NGOs, women groups, received planting materials for vegetables, sweet corn, turmeric, ginger, spices, etc.	200	500	1,500	2,000	2.a 2.3	2.a.1 2.3.1
	17. No. of farmers / households / communities received planting material for HTHH recovery program per FY.	1000	1,500	1,500	2,000-	2.a 2.3	2.a.1 2.3.1
	18. No of domestic crop varieties collected & conserved at the gene bank site	10	15	25	40	2.a 2.3	2.a.1 2.3.1
Improve Research Service Management	19. 100% completed of upgrading of Plant Pathology & Tissue culture Lab, Entomology Lab, Soil Lab & Agronomy Lab in next 3 years.	40%	80%	100%	-	8.2	8.2.1

20.	No. of research papers/reports published/ submitted per annum.	1	2	2	3	8.2	8.2.1
21.	100% Revenue collection completed & deposit of RRDD share per FY.	80%	100%	100%	100%	8.2	8.2.1
22.	100% Repair and refurbishment activities completed of planned R & M at RRDD in next 3 years.	100%	100%	100%	100%	8.2	8.2.1
23.	100% Division's CP & Budget submitted to PPD and CSD by 4 th week of January every FY.	100%	100%	100%	100%	8.2	8.2.1
24.	100% Division's AMP submitted to CSD by 1 st week of June every FY.	100%	100%	100%	100%	8.2	8.2.1
25.	100% Division's Annual report submitted to CSD by 1 st week of August every FY.	100%	100%	100%	100%	8.2	8.2.1
26.	MAFF staff annual PMS report 100% completed & submitted to CSD on time.	100%	100%	100%	100%	8.2	8.2.1

Table 15: Research and Rural Development Division Budget and Staff

Research Division				
Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	650,400.00	702,900.00	702,900.00	702,900.00
Operation	362,100.00	293,200.00	293,200.00	293,200.00
Total=Recurrent	1,012,500.00	996,100.00	996,100.00	996,100.00
Total Established Staff	1	1	1	1
Executive Staff	12	12	12	12
Professional Staff	8	8	8	8
Other Staff	21	21	21	21
Daily paid Staff	3	3	3	3

4.1.5. Quarantine and Quality Management Division

Table 16: Quarantine and Quality Management Division Outputs and KPI

Output Statement 5: Effective & Better Border Control, Trade Facilitation & Quarantine Advice.						SDG/TSDF	
ACTIVITIES	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Quarantine Border Services	1. 100% completed of Quarantine border clearance at Airport with zero complaints in the next 3 years.	100%	100%	100%	100%	2.b	2.b.1
	2. 100% completed of Quarantine border clearance at wharf with zero complaints in the next 3 years.	100%	100%	100%	100%	2.b	2.b.1
	3. Installment of an X-ray Equipment at the airport for precise inspection of luggage, items, etc.	1	1	1	1	2.b	2.b.1
	4. Installment of an incinerator for disposing restricted biosecurity items.	1	1	1	1	2.b	2.b.1
	5. Reduction of No. of restricted quarantine items intercepts in the border in the next 3 years.	400	300	200	100	2.b	2.b.1
Improve Export	6. Number of new Export Commodity protocols / SOPs completed / annum	1	2	3	5	2.b	2.b.1
Facilitation Services	7. No. of commercial and semi- commercial farmers trained / annum	50	100	200	500	2.b	2.b.1
	8. No. of linkage consultations with Exporters and farmers conducted / annum.	new	2	4	4	2.b	2.b.1
	9. No. of farmers capacitated on potential export commodities/annum.	12	40	100	200	2.b	2.b.1
	10. Volume of Export of agricultural products to commercial markets increase per year	4000 MT	5000 MT	8000 MT	10000 MT	2.b	2.b.1
	11. Volume of export of agricultural products to Informal diaspora markets increase per year	6000 MT	5000 MT	2000 MT	1500 MT	2.b	2.b.1
	12. Number of commercial farmers supported by MAFF/annum.	4	10	10	20	2.b	2.b.1
	13. Number of commercial exporters supported by MAFF/annum.	4	4	6	10	2.b	2.b.1
	14. No. of agribusiness trainings conducted / annum.	2	4	6	8	2.b	2.b.1
	15. No. of SPS certificates endorsed per annum.	10,132	15,000	20,000	30,000	2.b	2.b.1

	16. Repair and Certified by the New Zealand-MPI of the High-Temperature- Forced-Air Fumigation Equipment for export of Papaya	new	1	1	1	2.b	2.b.1
	17. 100% complete of annual crop's pest and disease surveillance conducted with RRDD for the whole of Tonga	20%	50%	80%	100%	2.b	2.b.1
	18. Establish E-phyto operation with FAO "Digitization project", MPI, PHAMA- plus project	10%	40%	80%	100%	8.a	8.a.1
	19. Number of market access export plan developed completed and approved by the importing country.	1	2	3	4	2.b	2.b.1
Improve Quarantine Division Management	20. 100% completed of planned capital procurements at QQMD's AMP in next 3 years.	0%	70%	90%	100%	8.5	8.5.1
	21. No. of media coverage; Radio & TV programs on agriculture promotion activities/FY	Radio= 20 TV= 2	Radio= 30 TV= 2	Radio= 36 TV= 2	Radio= 36 TV= 2	8.2	8.2.1
	22. No. of trainings conducted for staff & farmers, etc /FY.	20	30	30	30	8.2	8.2.1
	23. 100% completed of repair and refurbishment activities plan R & M at QQMD in next 3 years.	65%	80%	100%	100%	8.2	8.2.1
	24. 100% completed revenue collection & deposit of QQMD share \$1,344,600 / FY.	87%	100%	100%	100%	8.2	8.2.1
	25. Number of domestic training conducted to all staff member and overseas training a year for both Quarantine and Export facilitation	2	3	4	5	8.2	8.2.1
	26. Complete phytosanitary capacity evaluation report and address gaps to improve capacity.	50%	100%	100%	100%	2.b	2.b.1
	27. 100% Division's CP & AMP, Budget, Annual Report submitted to PPD and CSD by 4 th week of January every FY.	100%	100%	100%	100%	8.2	8.2.1
	28. 100% Division's AMP submitted to CSD by 1 st week of June every FY.	100%	100%	100%	100%	8.2	8.2.1
	29. 100% Division's Annual report submitted to CSD by 1 st week of July every FY.	100%	100%	100%	100%	8.2	8.2.1
	30. MAFF staff annual PMS report 100% completed & submitted to CSD on time.	100%	100%	100%	100%	8.2	8.2.1

Table 17: Quarantine and Quality Management Division Budget and Staff

Quarantine Division				
Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	1,155,300.00	1,069,900.00	1,081,300.00	1,081,300.00
Operation	734,000.00	716,800.00	716,800.00	716,800.00
Total=Recurrent	1,889,300.00	1,786,700.00	1,798,100.00	1,798,100.00
Total Established Staff	1	1	1	1
Executive Staff	18	18	18	18
Professional Staff	8	8	8	8
Other Staff	27	27	27	27
Daily Paid Staff	10	10	10	10

4.1.6. Forestry Division

Table 18: Forestry Division Outputs and KPI

Output Statement 6: Effective and Sustainable Management of Biodiversity & Forest-based Climate Resilient Environment.						SDG/TSDF	
ACTIVITIES	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Forestry Production Service	1. Established Tonga National Tree Planting Day" (NTPD) and planting of the target 1,000,000 trees in 2023-2025	20%	40%	50%	70%	15.1	15.1.1
						15.2	15.1.2
							15.2.1
							15.2.2
	2. Farmers, Communities, women & youth groups, schools assisted from the Food security, Import Substitution and Health Promotion programs and livelihood coastal protection in next 3 years.	Fruit trees – 33,333	Fruit trees=33,333 3 Timber =33,333 Kava=33,333 Coconut=33,333 Breadfruit = 33 Papaya = 6,666	Fruit trees – 33,333 Timber – 33,333 Kava = 33,333 Coconut = 33,333 Breadfruit = 33,333	Fruit trees – 33,333 Timber – 33,333 Kava = 33,333 Coconut = 33,333 Breadfruit = 33,333	15.1	15.1.1
		Timber – 33,333				15.2	15.1.2
		Kava = 33,333					15.2.1
		Coconut = 33,333					15.2.2
		Breadfruit = 33,333					
		Papaya = 6,666					

		Sandalwood=33,333 Coastal/ornamental/Cultural species =33,333	33,333 Papaya = 6,666 Sandalwood= 3 3,333 Coastal/ornamental/Cultural species = 33,333	Papaya = 6,666 Sandalwood= 3,333 Coastal/ornamental/Cultural species = 33,333	Papaya = 6,666 Sandalwood= 33,333 Coastal/ornamental/Cultural species = 33,333		
	3. Complete implementation of Resilient and Climate Change Projects including JNAP2 activities & submit quarterly progress report of the projects as per CEO's timeline	100%	100%	100%	100%	15.1	15.1.1 15.1.2 15.2.2
Improve Forestry Technical Assistance Services	4. No. of industry councils for FRD commodity development established in next 3 years.	2	5	10	10	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
	5. No. of ACIAR, FAO, SPC, PS4L, JNAP2, etc., funded projects implemented and successful completed in next 3 years.	2	3	5	5	8.a	8.a.1
	6. No. of farmers assisted by TDB, BSP, MBF, ANZB for Agriculture purpose in next 3 years.	0	10	30	50	15.1	15.1.1 15.1.2
	7. No. of commercial loan proposals prepared/annum.	new	10	20	40	15.1	15.1.1 15.1.2
	8. No. of Land-use Plan of Tree planting, Thailand Integrated Farming System, Enrichment planting on Forest reserve areas and farm-plan implemented / annum in next 3 years.	new	2	5	10	15.1	15.1.1 15.1.2
	9. No. of trainings conducted by FRD for staff & farmers, etc /FY.	20	24	24	24	15.1	15.1.1 15.1.2
	10. No. of media coverage; Radio & TV programs on agriculture promotion activities /FY	Radio= 5 TV= 2	Radio= 5 TV= 2	Radio= 5 TV= 2	Radio= 5 TV= 2	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
	11. No. Royal Agricultural Show	1	1	1	1	2.a	2.a.1

	conducted / FY						
	12. 100% compliance with MOU (Watershed catchment, Plantation management, Reporting, M&E) for 'Eua Watershed catchment area	100%	100%	100%	100%	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
	13. 100% Complete Monitor & Evaluation of National Park & Reserves & submit Quarterly Monitoring report as per CEO & Minister's timeline	100%	100%	100%	100%	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
	14. Successfully completion of Forestry Inventory Survey with annual progress report per FYs	100%	100%	100%	100%	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
	15. 100% Complete & submitted a quarterly progress report on the enforcement of Sandalwood Regulation as per CEO's timeline	100%	100%	100%	100%	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
	16. No. of forestry leaflets, brochures, guidelines, advisory reports and submitted to ICT Section to publish and disseminated to farmers and stakeholders/annum from the FAO project "Digitization of Agriculture".	new	12	24	48	15.1 15.2	15.1.1 15.1.2 15.2.1 15.2.2
Improve Forestry Division Administration & Management	17. 100% completed of planned capital procurements at FRD's AMP in next 3 years.	0%	60%	80%	100%	8.2	8.2.1
	18. 100% completed of planned Repair and refurbishments at FRD in next 3 years.	65%	80%	100%	-	8.2	8.2.1
	19. 100% completed FRD's Revenue collection & deposit of FRD's share per FY.	100%	100%	100%	100%	8.2	8.2.1
	20. 100% Develop & complete an economic value tree crop system farm management handbook in the next 3 FYs	100%	100%	100%	100%	8.2	8.2.1

	21. Forestry Policy (FP) that is fully aligned with JNAP-2 targets for a Resilient Tonga published	100%	100%	100%	100%	8.2	8.2.1
	22. 100% Division's CP & Budget submitted to PPD and CSD by 4th week of January every FY.	100%	100%	100%	100%	8.2	8.2.1
	23. 100% Division's AMP submitted to PPD by 1st week of June every FY.	100%	100%	100%	100%	8.2	8.2.1
	24. 100% Division's Annual report submitted to CSD by 1st week of August every FY.	100%	100%	100%	100%	8.2	8.2.1
	25. MAFF staff annual PMS report 100% completed & submitted to CSD on time.	100%	100%	100%	100%	8.2	8.2.1

Table 19: Forestry Division Budget and Staff

Forestry Division				
Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	831,400.00	909,200.00	909,200.00	909,200.00
Operation	484,400.00	534,500.00	534,500.00	534,500.00
Total=Recurrent	1,315,800.00	1,443,700.00	1,443,700.00	1,443,700.00
Total Established Staff	1	1	1	1
Executive Staff	5	5	5	5
Professional Staff	6	6	6	6
Other Staff	12	12	12	12
Daily paid Staff	9	9	9	9

4.1.7. Food Division

Table 20: Food Division Outputs and KPI

Output Statement 8: Effective Food Safety Control System, Better Agro-processing & Trade Facilitation Services.						SDG/TSDF	
ACTIVITIES	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Food Safety Service	1. 100% food safety border inspection of all imported food for sale at the wharf and airport with zero complaints in next 3 years.	100%	100%	100%	100%	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	2. No. of interception for food safety non-compliance at border inspection of imported food for sale at the wharf and airport with zero complaints in next 3 years.	3	2	1	0	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	3. 100% food safety of all food for sale at the Retail and wholesale businesses with zero complaints in next 3 years.	100%	100%	100%	100%	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	4. 100% food safety inspection of all commercial restaurant, outlets, hotels, roadside vendors, etc. with zero complaints in next 3 years	100%	100%	100%	100%	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	5. 100% food safety inspection of export facilities, process, and food products for export	100%	100%	100%	100%	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	6. No. and volume of commercial Food Products facilitate for Export, such as Kava to Australia by November 2023.	100%	100%	100%	100%	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	7. No. of food security and safety awareness & support trainings conducted for staff, exporters, food businesses, etc /FY.	4	5	5	5	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	8. 100% endorsed of National Food Policy by Cabinet in 2022/23FY.	100%	100%	-	-	2.a 2.1	2.a.1 2.1.1

	9. No. of Food Act 2020 non-compliance complaints maintained at 5 or less /quarter in next 3 years.	2	5	5	5	2.b 2.a 2.1 2.b	2.b.1 2.a.1 2.1.1 2.b.1
Promoting Food Processing Industry	10. No. of new processed food products produced for export	new	5	10	20	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	11. No. of NGOs / Stakeholders assisted/participated in agro-processing industry development in next 3 years.	new	2	5	5	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	12. The HACCP accreditation of the MAFF Pack house at Ma'ufanga is maintained in the next 3 FYs.	Accredited	Accredited	Accredited	Accredited	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
Improve Food Division Management	13. No. of programs with other Ministries, NGOs, Stakeholders, Donor partners, etc. / projects Tonga Health, FAO, UNDP, WB-MOH NCDs (Project,etc.) Implemented and successful completed in next 3 years.	1	1	1	1	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	14. No. of media coverage; Radio & TV programs on Food Safety promotion, Royal Agriculture Show & World Food Day activities /FY	Radio= 5 TV= 2	Radio= 5 TV= 2	Radio= 5 TV= 2	Radio= 5 TV= 2	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	15. No. of Royal Agricultural Show implemented successfully / FY	1	1	1	1	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	16. No. of World Food Day event implemented successfully /FY.	1	1	1	1	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	17. No. of Food Nutrition & Food Safety leaflets, brochures, guidelines, advisory reports, submitted to ICT Section to publish and disseminated to farmers and stakeholders /annum.	new	12	24	48	2.a 2.1 2.b	2.a.1 2.1.1 2.b.1
	18. 100% repair and refurbishment activities completed of planned	0%	10%	30%	50%	8.2	8.2.1

	capital procurements at FOD's AMP in next 3 years.						
	19. 100% capital procurement completed of planned R & M at FOD in next 3 years.	65%	100%	100%	100%	8.2	8.2.1
	20. 100% Division's CP & Budget submitted to PPD and CSD by 4 th week of January every FY.	100%	100%	100%	100%	8.2	8.2.1
	21. 100% Division's AMP submitted to PPD by 1 st week of June every FY.	100%	100%	100%	100%	8.2	8.2.1
	22. 100% Division's Annual report submitted to CSD by 1 st week of August every FY.	100%	100%	100%	100%	8.2	8.2.1
	23. FD's staff annual PMS Forms and M & E reports 100% completed & submitted to CSD and PPD on time	100%	100%	100%	100%	8.2	8.2.1

Table 21: Food Division Budget and Staff

Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	314,100.00	326,900.00	326,900.00	326,900.00
Operation	190,500.00	129,900.00	129,900.00	129,900.00
Total=Recurrent	504,600.00	456,800.00	456,800.00	456,800.00
Total Established Staff	1	1	1	1
Executive Staff	11	11	11	11
Professional Staff	2	2	2	2
Other Staff	14	14	14	14
Daily paid Staff	5	5	5	5

4.1.8. Livestock Division

Table 22: Livestock Division Outputs and KPI

Output Statement 9: Sustainable Livestock Production Reduced Imports & Better Livestock Veterinary Services.						SDG/TSDF	
ACTIVITIES	KPIs	2024/25 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Support and encourage local production of animal/livestock produces for food security and import substitution	1. No. of farmers & households that received 14-days old chicks (C), pigs (P), Sheep (S)	C=2,000 P=42 S=35	C=2000 P=80 S=15	C=2500 P=90 S=20	C=3000 P=100 S=25	2.a 2.5	2.a.1 2.5.1
	2. No. of Chickens, Pigs, Sheep distributed & reared by farmers, communities, women & youth groups, schools.	C = 50,000 P=100 S=100	C=60,00 P=120 S= 15	C = 20,000 P=150 S=117	C = 60,000 P=120 S=117	2.a 2.5	2.a.1 2.5.1
	3. No. of Animals (Sows, Cow, Ewe)impregnated via Artificial Insemination Services	SO = 150 CO = 50 SH = 50	SO = 120 CO = 50 SH = 50	SO = 80 CO = 0 SH = 10	SO = 100 CO = 20 SH = 20	2.a 2.5	2.a.1 2.5.1
	4. No. of assisted/benefited farmers for Artificial Insemination Program	20	30	40	60	2.a 2.5	2.a.1 2.5.1
	5. No. of consultation and assisted livestock farmers and animal owners on improved farming and practices	1000	1200	1250	1300	2.a 2.5	2.a.1 2.5.1
	6. No. of farms benefitted or assisted with pasture development for grazing and feed for ruminant	1	2	3	4	2.a 2.5	2.a.1 2.5.1
	7. Updated progress report on research activities done on Feed for ruminant and monogastric animals	1	1	1	1	2.a 2.5	2.a.1 2.5.1
Provide Animal Health activities through clinical and advisory services and, monitor and control	8. No. of livestock health & veterinary cases successfully treated in the clinic	2,000	3,000	3,000	3,000	2.a 2.5	2.a.1 2.5.1

animal disease at the border and in country	9. No. of cases successfully treated at the field extension veterinary services	500	1,000	1,500	2,000	2.a 2.5	2.a.1 2.5.1
	10.No. of assisted client, farmers on animal health services	1,000	2,500	2,500	2,500	2.a 2.5	2.a.1 2.5.1
	11.Updated progressive report on livestock pest and disease surveillance	100%	100%	100%	100%	2.a 2.5	2.a.1 2.5.1
Provided updated and effective advisory and training services for livestock farmers and animal owners	12.No. of trainings conducted for animal owners and livestock farmers	30	40	50	30	2.a 2.5	2.a.1 2.5.1
	13.No. of training on animal health program for the public	2	2	2	2	2.a 2.5	2.a.1 2.5.1
	14.No. of farmers/ participant trained in pig, chicken, cattle and sheep management & husbandry	550	600	650	600	2.a 2.5	2.a.1 2.5.1
	15.No. of Radio and TV program on animal production service	Radio=10 TV=2	Radio=10 TV=2	Radio=10 TV=2	Radio=10 TV=2	2.a 2.5	2.a.1 2.5.1
	16.No. Radio and TV program on animal health program	Radio=2 TV= 1	Radio=2 TV= 1	Radio=2 TV= 1	Radio=2 TV= 1	2.a 2.5	2.a.1 2.5.1
	17.No. of printed manual, leaflet, brochure updated for farmers	4	4	4	4	2.a 2.5	2.a.1 2.5.1
Improve Livestock Division Management	18.Updated report of donors and partners assistance program and project (FAO, MPI, ChinaAID, SPC, others)	100%	100%	100%	100%	2.a 2.5	2.a.1 2.5.1
	19.Report of successful implementation of the Royal Agricultural Show	1	1	1	1	2.a 2.5	2.a.1 2.5.1
	20.Implementing Egg production demonstration and revenue collection	100%	100%	100%	100%	2.a 2.5	2.a.1 2.5.1
	21.No. of conducted capacity and performance training for staff/laborers	40	50	50	50	2.a 2.5	2.a.1 2.5.1

	22. 100% completed of planned capital procurements at LVD's AMP	100%	100%	100%	100%	2.a 2.5	2.a.1 2.5.1
	23. Renovating and repair Livestock Division Building's roof and maintenance of offices completed	new	100%	100%	100%	2.a 2.5	2.a.1 2.5.1
	24. Extension of existing clinic room for laboratory activities	new			100%	2.a 2.5	2.a.1 2.5.1
	25. 100% Division's CP & Budget submitted to PPD and CSD by 4 th week of January every FY.	100%	100%	100%	100%	8.2	8.2.1
	26. 100% Division's AMP submitted to PPD by 1 st week of June every FY.	100%	100%	100%	100%	8.2	8.2.1
	27. 100% Division's Annual report submitted to CSD by 1 st week of August every FY.	100%	100%	100%	100%	8.2	8.2.1
	28. MAFF staff annual PMS report 100% completed & submitted to CSD on due date.	100%	100%	100%	100%	8.2	8.2.1

Table 23: Livestock Division Budget and Staff

Livestock Division				
Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	548,800.00	643,900.00	632,500.00	632,500.00
Operation	555,200.00	2,404,700.00	2,404,700.00	2,404,700.00
Total=Recurrent	1,104,000.00	3,048,600.00	3,037,200.00	3,037,200.00
Total Established Staff	1	1	1	1
Executive Staff	6	6	6	6
Professional Staff	7	7	7	7
Other Staff	14	14	14	14
Daily paid Staff	8	8	8	8

4.1.9. Extension and Women Development Division

Table 24: Extension and Women Development Division Outputs and KPI

Output Statement 10: Effective and Better Extension Advisory Services, Sustainable Food Security & Livelihood.						SDG/TSDf	
ACTIVITIES	KPIs	2024/2025 Baseline	2025/26	2026/27	2027/28	Targets #	Indicators #
Improve Extension and Women Advisory Services.	1. No. of trainings conducted for staff, farmers, exporters, communities, schools, etc /FY.	50	44	44	44	2.a	2.a.1
	2. No. of trainings conducted for women groups/women in the communities	50	44	44	44	2.a	2.a.1
	3. No. of media coverage; Radio & TV programs on agriculture promotion activities /FY	Radio=102 TV= 12	Radio=110 TV= 15	Radio=112 TV= 15	Radio=112 TV= 15	2.a	2.a.1
	4. No. of trainings for best farm practices conducted for staff, farmers, exporters, communities, schools, etc /FY.	50	44	44	44	2.a	2.a.1
	5. Annual pre-cyclone season crop survey (ACS) conducted and reported by December.	1	1	1	1	2.a	2.a.1
	6. Publication of annual crop survey report every year.	nil	1	1	1	2.a	2.a.1
	7. Initial damage assessment (IDA) and detail damage assessment (DDA) reports completed within 2 weeks after any disaster.	2	2	2	2	2.a	2.a.1
	8. No. of cottage industry development with women assisted in Floriculture and youth groups assisted in horticulture and value-addition.	new	82	90	120	2.a	2.a.1
	9. No. of farmers assisted for references letters for loans in Banks, visa applications and firearm permit	150	150	150	150	2.a	2.a.1
Strengthening Food Security Preparedness	10.No. of households assisted in home-gardening with vegetables seedlings, 14-days old chicks, fruit tree seedlings in the next 3 years.	2,965	3,200	4,000	5,000	2.a	2.a.1

	11.No. of schools participated in backyard school garden increased significantly in next 3 years.	24	50	80	100	2.a	2.a.1
	12.Increase production area for potato crop increased with target acres/annum in next 3 years.	New	0	50	100	2.a	2.a.1
	13.No. of farmers /households benefitted from HTHH Recovery with subsidized plough before end of January 2023.	new	5,500	-	-	2.a	2.a.1
	14.No. of seeds/seedlings distributed to farmers, communities, women's groups, NGOs, etc. before end of January 2023.	new	500,000	500,000	500,000	2.a	2.a.1
Promote production of export commodities	15.Increase production area for each crop for export (Cassava, Yam-lose, Swamp taro, Tarua, Squash, Melon, Kava Vanilla) with target acres/annum in next 3 years.	New	C=100 Y=100 S=50 T=50 S=100 M=50 K=200 V=50	C=200 Y=100 S=100 T=100 S=200 M=200 K=300 V=80	C=200 Y=200 S=100 T=100 S=300 M=300 K=500 V=100	2.a	2.a.1
	16.No. of industry councils for crops and livestock development established/ annum in next 3 years.	6	5	5	6	2.a	2.a.1
	17.No. of subsistence farmers & commercial farmers capacitated/ annum in next 3 years.	new	80	150	200	2.a	2.a.1
	18.No. of programs in partnership with different Ministries, NGOs, Stakeholders, Donor partners, etc / projects (PHC, FAO, SPC, HIEC-PROC Project, PS4L, JNAP2, etc.) implements and completed in next 3 years.	4	6	6	6	2.a	2.a.1
	19.No. of trainings conducted for staff, farmers, exporters, communities, schools, etc /FY.	50	44	44	44	2.a	2.a.1
	20.No. of farmers recruited with local market agencies per annum.	new	10	30	80	2.a	2.a.1
Improve Extension and Women	21.Successful Implementation of Royal Agricultural Show / FY	1	1	1	1	2.a	2.a.1

Development Division Management	22.No. of agriculture leaflets, brochures, guidelines, advisory reports, submitted to ICT Section to publish and disseminated to farmers and stakeholders /annum.	new	12	24	48	2.a	2.a.1
	23.100% completed of planned capital procurements at EWDD's AMP in next 3 years.	0%	60%	80%	100%	2.a	2.a.1
	24. 100% repair and refurbishment activities completed of planned R & M at EWDD's AMP in next 3 years.	60%	100 %	-	-	2.a	2.a.1
	24.100% Division's CP & Budget submitted to PPD and CSD by 4 th week of January every FY.	100%	100 %	100%	100%	8.2	8.2.1
	25.100% Division's AMP submitted to PPD by 1 st week of June every FY.	100%	100 %	100%	100%	8.2	8.2.1
	26.100% Division's Annual report submitted to CSD by 1 st week of August every FY.	100%	100 %	100%	100%	8.2	8.2.1
	27.MAFF staff annual PMS report 100% completed & submitted to PSC one week before the official due date	100%	100 %	100%	100%	8.2	8.2.1

Table 25: Extension and Women Development Division Budget and Staff

Description	2024/2025 Budget	2025/2026 Projection	2026/2027 Projection	2027/2028 Projection
Salary & Wages	1,202,900.00	1,171,400.00	1,171,400.00	1,171,400.00
Operation	663,600.00	475,600.00	475,600.00	475,600.00
Total=Recurrent	1,866,500.00	1,647,000.00	1,647,000.00	1,647,000.00
Executive Staff	1	1	1	1
Professional Staff	20	20	20	20
Other Staff	8	8	8	8
Established Staff	29	29	29	29
Daily paid Staff	7	7	7	7

5. Annexes:

Annex 1:

Documents Contributing to MAFF Mandate

Acts and Legislations.

- **Agricultural Commodities Export Act (1) 2002**
 - *Fruit Export (Buttercup Squash) (Amendment) Regulations 1994*
 - *Fruit Export (Buttercup Squash) Regulations 1993*
 - *Fruit Export (Vanilla) Regulations 1993*
- **Animal Disease Act (1) 1979**
 - *Animal Diseases ((Amendment) Act 2002*
 - *Amendments (Privy Council) Act 2012*
- **Birds and Fish Preservation Act (1) 1915**
 - *Birds and Fish Preservation (Amendment) Act 1989*
- **Copra Act (1) 1926**
 - *Miscellaneous Amendments (Privy Council) Act 2010*
- **Food Act 2020**
- **Forests Act (1) 1961**
 - *Miscellaneous Amendments (Privy Council) Act 2010*
 - *Forest Produce Regulations [1]*
 - *Sandalwood Regulations 2016*
- **Markets Act [1] 1976**
 - *Market Act Notice No. 11995[1]*
 - *Market Act Notice No. 21995[1]*
 - *Market Regulations [1] 1971*
 - *Talamahu Market Regulations 1995 [1]*
- **Noxious Weeds Act (1) 1917**
 - *amended by... Miscellaneous Amendments (Privy Council) Act 2010*
 - *Proclamation of Noxious Weeds [1] 1926*
- **Pesticides Act (1) 2002**
- **Plant Quarantine Act (1) 1982**
 - *Miscellaneous Amendments (Privy Council) Act 2010*
 - *Plant Quarantine (Amendment) Act 1995*
 - *Plant Quarantine (Amendment) Act 2009*
 - *Diseases of Plants Regulations [1] 1964*
 - *Plant Quarantine Regulations 1995*
 - *Infested Areas Declarations [1]*
 - *Plant Quarantine (Fees) Regulation 1997 [1]*
 - *Plant Quarantine (Squash and Vanilla) (Fees) Regulations 1992 [1]*
 - *Plant Quarantine Regulations 1995 [1]*

- *Prescribed Treatment for Bunchy Top [1]1968*
- **Pounds and Animals Act [1]1918**
 - *amended by... Miscellaneous Amendments (Privy Council) Act 2010*
 - *amended by...Pounds and Animals (Amendment) Act 1989*
 - *Pounds Establishment Notice[1]*
- **Rhinoceros Beetle Act [1]1912**
 - *amended by... Miscellaneous Amendments (Privy Council) Act 2010*
- **Land Act 1927**

Policy Decisions and Conventions

- i) *Tonga Agriculture Sector Plan;*
- ii) *Agriculture Census and Statistics;*
- iii) *National Forest Policy;*
- iv) *Code of Harvesting Practice for the 'Eua Forestry Plantations 2009;*
- v) *Code of practice for the sustainable management of the forests and Tree resources of Tonga 2010;*
- vi) *Crops Compensation; and*
- vii) *Sandalwood Policy.*

The Ministry is also a member of these international organizations and hence signatories to these affiliated conventions and obligations:

- *United Nation Food and Agriculture Organization (FAO)*
- *FAO International Plant Protection Commission*
- *WHO/FAO Codex Alimentarius Commission*
- *Secretariat of the Pacific Commission*
- *South Pacific Regional Environmental Programmes*
- *FAO's Commission on Genetic Resources for Food and Agriculture*

National Co-ordination services

- i. *Agricultural Sector Growth Committee;*
- ii. *National Livestock Council;*
- iii. *Tongatapu Vanilla Growers Association;*
- iv. *Eastern District United Planters Council;*
- v. *National Growers Council;*
- vi. *National Food Authority (NFA) & National Food Council (NFC);*
- vii. *Pesticide Registration Committee;*
- viii. *Scientific Sub-Committee;*
- ix. *National Codex Committee – Food standards (Act);*
- x. *Market Authority (Tongatapu);*

- xi. Market Authority (Ha'apai); and
- xii. Vava'u Vanilla Association (Vava'u).
- xiii. National Sandalwood Council

National Agriculture Risk Management

- i. Pest Control;
- ii. Plant and Animal Disease Control;
- iii. Food Safety Control;
- iv. Post Cyclone/Disaster Food Recovery Emergency;
- v. Preparedness Plan to Livestock Zoonotic Disease Emergency; and
- vi. Food Security and Livelihood Cluster

Annex 2:

MAFF NEW INITIATIVE DEVELOPMENT PROGRAMME #1: IMPORT SUBSTITUTION PROGRAMME (ISP)

Under the Government Priority Agenda of the Government for FY 2025-2026, the challenges and opportunities for progressive economic growth, under GPA 7, is the creation of trade opportunities, in the agriculture sector (together with other productive sectors), products diversification, and simultaneously reduce technical burden to private sector and heavy reliance on imports.

It is in this light that MAFF, in its effort to not only contribute to economic growth through export of agricultural crops and forestry products but also to increase its contribution in the economy, propose the following import substitution and export promotion programmes.

Import Substitution Program (ISP)

This program aims to increase the local production of vegetables, fruits and livestock that can substitute import. Furthermore, the promotion of both production and consumption of local foods will contribute to addressing the issue of heavy reliance on food imports.

The Extension, Forestry and Research Divisions of the Ministry will provide a deliberate and improved ISP development programs towards the achievement of increased local production and import substitution of priority commodities identified. Standard operating procedures (SOPs) for each commodity will be formulated, similar to the current Watermelon SOP, which was proven to be very effective and efficient in resolving any export issues along the value chain. In this case, it will be the SOP on local production of these commodities.

MAFF has identified the following commodities with its potential for import substitution, which also translates

MAFF Corporate Plan 2023/2024-2025/2026

into increased local production and consumption, value addition and greater activity of the local people for better health and NCD reduction as potential added bonus to this initiative.

Highlighted below are the identified five (5) commodities that the Ministry would focus on in the next 3 years 2025/26 – 2027/28:

<ul style="list-style-type: none"> ○ Chicken ○ Pigs ○ Sheep 	<ul style="list-style-type: none"> ○ Fruits, Vegetables, & Spices ○ Potato
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For FY 2025-26, the two (2) priority commodities that Ministry supports are chicken and potato with further detail on the table 1 below.

Table 1: Summary of Chicken & Potato Commodities for ISP

Commodity	Current Import 2024 (T\$)	3 Years Reduction target	MAFF 3 Years Objectives / Targets
Chicken	19,812,590	\$4.5m	Reduce chicken import by \$4.5m by 2025
			Reduce chicken import by \$3.57m by 2024.
			Reduce chicken import by \$2.85m by 2023
			Produce 240MT (2023), 300MT (2024) & 384MT (2025).
			Total cost \$840K (2023), \$1.05m (2024), \$2.85m (2025).
Potato	\$542,625	\$2.25m	Reduce potato import by \$2.25m by 2025
			Plant at least new 36ac/year (108ac by 2025).
			Total costs = \$2.09m (\$750K/yr).
			Reduce potato import by 750t by 2025

Table 2: Import Substitution Program (ISP) – 3 Years - Chicken

Commodity	MAFF Objective (3 yrs)	3 years targets	3 years Strategies	Constraints	Addressing Constraints	Budget (\$TOP)	Remarks
Chicken	Reduced imports through increased local production.	Reduced imports by \$4,569,600 by 2028.	Increase production by increasing the no. of chickens from 140,000 to 240,000; 300,000 to 384,000 heads by 2025, avg DWT of 1kg/head=240t, 300t & 384t by 2028.	Feedmill technology; inconsistent supply, quality (need to use better feed mix/formula, etc).	Improve Feed mill technology, assists imports of feeds, government to con't. remove duty, etc.	2022/23 (\$840,000), 2023/24 (\$1.5m), 2024/25 (\$1.3m)	Budget covers only the supply of chicks.
			MAFF to address the inconsistent supply of feeds	Lack of livestock husbandry & management skills (e.g. AI)	Train on poultry farming and farm management skills.		
			Increase parent stock	Farming assistance.	Continue subsidize cost of inputs (duty free)		
			Increase Hatchery capacity	Contract farming	Formulate livestock farmer groups.		
				Lack of breeding stock.	Increase parent stock		
	Increase food & nutrition security.	Reduced imports by 384t by 2028.	MAFF to continue supporting the <i>Tonga Circular Economy System Project</i> .	High cost of inputs.	Subsidize cost of inputs.		Business Plan for the <i>Tonga Circular Economy System Project</i> is now completed, to continue with the new phase.
			MAFF will coordinate, M & E all households, groups, farmers from distribution to time ready to slaughter.	Improve genetic material thro AI	Increase home back yard chicken farm Purchase breeding / parent stock		

Table 3: Import Substitution Program (ISP) – 3 Years - Potato

Commodity	MAFF Objective (3yrs)	3 years targets	3 years Strategies	Constraints	Addressing Constraints	Budget (\$TOP)	Remarks
Potato	Reduced imports through increased local production.	Reduced imports by \$2.25m by 2028.	Increase potato planting specifically small farmers (from 0 ac to 108 ac by 2028) with 1 ac / farmer, with avg 7 tons / ac = 750t	Farmer attitudes Potential lack or limited interests	-Farm trainings Provision of subsidy -Assist farmers on negotiation for an acre of land from Government and large leased land from Nobles, Church and Schools -Promote to Church and Schools for an acre as trials	\$2.09m	MAFF can select the new farmers depend on criteria OR partner with some growers' groups OR exporter OR agent who can facilitate this task.
	Increase food & nutrition security.	Reduced imports by 750t by 2028.	Increase the number of new small potato farmers from 0 to 108 by 2028	Linking farmers with local importer / market agent.	-Consulting exporters. -Potential export to other neighboring Pacific countries		It is assumed that current growers and production from year 1 is either maintained or increased
	Create employment on production and potential agro-processing such as making chips and fries from locally grown potatoes.		-Farmer training in technical farming management / agribusiness skills. -Address pest and diseases control. -Subsidize inputs for only one acre/farmer (land preparation and seeds by MAFF subsidy and fertilizers, chemicals, etc through credit from TDB) -MAFF will coordinate, M & E all farmers from land preparation to harvesting and assists in arranging with marketing agencies.	- Some farmers lack access to land. -Consistency in supply and quality. - Shortage of labour / increased labour cost - Lack of high tech equipment for planting / harvesting.	-Linking farmers with tax allotment /land for lease. -Research work to improve pest & disease control -Good promotion to attract new potato growers -Link farmers with Financial Institutions / Subsidize cost of input (50%) - Increase assistance to farmer groups.		

MAFF will tap assistance from other on-going projects for other commodities - sheep, pig, and fruits and vegetables. Import of citrus/oranges from the Australian ACIAR Project is on-going. Forestry Division have imported more than 4,000 seedlings of oranges (with different varieties), mangoes, avocado, star-fruit, and guava from Australia. Some of these imported seedlings (particularly oranges) are now bearing fruits. The next focus will be seedling production from these imported trees through budding and grafting. These seedlings will be later distributed to farmers, communities, schools, and other groups for fruit production, and through time, expected to contribute to reduction of imports from overseas.

The continuing promotion of backyard home vegetable gardening program will also contribute to the ISP. Furthermore, MAFF will also focus on two (2) new special project initiatives and these are i) Spices Development Project (turmeric, ginger, garlic, etc) and ii) High-value Fruit Trees Development Project (citrus, dragonfruit, mangosteen, etc) in next three years. This will contribute in the promotion of both production and consumption of local foods and thereby reduce imports.

Annex 3:

MAFF NEW INITIATIVE DEVELOPMENT PROGRAMME #2: EXPORT PROMOTION PROGRAMME (EPP)

1. Export Promotion Program (EPP)

This program aims to increase the export of twelve (12) major commodities (Yam, Cassava, Taro, Kava, Vanilla, Coconuts, Pineapple, Papaya, Kape, Sandalwood, and Vegetables (squash, watermelon) to the international market with a total export value of more than \$15 million in next three years. Moreover, there are other potential exports commodities identified that can be explored if resource permits.

MAFF will ensure the effective implementation of export promotion programmes to increase the volume and value of exports, and thereby increased foreign exchange and greater contribution to the economy. Increased production could be in the form of increased productivity and increased area of production, which will lead to more employment and alleviate the problem of unemployment.

The Extension, Forestry and Research Divisions of the Ministry will provide an improved promotional ways and means of achieving the goals of increased volume and value of exports by working closely with all the stakeholders involved. Standard operating procedures (SOPs) for each commodity will be formulated, similar to the current Watermelon SOP, which was proven to be very effective and efficient in resolving any export issues along the value chain.

In terms of priority attention, MAFF has identified the following six (6) export commodities with potential for further development and increased value and/or volume of export in the next 3 years.

They are as follows:

<ul style="list-style-type: none">○ Cassava○ Yam○ Taro	<ul style="list-style-type: none">○ Kava○ Squash○ Watermelon
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Table 1: Summary of Commodities for Export Promotion Programme.

Commodity	Current Export 2020 (Tonnes)	3 Years Increased target by:	MAFF 3 Years Objectives / Targets
Root crops			
Cassava		\$7.2m	Increase cassava export by \$7.2m by 2028
		6,000t	Plant at least new 200ac/year (600ac by 2028).
			Total costs = \$623,943 (\$207K/yr).
			Increase cassava export by 6,000t by 2028
Yam		\$2.47m	Increase yam export by \$2.47m (1,300t) by 2028
		1,300t	Plant at least new 66ac/year (200ac by 2028).
			Total costs = \$806,100 (\$268K/yr).
			Increase yam export by 1,300t by 2028
Talo		\$2.02m	Increase taro export by \$2.02m by 2028
		1,350t	Plant at least new 100ac/year (300ac by 2028).
			Total costs = \$705,585 (\$235K/yr).
			Increase taro export by 1,350t by 2028
Kava		\$144m	Increase kava export by \$144m by 2028
		4,800t	Plant at least new 500ac/year (1,500ac by 2028).
			Total costs = \$7.2m (\$2.4m/yr).
			Increase kava export by 4,800t by 2028
Squash		\$2.25m	Increase squash export by \$2.25m (1,000t) by 2028
		1,000t	Plant at least new 66ac/year (200ac by 2028).
			Total costs = \$570,000 (\$190K/yr).
			Increase squash export by 1,000t by 2028
Watermelon		\$2.25m	Increase w/melon export by \$1.5m (1,000t) by 2028
		1,000t	Plant at least new 66ac/year (200ac by 2028).
			Total costs = \$420,000 (\$140K/yr).
			Increase w/melon export by 1,000t by 2028

MAFF would focus to continue supporting these six (6) commodities through subsidized land preparation and seedlings in the next 3 FYs as shown in table below.

Table 2: Export Promotion Program (EPP) – 3 Years – Root crops

Commodity	MAFF Objective (3yrs)	3 years targets	3 years Strategies	Constraints	Addressing Constraints	Budget (\$TOP)	Remarks
Root crop development programme (Yam, cassava, swamp taro, tarua, Kape, sweet potato,)	-Increase production for export	-Increase value of Yam export to \$2.47m by 2025 -Increase volume of Yam export to 1,300t by 2028	-Increase Yam production area to 200ac by 2028	-Linking farmers with exporters / the market.	-Phase planting coordination in farmer groups OR Toutu'u.	\$806,100	-Subsidy through providing free land preparation and pulopula only for yam. -About 1ac/ farmer, avg 6.5t/ac to get 1,300t at 1.90/kg.
		-Increased value of Talo export by \$2.02m -Increase volume of Talo export to 1,350t by 2028	-Increase Talo production area by 300ac by 2028	-Consistency in supply and quality.	-Increase consultation between exporter and farmer groups.	\$705,585	-Subsidy through providing free land preparation and planting materials only for talo. (1ac/ farmer, avg 4.5t/ac to get 1,350t at 1.50/kg)
	-Support domestic markets for food and nutrition security.	-Increase value of Cassava export by \$7.2 million by 2028 -Increase volume of Cassava export by 6,000t by 2028	-Increase Cassava production area by 600 ac by 2028	-Farmer attitudes. -lack of planting materials (suckers) for swamp taro - Storage (chiller/ freezer) for taro leaves for exports. - Sweet potato weevils	-Research to provide planting materials through tissue culture -Farm trainings / post-harvest handling trainings -MAFF will coordinate, M & E all farmers from land preparation to harvesting and assists in arranging with exporters. - Address pest and diseases control	\$623,943	-Subsidy through free land prep, cuttings, planting for cassava. -About 1ac/ farmer, avg 10t/ac to get 6000t at \$1.20/kg.

Table 3: Export Promotion Program (EPP) – 3 Years – Kava

Commodity	MAFF Objective (3 yrs)	3 years targets	3 years Strategies	Constraints	Addressing Constraints	Budget (\$TOP)	Remarks
Kava development programme for export	Increase production for export	Increase value of Kava export by \$144m by 2028	Increase kava production area by 1,500 ac by 2028.	Linking farmers with exporters / the market.	Phase planting coordination in farmer groups OR Toutu'u.	\$7.2m	Subsidy through providing free kava seedlings up to 1,600 /ac/farmer
		Increase volume of export to 1,600tons by 2028	Target production by volume of 4,800 tons or 3,2 tons/ac	Lack of capacity to implement Kava Standard.	Immediate establishment of appropriate kava processing facilities		About 1ac/farmer, avg 3.2t/ac to get 4,800t at \$30/kg
	Support domestic markets for better income & livelihood		Increase number of farmer groups particularly in the rural areas.	High market standard from overseas market	Establish and implement kava standards and SOP		
			Farmer training in technical farming management / agribusiness skills.	Very limited or lack of appropriate facilities to meet high standards of Kava	Training of all stakeholders throughout the value chain		
			MAFF will coordinate, M & E all farmers from land preparation to harvesting and assists in arranging with exporters.	Inconsistency of supply and quality.	Efficient and effective advisory services from MAFF		
			-Address pest and diseases control. -Improve harvesting technology, HACCP packhouse and storage to reduce post- harvest handling loss and comply with overseas markets requirements.	Farmer attitudes	-Research to provide planting materials through tissue culture. Farm trainings / post-harvest handling trainings		

Table 4: Export Promotion Program (EPP) – 3 Years – Squash

Commodity	MAFF Objective (3 yrs)	3 years targets	3 years Strategies	Constraints	Addressing Constraints	Budget (\$TOP)	Remarks
Squash	Increase production for export	Increase value of squash export by \$1.65m by 2028.	Increase squash planting specifically small farmers from 0 ac to 200ac by 2028.	-Farmer attitudes -Linking farmers with exporter/ market.	Farm trainings	\$190,000	MAFF can select the new farmers depend on criteria OR partner with some growers' groups OR exporter OR agent who can facilitate this task. -About 1 ac / farmer, with avg 5 tons / ac = 1,000t -It's assumed that normal current growers and production is either maintained or increased
			-Increase the number of new small squash farmers from 0 to 200 by 2028	- Some farmers not access to land. -Address pest and diseases control.	-Consulting farmers & exporters. -Research work to improve pest & disease control		
			-Farmer training in technical farming management / agribusiness skills. - Increase volume of Squash export by 1,000t by 2028	-Subsidize inputs for only one acre/farmer (land preparation, seeds, fertilizers, chemicals, etc through credit from TDB or MAFF	- Linking farmers with text allotment /land for lease. - Subsidize cost of input (50%) -Increase assistance to farmer groups.		
				-MAFF will coordinate, M & E all farmers from land preparation to harvesting and assists in arranging with exporters.			

Table 5: Export Promotion Program (EPP) – 3 Years – Watermelon

Commodity	MAFF Objective (3yrs)	3 years targets	3 years Strategies	Constraints	Addressing Constraints	Budget (\$TOP)	Remarks
Watermelon	Increase production for export	Increase value of watermelon export by \$1.5m by 2028.	Increase watermelon production area of 100ac by 2028	Farmer attitudes.	Farm trainings	\$140,000	- MAFF can select the new farmers depend on criteria OR partner with some growers' groups OR exporter OR agent who can facilitate this task.
	Increase volume of watermelon export to 1,000t by 2028	Increase the number of new w/melon small farmers from 0 to 100 by 2028	Linking farmers with exporter/ market.	Consulting exporters.			About 1 ac / farmer, with avg 10 tons / ac = 1,000t (\$1.50/kg)
		<p>-Farmer training in technical farming management / agribusiness skills.</p> <p>-Address pest and diseases control.</p> <p>-Subsidize inputs for only one acre/farmer (land preparation, seeds, fertilizers, chemicals, etc through credit from TDB or MAFF subsidy)</p>	<p>Some farmers not access to land.</p> <p>-Consistency in supply and quality.</p> <p>-Shortage of labour / increased labour cost MAFF will coordinate, M & E all farmers from land preparation to harvesting and assists in arranging with exporters.</p>	<p>Linking farmers with text allotment /land for lease.</p> <p>-Subsidize cost of input (50%) Pack-house / fumigation facility</p>	<p>Research work to improve pest & disease control</p> <p>-Construct a new Pack house with new fumigation facility.</p>		<p>Assumptions</p> <p>(i) that normal current growers and production is either maintained or increased; (ii) the new "Central pack-house" with new fumigation facility is completed by the end of this year or early next year 2023; (iii) the new export plan OR SOPs for watermelon export is approved between MAFF Tonga and MPI NZ; (iv) the sea freight vessels problem is solved.</p>