Ministry of Lands, Survey, Planning and Natural Resources

Government of the Kingdom of Tonga

Corporate Plan & Budget

2025/26 – 2027/28

(English Version)

“Come, descendants of Jacob, let us walk in the light of the LORD.” – Isaiah 2:5

The Ministry’s Theme for the 2025 Working Calendar

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List of Abbreviations

ArcGIS	Geographic Information System (GIS) software map making
CGIS	Cadastral and Geographic Information System
CSD	Corporate Services Division
DSM	Deep Seabed Minerals
FY	Financial Year
GIS	Geospatial Information System
GNSS	Global Navigational Satellite System
GPS	Global Positioning System
GPA	Government Priority Agenda
ICT	Information Communication Technology
IWRM	Integrated Water Resources Management
KPI	Key Performance Indicators
LGISD	Land & Geographical Information System Division
LAD	Land Administration Division
LAP	Land Administration Project
LIS	Land Information System
MDA	Ministries, Departments and Agencies
NRD	Natural Resources Division
NSPAO	National Spatial Planning Authority Office
PUMA	Planning and Urban Management Agency
OCEO	Office of the CEO
OoM	Office of the Minister
SDA	2030 – Sustainable Development Agenda
SDGs	Sustainable Development Goals
SDS	Sub Divisional Design and Scheme
SSD	Surveying Services Division
TGS	Tonga Geological Services
IURSP	Tonga Integrated Urban Resilience Sector Project
TSDF II	Tonga Strategic Development Framework II (2015-2025)
NIGAP	National Integrated Geospatial Action Plan (2023-2027)

Foreword from the Minister

Hon. Dr. 'Uhilamoelangi Fasi
Minister, Ministry of Lands, Survey, Planning, and Natural Resources

It is my honor to present the **Corporate Plan 2025-2026**, for the

Ministry of Lands, Survey, Planning, and Natural Resources (MLSPNR). Since assuming office on **January 30, 2025**, my focus has been on ensuring that our Ministry plays a central role in delivering the **Government Priority Agenda (GPA)** by strengthening **land administration, resource management, and environmental resilience** to support sustainable national development.

Enhancing National Resilience

One of the key priorities of this government is to build **national resilience (GPA 1 & 2)**, particularly in responding to **climate change, disaster risks, and sustainable resource management**. The Ministry will advance **spatial planning** at all levels to support **urban growth, efficient land use, and disaster preparedness**. Our policies will also strengthen **flood management, coastal protection, and water resource management** to safeguard communities and infrastructure.

Strengthening Governance & Social Development

To support the government's initiative to **combat illicit drugs (GPA 3)**, the Ministry will **enhance transparency in land transactions, strengthen land governance, and improve digital land records** to prevent land misuse. Additionally, our **land-use planning and resource allocation** will contribute to **social development (GPA 4 & 5)** by ensuring **land access for schools, healthcare facilities, and improved water security and sanitation programs**.

Unlocking Economic Potential & Modernizing Land Administration

Land is at the core of **economic growth (GPA 6)**. The Ministry is committed to **streamlining land registration, strengthening tenure security, and implementing a digital Land Information System (LIS)** to facilitate investment and infrastructure development. Additionally, **seabed minerals exploration and management** will be pursued with **strict environmental safeguards**, ensuring that economic opportunities are **sustainable and beneficial to Tonga's long-term prosperity**.

Enhancing Public Sector Efficiency

To improve **public sector efficiency (GPA 7)**, we are committed to **modernizing land administration, automating cadastral surveys, and enforcing regulatory compliance**. Our Ministry will continue to drive **spatial planning, sustainable land use policies, and modernized service delivery** to ensure that land and natural resources are **managed efficiently and equitably**.

This **Corporate Plan 2025-2026** is our roadmap for progress, ensuring that **land and natural resources are managed responsibly to support national development**. I extend my appreciation to the **Ministry's staff, development partners, and all stakeholders** for their commitment to this shared mission. Together, we will **build a resilient, sustainable, and prosperous future for Tonga**.

Hon. Dr. 'Uhilamoelangi Fasi
Hon. Minister, Ministry of Lands, Survey, Planning, and Natural Resources

Message from the CEO

Mr. Taaniela Kula

***Chief Executive Officer*, Ministry of Lands, Survey, Planning, and Natural Resources**

I am pleased to present the **Corporate Plan 2025-2026**, which outlines the **strategic and operational direction** of the **Ministry of Lands, Survey, Planning, and Natural Resources (MLSPNR)**. This plan is fully aligned with the **Government Priority Agenda (GPA)** and ensures that our Ministry remains **efficient, transparent, and responsive to national development needs**.

A key priority is **ensuring climate resilience and disaster preparedness (GPA 1 & 2)** by integrating **spatial planning into land-use management, infrastructure development, and environmental protection**. We will implement **flood management measures, coastal protection initiatives, and hydrological monitoring** to mitigate disaster risks and safeguard communities. Through **Integrated Water Resource Management (IWRM)**, we will enhance **water security and sustainable extraction policies** to support long-term resource availability.

The Ministry plays a key role in **land governance and transparency (GPA 3)**, which are essential to **preventing the misuse of land for illicit activities**. We will implement **enhanced digital land registration, improved compliance mechanisms, and secure land tenure processes** to support national efforts against illicit drug-related land use.

We are also committed to **facilitating social sector growth (GPA 4 & 5)** by ensuring **efficient land access for national development projects**, particularly for **schools, hospitals, and sanitation infrastructure**. By streamlining **land acquisition processes and spatial planning frameworks**, we will contribute to **public health and education improvements** while also supporting **clean water access and environmental sustainability**.

Recognizing the **economic potential of Tonga's land and natural resources (GPA 6)**, the Ministry will **enhance land tenure security, streamline leasing and valuation processes, and digitize land records** to improve **investment opportunities and infrastructure development**. Additionally, our **seabed minerals management strategy** will balance **economic benefits with strict environmental protections**, ensuring that resource extraction is **responsible and sustainable**.

To improve **public sector efficiency and digital transformation (GPA 7)**, the Ministry will **digitize cadastral surveys, automate land records, and implement robust compliance frameworks**. This digital transformation will enhance **service accessibility, transparency, and operational efficiency**. By **strengthening regulatory oversight and inter-agency coordination**, we will ensure **faster, more reliable, and citizen-focused land administration services**.

This Corporate Plan reflects our commitment to **delivering high-quality services, protecting our natural resources, and ensuring land security for all Tongans**. I extend my sincere gratitude to our **Minister, staff, and development partners** for their continued support. Together, we will build a **resilient, efficient, and sustainable future for Tonga**.

Mr. Taaniela Kula,
Chief Executive Officer, Ministry of Lands, Survey, Planning, and Natural Resources

1. Executive Summary

1.1. Mandate

The Ministry of Lands, Survey, Planning, and Natural Resources (MLSNR) is legally mandated to oversee the governance, administration, and sustainable development of land and natural resources within its jurisdiction.

This includes the formulation and implementation of legislation, policies, strategies, and programs related to land ownership, cadastral surveys, spatial planning in both urban and rural settings, and the responsible management of natural resources. The Ministry's Corporate Plan is closely aligned with the Tonga Strategic Development Framework II (TSDF II) and integrates the principles of the Sustainable Development Goals (SDGs), ensuring that its initiatives support both national development objectives and international sustainability commitments.

1.2. Key Legislations, Policy Decisions and Conventions

The Ministry functions within a legal and policy framework comprised of key legislation, government policies, and international conventions that define its roles and responsibilities. This framework ensures the Ministry's operations are consistent with national development objectives and global sustainability goals.

Key Legislation and Regulations:

The Ministry's work is governed by primary legal documents such as the Constitution of Tonga, the Land Act 1927, and other relevant laws and regulations that shape its strategic direction and stakeholder obligations. (Refer to Table 1 for a detailed list of applicable legislation and regulations.)

Table 1. Key Legislations and Regulations

Legislations	Regulations/Declaration
• Act of the Constitution of Tonga • Land Act 1927 • Minerals Act 1949 • Maritime Zones Act 2009 • Petroleum Mining Act 1970 • Royal Estates Act • Road Acts • Park and Reserves Act • Seabed Mineral Act 2014 • Public Finance Management Act Regulation and Treasury Regulation • Ombudsman Act 2001 • Public Service Act • Public Finance Management Act 2002 • Public Audit Act 2007	• Declaration of cemeteries • Land (Occupation of Aliens) Regulations • Land (Quarry) Regulations • Land (Removal of Sand) Regulations • Land (Timber) Regulations • Land Court Rules 1991 • Petroleum Mining Regulations • Proclamations by the Minister of Lands • Parks and Reserves Declarations

1.3. Stakeholders

The Ministry works in close collaboration with a wide range of stakeholders who are essential to the development and implementation of effective policies, planning, and budgeting. These include key government institutions such as His Majesty and the Privy Council, the Cabinet, and the Legislative Assembly; community leaders including nobles and estate holders; public enterprises; the general public; as well as development partners and international organizations.

Equally important are the laws that govern land administration and management, which provide the legal framework within which the Ministry and its stakeholders operate. Engaging these stakeholders ensures that services are delivered in a transparent, lawful, and responsive manner, supporting national development objectives and upholding the legal rights and responsibilities related to land.

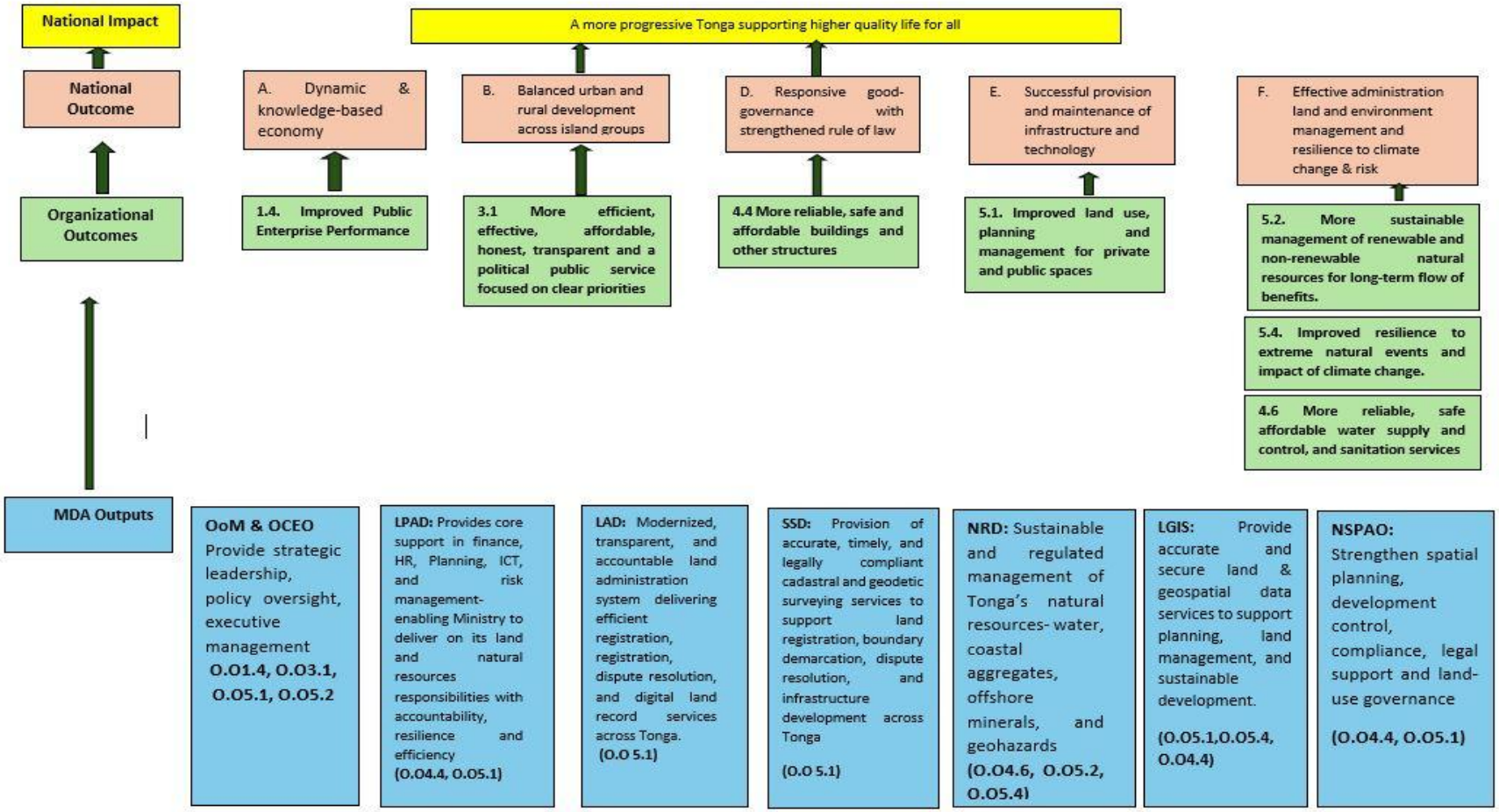
Table 2. MLSPNR Stakeholders and their relationship to the Ministry

Stakeholder	Customer of	Supplier to	Partner with	Oversight
His Majesty	X	X		X
Privy Council	X	X		X
Cabinet	X	X	X	
LA	X	X		X
Judiciary	X			X

Government	X	X	X	X
Ministries				
Oversight	X	X	X	X
Statutory Entities				
Public	X	X	X	X
Enterprises				
Noble and Estate	X	X		X
Holders				
Landholders	X	X		X

1.4. Result Map

1.3 Ministry of Lands, Survey, Planning & Natural Resources Result Map



1.5. TSDF/SDGs/Regional Frameworks

Land plays a crucial role in achieving the SDGs, as at least 11 out of the 17 goals are directly linked to land management, land policy, and cadastral systems. The Ministry of Lands, Survey, Planning, and Natural Resources (MLSPNR) supports seven (7) of these SDGs, as outlined below.

These SDGs align with the Ministry's outputs and contribute to the TSDF II priorities. The Ministry's divisions and their outputs are linked to the Global Priority Agendas (GPAs) and the SDGs, as follows:

Table 3: Linking Ministry Outputs to SDG's and alignment with TSDF II

National Outcome/Organizational Outcome	Ministry Division	Outputs	SDGs Supported	Global Priority Agenda
Objective 1: National Resilience	Natural Resources Division National Spatial Planning Authority Office	Outputs 18 to Output 21 Output 28 to Output 30	**SDG** 6,13,14,15 **SDG** 11,13,15	**GPA 1**: Climate Change and Disaster Resilience **GPA 1**: Climate Change and Disaster Resilience
Objective 2: Social Sector Development	Land Administration Division Leadership & Policy Advice Division	Output 12 to Output 14 Output 1 to Output 11	**SDG** 1,10,11 **SDG** 10,17	**GPA 3**: Reduce Poverty and Protect Vulnerable groups **GPA 7**: Public Sector Efficiency
Objective 3: Economic &Public Sector Development	Survey Services Division Land Geospatial Information Services	Output 15 to Output 17 Output 22 to Output 27	**SDG** 9,11,13 **SDG** 9,17	**GPA 6**: Boost Economic Growth **GPA 7**: Public Sector Efficiency

1.5.1. TSDF II Impacts and Outcomes Supported by MLSPNR Outputs

The Ministry makes significant contribution to five out of seven TSDF II National Outcomes:

A. More inclusive, sustainable and dynamic knowledge-based economy

B. Balanced Urban and Rural Development across island groups

E. Successful provision and maintenance of infrastructure and technology

F. Effective administration land and environment management and resilience to climate change & risk

TSDF II organizational outcomes are directly supported by the Ministry of Lands, Survey, Planning and Natural Resources. It provides particular support to:

1.4: Improved Public Enterprise Performance

Improved public enterprise performance to generate appropriate returns on government investment while supporting inclusive, sustainable development and the growth of business and communities

3.1 More efficient, effective, affordable, honest, and transparent Public Services

A more efficient, effective, affordable, honest and transparent Public Service, with a clear focus on priority needs, working both in the capital and across the rest of the country, with a strong commitment to improved performance and better able to deliver the required outputs of government to all people.

4.4 More reliable, safe and affordable buildings and other structures

More reliable, sae and affordable buildings and structures, taking greater account of local conditions, helping to lower construction, maintenance and operating costs, increase resilience to disasters, improve the quality of services provided and facilitate increased access.

4.6 More reliable, safe, affordable and available water supply and control, and sanitization services

More reliable, safe, affordable and available water supply and control, and sanitization services meeting the needs of everyone, managed in a sustainable manner, taking account the impacts of climate change.

5.1 Improved land-use, planning and management for private and public spaces

Improved land use planning, management and administration with stronger and appropriate enforcement which ensures the better provision of public spaces as well as private spaces, ensures more appropriate placement of infrastructure, better protects the environment, and limits risk, so as to improve safety conditions both for communities and business, working in harmony with a better application of the traditional land management system.

5.2 More sustainable management of renewable and non-renewable natural resources for long-term flow of benefits

More equitable, inclusive, sustainable and appropriate management of the use of renewable and non-renewable natural resources to maintain a steady long term flow of benefits rather than booms followed by bust and long term recovery periods.

5.4 Improved resilience to extreme natural events and impact of climate changes.

Improved national and community resilience to the potential disruption and damage to well-being, growth and development from extreme natural events and climate change, including extreme weather, climate and ocean events, with a particular focus on the likely increase in such events with climate change.

1.5.2. GPA, Sector Plans, Regional & Community Development

The Ministry of Lands, Survey, Planning and Natural Resources (MLSPNR) contributes to the national development priorities through its core outputs under the following three Thematic Areas, aligned with the 7 Global Priority Agendas (GPA):

1. **Objective 1: National Resilience**

GPA 1: Climate Change and Disaster Resilience

MLSPNR strengthens national resilience by addressing climate-related challenges and improving disaster preparedness and response through robust land use policies, natural resource management, and spatial planning

2. **Objective 2: Social Sector Development**

GPA 3: Reduce Poverty and Protect Vulnerable Groups

The ministry contributes to equitable land access, secure tenure, and community-focused planning, supporting poverty alleviation and social protection for vulnerable populations.

3. **Objective 3: Economic & Public Sector**

GPA 6: Boost Economic Growth

The ministry facilitates economic development by improving the efficiency and availability of land and natural resources to support infrastructure, provide sectors, and investment

GPA 7: Public Sector Efficiency

MLSPNR enhances public service delivery through digitization, streamlined land administration, and modernized geospatial systems, contributing to more transparent, accountable, and effective governance.

The strategic targets and funding for Improving water supply reliability and safety (2024-2027) is a leading MDA previously aligned with GPA 6 on water supply, the project now supports the updated ***GPA6 : Realizing Economic Potential to Boost Growth)*** in the 2026/2027 Corporate Plan. Outlined below is the activity that highlights the significant contribution to the said GPA 6

Table 5. Strategic Targets and Funding for Improving Water Supply Reliability and Safety (2024-2027)

GPA Target	Division & Outputs	Activities/Projects / Programs	2024/25 (targets)	2025/26 (targets)	2026/27 (targets)	Costing (Recurrent /Development fund
GPA 6 Boost Economic Growth	**Natural Resources Output 18**	Effective flood risk management infrastructure implemented. TIURSP, (project)	Start Construction in Q1 of 2024/25	Completed Public Drainage in Q3	Complete drainage in private property in Q2 2026/27	ADB

Additionally, the following also contributes to Government Priority Agenda.

Table 6. Linking Ministry's Outputs to Government Agendas

GPA Target	Division & Outputs	Activities/Projects / Programs	2024/25 (targets)	2025/26 (targets)	2026/27 (targets)	Costing (Recurrent /Development fund
GPA 1 Priority Activities to build Resilience against Climate Change & Disaster Risk towards building back better	**Natural Resources Output 18**	Effective flood risk management infrastructure implemented. TIURSP, (project)	Start Construction in Q1 of 2024/25	Complete Public Drainage in Q3	Complete drainage in private property in Q2 2026/27	ADB
		Development of Tonga Water Sector Plan	Draft	Implement	Implement	MFAT
		Strengthen Water Scarcity in the Niuas Group; (project)	Draft	Implement	Implement	SPC
		Hydrology & Water Resources Management	Draft	Implement	Implement	Recurrent
	NRD Output 18	Tonga Integrated Urban Resilient Sector Project; (project)	Monitoring of Sanitation Systems in Schools in Urban Area	Awareness on Water and Sanitations in Schools and Communities	Awareness on Water and Sanitations in Schools and Communities	ADB
	NRD Output 19	Coastal Area Mapping and Monitoring;	Draft	Implement	Implement	Recurrent
	NRD Output 21	Upgrade of Tonga Seismic and Volcano Monitoring Network, Pacific Resilience Program (PREP)	Draft	Implement	Implement	Recurrent
	SSD Output 16	Continuous Support for Pacific Sea level Rising and Geodetic monitoring	Implement	Ongoing	Ongoing	DFAT
		Enhancing Tsunami Early Warning System	Installation	Complete	Ongoing	Recurrent
	NSPAO Output 28	National Housing Strategy	Draft	Draft & Finalize	Implement	Development Project/ Recurrent
	NSPAO Output 29	Build Better TIURSP project	Draft	Adopt & Implement	Implement	JICA

			Final Draft Report on Output 4 of TIURSP of Urban Disaster & Resilience	Adopt & Implement	Implement	ADB
GPA 3: Reduce Poverty and Protect Vulnerable Groups	**LAD Output 12**	Formulation of guidelines and policies for all land transactions	Draft	Review	Implement	Recurrent
		Develop case management system and internal audit for effective and efficient administering of the Division's statutory responsibilities in relation to land transaction	Planning	Trial Run	Fully Operational	Recurrent
		Develop a property management plan for monitoring and enforcing compliance with lease covenants	Draft	Review	Implement	Recurrent
		Provide information for development projects, facilitate consultation and enforce land court decisions	100%	1000%	100%	Recurrent
GPA 6 Boost Economic Growth	**NRD Output 18**	Tonga Integrated Urban Resilient Sector Project; (project)	Commence construction on in Q1 of 2024/ 2025	Completed Public drainage in Q3	Complete drainage in private property in Q2 2026/2027	ADB
		Sustainable management of deep seabed minerals, petroleum hydrocarbon, and advice on investments in high-risk high revenue potential sector for economic boom	Ongoing support of the drafting of Seabed Minerals Mining Code at the ISA	Ongoing participation n in seabed Minerals Exploration In the Area (Clarion Clipperton Zone)	Ongoing participation n in seabed Minerals Exploration In the Area (Clarion Clipperton Zone)	Recurrent
	SSD Output 16	Enhanced Accuracy and Quality in Construction and Infrastructure Developments	Planning	Implement	Ongoing	Recurrent

1.5.3. Sector Plan, Regional & Community Development

The Ministry plays a crucial role in the implementation of National Frameworks through its core functions of LGIS, NRD, and NSPAO. These functions contribute to the priorities outlined in

- **National Geospatial Action Plan (NGAP) 2023-2027**

Objective of NGAP: The key goals of NGAP is to leverage geospatial data (such as GIS) for better planning, resource management, and disaster response

Ministry Function: Providing critical geospatial data for informed decision-making, resource management, and sustainable planning.

- **Joint National Action Plan (JNAP 2 2028-2038).**

Objective of JNAP: Enhance Climate Resilience and promoting sustainable development.

Ministry Function: Integrating climate resilience and disaster risk reduction into land use and resource management, ensuring that Tonga's development is adaptive and sustainable in the face of climate change

o **Tonga Trade Policy Framework 2017-2025**

Objective: Enhance economic growth through trade and promoting sustainable economic development.

Ministry Function: Enabling the sustainable use of natural resources and optimizing land use for key sectors, such as agriculture, tourism, and infrastructure development, which are essential for driving economic growth and increasing trade.

o **Climate and Disaster Resilient Urban Development Strategy and Investment Plan for Greater Nuku'alofa (CDRUDSIP) 2024**

Objective: Strengthen urban resilience by integrating climate risk mitigation, land-use planning, and sustainable infrastructure investment.

Ministry Function: Support the implementation of climate-adaptive urban development policies, enhance infrastructure resilience, and improve land-use zoning to mitigate climate-related risks such as flooding and sea-level rise. This includes promoting sustainable land-use strategies, strengthening community preparedness, and developing a long-term urban spatial plan for 2080.

o ***CDRUDSIP Implementation Roadmap and Investment Plan 2024***

Objective: Provide a structured approach to executing climate-resilient urban development initiatives through targeted investments and phased implementation.

Ministry Function: Oversee and facilitate urban resilience investments, including flood management infrastructure, climate-adaptive housing, emergency preparedness measures, and sustainable land use regulations. The Ministry will collaborate with key agencies to ensure integrated planning, financial sustainability, and alignment with national development goals.

o **Flood Management Master Plan (FMMP) 2018 (as part of the Tonga Integrated Urban Resilience Sector Project - TIURSP)**

Objective: Develop a comprehensive flood mitigation strategy for Nuku'alofa, addressing drainage challenges, sea-level rise, and climate adaptation.

Ministry Function: Facilitate the implementation of flood mitigation measures, including improving drainage infrastructure, enforcing land-use policies, and ensuring sustainable urban planning. The Ministry will work with relevant agencies to acquire necessary land, develop regulatory frameworks for flood resilience, and integrate FMMP findings into long-term urban development strategies.

o **Niuafo'ou Water Supply Feasibility and Design Report 2019 (as part of the Climate Resilience Sector Project, ADB Grant 03-78 TON)**

Objective: Improve water supply infrastructure and ensure sustainable water access for Niuafo'ou communities through enhanced rainwater harvesting and resilient water supply systems.

Ministry Function: Oversee the development and implementation of water supply improvements, including increasing rainwater harvesting capacity, rehabilitating storage systems, and enhancing water distribution through pipeline and tanker systems. The Ministry will collaborate with the Water Resources Section and local communities to ensure long-term sustainability, disaster resilience, and compliance with national water regulations.

o **Integrated Water Resources Management (IWRM) Plan for Niuafo'ou (2018) (as part of the Climate Resilience Sector Project, ADB Grant 03-78 TON)**

Objective: Develop an integrated approach to managing Niuafo'ou's water resources by improving water security, conservation, and disaster resilience.

Ministry Function: Implement IWRM strategies by improving household and community rainwater harvesting systems, monitoring water quality, and ensuring long-term sustainability of water supply. The Ministry will facilitate the establishment of Village Water Committees (VWC) to support local governance of water resources, promote community-led maintenance programs, and integrate IWRM findings into Tonga's national water policies.

2. Ministry Overview

2.1. Ministry Outputs Grouped into Divisions (Programs) and Sub-programs

Table 6. Ministry's Outputs grouped into Programs

Program(s)	Output Statements	Activities/Strategies	Responsible Program
PROGRAM 1 – Leadership & Policy Advice **Sub – Program 1.1: Office of the Minister**	**Output 1:** Provides strategic leadership and policy oversight to ensure effective land administration, sustainable resource management, and compliance with legal frameworks, while supporting good governance and national development priorities.	1. **Ministerial Oversight & Governance** • Provide strategic oversight on **policy, legal, and regulatory** matters within the Ministry's portfolio. • Ensure **alignment of Ministry programs and activities** with national priorities and government policies. • Oversee **implementation of Cabinet decisions and compliance with legislative requirements.** 2. **Ministerial Correspondence & Parliamentary Engagement** • Manage **official correspondences and engagements** with Parliament, the Prime Minister's Office, and Cabinet. • Draft and review **Ministerial statements, speeches, and policy briefings** for parliamentary sessions. • Respond to **parliamentary inquiries and legislative matters** relevant to the Ministry. 3. **Cabinet & Executive Coordination** • **Prepare and review Cabinet policy submissions and reports** for Ministerial decision-making. • Provide **executive briefings on cross-sectoral policies** requiring Cabinet approval. • Strengthen **inter-ministerial coordination** for efficient policy implementation. 4. **Stakeholder & Public Engagement** • Engage **community leaders, private sector representatives, and development partners** to strengthen collaboration. • Conduct **public consultations and awareness programs** on key legislative and policy changes. • Represent the Ministry at **high-level national and international forums.** 5. **Strategic Leadership & Policy Direction** • Ensure Ministry policies **align with national and international development commitments.** • Provide the Minister with **evidence-based policy analysis and strategic advice.** • Oversee the development of **policy frameworks** for land governance, natural resource management, and regulatory enforcement.	**OoM**

		6. **Official Visits & Protocol Management** • **Plan and coordinate** the Minister's official visits and public engagements. • Ensure **logistical, security, and protocol** arrangements for Ministerial events. • Facilitate **diplomatic and intergovernmental engagements** with international partners and donor agencies. 7. **Crisis & Issue Management** • Provide **immediate Ministerial Guidance** on emerging challenges, land disputes, and resource management crises. • Oversee **government response coordination** for media and public inquiries. • Ensure effective crisis management in regulatory enforcement and national resource governance.	
Sub – Program 1.2: Office of the CEO	**Output 2:** Enhanced Leadership, Effective Policy Guidance, and Strategic Management of Ministry Functions	8. **Executive Leadership & Strategic Management** • Provide strategic direction for Ministry policies, programs, and operations. • Ensure Ministry work aligns with national development goals, laws, and global best practices. • Oversee implementation of strategic initiatives, reforms, and digital transformation. • Monitor and report on Ministry-wide performance to ensure efficiency. 9. **Policy Implementation & Regulatory Oversight** • Ensure Ministry divisions comply with laws, policies, and international agreements. • Evaluate the effectiveness of policies on land administration, seabed minerals, water resources, and spatial planning. • Provide evidence-based policy advice to the Minister, including recommendations for legislative improvements. 10. **Inter-Ministerial & Stakeholder Coordination** • Lead high-level engagement with government agencies, private sector stakeholders, and donor agencies. • Represent the Ministry in Cabinet discussions, inter-agency forums, and regional policy meetings. • Strengthening partnerships for technical assistance, capacity building, and co-funding opportunities. 11. **Operational Oversight & Institutional Governance** • Supervise all Ministry divisions to ensure efficiency and compliance. • Establish a structured performance review system to monitor all programs • Ensure financial, procurement, and HR compliance with national laws 12. **Organizational Development & Workforce Management** • Oversee staff training, capacity building, and leadership succession planning. • Address HR challenges, including staff shortages and restructuring needs. • Ensure adherence to the Public Service Act, Code of Conduct, and grievance procedures.	**OCEO**

		13. **Crisis & Risk Management** • Provide leadership in responding to crises such as land disputes, environmental hazards, and regulatory breaches. • Develop and oversee risk management frameworks for the Ministry's core functions. • Ensure the Ministry's readiness for emergency response related to land use, water supply, and geological hazards. 14. **Financial & Resource Management** • Ensure responsible budgeting, financial planning, and compliance with the Public Finance Management Act. • Optimize resource allocation to improve service delivery across the Ministry. • Oversee procurement processes and ensure transparency in government spending. 15. **Digital Transformation & Innovation** • Lead efforts to digitize land administration and resource management systems. • Promote the adoption of modern technologies for data management, spatial planning, and e-governance. • Strengthening cybersecurity and digital infrastructure within the Ministry.	
	Output 3: Enhanced Engagement with National, Regional, and International	16. **Develop a Donor Engagement Strategy** • Identify key national, regional, and international donors (e.g., World Bank, UNDP, SPC, DFAT, MFAT, ADB). • Align donor priorities with Ministry initiatives (e.g., sustainable land management, digital land registry, foreign land application processes). • Establish formal communication channels (e.g., donor roundtables, bilateral meetings). 17. **Strengthening Partnership with Development Agencies** • Facilitate collaborative agreements (MOUs, funding agreements) with donor agencies. • Participate in regional and global land governance forums (e.g., Pacific Islands Forum, UN-Habitat). • Establish technical exchange programs for capacity building in land administration. 18. **Improve Proposal Development and Fundraising Efforts** • Train Ministry staff on proposal writing and donor funding applications. • Develop project concept notes for priority areas like land use planning, climate resilience, and tenure security. • Monitor and apply for available funding opportunities from regional and international partners. 19. **Implement Transparent Donor Reporting & Monitoring** • Establish a donor project tracking system to monitor funded initiatives.	**OCEO**

		• Publish quarterly and annual donor engagement reports to demonstrate accountability. • Conduct stakeholder engagement sessions to update donors on project progress and challenges. 20. **Promote Public Awareness of Donor-Supported Land Initiatives** • Develop media campaigns and publications to highlight donor-funded projects. • Organize community outreach programs to showcase how donor initiatives benefit local land governance. • Ensure public accessibility to donor-funded research and policy recommendations.	
	Output 4. Enhanced Media and Public Relations Image of the Ministry	21. **Develop and Implement a Media and Communication Strategy** • Create a Media and Public Relations Plan aligned with the Ministry's strategic objectives. • Identify key media partners (TV, radio, newspapers, and online platforms) to disseminate information. • Establish a Ministry spokesperson for official communications. 22. **Strengthening Public Awareness on Land Governance Policies** • Develop informational brochures, FAQs, and explain videos on land laws, lease applications, and foreign land occupation procedures. • Conduct radio and television programs to educate the public on land policies and regulatory compliance. • Organize community outreach sessions to clarify land-related processes and address public concerns. 23. **Enhance the Ministry's Digital Presence** • Maintain and update the Ministry's website with news, policy updates, and land-related announcements. • Improve social media engagement by regularly posting updates on land governance initiatives, policy changes, and public notices. • Introduce an online portal for public inquiries on land administration matters. 24. **Foster Positive Media Relations** • Host regular press briefings to provide updates on land governance reforms, donor partnerships, and strategic projects. • Distribute press releases and media statements on key land-related developments. • Organize media training workshops for Ministry staff to ensure effective communication with journalists. 25. **Showcase the Ministry's Achievements and Impact** • Publish an Annual Report highlighting key accomplishments, donor-supported initiatives, and public service improvements.	**OCEO**

		• Creating impact stories and case studies demonstrate successful land reforms and community benefits. 26. **Host public events and exhibitions to showcase the Ministry's role in land administration and natural resource management**	
Sub-Program 1.3 – Corporate Services Division **1.3.1:** Accounts and Finances Section	**Output 5:** Strengthened Internal Planning and Enhance Financial Management Systems	27. Preparation of ministry's annual budget 28. Expenditure forecasts submitted to Ministry of Finance 29. Revenue forecast submitted to Ministry of Finance 30. Submission of annual PAYE to Ministry of Revenue and Customs 31. Annual procurement plan submitted to MOF and implemented. 32. Timely processing of Purchase Orders 33. Timely processing of ministry Pay-In 34. Timely processing of Overtime payment to Ministry of Finance 35. Timely updating lease and revenue tax reports 36. Update revenue collection from outer islands. 37. Develop revenue collection plan and submit to D/CEO, CSD and CEO for approval. 38. Update of asset management database 39. Annual Asset Report for the ministry 40. Timely preparation of staff remuneration for both established and unestablished 41. Annual Financial Report for the ministry	**CSD**
1.3.2: Human Resource Section	**Output 6:** Enhanced Administrative and Human Resources Support for Ministry Employees	42. Submission and approval of the Ministry's annual job description review 43. Efficient recruitment of Ministry's staff 44. Prepare an annual staff retention plan. 45. Prepare career path and succession plan for the ministry's divisions. 46. Monthly advising of staff leave to PSC and Payroll Clerk at the Ministry of Finance 47. Timely advice of Acting Appointments of the ministry to PSC and Finance 48. Maintenance of filling, and administrative policy management systems 49. Develop, review, update, and submit internal policies to the CEO	**CSD**
1.3.3: Information Communications Technology Section	**Output 7:** Enhanced Information and Communication Technology Systems for Improved Service Delivery	50. Develop and update ICT policies, plans, and manuals submitted and approved by the CEO 51. Purchasing new assets and computer resources. 52. Set up, update, upgrade, and configure the ministry's computer systems. 53. Managing main server for Queen Salote Building (One-way). 54. Managing Vavaú office IT resources 55. Managing Haápai office IT resources 56. Manage and provide ICT support to employees. 57. Update the ministry's official website 58. Digitize the ministry's land records and link manual databases. 59. Develop a communication system per communication plan to ensure information is systematically and timely exchanged 60. Review existing digital capabilities and invest in emerging technologies	**CSD**

		61. Coordinate with Quality Assurance & Control Section to implement Business Process Management (BPM) solutions 62. Strengthen cybersecurity to protect sensitive information and assets 63. Manage and Maintain GNSS, SEIMECC (Surveying software and station points).	
1.3.4: Strategic Planning and Support Services Section	**Output 8:** Enhanced Logistics and Support Systems for Uninterrupted and Safe Ministry Operations	64. Prepare a logistics management system to be in place for the ministry's transport and support services. 65. Prepare and organize ministry's annual events. 66. Ensure enough number of vehicles available in the Ministry. 67. Ensure compliance of ministry vehicles with transport regulations and requirements 68. Ensure drivers comply with land transport regulations and requirements. 69. Ensure secure office compounds (Queen Salote Ex Student Building, Sioloki, Faónelua- NSPAO) 70. Procure materials for watchmen to continue ensuring security of office compounds. 71. Prepare watchmen reporting and submit to D/CEO, CSD 72. Develop a property management system to ensure all properties of the ministry	**CSD**
	Output 9: Enhanced Planning, Monitoring, and Evaluation for Effective Ministry Management	73. Coordinate, draft, compile, and submit Corporate Plan, Annual Management Plan to CEO. 74. Managing bi-annual monitoring and evaluation reporting to PMO-National Planning Division 75. Coordinate, draft, compile, and submit the Bi-Annual Report & Annual Report to CEO	**CEO**
1.3.5: Quality Assurance & Control Section	**Output 10:** Strengthened Control Management for Operational Effectiveness and Compliance	76. Establish internal audit of processes and procedures of the Ministry. 77. Conduct internal audit. 78. Develop audit scope plan for the ministry and approved by CEO. 79. Manage all risk associated with MLNR operations. 80. Implement risk management plan of the Ministry. 81. Conduct risk management workshops within the Ministry. 82. Prepare risk registers and logs. 83. Prepare Standard Operation Procedures (SOP) for each process within the ministry and approved by CEO 84. Prepare flowcharts for all SOPs in the Ministry	**CEO**
1.3.6: Workforce Development Section	**Output 11:** Enhanced Workforce Development, Social Well-being, and Performance Management	85. Annual workforce development plan for the ministry's staff submitted to PSC. 86. Implement relevant workforce training programs for the Ministry. 87. Secure overseas training opportunities for workforce development of ministry's staff 88. Implement relevant social wellbeing programs from the Ministry. 89. Managing of staff performance management system and submit to CEO.	**CEO**
PROGRAM 2 – Land Administration Division	**Output 12**: Efficient and Transparent Land Registration	**Land Application Unit** 90. Receive, assess, and process applications for new land allotments in	**LAD**

Sub – Program **2.1 Land Registration Section** 2.1.1. Land Application Unit 2.1.2. Land Valuation Unit 2.1.3. Land Title Unit 2.1.4. Lease Unit 2.1.5. Mortgages Unit 2.1.6. Heir Claimant Unit 2.1.7. Surrender Applications Unit	– Strengthening the accuracy, security, and transparency of land registration, valuation, leasing, mortgaging, and legal land processes to protect landownership rights, enhance investment confidence, and support national land administration.	compliance with the Land Act. **Land Valuation Unit** 91. Conduct land valuations for leases, sales, taxation, and compensation to determine fair market value. **Land Title Unit** 92. Register and issue land titles, ensuring accurate records of ownership, transfers, and hereditary estates. **Lease Unit** 93. Manage and monitor lease agreements, including registrations, renewals, and compliance with lease terms. **Mortgages Unit** 94. Register and oversee land mortgages, ensuring compliance with banking regulations and legal requirements. **Heir Claimant Unit** 95. Process and verify land succession claims, ownership disputes, and legal affidavits for inheritance cases. **Surrender Applications Unit** 96. Process applications for land surrender and reallocation, ensuring legal compliance and proper reassignment.	
Sub- Program **2.2. Land Records Management** 2.2.1. Land Records & Archiving Unit 2.2.2. Document Retrieval & Public Access Unit 2.2.3. Digital Land Information Unit 2.2.4. Annual Returns & Compliance Unit	**Output 13:** Comprehensive Land Information Management – Ensuring the secure storage, accurate maintenance, and accessible retrieval of land titles, leases, mortgages, and related records to support legal compliance, dispute resolution, government planning, and public services**.**	**Land Records & Archiving Unit** 97. Maintain and securely archive all land titles, leases, mortgages, and transaction records in both physical and digital formats. **Document Retrieval & Public Access Unit** 98. Process and fulfill public and government requests for certified land records while maintaining a secure retrieval log. **Digital Land Information Unit** 99. Update, manage, and digitize land records within the Land Information System (LIS) to enhance accessibility and security. **Annual Returns & Compliance Unit** 100. Prepare and submit annual reports on land transactions while ensuring compliance with legal and regulatory requirements.	**LAD**
Sub- Program **2.3 Land Dispute Resolution Office** 2.3.1. Mediation & Conflict Resolution Unit 2.3.2. Boundary & Survey Dispute Unit 2.3.3. Legal & Court Proceedings Unit 2.3.4. Customary & Succession Claimant Unit	**Output 14: Fair and Efficient Land Dispute Resolution –** Ensuring the timely and just resolution of land conflicts through mediation, legal proceedings, boundary verification, and customary succession claims to uphold land rights and legal compliance.	**Mediation & Conflict Resolution Unit** 101. Conduct mediation sessions and facilitate negotiations between disputing landowners or leaseholders to resolve conflicts amicably. **Boundary & Survey Dispute Unit** 102. Investigate boundary conflicts and encroachments in collaboration with the Survey & Mapping Division to provide accurate resolution reports. **Legal & Court Proceedings Unit** 103. Prepare legal documents and represent the Ministry in court proceedings related to land disputes, ensuring enforcement of rulings. **Succession Claims Unit** 104. Investigate hereditary land disputes, validate succession claims,	**LAD**

		and assist families in preparing legal documents for rightful ownership transfers. Conduct mediation sessions between disputing landowners or leaseholders.	
PROGRAM 3 – Surveying Services Division **Sub – Program 3.1. Cadastral & Geodetic Survey Section**	**Output 15:** Enhance accurate, reliable, and legally compliant cadastral and geodetic data for land management and national spatial infrastructure	105. Clear the backlog of 4000+ allotment cadastral survey cases. 106. Conduct boundary re-establishment and re-demarcation using GNSS. 107. Support court-directed and dispute-related surveys. 108. Maintain and update the Tonga Geodetic Network (TGN). 109. Conduct GNSS-based geodetic campaigns to monitor tectonic movements. 110. Re-observe and update national geodetic survey control points. 111. Digitize and compile geodetic and cadastral datasets (e.g., control points, benchmarks). 112. Develop a modern vertical height system. 113. Convert old geodetic data to Tonga Map Grid (TMG). 114. Establish and maintain CORS (Continuously Operating Reference Station) Network. 115. Prepare standards and specifications for cadastral and geodetic surveys. 116. Conduct public awareness programs and training (e.g., Ton Cord, map grid use). 117. Deploy survey equipment overseas for servicing and calibration. 118. Provide technical support to national disaster and early warning programs.	**SSD**
Sub – Program 3.1. Field Survey & Technical Operations Section	**Output 16:** Provide efficient, responsive, and technically accurate field survey services delivered across all regions of Tonga	119. Deploy and manage 9 regional Field Teams (Tongatapu: 6, Ha'apai: 1, Vava'u: 2). 120. Execute physical land surveys for allotments, boundaries, and subdivisions. 121. Conduct topographic and engineering surveys for national infrastructure projects. 122. Perform road alignment, reserve relocation, and construction set outs. 123. Provide height transfers and GNSS measurements in the field. 124. Support land use conversion surveys (e.g., agriculture to residential). 125. Ensure field work adheres to national survey standards and accuracy requirements. 126. Participate in technical and engineering-related assessments. 127. Train field staff in GNSS, Total Station usage, and data logging best practices. 128. Maintain and calibrate all survey field equipment.	**SSD**
Sub – Program 3.1. Survey Standards, Quality Control & Compliance Section	**Output 17:** Enhanced compliance, accountability, and professional surveying standards across SSD and the private sectors	129. Review and verify Surveyor's Plans from SSD and licensed private surveyors. 130. Manage the internal SSD Plan Review Unit and ensure quality assurance. 131. Conduct field inspections to validate survey activities and mark placements. 132. Maintain a registry of licensed private surveyors. 133. Oversee compliance of private surveyors with technical and legal standards. 134. Recommend disciplinary action for non-compliance or misconduct. 135. Develop survey submission standards, templates, and digital formats. 136. Draft regulatory frameworks and support the establishment of a Surveyor's Licensing Board.	**SSD**

		137. Conduct in-house training and awareness programs on compliance issues. 138. Lead development of manuals and operating procedures for plan checking and quality control.	
PROGRAM 4 – Natural Resources Division **Sub – Program 4.1 Hydrology & Water Resources Management**	**Output 18:** Enhanced Management and Sustainability of Water Resources	139. **Policy, Regulatory, and Strategic Planning** • Develop policies, regulations, strategies, and plans for sustainable water resource management. • Strengthen governance frameworks to protect and enhance water resources. 140. **Water Resource Monitoring and Evaluation** • Conduct regular assessments of water resources and water quality. • Estimate sustainable yields and monitor water abstraction and use. • Evaluation and report on unaccounted-for water losses. • Published periodic reports on hydrological and water quality trends. 141. **Spatial Mapping, Modelling, and Hydrological Extremes** • Use GIS to map water extraction points and source protection areas. • Identify and map drainage systems and flood-prone areas. • Develop groundwater and hydrological models for forecasting. • Analyse hydrological drought risks and assess future water availability. • Conduct flood and drainage modelling to support disaster risk management. 142. **Integrated Water Resource Management (IWRM)** • Develop IWRM plans for all villages in Tonga, incorporating community consultations and technical/economic analyses. • Strengthen cross-sectoral coordination for sustainable water resource management. 143. **Water, Sanitation, and Hygiene (WASH) Initiatives** • Develop guidelines and standards for water supply and sanitation in villages and schools. • Design and implement water supply and sanitation improvement projects. • Actively participate in the National WASH Cluster, particularly in post-disaster response efforts. 144. **Licensing, Compliance, and Enforcement** Develop and implement licensing conditions for water extraction and drilling. License urban water extraction and village/non-urban water supply projects. Monitor and enforce compliance with water supply and drilling license conditions. Regulate and certify water drillers and equipment. 145. **Public Awareness and Capacity Building** • Conduct public awareness programs on sustainable water use and conservation. • Engage communities in water resource protection and disaster preparedness. 146. **Provide training for stakeholders on water management best practices.**	**NRD**

Sub- Program 4.2: Coastal And Aggregate Resource Management	**Output 19** : Sustainable Management and Regulation of Coastal and Construction Aggregate Resources to Support Development and Coastal Protection.	147. **Policy, Legal, and Regulatory Framework Development** • Implement and enforce the Land (Quarry) Regulations and Land (Removal of Sand) Regulations to regulate quarrying, sand mining, and dredging. • Develop additional policies and guidelines for sustainable extraction of coastal and land-based aggregates. • Review and update permit requirements and licensing conditions for quarrying, sand mining, and dredging activities. • Ensure compliance with Environmental Impact Assessment (EIA) Act and Spatial Planning Act for quarry developments. 148. **Resource Monitoring and Sustainable Extraction** • Conduct regular inspections of quarries, sand mining areas, and dredging sites to assess compliance. • Monitor sand loss, erosion rates, and quarry depletion to ensure sustainable extraction levels. • Develop scientific models to estimate sustainable extraction rates and prevent resource depletion. • Publish annual reports on aggregate resources, including extraction levels and environmental impacts. 149. **Spatial Mapping, Modelling, and Environmental Assessments** • Utilize GIS mapping to identify quarry locations, sand mining zones, and vulnerable coastal areas. • Conduct hydrological and geological surveys to assess extraction impacts on groundwater and coastal ecosystems. • Model storm surge, sea-level rise, and erosion risks to inform policy decisions. 150. **Integrated Coastal and Aggregate Resource Management Planning** • Develop and implement Integrated Coastal Area Management (ICAM) Plans to balance extraction with environmental sustainability. • Collaborate with landowners, communities, and industries to promote best practices in resource extraction. • Establish rehabilitation plans for quarries and mined areas to restore degraded environments. 151. **Licensing, Compliance, and Enforcement** • Review and process permits for quarrying, sand mining, and offshore dredging in line with national regulations. • Conduct compliance audits to ensure operators adhere to license conditions. • Enforce penalties for illegal extraction, unauthorized sand removal, and non-compliance with permit conditions. • Regulate and license sand and aggregate extractors, quarry operators, and dredging companies. 152. **Coastal Protection and Infrastructure Monitoring**	**NRD**

		• Assess the effectiveness of coastal protection structures (e.g., seawalls, breakwaters, and sand barriers). • Support nature-based solutions such as mangrove restoration and dune stabilization to reduce erosion. • Monitor offshore dredging activities to prevent environmental degradation. 153. **Public Awareness and Stakeholder Engagement** • Conduct public awareness campaigns on sustainable aggregate resource use and coastal protection. • Engage local communities, contractors, and industries in best practices for resource extraction and coastal resilience. • Provide training for quarry operators and government agencies on environmental regulations and compliance.	
Sub- Program 4.3: Offshore Resources Management	**Output 20:** Sustainable Management of Marine Resources for Economic Development and Environmental Protection in Tonga's Maritime Zones	154. **Policy, Legal, and Regulatory Framework Development** • Formulate, review, and update policies and legislation for the sustainable management of seabed minerals, petroleum resources, maritime boundaries, and continental shelves. • Align legal frameworks with international conventions and agreements (e.g., UNCLOS, ISA regulations, and regional marine governance frameworks). • Strengthening regulations to balance economic opportunities with environmental safeguards. 155. **Marine Spatial Planning and Resource Monitoring** • Develop, update, and implement Maritime Zones, Boundaries, and Continental Shelf delimitation plans. • Conduct marine scientific research to assess seabed mineral potential, petroleum resources, and ecosystem health within • and beyond national jurisdictions. • Monitor and evaluate resource extraction activities to ensure compliance with sustainability standards. 156. **Marine Spatial and Ocean Management Planning** • Review and update Marine Spatial Plans and Ocean Management Plans through multi-stakeholder consultations. • Integrate social, economic, and environmental impact assessments into ocean governance frameworks. • Promote a sustainable Blue Economy approach that supports marine conservation, fisheries, and offshore development projects. 157. **Licensing, Compliance, and Enforcement** • Develop and enforce exploration and extraction license conditions for seabed minerals and petroleum activities. • Process and regulate applications for marine resource exploration and commercial extraction.	**NRD**

		• Conduct compliance audits and enforcement actions to ensure adherence to license and permit conditions. • Strengthen monitoring mechanisms for offshore activities to prevent environmental damage. 158. **Public Awareness and Stakeholder Engagement** • Conduct public awareness campaigns on seabed minerals, petroleum exploration, and marine resource management. • Engage coastal communities, industry stakeholders, and regional partners in sustainable offshore resource management. 159. **Provide capacity-building and training programs on ocean governance, compliance, and environmental protection.**	
Sub-Program 4.4: Geohazard Services	**Output 21:** Strengthened Geological Hazard Assessment, Risk Management, and Public Awareness in Tonga	160. **Policy, Legal, and Regulatory Framework Development** • Develop and implement a policy and legal framework for geological hazard assessment, risk management, and response. • Align national geohazard policies with regional and international disaster risk reduction frameworks. • Strengthen multi-agency coordination for hazard mitigation and response planning. 161. **Geological Hazard Monitoring and Evaluation** • Monitor and evaluate earthquakes, volcanic eruptions, and tsunamis based on magnitude, impact, frequency, and projections. • Conduct regular data collection, analysis, and impact assessments of geological events. • Publish timely reports and scientific findings to inform government agencies, emergency responders, and the public. 162. **Spatial Mapping, Modelling, and Risk Assessment** • Utilize GIS mapping to identify and classify earthquake-prone zones, volcanoes, and tsunami risk areas. • Develop geological hazard models for volcanic eruptions, earthquakes, and tsunami forecasting. • Assess future geohazard risks and vulnerabilities for disaster preparedness planning. 163. **Geological Hazard Risk Assessment and Preparedness** • Conduct geological hazard risk assessments for urban planning, infrastructure development, and disaster mitigation. • Implement micro-zoning assessments to guide safe construction and development projects. • Maintain and update a Geohazard Library and Information Filing System for knowledge management and historical records. 164. **Public Awareness and Capacity Building** • Conduct community awareness programs on geohazard risks, preparedness, and safety measures.	**NRD**

		• Provide training for government agencies, engineers, and first responders on geological hazard management. • Develop and disseminate educational materials on earthquake, volcano, and tsunami preparedness.	
PROGRAM 5 – Land and Geographical Services **Sub – Program 5.1 Land Information Services**	**Output 22:** Enhanced and Provision of Cadastral Information and Mapping Services.	165. Record, update and safe keeping of all Block Sheets (Tax allotments). 166. All Surveyor's Plan of new Subdivision of lands drawn, endorsed, and recorded. 167. Prepare all Deed of Grants and Deed Lease for Registration. 168. Store, record and Safe Keeping completed all Surveyor's Field Books. 169. Store and Safe Keeping Estate Maps. 170. Continuous maintenance and safe keeping of all Cadastral Maps of the Kingdom of Tonga.	**LGIS**
Sub-Program 5.2: Geographical Information Services Section **5.2.1:** Field and Remote Sensing Survey	**Output 23:** Enhance Geospatial Information for Sustainable Decision Making on Land and Marine Resources	171. Implement the National Geospatial Action Plan for integrated Geospatial Information Management. 172. Integrate spatial data sets from other stakeholders for resilient and adaptation analysis. 173. Develop a Geospatial Information Management Bills and Policy. 174. Organize, update and Analyse Spatial Data sets 175. Resilient Digitization of Town and Tax allotments. 176. Resilient and disaster Risk Assessment.	**LGIS**
	Output 24: Update the Infrastructure Geodatabase.	177. Conduct Ariel Surveys using UAVs/Drones for specified needs by Agencies/Stakeholders. Example: Quarry Surveys, Boundary Identification, Pre- and Post-Disaster Analysis, Identifying Environmental Changes etc. 178. Conduct field surveys using Data Collectors/GNSS equipment to collect spatial data to create/update GIS layers 179. Extract and analyse Spatial Data from remote sensing products (i.e. satellites, drones)	**LGIS**
	Output 25: Information for Planners and Policy Makers	180. Integrate GIS datasets from various sources (i.e. Internal and external stakeholders) 181. Update Tonga GIS layers for different land use 182. Manage relevant GIS layers for climate change impact assessment 183. Draft geospatial policy to enhance data sharing and information 184. Establish GIS user group comprising of GIS stakeholders 185. Produce updated and accurate topographical and thematic maps 186. Develop Web-map application to enhance data sharing and information 187. Conduct climate vulnerability analysis and hazard mapping 188. Administrate GIS software license to implement GIS operation	**LGIS**
5.2.3: Digitization	**Output 26:** Digital Transformation of data for effective and efficient services	189. Scanning and filing of cadastral land documents input into GIS system 190.203. Draw and digitize village maps 191.204. GIS datasets digitized (Layers) 192.205. Village mapping digitized 193.206. Digitization and updating of Tonga Land parcels (Town and Tax Allotments)	**LGIS**

5.2.4: Technical Working Group for SDG Data Hub	**Output 27:** Collaborative Relationship with external stakeholders	194. Manage SDG Statistical Data from various stakeholders 195. Develop and maintain SDG Data Hub 196. Lead SDG National Technical Working Group	**LGIS**
PROGRAM 6 – National Spatial Planning Authority Office **Sub-Program 6.1. Planning and Development Section**	**Output 28:** Integrated data-driven spatial and land-use planning frameworks that guide sustainable development and urban resilience across.	197. Formulate and update national, regional, and local spatial plans, including Structure Plans (e.g., Nukuʻalofa). 198. Develop and maintain land-use planning standards and the Quality Assurance Manual (QAM). 199. Prepare strategic land-use and zoning declarations under the NSPM Act. 200. Integrate GIS data and spatial analytics into planning processes. 201. Provide technical feasibility advice for proposed development schemes. 202. Develop a National Housing Strategy aligned with population growth and infrastructure capacity. 203. Conduct public consultations and respond to planning-related inquiries.	**NSPAO**
Sub-Program 6.2. Compliance and Monitoring	**Output 29:** Efficient and transparent development control system ensuring legal compliance, environmental safeguards, and equitable enforcement of spatial planning regulations	204. Receive, assess, and approve development applications. 205. Conduct site inspections to monitor compliance with approved plans. 206. Manage and respond to public complaints and planning violations. 207. Enforce planning conditions and refer violations for legal action where necessary. 208. Coordinate EIA referrals with environmental authorities. 209. Supervise District Planning & Compliance Officers (Vavaʻu, Haʻapai, ʻEua, Niuas). 210. Implement and update road hierarchy and roadside development controls (e.g., banners, containers, vendors).	**NSPAO**
Sub-Program 6.3: Administration and Legal Support	**Output 30:** Responsive legal, secretariat, and administrative services that uphold the rule of law, support dispute resolution, and ensure effective institutional governance.	211. Provide legal advice on planning approvals, compliance, and enforcement. 212. Support the Spatial Planning Tribunal (case management, documentation). 213. Draft, issue, and archive public notices, declarations, and planning decisions. 214. Maintain and digitize official records and land-use approvals. 215. Liaise with Crown Law and government entities for legal coordination. 216. Handle administrative operations, staff support, and project coordination. 217. Prepare regulatory frameworks and legal instruments under the NSPM Act.	**NSPAO**

2.2. MLSPNR Organizational Outcome

2.2 Ministry of Lands, Survey, Planning and Natural Resources Organizational Structure (Functional)

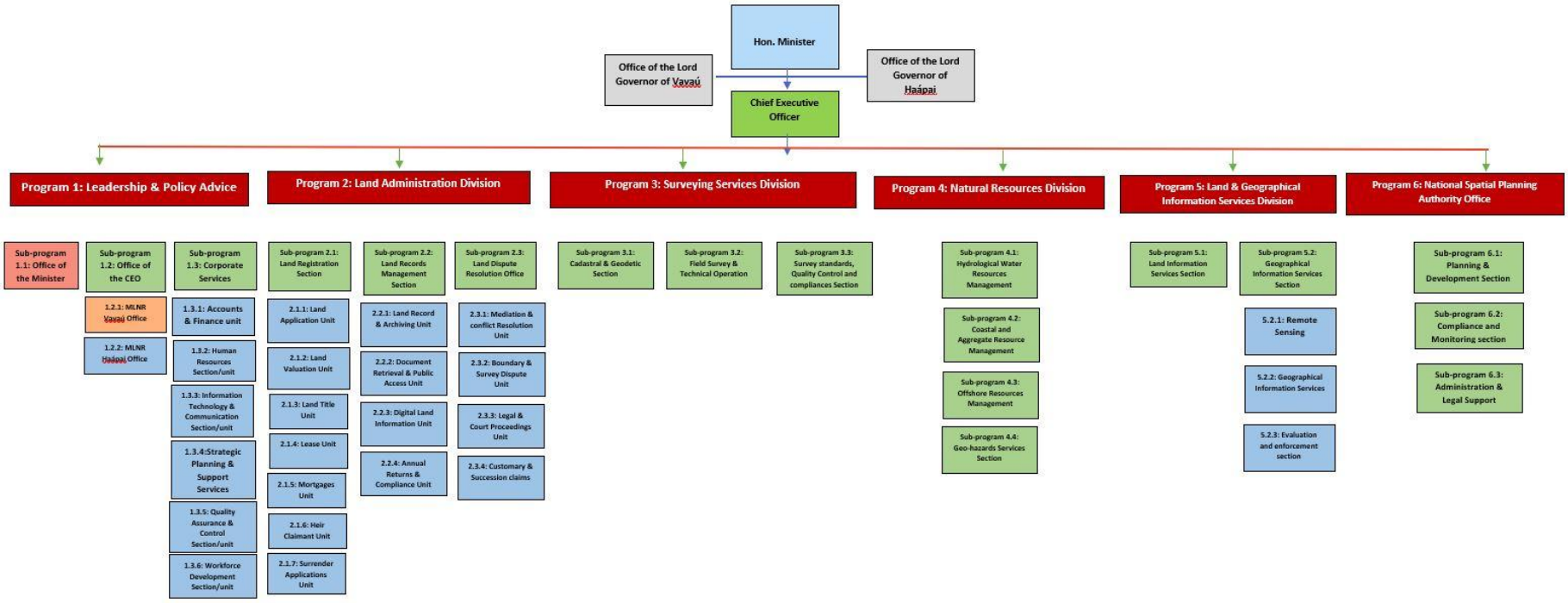


Figure 2: MLSPNR Organisational Structure

2.3. Summary of MDA Planned Reforms

Table 7. MLSPNR Planned Reforms

New Initiatives	Activities	FY 2024/25	FY 2025/26	FY 2026/27	Justification	Sub prog.#
✓ Tonga National Housing Strategy (NSPAO)	Drafting a National Housing Strategy to ensure access to safe, affordable and inclusive housing	Recruit a consultant to lead this drafting exercise Budget approved by Finance FY14/25 - Consultant ($50,000) - Consultation with all relevant stakeholders ($30,000) - Domestic travel for the consultation ($40,000)	TBC	TBC	The NSPAO's Nuku'alofa 20 Year Structure Plan (2010) has identified Housing Redevelopment as one of its core issues to address. The goal is to draft a comprehensive National Housing Strategy to guide decision-making and identify areas for new housing and housing redevelopment. With the increasing population in urban centres in Tonga, there is a growing demand for housing. Coupled with the recent disasters that Tonga has faced (HTHH) the housing issue has become more prominent. The NSPAO is actively working to incorporate the 'Build Back Better' Concept into its operations. Additionally, one of the main SDG of the Ministry – SDG11 first target (11.1) focuses on ensuring safe and affordable housing- whereby its target that by 2030, ensure access for all is adequate, safe and affordable housing and basic services. The National Housing Strategy has been incorporated into the Ministry's CP since 2019 however, it has not yet neem implemented due to the lack of an allocated budget.	**6.1**
✓ Strengthening the enforcement of the NSPM Act 2012	Drafting of relevant regulations and standards that will adequately enforce the NSPM Act and improve working procedures of the sections in NSPAO. Drafting of a National Land Use Plan for Tonga to fully exercise the	Recruit a Principal Officer (or consultant) to work on these legal drafting and to closely liaise with the Attorney general office in overseeing any legal matters of NSPAO. Domestic travel for the consultation. Recruit a civil engineer to work on the technical factors of all developments	- Legal Consultant for 1 Year contract ($120,000) - Domestic travel consultation ($40,000) - Office Supply ($30,000)	TBC	The NSPM Act was progressively enacted by the Legislative Assembly from 2012 until its full endorsement in 2020, primarily due to the need for amendments before the final approval. This principal Act serves as an overarching framework for spatial planning in Tonga, with the expectation that corresponding regulations, rules and standards be made to enforce this Act. These requirements have yet to be met, however it is imperative that this priority be addressed to fully utilize the provisions of the NSPM Act, including the development of a National Land Use Plan that will guide and shape all developments in Tonga in a desired and sustainable manner.	**6.1, 6.2, 6.3**

	provisions of the NSPM Act. Oversee the work within the Adjudication Section of NSPAO in dealing with public complaints.	more specifically the drainage systems, transport, network and infrastructure and for the zoning policy process			NSPAO's urban guidelines are not up to date since 2007. Due to the increasing numbers of developments in Tonga, the flooding issue in Nuku'alofa Urban Area is more severe and more car parks on the side of the road. To assist with the decision making for the development consent issuance and in reviewing the NSPAO's urban guidelines, the civil engineer will ensure effective drainage is in place, a proper access is laid out and that the proposed development doesn't cause future hindrances to the public.	

3. Ministry Budget and Staffing

To effectively achieve the Ministry's outputs in accordance with the performance standards set for each division and sub-program, the required financial resources—summarized in ***Table 1***—outline the Ministry's total budget, including both recurrent and development funding, as well as cash and in-kind contributions (in millions). Staffing requirements to support these outputs are presented in ***Table 2.***

Expenditure Recurrent	**FY 2023/24 Actual (recurrent)**	**FY 2024/25 Budget (recurrent)**	**FY 2025/26 Estimate (recurrent)**	**FY 2026/27 Projected (recurrent)**	**FY 2027/2028 (recurrent)**
Established Staff (10xx)	*2,999,145*	*3,598,600*	*3,428,600*	*3,428,600*	3,428,600
Un-established Staff (11xx)	*190,367*	*289,000*	*309,000*	*309,000*	*309,000*
Travel and Communication (12xx)	*845,780*	*586,800*	*524,100*	*524,100*	*524,100*
Maintenance and Operation (13xx)	*489,372*	*614,000*	*635,400*	*20,635,400*	*15,635,400*
Purchase of Goods and Services (14xx)	*1,460,304*	*1,458,600*	*1,317,300*	*1,317,300*	*1,317,300*
****Assets (20xx)**	*168,528*	*197,900*	*111,900*	*111,900*	*111,900*
Total	***6,153,495***	***6,744,900***	***6,326,300***	***26,326,300***	***21,326,300***

Development Expenditure	FY 2023/24 Actual (Dev)	FY 2024/25 Budget (Dev)	FY 2025/26 Estimate (Dev)	FY 2026/27 Projected (Dev)	FY 2027/2028 (Dev)
Established Staff (10xx)	-	-	-	-	-
Un-established Staff (11xx)	*54,375*	-	*500,000*	*500,000*	*381,000*
Travel and Communication (12xx)	*60,848*	*54,100*	*420,700*	*310,700*	-
Maintenance and Operation (13xx)	*3,273*	*2,027,900*	*45,000*	*45,000*	-
Purchase of Goods and Services (14xx)	*154,165*	*2,218,800*	*3,462,500*	*2,897,400*	
****Assets (20xx**	*24,750*	*1,584,500*	*6,797,700*	*8,459,100*	*1,341,000*
Total	***297,411***	***5,885,300***	***11,225,900***	***12,212,200***	***1,722,000***
TOTAL	***6,450,906***	***12,630,200***	***17,552,200***	***38,538,500***	***23,048,300***

Table 2. Forecast of Ministry Staff Levels by Key Category and Recurrent Costs from 2024/25 to 2027/28

Category	2024/25 budget (rec)	2025/26 (rec)	2026/27 (rec)	2027/28 (rec)
Established Staff	**3,428,600**	**3,428,600**	**3,428,600**	**3,428,600**
Executive Officer				
Professional Staff	**30,000**	**30,000**	**30,000**	**30,000**
Other Staff				
Total Established Staff	**3,428,600**	**3,428,600**	**3,428,600**	**3,428,600**
Unestablished Staff	**279,000**	**279,000**	**279,000**	**279,000**
Total Staff				
Total Recurrent Cost ($m)	**3,737,600**	**3,737,600**	**3,737,600**	**3,737,600**
Staff funded by Development	**none**	**none**	**none**	**nones**

3.1. Staffing Proposal for FY25/26

To support its core functions and reform priorities, MLSPNR proposes targeted staffing to strengthen technical, legal, and field capacity—ensuring effective service delivery across Tonga, including outer islands.

Table 8: Detailed Overview of Proposed Positions, Responsibilities, and Justifications in the Ministry for 2025.

No.	Position Title	Division	Proposed Band	Basic Salary	Purpose of post	Justification
1.	Principle Legal Officer	LAD	Band I	$34,608-$51,912 plus 5% COLA	The Legal Officer position is established to provide specialized legal support to the Land Administration Division (LAD), ensuring that all land-related legal matters are handled efficiently and in compliance with national laws. The officer will: - Represent the Ministry in land court cases as requested by the Attorney General's Office. - Provide legal counsel to the Minister, CEO, and staff on land governance and regulatory matters. - Assist in drafting, reviewing, and interpreting land legislation, policies, and contracts. - Ensure legal compliance in all land transactions, including leases, disputes, and land ownership issues. - Support the Land Oversight Section in resolving legal conflicts and policy implementation. - This position strengthens the Ministry's ability to handle complex land disputes, legislative reviews, and legal advisory functions, ensuring effective land administration and governance.	Lands in Tonga is at the very heart of the fabric of society. It is a Tongan's most prized possession as evident from recent court cases where family takes other family members to court to determine the rightful holder of family lands. The legal costs paid by Government for lost court cases averages around $200,000 every year since 2016. This does not take into consideration the resources and time utilizes by both the Attorney General's Office and the Ministry of Lands in preparation for the court cases, during the trial and implementation of those court decisions. The lack of staff and legal experts contributes to the problem as staff workload are already challenging due to increased daily land transaction. A new section of this division was established in 2023 to address these issues and the 2023/24 budget approved the funding for the operation of the new section but not the funding for new staff. Even though the added funds helped, the section needs full time staff to focus primarily on the provision of information and recommendation on court case, representing the Minister of Lands in court and present view of the Minister if subpoenaed and ensure implementation of court ruling. New court ruling will also be conveyed to staff through trainings and workshop to ensure compliance with case law and other court rulings. The section will also be responsible for addressing complaints directly from public or through the office of the Ombudsman. This section will also provide support for development projects and other government initiatives. Both the Auditor's General's Office and Attorney General's Office supports the establishment of the new section as means to reduce land court cases and enhance the performance of the division in general.
2.	Procurement Officer	CSD	Band L	$22,133 - $33,194	The Procurement Officer position is established to strengthen and optimize the Ministry's procurement operations, ensuring	The Ministry requires a dedicated Procurement Officer to oversee the increasing volume of procurement needs, particularly for specialized survey equipment, LGIS

					the timely, transparent, and cost-effective acquisition of goods, services, and equipment essential for its functions. This role will be responsible for managing procurement activities in full compliance with government policies and regulations, minimizing delays, enhancing efficiency, and promoting accountability in resource management.	equipment, and essential office supplies. Currently, the absence of a dedicated officer has led to delays in procurement, impacting project timelines and daily operations. By appointing a Procurement Officer, the Ministry can ensure proper planning, execution, and monitoring of procurement activities, reducing processing time and enhancing accountability. This position will also help maintain accurate records, negotiate better terms with suppliers, and ensure that all acquisitions meet quality standards and budgetary constraints, ultimately improving service delivery across all divisions.
3.	Internal Audit	CSD	Band L	$22,133 - $33,194	The Internal Auditor position is established to enhance financial oversight, risk management, and compliance within the Ministry of Lands, Survey, Planning, and Natural Resources. This role will ensure that financial transactions, procurement processes, and resource management practices adhere to government regulations, policies, and best practices, thereby strengthening transparency, accountability, and operational efficiency while mitigating financial and operational risks.	The Ministry manages significant financial transactions, procurement activities, and resource allocations across various divisions, including land administration, survey operations, and natural resource management. Without a dedicated Internal Auditor, there is an increased risk of financial mismanagement, non-compliance with policies, and inefficiencies in budget utilization. Establishing this position will provide an independent and systematic review of internal controls, identify potential risks, and recommend improvements to mitigate them. Additionally, the Internal Auditor will help ensure compliance with financial regulations, prevent delays in audits, and support informed decision- making by senior management, ultimately contributing to the Ministry's overall effectiveness and integrity.
4.	Civil Engineer (New Scholar)	NSPAO	Band K	$26,710 - $40,064	The Civil Engineer position is established to integrate Mr. Sione Fifita, a New Scholar under the NSPAO program and a current Government Scholar of the Ministry, into the National Spatial Planning Agency (NSPA) upon completion of his studies in June 2025. This role, reporting to the Director of NSPA under the Technical Support Programme, will focus on the technical aspects of development projects in Tonga, particularly in drainage systems, transport networks, and infrastructure planning, ensuring sustainable and well- structured urban and regional	Ensure accurate and efficient land registration, lease processing, and dispute resolution at the district level.

					development.	
5.	Civil (Water Resources) Engineering (new Scholar)	NRD	Band K	$26,710-$40,064	The establishment of a Water Resources Engineer position within the Natural Resources Division (NRD) is essential to strengthening the Ministry's capacity in village water supply assessment, reticulation system management, and groundwater protection. This position is designated for Ms. Aioema Valita, who is expected to complete her Bachelor of Engineering in Civil Engineering in December 2025. As a Water Resources Engineer, she will be responsible for evaluating village water supply and reticulation systems, contributing to sustainable water resource management, and ensuring the equitable distribution of water across communities. Additionally, she will assess septic system designs and their environmental impact, working to minimize groundwater contamination and improve sanitation standards. Her expertise will enhance the Division's technical capacity, support evidence- based decision-making, and contribute to the long-term development of water policies and regulations in Tonga.	Ensuring that relevant data and case files are properly managed and accessible for decision-making.
6.	Accountant (New Scholar)	CSD	Band L	$22,133-$33194	The establishment of an Accountant position within the Ministry is essential to strengthen financial management, reporting, and compliance with government accounting standards. This role will enhance the Ministry's ability to maintain accurate financial records, oversee budgeting processes, and support audit preparations, ensuring transparency and accountability in financial operations.	The proposed Accountant position for Ms. Polonia Tone. This is a strategic investment in capacity building and the retention of qualified professionals within the Ministry. As a government scholar, Ms. Tone will bring up-to-date knowledge in financial management and accounting principles upon completing her Bachelor of Commerce in Accounting in June 2025. This role will help address workload demands, improve financial reporting accuracy, and ensure compliance with government policies. Additionally, creating this position provides a clear career pathway for Ms. Tone, preventing talent loss and fostering sustainable workforce development in the Ministry.

7.	Principal Geospatial Specialist (Return Scholar)	LGIS	Band I	$34,342-$51,511	The Principal Geospatial Specialist position is established to strengthen the Lands and Geographical Information Services (LGIS) Division under Program 5, Sub-program 5.2 and to provide a clear career progression path for highly qualified staff. This role is designed for Ms. Yumi Nafe, who returned in 2023 with a Master's in GIS and Remote Sensing and has been serving as the Acting Chief GIS Officer since then. The GIS Unit delivers two critical services: - Geographical Information Services, led by the Chief GIS Officer. Remote Sensing, Data Acquisition, - Emergency & Disaster Risk Mapping, Climate Change, and Environmental Monitoring Mapping—a specialized sub-section requiring leadership and expertise. This new position is essential to: ✓ Lead the Remote Sensing Sub-Section within the GIS Unit. ✓ Oversee the Technical Working Group (TWG) for implementing activities under the National Integrated Geospatial Action Plan 2023–2027. ✓ Support the SDG Data Hub for Tonga, where GIS within MLNR plays a leading role. ✓ Ensure effective planning, monitoring, and execution of geospatial initiatives, particularly in disaster risk mapping, environmental monitoring, and climate resilience. By establishing this post, the Ministry will ensure effective geospatial information management, enhance GIS capacity, and drive the successful implementation of national geospatial initiatives.	As proposed in our recently edited version of the Corporate Plan; pages 11, 12 & 33 (pages are still being edited.)
8.	Principal Surveyors (2x)	SSD	Band I	$34,342-$51,511	For returning scholars (Senior Surveyors)	Surveying Bill Section 15: Principal Surveyors: There shall be appointed surveyors as Principal

	(Return Scholar)					Surveyors for all districts in the Kingdom and shall be accountable to the Surveyors General through one of the Chief Officers relevant to the field. These two positions if for two senior surveyors who are completing their BA Surveying from the University of Otago. Their expertise gained will be broadened to address issues like development, sea level rise, coastal inundation in low lying areas. They will be station in Vava'u and Ha'apai. With these principal surveyors in Vava'u and Ha'apai, they will check all the survey there and do not have to be transported to main office for check. Their gained experience will ensure the accuracy of surveying and mapping in the outer islands These Principal Surveyors will oversee all surveying work in the islands both government and private surveyors. This will ensure that all surveyors operating in Vava'u and Ha'apai comply and follow surveying legislations and regulation.
9.	Principal Assistant Secretary Corporate (Return Scholar)	CSD	Band I	$34,342-$51,511	This position is proposed for Ms. Fusikaunanga Leki, a Government Returning Scholar who has successfully completed her Master of Business Administration (MBA) from the University of the South Pacific. Her expertise and qualifications will greatly enhance the Ministry's planning and reporting functions, ensuring a structured and efficient approach to strategic planning. Establishing this position will improve organizational effectiveness and strengthen the Ministry's governance and accountability framework. The proposed Principal Assistant Secretary position within the Corporate Services Division (CSD) is essential to oversee the Planning Section, ensuring the effective coordination, updating, and compilation of the Ministry's plans, reports, and the Chief Executive Officer's (CEO) strategic documents. This role will play a key part in aligning the Ministry's operations with national policies,	The Ministry requires a dedicated senior officer to manage the Planning Section within the Corporate Services Division, as the preparation and updating of strategic plans, reports, and CEO documents are critical functions that demand specialized oversight. Currently, the absence of a designated officer for this role places a burden on existing staff and risks delays in reporting and compliance with government planning requirements.

					ensuring timely reporting, and supporting informed decision-making.	
10.	Graduate Surveyor (Return Scholar)	SSD	Band L	$22,133-$33,194	For returning scholar	This position is for a return scholar, Mr. Steven Mafi completing in 2025 on their BA Civil Engineering. Since the creation of this section, its activities were not able to be effectively executed because there was no surveyor in the section to implement its activities. The huge increase in construction and infrastructural development demands to creation of this position. Its focus will be to ensure and enhanced accuracy and quality in construction and Infrastructure developments.
11.	Land Registration Officer (Return Scholar)	LAD	L	$22133-$33,194	For Mrs. Mele Lolo, a returning scholar that is expected to complete her studies in June 2025.	The establishment of a Land Registration Officer position for the returning scholar is essential to strengthen land administration services, ensuring accurate and efficient land registration, lease processing, and records management. As a trained professional, the returning scholar will bring updated knowledge and technical expertise in land laws, cadastral systems, and digital record-keeping, improving service delivery and regulatory compliance. This position will help address increasing workloads, enhance data accuracy, and support the Ministry's efforts to modernize land registration processes. Additionally, creating this role ensures the retention of qualified personnel, reducing skill gaps and fostering long-term institutional capacity building.
12.	Senior Draughtsman	LGIS	J	$30,526-$45,788	The Senior Draughtsman is responsible for supporting the Principal Surveyor and Chief Draughtsman in decision- making during staff meetings, particularly on matters related to land deeds and cadastral records. Key responsibilities include: ✓ Ensuring the timely updating and completion of all deeds of grants for both town and tax allotments, including leases and sub-leases. ✓ Digitizing all deeds and securely storing them in the Mapping Server for efficient record management and retrieval. ✓ Ensuring compliance with legal and procedural requirements in the processing of deeds, maintaining	Sub-Program 5.1/Output 26: Enhanced Management and Provision of Cadastral Information and Mapping Services: To close the gap between Band L (Graduates) and Band J (Senior Officers). Most of the Band L Graduate Staff have upgraded their skills and performance per monthly work outputs exceptionally. In addition, these staff members have been working under the same Band for more than 5 to 10 years. Their experience is valuable to the Land Information Services (Mapping) and it is essential NOT to lose any of them.

					accuracy and adherence to land administration laws. ✓ Overseeing work procedures related to deed processing, ensuring that all tasks are executed efficiently and in line with established policies and regulations. ✓ This position is essential for maintaining the integrity, accuracy, and accessibility of land-related records within the Ministry.	
13.	Senior Quality Assurance Officer	CSD	Band K	$26,710-$40,064	Sub-Program 5.1/Output 26: Enhanced Management and Provision of Cadastral Information and Mapping Services: To close the gap between Band L (Graduates) and Band J (Senior Officers). Most of the Band L Graduate Staff have upgraded their skills and performance per monthly work outputs exceptionally. In addition, these staff members have been working under the same Band	Although the Quality Assurance Section has already been approved, it lacks a dedicated officer to lead its operations. Currently, a staff member from Human Resource Management (HRM) is managing this section, which is a loss for HRM as it affects their capacity to perform core HR functions. The Quality Assurance Section is critical to maintaining consistency, efficiency, and compliance across all divisions of the Ministry. Without a dedicated Senior Quality Assurance Officer, the Ministry risks inefficiencies, inconsistencies in SOP adherence, and potential gaps in service delivery. Establishing this position will ensure that the section is properly managed, quality standards are upheld, and continuous improvement initiatives are effectively implemented to enhance the Ministry's overall performance and accountability.
14.	Senior Field Survey Assistants (4)	SSD	Band P	$10,494-$15,740	To address the inadequate number of surveyors in Tonga	✓ There is currently four surveyors conducting cadastral survey or the surveying of land for registration in Tongatapu, this is very low in order to effectively produce the output that is needed. ✓ People complain because of the long delay of their registration because the survey and demarcation of their land is slow as there is only four surveying groups in Tongatapu. ✓ These four surveyors should be able to complete 480 Items in a year. With the additional four positions, it is expected for the section to complete 960 items or more in a year.

15.	Senior Land Registration Officer (2x)	LAD	Band J	$30,526-$45,788	The establishment of two Senior Land Registration Officer positions, one for Ha'apai and one for Vava'u, is essential to ensure efficient and timely land administration services in these island groups. Currently, there are no dedicated officers from the Land Administration Division in these locations, except for a junior officer in Vava'u, requiring staff rotations from Tongatapu to complete critical tasks. By appointing senior officers in both islands, land matters can be directly advised and reported to the Hon. Governors without delays or dependence on the main office. These positions will provide leadership, manage workloads, and ensure accurate reporting of land registrations and related activities, improving service delivery and decision-making at the local level while maintaining coordination with the central office in Tongatapu.	The creation of two Senior Land Registration Officer positions—one for Ha'apai and one for Vava'u—is essential for improving land administration services in these island groups. Currently, there are no dedicated senior officers in these locations, leading to delays and reliance on staff rotations from Tongatapu. Establishing these positions will: • Provide localized leadership and decision-making, reducing delays in land-related services. • Improve coordination with the Hon. Governors of both island groups. • Ensure accurate and efficient land registration, lease processing, and dispute resolution at the district level. • Reduce dependence on the central office in Tongatapu, improving service delivery to landowners and stakeholders. These officers will play a crucial role in maintaining land records, overseeing registration processes, and ensuring compliance with land policies, ultimately strengthening land governance in the outer islands.
16.	Assistant Land Registration Officer (Tongatapu)	LAD	Band M	$17,171-$25757	Provide assistance to both the Legal Officer and senior officer in collation of information, liaising with the office of the AGO, Land Court, Office of the Ombudsman and General Public	Assistance to the Legal Officer and Senior Officer in collation of Information Providing additional support to both the Legal Officer and Senior Officer is necessary for improving information management, legal case preparation, and inter-agency coordination. This role will assist in; Collating and verifying land-related information for legal cases. Liaising with key institutions such as the AGO, Land Court, Office of the Ombudsman, and the public to facilitate legal processes. Ensuring that relevant data and case files are properly managed and accessible for decision- making.
17.	Assistant Land Registration Officer (4x)	LAD	Band M	$17,171-$25,757	The establishment of four Assistant Land Registration Officer positions for the Niuas, Vava'u, Ha'apai, and 'Eua is crucial to strengthening land administration services in these islands. These positions will support senior staff in updating leases and registrations, ensuring timely and accurate record-	Provide localized leadership and decision-making, reducing delays in land-related services.

					keeping. Currently, the absence of dedicated officers in these locations requires staff from Tongatapu to rotate, causing delays and resource constraints. By placing permanent assistants in these islands, the Ministry can improve service delivery, enhance local accessibility to land services, and reduce the burden on staff rotations from the main office.	
18.	Senior Urban Planner (Build Back Better)	NSPAO	Band J	$30,526-$45,788	The Senior Urban Planner position will report to the Director of the National Spatial Planning Authority (NSPA) through the proposed Chief Spatial Planner. This role is primarily responsible for supporting the Director in the design, planning, implementation, and monitoring of the Build Back Better (BBB) Project in Tonga following the tsunami. The position will be placed under the Planning and Standards Section of NSPA, ensuring that all reconstruction and urban development initiatives align with national planning standards, resilience strategies, and sustainable development goals.	Improve coordination with the Hon. Governors of both island groups.
19.	Urban Planner (2x)	NSPAO	Band L	$22,133-$33,194	The establishment of Urban Planner positions for Vava'u and Ha'apai is essential to strengthening urban development, land use planning, and regulatory enforcement in these key island districts. The absence of on-site urban planning officers has led to significant challenges, including unregulated land use, infrastructure development without proper oversight, and numerous lots being developed outside their legal boundaries. These positions are critical to ensuring that all developments in Vava'u and Ha'apai align with the National Spatial Planning and Management (NSPM) Act, preventing land	Reduce dependence on the central office in Tongtapu, improving service delivery to landowners and stakeholders

					encroachments, unauthorized constructions, and zoning	
20.	Principal IWRM	NRD	Band I	$34,342-$51,511	The Principal Integrated Water Resources Management (IWRM) Officer position is established to lead and strengthen water resource planning, management, and protection across Tonga. This role will oversee a multidisciplinary team of planners, hydrologists, water resource engineers, and water officers to conduct household surveys, research, and investigations, providing expert advice to stakeholders on sustainable water resource management for the benefit of communities. Key responsibilities include: ✓ Leading the development of IWRM Plans (Palani Vai) for all villages in Tonga, based on community consultations, technical and economic assessments, and hazard risk evaluations. ✓ Enhancing urban and rural water resource management, including water supply and sanitation improvements. ✓ Conducting village water supply investigations, water leakage detection, environmental impact and risk assessments, and hydrological monitoring. ✓ Reviewing quarry proposals and closures to assess environmental impacts on water resources. ✓ Supporting disaster and climate resilience efforts, including WASH responses to tropical cyclones and contributions to the Joint National Action Plan on Disasters and Climate Change. ✓ Providing secretariat support to the National Water Resources Committee, including meeting preparations, documentation, and record-keeping. This position is critical to ensuring	These officers will play a crucial role in maintaining land records, overseeing registration processes, and ensuring compliance with land policies, ultimately strengthening land governance in the outer islands.

					effective and sustainable water resource management in Tonga, strengthening resilience to climate change, and supporting national development priorities.	
21.	Senior Hydrogeologist Geospatial Analyst	NRD	Band J	$30,526-$45,788	The position will support a team of hydrologists, water officers, planners and geospatial practitioners by providing thematic maps to assist in daily operations and decision makings based on latest information available. The position will lead geographical spatial modelling and mapping of hydrological water resources including relevant hazards including drought and flood assessments in both the urban and rural areas in the whole of Tonga. The position is expected to deliver: groundwater quality maps; drainage maps, village catchment maps, village hydrological and hydraulic modelling; urban and village water utilities, water meters, water pipelines, water management assets; quarry, pollutions sources, sanitation systems, inundation, etc. review of environmental impact and risk assessments; review of quarry proposals and quarry closures solutions. The position is expected to contribute to other activities of the Natural Resources Division such as WASH Response post Tropical Cyclone, IWRM Plan Development and Joint National Action Plan on Disasters and Climate Change initiatives.	Assistance to the Legal Officer and Senior Officer in Collation of Information
22.	Senior WASH Officer	NRD	Band J	$30,526-$45,788	The position will support a team of hydrologists, water resource engineers and hydrogeologists, IWRM Officers in household surveys, research, investigations and planning the use and protection of water resources in the Kingdom of Tonga. The position will also co-lead water and sanitation studies and related hazard	Providing additional support to both the Legal Officer and Senior Officer is necessary for improving information management, legal case preparation, and inter-agency coordination. This role will assist in;

					assessments in both the urban and rural water resource sector in the whole of Tonga. The position responsibility includes: Preparation of guidelines and standards for water supply and sanitation for villages and schools; Design of water supply and sanitation improvements for villages and schools; Participation in all aspects of the National WASH Cluster especially after natural disasters; The position is expected to contribute to other activities of the Natural Resources Division such as: Developments of Integrated Water Resource Management Plans of villages; Disaster Response post volcanic eruption, tsunami, tropical cyclone, hydrological monitoring and Joint National Action Plan on Disasters and Climate Change initiatives; and support the Secretariat to the National Water Resources Committee in organizing, preparations of meeting documents, recording meetings and archiving records.	
23.	Hydrogeologist (Compliance)	NRD	Band K	$26,710-$40,064	The position will be part of the Hydrology and Water Resources Division working with a team of water managers hydrologists, engineers and experts with the objective of investigating, planning the use and protection of water resources in the Kingdom of Tonga. **The position will be responsible for:** Developing license conditions; Licensing urban extraction; Processing and licensing of applications for village and other non-urban water supply improvements; Enforcing compliance with water supply license conditions; Licensing of water drillers/equipment. The position is expected to contribute to other activities of the Natural Resources Division such as: hydrological and water resources	Collating and verifying land-related information for legal cases

					management activities and related hazard assessments in both the urban water management sector and rural resource sector; WASH Response post Tropical Cyclone, Hydrological Monitoring and Joint National Action Plan on Disasters and Climate Change initiatives."	
24.	Hydrogeologist (2x)	NRD	Band L	$22,133-$33,194	The position will lead a team in surveys and hydrological investigations and advise on water resources and on how to effectively and sustainably manage it. The position will also co-lead guiding hydrological studies and flood assessments in both the urban water management sector and resource sector in the whole of Tonga. The position is expected to conduct: Monitoring and analysis of water resources and water quality; Estimation of sustainable yields; Monitoring of water abstraction and use; Estimation of unaccounted for water; Regular reporting of results. The position is expected to contribute to other activities of the Natural Resources Division such as WASH Response post Tropical Cyclone, IWRM Plan Development and Joint National Action Plan on Disasters and Climate Change initiatives.	Liaising with key institutions such as the AGO, Land Court, Office of the Ombudsman, and the public to facilitate legal processes
25.	Geologist	NRD	Band L	$22,133-$33,194	The establishment of an Assistant Geologist position for Mr. Siale Vailea is necessary to recognize his extensive experience and contributions to the Ministry since 2003. Mr. Vailea has dedicated over 20 years of service and has taken the initiative to further hisss education by undertaking study leave without pay to obtain a degree, as his previous qualifications limited his career progression. Upon completion of his studies, his advanced knowledge and expertise will	The creation of an Assistant Geologist position for Mr. Siale Vailea is essential to recognize and retain his extensive experience and contributions to the Ministry over the past 20 years. His commitment to professional growth, demonstrated by his decision to undertake study leave without pay to obtain a degree, reflects his dedication to advancing the Ministry's geological functions. Upon completing his studies, his enhanced technical expertise will be invaluable in strengthening geological research, resource assessments, and management efforts. Establishing this position ensures that his specialized skills and institutional knowledge are not lost, while also

					significantly enhance the Ministry's geological functions, particularly in research, assessments, and resource management. Creating this position will ensure that his skills and experience are effectively utilized while aligning with the Ministry's commitment to capacity building and professional development.	supporting the Ministry's commitment to capacity building, career development, and the retention of experienced personnel in critical roles.
26.	Geologist (2x)	NRD	Band L	$22,133- $33,194	It is proposed that the NRD absorbs the existing personnel currently assigned to the Green Climate Fund (GCF) project to support the Hydrology and Water Management Section. These staff have made significant contributions to the outputs of this section throughout their time with the project. Their expertise and experience are deemed essential for the ongoing success of our division. By absorbing these individuals, we can leverage their existing knowledge and skills, thereby eliminating the necessity for extensive training of newly recruited staff. This approach will enhance operational efficiency and ensure continuity in our efforts within the Hydrology and Water Management Section	The absorption of existing personnel from the Green Climate Fund (GCF) project into the Hydrology and Water Management Section is essential for maintaining operational efficiency, continuity, and institutional knowledge. These staff members have developed specialized expertise and hands-on experience in hydrology and water management through their work with the GCF project. Retaining them eliminates the need for extensive training and onboarding of new recruits, reducing costs and minimizing disruptions to ongoing initiatives. Additionally, their familiarity with project methodologies, data management systems, and operational protocols ensures a seamless transition, allowing the division to sustain high-quality outputs. This approach strengthens the Natural Resources Division (NRD) by preserving institutional capacity, ensuring the continued application of best practices, and supporting the long-term sustainability of hydrological and water resource management efforts.
27.	Geological Assistant	NRD	Band M	$17,171 - $26,757		
28.	Seismic Data and Equipment Technician	NRD	Band K	$26,710- $40,064	The Seismic Data and Equipment Technician position is required to support the operation, maintenance, and enhancement of Tonga's seismic monitoring systems. This role ensures the accurate collection, processing, and analysis of seismic data, which is critical for disaster preparedness, early warning systems, and national safety measures	With Tonga's high vulnerability to seismic activities, maintaining a robust and reliable monitoring system is essential for timely detection and response to earthquakes and volcanic activity. This position will enhance the efficiency and accuracy of seismic data collection and analysis, contributing to improved disaster risk management. This post possesses the technical expertise to optimize seismic data management, troubleshoot equipment issues, and integrate advanced IT solutions. Establishing this role will not only strengthen national resilience but also provide a valuable career

						pathway for Mr. Tovi, aligning his specialized skills with national priorities.
29.	Senior System Administrator	NRD	Band J	$30,526 - $45,788	The establishment of the Senior Systems Administrator position within the Natural Resources Division (NRD) is essential for the management, maintenance, and advancement of ICT services that support critical national monitoring systems. These include the Nationwide Seismic Network, Volcano Monitoring Systems, Infrasound Monitoring Systems, Real-time Groundwater Salinity Monitoring Systems, and the ArcGIS Online platform for water resources inventory and management. This position is specifically created for Mr. Valeliano Tovi, a Senior Geological Assistant with over 10 years of service in the NRD. He holds a Bachelor's Degree in Information Systems and Computer Programming from the Tonga National University (2023) and is set to complete his Postgraduate Diploma in Information Systems from the Christ University of the Pacific in 2024. As Senior Systems Administrator, he will: ✓ Ensure the reliability, security, and functionality of ICT systems supporting disaster monitoring, water resource management, and geospatial analysis. ✓ Enhance system performance by integrating new technologies and digital solutions for real-time environmental data collection. ✓ Strengthen the ArcGIS Online platform for better water resource inventory, mapping, and decision-making. ✓ Support nationwide disaster resilience efforts through efficient data management, system automation, and real-time analytics. ✓ This position is critical to ensuring the seamless operation of national environmental monitoring infrastructure, improving ICT	The establishment of the Senior Systems Administrator position within the Natural Resources Division (NRD) aligns with the objectives outlined in Program 4 – Natural Resources Division, particularly under Sub-Program 4.4: Geohazard Services, Output 25 (Strengthened Geological Hazard Assessment, Risk Management, and Public Awareness in Tonga). This position is essential for managing the division's critical ICT infrastructure, which supports: ✓ Nationwide Seismic Network – Ensuring real-time earthquake monitoring and data analysis. ✓ Volcano Monitoring Systems – Maintaining early warning systems for volcanic activity. ✓ Infrasound Monitoring Systems – Detecting atmospheric disturbances linked to geohazards. ✓ Real-time Groundwater Salinity Monitoring Systems – Supporting water resource sustainability. ✓ ArcGIS Online for Water Resource Management – Enhancing spatial data collection and analysis. Strategic Justification Based on CP Actions 1.Geological Hazard Monitoring and Evaluation (Output 25, Section 21) The position will support real-time monitoring of earthquakes, volcanic eruptions, and tsunamis, ensuring continuous data collection, storage, and analysis. 2.Spatial Mapping, Modelling, and Risk Assessment (Output 25, Section 22) The role will enhance GIS-based hazard mapping, integrating ICT services for seismic, groundwater, and geospatial data analysis. 3.Hydrology & Water Resources Management (Output 22, Section 3 & 4) The Senior Systems Administrator will oversee the ArcGIS Online platform, supporting water resource inventory, mapping, and decision-making. 4.Strengthening Compliance & Enforcement (Output 23, Section 12 & 18) By ensuring system security and reliability, the role supports licensing, monitoring, and compliance with seismic and water resource regulations. 5. Public Awareness and Capacity Building (Output 25, Section 24) The position will facilitate access to geospatial and hydrological data, improving disaster risk

					capabilities within the NRD, and advancing Tonga's resilience to natural hazards and climate-related challenges.	communication and response planning. Conclusion The creation of this position is critical for ensuring the efficient operation, security, and enhancement of NRD's monitoring and data management systems. It directly supports the implementation of national geohazard monitoring, water management, and disaster resilience strategies as outlined in the Corporate Plan.
30.	Cleaner (3x)	Main Office and NRD	Band S	$7,633-$11-449	The Ministry of Lands, Survey, Planning, and Natural Resources requests the recruitment of three (3) Cleaners to ensure the proper maintenance, hygiene, and cleanliness of its facilities. The Ministry's Main Building consists of the Minister's Office, CEO's Office, and four (4) Divisions, requiring a structured cleaning arrangement to maintain a professional and safe working environment.	The recruitment of three (3) Cleaners is essential for maintaining a healthy, professional, and efficient work environment within the Ministry. Assigning one cleaner per floor in the Main Building, along with an additional cleaner for the Natural Resources Division, ensures proper sanitation, workload balance, and high standards of office cleanliness. A clean office environment is essential for ensuring a productive and professional setting for both staff and visitors. The presence of government officials, stakeholders, and the public requires high standards of cleanliness and organization.
31.	Handymen (3x)	MLSPNR	Band S	$7,633-$11-449	The Ministry of Lands, Survey, Planning, and Natural Resources requests the recruitment of three (3) Handymen to ensure the proper maintenance and cleanliness of the Ministry's outdoor areas. The Ministry's Main Building consists of the Minister's Office, CEO's Office requiring continuous upkeep of external spaces, including the outdoor areas, gardens, bushes, and the Minister/CEO's parking lot.	By assigning dedicated staff to outdoor cleaning, bush trimming, and parking lot maintenance, the Ministry ensures a safe, professional, and well-maintained working environment. The Ministry's outdoor areas require regular upkeep, including trimming bushes, removing debris, and maintaining greenery. The designated parking spaces for top officials must remain clean, accessible, and free from obstructions. Regular sweeping, debris removal, and organization prevent dust accumulation and ensure a professional appearance.

4. MLSPNR Programs

The Ministry of Lands, Survey, Planning and Natural Resources consist of 6 Divisions, 14 sections, 25 units and 30 Outputs.

4.1. Program 1: Leadership and Policy Advice

Link to last CP & Budget	Ongoing	Minor Change	New

Establish New Section – Sub-Program 1.3.6: Workforce Development Section, CSD:

(a). Grouping the Workforce development section with sub-program 1.3: CSD allows for centralized management of training and development initiatives. This ensures consistency in approach, resource allocation, and evaluation across the ministry.

(b). The Workforce Development section can design and implement training programs, workshops, and professional development opportunities to enhance the skills and competencies of ministry staff. This ensures that employees have the necessary knowledge and expertise to effectively carry out their roles and responsibilities.

(c). Providing opportunities for employee growth and development through the workforce development section can increase job satisfaction, morale, and loyalty. This helps attract and retain talented individuals within the ministry, reducing turnover rates.

(d). A well-trained and competent workforce enhances public confidence and trusts in the ministry's ability to fulfil its mandate effectively. By investing in workforce development, the ministry demonstrates its commitment to professionalism, excellence, and continuous improvement, ultimately strengthening its reputation and credibility.

Change of sub-program 1.3.4: Logistics and Support Services Section title to Strategic Planning and Support Services, CSD:

(a). The new title better reflects the section's role in strategic planning. While logistics and support services are important operational functions, emphasizing strategic planning highlights the section's contribution to the organisation's long-term goals and objectives.

(b). By renaming the section to emphasize strategic planning, it reinforces the alignment between the section's activities and the ministry's overarching priorities. The title Strategic Planning and Support Services conveys a sense of strategic importance and value-added services. This enhances the perception of the section within the organization, positioning it as a strategic partner rather than just a provider of logistical and support functions

(c). While logistics and support services are essential, the new title facilitates collaboration with other departments or sections involved in strategic initiatives. It signals a shared focus on driving the organization's success through effective planning and support services.

(d). A section dedicated to strategic planning sends a message to stakeholders and customers that the organization takes a proactive approach to planning for its future success

Justification of Strategic Planning Section

Fragmentation : Current planning and reporting may be spread across departments, leading to inconsistencies, delays or duplication

Compliance: Governments increasingly demand alignment with national development plans, sector strategies, and performance frameworks

Efficiency: Centralization reduces workload redundancies and improve data accuracy

Accountability & Transparency: A dedicated unit ensures consistent quality in reports and presentations to external stakeholders.

Changes to Output and KPI's

Sub-Program 1.1: Office of the Minister

Output 1: Enhance strategic leadership and policy, compliance with legal framework including supporting good governance and national development priorities.					**SDG**		**Budget**	
Activity	**KPI**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator**	**Recurrent**	**Development**
1. Ministerial Oversight & Governance	% of Ministry policies reviewed to promote equitable land access % of new land policy frameworks inclusive of vulnerable populations	60% 30%	75% 50%	90% 70%	1.4	1.4.1 1.4.2	$97,000	
2. Ministerial Correspondence and & Parliamentary Engagement	% of Ministerial land-related inquiries responded to within 14 working days % of speeches and statements addressing land equity	70% 40%	85% 60%	95% 75%	1.4	1.4.1 1.4.2		
3. Cabinet & Executive Coordination	% of Cabinet submissions focused on land access or tenure reform % of inter-ministerial decisions resolved within timeframe on land matters	30% 65%	45% 80%	60% 90%	1.4	1.4.1 1.4.2		
4. Stakeholder & Public Engagement	% of public consultations addressing land rights and access % of consultations with representation from women, youth, and vulnerable groups	50% 45%	70% 75%	90% 90%	1.4	1.4.1 1.4.2		
5. Strategic Leadership & Policy Direction	% of policy recommendations adopted that promote equitable land governance	60%	75%	90%	1.4	1.4.1 1.4.2		
6. Official Visits and Protocol Management	% of Ministerial visits that include land awareness programs % of visits conducted in underserved or rural areas	50% 60%	65% 75%	80% 90%	1.4	1.4.1 1.4.2		
7. Crisis & Issue Management	% of urgent land disputes responded to within 24 hours % of post-crisis reviews that address land tenure impacts	70% 40%	85% 60%	95% 80%	1.4	1.4.1 1.4.2		

Sub-Program 1.2: Office of the Chief Executive Officer

Output 2: Enhanced Leadership, Effective Policy Guidance and Strategic Management					**SDG**		**Budget**	
Activity	**KPI**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator #**	**Recurrent**	**Development**

8. Executive Leadership & Strategic Management	% of Ministry strategic initiatives completed on schedule % of Ministry operations aligned with national policies promoting equitable land access	70% 60%	80% 75%	90% 90%	1.4	1.4.1 1.4.2	$193,800	
9. Policy Implementation & Regulatory Oversight	% of policies reviewed for SDG 1.4 compliance and equity impact % of regulatory frameworks updated based on monitoring findings	50% 40%	65% 60%	80% 75%	1.4	1.4.1 1.4.2		
10. Inter-Ministerial & Stakeholder Coordination	% of inter-agency partnerships formalized to advance land access initiatives % participation in regional international policy meetings focused on land governance	40% 60%	50% 70%	70% 85%	1.4	1.4.1 1.4.2		
11. Operational Oversight & Governance	% of Ministry programs reviewed through internal audit or evaluation % of divisions meeting compliance in HR, procurement, and finance audits	50% 75%	70% 85%	90% 95%	1.4	1.4.1 1.4.2		
12. Organizational Development & Workforce management	% of staff completing annual training on land policy, equity, and issues % of workforce performance reviews completed on time	40% 60%	60% 80%	80% 100%	1.4	1.4.1 1.4.2		
13. Crisis & Risk Management	% of land/resource-related crises responded to within 24 hours % of Ministry units with operational risk management plans in place	70% 50%	85% 70%	95% 90%	1.4	1.4.1 1.4.2		
14. Financial & Resource Management	% of budget allocated to improve the Ministry's operations , land access and service delivery % of procurement actions compliant with transparency and equity standards	15% 80%	20% 90%	25% 100%	1.4	1.4.1 1.4.2		
15. Digital Transformation & Innovation	% of land administration services digitized and accessible online % of digital systems integrated with national e-government infrastructure	40% 30%	65% 50%	85% 75%	1.4	1.4.1 1.4.2		
Output 3: Enhance Engagement with National, Regional, and International Partners					**SDG**		**Budget**	
16. Develop a Donor	% of identified key donors engaged in formal consultations	60% 50%	75% 70%	90% 85%	1.4	1.4.1 1.4.2		

Engagement Strategy	% of Ministry initiatives mapped to donor priorities							
17. Strengthen Partnership with Development Agencies	% of donor partnerships formalized through MOUs and funding agreements	40%	60%	80%	1.4	1.4.2		
	% of planned participation in international forums achieved	50%	75%	90%				
18. Improve Proposal Development	% of trained staff capable of preparing donor proposals	30%	60%	80%	1.4	1.4.2		
	% of concept notes successfully submitted to funding agencies	20%	40%	60%				
19. Transparent Donor Reporting & Monitoring	% of donor-funded projects tracked in real time	60%	80%	100%	1.4	1.4.2		
	% of donor reports submitted on time	70%	85%	100%				
	% of donor feedback meetings completed	50%	70%	90%				
20. Promote Public Awareness of Donor Projects	% of donor-funded projects communicated via media	40%	60%	80%	1.4	1.4.2		
	% of outreach events showcasing donor initiatives completed	30%	50%	75%				
Output 4: Enhanced Media and Public Relations Image of the Ministry					**SDG**		**Budget**	
21. Media & Communication Strategy	% of activities in Media Strategy implemented	50%	70%	90%	1.4	1.4.2		
	% of identified media partners engaged annually	60%	75%	90%				
22. Strengthening Public Awareness	% of public outreach activities on land governance completed	40%	60%	80%	1.4	1.4.2		
	% of awareness materials distributed (print, radio, video)	30%	50%	70%				
23. Enhance Digital Presence	% of website updates posted within one week of event or policy change	50%	70%	90%	1.4	1.4.2		
	% increase in social media engagement rate year-on-year	+20%	+30%	+40%				
	% of public inquiries responded to through online porta	60%	75%	90%				
24. Foster Positive Media Relations	% of scheduled press briefings held	50%	70%	85%	1.4	1.4.2		
	% of media releases published in major platforms	60%	75%	90%				
	% of trained staff demonstrating improved media interaction	30%	60%	80%				

25. Showcase Achievements & Impact	% of annual report published and highlighted	30%	60%	80%	1.4	1.4.2		
26. Public Events and Exhibitions	% of planned public events successfully executed % of post-event feedback showing positive awareness impact	50% 60%	70% 75%	90% 90%	1.4	1.4.2		

Sub-Program 1.3 Corporate Services Section

1.3.1. Accounts and Finances

Output 5: Strengthened Internal Planning and Enhance Financial Management System					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator#**	**Recurrent**	**Development**
27. Preparation of ministry's annual budget	% of submission completed on time	100%	100%	100%	1.4	1.4.1	1,441,700	
28. Expenditure forecasts submitted to Ministry of Finance	% of forecasts submitted by deadline	100%	100%	100%	1.4	1.4.1		
29. Revenue forecast submitted to MOF	% of revenue forecasts submitted by deadline	100%	100%	100%	1.4	1.4.1		
30. Submission of annual PAYE to Ministry of Revenue and Customs	% compliance with submissions deadlines	65%	70%	80%	1.4	1.4.1		
31. Annual procurement plan submitted to MOF and implemented	% of procurement plan implemented	70%	90%	100%	1.4	1.4.1		
32. Timely processing of Purchase orders	Average processing time (days)	>15	>15	>15	1.4	1.4.1		

33. Timely processing of ministry Pay-Ins	Daily pay-in	100%	100%	100%	1.4	1.4.1		
34. Timely processing of Overtime payment to Ministry of Finance	Monthly submission of overtime payments	100%	100%	100%	1.4	1.4.1		
35. Timely updating lease and revenue tax reports	% reports updated on time	60%	80%	90%	1.4	1.4.1		
36. Update revenue collection from outer islands	% of revenue collected from outer islands.	80%	85%	90%	1.4	1.4.1		
37. Develop revenue collection plan and submit to D/CEO (CSD) and CEO for approval	% of plans submitted on time	100%	100%	100%	1.4	1.4.1		
38. Update of asset management database	% of assets updated in database	95%	98%	100%	1.4	1.4.1		
39. Annual Asset Report for the Ministry	% completion of asset report	100%	100%	100%	1.4	1.4.1		
40. Timely preparation of staff remuneration for both established and unestablished staff	% processed within payroll cycle	80%	75%	90%	1.4	1.4.1		

41. Annual Financial Report for the ministry	% completion of financial report	100%	100%	100%	1.4	1.4.1		

1.3.2: Human Resource Management

Output 6: Enhance Administrative and HR Support for Ministry Employees					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 Baseline**	**2025/26**	**2026/27**	**Targets #**	**Indicator #**	**Recurrent**	**Development**
42. Submission and approval of the Ministry's annual job description review	% of job descriptions reviewed and approved	100%	100%	100%	1.4	1.4.1	169,300	
43. Efficient recruitment of Ministry's staff	% of vacant posts filled within the fiscal year	70%	80%	80%	1.4	1.4.1		
44. Prepare an annual staff retention plan	% completion of retention staff	100%	100%	100%	1.4	1.4.1		
45. Prepare career path and succession plan for the Ministry's divisions	% completion of plans	80%	80%	80%	1.4	1.4.1		
46. Monthly advising of staff leave to PSC an Payroll Check at the MOF	% of leave advice on time	100%	100%	100%	1.4	1.4.1		
47. Timely advice of Acting Appointments of the ministry to PSC and MOF	% advice submitted within timeframe (reduction in late submissions)	80%	80%	80%	1.4	1.4.1		
48. Maintenance of filing and	% compliance with filing standards	85%	90%	90%	1.4	1.4.1		

administrative policy management systems								
49. Develop, review, update, and submit internal policies to the CEO	% policies updated and submitted	80%	85%	90%	1.4	1.4.1		
50. Submit quarterly notifications of vacancies to the PSC	% Timely quarterly submissions	100%	100%	100%	1.4	1.4.1		
51. Advertise vacancies in a timely manner	% of vacancies advertised accordingly	100%	100%	100%	1.4	1.4.1		
52. Shortlist and interview applicants within set timeframes	Completion of shortlisting and interviewing within 3 weeks	100%	100%	100%	1.4	1.4.1		
53. Advise the PSC of successful candidates promptly	Notification of successful candidates within 1 week of decision	100%	100%	100%	1.4	1.4.1		
54. Compile and submit weekly attendance reports to the CEO, Heads of Departments (HODs), and Heads of Sections (HOS)	Weekly submission of attendance reports	100%	100%	100%	1.4	1.4.1		
55. Coordinate bi-annual renewals of	Successful bi-annual contract renewals	100%	100%	100%	1.4	1.4.1		

daily labor contracts, confirming funding availability with Finance								
56. Regularly update leave and attendance records in the HR management system	Weekly updates completed	80%	80%	80%	1.4	1.4.1		
57. Inform staff of new updates to PSC, HRM, and Finance policies	Timely quarterly advisories to staff	80%	80%	80%	1.4	1.4.1		
58. Deliver in-house training on PSC policies to Ministry staff	Conduct quarterly training sessions	80%	80%	80%	1.4	1.4.1		

1.3.3: Information & Communication Technology

Output 7: Enhanced Information and Communication Technology Systems for Improved Service Delivery					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (Baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicators #**	**Recurrent**	**Development**
59. Develop and update ICT policies, plans, and manuals submitted and approved by the CEO	% of policies and plans approved	90%	90%	90%	1.4	1.4.1	363,900	
60. Purchasing new assets and computer resources	% of budget utilized for purchases	80%	90%	90%	1.4	1.4.1		

61. Set up, update, upgrade, and configure the ministry's workstations	% of systems updated/upgraded	80%	80%	80%	1.4	1.4.1		
62. Managing main server for main office (Oneway)	% uptime of main server	90%	95%	95%	1.4	1.4.1		
63. Managing Vava'u office IT resources	% of IT resources functional	90%	90%	90%	1.4	1.4.1		
64. Managing Ha'apai Office IT resources	% of IT resources functional	90%	90%	90%	1.4	1.4.1		
65. Manage and prove ICT support to employees	% of support requests resolved within 24 hours	90%	90%	90%	1.4	1.4.1		
66. Update the ministry's official website	Frequency of website updates per month	2	3	4	1.4	1.4.1		
67. Digitize the ministry's land records and link manual databases	% of records digitized and linked	60%	80%	100%	1.4	1.4.1		
68. Develop a communication system per communication plan to ensure information is systematically and timely exchanged	% completion of communication system as per plan	70%	85%	100%	1.4	1.4.1		
69. Review existing digital capabilities and invest in emerging technologies	% of new technologies implemented	50%	50%	80%	1.4	1.4.1		

70. Coordinate with Quality Assurance & Control Section to implement Business Process Management solutions	% of BPM solutions implemented	50%	70%	90%	1.4	1.4.1		
71. Strengthen cybersecurity to protect sensitive information assets	Number of cybersecurity incidents reported	5	3	1	1.4	1.4.1		
72. Manage and maintain GNSS, SEIMECC (Surveying software and station points	% of GNSS and SEIMECC systems operational	90%	95%	100%	1.4	1.4.1		
73. Conduct Quarterly ICT system reviews in outer island offices	% of quarterly system review visits to outer islands	100%	100%	100%	1.4	1.4.1		

1.3.4: Strategic Planning and Support Services

Output 8: Enhanced Logistics & Support Systems for Uninterrupted and safe Ministry Operations					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
74. Prepare a logistics management system	% completion of logistics system development	50%	80%	100%	1.4	1.4.1	$59,300	
75. Organize ministry's annual events	% of events executed as plan	80%	90%	100%	1.4	1.4.1		
76. Develop and approve an internal policy	Approval of internal vehicle and driver policy	Draft & approved	Implement	Update Policy	1.4	1.4.1		

for vehicle/drivers								
77. Ensure vehicles availability	% availability of operational vehicles	70%	85%	90%	1.4	1.4.1		
78. Procure new vehicles to enhance operational performance	Number of new vehicles acquired	5	3	1	1.4	1.4.1		
79. Vehicle compliance with regulations	% of vehicles with up-to-date registration/inspection	85%	95%	100%	1.4	1.4.1		
80. Conduct quarterly assessments of ministry vehicles	Completion of quarterly vehicle assessment	80%	80%	80%	1.4	1.4.1		
81. Driver regulation compliance	% of drivers trained and certified	60%	85%	100%	1.4	1.4.1		
82. Perform regular site visits to all MLNR offices, including outer islands quarterly	Number of site visits conducted quarterly	4	4	4	1.4	1.4		
83. Secure office compounds	% of compounds meeting security standards	70%	85%	100%	1.4	1.4.1		
84. Procure security materials	% of materials procured on schedule	60%	85%	100%	1.4	1.4.1		
85. Watchmen reporting submitted	% of monthly reports submitted	70%	90%	100%	1.4	1.4.1		
86. Property management system	% implementation of property system	40%	70%	100%	1.4	1.4.1		
86. Monitor and ensure timely payment of office compound rent in collaboration with the Finance Section	Timeliness of monthly rent payments	80%	80%	100%	1.4	1.4.1		
87. Develop and approve an Occupational	Approval of the OHS framework	Approve Framework	Implement	Review	1.4	1.4.1		

Health and Safety framework for the ministry								
Output 9: Enhanced Planning, Monitoring & Evaluation					**SDG**		**Budget**	
88. Coordinate and compile the Ministry's CP and AMP in the collaboration with ICT and submit to the CEO	Successful annual submission of the CP and AMP	80%	90%	100%	1.4	1.4.1		
89. Bi-annual reporting to PMO	% of reports submitted on time	100%	100%	100%	1.4	1.4.1		
90. Submit Bi-annual & Annual Reports to CEO	% submission compliance	100%	100%	100%	1.4	1.4.1		
91. Report reforms made by CEO for the Ministry to relevant Ministries (PMO, MOF, PSC)	% of updates and submission of reforms within timeframe	100%	100%	100%	1.4	1.4.1		
92. Collaborate with internal Finance section on plans and allocation of budgets	% submission compliance	100%	100%	100%	1.4	1.4.1		
93. Conduct trainings with departments on National priorities and Organizational outcomes	% of training conducted	60%	70%	95%	1.4	1.4.1		
94. Conduct Reviews of all plans with CEO before submission	% of meetings held for reviews	60%	60%	80%	1.4	1.4.1		

95. Monitor and Evaluate departments on ongoing activities	% of evaluation bi-annually	70%	70%	80%	1.4	1.4.1		

1.3.5: Quality Management and Control

Output 10: Strengthened Control Management					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (Baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator #**	**Recurrent**	**Development**
96. Establish internal audit	% of audit process completion	50%	80%	100%	1.4	1.4.1	$38,300	
97. Conduct internal audits	# of audits conducted per year	2	3	4	1.4	1.4.1		
98. Conduct internal audits across the Ministry including offices in the outer islands	% of internal audits	60%	70%	90%	1.4	1.4.1		
99. Approve audit scope plan	% of annual audit scope completed	60%	90%	100%	1.4	1.4.1		
100. Risk management identification	% of known risks documented	60%	80%	100%	1.4	1.4.1		
101. Implement risk management plan	% of actions completed	50%	80%	100%	1.4	1.4.1		
102. Risk workshops conducted	# of workshops per year	1	2	2	1.4	1.4.1		
103. Risk registers and logs maintained	# of updates per year	2	3	4	1.4	1.4.1		
104. SOPs developed and approved	% of core processes with SOPs	60%	80%	100%	1.4	1.4.1		
105. Flowcharts for SOPs	% of SOPs with completed flowcharts	50%	75%	100%	1.4	1.4.1		
106. Submit SOPs and flowcharts for approval by	% of submissions approved	50%	40%	40%	1.4	1.4.1		

the CEO and Minister								
107. Collaborate with HR to draft a succession plan for the Ministry	Draft Succession plan developed	Draft/Review	Endorse Plan	Implement Plan	1.4	1.4.1		
108. Participate in quality management control capacity-building trainings both locally and internationally	% of trainings attended	80%	80%	100%	1.4	1.4.1		

1.3.6: Workforce Development Section

Output 11: Workforce Development and Social Being					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator #**	**Recurrent**	**Development**
109. Workforce development plan submitted	% on-time submission	70%	90%	100%	1.4	1.4.1		
110. Trainings programs implemented	% of trainings per year	90%	100%	100%	1.4	1.4.1		
111. Overseas training opportunities	% of staff trained	70%	70%	90%	1.4	1.4.1		
112. Social well-being programs	% of social programs conducted	100%	100%	100%	1.4	1.4.1		
113. Develop and submit annual staff retention plan in collaboration with HRM section	% submission of retention plan	100%	100%	100%	1.4	1.4.1		
114. Performance management submission	% of staff with evaluated performance reports	60%	85%	100%	1.4	1.4.1		
115. Review and updating of JD in	% annual completion of JD reviews	70%	80%	90%	1.4	1.4.1		

collaboration with HRM section								
116. Conduct induction and orientation sessions for new and promoted staff	% of sessions conducted	100%	100%	100%	1.4	1.4.1		

Program 2 : Land Administration Division

Link to last CP & Budget	Ongoing	Minor Change	Major Change	New

- Changes to Outputs, Activities and KPI's
- Strengthen LAD service delivery by procuring new vehicle to conduct lease and land inspections and to recruit 4 new positions – (2x) Band M, (1x) Band I, (1x) Band J
  a. By investing in the Land Administration Division's capacity through vehicle procurement and senior staff recruitment, the ministry enhances its overall effectiveness in land administration and management. This strengthens the ministry's ability to fulfil its mandate, meet stakeholder expectations, and contribute to national development priorities related to land governance and land resources management

Changes of sub-program 2.2 Lease and Valuation Section to Land Record Management Section

a. The change of sub-program 2.2 from the Lease and Valuation Section to Record Management section is a strategic shift that aims to improve the management, accessibility, and accuracy of records particularly those related to land ownership, leases and valuations.
b. Disputes over land ownership and leases are common in Tonga, and the resolution of these disputes often requires quick and accurate access to historical land records. The Record Management Section will enhance the Ministry's ability to settle disputes fairly.
c. By renaming the section, the Ministry will ensure that all land-related records whether they are related to leases, ownership, valuations, or survey, are systematically organized, digitized, and centralized. This move will help streamline land administration by providing a comprehensive and easily accessible record management system for all stakeholders.

Sub-program 2.1: Land Registrations

Output 12: Efficient and Transparent Land Registration					**SDG**		**Budget**	
Activity	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets#**	**Indicator #**	**Recurrent**	**Development**
117. Receive, assess, and process application for new land allotments in	✓ % of application processed within 30 days ✓ # of applications received and completed ✓ % of compliant vs. Returned applications	80%	70%	85%	1.4	1.4.2	572,900	

compliance with Land Act								
118. Conduct land valuations for leases, sales, taxation, and compensation	✓ % of valuation reports completed withinssss timeframe ✓ # of valuation conducted ✓ Average turnaround time for valuations	75%	80%	85%	1.4	1.4.2		
119. Register and issue land titles	✓ % of titles issues within 2 weeks ✓ # of titles issued per quarter ✓ Accuracy rate of title records	90%	90%	92%	1.4	1.4.2		
120. Manage and monitor lease agreements, including registrations, renewals, and compliance with lease terms	✓ % of leases renewed before expiration ✓ # of new leases registered ✓ % of lease inspections completed ✓ % of lease arears updated	70%	75%	80%	1.4	1.4.2		
121. Register and oversee land mortgage	✓ % of mortgages registered within 14 days. ✓ % of records in compliance/banking standards ✓ # of mortgages registered	70%	75%	80%	1.4	1.4.2		
122. Process and verify land succession claims	✓ % of succession claims resolved within 30 days ✓ # of cases processed ✓ % of disputes resolved via documentation vs. Court	75%	80%	85%	1.4	1.4.2		
123. Process application for land surrender and reallocation	✓ % of surrender application processed within 30 days ✓ % of surrendered land reallocated ✓ # of reassigned land parcels	80%	85%	85%	1.4	1.4.2		

Sub-Program 2.2: Land Records Management

Output 13: Comprehensive Land Information Management	**SDG**	**Budget**

Activities	KPI's	2024/25 (baseline)	2025/26	2026/27	Target #	Indicator	Recurrent	Development
124. Maintain and securely archive all land titles, leases, mortgages, and transaction records	✓ % of land records digitized ✓ % of physical records verified ✓ # of records archived annually	50%	60%	75%	1.4	1.4.2	34,000	
125. Process and fulfill public and government requests for certified land records	✓ Average turnaround time for record requests ✓ % of requests fulfilled ✓ # of document requests processed	70%	75%	80%	1.4.	1.4.2		
126. Update, manage, and digitize land records within the Land Information System	✓ % of transactions digitized within 7 days ✓ % of total land records integrated to LIS ✓ # of system errors resolved per month	60%	65%	80%	1.4	1.4.2		
127. Prepare and submit annual reports on land transactions	✓ % of annual returns submitted on time ✓ # of reporting errors or issues ✓ Compliance audit rating	70%	70%	75%	1.4	1.4.2		

Sub-Program 2.3: Land Dispute Resolution Office (Oversight)

Output 14: Fair and Efficient Land Dispute Resolution					SDG		Budget	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator #**	**Recurrent**	**Development**
128. Conduct mediation sessions to resolve land disputes	✓ % of disputes resolved through mediation ✓ Average time to resolve a case (days) ✓ # of mediation sessions held	60%	75%	80%	1.4	1.4.2	49,400	
129. Investigate and resolve boundary	✓ % of disputes resolved with timeframe ✓ # of boundary investigations conducted	70%	75%	80%	1.4, 5.a, 11.3	1.4.2, 5.a.11.3.1		

conflicts and encroachments	✓ % of resolutions accepted by both parties							
130. Prepare legal documents and represent the Ministry in court	✓ % of court cases with favourable outcomes	80%	82%	85%	1.4,11.3	1.4.2,11.3.1		
131. Investigate hereditary land disputes and validate succession claims	✓ % of succession cases resolved through customary channels ✓ # of claims reviewed and verified ✓ % of claims with complete documentation	70%	75%	80%	1.4	1.4.2		

Program 2: Surveying Services Division

Link to last CP & Budget	Ongoing	Minor Change	Major Change	New

- Changes to Outputs, Activities and KPI's
- Vava'u Office and Ha'apai Office are included in these outputs, activities and KPI's

Key Structural Changes

SSD restructured into 3 specialized sections:

- Cadastral & Geodetic Survey
- Field Survey & Technical Operations
- Survey Standards, Quality Control & Compliance

Each section is led by a Chief Surveyor with dedicated roles.

Operational Enhancements

- LGIS designated as the sole agency for final plan mapping & LIS integration.

Governance & Oversight

- Section 3 enforces professional standards and oversees private survey practices.
- Introduction of plan review, compliance checks, and field inspection protocols.

Sub-Program 3.1 : Cadastral & Geodetic Survey Section

Output 15: Enhance accurate, reliable, and legally compliant cadastral and geodetic data	SDG	Budget

Activities	KPI's	2024/25 (baseline)	2025/26	2026/27	Targets #	Indicators #	Recurrent	Development
132. Clear 4000+ cadastral backlog cases	% of backlog reduced annually	10%	40%	80%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2,2.4.1	984,400	
133. Conduct boundary re-establishment using GNSS	% of GNSS boundary jobs completed	30%	60%	90%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
134. Support court directed/dispute surveys	% of court surveys completed within timeframe	50%	75%	90%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
135. Maintain Tonga Geodetic Network Tonga (TGN)	% of geodetic stations operational	70%	85%	95%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
136. GNSS campaigns for monitoring	% of scheduled campaigns executed	60%	80%	90%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.1.4		
137. Update national points	% of points re-observed and updated	30%	60%	90%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.1.4		
138. Digitize geodetic/cadastral datasets	% of datasets digitized	40%	70%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
139. Develop vertical height system	% of project phases completed	20%	50%	90%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
140. Convert geodetic data to Tonga Map Grid (TMG)	% of data converted	25%	60%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
141. Establish CORS network	% of CORS stations operational	0%	50%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
142. Develop standards and specification	% of standards developed and approved	0%	70%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
143. Conduct public awareness training	% of planned events delivered	20%	60%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
144. Service and calibrate equipment overseas	% of equipment serviced and calibrated	30 %	70%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		
145. Provide technical support for disaster programs	% of support requests fulfilled	50%	75%	100%	1.4, 2.1, 2.4	1.4.1, 2.1.1, 2.1.2, 2.4.1		

Sub-Program 3.2: Field Survey & Technical Operations Section

Output 16: Provide efficient , responsive, and technically accurate field survey services					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
146. Deploy and manage Field Teams	% of teams deployed and operational	100%	100%	100%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1	**215,700**	
147. Execute land surveys for allotments, boundaries, subdivisions	% of annual land survey jobs completed	50%	75%	95%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
148. Conduct topographic /engineering surveys for infrastructure	% of requested infrastructure surveys completed	40%	70%	90%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
149. Perform road alignment and construction set outs	% of planned road alignment/set outs delivered	30%	60%	90%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
150. Provide height transfers and GNSS measurements	% of height transfer tasks completed	40%	70%	100%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
151. Support land use conversion surveys	% of land use conversion surveys completed	25%	50%	80%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
152. Ensure field work meets national standards	% of field jobs audited for compliance	30%	60%	90%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
153. Participate in technical assessments	% of technical assessments completed	40%	70%	100%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
154. Train field staff in GNSS & Total Station	% of staff trained	25%	50%	100%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		
155. Maintain and calibrate survey equipment	% of equipment in serviceable condition	60%	80%	100%	2.a, 13.1, 13.b	2.a.1, 13.1.1, 13.b.1		

Sub-Program 3.3- Survey Standards, Quality Control & Compliance Section

Output 17: Enhanced compliance, accountability, and professional surveying standards across the Ministry and private Sectors					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
156. Review Surveyor's Plans (SSD & Private)	% of submitted plans reviewed within 15 working days	40%	70%	85%	1.4, 2.4	1.4.1, 2.4.1	**104,900**	
157. Manage SSD Plan Review Unit	% of plans passing quality review without revision	40%	70%	90%	1.4, 2.4	1.4.1, 2.4.1		
158. Conduct field inspections	% of inspections completed as scheduled	50 %	80%	100%	1.4, 2.4	1.4.1, 2.4.1		
159. Maintain registry of licensed private surveyors	% of surveyors annually verified and registered	40%	70%	80%	1.4, 2.4	1.4.1, 2.4.1		
160. Oversee compliance of private surveyors	% of private plans compliant with standards	50%	50%	95%	1.4, 2.4	1.4.1, 2.4.1		
161. Recommend disciplinary action	% of non-compliance cases addressed	50%	80%	90%	1.4, 2.4	1.4.1, 2.4.1		
162. Develop standards, templates, formats	% of digital tools and formats adopted	20%	60%	100%	1.4, 2.4	1.4.1, 2.4.1		
163. Draft frameworks, support licensing board	% progress toward licensing framework approval	0%	50%	100%	1.4, 2.4	1.4.1, 2.4.1		
164. Internal training and compliance awareness	% of SSD staff trained in new compliance procedures	30%	60%	100%	1.4, 2.4	1.4.1, 2.4.1		
165. Develop manuals and QC procedures	% of procedures published and implemented	10%	60%	100%	1.4, 2.4	1.4.1, 2.4.1		

Program 4: Natural Resources Division

Link to Last Cp & Budget	**Ongoing**	**Minor Change**	**Major Change**	**New**

- Changes to Outputs, Activities, and KPI's
- Strengthening of Hydrology & Water Resources Management Section – Six (6) Senior-level Positions

- Creating senior positions allows current experienced professionals with specialized knowledge and expertise in hydrology, water resources management, and related fields to strengthen the section's technical capabilities, ensuring high-quality analysis, planning, and decision-making in water related matters.

Sub-Program 4.1: Hydrology & Water Resources Management

Output18: Enhanced Management and Sustainability of Water Resources					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
166. Develop policies, regulations, strategies	% of water resource management policies developed and approved	40%	70%	100%	6.b	6.b.1	521,700	11,225,900
167. Strengthen governance frameworks	% increase in stakeholder satisfaction with governance frameworks.	50%	60%	75%	6.2, 6.3, 6.4	6.2.1, 6.3.1/6.3.2 6.4.1/6.4.2		
168. Conduct water quality assessments	✓ % of scheduled assessments completed on time ✓ % of unaccounted-for water losses identified and reported	60%	80%	95%	6.2, 6.3, 6.4	6.2.1, 6.3.1/6.3.2 6.4.1/6.4.2		
169. Estimate sustainable yields and monitor use	✓ % of key water sources with yield estimates completed ✓ Timeliness and accuracy of periodic hydrological trend reports published	30%	60%	90%	6.2, 6.3, 6.4	6.2.1, 6.3.1/6.3.2 6.4.1/6.4.2		
170. Map water extraction and flood-prone areas	✓ % of areas mapped using GIS ✓ Completion rate of drainage system and flood-prone area identification	40%	70%	100%	6.2, 6.3, 6.4	6.2.1, 6.3.1/6.3.2 6.4.1/6.4.2		
171. Develop hydrological models	✓ % of models developed and validated ✓ Development and validation percentage of groundwater and hydrological models ✓ Accuracy and timeliness of hydrological drought risk analyses	20%	50%	90%	6.2, 6.3, 6.4	6.2.1, 6.3.1/6.3.2 6.4.1/6.4.2		

172. Develop IWRM plans for villages	✓ % of villages with approved IWRM plans ✓ % of cross-sectional coordination meeting held annually	25%	60%	100%	6.1, 6.5	6.1.1, 6.5.1		
173. Design and implement WASH improvements	% of targeted villages/schools with improved water and sanitation	35%	65%	95%	6.1, 6.2, 6.3, 6.a	6.1.1, 6.2.1, 6.3.1/6.3..2, 6.a.1		
174. Licensing and compliance monitoring	% of water extraction/drilling projects compliant with licenses	50%	75%	95%	6.1, 6.2, 6.3, 6.a	6.1.1, 6.2.1, 6.3.1/6.3..2, 6.a.1		
175. Conduct public awareness campaigns	% of awareness campaigns conducted annually	6	6	8	6.1, 6.2, 6.3, 6.a	6.1.1, 6.2.1, 6.3.1/6.3..2, 6.a.1		

Sub-Program 4.2: Coastal and Aggregate Resource Management

Output 19: Enhanced management of Coastal Areas for sustainable resource use and Climate Resilience					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Targets #**	**Indicator #**	**Recurrent**	**Development**
176. Enforce quarry/ sand regulations	% of regulatory updates implemented	40%	70%	100	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1	76,800	
177. Monitor extraction activities	% of sites inspected and assessed annually	50%	80%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		
178. Estimate sustainable extraction rates	% of zones with sustainable yield models developed	20%	50%	85%	13.1, 13.2	13.1.1, 13.2.1		
179. Conduct GIS and environmental mapping	% of critical coastal/quarry zones mapping using GIS	30%	65%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		
180. Implement ICAM (Integrated Coastal Area Management) plans	% of ICAM plans developed and implemented	50%	70%	100%	13.3	13.3.1		
181. Conduct compliance audits	% of operators audited annually	50%	75%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		
182. Assess and support coastal protection	% of structures and nature-based solutions assessed or initiated	30%	60%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		

183. Stakeholder engagement/training	% of stakeholders trained and engaged	40%	80%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		

Sub-Program 4.3: Offshore Resources Management

Output 20: Enhance sustainable Management of Marine Resources for Economic Development and Environmental Protection in Tonga's Maritime Zones					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
184. Develop offshore resource policies	% of legislation updated or aligned with international frameworks	30%	60%	100%	14.a	14.a.1	**131,700**	
185. Conduct marine resource monitoring	% of maritime zones surveyed or assessed annually	40%	70%	100%	14.a	14.a.1		
186. Update ocean management plan	% of marine spatial plans reviewed with stakeholder input	25%	60%	90%	14.a	14.a.1		
187. Enforce seabed/petroleum regulations	% of licenses issued with compliance audits conducted	40%	75%	95%	14.a	14.a.1		
188. Stakeholder and public awareness	% of awareness and training sessions conducted per year	30%	60%	80%	14.a	14.a.1		

Sub-Program 4.4: Geo-hazard Services

Output 21: Enhanced Geological Hazard Assessment and Awareness for Tonga					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
189. Develop legal framework for geohazards	% completion of national geohazard policies and legal tools	25%	60%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1	**118,800**	
190. Monitor earthquakes, volcanoes, tsunamis	% of hazard events monitored and reported	70%	85%	100%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		
191. GIS-based risk zoning	% of high-risk zones mapped	30%	65%	95%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		
192. Conduct geological risk assessment	% of assessments completed per year	25%	50%	75%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		

193. Public awareness and training	% of public education and training events held	40%	70%	90%	13.1, 13.2, 13.3	13.1.1, 13.2.1, 13.3.1		

Program 5: Lands and Geographical Information Services Division

Link to Last CP & Budget	Ongoing	Minor Change	Major Change	New

- Implement the National Action Plan for Integrated Geospatial Management
- The Ministry successfully launched this National Plan in September 2023, so implementation of this National Action Plan is of outmost importance, to facilitate the development of a robust spatial data infrastructure (SDI) that integrates geospatial data from various sources, departments, and stakeholders. This unified platform enhances data accessibility, interoperability, and quality assurance, supporting informed decision-making across the ministry.
- **Strengthen GIS section to implement the National Action Plan - Two (2) senior positions**
  Strengthening the GIS section with senior positions enhances the ministry's capacity to implement the National Action Plan for Integrated Geospatial Management effectively. By achieving the goals and objectives outlined in the action plan, the ministry contributes to national development priorities, including sustainable development, environmental protection, and socio-economic growth.
- **Establishing Two (2) New Units under Sub program 5.1 Land Information Services**
  5.1.1 Tonga Master Cadastral Plan

  Establishing the Tonga Master Cadastral Plan is crucial for centralizing land ownership and boundary data, enabling accurate land administration, reducing land disputes, and providing transparency for land transactions. This unit will support informed decision-making, land policy development, and promote sustainable land use across the Kingdom.

  5.1.2 Survey Cadastral Mapping
  The Survey Cadastral Mapping unit is vital for providing accurate land surveys, which are foundational for property rights, urban planning, and resolving land disputes. This unit will ensure reliable land data for development projects, zoning, and land management, contributing to efficient resource allocation and sustainable growth.
- **Establishing New Unit under Sub program 5.2 Geospatial Information services a. 5.2.1 Remote Sensing**

Establishing the Remote Sensing unit is essential for monitoring environmental changes, such as deforestation, flooding, and coastal erosion, using satellite and aerial imagery. This unit will support disaster management, climate adaptation, and natural resource management by providing real-time, accurate data to inform decision-making and planning, thereby improving the Ministry's ability to manage land and resources sustainably.

- 5.2.2. Geographical Information Services.
- The GIS unit will enable the Ministry to efficiently manage, analyze, and visualize spatial data, supporting informed land use planning, infrastructure development, and resource allocation. GIS will allow the Ministry to integrate various data sources, providing valuable insights for sustainable development, urban planning, and enhancing public services, while improving the efficiency of land management processes across Tonga.

Sub-Program 5.1: Land Information Services

Output 22: Enhanced and Provision of Cadastral information and Mapping Services					SDG		Budget	
Activity	KPI's	2024/25	2025/26	2026/27	Target #	Indicator #	Recurrent	Development

194. Record & update Block Sheets	% of tax allotments accurately recorded and stored	50%	70%	90%	1.4, 11.a	1.4.2, 11.a.1	$406,300.00	
195. Assign Unique Identifiers to all land parcels in accordance with Protocol	% of land parcels assigned an ID	50%	80%	90%	1.4, 11.a	1.4.1, 11.a.1		
196. Endorse Surveyor's Plans	% of new subdivision plans recorded and endorsed	50%	75%	100%	1.4, 11.a	1.4.2, 11.a.1		
197. Integrate village maps into the Tonga Cadastral Master Plan	% of integration completed	50%	80%	90%	1.4,11.a	1.4.2, 11.a.1		
198. Digitize estate boundaries	% of maps digitized	60%	80%	90%	1.4, 11.a	1.4.2, 11.a.1		
199. Prepare Deed of Grants and Leases	% of deeds prepared and submitted for registration	50%	80%	100%	1.4, 11.a	1.4.2, 11.a.1		
200. Perform quality check on land applications	% of land applications checked and approved							
201. Safe keeping of Surveyor's Field Books	% of field books digitized and securely archived	40%	70%	90%	1.4, 11.a	1.4.2, 11.a.1		
202. Safe keeping of estate maps	% of estate maps catalogues and digitally preserved	40%	70%	90%	1.4, 11.a	1.4.2, 11.a.1		
203. Maintain Cadastral Maps	% of cadastral maps updated and properly stored	50%	75%	100%	1.4, 11.a	1.4.2, 11.a.1		

Sub-Program 5.2: Geographic Information Services

5.2.1: Remote Sensing

Output 23: Enhance Geospatial Information for Sustainable Decision Making					**SDG**		**Budgetss**	
Activities	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
204. Implement Geospatial Action Plan	% of national geospatial strategy actions implemented	30%	60%	100%	11.5	11.5.2	$56,000.00	
205. Integrate spatial data sets	% of key datasets integrated from external stakeholders	30%	65%	95%	11.5	11.5.2		
206. Develop spatial policy	% completion of policy and bill	25%	70%	100%	11.3, 11.5, 15.1	11.3.1, 11.5.1, 15.1.1		

207. Organize and analyse data	% of national spatial datasets cleaned organized and analysed	40%	70%	95%	11.3, 11.5, 15.1	11.3.1, 11.5.1, 15.1.1		
208. Generate land use and land cover products from Satellite Data.	An updated land use and land cover layer or map.	1X LULC map	Review and Update	Review and Update	15.3, 11.3	11.3.1, 11.3.1		
209. Create products from Satellite data to integrate into GIS systems to support decision making	Number of products created from satellite data	2x	4x	6x	9.1, 11.3, 11.5, 15.3	9.1.1, 11.3.1, 11.5.2, 15.3.1		
210. Conduct field surveys using GNSS equipment to collect spatial data for GIS layer updates	Accuracy of spatial data collected	100%	100%	100%	9.1, 11.3, 11.5, 15.3	9.1.1, 11.3.1, 11.5.2, 15.3.1		
211. provide technical support to associated Clusters, Working Groups, Committees or Agencies upon request for data collection or data analysis.	Accuracy of data collected, or number of reports provided.	100%	100%	100%	9.1, 11.3, 11.5, 15.3	9.1.1, 11.3.1, 11.5.2, 15.3.1		
212. Conduct Educational and Awareness Programs on Remote Sensing Technologies and Capabilities.	% of program conducted	80%	80%	100%	9.1, 11.3, 11.5, 15.3	9.1.1, 11.3.1, 11.5.2, 15.3.1		
213. Digitize Town and Tax allotments	% of allotments Digitized	30%	60%	90%	9.1, 11.3, 11.5, 15.3	9.1.1, 11.3.1, 11.5.2, 15.3.1		
214. Risk Assessments	# of disaster risk assessments conducted	4	6	8	9.1, 11.3, 11.5, 15.3	9.1.1, 11.3.1, 11.5.2, 15.3.1		

5.2.2: Geographical Information Services

Output 24: Digital Transformation of data for effective and efficient services					**SDG**		**Budget**	
Activities	**KPI's**	**2024/25**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
215. Scanning and filling of cadastral land documents to the GIS System	Number of documents scanned and filled	300	500	700	1.4, 11.a	1.4.2, 11.a.1	$324,700.00	
216. Digitize Cadastral Maps to create GIS layers	% of layers created and area coverage	80%	90%	100%	9.c	9.c.1		
217. Digitize Land Information documents	% of documents digitized and area coverage	50%	60%	70%	9.c	9.c.1		
218. Update the Land Parcel GIS Layers (Tax and Town) with appropriate attributes	% of land parcels digitized with complete attributes	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		
219. Develop a Land Information User Interface	% of phase developed	10%	20%	30%	9.c	9.c.1		
220. Develop a web-map application to enhance data sharing.	% of work done	1 standard web map application	Update web-map application	Well established integrated platform	1.4, 11.a	1.4.2, 11.a.1		
221. Conduct Internal GIS Trainings	% of trainings conducted	40%	80%	100%	9.a	9.a.1		
Output 25: Enhanced Infrastructure Data					**SDG**		**Budget**	
222. Update Records	% of roads captured and verified	40%	50%	60%	9.c	9.c.1		
223. Update Building layer	% of buildings captured and verified	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		
224. Update Water Tanks and Towers	% of water tanks and towers captured and verified	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		
225. Update Public Utilities	% of utilities captured and verified	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		

226. Update Wharf and Jetty	% of wharf captured and verified	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		
227. Update Evacuation Centres	% of centres captured and verified	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		
228. Update Cemetries	% of cemeteries captured and verified	40%	50%	60%	9.a, 9.c	9.a.1, 9.c.1		
Output 26: Enhanced Information for Planners and Policy Makers					**SDG**		**Budget**	
229. Produce updated and accurate topographical and thematic maps	% of updated maps (contains updated layers)	40%	50%	70%	1.4, 11.a	1.4.2, 11.a,1		
230. Produce maps tailored to customer specifications	% of maps produced with customer satisfaction	100%	100%	100%	1.4, 11.a	1.4.2, 11.a.1		
231. Establish the SDG Data Hub	An operating hub with data	0	1	1	SDG 17	SDG17		
Output 27: Strengthened Geospatial Information Management					**SDG**		**Budget**	
232. Develop Data Standard Guidelines	A complete Data Standard Guideline document.	1x guideline created	Reviewed Annually	Reviewed Annually	1.4, 11.a	1.4.2, 11.a.1		
233. Develop Legal Framework for Integrated Geospatial Information Management	Draft IGIM Bill	0%	25%	50%	9.c	9.c.1		
234. Draft and Endorse a Geospatial Policy	Successful drafting and endorsement of the Geospatial Policy	0%	50%	100%	1.4, 11.a	1.4.2, 11.a.1		
235. Establish a GIS User-group compromising of key GIS stakeholders	# of users and meetings	No user group	Established group – quarterly meeting	Quarterly meeting	9.b	9.b.1		
236. Implement the Country action plan for integrated GIM	% of activities implemented	10%	30%	60%	9.b	9.b.1		

237. Attend capacity building trainings and workshops	% of trainings and workshop	50%	80%	100%	4.4	4.4.1		
238. Conduct GIS trainings with external stakeholders	% of trainings attended	0%	50%	100%	4.4	4.4.1		

Program 6: National Spatial Planning Authority Office

Sub-Program 6.1: Planning and Development Section

Output 28: Integrated Data-Driven Spatial and Land-Use Planning Frameworks that guide sustainable development and Urban Resilience Across					**SDG**		**Budget**	
Activity	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
239. Formulate and update national, regional, and local spatial plans, including Structure Plans (e.g., Nuku'alofa)	% of spatial plans formulated/updated	20%	50%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1	$317,400.00	
240. Develop and maintain land-use planning standards and the Quality Assurance Manual (QAM)	% completion of land-use planning standards and QAM development	30%	60%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
241. Prepare strategic land-use and zoning declarations under the NSPM Act	% of land-use and zoning declarations prepared and implemented	40%	70%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
242. Integrate GIS data and spatial analytics into planning processes	% of planning processes integrated with GIS data and spatial analytics	50%	75%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		

243. Provide technical feasibility advice for proposed development schemes	% of development schemes receiving technical feasibility advice	60%	80%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
244. Develop a National Housing Strategy aligned with population growth and infrastructure capacity	% completion of National Housing Strategy development and alignment	30%	60%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
245. Conduct public consultations and respond to planning-related inquiries	# of public consultations held and inquiries responded to	5	10	15	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		

Sub-Program 6.2: Compliance and Monitoring

Output 29: Efficient and Transparent Development Control System Ensuring Legal Compliance, Environmental Safeguards, and Equitable Enforcement of Spatial Planning Regulations					**SDG**		**Budget**	
Activity	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**
246. Receive, assess, and approve development applications	% of development applications assessed and approved within the set timeframe	70%	85%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1	$34,700.00	
247. Conduct site inspections to monitor compliance with approved plans	% of site inspections conducted within the set timeframe	60%	80%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		

248. Manage and respond to public complaints and planning violations	% of public complaints and violations addressed within the set timeframe	50%	70%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
249. Enforce planning conditions and refer violations for legal action where necessary	% of planning conditions enforced and violations referred for legal action	40%	60%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
250. Coordinate EIA referrals with environmental authorities	% of EIA referrals coordinated with environmental authorities	50%	75%	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
251. Supervise District Planning and Compliance Officers (Vava'u, Ha'apai, 'Eua, Niuas)	% of supervision tasks completed for district planning officers	60%	80%^	100%	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		
252. Implement and update road hierarchy and roadside development controls (e.g. banners, containers, vendors)	% of road hierarchy and roadside controls updated and implemented	5	10	15	11.1, 11.3, 11.a, 11.b	11.1.1, 11.3.1, 11.a.1, 11.b.1		

Sub-Program 6.3: Administration and Legal Support

Output 30: Responsive Legal, Secretariat, and Administrative Services That Uphold the Rule of Law, Support Dispute Resolution, and Ensure Effective Institutional Governance					**SDG**		**Budget**	
Activity	**KPI's**	**2024/25 (baseline)**	**2025/26**	**2026/27**	**Target #**	**Indicator #**	**Recurrent**	**Development**

253. Provide legal advice on planning approvals, compliance, and enforcement	% of legal advice provided on planning approvals and compliance matters	70%	85%	100%	1.4	1.4.1	$14,400.00	
254. Support the Spatial Planning Tribunal (case management, documentation)	% of cases managed and documented for the Spatial Planning Tribunal	60%	80%	100%	1.4	1.4.1		
255. Draft, issue, and archive public notices, declarations, and planning decisions	% of public notices, declarations, and planning decisions drafted and archived	50%	70%	100%	1.4	1.4.1		
256. Maintain and digitize official records and land-use approvals	% of official records digitized and maintained	40%	60%	100%	1.4	1.4.1		
257. Liaise with Crown Law and government entities for legal coordination	% of coordination tasks completed with Crown Law and government entities	50%	75%	100%	1.4	1.4.1		
258. Handle administrative operations, staff support, and project coordination	% of administrative operations and staff support tasks completed	60%	80%^	100%	1.4	1.4.1		
259. Prepare regulatory frameworks and legal instruments under the NSPM Act	% completion of regulatory frameworks and legal instruments preparation	5	10	15	1.4	1.4.1		

Insert Annex 1: Detailed Stakeholder Analysis

Stakeholder	Customer of MLSPNR	Supplier to MLSPNR	Partner with MLSPNR	Oversight
His Majesty	Advice, Recommendations, Information's	Decisions		Direction
Privy Council	Advice, Recommendations, Information's	Decisions, Legislation		Direction
Cabinet	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government, Support of the TSDF II	Oversight by PMO, PSC – Policy, Operations
Legislative	Advice, Guidance, Instructions, Information	Information		Direction
Judiciary	Advice, Guidance, Instructions, Information	Decisions		Direction
Government Ministries	Advice, Guidance, Instructions, Information	Goods, Services, Fees, Charges	Support of the TSDF Community Work, Education, Health	Monitor, Petition
Oversight Statutory Entities	Advice, Guidance, Instructions, Information	Goods, Services, Fees, Charges, Information and Decisions	Operating Effectiveness of Government, Support of the TSDF II	Oversight by PMO, PSC-Policy, Operations
Public Enterprises	Advice, Guidance, Instructions, Information	Development Assistance and Advice	Delivery of Aid Funded Program	Oversight of the Use of Development Funds, General Performance Management
Businesses	Advice, Guidance, Instructions, Information	Goods, Services, Fees, Charges, Information and Decisions		Monitor, Petition
Nobles and Estate Holders	Advice, Guidance, Instructions, Information	Advice, Services, Fees	Land development, Estate Management	Monitor, Petition
Licenses	Advice, Guidance, Instructions, Information	Land Rights, Property Services, Licensing Fees		Monitor, Petition