



# MINISTRY OF FOREIGN AFFAIRS



**CORPORATE PLAN & BUDGET**

**FY 2025/2026 – 2027/2028**

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## LIST OF ABBREVIATIONS

CP	Corporate Plan
CSD	Corporate Services Division
FY	Financial Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
MFA	Ministry of Foreign Affairs
PSC	Public Service Commission
SDGs	Sustainable Development Goals
TIMS	Tonga Immigration Management System
TSDF	Tonga Strategic Development Framework
GPA	Government Priority Agenda

## FOREWORD FROM THE MINISTER



The Ministry of Foreign Affairs Corporate Plan for this period reaffirms our commitment to diplomacy and confirms that our foreign policy is still guided by the cardinal tenets of peace, mutual respect and shared prosperity.

We continue to advocate and advance Tonga's interests in an ever changing world by upholding international law and fostering economic and trade ties. Likewise, we represent our shared values by advocating for human rights and sustainable development. This plan is a record of this tradition's precedent and how we are moving forward.

As the channel of His Majesty's Government for international engagement, our abiding objectives include:

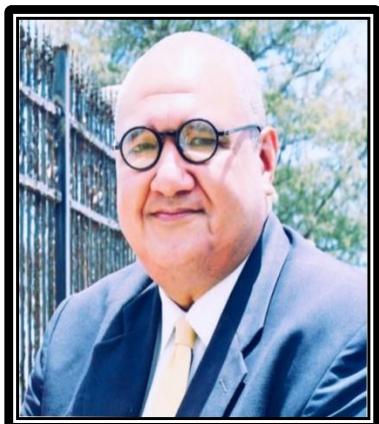
1. Aligning international cooperation with our national priorities;
2. Enhancing trade, employment, and investment for national growth;
3. Engaging the Tongan diaspora for national development; and,
4. Expanding diplomatic networks and defence partnerships in the Pacific and beyond.

These work toward His Majesty King Tupou VI's vision and guidance as well as enable the Tonga Strategic Development Framework II. Progressing a higher quality of life for all.

Despite the ever present global challenges from its climate to the favourability of the international order, our intentions here are only possible because of the service of the Ministry's men and women both here and abroad. As such, I am grateful for the leadership of the Secretary for Foreign Affairs, our Heads of Mission abroad and our Deputies and Officers of the Ministry. I trust that we will achieve the Ministry's objectives by the judicious use of our resources.

His Royal Highness The Crown Prince Tupouto'a 'Ulukalala,  
Minister for Foreign Affairs

## MESSAGE FROM THE SECRETARY FOR FOREIGN AFFAIRS



The Ministry of Foreign Affairs is mandated to implement the Kingdom's foreign policy in accordance with Clauses 39 and 40 of the Constitution. His Majesty King Tupou VI, through the exercise of Royal Prerogative Powers, provides strategic guidance and direction on foreign policy at the highest level, ensuring alignment with key legislation, treaties, policies, and national development plans.

The Tonga Strategic Development Framework II (2015–2025) and the Government Priority Agenda for Financial Years 2025/2026 to 2027/2028 define the Ministry's strategic priorities. These priorities support national-level impacts and outcomes, which are further cascaded down to organizational outcomes and outputs. The Ministry remains committed to ensuring that its initiatives contribute meaningfully to national development, security, and international engagement.

This financial year Corporate Plan covers the period from 2025/2026 to 2027/2028 and represents a strategic collaboration between key government ministries and the Ministry of Foreign Affairs. It is designed to reflect the Government's Priority Agenda (GPA), particularly in response to evolving global challenges and opportunities. The Ministry acknowledges the ever increasing responsibility to navigate such challenges whilst seizing resilient opportunities for sustainable economic growth. This evolving landscape has necessitated the formulation of a new strategic priority aimed at strengthening Tonga's global presence and engagement.

As Secretary for Foreign Affairs, I am committed to robust implementation of the Ministry's overall outputs whilst providing effective oversight and efficient management. The Ministry's outputs are delivered through 5 key program divisions:

**Foreign Policy Division** – Responsible for formulating and executing Tonga's foreign policy objectives.

**Protocol Division** – Responsible for managing diplomatic protocol and official engagements.

**Overseas Missions** – Responsible for representing Tonga's interests internationally through embassies and consulates.

**Corporate Services Division** – Responsible for supporting the Ministry's internal operations, including human resources and finance.

**Immigration Division** – Responsible for overseeing Tonga's immigration policies, border management and security as well as related services.

The Ministry remains steadfast in its mission to advance the Kingdom's foreign policy and reinforce the commitment of His Majesty's Government to enhancing the livelihood, prosperity, safety, and well-being of all Tongan subjects. Through an expanded diplomatic and consular network, the Ministry will continue to foster international partnerships and promote economic opportunities that align with Tonga's national interests.

Viliami Malolo

Lord Privy Seal

Secretary for Foreign Affairs

# 1. MFA CORPORATE PLAN EXECUTIVE SUMMARY

## 1.1 MANDATE

The Ministry of Foreign Affairs is mandated to implement strategies in support of the Kingdom of Tonga's foreign policy in pursuit of Clauses 39 and 40 of the Constitution and the development priorities of His Majesty's Government.

Clause 39 of the Constitution grants His Majesty The King the power to:

- a. *Make treaties with foreign states, provided such treaties are in accordance with the laws of the Kingdom; and*
- b. *Appoint His representatives to other nations*

The Kingdom has now established diplomatic relations with over **77 foreign states** and presently has nine (9) overseas missions (London, New York, Canberra, Beijing, Tokyo, Abu Dhabi, San Francisco, Honolulu and Auckland) and is considering enhancing that network by 3 more missions in Suva, Wellington and Geneva.

Clause 40 of the Constitution grants His Majesty The King the power to:

- a. **Receive foreign ministers; and**
- b. **Address the Legislative Assembly in writing regarding:**
  - 1) *The affairs of the Kingdom; and*
  - 2) *Matters which His Majesty may wish to bring to the Legislative Assembly for deliberation.*

Through the Royal Prerogative powers of the Sovereign, the Monarch as Head of State directs Tonga's foreign policy at the highest level. Accordingly, His Majesty's directions and decisions are given effect to by the Minister of Foreign Affairs, Secretary for Foreign Affairs, all of its Diplomats and support staff of the Ministry of Foreign Affairs.

Our foreign policy remains an unwritten one, although a guiding principle is "**remaining friends of all and enemy to none**". Under Clause 51 of the Constitution, a Cabinet Minister may be appointed as the Minister of Foreign Affairs, whose duty is to oversee and effect the formulation of strategies required to achieve foreign policy through the Royal Assent of His Majesty King Tupou VI. Within that Constitutional context, Section 17(2) of the Government Act provides that such a Minister of Foreign Affairs is a representative of the Kingdom of Tonga to foreign nations.

### 1.1.1 Key legislation, treaties, policies, and plans

- Constitution of Tonga
- Government Act
- Nationality Act
- Passports Act
- Immigration Act
- Diplomatic Relations Act
- Consular Relations Act
- Consular Conventions Act
- Diplomatic Privileges Act
- Special Missions Privileges and Immunities Act
- International Organisations (Immunities and Privileges of Certain Officers) Act
- Public Service Act
- Public Finance Management Act
- Remuneration Authority Act

### International Treaties and Conventions

- UN Charter 1945
- UN Convention on the Law of the Sea
- UN Framework Convention on Climate Change
- Convention on Biological Diversity
- Convention on the Elimination of All Forms of Racial Discrimination
- Convention on the Rights of the Child
- Vienna Convention on Diplomatic Relations 1961
- Vienna Convention on Consular Relations 1963
- Vienna Convention on the Law of Treaties 1969
- UN Convention on Special Missions 1969
- The Hague Convention

## 1.2 STAKEHOLDERS

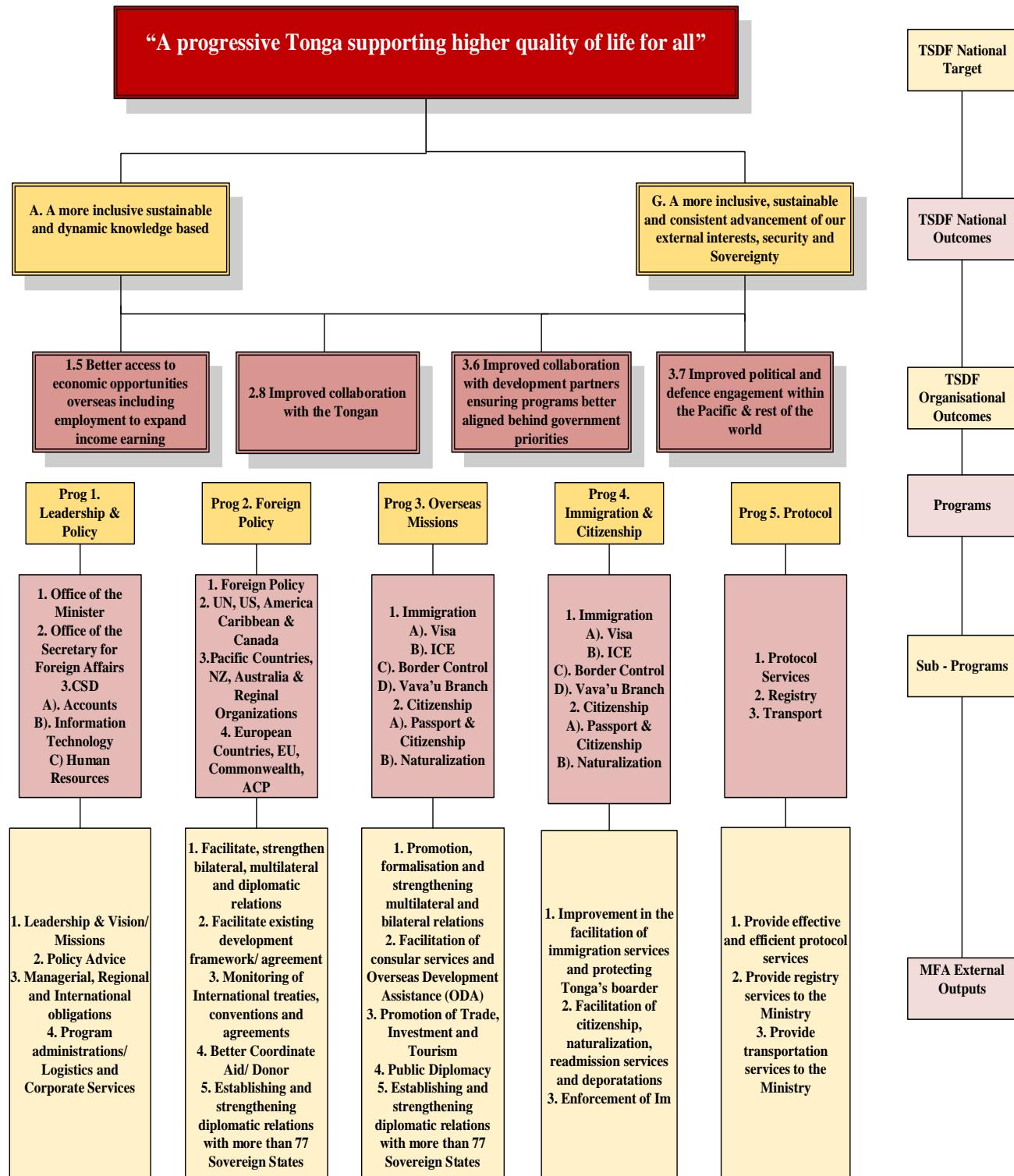
The stakeholders of the Ministry are both national and international and the key to the success of the Ministry are the relationships it can build and sustain with its stakeholders, summarized in the Table 1 below:

Table 1: Stakeholders by Relationship with MFA				
Stakeholder	Customer	Supplier	Partner	Oversight - MFA
His Majesty The King				✓
Cabinet				✓
Ministries, Departments & Agencies	✓	✓	✓	
Legislative Assembly			✓	
Tonga Diplomatic Missions Abroad (Embassies & Consulates)	✓	✓	✓	
Tonga Consular Missions Abroad (Honorary)	✓	✓	✓	
Foreign Missions Accredited to Tonga	✓	✓	✓	
Foreign Governments	✓	✓	✓	
UN and International Organizations	✓	✓	✓	
Development Partners	✓	✓	✓	
Business	✓	✓	✓	
Non-State Actors (IGOs, NGOs, CSOs, NSA etc)	✓	✓	✓	
General Public: Local	✓	✓	✓	
General Public: Diaspora	✓	✓	✓	
General Public: Foreign Nationals	✓	✓	✓	
TEDS International Economic Diplomacy Alliance (Coordinating Partner of SX12-Global Sustainability Initiative Tonga Program)	✓	✓	✓	

## 1.3 MINISTRY'S RESULTS FRAMEWORK

The Results Map for the Ministry outlines its mandate to support national-level impacts and outcomes as defined under TSDF 2015 - 2025, while aligning with the Sustainable Development Goals (SDGs) of the 2030 Development Agenda. These objectives cascade down to organizational-level outcomes and outputs.

The Ministry's outputs are structured into five (5) external components, reflecting its core functions. These are directly supported by internal outputs to ensure the efficient and effective delivery of responsibilities, ultimately contributing to the overarching national goal of enhancing the quality of life for all.



## 1.4 TONGA STRATEGIC DEVELOPMENT FRAMEWORK (TSDF)/ SDGS/ REGIONAL FRAMEWORKS

TSDF II seeks to cultivate a more efficient, high-performing, transparent, and equitable public service, contributing to the national outcome of “more inclusive, sustainable, and responsive good governance.” This, in turn, advances the broader national impact of *“A progressive Tonga supporting a higher quality of life for all.”*

### 1.4.1 TSDF II NATIONAL OUTCOMES DIRECTLY SUPPORTED BY MFA

The Ministry of Foreign Affairs plays a vital role in advancing all eight National Outcomes, with a direct focus on:

- A. More Inclusive Sustainable and dynamic knowledge-based economy
- G. More Inclusive Sustainable and consistent advancement of our external interests, security and sovereignty.

### 1.4.2 TSDF ORGANIZATIONAL OUTCOMES DIRECTLY SUPPORTED BY MFA

The Ministry of Foreign Affairs is mandated as the official channel of communication and actively engages and commits both nationally and internationally to achieving and significantly contributing to the following outcomes:

National Outcomes	Organizational Outcome	Ministry's Output
A). A More inclusive, sustainable and dynamic knowledge-based economy; and	1.5. Better access to economic opportunities overseas including trade, employment, (short and long term and in a wider range of skill areas) and foreign investment to expand the range of income-earning opportunities across the Kingdom and beyond	<ul style="list-style-type: none"><li>1. Better leadership for the Ministry of Foreign Affairs, including at national, regional, and international levels</li><li>2. Better leadership and management of Ministry's divisions, and implementation of MFA's CP to ensure that the Ministry meets and delivers its targeted outputs</li><li>3. That the MFA and stakeholders are provided with effective and efficient human resources, financial, logistical support and information technology</li></ul>
G). A more inclusive, sustainable and consistent advancement of our external interests, security and sovereignty.	2.8. Improved collaboration between Tongans in the Kingdom, and the Tongan diaspora to help develop the social and economic quality of life of both groups	<ul style="list-style-type: none"><li>4. Effective and efficient managing of bilateral relations and multilateral diplomatic relations (regional and international obligations)</li><li>5. Better facilitating of Overseas development assistance and promotion of economic and public diplomacy</li><li>6. Management of Human movement and citizenship</li><li>7. Provision of protocol and consular services</li></ul>
	3.6. Improved collaboration and dialogue with our development partners to ensure that their support is consistent with our needs and in line with the international standards set out in various international Declarations and Accords	<ul style="list-style-type: none"><li>4. Effective and efficient managing of bilateral relations and multilateral diplomatic relations (regional and international obligations)</li><li>5. Better facilitating of Overseas development assistance and promotion of economic and public diplomacy</li><li>6. Management of Human movement and citizenship</li><li>7. Provision of protocol and consular services</li></ul>

National Outcomes	Organizational Outcome	Ministry's Output
	<p>3.7. Improved political and defence engagement within the pacific &amp; the rest of the world, including better engagement with other governments and international organisations, to ensure we are an effective member of the international community, able to participate more effectively in the support to other countries and consistent advancement of our international interest, security and sovereignty</p>	<p>4. Effective and efficient managing of bilateral relations and multilateral diplomatic relations (regional and international obligations)</p> <p>5. Better facilitating of Overseas development assistance and promotion of economic and public diplomacy</p> <p>6. Management of Human movement and citizenship</p> <p>7. Provision of protocol and consular services</p>

#### **1.4.3 THE GOVERNMENT PRIORITY AGENDA 2025/26 – 2027/28:**

As the formulation of TSDF III is underway, alongside a review of current programs and activities and the proposed Government Priority Agenda (GPA) highlights key areas essential to shaping a cohesive fiscal strategy. This strategy is designed to promote resilient and responsible fiscal management, ensuring long-term economic stability.

##### **Objective 1: National Resilience**

- **GPA 1:** Climate and Disaster Resilience
- **GPA 2:** Combat Illicit Drugs

##### **Objective 2: Social Sector Development**

- **GPA 3:** Reduce Poverty and protect Vulnerable groups
- **GPA 4:** Quality Education
- **GPA 5:** Quality and Affordable Healthcare

##### **A. Objective 3: Economic and Public Sector Development**

- **GPA 6:** Realizing the Economic Potential to boost Growth
- **GPA 7:** Public Sector Efficiency

The Ministry will support all the Government seven (7) Priority Agenda.

## 2. MFA OVERVIEW

### 2.1 MINISTRY OUTPUTS STATEMENTS

Table below outlines the Ministry's main Output Statements under its five main programs together with responsible divisions.

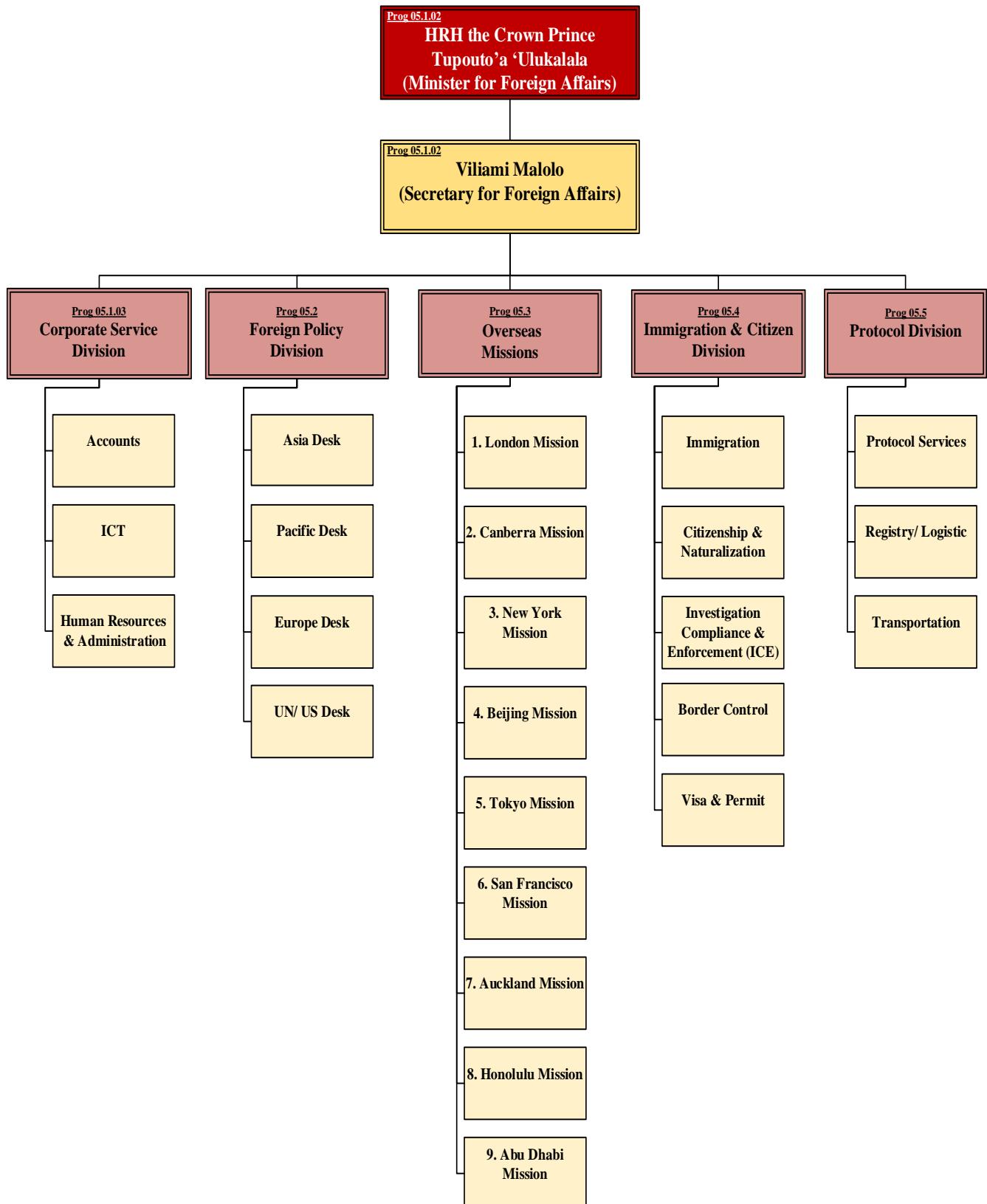
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
<b>Program 1: Leadership &amp; Policy Advice</b>	Output 1. Better leadership for the Ministry of Foreign Affairs, including at national, regional and international levels	1. Formulate and lead the implementation of Tonga's foreign policy 2. Corporate Plan (CP), Budget and Annual Management Plan submitted to Ministry of Finance 3. Annual report submitted to Legislative Assembly 4. Lead engagement with development partners on support through the various development cooperation programmes.	Minister Office
	Output 2. Better leadership and management of Ministry's divisions and implementation of MFA's CP to ensure that the Ministry meets and delivers its targeted outputs	1. Manage the implementation of Tonga's foreign policy 2. CEO endorse the Ministry's Corporate Plan (CP), Annual Management Plan, Budget Proposal, Procurement Plan, Performance management System, Annual Report 3. Submits Bi-annual report to PSC	CEO office
	Output 3. That the MINOFA and stakeholders are provided with effective and efficient human resources, financial, logistical support and information technology	1. Human Resource development and management 2. Administrative of Information system (IT) 3. Financial accounting and management 4. Facilitate and support the Ministry's core functions activities and operations	Corporate Service
<b>Program 2: Foreign Policy</b>	Output 4: Effective and efficient managing of Bilateral relations and Multilateral diplomatic relations (regional and international obligations)	1. Promote the establishment of diplomatic relations with countries and multilateral organizations 2. Maintain and strengthen diplomatic relations with countries and multilateral organizations 3. Strengthen cooperation and partnership with regional, multilateral and international organizations to advance Development Cooperation in all sectors of the economy 4. Representation of HMG at Diplomatic engagements 5. Analyse information on international/regional interests to Tonga 6. Pursue cooperation on projects and issues of mutual interest including political, economic, social, culture, defence, technology, diplomacy, environment 7. Facilitate and coordinate overseas and donor development assistance	Foreign Policy

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
<b>Program 3: Overseas Missions</b>	Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy	<ol style="list-style-type: none"> <li>1. Strengthening and enhance the bilateral and multilateral engagement/relation</li> <li>2. Promote and Advocacy Tonga's Foreign Policy and national interest</li> <li>3. Facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga</li> <li>4. Strengthen engagements with Tongan diaspora activities including consular services</li> </ol>	Overseas Missions
<b>Program 4: Immigration</b>	Output 6: Management of Human Movement and Citizenship	<ol style="list-style-type: none"> <li>1. Review of Immigration Legislation to improve the facilitation of immigration services and protecting Tonga's border</li> <li>2. Review of Passport and Naturalization Acts (Consequential amendment)</li> <li>3. Develop Standard Operating Procedures (SOPs) for all Immigration services</li> <li>4. Develop a new IT system to replace Tonga Immigration Management System (TIMS)</li> <li>5. Enhance customer service engagements</li> <li>6. To effectively and efficiently facilitate the processing of passport, citizenship, and visa application</li> <li>7. To strengthen the enforcement of Immigration legislation and protecting of Tonga's border</li> <li>8. Conduct diaspora visits to place with no consular presence and provide immigration services as well as other Government Agencies involved</li> <li>9. Strengthen engagement with partner organization regionally and internationally</li> </ol>	Immigration & Citizenship Division
<b>Program 5: Protocol Services</b>	Output 7: Provision of Protocol and Consular Services	<ol style="list-style-type: none"> <li>1. Timely facilitation of Diplomatic Relations and Efficient processing of Agrément and Credentials through Cabinet and Privy Council in line with Tonga's Foreign Policy</li> <li>2. Facilitation of Diplomatic Weeks</li> <li>3. Facilitation of official functions and events</li> <li>4. Efficient facilitation of Protocol and Consular service</li> <li>5. Facilitate and coordinate overseas and donor development assistance</li> <li>6. Revision of all protocol guidelines and policies</li> <li>7. Strengthen cooperation and partnership with regional, multilateral and international organizations to advance Development Cooperation in all sectors of the economy</li> </ol>	Protocol Division

## 2.2 MFA ORGANIZATIONAL STRUCTURE

The Ministry is structured in accordance with organizational mandate cascaded from high-level impacts and outcomes devised to support the achievements of relevant outputs, comprising of nine (9) overseas missions and five (5) locally based divisions. These are namely: 1) Corporate Services; 2) Foreign Policy; 3) Overseas Missions; 4) Immigration and Citizenship; and 5) Protocol (demonstrated in [Figure 1](#) below).

**Figure 1 :**



The aforementioned structure is outlined in more details in [Annexure A.- E](#)

## 2.3 MFA PLANNED MAJOR REFORMS

### 2.3.1. STRENGTHENING DIPLOMATIC CAPACITY

The Ministry of Foreign Affairs plays a pivotal role in advancing the Tonga Strategic Development Framework (TSDF) through critical staffing reforms and the strategic expansion of diplomatic missions. However, the Ministry has faced persistent staffing shortages since FY 2020/2021, when the Ministry of Finance pooled 21 vacancies, equivalent to approximately \$0.4 million from the Ministry of Foreign Affairs budget into its pooled funds. To effectively fulfil its mandate and meet growing diplomatic demands, the Ministry must strengthen its human resource capacity.

#### Aligning with Global and Regional Commitments

TSDF II, built upon the principles of the Sustainable Development Goals (SDGs), underscores the necessity of strong global partnerships and cooperation. Achieving these objectives requires an inclusive and collaborative approach at all levels, with a focus on people and planetary well-being.

To enhance Tonga's diplomatic engagement and global presence, the Ministry is committed to expanding its representation in:

- **Suva, Fiji** – Strengthening regional cooperation in the Pacific
- **Wellington, New Zealand** – Enhancing engagement with the Tongan diaspora
- **Geneva, Switzerland** – Deepening collaboration with international organizations and financial institutions

#### Strengthening Diplomatic and Consular Services

The Ministry prioritizes optimizing the effectiveness of both its headquarters and overseas missions, including consular services and special envoys. Establishing new diplomatic missions in Fiji (Suva), New Zealand (Wellington), and Switzerland (Geneva) is a key component of this strategy. The phased implementation plan will commence with the Suva mission in the upcoming financial year (FY 2025/2026), followed by Wellington and Geneva in subsequent years (FY 2026/2027 – FY2027/2028).

The establishment of a diplomatic mission in Suva represents a strategic milestone in advancing Tonga's national interests and regional aspirations. This initiative will:

- Strengthen Tonga's influence in Pacific affairs
- Foster deeper bilateral relations with Fiji and the broader Pacific community
- Enhance economic and security cooperation
- Provide essential consular support and services to the Tongan diaspora and students in Fiji

#### Enhancing Diplomatic Workforce and Well-being

The effectiveness of Tonga's overseas missions is intrinsically linked to the well-being of its diplomatic personnel. The 17 diplomats currently serving across our nine (9) missions require access to comprehensive health insurance and improved working environment and working conditions. Additionally, ensuring the welfare of locally engaged employees is crucial to sustaining these missions.

At the national level, strengthening the Ministry's headquarters remains a priority. Each division, Corporate Services, Foreign Policy, Immigration, and Protocol requires additional personnel to enhance operational efficiency. The Ministry continues to collaborate with relevant government agencies to address these staffing needs.

Strengthening Tonga's diplomatic presence is essential to advancing national and regional interests. Through strategic expansion, reinforced human resource capacity, and enhanced consular services, the Ministry of Foreign Affairs is committed to fostering stronger international partnerships and ensuring that Tonga remains an active and influential player on the global stage.

### 2.3.2. MINISTRY PROPOSED NEW INITIATIVES/ TOP UP

	New Initiatives/ Top Up	Estimate FY2025/2026	Comments
1.	Establishment of a Diplomatic Mission in Fiji	\$700k – Proposal for new funding	<ul style="list-style-type: none"> <li>➤ The establishment of a diplomatic mission in Suva represents a strategic milestone in advancing Tonga's national interests and regional aspirations. This initiative will:           <ol style="list-style-type: none"> <li>1. Stronger Bilateral Relations with Fiji</li> <li>2. Engagement with Regional Organizations</li> <li>3. Consular Services for Tongans in Fiji</li> <li>4. Economic and Trade Opportunities</li> <li>5. Security and Disaster Response Coordination</li> <li>6. Strengthening Cultural and Educational Ties</li> </ol> </li> </ul>
2.	E-Passport	\$14m – Proposal for new funding (budget support or development)	<p>The e-passport represents a significant step forward in modernizing travel documentation, making it more secure, efficient, and globally recognized.</p> <ul style="list-style-type: none"> <li>➤ Enhanced security: an e-passport contains a microchip embedded with biometric data, such as the passport holder's photograph and fingerprint details. This makes it nearly impossible to forge or tamper with, providing a higher level of security compared to our current passports</li> <li>➤ Speedy immigration clearance: e-passport can be read by automated e-gates at airports, significantly reducing wait times during at airport significantly reduce waiting times for immigration process.</li> <li>➤ Global compliance: e-passport are designed to meet international standards set by the International Civil Aviation Organization (ICAO). This ensures their acceptance across the globe, simplifying international travel and visa procedures</li> <li>➤ Protection against identity theft: With advanced encryption and security protocols, e-passports safeguard sensitive personal information, reducing the risk of identity theft and fraud</li> <li>➤ Durability and digital verification: The robust design and high-quality materials of electronic passport more durable. Additionally, the chip allows for digital verification of the data, ensuring its authenticity at all times</li> <li>➤ Data integrity assurance: The Public Key Infrastructure (PKI) framework also verifies the origin and accuracy of the personal and biometric data stored on the chip.</li> </ul>
3	Strengthen the Structure of the Ministry	\$470K – Request to top up existing allocation	<ul style="list-style-type: none"> <li>➤ The Ministry have identified critical human resource and skills gaps that are essential to the successful implementations of the Ministry's key initiatives and priorities.</li> <li>➤ MFA currently lack of technical staffs in its major programs and if these human resource gaps are not addressed urgently, it will continue to have a great impact on the ability of the Ministry to successfully deliver its organizational outputs.</li> <li>➤ Annexure A - E illustrates the gap in the Ministry current structure and the proposal positions that urgently required by the Ministry.</li> </ul>

	New Initiatives/ Top Up	Estimate FY2025/2026	Comments
4	Top up All Missions Budget to cover fluctuation of exchange rate and rising costs of living (CPI).	\$1.4m – Request to top up existing allocation	<ul style="list-style-type: none"> <li>➤ Fluctuations in exchange rates have negatively impacted the budgets allocated to all missions, leading to recurring shortfalls each financial year. Additionally, rising Consumer Price Index (CPI) levels, driven by inflation, have further eroded the purchasing power of allocated funds. To address these challenges, budget adjustments are necessary to account for exchange rate fluctuations, inflationary pressures, and the escalating cost of living. It is essential for the Government of Tonga to integrate these factors into its annual budget preparations to ensure the long-term sustainability of its nine (9) overseas missions.</li> <li>➤ The global cost of living crisis has affected all nations, with lower-income countries disproportionately impacted. The persistent overspending of overseas mission budgets reflects this crisis.</li> <li>➤ As rising CPI levels contribute to higher costs in rent, food, fuel, utilities, and minimum wage rates. Without adequate financial support, these economic pressures will continue to strain mission operations, potentially affecting their effectiveness.</li> </ul>
6	Embassy Maintenance and Upkeep	\$1.5m – Request to top up existing allocation	<ul style="list-style-type: none"> <li>➤ Tonga's overseas mission offices and residences in New York, London, San Francisco, Canberra, and Auckland are valuable government investments. However, they face significant structural issues, including leaking roofs, plumbing problems, malfunctioning elevators, deteriorating stairs, and the need for wall replacements. Ensuring their upkeep is crucial, requiring a substantial budget and a clear maintenance plan to preserve their standards and functionality.</li> <li>➤ Ensuring their upkeep is crucial not only to preserve their standards but also to safeguard the well-being and safety of mission staff. Addressing these urgent maintenance needs requires a substantial budget and a clear long-term plan.</li> </ul>

### 3. MFA BUDGET & STAFFING

The budget and staff allocations for the delivery of the Ministry's organizational outputs are provided in the following tables;

#### MINISTRY'S OVERALL BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total Recurrent Expenditures</b>						
14	Development					
<b>Grand Total</b>						

#### Notes:

1. 'Established and un-established staff' - all expenditures under CATs 10 and 11.
2. 'Ministry Operational Costs' - all expenditures under CATs 12, 13, 14 and 20 for Programs 1, 2, 3,4 and 5.

#### MINISTRY'S TOTAL STAFF BY CATEGORY

	FY2024/2025		FY2025/2026		FY2026/2027		FY2027/2028	
Band	No. Of Staff	Approved Budget						
<b>D</b>								
<b>G</b>								
<b>I</b>								
<b>J</b>								
<b>K</b>								
<b>L</b>								
<b>M</b>								
<b>N</b>								
<b>O</b>								
<b>P</b>								
<b>Q</b>								
<b>Total</b>								
<b>OSM</b>								
<b>Grand Total</b>								

## 4. MFA PROGRAMS AND THEIR SUBPROGRAMS

### 4.1 PROGRAM 05.1: LEADERSHIP AND POLICY

The Leadership and Policy program is comprised of the following Sub Program:

- 05.1.1 Office of the Minister
- 05.1.2 Office of the Secretary for Foreign Affairs
- 05.1.3 Corporate Services Division

This output relates to the effective leadership and management of MFA, managed through the offices of the Minister and the Secretary for Foreign Affairs. The Corporate Services Divisions is placed under this Output/Program as sub-program.

#### SUB-PROGRAM 05.1.01: OFFICE OF THE MINISTER

This sub-program relates to the effective provision of political direction and leadership for the Ministry through the Minister for Foreign Affairs. The summary budget staffing for this sub-program is featured in table 4 below:

#### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
<b>Overall Total</b>						

#### OUTPUTS AND KPI'S

<b>Output 1: Enhanced Leadership for the Ministry of Foreign affairs, including at national, regional and international levels</b>					
Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
1. Formulate and lead the implementation of Tonga's Foreign Policy	Diplomatic Policy & instructions revised	70%	100%	Implementation	Implementation
3. Annual Report submitted to Legislative Assembly	Annual submission	80%	100%	100%	100%
4. Lead engagement with development partners on support through the various development cooperation programmes	Attendance of Meetings, Conferences; Reports	100%	100%	Implementation	Implementation

## **SUB-PROGRAM 05.1.02: OFFICE OF THE SECRETARY FOR FOREIGN AFFAIRS**

The sub-program for the Office of the Secretary for Foreign Affairs provides effective oversight and efficient management and implementation of the Ministry's overall outputs. There are key outputs produced under this sub-program which is outlined in Table below with relevant KPIs:

The summary budget staffing for this sub-program is shown in table below:

### **BUDGET BY CATEGORY**

<b>Cat</b>	<b>Expenditure Cat</b>	<b>Actual 2024/2025</b>	<b>Budget Approved 2024/2025</b>	<b>Budget Estimate 2025/2026</b>	<b>Projection 2026/2027</b>	<b>Projection 2027/2028</b>
10	Established Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
<b>Overall Total</b>						

### **OUTPUTS AND KPI'S**

#### **OUTPUT 2: Better Leadership and Management of Ministry's divisions and implementation of MFA's CP to ensure that the Ministry meets and delivers its targeted outputs**

<b>Strategies/Activities</b>	<b>Key Performance Indicators (KPIs)</b>	<b>(Baseline)</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
		<b>FY 2024/2025</b>	<b>FY 2025/2026</b>	<b>FY 2026/2027</b>	<b>FY 2027/2028</b>
1. Manage the implementation of Tonga's foreign policy	Effectively managing the operation of the 5 Programs of the Ministry	60%	70%	75%	80%
2. Corporate Plan (CP), Budget and Annual Management Plan submitted on time.	Annual submission	80%	80%	85%	100%
3. Annual Report submitted to Legislative Assembly on time.	Annual submission	80%	80%	85%	100%
4. Lead engagement with development partners on support through the various development cooperation programmes	Attendance of Meetings, Conferences; Reports	100%	80%	85%	90%
5. Submits Bi-annual report on time	Meet timeframe for submission	65%	70%	75%	80%

## PROGRAM 05.1.03: CORPORATE SERVICES DIVISION

The Corporate Services division (although a sub-program under Leadership and Policy) is crucial wherein the effective provision of quality services by other divisions rely on the efficient support provided by this division. It is mandated to ensure efficient and effective systems are established based on appropriate balance between available budget and desired outputs. The summary budget for this sub-program is shown in table below:

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

**Output 5: That the MFA and Stakeholders are provided with the human resources, financial, logistical support and information technology**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
<b>HUMAN RESOURCES</b>					
1. Recruitment	1. Percentage of MFA vacancies filled during the financial year	65%	70%	75%	80%
	2. Percentage of new employees complete Induction Program for new Recruits	50%	60%	70%	80%
2. Performance Management System (PMS)	1. PMS Bi-annually Traffic Lights Criteria from PSC.	Yellow	Yellow	Green	Green
	2. Completion of Half Year and Annual PMS Report according to due date from PSC. (No. of days before due date)	Due on due date			
3. Capacity Development Programs.	1. Establish a HR Development Framework. (Percentage Complete) (Only HR Section)	0	20%	40%	60%
4. Corporate Plan (CP), and Annual Management Plan and Annual Report submitted on time	1. Number of days before due date submitted to CEO.	1	2	2	3
	2. Corporate Plan to LA	As Directed from National Planning			
	3. AMP	As directed by PSC			

**Output 5: That the MFA and Stakeholders are provided with the human resources, financial, logistical support and information technology**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
5. Annual Report	1. Annual Report	Due to cabinet on the 30th September			
6. Process Mapping of SOPs	12. Draft Process Mapping of all Division SOPs by June 2020	0%	20%	40%	50%
<b>ACCOUNT SECTION</b>					
6. Ministry's Budget and Financial Reports	13. Average Number of days before due dates delivered MFA budget to Ministry of Finance	1	2	2	2
	14. Complete monthly financial report/ cashflow forecast first week of every month	12	12	12	12
	15. Complete financial reports and financial information to CEO as and when required by due date. (number of days before due date)	Due date	Due date	1	2
7. Payment Processing	16. Percentage of approval Purchase Orders Request processed within 3 days	40%	60%	70%	80%
	17. Checking and processing of labour Wages on a weekly basis	Submit to MOF 2w/dafter every week			
	18. Checking and processing of staff overtime on a monthly basis	Submit to MOF 5w/d after every month			
	19. Checking and processing of OSM returns on a monthly basis	12	12	12	12
	20. Number of transfers process during the financial year	300	200	100	100
	21. Checking and reconciliation of MFA staff PAYE	Submit to MORC on the 28th of every month	Submit to MORC on the 28th of every month	Submit to MORC on the 28th of every month	Submit to MORC on the 28th of every month
	22. Percentage of Purchase Order queries from Ministry of Finance	0.3	0.2	0.1	0.1
	23. Submit daily/ weekly and monthly report to supervisor on a timely basis	Due as per HOD directed			
8. Collecting Revenue	24. Checking and receipt of public fund on a daily basis	100% Accurate	100% Accurate	100% Accurate	100% Accurate
	25. Pay in all public fund receipt to the bank on a daily basis	Daily	Daily	Daily	Daily
	26. Update and reconcile cash book and receipt to the system	1 week after every month	2 week after every month	3 week after every month	4 week after every month
	27. Submit daily/ weekly/ and monthly report to supervisor on a timely basis	Due as per HOD directed			

**Output 5: That the MFA and Stakeholders are provided with the human resources, financial, logistical support and information technology**

Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
9. Procurement	28. Complete Annual Procurement Plan	Submit on the due date from MOF	Submit on the due date from MOF	Submit on the due date from MOF	Submit on the due date from MOF
	29. Percentage of Procurement Proposals in Compliance to Regulations	100%	100%	100%	100%
10. Fixed Assets & Inventory	30. Quarterly Update Report of Fixed Assets and Inventory	0	4	4	4
	31. Annual FA Register Update	Submit on the due date from MOF	Submit on the due date from MOF	Submit on the due date from MOF	Submit on the due date from MOF
<b>INFORMATION TECHNOLOGY</b>					
11. Downtime and Uptime of ICT services in power outage	32. Hours of downtime and uptime of ICT services	8hrs	5hrs	4hrs	3hrs
12. Update Boarder Management System	33. Percentage (%) completion	0	20%	30%	50%
13. Maintain phone system	34. Percentage (%) completion	40%	60%	70%	90%
14. Develop a website for MFA and a work email for all staff	35. Develop website for MFA	10%	100%	Weekly update of information into the website	Weekly update of information into the website
	36. Develop work email for MFA	80%	100%	Weekly Maintenance	Weekly Maintenance
15. Keeping Operating Systems up to date in terms of security	37. Server, Work Stations and Firewall security is running and up to date	50%	60%	70%	80%
16. Printers, Computers & Work Station are maintained	38. Maintenance and keep up to date	30%	50%	60%	60%
17. Security Policies for MFA Staff	39. Prepare security policies for MFA staff to follow security policy	0%	Draft	Finalise and Effective	Update
18. Share File	40. Set up share file folder for all division/section	100%	Monitor to Work 100%	Monitor to Work 100%	Monitor to Work 100%
19. Internal Database	41. Set up internal database/system, for registry and HR	100%	Monitor to Work 100%	Monitor to Work 100%	Monitor to Work 100%
20. Supporting	42. Percentage (%) of number of required support completed per day	30%	50%	60%	60%

## 4.2 PROGRAM 05.2: FOREIGN POLICY

This Division conducts the core function of the Ministry of Foreign Affairs in vigorously pursuing Tonga's national interests within Nuku'alofa and abroad, as detailed below:

- Protect Tonga's international interests through the provision of high-quality policy advice to Cabinet Ministers and Tonga's overseas missions;
- Provide high quality advice to cabinet ministers on Tonga's bilateral, regional and multilateral engagements and global interests;
- Provide effective and efficient services to diplomatic representatives in Tonga and accredited non-resident missions;
- Act as the channel between the government, resident missions and foreign governments to pursue the Foreign Ministry's mandate;
- Utilize opportunities to advocate Tonga's interest internationally through high quality support for ministerial visits to key partners and international forums;
- Build strong bilateral and multilateral relationships for high quality information gathering, analysis and advocacy in support of government policies;
- Develop and maintain extensive networks in pursuit of shared objectives to maximize Tonga's influence in the regional and international institutions;
- Develop and implement policies and diplomatic responses to address bilateral, regional and international security;
- Actively participate in regional, global institution and forums to promote peace and stability;
- Maintain and strengthen bilateral relationships in pursuit of stronger cooperation to achieve Tonga's development goals;
- Effectively cooperate with line Ministries to achieve Sustainable Development Goals; and
- Contribution to the development of effective regional and international institutions.

The summary budget and staffing for this program is shown below:

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
	<b>Overall Total</b>					

## OUTPUTS AND KPI'S

Output 4: Effective and efficient management of Bilateral Relations and Multilateral and Regional Diplomatic Relations					
Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Maintain and strengthen Diplomatic Relations with Resident Accredited Diplomatic Missions (Diplomatic Partner Countries and Governments)	No. of successful engagements / commitments attended to and actioned	100	100	120	150
2. Corporate Plan (CP), Budget and Annual Management Plan submitted to Ministry of Finance	Annual submission	80%	100%	100%	100%
(2). Maintain and strengthen Diplomatic Relations with Non-Resident Accredited Diplomatic Missions (Diplomatic Partner Countries and Governments)	No. of successful engagements attended to and actioned	100	100	120	150
(3). Lead, maintain and strengthen cooperation and partnership with Regional organisations	No. of successful engagements attended to and actioned	100	100	120	150
(4). Lead, maintain and strengthen cooperation and partnership with Multilateral and International organisations	No. of successful engagements attended to and actioned	100	100	120	150
(5). Provision(s) of High-Level Drafts, Briefs, Speeches, and Diplomatic Documentation	No. of High-Level Drafts of Briefs, Speeches, and Diplomatic Documentation	50	50	60	70
(6). Media Diplomacy (Press Releases and Social Media engagements)	No. of media engagements issued and publicised	50	50	50	50
(7) Pursuit of National Priorities, Emergency Priorities and Security Diplomacy	No. of commitments and engagements on matters related to national emergency and national security	20	20	20	20
(8). Representation of the Ministry (Foreign Policy Division) at national / local diplomatic engagements / commitments	No. of engagements and representation on behalf of the Foreign Policy Division	20	20	20	20
(9). Representation of His Majesty's Government at regional diplomatic engagements / commitments	No. of engagements and representation on behalf of the Foreign Policy Division	20	20	20	20
(10). Representation of His Majesty's Government at international engagements / commitments	No. of engagements and representation on behalf of the Foreign Policy Division	20	20	20	20

## 4.3 PROGRAM 05.3: OVERSEAS MISSIONS

The Ministry continues its pivotal role of implementing the Kingdom of Tonga's foreign policy to support His Majesty's Government's national interests and commitment to increase the livelihood, prosperity, safety and well-being of its nationals. Within that role, includes servicing the consular needs of Tongan subjects residing overseas. This role essentially tasks the Ministry to capitalize on its foreign presence overseas, to advance the Kingdom of Tonga's national interests and foreign relations in the international setting through:

- Commitment to increase the standard of living, prosperity, safety and well-being of all Tongans including those in foreign countries. This output is measured by consistently keeping our Overseas Missions informed and ensuring that quarterly reports from Overseas mission reports are submitted to Head Office on the first week of every quarter;
- Taking into account the nation's small economy and vulnerabilities, it is crucial to be alert to emerging risks and opportunities for Tonga and provision of timely advice to Government;
- Translate national development strategies into prioritized public sector investment programs and therefore lead negotiation to mobilize aid and development finance, improve its effectiveness and coordination at all levels (this can only be carried out in a timely fashion with a skillful negotiation ability);
- Maintain and secure a peaceful environment in the Pacific and internationally (this can only be measured by regular attending the security co
- nferences with close consultation with the HMAF); and
- Provide active support to regional and international organizations and work to maximize benefits from these partnerships such as the Pacific Forum, African Caribbean and Pacific (ACP), Commonwealth Organisation and the United Nations (UN) (need regular attendance at relevant international meetings).

### Overseas Missions/Posts of the Kingdom of Tonga



The summary budget and staffing for this program is shown in Table below:

## TOTAL STAFFING BY MISSIONS

		FY2024/2025		FY2025/2026		FY2026/2027	
Band		No. Of Staff	Approved Budget	No. Of staff	Approved Budget	No. Of Staff	Approved Budget
1	London Mission						
2	Canberra Mission						
3	New York Mission						
4	Beijing Mission						
5	Tokyo Mission						
6	San Francisco Mission						
7	Auckland Mission						
8	Honolulu Mission						
9	Abu Dhabi Mission						
10	Suva Mission						
<b>Total</b>							
	Unestablished Staff						
<b>Grand Total</b>							

## BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
	<b>Total</b>					

## PROGRAM 05.3.01 – LONDON MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy					
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Facilitate, engage and closely monitor existing	1.Number of engagements to monitor existing framework/agreement and reported to Secfo	Commonwealth Secretariat and other Commonwealth Institutions			
(2). Prepare and conduct High Level Consultations with Donor Partners (Governments)	1.Number of High Level Consultations with Donors conducted and reported to Secfo	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat
(3). Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	1.Number of MOUs and MOAs developed, monitored and reviewed	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat
(4). Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	1.Number of advocacy, negotiations and networking conducted and reported to Secfo	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(5). Sovereignty of Tonga defined and protected	1.Number of international conferences attended and reported to Secfo	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat
(6). Settlement of obligations and contributions to regional and international organizations	1.Timely settlements of Government contributions to regional and international organizations	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat
(7) Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment	1.Number of participations and engagements to promote trade and investment 2.Number of participations and engagements to address Government priority agenda	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat	Promote and advance Tonga's interests at the EU, EC and the ACP Secretariat
(8). Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	1. Number of engagements to promote trade and tourism for Tonga	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports
(9). Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	1. Number of cultural, heritage promotions facilitated	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports
(10). Strengthen engagements with Tongan diaspora activities	1. Number of consular services & advises, radio and outreach programs provided for Tongan diaspora	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports
(11). Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	1. Number of Tongan citizenship obtained by Tongan sports persons representing their Tongan heritage 2. Ensure that the properties are well maintained	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports	Promote Tonga's private sector development, particularly tourism and exports

## PROGRAM 05.3.02 – CANBERRA MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

#### Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy

Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Facilitate the protocol reception and departure of Their Majesties The King and Queen, Senior Members of the Royal Household, Prime Minister, Ministers, Speaker of Parliament, Members of Parliament, CEO, students & Official delegations to Australia.	Number of receptions and facilitations of airport courtesies conducted	15	18	20	30
(2). Maintaining and strengthening friendship and good understanding happily existing between Tonga and Australia, and all accredited countries to Tonga High Commission in Canberra	Continuing number of accredited Ambassador/ High Commissioner to Tonga and from Australia. Number of reception/ meeting attended	80	100	120	150
(3). Develop commercial, economic, and financial fields relations between Tonga and Australia (and accredited countries)	Number of trade opportunities and agreement between Tonga and Australia (and accredited countries). Number of meetings attended	8	10	12	15
(4). Effective engagements in Seasonal Workers Program providing employment for Tongan workers and ensure more job opportunity available	More SWP to join the SWP and PLAM in Australia. Increase in the remittance's income from SWP	1200	1400	1500	1700
(5). Effective engagements in Pacific Labour Scheme (PLS) for skilled workers and proving employment opportunities for Tonga	Number of skill workers joining the PLS in Australia	10	20	30	40

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(6). Frequent visit to facilitate Seasonal Worker's consular need and provide support to Tongan workers	Number of visits conducted by the Canberra Mission	5	8	10	12
(7). Promote flow of Australian (other accredited countries) tourists to Tonga as an important sector for Tonga's economic development	Number of Australian (and accredited countries) tourist visiting Tonga	500	500	500	500
(8).The issuance of Tongan Passports / Printing passport	Number of passport issued for Tongan Citizen in Australia and accredited countries	400	500	500	550
	Number of passport extension	300	320	325	330
	Number of Emergency travel document (Certificate of Identity)	60	63	65	67
(9).The issuance of Visa	Number of One-way Permit	70	70	75	75
	Number of Entry Permit	95	95	100	100
	Number of Residency Visa	10	10	12	12
	Number of Employment Visa	2	2	2	2
	Number of Business Visa	1	1	1	2
	Number of Assure Income Visa	1	1	1	1
	Number of Student Visa	7	7	8	8
(10). Naturalization	Number of enquiries as to nationality and citizen status	500	600	700	800
	Number of re-admissions	30	40	50	60
(11). The Issuance of Other Official document	Number of Apostille	20	25	30	40
	Number of Confirmation letter (for Citizenship and Visa)	20	20	25	30
	Number of Supporting Letter	20	30	35	40
(12). Protection of Tongan citizens (consular work)	Numbers of Tongan citizens required protection assistance	350	450	500	700
(13). Assistance to distressed Tongan	Number of Tongan in distressed	1000	1500	1500	1500
(14). Facilitate retired civil servant's funeral service with Tongan Flag & wreath	Number of wreath & funeral services attend	2	2	3	3
(15). Negotiate and assist with providing repatriation flights to Tonga during COVID-19, emergency, or national disaster/health emergency	Number of repatriation flights and number of emergency assistance	6	10	10	12

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(16). Provide information on how to obtain births and deaths certificate of Tongan citizens and keep record of Tonga citizens in Australia and accredited countries.	Number of registrations of birth and deaths	100	120	140	150
(17). To nurture, cultivate and maintain close and cordial relations with Tongan communities in Australia (and accredited countries). The contribution through remittances directly to Tonga's economic development is an important component to Tonga.	Number of visit / program with Tongan Communities in Australia and accredited countries. Increase in number of remittances to Tonga	60	80	100	120
(18). Pursue more educational opportunities for Tonga, including scholarships from government and non-government and ensure that are made available for Tonga	Number of educational opportunities and scholarship. (Australia and accredited countries)	20	30	40	50
(19). Report regularly to Tonga (Secretary for Foreign Affairs) on general developments in Australia (and accredited countries) on matters of real and direct concern to Tonga	Number of reports to the Secretary for Foreign Affairs	200	300	400	500
(20). Explore and promote possibilities of Foreign Countries appointment of Honorary Consulate/representative in Tonga to advance and broaden Tonga interests in their appointed/representing state	Number of meetings to explore possibilities of Honorary Consulate appointment. Number of Honorary Consuls appointed to Tonga from accredited Mission to Tonga from Canberra.	40	20	20	25
(21). Explore sport opportunities and ties for Tonga	Number of sport opportunities	20	22	25	27
(22). Establishment of Sister-City between Australian cities (and accredited countries) with Tonga to advance people to people exchanges, culture, and economic exchanges	Number of sister-cities establish between Tonga and Australia	1	1	1	1
(23). Pursue trade interests and advance PACER Plus and the kava opportunities	Number of trade opportunities for Tonga from Australia and accredited countries	20	20	22	24
(24). Identify new opportunities to explore	Number of new opportunities	20	20	20	20
(25). Public Awareness and Maintaining good Public Awareness of Official engagements, media release and other activities of the High Commission	Number of Official engagements, media release and social media engagement	27	27	29	31

## PROGRAM 05.3.03 – NEW YORK MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

#### Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy

Strategies/Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Multilateral	<u>UNGA General Debate and High-level Week:</u> - Represent Tonga's interests at the United Nations in the annual General Debate of the UN General Assembly and during the High-level week.	Effective level of engagement and representation of Tonga's interest at the Annual General Debate of the United Nations General Assembly and during the High-level week.	Represented at least 60% of relevant mandated meetings during the High-Level week, including the UN General Debate.	Represented at least 60% of relevant mandated meetings during the High-Level week, including the UN General Debate.	Represented at least 60% of relevant mandated meetings during the High-Level week, including the UN General Debate.
	<u>UNGA Committee Meetings (1<sup>st</sup> – 6<sup>th</sup> Committees):</u> -Represent Tonga's interests at the United Nations through regular meetings of the First, Second, Third, Fourth, Fifth and Sixth Committees.	Effective level of engagement and representation of Tonga's interest at the UN Committee Meetings.	Represented at least 40% of relevant mandated meetings of all UNGA Six Committees.	Represented at least 40% of relevant mandated meetings of all UNGA Six Committees.	Represented at least 40% of relevant mandated meetings of all UNGA Six Committees.
	<u>UN Elections (bilateral, receptions, etc.):</u> - Represent Tonga's interest at the United Nations through relevant UN Elections.	Effective level of engagement and representation at relevant UN Elections and related functions.	Participate in at least 80% of relevant UN elections, votes and relevant functions.	Participate in at least 80% of relevant UN elections, votes and relevant functions.	Participate in at least 80% of relevant UN elections, votes and relevant functions.
	<u>Projects:</u> - Monitor projects (e.g., 2020 Tonga Sustainable Development Framework Fellowship Program)	Effective coordination and implement of projects.	At least 70% of key deliverables achieved.	At least 70% of key deliverables achieved.	At least 70% of key deliverables achieved.

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Multilateral	<u>Regional Meetings and Coordination:</u> - Represent Tonga's interests at the United Nations through relevant Ambassadorial meetings and Working Group meetings and coordination of regional groups such as the Pacific Island Forum (PIF); Pacific Small Island Developing States (PSIDS); Asia Pacific Group (APG); AOSIS; G77 and China; and others deemed necessary by the Head of Mission.	Effective level of participation and representation at relevant regional group meetings and coordination.	Represented in at least 60% of relevant regional group meetings and coordination.	Represented in at least 60% of relevant regional group meetings and coordination.	Represented in at least 60% of relevant regional group meetings and coordination.
	<u>International Seabed Authority Meetings:</u> - Represent Tonga's interests at the International Seabed Authority meetings of the Council and the Assembly.	Effective level of engagement and representation at the meetings of the Council and the Assembly of the International Seabed Authority (ISA).	Represented at least 50% of the Council and Assembly meetings of the ISA.	Represented at least 50% of the Council and Assembly meetings of the ISA.	Represented at least 50% of the Council and Assembly meetings of the ISA.
	<u>Treaties and Conventions:</u> - Monitor and process depository of legal instruments and submission of registration for International Treaties, Conventions and Agreements.	Facilitation of Tonga's accession to treaties if Tonga was not a signatory, and process relevant documents for International Treaties, Conventions and Agreements in coordination with the UN Treaty Section.	Depository of legal instruments, registration of treaties and relevant activities are conducted as instructed by relevant authorities, in consultation with the UN Treaty Section.	Depository of legal instruments, registration of treaties and relevant activities are conducted as instructed by relevant authorities, in consultation with the UN Treaty Section.	Depository of legal instruments, registration of treaties and relevant activities are conducted as instructed by relevant authorities, in consultation with the UN Treaty Section.
	<u>Membership in bodies/ representation:</u> - Represent Tonga's interest in Chairmanship, co-facilitator roles (e.g., Co-chairing the Open-ended Informal Consultative Process on Oceans and the Law of the Sea, Member of SIDS-DOCK, Member of ISA Legal and Technical Commission.	Effective representation of Tonga as membership of UN bodies, agencies, commissions, etc.	Represented at least 50% of relevant mandated meetings.	Represented at least 50% of relevant mandated meetings.	Represented at least 50% of relevant mandated meetings.

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Multilateral	<u>Sustainable Development Goals (SDGs):</u> - Represent Tonga's interest in relevant meetings regarding SDGs at the UN General Assembly, ECOSOC, Security Council, and relevant bodies and agencies of the United Nations.	Effective representation of Tonga's interest at the UN on relevant mandated meetings regarding SDGs.	Represented at least 50% of relevant mandated meetings.	Represented at least 50% of relevant mandated meetings.	Represented at least 50% of relevant mandated meetings.
(2). Bilateral	Promote the establishment of formal diplomatic relations.	Number of activities in relation to promotion of establishing formal diplomatic relations.	5	5	5
	Presentation of credentials to countries Tonga is accredited to from New York which are the United States of America, Canada, Mexico, Chile, Cuba and Venezuela.	Credentials presented.	1	1	complete
	Conduct the formalization of the establishment of diplomatic relations with countries Tonga have not established diplomatic relations with, in accordance with relevant Privy Council Decisions.	Number of formal diplomatic relations established as per the relevant Privy Council Decisions.	2	2	2
	Maintain and strengthen diplomatic relations.	Number of related activities.	5	5	5
(3). Host Country – United States of America.	Facilitation of suitable consular services.	Efficient processing of consular services and facilitation of proper travel documents for diplomats.	As required – timely and efficiently conducted.	As required – timely and efficiently conducted.	As required – timely and efficiently conducted.
(4). Diaspora Engagement	Strengthen engagements with the Tongan diaspora.	Appropriately represent Tonga in activities and events of the Tongan communities.	As required – timely and efficiently represent the country.	As required – timely and efficiently represent the country.	As required – timely and efficiently represent the country.
(5). Building maintenance	Proper reporting and maintenance of the Mission's building.	Provide proper report and estimate on building maintenance need.	Timely and accurate provision of report and maintenance of building.	Timely and accurate provision of report and maintenance of building.	Timely and accurate provision of report and maintenance of building.

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(6). Financial matters	Proper management of public funds and provision of 12 financial returns for the NY Mission, submitted on the 10 <sup>th</sup> of each month. Submission of financial forecasts as instructed by Capital.	Effective management of financial resources as per requirements of relevant legislation.	Timely submission of accurate financial returns, forecasts and relevant financial reports, as per the requirement of relevant legislation.	Timely submission of accurate financial returns, forecasts and relevant financial reports, as per the requirement of relevant legislation.	Timely submission of accurate financial returns, forecasts and relevant financial reports, as per the requirement of relevant legislation.
	Settlement of financial obligations to regional and international organizations.	Timely conveyance and/or settlement of government contributions to regional and international organizations.	Timely conveyance and/or settlement of government contributions to regional and international organizations.	Timely conveyance and/or settlement of government contributions to regional and international organizations.	Timely conveyance and/or settlement of government contributions to regional and international organizations.
	Settlement of staff entitlements in due time.	Timely processing and payment of staff entitlements as per policy.	Accuracy and timeliness of the payment of staff entitlements.	Accuracy and timeliness of the payment of staff entitlements.	Accuracy and timeliness of the payment of staff entitlements.
(7). Mission's vehicle	Proper maintenance of vehicle and payment of monthly leasing fee.	Conduct proper maintenance work and timely payment of vehicle monthly leasing fee.	Timely and accurate maintenance of vehicle and payment of vehicle monthly leasing fee.	Timely and accurate maintenance of vehicle and payment of vehicle monthly leasing fee.	Timely and accurate maintenance of vehicle and payment of vehicle monthly leasing fee.

## PROGRAM 05.3.04 – BEIJING MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

#### Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(1). Facilitate, engage and closely monitor existing framework/agreement	Number of engagements to monitor existing frameworks/agreement and reported to Secretary	10	10	10	10
(2). Prepare and conduct High Level Consultation with Donor Partners	Number of High-Level Consultation with Donor Partners	10	10	10	10
(3). Develop, Monitor, and Review of Memorandum of Understanding (MOUs) and Memorandum of Agreement	Number of MOUs and MOAs developed, monitored and reviewed	8	8	8	8
(4). Advocacy, negotiation, representation and networking in favour of Tonga Foreign Policy and national interests	Number of advocacies, negotiations and networking in favour of Tonga's Foreign Policy ad national interest	50	50	50	50
(5). Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secretary	5	5	5	5

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(6). Settlement of obligations and contribution to regional and international organizations	Timely settlements of Government contribution to regional and international organizations	2	2	2	2
(7). Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to project and protect Tonga's national interest	15	15	15	15
(8). Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	15	15	15	15
(9). Effective participations and engagements in regional and international organizations negotiations for identification of economic opportunities, market and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment.	8	8	8	8
	Number of participations and engagements to address Government priority agenda	4	4	4	4
(10). Facilitate the promotion of Tongan culture and heritage and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	5	5	5	5
(11). Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	90%	90%	90%	90%

## PROGRAM 05.3.05 – TOKYO MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy						
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target	
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	
(1). Facilitate, engage and closely monitor existing Framework/Agreement	Number of engagements to monitor existing framework/agreement and reported to Secretary	10	10	10	10	
(2). Prepare and conduct High Level Consultations with Donor Partners	Number of High-Level Consultations with Donors conducted and reported to Secretary	10	10	10	10	
(3). Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Memorandum of Arrangement (MOAs)	Number of MOUs and MOAs developed, monitored and reviewed	1	1	1	1	
(4). Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacies, negotiations and networking conducted and reported to Secretary	10	10	10	10	
(5). Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secretary	5	5	5	5	
(6). Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	5	5	5	5	

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
(7). Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment	4	4	4	4
	Number of participations and engagements to address Government priority agenda	4	4	4	4
(8). Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	6	6	6	6
(9). Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	At least 80% of responded to	At least 80% of responded to	At least 90% of responded to	At least 90% of responded to
	Number of radio and outreach programs provided for Tongan diaspora	20	20	20	20
	Number of Diaspora's community events attended	10	10	10	10
(10). Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenships obtained by Tongan sports persons representing their Tongan heritage	20	20	20	20

## PROGRAM 05.3.06 – SAN FRANCISCO MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

#### Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
<b>1. PROVISION OF EFFECTIVE &amp; EFFICIENT CONSULAR SERVICES TO TONGAN NATIONALS</b>					
1. a) To renew passports & other official documents'	Number of new passport applications facilitated	at least 90% responded to			
	Undertake regular Consular Visits to other Cities/States	6	6	6	6
	Number of passport extensions	at least 90% responded to			
	Number of temporary passports (Certificates of identity) issued	at least 90% responded to			
	Number of observations inserted into passport (eg name change etc)	at least 90% responded to			
	Number of Apostilles issued	at least 90% responded to			
	Number of Readmission applications processed	at least 90% responded to			
	Number of visas to Tonga facilitated	at least 90% responded to			
	Number of one-way letters issued	at least 90% responded to			
	Number of other letters issued	at least 90% responded to			
1. b) To assist citizens in distress or other emergency situations	Continue to assist stranded Tongans in the U.S. to return to Tonga, or travel elsewhere	at least 90% responded to			
	Continue to provide advice on any remaining travel restrictions still in place	at least 90% responded to			

Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy					
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
1. c) To look after Tongan citizens in detention or arrest and monitor rule of law & fair trial process	Number of Notifications of Arrest/Detention received	at least 90% responded to			
	Number of Notification of Deportations received	5	5	5	5
	Number of Refusals of Entry received	at least 90% responded to			
	Number of travel documents (CI) in this category	at least 90% responded to			
	Provision of advice to families of incarcerated/awaiting court orders	at least 90% responded to			
1.d) Advise & assist Tongans - immigration requirements for other countries	Number of assistance provided for U.S. citizen &/or residency applications	at least 90% responded to			
	Number of assistances provided to Tongan nationals in the US wishing to travel to other countries	at least 90% responded to			
1.e) Provide assistance to former Tongan government civil servants/HMA F serviceman	Number of assistances regarding Tongan government retirement benefits	at least 60% responded to			
	Number of assistances provided to former Tongan government civil servants funeral & condolence protocol	at least 60% responded to			
	Facilitation or Issuance of condolence letters	at least 60% responded to			
	Meetings/Discussions with Tonga/USA Veterans Association	at least 60% responded to			
<b>2. PUBLIC &amp; COMMUNITY ENGAGEMENT</b>					
2. a) Dissemination of timely and current information on matters such as immigration, investment and trade opportunities to or in Tonga	Number of telephone calls received/responded to	at least 80% responded to	at least 80% responded to	at least 80% responded to	at least 80% responded to
	Number of letters received/responded to	100% responded to	100% responded to	100% responded to	100% responded to
	Number of emails received/responded to	100	100	100	100
	Number of consular application forms posted	100% responded to	100% responded to	100% responded to	100% responded to
	Number of consular application forms emailed	100% responded to	100% responded to	100% responded to	100% responded to
	Dissemination of tourism pamphlets & brochures	100% responded to	100% responded to	100% responded to	100% responded to
	Number of in-person, walk-in & appointments: Other matters	100% responded to	100% responded to	100% responded to	100% responded to
	Number of emergency requests for assistance	30	30	30	30
2. b) IT/website engagement	Number of hits on Consulate website	120,000 p.a.	120,000 p.a.	120,000 p.a.	120,000 p.a.

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
2.b). Radio Community engagement	Number of community radio programmes participated in: Radio VTF SFO; Talakoula SLC; VOSP Seattle	80% responded to	80% responded to	80% responded to	80% responded to
<b>DIASPORA ENGAGEMENT</b>					
3. Strengthen engagement with Tongan diaspora	Number of community monthly events attended: Senior Ngatuvai, virtual, church activities, funerals, birthdays, retirement, graduations, school alumni	at least 80% attended			
<b>LOCAL, STATE &amp; FEDERAL ENGAGEMENT</b>					
4. a) Regular meetings with the County, State & Federal officials so as to gauge and be informed of opportunities for Tonga/Tongan Nationals	Regular meetings & attend events hosted with/by the Office of Foreign Missions - virtual & in person	at least 50% attended			
4.ai) San Francisco Mayor's Office events	Attendance of SF Mayor's Receptions/Events - virtual & in-person	at least 50% attended			
4.b) Engagement with USCIS on briefings & up-to-date info on US immigration policies	Attendance of USCIS events/meetings: virtual & in-person	at least 50% attended			
5. Regular meetings with other Consulates	Attend Monthly SF Consular Corps luncheon: virtual & in-person	at least 50% attended			
	Attend/Participate in other Consulates Receptions/Events - virtual	at least 50% attended			
	Attend Consular Corps College (CCC) monthly webinars: virtual	12	12	12	12
<b>INVESTMENT &amp; TRADE</b>					
7. Effective local participation and engagement to seek economic opportunities, markets and increase awareness on trade & investment	Number of engagements attended to promote trade and investment: virtual	6	6	6	6
<b>PROMOTION OF CULTURE &amp; HERITAGE</b>					
8. Facilitate the promotion of Tongan culture and heritage	Attend or participate in events promoting culture and heritage promotion: Kuata Performing Arts, Langakali o e Vai ko Puna, Fungamahoefa etc	at least 50% responded to			
<b>SPORTS DIPLOMACY</b>					
9. Strengthening Sports Diplomacy	Number of sports events attended	at least 50% attended	at least 50% attended	at least 50% attended	at least 50% attended
	Number of Tongan citizenships obtained by Tongan sports persons representing their Tongan heritage	6	6	6	6

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
<b>VIP &amp; OFFICIAL VISITS</b>					
10. Facilitate Royal, Official & Other Visits to the jurisdiction covered	Number attended to	15	100% attended to	100% attended to	100% attended to
<b>HUMANITARIAN EFFORTS</b>					
11. Facilitate & take part in humanitarian efforts to assist Tonga in response to natural disasters & other emergencies	Participate & rally Tongan diaspora and seek other donors to assist Tonga in such situations	attend to at least 80% of such efforts	attend to at least 80% of such efforts	attend to at least 80% of such efforts	attend to at least 80% of such efforts
<b>CONSULATE &amp; ADMINISTRATION</b>					
12. Ensure smooth operations of Consulate to achieve the aims & goals of the post	Prepare timely submission of the annual budget submission to Capital; formulation of corporate plan including OSMPs	1	1	1	1
	Ensure positive cashflow is maintained; bills/dues settled; certificates of identity & receipt book stock replenished at all times;	1	1	1	1
	Ensure annual report is submitted to capital on time	1	1	1	1
	Formulation of Corporate Plan including OSMPs	1	1	1	1
	Ensure monthly financial reports submitted to capital on time	12	12	12	12
	Ensure quarterly reports are submitted on time	4	4	4	4
	Ensure staff contributions to Retirement Fund are current	26	26	26	26
	Ensure staff U.S. visas are valid	3	3	3	3
	Ensure staff Job Descriptions are current & updated	4	4	4	4
	Maintain regular inter-Mission/Post communication with the NY & Honolulu offices	100	100	100	100
	Maintain regular inter-Mission/Post communication with our other OSMPs, where necessary, to facilitate overarching missions & goals of the Foreign Ministry	50	50	50	50
	Monthly zoom meetings with OSMPs HOMPs	10	10	10	10
	Monthly zoom meetings with the Working Group of OSMP	8	8	8	8

## PROGRAM 05.3.07 – AUCKLAND MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

#### Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
1. Regular reporting on consular and administrative duties of agency	Number of reports filed	16	16	16	16
2. Facilitation of the processing of passports, visas, readmissions, naturalization, endorsements and other government documents	Number of applications received and processed	1400	1400	1400	1400
3. Facilitate Revenue collecting from passports and rental	Monthly Return	12	12	12	12
4. Facilitation of Royal and Government Official visits	Monthly Basis	1	1	1	1
5. Active participation and promotion of Trade, Tourism and Investment Activities	Enquiries received, participation in seminars and attended meetings	6	6	6	6
6. Maintenance and strengthen Local and International Government/NGO relationships	Meetings with Tonga Business Council, seminars and other activities attended	20	20	20	20
7. Assistance with general enquiries and request for assistance	Number of telephone & cell calls, text messages, emails & faxes received	1000	1000	1000	1000
8. Meetings with other Consulates, attend National Days and attend MFAT requests	held monthly	12	12	12	12
9. Assisting Tongan Nationals with NZ Government forms obtaining Tongan Birth Certificates, police records and referral to Attorneys or Chief of Justice	Number of documents and referrals processed	30	30	30	30
	Number of reports, follow up and deliverables	2	2	2	2

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
10. Attendance and follow up on the bilateral and regional meetings in Auckland	Number of consular services & advises provided to Tongan diaspora	100	100	100	100
11. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	100	100	100	100
	Number of radio and outreach programs provided for Tongan diaspora	15	15	15	15
	Number of Diaspora's community events attended	30	30	30	30
12. Strengthening Sports Diplomacy and raising Tonga's profile through Tongan citizenship	Number of Tongan citizenships obtained by Tongan sports persons representing their Tongan heritage	20	20	20	20

## PROGRAM 05.3.08 – HONOLULU MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy					
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
1. Regular reporting on consular and administrative duties of agency	Number of reports filed	12	3	3	3
2. Facilitation of the processing of passports, visas, readmissions, naturalization, endorsements and other government documents	Number of applications received and processed	106	27	18	18
3. Facilitate Revenue collecting from passports and rental	Monthly Return	12	10	10	10
4. Facilitation of Royal and Government Official visits	Monthly Basis	12	3	3	3
5. Active participation and promotion of Trade, Tourism and Investment Activities	Enquiries received, participation in seminars and attended meetings	15	6	6	6
6. Maintenance and strengthen Local and International Government/NGO relationships	Meetings with Tonga Business Council, seminars and other activities attended	4	3	3	3
7. Assistance with general enquiries and request for assistance	Number of telephone & cell calls, text messages, emails & faxes received	500	450	450	450
8. Meetings with other Consulates, attend National Days and attend MFAT requests	held monthly	12	12	12	12
9. Assisting Tongan Nationals with NZ Government forms obtaining Tongan Birth Certificates, police records and referral to Attorneys or Chief of Justice	Number of documents and referrals processed	30	20	20	20
	Number of reports, follow up and deliverables	2	2	2	2

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
10. Attendance and follow up on the bilateral and regional meetings in Auckland	Number of consular services & advises provided to Tongan diaspora	8	2	2	2
11. Strengthen engagements with Tongan diaspora activities	Number of consular services & advises provided to Tongan diaspora	100	60	60	60
	Number of radio and outreach programs provided for Tongan diaspora	5	5	5	5
	Number of Diaspora's community events attended	12	10	10	10

## PROGRAM 05.3.09 – ABU DHABI MISSION

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

#### Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
1. Facilitate, engage and closely monitor existing Framework/ Agreement	Number of engagements to monitor existing framework/ agreement and reported to Secretary	10 - UAE Government - the Draft Air Service Agreement (ASA); Tonga's participation at EXPO 2020 Dubai; Engagement with IRENA.	10- UAE Government the - Draft Air Service Agreement (ASA); Engagement with IRENA; Preparations for COP28 in 2023	10- UAE Government on COP28; Engagement with IRENA; BIE General Assembly for the bid for EXPO 2027 and EXPO 2030	10 - UAE Government; Engagement with IRENA; and strengthening bilateral with the GCC States
2. Prepare and conduct High Level Consultations with Donor Partners	Number of High-Level Consultations with Donors conducted and reported to Secretary	10 - UAE Government not only on Tonga's participation at EXPO 2020 Dubai but the ASA	10 - UAE Government preparations for COP28; the Air Service Agreement (ASA); Ongoing engagement to furthering Tonga's diplomatic relations to the remaining GCC States.	10 - UAE/Tonga's participation at COP28; Strengthen bilateral relations with the other GCC States; Engagement with at the IRENA Assembly and Council.	10 - UAE/Tonga's bilateral relations; Strengthen bilateral relations with the other GCC States; Engagement with at the IRENA Assembly and Council.
3. Develop, Monitor and Review of Memorandum of Understanding (MOUs) and Arrangement	Number of MOUs and MOAs developed, monitored and reviewed	5 - Draft MOU with the Arab Women Authority; MOU on the UAE ASA; MOU/JC with GCC States	5 - UAE/TONGA Air Service Agreement (ASA); Arab Women Authority's MOU with Tonga	5 - UAE/TONGA Bilateral Relations; Strengthen bilateral relations with the GCC States.	5 - UAE/TONGA Bilateral Relations; Strengthen bilateral relations with the GCC States.

Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy					
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
4. Advocacy, negotiation, representation and networking in favour of Tonga's Foreign Policy and national interests	Number of advocacies, negotiations and networking conducted and reported to Secretary	10 - Furthering Tonga's diplomatic relations to the remaining GCC States; UAE/TONGA Air Service Agreement (ASA); Ongoing networking at EXPO 2020 Dubai	10 - UAE/TONGA strengthening their Bilateral Relations; Strengthen bilateral relations with the GCC States; Engagement with IRENA and the BIE.	10 - UAE/TONGA strengthening their Bilateral Relations; Strengthen bilateral relations with the GCC States; Engagement with IRENA and the BIE.	10 - UAE/TONGA strengthening their Bilateral Relations; Strengthen bilateral relations with the GCC States; Engagement with IRENA and the BIE.
5. Sovereignty of Tonga defined and protected	Number of international conferences attended and reported to Secretary	5 - Expo 2020 Dubai; IRENA Assembly and Council Meeting.	5 - IRENA Assembly and Council Meeting; BIE General Assembly; Bilateral Meeting with GCC States	5 - IRENA Assembly and Council Meeting; BIE General Assembly; Bilateral Meeting with GCC States	5 - IRENA Assembly and Council Meeting; BIE General Assembly; Bilateral Meeting with GCC States
6. Settlement of obligations and contributions to regional and international organizations	Timely settlements of Government contributions to regional and international organizations	100% - Target met (on a timely manner)	100% - Target met (on a timely manner)	100% - Target met (on a timely manner)	100% - Target met (on a timely manner)
7. Project and protect Tonga's national, diplomatic, political, technical and legal interests	Number of commitments to projects and protect Tonga's national interest	10 - UAE/Tonga ASA; Furthering Tonga's diplomatic relations to the GCC States; MOU with AWA; IRENA Meetings.	10 - UAE/Tonga ASA; Furthering Tonga's diplomatic relations to the GCC States; MOU with AWA; IRENA Meetings.	10 - UAE/Tonga bilateral/ GCC Bilateral relations; AWA Centre in Tonga; UAE COP28.	10 - UAE/Tonga bilateral/ GCC Bilateral relations; AWA Centre in Tonga.
8. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to promote trade and investment	4 - Tonga's participation at Expo 2020 Dubai opened doors to meet and discuss with interested parties that would like to visit and invest in Tonga.	5 - Proposed participation of the Kingdom of Tonga at the Horticulture EXPO 2023 Doha. UAE/Tonga Bilateral relations and GCC Bilateral relations.	5 - Proposed participation of the Kingdom of Tonga at the Horticulture EXPO 2023 Doha. UAE/Tonga Bilateral relations and GCC Bilateral relations.	5- Proposed participation of the Kingdom of Tonga at the Horticulture EXPO 2023 Doha. UAE/Tonga Bilateral relations and GCC Bilateral relations.

**Output 5: Better facilitating of Overseas Development Assistance and Promotion of Economic and Public Diplomacy**

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
8. Effective participations and engagements in regional and international organizations' negotiations for identification of economic opportunities, markets and increase awareness on trade & investment in government priority agenda	Number of participations and engagements to address Government priority agenda	5 - UAE/Tonga solidarity meeting; EXPO2020 Dubai; IRENA Assembly and Council Meeting.	5 - UAE/Tonga Bilateral Relations; Tonga's Bilateral relations with the GCC States; IRENA Assembly and Council Meeting; and BIE General Assembly to address Tonga's priorities and interests.	5 - UAE/Tonga Bilateral Relations; Tonga's Bilateral relations with the GCC States; IRENA Assembly and Council Meeting; and BIE General Assembly to address Tonga's priorities and interests.	5 - UAE/Tonga Bilateral Relations; Tonga's Bilateral relations with the GCC States; IRENA Assembly and Council Meeting; and BIE General Assembly to address Tonga's priorities and interests.
9. Strengthen and facilitate and engage in attracting external trade development, tourism and investment promotion opportunities for Tonga	Number of engagements to promote trade and tourism for Tonga	Tonga's participation at EXPO 2020 Dubai provided the platform to showcase Tonga and seek Trade & Investment opportunities.	5	8	10
10. Facilitate the promotion of Tongan culture and heritage; and participate in culture shows, exhibitions and festivals	Number of cultural, heritage promotions facilitated	Tonga's participation at Expo2020 Dubai provided the promotional platform to showcase Tonga.	4	3	4

## 4.4 PROGRAM 05.4: IMMIGRATION AND CITIZENSHIP DIVISION

The achievement of the aforementioned is through enhancing collaboration to:

- Protect the national security of Tongan citizens and of its legal resident non-citizens;
- Protect the Kingdom's borders, management of human movements and citizenship
- Enforce the policies of Government which relate to immigration matters; and
- Comply with the protection of regional and international security measures relating to immigration matters.

The Immigration and Citizenship Division has a branch in Vava'u, staffed by two officers. Passport and other related Immigration work for the rest of the other Island groups such as Ha'apai, Niutoputapu, Niuafou'ou and 'Eua are undertaken at the Head Office of Immigration in Nuku'alofa.

The administration of the Immigration and Citizenship Division is divided into five (5) units namely: Passport & Citizenship; Visa; Border Protection; ICE (Investigation, Compliance and Enforcement); and the Vava'u Branch. The border protection activities are shared between the Immigration and Citizenship Division and Customs.

The above functions of the Immigration and Citizenship Division are only restricted to available resources allocated through the budget of the Corporate Planning period, summary of which is shown in **Table** below:

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
20	Assets					
<b>Total</b>						

### OUTPUTS AND KPI'S

Output 6: Management of Human Movement and Citizenship					
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
1. Review of Immigration Legislation by IOM & PIDC	Immigration Legislation reviewed	Draft Instruction in place	Submission to Cabinet & AGO	AGO Process	Immigration Legislation is reviewed
2. Review of Passport and Naturalization Act by PIDC	Passport and Naturalization Act reviewed	Consequential amendment	Submission to Cabinet & AGO	AGO Process	Consequential amendment is reviewed

## Output 6: Management of Human Movement and Citizenship

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
3. Develop SOPs for all Immigration Services	SOPs for all Immigration Services developed and finalized	Draft SOPs is to be submitted for approval from the PIO	Approved SOPs in place and implemented	Approved SOPs in place and implemented	Review of the existing SOPs to be in line with the new amended legislation
4. Develop a new IT system to replace TIMS	New Border Management System (BMS) in place and operates at the border	Cabinet Approval of the new proposal from the selected vendor for the new BMS	Launched of BMS at the border and implementation of Phase 1 of the project	Official launch of the MIDAS system for both BMS and e-Visa module, and the implementation of Phase 2 of the project	New BMS /e-Visa module under MIDAS system in place and fully operationalized at the borders and Immigration headquarter
	E-Passport/E-pics for Tonga	draft new passport design and consultation with vendors on new system	Draft passport design submitted for approval as well as the new e-pics solution	Implementation plan for roll out of e-pics solution and e-passport project endorsed and implemented	Implementation of new e-passport and e-pics solution
5. Enhance customer service	Customer service training for staff of the Division	2 customer service training for staff of the Division including PSC training	Number of Immigration staff have attended customer service training	Number of Immigration staff have attended customer services training	All Immigration Staff have attended at least 4 Customer services training
	Customer surveys distributed and make available	Number of complaints received and action	Number of complaints received and action	Number of complaints received and action	Number of complaints received and action
6. To effectively and efficiently facilitate the processing of passport, citizenship and visa applications	Review SOP for naturalization process	draft SOP for naturalization application submit for approval	Implement new SOPs	Implement new SOPs	Review of SOPs to adhere to the new system
	Review SOPs for Visa application	first draft of the review to be submitted to PIO	Implement new SOPs	Implement new SOPs	Review of SOPs to adhere to the new system
	Review SOPs for Passport processing	first draft of the review to be submitted to PIO	Implement new SOPs	Implement new SOPs	Review of SOPs to adhere to the new system
7. To strengthen the enforcement of immigration legislation and protecting of Tonga's border	Intelligence Compliance & Enforcement (ICE) section of the Division revived	No. of cases identified by ICE on their weekly inspections is actioned	No. of cases identified is decreased by 3% and actioned, to show the compliance by client(s)	No. of cases identified is decreased by 5% and actioned on time	No. of cases identified continues to decrease and ICE to monitor any new cases that might arise
	Staff of ICE with appropriate skills required for this section obtain training	2 trainings for all staff	2 trainings for all staff	4 trainings for all staff	6 trainings for all staff

## Output 6: Management of Human Movement and Citizenship

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
7. To strengthen the enforcement of immigration legislation and protecting of Tonga's border	SOP & set guidelines for enforcement and ICE section drafted and developed	draft SOPs in place for endorsement by PIO	Implementation of SOPs	Implementation of SOPs	Implementation of SOPs
	Ensure full participation in law enforcement taskforce inspections	As scheduled	As scheduled	As scheduled	As scheduled
8. Conduct diaspora visits to places with no consular presence and provide immigration services as well as other Government Agencies involved	Engagements with Diaspora Strengthened	1 visit and implementation of the visit's outcome(s)	1 visit and implementation of the visit's outcome(s)	2 visits and implementation of the visit's outcome(s)	3 visits and implementation of the visit's outcome(s)
		Passport printer for Tonga Consulate Office in Auckland and staff for printing of passport in NZ	Passport printer for Tonga High Commission in Canberra and a staff for printing of passport in Australia	Passport printer for Tonga Consulate Officer in San Francisco and a staff for printing of passport in the US	Review of the current process for printing of Tongan passport in the overseas and consular post
	Develop Migration and Sustainable Development Policy (MSDP Project with IOM)	MSDP Priorities Implemented Priority 4: BMS	MSDP Priorities Implemented Priority 4: BMS Priority 8: TIP	MSDP Priorities Implemented Priority 4: BMS Priority 8: TIP	MSDP Priorities Implemented Priority 4: BMS Priority 8: TIP
	Review of MSDP Priorities	MSDP Priorities Implemented	First draft of the Review of MSDP Priorities	Second draft of the MSDP Review and submission to Minister and Cabinet for approval	Revised MSDP Priorities and Implementation of new Priorities
9. Strengthen engagement with partner organisation regionally and internationally	Encourage the engagement with the regional organisation on Immigration related matters, especially with Pacific Immigration Development Community (PIDC)	Continue engaging in the PIDC forum and participation in the PIDC Annual workplan	Continue engaging in the PIDC forum and participation in the PIDC Annual workplan	Tonga to host the Annual PIDC Conference (RAM) in 2025	Continue engaging in the PIDC forum and participation in the PIDC Annual workplan
	Upskill of Immigration staff on recent Immigration issues, risks and threats in the region	3 staff completed Postgraduate Diploma on Border Management course at USP	2 staff to complete the Postgraduate Diploma course at USP	to secure 2 more scholarship for the Postgraduate diploma course at USP	to secure 2 more scholarship for the Postgraduate diploma course at USP
		2 staff to attend short term training on Immigration related matters	5 staff to attend short term training on border management and human trafficking courses	7 staff to attend short term training on border management and human trafficking courses	9 staff to attend short term training on border management and human trafficking courses

## 4.5 PROGRAM 5: PROTOCOL DIVISION

The Protocol Division is the arm of the Ministry of Foreign Affairs that deals with all matters relating to the Kingdom's diplomatic relations with the international community as per the Vienna Convention on Diplomatic Relations of 1961. Accordingly, the Protocol Division handles official ceremonial functions including Visits, Diplomatic Privileges and Immunities, Accreditations and Concurrent Accreditations of Heads of Mission from the Kingdom of Tonga and to the Kingdom of Tonga and facilitating logistical and protocol arrangements for international conferences held in the Kingdom of Tonga. Moreover, the provision of high-quality advice on Royal Court Protocol and other relevant protocol procedures, and also organizing national ceremonies and events and maintaining the primacy of Tongan culture and tradition through implementation of these programmes.

The summary budget and staffing for this sub-program is shown in Reference source not found below:

### BUDGET BY CATEGORY

Cat	Expenditure Cat	Actual 2024/2025	Budget Approved 2024/2025	Budget Estimate 2025/2026	Projection 2026/2027	Projection 2027/2028
10	Established Staff					
11	Unestablished Staff					
12	Travel & Communication					
13	Maintenance & Operations					
14	Purchase of Goods & Services					
<b>Total</b>						

### OUTPUTS AND KPI'S

Output 7: Provision of Protocol and Consular Services						
Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target	
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	
<b>PROTOCOL</b>						
Provide of effective and efficient of Protocol Services.	Number of processed requests for Agreement and Exequature	10	10	10	15	
	Number of Diplomatic weeks held	2	2	2	2	
	Number of processed requests for Agreement and Exequature	10	10	10	15	
	Number Letter of Credence presented	10	8	8	8	
	Number of Protocol Officer Recruited	1=SAS	1=AS	1=AS	1-PAS	
	Number of diplomatic and consular postings confirmed.	nil	2	2	2	
	Number of Royal Messages, Commands, and Palace Communication conveyed	20	40	50	60	

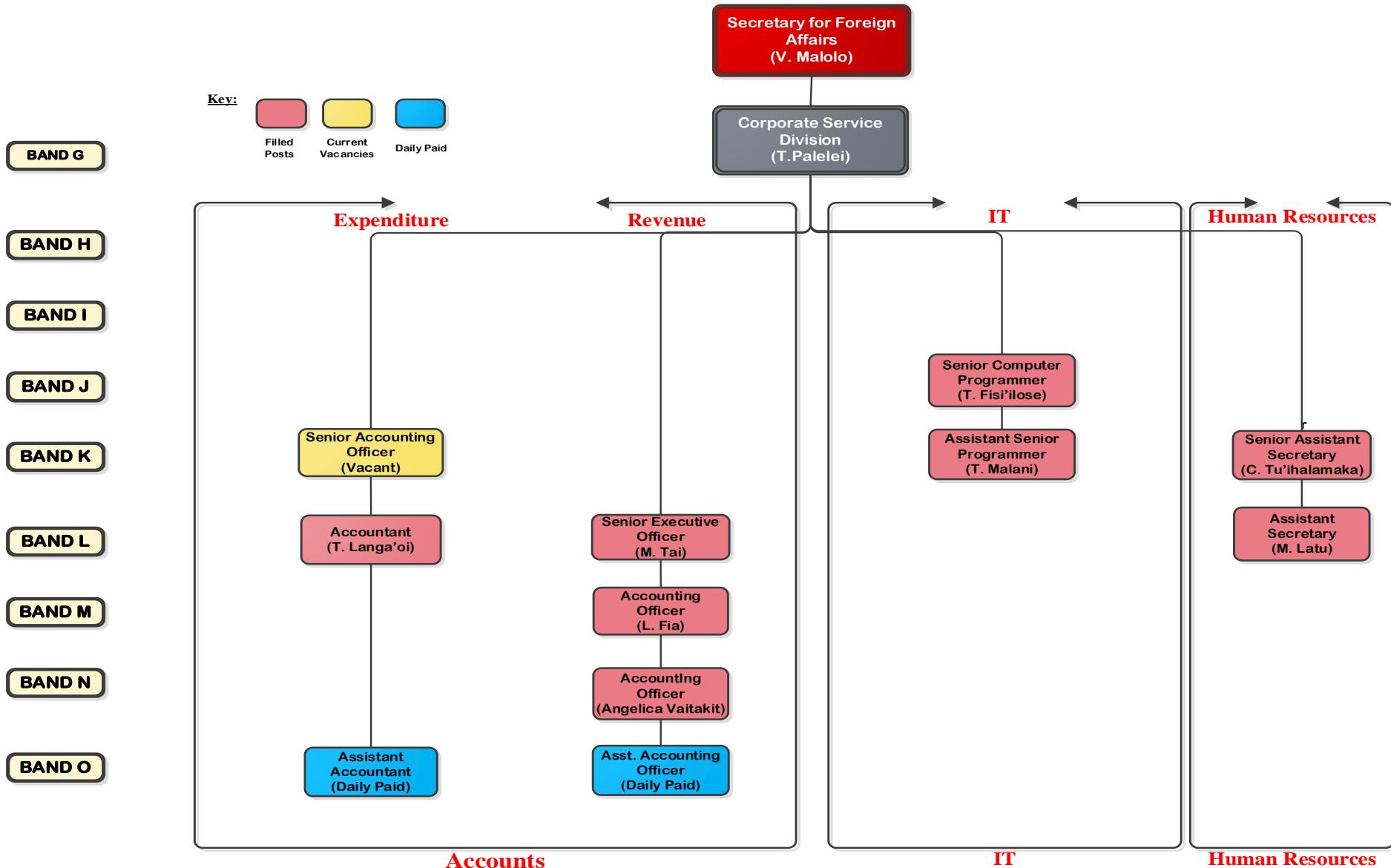
## Output 7: Provision of Protocol and Consular Services

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
Provide of effective and efficient of Protocol Services.	5. Timely development of Protocol Guideline	Establishment of diplomatic relations 20% draft	50%	80% - draft to be approved	100% - print
		Appointment of Honorary Consuls 40%	70%	95% - draft to be approved	100% - print
		Diplomatic List 65%	100% and print	Annual updated & print	Annual updated and print
		Matrix Countries with diplomatic relations 80%	85% & update	90% and update	95% and update
	Number of Protocol Advisory issued	10	20	25	15
	Number of Protocol Services provided to Royal and Official visits facilitated (airport courtesies)	3	15	30	30
	Number of diplomatic relations formalized, through Cabinet and Privy Council	72	35	30	30
	Number of flags purchased	98%	re-stock	re-stock	re-stock
	Number of international conferences, meetings, and summits coordinated, hosted, and/or participated (virtual and face-to-face)	3	4	4	5
	Number of engagements with both resident and non-resident Missions	200	250	300	350
Coordinate, facilitate, and host Development Partners Forum, Conferences, meetings, and summits in Tonga	Number of meetings and dialogues coordinated and facilitated with UN, and multilateral organizations	50	60	70	90
	Number of trainings provided by UN Bodies	18	20	20	20
	Number of engagements with the UNJO & UN Agencies in Tonga	6	10	12	12
	Number of Credential issued for International Meetings	20	35	40	45
	Number of Mission clearances issued for UN Missions	60	80	100	120
	Number of travel clearance issued for UN Missions	16	25	25	30

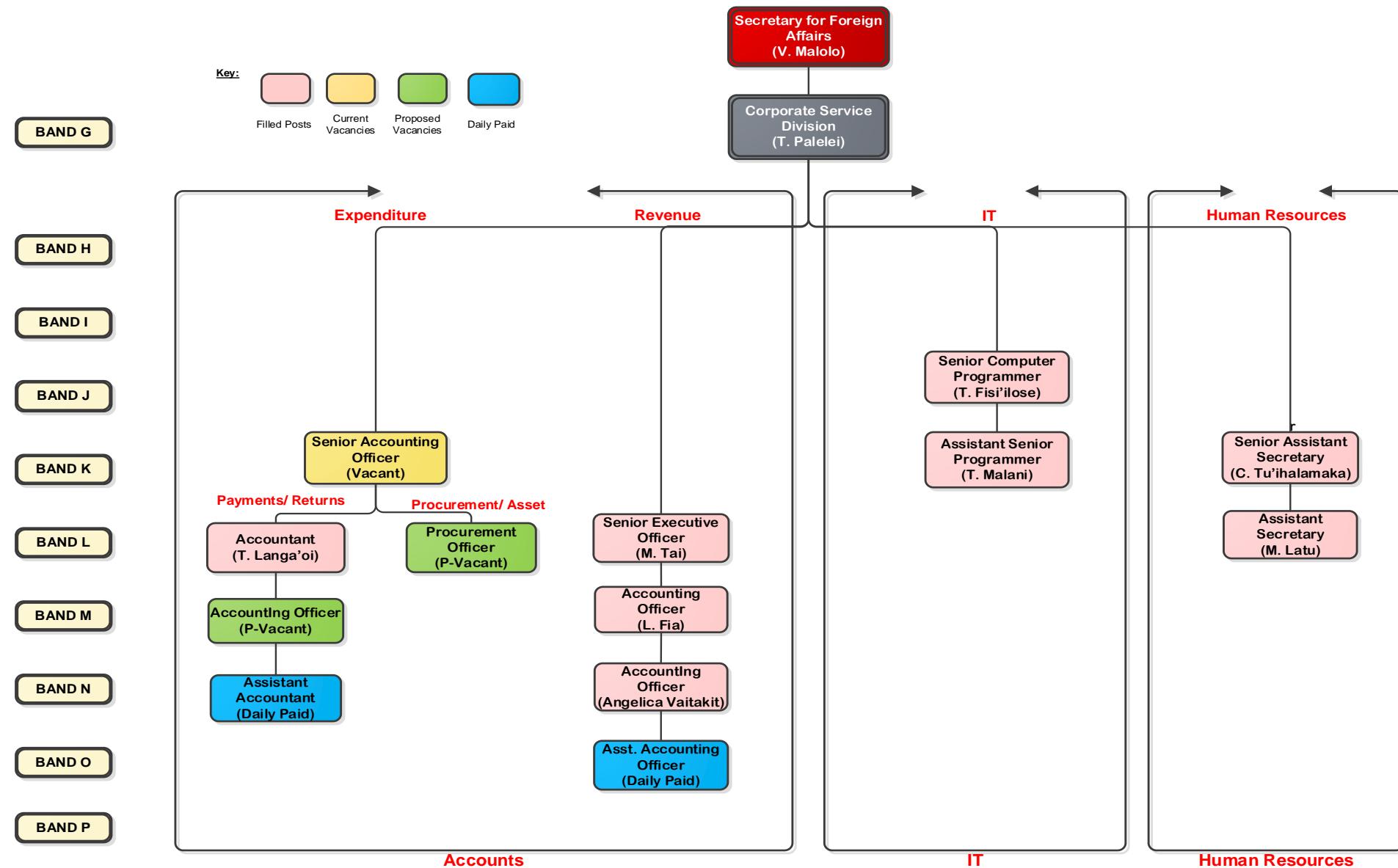
## Output 7: Provision of Protocol and Consular Services

Strategies/ Activities	Key Performance Indicators (KPIs)	(Baseline)	Target	Target	Target
		FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
Establish stronger partnerships through active engagements with the United States of America	Number of official visits from the US Embassy	10	20	25	30
	Number of Consular visits	2	4	0	0
	Number of training course provided	3	5	8	10
	Status of the establishing of the US Embassy in Nuku'alofa	60%	100%	Fully operate	Fully operate
	Number of diplomatic clearance for Military aircraft/ vessels/research approved	15	30	30	35
Establish stronger partnerships through active engagements with the GRULAC & Canada	Number of official visits	1	1	2	3
	Numbers of assistance provided	0	2	2	3
	Number of training courses	0	2	4	5
<b>Registry</b>					
Increase effectiveness and efficiency of the filing system and internal processes/ inwards & outwards correspondences.	Update Internal Registry process revised	Internal Process - 50% revised	75%	80%	UPDATING
	Number of files updated and indexed	Identifying active and non-active files - 55%	70%	80%	90%
	Number of active and non-active file identified	Updating filing index 60%	80%	Updating	Updating
	Status of design/development of 1 registry concept	draft	Continuing consultations	Design filing system	Implementations of digitizing filing system
		new office equipment	Purchase new computers, heavy duty photocopier, programs etc	Nil	Nil
	Number of staff recruited	Nil	1 Computer operator grade 3, 1 Assistant Secretary	1 Computer operator grade 3	1 Computer operator grade 3
<b>Transport</b>					
Develop Transport Capabilities to better support operations of the Ministry	Number of transport tasks complete monthly	70%	95%	95%	95%
	2. Number of maintenances per vehicle	6	4	4	4
	Number of log book audit compliance conducted per month	6	13	18	18
	Number of new vehicles purchase	8	13	Nil	Nil

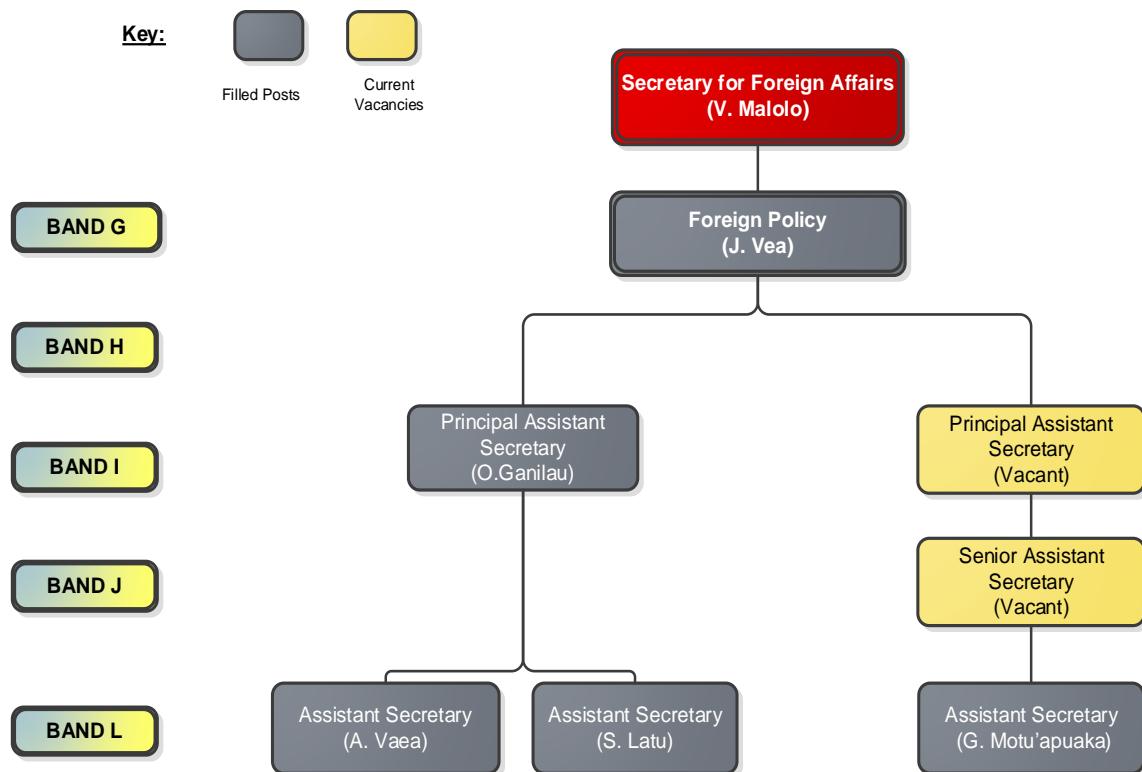
## ANNEX A – CORPORATE SERVICES DIVISION (CURRENT STRUCTURE)



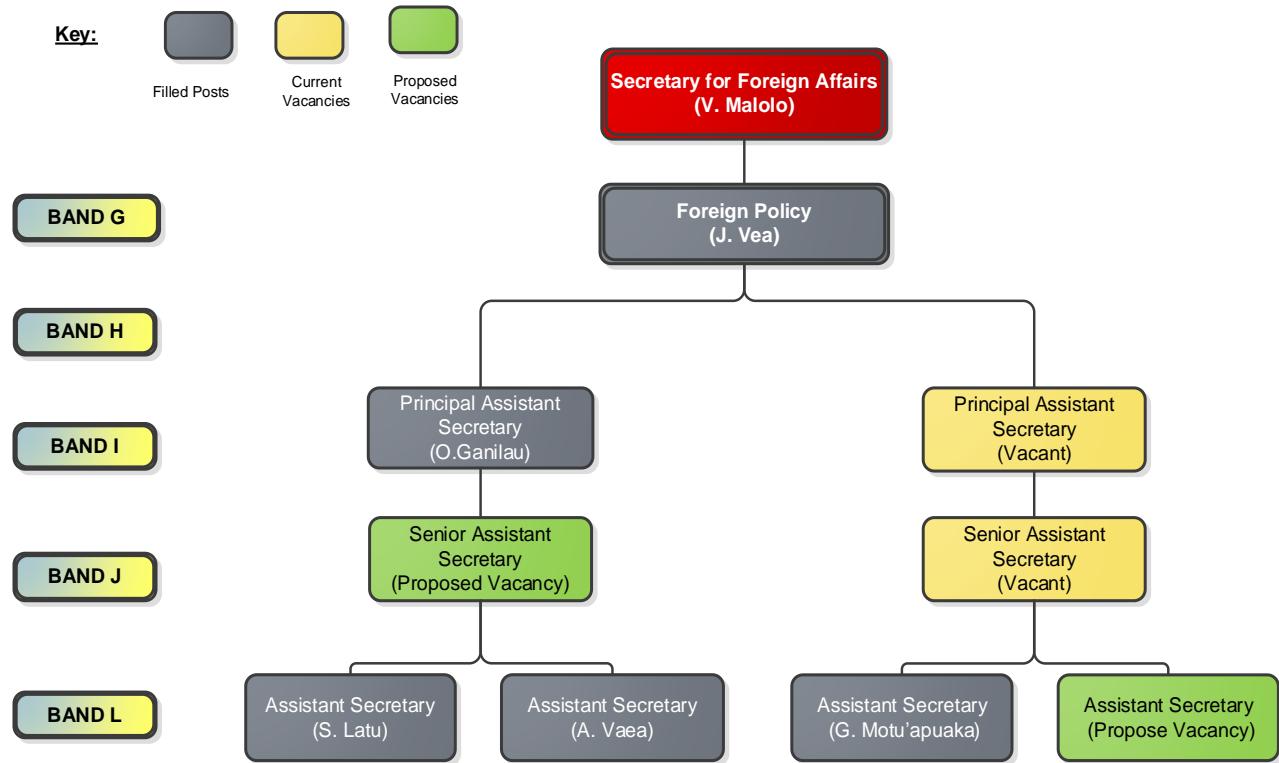
## ANNEX A – CORPORATE SERVICES DIVISION (PROPOSED STRUCTURE)



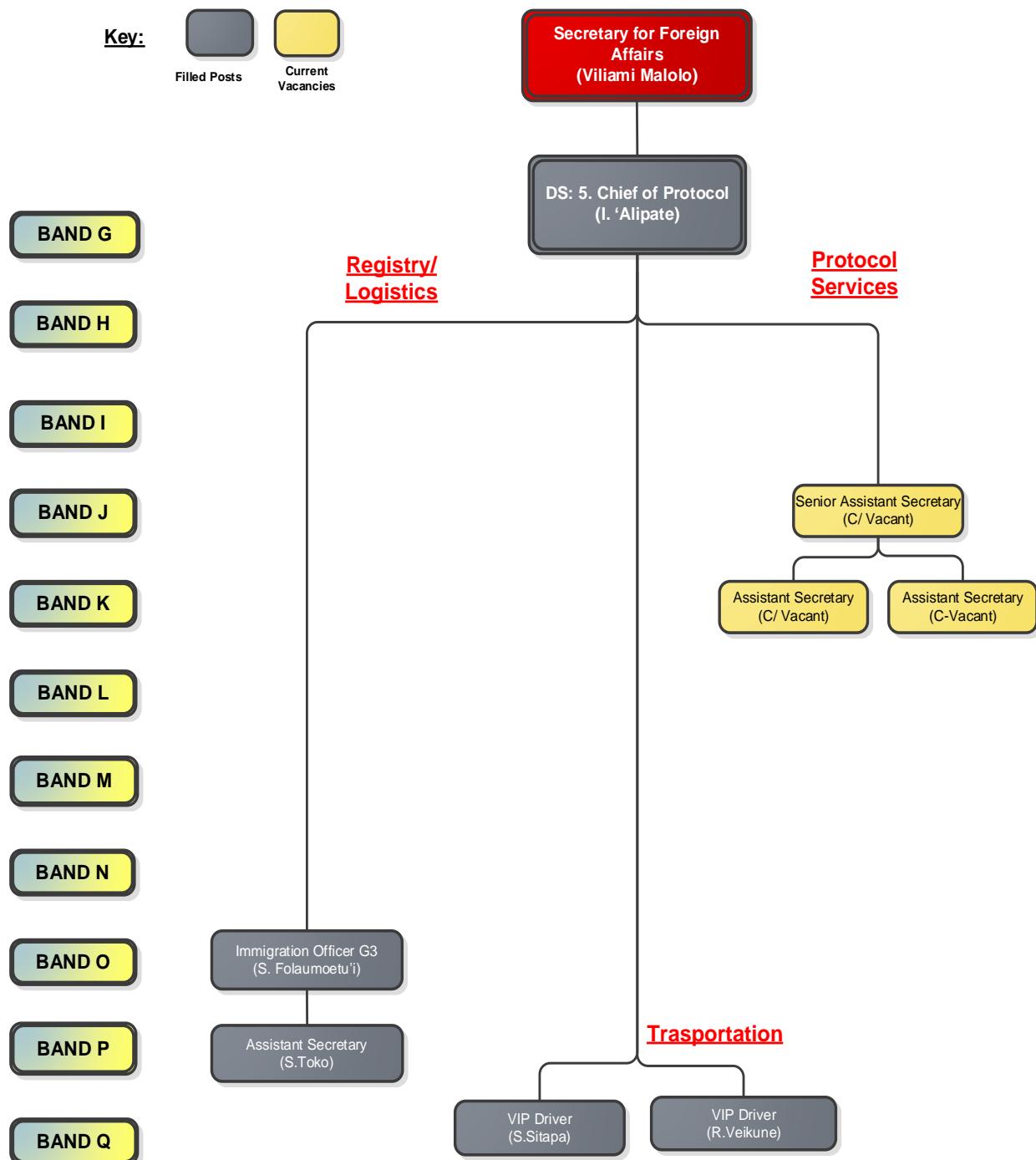
## ANNEX B – FOREIGN POLICY (CURRENT STRUCTURE)



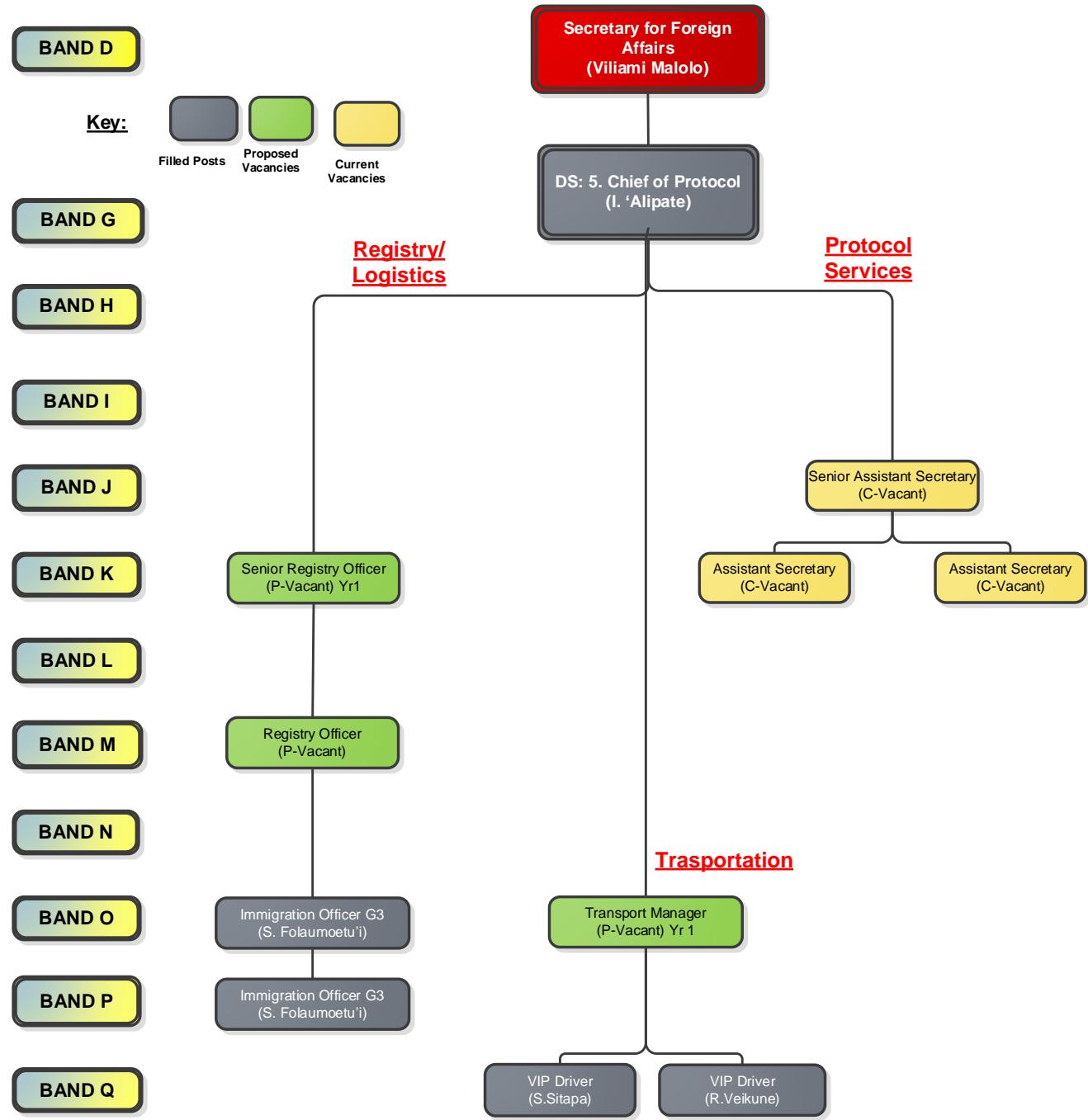
## ANNEX B – FOREIGN POLICY (PROPOSED STRUCTURE)



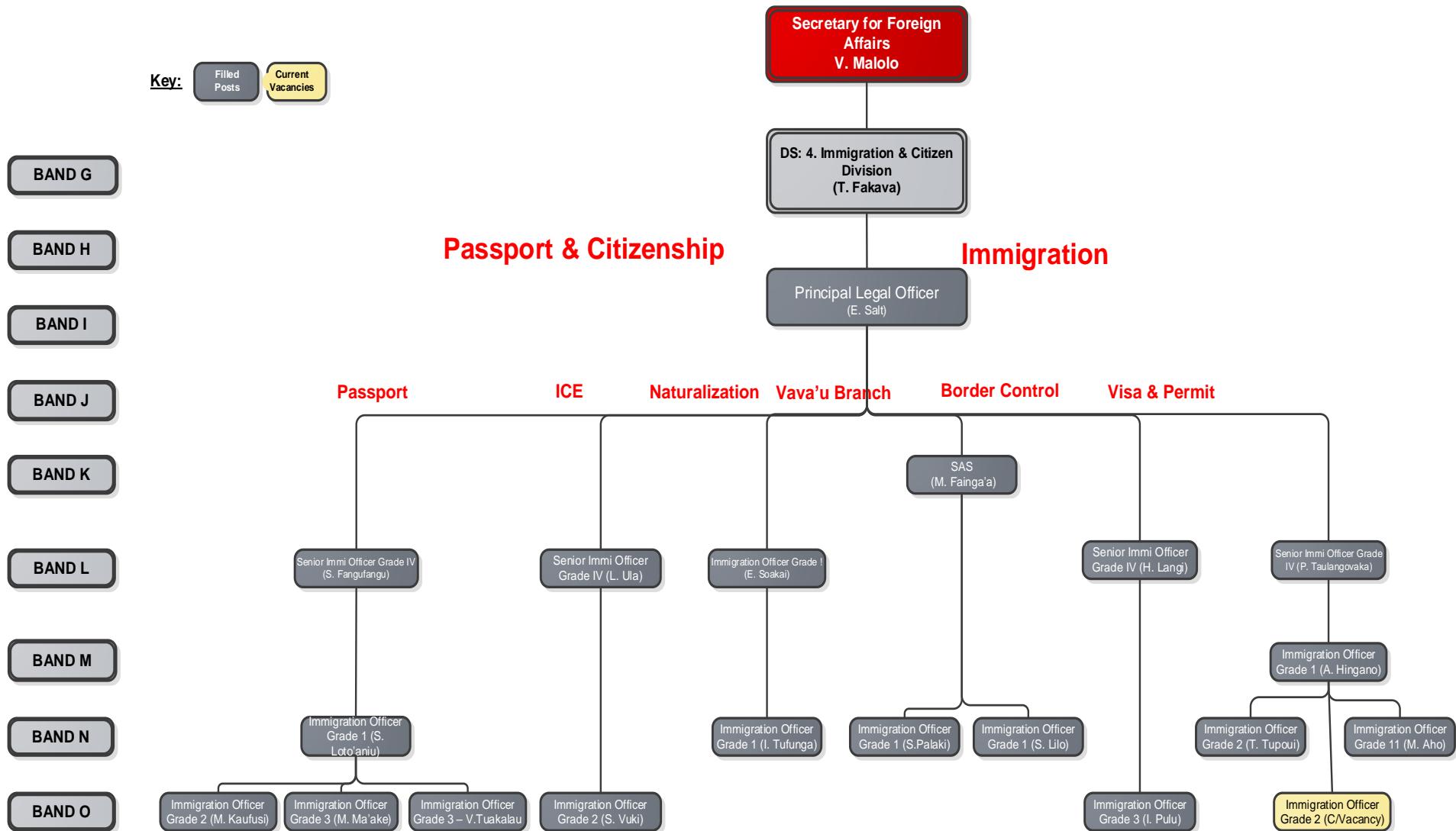
## ANNEX C – PROTOCOL DIVISION (CURRENT STRUCTURE)



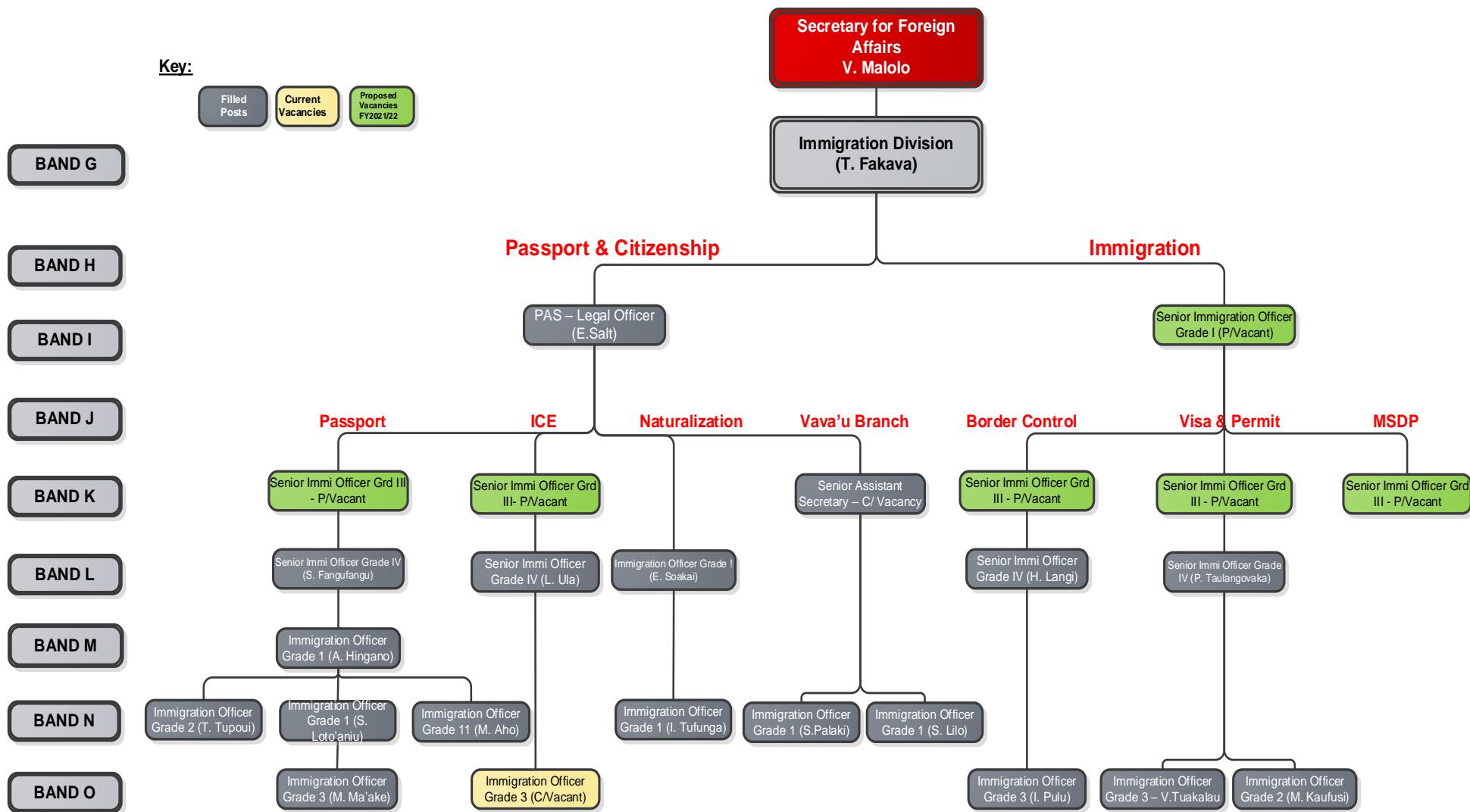
## ANNEX C – PROTOCOL DIVISION (PROPOSED STRUCTURE)



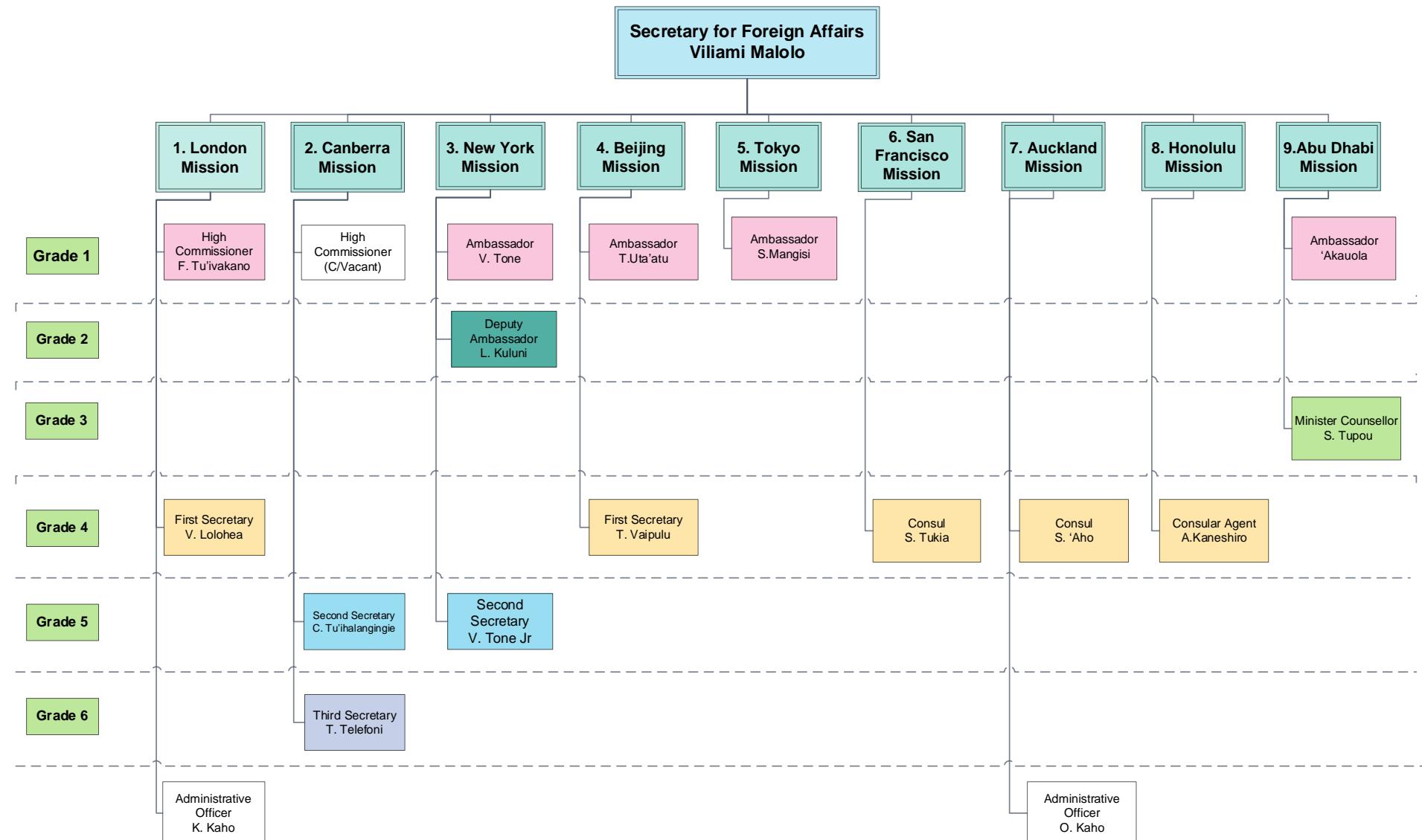
## ANNEX D – IMMIGRATION DIVISION (CURRENT STRUCTURE)



## ANNEX D – IMMIGRATION DIVISION (PROPOSED STRUCTURE)



## ANNEX E – OVERSEAS MISSION (CURRENT STRUCTURE)



## ANNEX E – OVERSEAS MISSION (PROPOSED STRUCTURE)

