



MINISTRY OF TOURISM

CORPORATE PLAN & BUDGET SUMMARY



**2025/26 - 2027/28
FINAL**

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List of Abbreviations

Abbreviations	Long Form
AGO	Attorney General's Office
AI0	Assistant Information Officer
AS	Assistant Secretary
ATO	Assistant Tourist Officer
CEO	Chief Executive Officer
CHD	Culture and Heritage Division
CITIE	China International Tourism Industry EXPO
CITM	China International Travel Mart
CNTA	China National Tourism Association
DEMA	Diving Equipment & Marketing Association
DDD	Destination Development Division
GPA	Government Priority Agenda
IED	Industry Empowerment Division
ITB Berlin	Internationale Tourismus-Börse Berlin/International Tourism Exchange Berlin
ITB Asia	Internationale Tourismus-Börse Asia/International Tourism Exchange Asia
KPIs	Key Performance Indicators
MEIDECC	Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications
MFA	Ministry of Foreign Affairs
MLNR	Ministry of Land and Natural Resources
MOH	Ministry of Health
MOT	Ministry of Tourism
MTED	Ministry of Trade and Economic Development
OIC	Officer in Charge
O/O	Organizational Outcome
PATA	Pacific Asia Travel Association
SDGs	Sustainable Development Goals
SPTE	South Pacific Tourism Exchange
SPTO	South Pacific Tourism Organization
SSD	Support Services Division
STO	Senior Tourist Officer
TSDF II	Tonga Strategic Development Framework II
TTA	Tonga Tourism Authority
TO	Tourist Officer
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nation's World Tourism Organization
WW	Whale Watching

Foreword from the Minister

I am pleased to present my three-year rolling Corporate Plan for the period 2025/26 - 2027/28 for the Ministry responsible for the development of Tourism in Tonga. This Corporate Plan focuses on enabling Tourism to be the key driver of Tonga's sustainable and resilient future economic growth, enhancing our unique culture and heritage, supporting a healthy, clean environment, and increasing wealth for all Tongans. Our mission is to support, develop, and increase inclusive, sustainable, and resilient tourism in partnership with the relevant stakeholders locally and abroad. This Plan summarizes how the Ministry of Tourism intends to improve its operations and strengthen its abilities to deliver its key outputs. Tourism has been subsumed into other sectors including airlines, Tours & travel, transportation (land & sea), accommodation, restaurant, bars & entertainment and events & activities, and handicrafts. The opportunity to review the performance of these sectors annually will come in the form of the Heilala festivals, Pacific Festival of Arts, cruise ships, Royal Agriculture, Fisheries, Tourism and Consumer & Trade Shows locally and internationally, the local beautification program to boost the cleanliness in Tonga via infrastructure development, village clean-up campaign. These events will bring together the People of Tonga and the Government to help build the development of the sectors.

As Minister of Tourism, my abiding goal is to make sure that the progressive growth of the Tourism sector is sustainable and continues to consistently make increased contributions to the national economy and gross domestic product. The success of Tourism development will depend heavily on partnership with relevant and key stakeholders, both in the public and private/community sectors and the Ministry will therefore ensure that continuing dialogue and work in partnership becomes the cornerstone of the Plan implementation period.

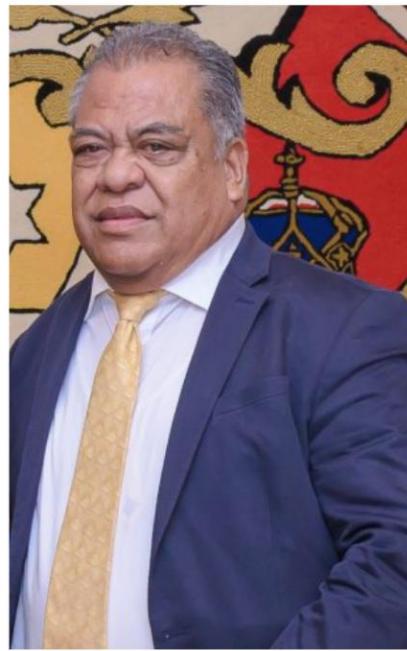
This year, I would like the Ministry of Tourism to put more efforts into the ongoing development of the tourism infrastructure, attracting foreign investors to increase the development of 5-star accommodations, empowering the local tourism businesses through strengthening their business development and management capacity to effectively manage the increasing number of visitors coming to the Kingdom. The last corporate Plan was able to establish a solid foundation upon which this Corporate Plan continues to build in alignment with the Tonga Strategic Development Framework II (2015 – 2025) and the Tourism Roadmap for 2018-2023.

I thank you all, the tourism sector stakeholders, staff of the Ministry of Tourism, and development partners for your productive and generous contributions and continuous support and I look forward to working closely with you to achieve the goals set out clearly in this Corporate Plan.

Fakaápaápa atu,



Hon. Mo'ale Finau
Minister for Tourism



Message from the Chief Executive Officer for Tourism



Tourism is Everybody's Business and therefore calls upon the support and participation of all from Tonga and abroad (businesses, Tongan diaspora, local communities, and development partners) to work in partnership to ensure its aspirations and goals for sustainable tourism development are met. The ultimate goal is for the benefits of tourism to reach us all. This Corporate Plan covers the period 2025/26 – 2027/28. This is the Ministry's primary planning document explaining our purposes and strategies forward. Moreover, we are currently drafting the Tourism Sector Roadmap 2025-2030. This plan focuses on the short to medium term covering the next five years and on the implementation of practical and systematic

measures to build a stronger and sustainable tourism sector. The vision for tourism drives Tonga's future sustainable economic growth, optimizing wealth and prosperity for all Tongans.

The plan period will continue to focus on the implementation of the following priority areas of government for tourism such as beautification projects & upgrading of tourist sites, tourism infrastructure and product development, tourism activities, industry empowerment, and the safeguarding of our culture and heritage. Moreover, we will continue to focus on the new initiatives such as (1) Tonga Festival, (2) Mafana Festival, (3) Marketing activities, (4) Community Development, (5) Recreational Diving, (6) Yachting Industry, and (7) Preservation of Tongan culture and heritages. Furthermore, His Majesty's Cabinet approved on the 7th of February 2025 the acquisition of the Tonga National Museum and Queen Salote Memorial Hall which was previously transferred to the Ministry of Education and Training. We will continue to monitor the construction of the new museum building in the coming years. The achievement of the above shall contribute to the achievement of the Government's vision for a progressive Tonga supporting a higher quality of life for all people for the next three years as well as the Sustainable Development Goals Nos. 8, 12, and 14 which relate to Tourism and Culture by 2030.

The Ministry will strive to use its staff and financial resources strategically and effectively to achieve our goals. We are grateful to our international development partners and regional agencies for their efforts and support in contributing to the development of Tourism in Tonga. To my hardworking staff and everyone whose commitment and support will be heavily relied upon for the successful implementation of the plan, I thank you for your loyalty and diligence and look forward to three years of solid and committed work for our country – our people. Lastly, I would like to acknowledge the Honorable Minister for Tourism, Hon. Mo'ale Finau for his continued guidance and support for the development and improvement of Tourism services and we will continue to work closely on the implementation of this action plan.

Malo 'aupito

A handwritten signature in black ink, appearing to read 'Mr. Viliami Takau'.

Mr. Viliami Takau

Chief Executive Officer, Ministry of Tourism



1 Corporate Plan Overview

1.1 Ministry of Tourism's Mandate and Stakeholders

1.1.1 Mandates

1.1.1.1 Key Legislations

Our mandates are based on the following legislation;

- i. The Tonga Tourism Authority Act 2012;
- ii. Whale Watching and Swimming Act 2008: Responsible for regulating whale watching and whale swimming commercial activities in the country;
- iii. Whale Watching and Swimming Regulations 2013: For the administration of the Whale Watch and Whale Swimming Act;
- iv. National Cultural Policy;
- v. The Public Service Act;
- vi. The Public Service Policy;
- vii. The Public Service Policy and Instructions;
- viii. The Public Finance Management Act and legislation.

1.1.1.2 Policy Decisions and Conventions

- (i) Tonga Tourism Act (PSDI currently reviewing the two bodies - Ministry and Tonga Tourism Authority)
- (ii) Finalise amendments to Whale Watching and Swimming Regulations 2013 by the Attorney General's Office (AGO) to clarify and strengthen the role, enforcement power, and processes of the Ministry for Tourism regarding the licensing and regulating of whale watching businesses operating in Tonga;
- (iii) Enactment of Cultural Legislation to facilitate the sustainable management of Tonga's rich cultural heritage;
- (iv) Ratification of 2005 UNESCO Convention: Protection and Promotion of Cultural –Diversity Expressions;
- (v) Draft of Diving legislation to promote the development of the diving sectors;
- (vi) Review and drafting of the Tonga Tourism Incentives and Investment Act to facilitate the establishment of an enabling environment for the private sector.

The regional and international organizations, international agreements, and conventions relevant to MOT are the following;

Table 1: MOT's Agreements and Conventions with regional and international organizations

Regional and International Organizations	Conventions/Agreements
South Pacific Tourism Organization (SPTO)	1972 UNESCO Convention: World Cultural Heritage
Pacific Asia Travel Association (PATA)	2003 UNESCO Convention: Safeguarding of Intangible Cultural Heritage
Membership in the United Nation's World Tourism Organization (UNWTO) is still under consideration	2005 UNESCO Convention: Cultural Diversity is still under processing
China National Tourism Association (CNTA)	M.O.U with the CNTA
South Pacific Cruise Alliance (SPCA)	

1.2 Ministry of Tourism's Profile

Vision

Tourism will be the key driver of Tonga's sustainable and resilient future economic growth, enhancing our unique culture and heritage, supporting a healthy, clean environment, and increasing wealth for all Tongans.

Mission

To support, develop, and increase inclusive, sustainable, and resilient tourism in partnership with the relevant stakeholders locally and abroad.

Values

The core values for the development of the tourism sector are derived from the vision of the Tonga Strategic Development Framework II for “A more progressive Tonga, Enhancing our Inheritance”. The inheritance is “God and Tonga” necessitates that the Kingdom Tourism Brand reflects the spirit and letter of biblical principles in the development of the cultural spheres of spirituality, family, education, government, art & entertainment including culture, media, and communications, and business and economy. These principles are integrated into the work programs by workmanship that is center around love, integrity, gratitude, humility, making a difference, loyalty, teamwork, timeliness, honesty, and respect.

1.3 Stakeholders

Tourism has been identified as an important economic sector and the government through the Ministry of Tourism continues to develop active and innovative policies to promote sustainable and inclusive tourism growth. The linkages between tourism and other policies are many, and policy decisions consider trade-offs and complementarities the Kingdom is now familiar with. Although an integrated whole-of-government approach to tourism has been adopted in previous corporate plans, it is imperative that its application is intentional to optimize policy coherence and the effectiveness of public and public/private actions in tourism. The multiple stakeholders of the tourism sector and the economy at large require that the Ministry of Tourism is a stable platform that efficiently coordinates actions, and leadership from policymakers at the highest level in tourism and related policy areas, including, transport, environment, culture, economy, foreign affairs, skills, land-use etc. and the focus on policies with a medium-to-long-term perspective. Within this framework of identified stakeholders, specific considerations for the Ministry of Tourism as policymakers include:

- (i) A better understanding of the unique inter-linkages, synergies, and trade-offs between tourism and other policy areas;
- (ii) Seeking to more effectively demonstrate the value of the tourism economy to decision-makers in related policy areas; and
- (iii) Implementing institutional arrangements to establish and leverage policy synergies across ministries and levels of government, and engage with the private sector.

This whole-of-government policy approach by the Ministry recognizes the importance of strong government-industry-civil society dialogue in the development, implementation, and monitoring phases. To be wholly effective, the Ministry must develop a multi-actor system, that includes the private sector and civil society and greater horizontal and vertical co-ordination of relevant government bodies, and comply with the accepted elements of good governance at the national and subnational levels. To this end in the corporate plan period ahead there will be:

- i) A clear definition of the roles and functions of the various levels of government in tourism;
- ii) The engagement of the tourism industry and civil society in the policy decision-making process;
- iii) The adopting effective engagement mechanisms to bring together the various actors (e.g. tourism strategies, contracts, joint committees, operators), and ensure they have the appropriate tools and resources for implementation and monitoring. Solutions to improve multi-level policy coordination reflect the institutional and human capacities, law and regulatory environment, and specific tourism context of the Kingdom and regions. The clarity of clear mandates, well-defined objectives, effective leadership, and political support create a solid foundation for regularly evaluating policy outcomes.

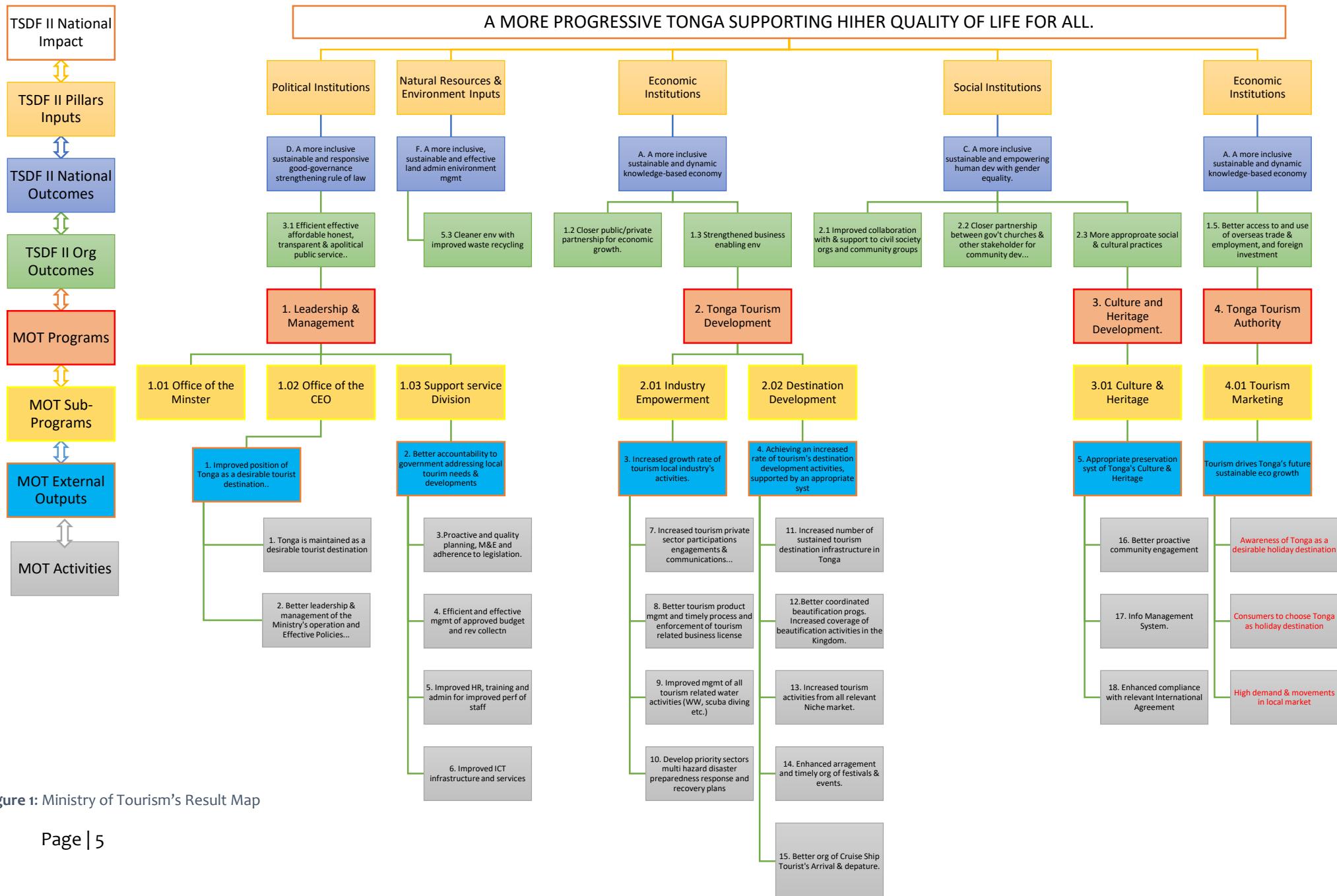
The government ministries, organizations and private sector businesses which will continue to collaborate in partnership with MOT towards the delivery of shared organizational outcomes (O/O) as highlighted in the TSDF II are: the Office of the Auditor General, Ombudsman, Prime Minister's Office, Ministry of Finance, Public Service Commission and National Bureau of Statistics [O/O 3.1]; Ministry of Foreign Affairs (MFA), Ministry of Internal Affairs (MIA) and businesses from the private sector [O/O 1.2]; MFA, MIA, and private sector businesses (O/O 1.5); Ministry of Education and Training (MET), MIA, Ministry of MEIDECC, the wider community, Civil society organizations (CSOs) and churches [O/O 2.1]; MIA, churches, the wider community and CSO [O/O 2.2]; the Palace Office, MET, MIA, the Tongan communities, CSOs, and churches [O/O 2.3]. Details of these Organizational Outcomes are provided in Section 1.5.1.

Table 2: Ministry of Tourism Stakeholders and their Relationships

Stakeholder	Customer of MOT	Supplier to MOT	Partner with MOT	Oversight of MOT
Government				
Privy Council			✓	✓
Legislative Assembly			✓	✓
His Majesty's Cabinet			✓	✓
Prime Minister's Office			✓	✓
AGO			✓	✓
Ministry of Finance			✓	✓
Office of the Public Service Commission			✓	✓
Tonga Office of the Auditor General			✓	✓
Ministry of Foreign Affairs (MFA)			✓	
Ministry of Agriculture, Food, and Forests			✓	
Ministry of Fisheries			✓	
Tonga Bureau of Statistics			✓	
Ministry of Lands and Natural Resources (MLNR)			✓	
Ministry of Health (MOH)			✓	
Ministry of Meteorology, Environment, Information, Disaster Management, Energy, Climate Change, and Communications (MEIDECC)			✓	
Ministry of Revenue & Customs			✓	
Ministry of Education & Training			✓	
Ministry of Infrastructure			✓	
Ministry of Trade and Economic Development (MTED)			✓	
Ports Authority			✓	
Tonga Tourism Authority Board			✓	
Private Sector				
Private sector – Directly Related Businesses	✓	✓	✓	
Private sector – Indirect Tourism Related Businesses	✓	✓	✓	
Private Sector – Tourism Associations: Tonga Tourism Association in Tongatapu, Vava'u, Ha'apai, 'Eua	✓	✓	✓	
Tonga Chamber of Commerce and Industry	✓	✓	✓	
Other Stakeholders				
Local Communities	✓	✓	✓	
NGOs (Langafonua 'a Fafine, Tonga Youth Congress, Women and Children Crisis Centre)	✓	✓	✓	
Training Providers	✓	✓	✓	
Churches	✓	✓	✓	
People and Communities	✓	✓	✓	
Development Partners, China, NZ, Australia, Japan, etc.			✓	
Overseas Travel Industry – Wholesale and Travel Agents			✓	
Tourists/consumers			✓	
International and Regional Organisation, SPTO, PATA, SPCA, etc.			✓	

1.4 Result Map

The Ministry's result map, Figure 1, provides an overview of how the Ministry is planning to contribute to the overall national impact of the country and the national and organizational outcomes that are relevant to the Ministry. It further highlights the outputs that the Ministry intends to deliver in the next three fiscal years.



1.5 Tonga Strategic Development Framework II (TSDF II)/Sustainable Development Goals (SDGs)

1.5.1 TSDF II/SDG Impacts and Outcomes & MOT Outputs

Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development

This plan acknowledges the relevant SDGs and targets that must be assisted by our Government through the core responsibilities of the Ministry. According to Tourism in the 2030 Agenda developed by the UNWTO, it emphasizes that Tourism has the potential to contribute, directly or indirectly to all of the 17 SDG goals. However, the direct contribution needed from the tourism sector is clearly stated in one of the targets of the SDGs 8, 11, 12, 13 and 14. The following states;

Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Target 8.9 “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”.

Comment: This plan highlights the significance of its Culture and Heritage function by separating it as a Program on its own (Program 3). In addition, there are new activities proposed under Program 2 (which includes Industry Empowerment (IED) and Destination Development Division (DDD)) that will support the roles expected of its Culture and Heritage program under this target hence also promoting an enabling environment for Tourism Businesses to thrive.

Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.

Target 11.4 “Strengthen efforts to protect and safeguard the world’s cultural and natural heritage”

Target 11. b “By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate changes, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all level”.

Comment: Target 11.4 is an area that the Culture and Heritage program will need to focus on and is currently carrying out through the preservation of heritage and cultural sites.

Furthermore, emphasis has been raised for relevant Ministries to play a role in the management of Climate Change and Disaster Resilience hence the tasks assigned to the Tonga Tourist Development Sub-Programs (Destination Development and Industry Empowerment). Their tasks are to develop priority sectors multi-hazard disaster preparedness, response, and recovery plans including regular drill exercises for staff, operators, and stakeholders alike. Tonga is very vulnerable to these natural disasters which requires preparedness, proper response, and recovery plans that could assist all.

Goal 12: Ensure sustainable Consumption and Production patterns.

Target 12. b “Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products”.

Comment: One of the main improvements to this plan is the clear streamlining of roles that must be offered to the Industry and the infrastructure destination of tourism here in Tonga. Industry Empowerment is one key sub-program of this plan that focuses on developing, monitoring, and enforcing existing and different policies and regulations relating to the overall industry. This plan also highlights its need to manage all tourism-related water activities including whale watching, scuba diving, and others. The MOT plans to review existing tools to ensure sustainable practices

are in place. Equally, management of tourism business license and its relevant products encompasses the development and review of key appropriate systems and processes supporting this target. This target also points to the importance of Culture and Heritage in ensuring cultural aspects of tourism products are reflected.

Goal 13 Take urgent action to combat climate change and its impacts.

Target 13.1 “Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries”.

Comment: This is undertaken by the Industry Empowerment Division of the Ministry as the impacts are greatly felt by the tourism businesses due to climate change. The Ministry of Tourism is making an effort to draft the strategy required to mitigate risks from natural disasters as they have frequently occurred in Tonga.

Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

Target 14.7: “By 2030 increase the economic benefits of SIDS and LCDs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture, and tourism”.

Comment: Similar to the support of the Ministry to the previous target, all water activities related to Tourism in Tonga will be managed in close collaboration with the Ministry of Fisheries, Marine and Ports, Non-government organizations, and the communities. It is anticipated that these collaborations will help to address the sustainable use of our marine resources and at the same time offer new innovative ways for their use, which will increase employment and other economic incentives.

A summary of the Goals, Targets, and Indicators are provided in the following Table:

Table 3: SDGs, Targets, and Indicators relevant to MOT’s divisions

SDGs	Target	Indicators	Responsible Division
Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate.	CHD, IED, DDD
Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable	11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage	11.4.1 Total per capita expenditure on the preservation, protection, and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural), and level of government (national, regional, and local/municipal)	CHD & DDD
	11. b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation	11.b.1 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework	IED (Tonga Tourism Crisis Response & Recovery Strategy)

	and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels	for Disaster Risk Reduction 2015–2030 11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	
Goal 12. Ensure sustainable consumption and production patterns	12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	12.b.1 Implementation of standard accounting tools to monitor the economic and environmental aspects of tourism sustainability	DDD, CHD, SSD
Goal 13 Take urgent action to combat climate change and its impacts	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 13.1.3 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	IED
Goal 14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture, and tourism	14.7.1 Sustainable fisheries as a proportion of GDP in small island developing States, least developed countries, and all countries	IED, DDD, TTA

Tonga Strategic Development Framework (2015-2025)

The National Impact of the Kingdom of Tonga is “A more progressive Tonga: Enhancing our inheritance”.

Tourism plays an active role in the Kingdom, economically and socially. It also contributes to the well-being of the natural environment, and politically, through its Leadership and Management program. As such, it operates under the Political, Economic, and Social Institutions, and the Natural Resources and Environment Input, pillars.

It further links to the Political Institutions pillar through National Outcome D: good-governance strengthening rule of law, the Economic Institutions pillar, through National Outcome A: dynamic knowledge-based economy, the Social Institutions pillar through National Outcome C: human development with gender equality, and to the Natural Resources and Environment Input pillar through National Outcome F: land, environment and climate.

Under each National Outcome, the Ministry contributes to at least one Organizational Outcome. In **National Outcome D**, it contributes to [Organizational Outcome 3.1](#): More efficient, effective, affordable, honest, transparent, and apolitical public service focused on clear priorities; in **National Outcome A**, to [Organizational Outcomes 1.2](#): Close public/private partnership for economic growth, [1.3](#): strengthened business enabling environment, and [1.5](#) better access to, and use of, overseas trade and employment, and foreign investment; in **National Outcome C**, [Organizational Outcomes 2.1](#): improved collaboration with & support to civil society organizations and community groups, [2.2](#): closer partnership between government, churches & other stakeholders for community development, and [2.3](#): more appropriate social & cultural practices; in **National Outcome F**, [Organizational Outcome 5.2](#): clean environments and less pollution from households and business activities.

1.5.2 Government Priority Agendas, Regional Plans and MOT Outputs

Government Priority Agendas

Out of the nine (9) priority agendas that the new government has established, the Ministry of Tourism contributes to Government Priority Agendas (GPA) 7 and 9, under the thematic area “Challenges and Opportunities for Progressive Economic Growth” which are as follows:

GPA 7: Creation of trade opportunities from regional and international trade agreements focusing on agriculture, fisheries, handicrafts, tourism and promoting of value addition and product diversification and simultaneously reduce technical barriers to private sector development and heavy reliance on imports;

Table 4: Ministry of Tourism’s GPA 7 Priorities

GPA Targets	Output	Division	Partnership
<ul style="list-style-type: none">• Increase foreign exchange earnings and increase employment• Increase the number of those employed in the workforce through tourism• National approach to disaster risk preparedness and resiliency of the Tourism Industry and the community at large• Strengthen engagement with the development of the Tourism industry	<ul style="list-style-type: none">• Increase the growth rate of tourism local industry's activities	IED	MEIDECC

<ul style="list-style-type: none"> • Increase marine activities such as yachting, diving, etc • To protect and preserve endangered marine species (Whales etc.) • Improve and enhance capacity building for the Tourism Industry employees, local communities, and Ministry staff. • JNAP (Resilient Tourism) - Resilient tourism development and tourism infrastructures - A multi-hazard disaster preparedness, response, and recovery plan for tourism development 			
<ul style="list-style-type: none"> • Infrastructure development contributing to viable asset management (NIIP G4 pipeline: i) Royal Tomb (Mala'ekula) Project; ii) Tonga National Center and seawall structure; iii) New Tourism building (Vv); iv) Mariner facilities upgrade (Vv); v) Nuku'alofa waterfront upgrade project - not in NIIP at the moment) • Improve access of transportation and communication within and outside Tonga by Tourists • CBD Beautification program, Historical, archaeological, and tourist attractions upgrade • Improve access to tourist sites and resorts • Walkway and bicycling lane expansion • Pedestrianisation • Public Bicycle Sharing 	<ul style="list-style-type: none"> • Achieving an increased rate of tourism's destination development activities, supported by an appropriate system and programs of national beautification activities 	DDD	MOI
<ul style="list-style-type: none"> • Increase and maintain our 3 major markets (NZ, Australia, USA) increase to 5 by developing other potential markets (China, Asia, Europe) • Conduct and participate in more marketing and promotional activities in conjunction with Overseas Agents (Tradeshows, Agent calls, Family trips, etc.) • Increase quality tourism products, industry scale, capacity and competitive advantage. • Strengthen the 'whole of nation' approach to facilitate investment by the private sector and participation by local communities. 	<ul style="list-style-type: none"> • Tourism drives Tonga's future sustainable economic growth, improving living conditions and optimizing prosperity for all Tongans. 	TTA	

GPA 9: Strengthen bilateral engagement with accredited partner countries; optimize cooperation with regional and international intergovernmental institutions; strengthen partnerships with development partners, private sector, and non-government actors, focusing on sound economic investment, to sustain progressive equitable, and vibrant socio-economic growth.

Table 5: Ministry of Tourism's GPA 9 Priorities

GPA Targets	Output	Division	Partnership
<ul style="list-style-type: none"> • Strengthen working relations with Regional Organizations (South Pacific Tourism Organization (SPTO), Pacific Asia Travel Association (PATA), and South Pacific Cruise Alliance (SPCA) and to maximize benefits from these regional organizations. • Identify possible investors and donor partners for the Tourism sector. 	<ul style="list-style-type: none"> • Tourism drives Tonga's future sustainable economic growth, improving living conditions and optimizing prosperity for all Tongans. 	Office of the CEO TTA	
<ul style="list-style-type: none"> • Increase UNESCO convention ratification, by 2026, 4 conventions to be Ratified. 	<ul style="list-style-type: none"> • Appropriate preservation system of Tonga's culture and heritage taking into account local developments in the tourism industry. 	CHD	

Ministry of Tourism Outputs

In line with the SDGs, TSDF II, and Priority Agendas of the Government, the Ministry of Tourism continues with five (5) main Outputs. A summary of the Ministry's contributions to these higher-level plans is as follows:

Table 6: Ministry of Tourism's contribution to higher level plans

SDG No.	Government Priority Agendas	Pillars (TSDF II) (Significant/ Moderate/ Partial)	National Outcomes	MOT's Outcomes (TSDF II) (Significant / Moderate/ Partial)	MOT's Outputs	Division Responsible
SDGs 8, 11, 12, 14	GPA 9	Political Institution (Moderate)	D. A more inclusive, sustainable and responsive good-governance strengthening rule of law	3.1. More efficient, effective, affordable, honest, transparent & apolitical public service focussed on clear priorities (Moderate)	Improved position of Tonga as a desirable tourist destination and increased empowerment of key users and operators at the national, regional and international levels. Better accountability to the government addressing local tourism needs & developments	Office of the CEO & Support Services Division to lead All other divisions
SDGs 8, 11, 13, 14	GPAs 7 & 9	Economic Institution (Significant)	A. A more inclusive, sustainable and dynamic knowledge-based economy	1.2. Closer public/private partnership for economic growth (Significant)	Increased growth rate of tourism local industry's activities.	IED to lead All other divisions
SDGs 8, 11, 12, 14	GPAs 7 & 9			1.3. Strengthened business enabling environment (Significant)	Achieving an increased rate of tourism's destination development activities, supported by an appropriate system and programs of national beautification activities.	IED & DDD to lead All other divisions
SDG 14	GPA 7			1.5. Better access to and use of overseas trade & employment, and foreign investment (Moderate)	Tourism drives Tonga's future sustainable economic growth, improving living conditions and	Tonga Tourism Authority (TTA)

					optimizing prosperity for all Tongans.	
SDGs 8, 11, 12, 14	GPAs 7 & 9	Natural Resources & Environment Input (Moderate)	F. A more inclusive, sustainable and effective land administration and environment management, with resilience to climate change and risk	5.2 Clean environments and less pollution from households and business activities (Moderate)	Achieving an increased rate of tourism's destination development activities, supported by an appropriate system and programs of national beautification activities.	DDD to lead All other divisions
SDGs 8, 11, 12	GPA 9	Social Institution (Significant)	C. A more inclusive, sustainable and empowering human development with gender equality	2.1 Improved collaboration with & support to civil society organizations and community groups (Significant) 2.2. Closer partnership between government, churches & other stakeholders for community development (Significant) 2.3. More appropriate social & cultural practices (Significant)	Appropriate preservation system of Tonga's culture and heritage taking into account local developments in the tourism industry.	Culture & Heritage Division to lead All other divisions

2. Ministry Overview

2.1 Programs, Outputs, Responsible Divisions.

After careful reflection, the Ministry continues with 4 main Programs that altogether can advance its achievement of the TSDF II outcomes. Leadership and management are key to the successful operation of MOT, and it must be maintained as one key area to ensure the achievement of cross-cutting outcomes required under the Political institution pillar. In addition, the overall development of tourism in Tonga covering its Industry and Infrastructure is another key area of priority that must be facilitated and assisted by MOT.

The second program is the Tonga Tourist Development Program. This program anticipates greatly assisting with the achievement of the Ministry's Economic institutions' relevant organizational outcomes, as stated in its Result Map. Within this program are two major sub-programs which are Industry Empowerment and Tourist Destination Development. The outputs developed for these two sub-programs focus on the empowerment and development of both the industry and the relevant infrastructure significant for tourism here in Tonga.

Culture and Heritage is another program of tourist development in this plan. Provided that this is one critical product of tourism that has attracted many incoming tourists, the Ministry continues to highlight the significance of this program by separating it from the Tourist Development program. It has outputs that will support organizational outcomes under the social, institution pillar. It aims to develop an appropriate system for the preservation of our culture and heritage supporting the historical identity of our nation in the long term.

Marketing is the final area which is a program that is under the Ministry of Tourism as a Grant. This grant is disbursed every quarter to the Tonga Tourism Authority. The Ministry continues to support this role despite its formal establishment as an Authority. There are critical inputs for marketing strategies that only the Government through the Ministry of Tourism can help to facilitate in a timely manner.

Table 7: Ministry of Tourism's Programs, Outputs, and Responsible Divisions/Sections

Program 1: Leadership and Management			
Outputs	Activities	Key Performance Indicators (KPIs)	Responsible Division
Output 1: Improved position of Tonga as a desirable tourist destination and increased empowerment of key users and operators at the national, regional, and international levels.	Activity 1: Tonga is maintained as a desirable tourist destination despite environmental challenges	No. of responses and initiatives to maintain Tonga as a desirable tourist destination	Office of the Minister
	Activity 2 (Internal): Better leadership and management of the Ministry's operation and Effective Policies formulated in a timely manner	Number of new policies/projects formulated and implemented	Office of the Chief Executive Officer (CEO)
Output 2: Better accountability to the government addressing local tourism needs & developments	Activity 3: More proactive and quality planning, monitoring and evaluation and adherence to central gov't's legal, policy, and planning frameworks to address local tourism development needs.	No. of reviews of plans completed in alignment with planning timelines No. of pertinent corporate issues processed through policy reviews as necessary	Policy and Planning Section

		Complete and Timely submission of M&E reports, Annual Reports, Bi-annual reports, PDPs	
	Activity 4: More efficient and effective management of approved budget and collection of revenue in compliance with Public Finance Management Legislation	% of Improved adherence to the Public Finance Act and legislation	Finance and Procurement Section
	Activity 5: Improved services in the management of Human resources, capacity building of staff, and administrative matters for optimal performance of staff	No. of improved internal processes and timeline for management of human resources, capacity building of staff and administrative matters of the Ministry	HR and Admin Section
	Activity 6: Improved ICT support services are provided with IT infrastructure and software needs updated and up to standards	No. of ICT infrastructures and software facilitated, updated and up to standard addressing ICT needs of MOT	ICT Section

Program 2: Tonga Tourist Development

Outputs	Activities	KPIs	Responsible Division
Output 3: Increased growth rate of tourism local industry's activities	Activity 7: Increased tourism private sector participation, engagements and communications with key stakeholders serving the demands and expectations of tourists.	That 50% increase in operators' engagements with the Ministry	IED
	Activity 8: Better tourism product management and timely process and enforcement of tourism-related business licenses.	Provide 100% support for the businesses to enable operations (1. Training; 2. support letters for licensing; 3. process of incentives (for imported goods); 4. quarterly forum; 5. Bi-weekly newsletters for their updates; 6. Health and Safety training for Natural disasters and other crises	
	Activity 9: Improved management of all tourism-related water activities (whale watching, scuba diving, yachting, etc.)	That 90% improvement in compliance with regulations	
	Activity 10: Develop priority sectors' multi-hazard disaster preparedness, response, and recovery plans including regular drill exercises	That a response and recovery plan is developed and updated	
Output 4: Achieving an increased rate of tourism's destination development activities,	Activity 11: Increased number of sustained tourism destination infrastructure in Tonga.	Increase the number of Tourism Sites identified, developed, and maintained	DDD

<p>supported by an appropriate system and programs of national beautification activities.</p>	<p>Activity 12: Better coordinated beautification programs taking into account services to roads, buildings, ports, public facilities, tourism infrastructure, and other key infrastructure. Increased coverage of beautification activities in the Kingdom</p>	<p>Increase the number of Beautification projects developed and maintained</p> <p>Increase the number of Village and Community Clean Up Inspections and programs carried out.</p> <p>Increase awareness and promotion of the Village and Community Clean-Up Campaign.</p>	
	<p>Activity 13: Increased tourism activities from all relevant Niche markets.</p>	<p>Increase the number of Relevant Niche Markets developed and implemented</p>	
	<p>Activity 14: Enhanced arrangement and timely organization of festivals and events.</p>	<p>Increase the number of Events and festivals facilitated and implemented.</p>	
	<p>Activity 15: Better organization of Cruise Ship tourists' arrival and departure.</p>	<p>Increase the number of Cruise ship arrivals.</p> <p>Increased management and promotion of the Cruise Ship Industry Sector (Marketing, Meetings and Training)</p>	

Program 3: Culture and Heritage

Outputs	Activities	KPIs	Responsible Division
<p>Output 5: Appropriate preservation system of Tonga's culture and heritage taking into account local developments in the tourism industry.</p>	<p>Activity 16: Better proactive community engagement</p>	<p>Number of activities/events to engage the community (either by villages, districts or by outlying districts).</p> <p>Number of training/awareness workshops being conducted throughout the community.</p> <p>Feedback received from people engaged in various activities/events at different groups/sectors/clusters.</p>	<p>Culture and Heritage Division (CHD)</p>
	<p>Activity 17: Enhanced documentation and collection of cultural information management system</p>	<p>Quality of the Management System being established</p> <p>Phases completion of CHIMS according to the timeline</p> <p>Feedback received on the quality of data and information kept in terms of accuracy and reliability.</p>	
	<p>Activity 18: Enhanced compliance with relevant International Agreement</p>	<p>Number of activities successfully facilitated satisfying requirements from the International Agreement.</p>	

		Number of New Convention being ratified Feedback received from the Donor Partners/Beneficiaries	
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Program 4: Tonga Tourism Authority

Outputs	Activities	KPIs	Responsible
Output: Tourism drives Tonga's future sustainable economic growth, improving living conditions and optimizing prosperity for all Tongans.	<p>1.Increase destination awareness</p> <p>2.To achieve an average of 10% growth in visitor arrivals and Travel receipts for FY2025/26 to FY2027/28</p> <p>3.To achieve positive growth by FY2027/28</p>	<p>Online, Social Media, and Website platforms are performing at 20% higher annually.</p> <p>By (FY2027/2028) Total Visitor Arrivals (air, cruise, yacht) = 108,005 (total of new visitor arrivals = 26,859 Travel Receipts = \$220,230,000 Growth by 10% every year</p>	TTA Office

2.2 Functional (Budget) Structure (Program, Sub-Program, Activities)

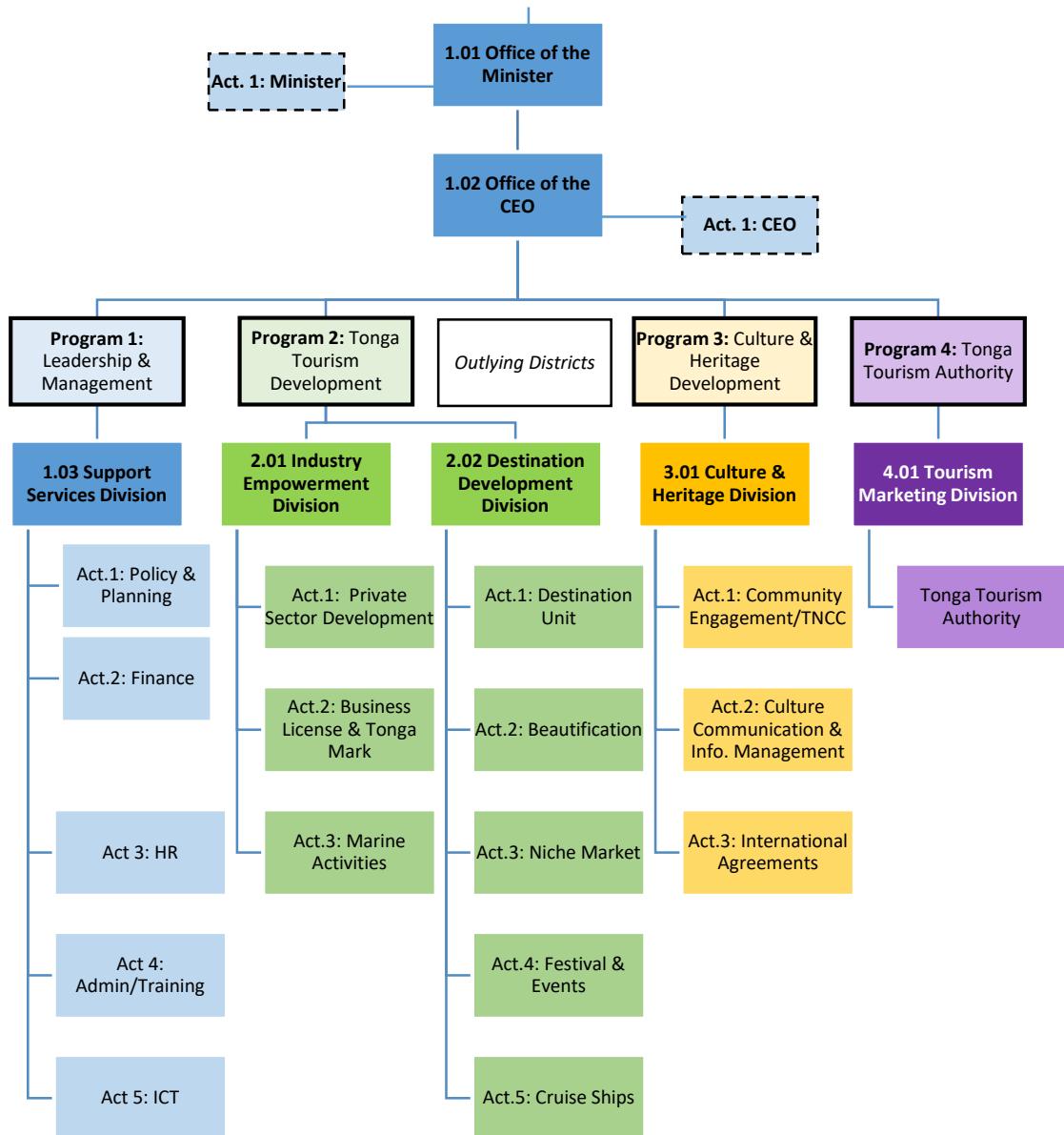


Figure 2: Ministry of Tourism Functional (Budget) Structure

2.3 Staff Organizational Structure

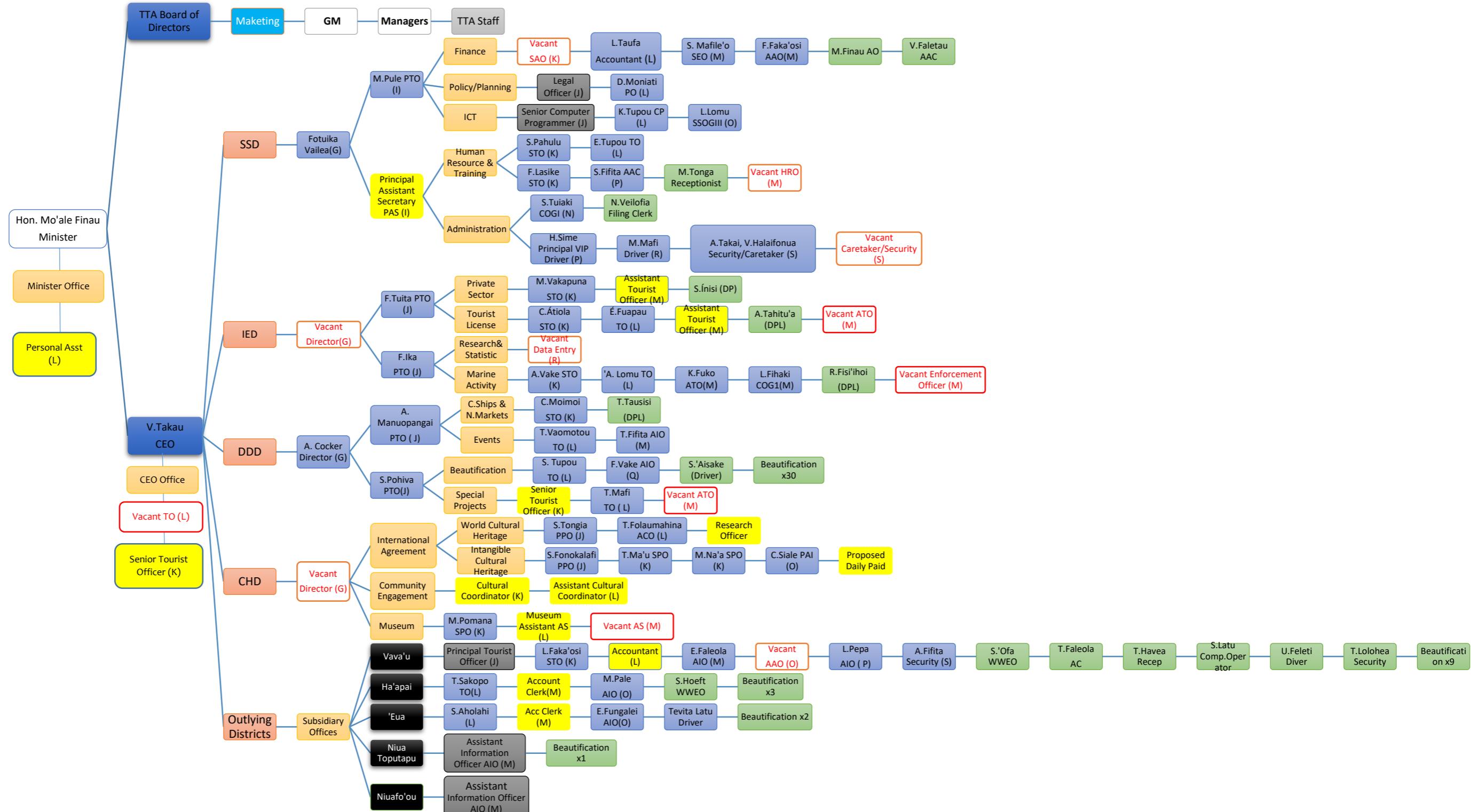


Figure 3: Ministry of Tourism's Staff Organizational Structures

Established Staff Daily Paid Labor Propose staff Vacant Post Division Outer Islands Units New Post

2.4 Summary of Planned Major Reforms

The following are both structural and operational reforms planned to be implemented in this planning period 2025/26 – 2027/28.

i) Program 1: Sub-Program 1.01 (Office of the Minister)

There are minor changes made to Program 1 from the last CP & Budget, which are both reflected in the proposed activities and budget. A new office of the Minister was built at its Vuna office. However, a few furniture is required for the Minister's office including staffing needs. As required by the Public Service Policy and Instructions regarding staffing for the Minister for the duration of his term in office. The main reasons for these staffing needs are detailed in Section “3. Ministry Budget and Staffing” under Program 1 Sub-Program 01.

The office of the Minister will continue to engage and represent Tonga's interest at regional and international meetings on tourism, including other relevant engagements, increasing the number of tourist operators in various sectors such as accommodation, travel and tour, restaurant and others, revising regulations for better empowering both the Ministry and operators, upgrade and develop new historical sites, areas and buildings in Tonga, new tourism policies/projects approved with the fund and new office furniture for the Minister's office.

Currently, there are no staff at the Minister's office. However, we have rotated our staff at the Support Service Division for the duration of his term. It is also vital to have additional staff for the Minister's office to provide secretarial roles and other related administrative work.

ii) Program 1: Sub-Program 1.02 (Office of the CEO)

There is currently one Tourist Officer (TO) who is assigned administrative tasks that are related to tourism however, this position is currently vacant. A junior staff is currently taking up the secretarial work for the CEO's office. There is also a need for another graduate-level STO position in the Office to handle more administrative-related tasks and to take up a secretarial role when the other officer is on leave.

The CEO will continue to participate in national, regional and international meetings such as Seatrade in Miami, South Pacific Cruise Alliance in Tahiti and others. Supporting and obtaining key outcomes for improvement of the Ministry's operation. Monitoring and reporting of the ministry's operation. Management of Officers in Charge (OICs) in the outer islands of 'Eua, Ha'apai, Vava'u and the Niuas. Weekly meetings with the Head of Divisions addressing key output KPIs and arising problems and offering policy advice to the office of the Minister. Furthermore, there are some additional special projects under the CEO's direction including installing additional public bathrooms on public beaches.

Moreover, the Ministry has established a dedicated private sector desk with the Tonga Tourist Association. A first for any government ministry is to strengthen public-private dialogue and address tourism industry concerns particularly those from outer islands and streamline industry matters. One representative from the Tonga Tourist Association (TTA) is carrying out this role. The Ministry also provided a grant assistance of \$40,000 Pa'anga to assist with the operation of the private sector desk.

iii) Program 1: Sub-Program 1.03 (Support Services Division)

The Support Services Division coordinates the Ministry's Major Activities contributing to the delivery of its Outputs. These major activities include Corporate Plan, Budget, Annual Management Plan and Annual Report. Given the importance of this role, the Division plans to significantly improve its performance effectively and efficiently through enhanced internal processes and staff structure that can be achieved through the flow-charting activities.

The government approved 3million Pa'anga for the Ministry for tourism-related projects and grant assistance for the tourism operators. This fund was first established in the last financial year 2024/25. This upcoming financial year, a similar fund will be distributed to the Ministry for the same purpose.

The Support Service Division will continue to put extra emphasis on staff development by providing and finding training opportunities for staff capacity building locally and internationally. The Hr Unit will continue to deliver their PMS training (refresher) and staff capacity building once a year. This training will include the outer islands.

The ongoing renovation of the office is under the SSD with a plan to upgrade the beautification office and the parking area due to flooding issues during heavy rainfall. Some additional buildings and compounds are under the Ministry including the Queen Salote Memorial Hall, Tonga National Museum, Public facilities on the sites, BBQ area at Ma'ufanga bus station, Popua Park and Fa'onelua Park. The maintenance of these facilities is ongoing and it will be taken from the Ministry's appropriate votes.

A new generator backup is planned to be established at the office to back up electricity. Often time we face power outages sometimes it's a short circuit issue. These affects all IT equipment and system failure. Additionally, the IT officer will continue to develop an online database for the Ministry's file. Purchase of starlink and cable to facilitate the internet communication in Tongatapu and our offices in the outer islands. Another Starlink kit will also installed at the information office at Vuna Wharf for cruise ships.

The Account unit will continue their outer islands audit visits. This is part of the preparation for the audit visits and making sure the office assets and account books are in order before the audit visits and assisting during the outer islands events. Our IT officers will also travel to the outer islands twice a year to check the status of IT equipment and software. Uniforms for security especially winter jackets.

iv) Program 2: Sub-Program 2.01 (Industry Empowerment Division)

The Industry Empowerment Division focuses on the development and empowerment of the Tourism Industry here in Tonga. Its operational outputs are also revised to reflect its core responsibilities covering developments of the private sector, management of tourism products and the need to improve management of all tourism-related water activities. These changes directly aim at supporting the Ministry's relevant outcomes under the economic and social pillars; and the environmental input which the Ministry is responsible for.

This planning period the IED will continue with their ongoing activities. The Marine Unit will continue to provide whale guide training. This requires an additional budget for hiring trainers for First Aid, swimming component and tour guide. The unit will require us to travel to the outer islands to deliver this training. There are various international and local events the unit will participate on such as Tahiti Moorea Sailing Festival in June, Diving Equipment & Marketing Association (DEMA) show in November and the Tropical Coastal Cities Event in November as well as Vava'u Sailing Festival in September. The unit will also make use of the media for awareness program of the whales. During the whale watching season, the unit will be responsible for the whale watching enforcement activities. The unit will be requiring to travel to the outer islands. This unit will also need cameras and drones for enforcement activities. The cameras and the drones will capture any illegal activity on the water.

The Private Sector Development Unit will continue with the quarterly meeting with the Private Sector. Conduct annual incentive inspection in April – May in collaboration with the Ministry of Revenue and Customs (MORC). To ensure the businesses are complying with the tax incentive policy. The inspection will be conducted in Tongatapu and the outer islands.

The License and Standard Unit will continue with their ongoing Tonga Mark Rating Inspections for the accommodations and restaurants from November to December in Tongatapu and the outer islands. The unit is planning to hire a consultant to assist with the development of strategies and policies for the filming and the Tonga Mark Rating System.

There are three new initiatives for this sub-program; the first one is Strengthen the existing SMAs through technical and financial support. This initiative aims at supporting local communities with existing SMAs by providing financial and technical support to develop sustainable tourism activities that will generate revenue which will assist with the further development and maintenance of each SMAs. The Ministry has developed guidelines for tourism services in SMAs and the purpose would be to strengthen local communities' capacity to deliver sustainable and eco-friendly tourism activities. The initiative also aims to link local communities to regional and international organizations that promote green tourism and through this partnership, ensure that all-year round tourism activities are offered together with unique cultural experience for inbound tourists. In addition, this initiative will also contribute to development of tourism activities inland which will ensure that communities collaborate with one another for the benefit of the country as a whole.

Developing of the recreational diving as a key tourism product is another new initiative under this division. The purpose of this initiative is to develop recreational diving as one of the key tourism products that Tonga could offer to inbound tourists while focusing on sustainability and eco-friendly practices. The Ministry is in the process of developing a Bill which will ensure that skilled service providers and employees are offering this activity while taking the safety of tourists as the main priority. Furthermore, the Ministry is looking to provide capacity building for its enforcement officers to be able to monitor the progress of this activity and ensure compliance with the regulations set forth. Also, offer capacity building training to employees and service providers new to the market. There will also be opportunity to engage regional and international markets to further develop this market to a high standard and be able to compete with our neighboring countries.

Development of the yachting industry is the last initiative of this division. This initiative looks at further development and support of the yachting industry by increasing number of visiting

international yachts, providing facilities and services to cater for the market and to increase economic benefits generated into the economy. There is need for financial and technical support for this industry to promote investment opportunities through roadshows and sailing festival events both regionally and internationally. The Ministry has established a yacht Steering Committee that manages all yachting activities however, there is no specific budget provided to assist with the technical work carried out. Therefore, this initiative will ensure that there is support for the Ministry to monitor and manage the industry whilst also looking to establish network with international agencies and potential investors.

v) Program 2: Sub-Program 2.02 (Destination Development Division)

The Destination Development Division integrates significant responsibilities relating to local tourism infrastructure, niche market, festival and events, cruise ships and most importantly their connections with the environment. The beautification function is one area of priority that the Government has identified, thus this Division will be responsible for the beautification of Tonga, including its communities, public facilities, beaches, parks and all of Tonga's historical sites. Therefore, the Destination Development Division will continue to carry out its activities for this financial year. Some of these activities are ongoing and some were added on to deliver in this financial year.

The Cruise Ships unit has ongoing activities including welcoming of cruise ships. Representatives from the Division will also be attending the annual Seatrade Cruise Global Miami and the South Pacific Cruise Alliance. Every year the unit provide tour guide refresher training in Tongatapu and the outer islands. The unit has schedule a work attachment for cruise ship day logistics in Fiji.

The event unit is responsible for organizing various tourism events of the Ministry including the Heilala Festival, Easter Festival, Christmas on the island, World Tourism Day. These events will require additional budget for the logistics and the prizes and awards. Similar events will carry out in the outer islands in which they also require additional budget for the logistics and the prizes and awards. Every year the Miss Pacific will attend the Annual Heilala Beauty Pageant thus requires additional budget for her airfare and travel allowance. Work attachment for the unit is plan for events preparation and logistics for Te Maire Nui Festival in the Cook Islands.

Mafana Fest is the new initiative for this sub-program. The purpose of this initiative is to develop tourism activities that will attract more tourists to our shores. Mafana Festival will be a Musical Festival that the Ministry wishes to host annually. This will be an opportunity for not only the Tongan artists living overseas but, also an opportunity for our local artists to link and learn from these high-standard artists. More so, this new initiative aims to increase economic benefits for our country. However, to make this happen the Ministry will work alongside local communities and other committees such as Event Tonga to co-ordinate and facilitate this annual event. Finally, this initiative will ensure that there is support for the Ministry to organise and manage the development of these new tourism activities for the benefit of our people and the country as a whole.

Again, Tonga will be hosting the following high level meeting in Vava'u from the 20th – 25th of October including the Pacific Council Tourism Ministers meeting, the Pacific Tourism Board of Directors meeting, Pacific Sustainable Tourism Leaders' Summit and the South Pacific Cruise

Alliance, Cruise Forum. An additional budget will be required to facilitate the preparations for these meetings.

Beautification Unit is responsible for the beautification program of the Ministry. Additional areas were added to the Ministry to look after including, Sopu waterfront, Touliki to Popua Waterfront, and the Havelu Park. The additional area will require additional daily paid sweepers and landscapers for maintaining these areas every day. Furthermore, new uniforms (highlight shirts, vests, raincoats, hats, protective gears for landscapers) as we are increasing our numbers of our daily paid landscapers and sweepers thus, the need for the uniform's also for the caretakers and securities on the sites. Moreover, there are equipment needed for the ongoing maintenance of these areas and sites including riding lawn mower, cleaning supplies for the public bathroom situated on the sites, the annual trimming of the Casuarina equisetifolia trees and the coconut trees along Vuna road to prevent injury and accident. The beautification team requires a garbage truck to minimize the use of the plastic bags. The garbage truck will collect the rubbish every day before empty the garbage at Tapuhia landfill. The unit will continue with their village clean-up campaign. This planning period the unit will focus on the block instead of the village. The residential block is more supportive of the village clean-up campaign instead of the whole villages. At the end of each round there will be prizes for residential block participating. Furthermore, the unit will deliver an awareness campaign to the schools and communities to raise awareness on maintaining our environment clean. The unit has plan a work attachment program in Samoa on beautification programs and village inspections. To gain more knowledge and adapt some ideas on how Samoa execute their beautification and village inspections programs. Lastly, the unit will continue to deliver the training on Plastic Repurposing in the outer islands.

Special Projects Unit is responsible for the upgrading and developing of the sites in Tongatapu and the outer islands. Some projects are ongoing due to ongoing maintenance such as replacing of broken bollards, direction signage, dining sheds and others. Additional projects to be undertaken in this planning period include the upgrade and develop of Abel Tasman Landing Site, Upgrade and develop of the Christianity Landing Place, waterfront landscaping, development of Hufangalupe Lookout and the 'Esi of Kuini Salote in Vava'u.

In summary, this division will help to manage and facilitate the required development of the local physical tourism sites and activities. Without this division, the impacts on the government's national priorities like economic growth, health priorities, social and many others will be affected. It must collaboratively coordinate with key agencies to develop not only tourism infrastructure and activities but also other areas critical to the wellbeing of all Tongans.

vi) Program 3: Sub-Program 3.01 (Culture and Heritage Division)

The Culture and Heritage Division focuses on safeguarding our customs and traditions highlight its key responsibilities to the nation focusing on tourism. There are three ongoing outputs developed under which this division is planning to pursue in this planning period, including better community engagement, a better culture information management system, and improved compliance with relevant international treaties and agreements. These core roles aim at directly support the tourism sector as well as other cultural dimensions of the Tongan economy.

The CHD division will continue to deliver and facilitates cultural events for the Heilala Festival, cultural performances for the cruise ships arrival, string bands to play at the Fua'amotu

International airport on every flights arrive in the Kingdom. International Museum Day is schedule to be held in Vava'u this year and the traditional dance cohorts. The cultural events will require additional budget for the logistics and the prizes and awards. Also similar cultural events will be held in the outer islands. Additional budget is also requiring for the outer islands to successfully execute these events including some of the staff from the Division will require to travel to the outer islands before these events took place.

Furthermore, the CHD will continue deliver traditional knowledge system project, community capacity building workshops and awareness projects, inventory for both intangible and tangible cultural heritage, data collection to establish Tonga World Heritage Baseline data for all heritage sites, heritage conservation activities to communities.

Conduct phase 2 of cultural heritage information gathering from the outer islands. Conduct documentation of Traditional Knowledge System from outer islands. These programs will also deliver in the outer islands whereas some of the staff from the division will travel to the outer islands to execute these programs.

The International Agreement unit is planning to hold meetings and workshop with National Taskforce for Intangible Cultural Heritage and Tangible Cultural Heritage and the district and town officers for community development programs.

The construction of the new museum building is yet to commence. The Ministry was very fortunate to have received donor funds from Arab nation to cater for the construction of the new building only. Other expenses for its ongoing maintenance, utilities, staffing, purchase of artefacts and others will require the assistance of the government. The Museum unit will continue to provide awareness school outreach program in Tongatapu and the outer islands.

There are two (2) new initiatives for this sub-program is Preservation of Tongan Culture and Heritage. However, there are different activities under this new initiative. The first one is Museum Touring Exhibition, Revival of the Tonga National Cultural Center (TNCC), establishing of the national baseline data for heritage sites. The second initiative is Tonga Festival. This exhibition will focus on touring museum exhibition to the outer Islands. The goal of this initiative is to maximize community accessibility and engagement with cultural properties. This touring exhibition can also coincide with cruise ship events and whale watching season in outer Island for tourist.

The revival of the Tonga Cultural National Center is the second activity. Upon the completion of terms of contract with the current occupants of the TNCC, the Ministry will revive and implement cultural activities at the TNCC. These activities aim at promoting and sharing our Tongan cultural heritage through Performing Arts, traditional crafts, live cultural demonstration, ceremonies and various cultural activities. Meanwhile, the Ministry has already begun this initiative for tourist arriving in cruise ship at the Queen Salote Memorial Hall awaiting the availability of the TNCC.

The last activity in this new initiative is the establishing a national Baseline Data for Heritage Sites. This initiative proposed is aim at establishing a baseline data of Tonga's Heritage Site. Achieving this initiative will benefit Tonga through having baseline data of the current status of heritage sites in Tonga and with that data we will be more prepared to carry out future protection, preservation and conservation activities. Also, this initiative will prove beneficial in conducting pre and post disaster damage assessment reports which will help international donor partners conducting such assessment.

The second initiative in this sub-program is the Tonga Festival. This initiative looks at two things: 1) To preserve and promote our unique cultural identities especially our language, performing arts, traditional cuisine, arts and crafts and traditional costumes and 2) To celebrate our 150 years Constitution/Tonga National Day and the 200 years of the churches. This event will become an annual event in November 4 and will also celebrate our King, Chiefs and people and visitors coming to Tonga. This will be organised based on the concept of Fale 'o Kainga representing the whole Tongan Society. It is believed that this event will be a platform that brings together all Tongan communities - churches, youth groups, schools, communities, businesses, clubs, government departments and foreign governments in Tonga, as well as the outer islands. This will greatly help tourism by expanding local industries and will greatly contribute to the livelihoods of artisans and smaller businesses.

vii) Program 4: Tonga Tourism Authority (Marketing)

The Tonga Tourism Authority (TTA) was established under the Tonga Tourism Authority Act 2012 as an **independent body** mandated to lead the development, promotion, marketing, and strategic growth of Tonga's tourism sector. The Tonga Tourism Authority Act outlines a wide range of functions—destination marketing, product development, investment facilitation, capacity building, research, policy advisory, and coordination with government and industry stakeholders.

The TTA proposed the following activities as their new priority to be delivered in the next financial year. The first activity is the Tourism Rebranding Project Phase 2. There was a great need to address these inconsistencies and perhaps conduct a thorough update on our branding guidelines. In fact, a proposal was made in 2014 by Tonga Visitors Bureau's management for a re-branding activity when they found the current tagline 'Tonga The True South Pacific' to be non-effective and too broad. Unfortunately, this was never actioned and this tagline remains our value propositions for over 15 years now. Branding is a very important element of our marketing strategies due to its extensive impact on differentiation and competition. We have a common understanding that it is rather hard to differentiate Tonga from our neighbouring countries as we offer almost similar products and services. Differentiation through product and service development is out of question here as we lack the resources to match the level of development done at these neighbouring countries. This brings our best option to branding. However, it is quite unfortunate that there is much works needed to improve our branding strategies into a level where we can compete effectively.

The second activity is to increase the travel trade. Having a dedicated representative based in or focused on the European market ensures consistent engagement with key stakeholders, including travel agents, tour operators, airlines, and media. Europe represents a high-value market with travelers who typically stay longer and seek immersive cultural experiences, aligning well with Tonga's unique offerings. A local representative will enable faster response times, build long-term relationships, and increase brand presence in a competitive international market. Participating in international trade shows is critical for positioning Tonga as a competitive tourism destination. These platforms offer direct access to key decision-makers in the travel industry and provide opportunities to build new partnerships, generate leads, and gain market insights. Australia and New Zealand remain key regional markets due to their proximity, while Europe offers potential for high-yield tourism. Attending these trade shows will enhance Tonga's visibility and increase bookings through targeted exposure. Collaborating with airlines and trade partners is essential for

increasing connectivity, developing joint marketing campaigns, and creating travel packages that improve accessibility and affordability for travelers. These partnerships can amplify Tonga's reach across international markets, drive traffic through strategic promotional efforts, and strengthen Tonga's competitive position as a destination. Famil trips provide firsthand experience for travel agents and media, allowing them to better understand and promote Tonga's unique cultural, natural, and adventure experiences. When agents experience the product themselves, they are more likely to sell it with authenticity and confidence. Local famil trips also help domestic stakeholders better understand the tourism value chain and improve readiness to host international visitors. These trips ultimately enhance the quality of tourism promotion and sales.

The third activity is to improve Digital marketing efforts. An interactive map enhances user engagement and helps potential visitors explore Tonga's key tourism offerings in a visually appealing and intuitive way. It can highlight attractions, accommodations, cultural sites, activities, transport links, and events, making travel planning easier and more enjoyable. This tool improves the overall visitor experience on the website and supports conversion by helping users visualize their journey and understand the spatial relationship between destinations. Virtual Reality (VR) is an innovative and immersive way to bring Tonga to life for potential visitors—especially those who are undecided or unfamiliar with the destination. By offering 360-degree experiences of cultural events, marine adventures, scenic landscapes, and community life, VR builds emotional connections and generates excitement. This technology is particularly effective in travel expos, trade shows, and digital campaigns, enticing travelers to choose Tonga over competing destinations. VR content also strengthens destination branding, enhances storytelling, and can be repurposed across multiple digital channels for extended impact.

Direct marketing activities is the last activity under the TTA new priority. New Zealand is one of Tonga's key source markets due to its geographic proximity, cultural ties, and established travel patterns. Participating in the Auckland Travel Show offers direct access to a high volume of motivated travelers and industry professionals. It allows Tonga to showcase its tourism products face-to-face, answer real-time inquiries, and build immediate trust and interest. With the right presence and promotions, this event can directly generate leads and bookings, while also reinforcing Tonga's brand among Kiwi travelers and diaspora communities looking for authentic Pacific experiences. Influencer marketing is one of the most cost-effective and impactful ways to reach today's digital-savvy travelers. By engaging well-known influencers—especially those with a strong following in key target markets—Tonga can showcase its beauty, culture, and uniqueness through engaging and relatable content. Influencers can deliver high-quality imagery, videos, stories, and blogs that reach thousands (or even millions) of potential visitors organically. This approach humanizes the destination and builds emotional connections that traditional ads often cannot. Influencer collaborations also provide valuable user-generated content that can be repurposed for future marketing campaigns.

2.5 Ministry of Tourism – Development Projects FY 2025-2026

Table 8: Development Funding requests and funds obtained

SUB-PROGRAM 1.03: SUPPORT SERVICE DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
1. Generator for MoT office	Seek Donor Funding	TOP\$100,000
SUB-PROGRAM 2.01: INDUSTRY EMPOWERMENT DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
2. Star Rating Standards for Accommodations and Restaurants	Seek Funding from Donor Agencies	TOP\$40,000
3. Diving Bill	PACER Plus	TOP\$40,000
4. Blue Water Activity	PACER Plus	TOP\$40,000
5. Tourism Industry Training	PACER Plus	TOP\$80,000
6. Tourism Roadmap 2025-2030	PACER Plus	TOP \$100,000
SUB-PROGRAM 2.02: DESTINATION DEVELOPMENT DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
7. Tsunami Rock Development (Landscaping/Beautification/Public convenience)	Japanese Government/UNDP is funding this Project	TOP\$40,000
8. Plastic Repurposing workshop	Seek Donor funding	
9. Tourism Site Development <ul style="list-style-type: none"> “Ha’amonga ‘a Maui” Look-Out Project, Information Fale & Landscaping Development 	Seek Donor funding	TOP\$500,000
10. Niche Markets Development <ul style="list-style-type: none"> Wedding Destination Package Sports Tourism Food Tourism Spiritual Tourism/Sunday in Tonga 	Seek Donor funding	TOP\$100,000
11. Mala’ekula – Royal Tomb Build tourist information center – Tongan fale structure	People’s Republic of China	TOP\$10,000,000
12. Waterfront area – wharf and foreshore (Vuna wharf and ends just before Taufa’ahau wharf) Landscaping and garden ornaments; landscaping prioritize use of wharf space for Cruise ships arrivals	People’s Republic of China	TOP\$30,000,000
13. Direct access to new tourist market (direct flights from China and others)	People’s Republic of China / Gov’t of Tonga	In-kind
14. ‘Eua Tourism Sites Development Directional & Interpretational Signage Look-out & safety measures instalments	Seek Donor funding	TOP\$300,000
15. Vava’u Tourism Sites Development Directional & Interpretational Signage Look-out & safety measures instalments	Seek Donor funding	TOP\$300,000
16. Islands Tourism Waste Disposal Truck (Vavaú, Haápai, ‘Eua)	Seek Donor funding	TOP\$300,000
17. Garbage truck for Tongatapu	Seek Donor Funding	TOP\$120,000
18. Extension Information Center (Vuna Wharf) <ul style="list-style-type: none"> bathroom 	Seek Donor Funding	
19. Construction of bathroom facilities at key tourist sites and selected beaches	Seek donor funding	

20. Upgrade of Captain Cook Landing Place	British High Com (Funding secured)	TOP \$15,000
21. Masani Connect awareness program	Seek donor funding	TOP \$116,285
SUB- PROGRAM 3.03: CULTURE AND HERITAGE DIVISION		
Project Name	Donor Funding Agency	Proposed Total Budget Estimate
22. Inclusive Economic Recovery Through Sustainable Enterprises in the Informal Economies of Tonga.	UNESCO (Funding confirmed)	TOP\$70,560
23. Community-based on Inventorying of Intangible Cultural Heritage	UNESCO (Funding confirmed)	TOP\$100,000
24. Research Fieldwork on Tsunami/Volcanic Eruption	Seek funding from UNESCO	TOP\$120,000

2.6 New Initiatives

These are the new initiatives of the Ministry which it wishes to start carrying out subject to funding availability.

Table 9: Ministry of Tourism's New Initiatives

New Initiatives	Activities	Justification	FY 2025/26	FY 2026/27	FY 2027/28	Prog	Sub prog #
1. Tonga Fest	<ul style="list-style-type: none"> Invites local High Schools in Tongatapu and 2-3 schools from the outer islands to showcase and perform traditional dances Invites High Schools from New Zealand & Australia to participate in the Tonga Fest Local handicrafts will showcase and sell their arts and local crafts. Airfare and travel allowance for the schools invited from New Zealand & Australia and the outer islands Hire facility for the Tonga Fest Prizes and Awards for the school participated 	<p>The last new initiative is the Tonga Festival. This initiative looks at two things: 1) To preserve and promote our unique cultural identities especially our language, performing arts, traditional cuisine, arts and crafts and traditional costumes and 2) To celebrate our 150 years Constitution/Tonga National Day and the commemoration of the 200th years of the Churches in Tonga. This event will become an annual event in November 4 and will also celebrate our</p>	1,000,000	1,000,000	1,000,000	3	01

		<p>King, Chiefs and people and visitors coming to Tonga. This will be organised based on the concept of Fale 'o Kainga representing the whole Tongan Society. It is believed that this event will be a platform that brings together all Tongan communities - churches, youth groups, schools, communities, businesses, clubs, government departments and foreign governments in Tonga, as well as the outer islands. This will greatly help tourism by expanding local industries and will greatly contribute to the livelihoods of artisans and smaller businesses.</p> <p>In line with SDG Goal No 8, target 8.9 & SDG No 11, target 11.4</p>					
2. Mafana Fest	<ul style="list-style-type: none"> Invites local artists overseas to perform in a concert in Tonga Travel expenses for the artists Hire facility for the concert Marketing promotion of the upcoming concert 	<p>The purpose of this initiative is to develop tourism activities that will attract more tourists to our shores. Mafana Festival will be a Musical Festival that the Ministry wishes to host annually. This will be an opportunity for not only the Tongan artists living overseas but, also an opportunity for our local artists</p>	460,000	460,000	460,000	2	02

		<p>to link and learn from these high-standard artists. More so, this new initiative aims to increase economic benefits for our country. However, to make this happen the Ministry will work alongside local communities and other committees such as Event Tonga to co-ordinate and facilitate this annual event. Finally, this initiative will ensure that there is support for the Ministry to organise and manage the development of these new tourism activities for the benefit of our people and the country as a whole.</p> <p>In line with SDG Goal No 8, target 8.9</p>				
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3. ADDITIONAL MARKETING ACTIVITIES (TTA)

3.1 Tourism Rebranding Project Phase 2	<ul style="list-style-type: none"> Rebranding project phase 2 focuses on rolling out of the new brand locally through consultations with all relevant stakeholders. Launching and rolling out of Tonga's new brand to our key source markets including New Zealand and Australia. Activities will include contracting a Marketing Agency to take the lead on this work. Creating contents both still and video for promotions to trade and consumer. 	<p>There was a great need to address these inconsistencies and perhaps conduct a thorough update on our branding guidelines. In fact, a proposal was made in 2014 by Tonga Visitors Bureau's management for a re-branding activity when they found the current tagline 'Tonga The True South Pacific' to be non-effective</p>	269,900	200,000	200,000	4	01
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		<p>and too broad. Unfortunately, this was never actioned and this tagline remains our value propositions for over 15 years now.</p> <p>Branding is a very important element of our marketing strategies due to its extensive impact on differentiation and competition. We have a common understanding that it is rather hard to differentiate Tonga from our neighbouring countries as we offer almost similar products and services. Differentiation through product and service development is out of question here as we lack the resources to match the level of development done at these neighbouring countries. This brings our best option to branding. However, it is quite unfortunate that there is much works needed to improve our branding strategies into a level where we can compete effectively.</p> <p>In line with SDG Goal No 8, target 8.9</p>				
3.2 Increase travel trade activities	<ul style="list-style-type: none"> Appointment of a Tonga Tourism Representative to 	Having a dedicated representative	322,000	322,000	322,000	4 01

	<p>Oversee the European Market</p> <ul style="list-style-type: none"> • Attend new trade shows in Australia, New Zealand and Europe • Trade Education online promotion • Airline and Trade Collaborations • Famil trips for both local and overseas agent 	<p>based in or focused on the European market ensures consistent engagement with key stakeholders, including travel agents, tour operators, airlines, and media. Europe represents a high-value market with travelers who typically stay longer and seek immersive cultural experiences, aligning well with Tonga's unique offerings. A local representative will enable faster response times, build long-term relationships, and increase brand presence in a competitive international market.</p> <p>Participating in international trade shows is critical for positioning Tonga as a competitive tourism destination. These platforms offer direct access to key decision-makers in the travel industry and provide opportunities to build new partnerships, generate leads, and gain market insights. Australia and New Zealand remain key regional markets due to their proximity, while Europe offers</p>			
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		<p>potential for high-yield tourism. Attending these trade shows will enhance Tonga's visibility and increase bookings through targeted exposure. Collaborating with airlines and trade partners is essential for increasing connectivity, developing joint marketing campaigns, and creating travel packages that improve accessibility and affordability for travelers. These partnerships can amplify Tonga's reach across international markets, drive traffic through strategic promotional efforts, and strengthen Tonga's competitive position as a destination. Famil trips provide firsthand experience for travel agents and media, allowing them to better understand and promote Tonga's unique cultural, natural, and adventure experiences. When agents experience the product themselves, they are more likely to sell it with authenticity and confidence. Local famil trips also help domestic stakeholders</p>			
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		<p>better understand the tourism value chain and improve readiness to host international visitors. These trips ultimately enhance the quality of tourism promotion and sales.</p> <p>In line with SDG Goal No 8, target 8.9</p>					
3.3 Improve Digital Marketing efforts	<ul style="list-style-type: none"> • Create interactive map for the website Create Virtual Reality (VR) experiences for our visitors of Tonga, to entice them to book a trip to Tonga 	<p>An interactive map enhances user engagement and helps potential visitors explore Tonga's key tourism offerings in a visually appealing and intuitive way. It can highlight attractions, accommodations, cultural sites, activities, transport links, and events, making travel planning easier and more enjoyable. This tool improves the overall visitor experience on the website and supports conversion by helping users visualize their journey and understand the spatial relationship between destinations. Virtual Reality (VR) is an innovative and immersive way to bring Tonga to life for potential visitors—especially those who are undecided or unfamiliar with</p>	50,000	20,000	20,000	4	01

		<p>the destination. By offering 360-degree experiences of cultural events, marine adventures, scenic landscapes, and community life, VR builds emotional connections and generates excitement. This technology is particularly effective in travel expos, trade shows, and digital campaigns, enticing travelers to choose Tonga over competing destinations. VR content also strengthens destination branding, enhances storytelling, and can be repurposed across multiple digital channels for extended impact.</p> <p>In line with SDG Goal No 8, target 8.9</p>				
3.4 Direct Marketing Activities	<ul style="list-style-type: none"> Participate at the Auckland Travel Show in New Zealand Engage prominent influencers to promote the destination. 	<p>New Zealand is one of Tonga's key source markets due to its geographic proximity, cultural ties, and established travel patterns. Participating in the Auckland Travel Show offers direct access to a high volume of motivated travelers and industry professionals. It allows Tonga to showcase its</p>	96,000	96,000	96,000	4 01

		<p>tourism products face-to-face, answer real-time inquiries, and build immediate trust and interest. With the right presence and promotions, this event can directly generate leads and bookings, while also reinforcing Tonga's brand among Kiwi travelers and diaspora communities looking for authentic Pacific experiences.</p> <p>Influencer marketing is one of the most cost-effective and impactful ways to reach today's digital-savvy travelers. By engaging well-known influencers—especially those with a strong following in key target markets—Tonga can showcase its beauty, culture, and uniqueness through engaging and relatable content.</p> <p>Influencers can deliver high-quality imagery, videos, stories, and blogs that reach thousands (or even millions) of potential visitors organically. This approach humanizes the destination and builds emotional connections that traditional ads often cannot.</p> <p>Influencer</p>			
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		<p>collaborations also provide valuable user-generated content that can be repurposed for future marketing campaigns.</p> <p>In line with SDG Goal No 8, target 8.9</p>					
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4. PRESERVATION OF TONGAN CULTURES AND HERITAGES (CHD)

4.1 Museum Touring Exhibition	<ul style="list-style-type: none"> Ongoing purchase of local artifacts Staff traveling to the outer islands to deliver the Museum touring exhibition Awareness program on the radio and TV including radio advertisement Handout/information/annex will be printed Stationery for the exhibition Hire consultant to deliver the Museum touring exhibition 	<p>This exhibition will focus on touring museum exhibition to the outer Islands. The goal of this initiative is to maximize community accessibility and engagement with cultural properties. This touring exhibition can also coincide with cruise ship events and whale watching season in outer Island for tourist</p> <p>In line with SDG Goal 8, target 8.9 and Goal 11, target 11.4</p>	103,000	103,000	103,000	3	01
4.2 Revival of the Tonga National Cultural Center (TNCC)	<ul style="list-style-type: none"> Hire floorshow to provide cultural performances during cruise ships arrival Provide cultural performances including live demonstration of Tongan traditions and customs, art and handicrafts at TNCC for passengers arriving on cruise ships Purchase traditional musical instruments for the performances (nafa, kele'a, fangufangu etc) Hire handicrafts businesses to 	<p>Upon the completion of terms of contract with the current occupants of the TNCC, the Ministry will revive and implement cultural activities at the TNCC. These activities aim at promoting and sharing our Tongan cultural heritage through Performing Arts, traditional crafts, live cultural demonstration,</p>	201,000	201,000	201,000	3	01

	demonstrate and sell their products on cruise ships day	<p>ceremonies and various cultural activities.</p> <p>Meanwhile, the Ministry has already begun this initiative for tourist arriving in cruise ship at the Queen Salote Memorial Hall awaiting the availability of the TNCC</p> <p>In line with SDG Goal No.8, target 8.9 and SDG No. 11, target 11.4</p>					
4.3 Establishing a national baseline data for Heritage Sites	<ul style="list-style-type: none"> Staff of the unit will be traveling to the outer islands for gathering information Data collection will require the officers to visits the sites/villages to gather such data Consultation with key people from the respecting sites/villages 	<p>This initiative proposed is aim at establishing a baseline data of Tonga's Heritage Site. Achieving this initiative will benefit Tonga through having baseline data of the current status of heritage sites in Tonga and with that data we will be more prepared to carry out future protection, preservation and conservation activities. Also, this initiative will prove beneficial in conducting pre and post disaster damage assessment reports which will help international donor partners conducting such assessment.</p> <p>In line with SDG Goal No. 11, target 11.4</p>	23,500	23,500	23,500	3	01
5. Strengthen Existing (Special Management Areas) SMAs via financial and technical	<ul style="list-style-type: none"> Staff of the unit will travel to the outer islands and visits the existing SMAs. Consultation with community (town 	<p>This initiative aims at supporting local communities with existing SMAs by</p>	170,000	170,000	170,000	2	01

support – Community Development	<p>officers, district officers, marine specialists and relevant stakeholders</p> <ul style="list-style-type: none"> • Provide Small grant to assist existing SMAs • Conduct inspection to existing SMAs to see the result of the grant • Hire consultant to deliver the workshop • Purchase technical equipment 	<p>providing financial and technical support to develop sustainable tourism activities that will generate revenue which will assist with further development and maintenance of each SMAs. The Ministry has developed guidelines for tourism services in SMAs and the purpose would be to strengthen local communities' capacity to deliver sustainable and eco-friendly tourism activities.</p> <p>The initiative also aims to link local communities to regional and international organizations that promote green tourism and through this partnership, ensure that all-year round tourism activities are offered together with unique cultural experience for inbound tourists. In addition, this initiative will also contribute to development of tourism activities inland which will ensure that communities collaborate with one another for the benefit of the country as a whole.</p> <p>In line with SDG Goal No 11 & SDG Goal No 14</p>				
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6. Developing of Recreational Diving as a key tourism products	<ul style="list-style-type: none"> Participate in the diving event international/local Provide recreational diving training Hire consultant to deliver recreational diving lessons Prepare learning materials for the training 	<p>The purpose of this initiative is to develop recreational diving as one of the key tourism products that Tonga could offer to inbound tourists while focusing on sustainability and eco-friendly practices. The Ministry is in the process of developing a Bill which will ensure that skilled service providers and employees are offering this activity while taking the safety of tourists as the main priority. Furthermore, the Ministry is looking to provide capacity building for its enforcement officers to be able to monitor the progress of this activity and ensure compliance with the regulations set forth. On the other hand, offer capacity building training to employees and service providers new to the market. There will also be opportunity to engage regional and international markets to further develop this market to a high standard and be able to compete with our neighboring countries.</p> <p>In line with SDG Goal No 9</p>	120,000	120,000	120,000	2	01
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7. Progress development of the yachting industry	<ul style="list-style-type: none"> Yachting steering committee has recently established Participate in the yachting event (International/Local) Organize yachting race activity (welcoming reception, activity for the yachts to take part in) 	<p>This initiative looks at further development and support of the yachting industry by increasing number of visiting international yachts, providing facilities and services to cater for the market and to increase economic benefits generated into the economy. There is need for financial and technical support for this industry to promote investment opportunities through roadshows and sailing festival events both regionally and internationally. The Ministry has a Steering Committee that manages all yachting activities however, there is no specific budget provided to assist with the technical work carried out. Therefore, this initiative will ensure that there is support for the Ministry to monitor and manage the industry whilst also looking to establish network with international agencies and potential investors.</p> <p>In line with SDG 9: Industry, Innovation and Infrastructure</p>	150,000	150,000	150,000	2	01
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3. Ministry Budget and Staffing

The following Tables present the Total Budgets of the Ministry, both Recurrent and Development, and also the breakdown of the staffing budget of the Ministry.

Table 10: Recurrent and Development Budget by Category (cash & in-kind)

Expenditure Category	2024/25 Budget (\$) (baseline)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Established Staff (10xx)	1,674,600	1,775,000	1,775,000	1,775,000
Un-established Staff (11xx)	904,100	974,100	974,100	974,100
Travel and Communication (12xx)	363,200	316,300	316,300	316,300
Maintenance and Operations (13xx)	1,490,400	1,528,500	1,528,500	1,528,500
Purchase of Goods and Services (14xx)	919,700	664,600	664,600	664,600
Grants and Transfer(15xx)	1,792,800	1,792,400	1,792,400	1,792,400
Assets (20xx)	363,000	99,400	99,400	99,400
Budget Support (22xx)	3,000,000	0	0	0
TOTAL Expenditure MOT	10,507,800	7,150,300	7,150,300	7,150,300
RECURRENT Budget				
Established Staff (10xx)	1,674,600	1,775,000	1,775,000	1,775,000
Un-established Staff(11xx)	904,100	974,100	974,100	974,100
Travel and Communications(12xx)	363,200	316,300	316,300	316,300
Maintenance and Operations (13xx)	1,490,400	1,528,500	1,528,500	1,528,500
Purchase of Goods and Services (14xx)	919,700	664,600	664,600	664,600
Grants and Transfers (15xx)	1,792,800	1,792,400	1,792,400	1,792,400
Assets (20xx)	363,000	99,400	99,400	99,400
Budget Support (22xx)	3,000,000	0	0	0
TOTAL Expenditure RECURRENT Budget	10,507,800	7,150,300	7,150,300	7,150,300
DEVELOPMENT Budget				
Established Staff (10xx)	0	0	0	0
Un-established Staff(11xx)	0	0	0	0
Travel and Communications(12xx)	0	2,000	0	0
Maintenance and Operations (13xx)	0	500	0	0
Purchase of Goods and Services (14xx)	0	217,200	69,000	0
Grants and Transfers (15xx)	0	0	0	0
Assets (20xx)	6,700,000	100,000	1,000,000	2,000,000
TOTAL Expenditure Development	6,700,000	319,700	1,069,000	2,000,000

Table 11: Staffing Recurrent budget by Staff Category

Staff Category	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Established Staff	1,674,600	1,775,000	1,775,000	1,775,000
Executive Officer (Band D-G)	5	5	5	5
Professional Staff (Band H-L)	34	34	34	34
Other Staff (Band M-S)	22	22	22	22
Total Established Staff	61	61	61	61
Unestablished Staff	904,100	974,100	974,100	974,100
Unestablished Staff	66	66	66	66
Total Staff	127	127	127	127
Total Recurrent Cost (\$)	2,578,700	2,749,100	2,749,100	2,749,100

3.1 Program 1: Leadership and Management

3.1.1 Program 1 Scope of Changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Program 1 includes three (3) main sub-programs which are the Office of the Minister, Office of the CEO and the Support Services. These are the changes made to each of the Program 1's Sub-programs which propose more budget for staffing. Strengthening of staff to share key accountabilities is an Ongoing change which this program aims at improving.

Sub-Program 1.01: Office of the Minister

The Ministry has just been appointed a new Minister, Hon. Mo'ale Finau. As per the Public Service Policy legislations, the Minister is entitled to appoint a Personal Assistant remunerated up to Band L and a VIP Driver remunerated up to Band Q for the duration of his term in office. As such, the Ministry anticipates recruitment of these two positions if the Minister may wish to do so.

Table 12: Office of the Minister's Staffing needs

Office of the Minister			
Post	Section	Band	Salary (\$)
Personal Assistant	Minister office	L	22,133
VIP Driver	Minister Office	Q	9,540
TOTAL			31,673

Sub-Program 1.02: Office of the CEO

There is currently One Tourist Officer (TO) who is assigned administrative tasks that are related to tourism to handle more administrative related tasks. However, this position is currently vacant. A junior staff is currently carrying out secretarial work of the CEO office. However, a Senior Tourist Officer is urgently needed to carry out more administrative related tasks.

Table 13: Office of the CEO's staffing needs

Office of the CEO			
Post	Section	Band	Salary (\$)
Senior Tourist Officer	CEO office	K	26,710
TOTAL			26,710

Sub-Program 1.03: Support Services

The Support Services Division (SSD) is being strengthened but still needs ongoing strengthening of its staff in all of MOT's offices. It has built with a number of staff in place critical support services such as planning functions, human resource management, finance, and information technology.

There have been many HR functions developed by the Office of the Public Service Commission over the recent years, but currently there is only one graduate level HR staff of the Ministry. There is a need for a higher banded position to oversee and take accountabilities which are single handed being taken up by the graduate level staff in addition to the duties in the given JD, including Performance Management System management, delegated Human Resource cases and recruitments, Workforce developments capacity buildings and Management of staff movement amongst others. The workloads are carried out by one single staff. There is a need for another Principal Assistant Secretary (PAO) to supervise the HR/Admin and Training units. Currently, all these units are under the supervision of one Principal Tourist Officer. This PTO has been taking the role of the Director for quite some time now. An additional PAO will enable the smooth operation of the Division by sharing the workloads of the Division.

Policy and Planning is an important function in the Support Service Division however, we don't have any officer dedicated to the Planning/Policy Unit of the Division. This role rests solely on the Director which is currently vacated. However, there is an urgent need for a Legal Officer to assist the Director with the policy and planning matters of the Ministry including legal matters of the Ministry.

There is also a need for a Senior Computer Programmer in the ICT unit. This position will focus on refurbishing the Ministry's website and online platforms such as FaceBook, responsible for the press release of the Ministry and the distribution of the Bi-weekly newsletter via the Ministry's online platform. The other junior staff of the ICT will focus on making sure the ICT-related equipment and software are function and up to date including our office in the outer islands.

The Ministry still needs an additional watchman. One watchmen are currently based at Queen Salote Memorial Hall to guard the Museum compound and the other one is based at the Ma'ufanga Bus Station BBQ area. The other watchman position is currently vacant. However, additional watchmen are still requiring for working shifts at the QSMH and the BBQ area and replacement when one is on leave. A new bathroom on site was upgraded and renovated by the Ministry to be used by the customers. There has been an issue with the break-in and burglary at the Museum lately. Thus, the reasons for the additional watchman.

Vava'u office requires additional staff including a Principal Tourist Officer. This position will be the Officer in Charge. The post will be responsible for consulting with operators. A lot of concerns from Vava'u require a senior officer at the level of Principal to handle the complaints from the operators instead of waiting for further direction from the Head Office. Not only that but it will also save time

and money to arrange a more senior staff to travel to Vava'u during and after the whale watching season. This position is crucial since there are lots of foreign operators in Vava'u that require immediate attention, especially during the whale watching season. In addition, the office in Vava'u does not have an accountant. The role is currently carried out by a daily paid staff. An accountant is urgently needed to facilitate all related account work in Vava'u especially when they are collecting a lot of revenue from whale watching activity.

Our office in Ha'apai and 'Eua requires an Assistant Accountant Band M to handle accounts-related work. The accounts-related work is often carried out by the Officer in Charge and when they are on leave a junior staff carry out this work. An additional assistant accountant is needed to handle all accounts-related work in Ha'apai and 'Eua.

The Ministry does not have any permanent staff in the Niuas. However, we have sweepers who are contracted on a daily paid basis to maintain the cleanliness of the CBD area and sites. It's crucial for the Ministry to have an Assistant Information Officer for the Niuas to provide information for the visitors and supervise the sweepers work. Moreover, cruise ship is schedule to visit Niuatoputapu this year and its vital to have a permanent staff in Niuas.

Currently, the Ministry recruited a receptionist on a daily paid basis to look after the front desk responsibilities. The Accounts section of the Ministry has three permanent staff whereas one is currently vacant to be filled out soon. They are tasked with the operational work of the section (one for Revenue collection, Taxation reports, Assets Management, CEO allowances, and Salary votes – staff salary, overtime, acting appointments; the other two is responsible for the Expenditures, assist with the daily management of the budget, voting, reconciliations, and any duties related to Expenditure management). The Ministry recruited two daily paid labourer who are underpaid given the Diploma level qualification and the degree level qualification they currently hold and often could not be added additional responsibilities beyond their pay rate, as this is a pay rate for unskilled labour. Some of the responsibilities including recording of revenue registers which has been an issue with audit, salary registration, and assist with the key responsibilities of the two senior accounts staff. Furthermore, the Procurement Officer is assisting with recording assets and their location.

In addition, there is increasing demands placed on the division's transportation due to increasing developments to cultural heritage and touristic sites, cultural tau'oluga recitals, national events and celebrations, and ongoing work collaborations with the tourism industry businesses. As such, there has been issues with the allocation of transportation to meet the demands of the aforementioned works. The transport allocations are being carried out by another officer but due to shortage of drivers this officer also carried out the driver's role. The Ministry owns seven (7) vehicles for these purposes in addition to that allocated for the CEO's transport but are not managed properly as work demands often compete with normal daily deliveries of the ministry and the current number of drivers in the office (One driver often take up normal deliveries of the Ministry, one driver that supervise the beautification team can assist whenever possible and one driver is driving for the Minister of Tourism. These are the main posts which SSD may need funding for:

Table 14: Support Services Division's Staffing Needs

Support Services Division			
Post	Section	Band	Salary (\$)
Principal Assistant Secretary (HR)	Human Resource	I	34,342
Principal Tourist Officer	Vava'u office	J	30,526
Legal Officer	Policy /Planning	J	30,526
Senior Computer Programmer	ICT	J	30,526
Accountant	Vava'u office	L	22,133
Assistant Accountant x2	Ha'apai & 'Eua	M	17,171
Watchman	Admin/Training	S	7,633
Assistant Information Officer	Niuao'ou	M	17,171
Assistant Information Officer	Niuatoputapu	M	17,171
TOTAL			207,199

3.1.2 Program 1 Recurrent Budget and Staffing

Sub-Program 1.01: Office of the Minister

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$)	133,300	43,400	43,400	43,400
Executive Staff (Band D-G)	0	0	0	0
Prof Staff (Band H-L)	0	0	0	0
Other Staff (Band M-S)	2	2	2	2
Total Established	2	2	2	2
Unestablished	0	0	0	0

Sub-Program 1.02: Office of the CEO

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$)	213,800	188,800	188,800	188,800
Executive Staff (Band D-G)	1	1	1	1
Prof Staff (Band H-L)	1	1	1	1
Other Staff (Band M-S)	1	1	1	1
Total Established	3	3	3	3
Unestablished	0	0	0	0

Sub-Program 1.03: Support Services including outer islands

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$)	1,602,600	4,663,800	4,663,800	4,663,800
Executive Staff (Band D-G)	1	1	1	1
Prof Staff (Band H-L)	13	13	13	13
Other Staff (Band M-S)	14	14	14	14
Total Established	28	28	28	28
Unestablished	21	21	21	21

3.1.3 Program 1 Outputs and Activities

Sub-Program 1.01: Office of the Minister

Table 15: Office of the Minister's Outputs and Activities

Output 1: Improved position of Tonga as a desirable tourist destination and increased empowerment of key users and operators at the national, regional and international levels.					
Activity	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
Activity 1: Tonga is maintained as a desirable tourist destination in spite of environmental challenges	No. of responses and initiatives to maintain Tonga as a desirable tourist destination	3	3	3	3

Sub-Program 1.02: Office of the CEO

Table 16: Office of the CEO's Outputs and Activities

Output 1: Improved position of Tonga as a desirable tourist destination and increased empowerment of key users and operators at the national, regional and international levels.					
Activities	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
Activity 2 (Internal): Better leadership and management of the Ministry's operation and Effective Policies formulated in a timely manner	Number of new policies/projects formulated and implemented	10	12	15	20

Sub-Program 1.03: Support Services

Table 17: Support Services Outputs and Activities

Output 2: Better accountability to government addressing local tourism needs & developments.					
Activities	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
Activity 3: More proactive and quality planning, monitoring and evaluation and adherence to central gov't's legal, policy, and planning frameworks to address local tourism development needs.	No. of reviews of plans completed in alignment with planning timelines	1	2	2	2
	No. of pertinent corporate issues processed through policy reviews as necessary	1	2	2	2
	Complete and Timely submission of M&E reports, Annual Report, Bi-annual reports, PDPs	4	6	6	6

Activity 4: More efficient and effective management of approved budget and collection of revenue in compliance with Public Finance Management legislations	% of Improved adherence to the Public Finance Act and legislations	50%	80%	90%	100%
Activity 5: Improved services in the management of Human resources, capacity building of staff, and administrative matters for optimal performance of staff	No. of improved internal processes and timeline for management of human resources, capacity building of staff and administrative matters of the office	1	5	7	9
Activity 6: Improved ICT support services are provided with IT infrastructure and software needs updated and up to standards	No. of ICT infrastructures and software facilitated, updated and up to standard addressing ICT needs of MOT	1	2	3	4

3.2 Program 2: Tonga Tourist Development

Program 2 includes the Industry Empowerment and tourism Infrastructure development functions of MOT. These two Sub-Programs consist of activities that are on-going such as the role of the Ministry to develop tourisms' private sector and making improvements on various tourism products and the ongoing beautification programs that connect communities in Tonga. However, there is a new initiatives developed within this Program that aims to strengthen the existing SMAs, increase public awareness and at the same time to market our traditional skills and knowledge as well as promoting the tourism industry not only for locals but for worldwide views.

3.2.1 Program 2 Scope of Changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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These are the changes made to each of the Program 2's Sub-programs which propose more budget for staffing. In addition, there are new initiatives which the Industry Empowerment and Destination Development Divisions are introducing that propose additional budget as shown in Table 9: New Initiative. Thus the changes are viewed as Ongoing in scope.

Sub-Program 2.01 Industry Empowerment

These positions will require 2 ATOs for each unit to handle additional roles. Due to short staff in the Division, workloads are shared amongst the team. There is a need for two Assistant Tourist Officers (ATO) for these units (Tonga Mark & License, and Private Sector Development). The additional staff can assist the Division deliver its new initiatives.

Table 18: Industry Empowerment Division's Staffing Needs

Industry Empowerment Division			
Post	Section	Band	Salary (\$)
Assistant Tourist Officer (ATO) x2	Tonga Mark & License, Private Sector Development	M	34,342
TOTAL			34,342

Sub-Program 2.02 Destination Development

There are currently two PTOs oversee the work of the events, cruise ships, beautification and special projects. Although, the Special Projects unit will need strengthening, for now, an extra STO will be needed to assist the PTO with arranging developments and upgrade of touristic sites. while the existing TO focuses on the small tourism projects

There are two drivers that work with the beautification team, both are Daily paid. They attend to the distribution of beautification team to the blocks which they are responsible for. A Transport Supervisor is needed to manage this task of arranging rubbish pickup trucks, pick up and dissemination of beautification workers.

This division has ongoing activities such as welcoming of the cruise ships, beautification work, special projects, Heilala festival and other related tourism events. Thus, the following positions are critical to staff the operation of the division:

Table 19: Destination Development Division Staffing Needs

Destination Development Division			
Post	Section	Band	Salary (\$)
Transport Supervisor	Beautification	O	11,449
Senior Tourist Officer	Special Project	K	26,710
Tourist Officer	Cruise Ship & Niche Market	L	22,133
Assistant Information Officer (AIO)	Cruise Ship & Niche Market	N	13,355
TOTAL			73,647

3.2.2 Program 2 Recurrent Budget and Staffing

Sub-Program 2.01 Industry Empowerment

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$)	500,900	389,600	389,600	389,600
Executive Staff (Band D-G)	1	1	1	1
Prof Staff (Band H-L)	8	8	8	8
Other Staff (Band M-S)	3	3	3	3
Total Established staff	12	12	12	12
Unestablished	3	3	3	3

Sub-Program 2.02 Destination Development

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$)	3,203,500	2,840,200	2,840,200	2,840,200
Executive Staff (Band D-G)	1	1	1	1
Prof Staff (Band H-L)	6	6	6	6
Other Staff (Band M-S)	2	2	2	2
Total Established staff	9	9	9	9
Unestablished	45	45	45	45

3.2.3 Program 2 Outputs and Activities

Sub-Program 2.01 Industry Empowerment

Table 20: Industry Empowerment's Outputs and Activities

Output 3: Increased growth rate of tourism local industry's activities.					
Activities	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
Activity 7: Increased tourism private sector participations, engagements and communications with key stakeholders serving demands and expectations of tourists	That 50% increase in operators' engagements with the Ministry	50%	50%	50%	50%
Activity 8: Better tourism product management and timely process and enforcement of tourism related business license.	Provide 100% support for the businesses to enable operations (1. Trainings; 2. support letters for licensing; 3. process of incentives (for imported goods); 4. quarterly forum; 5. weekly newsletters for their updates; 6. Health and Safety trainings for COVID-19 recovery)	100%	100%	100%	100%

Activity 9: Improved management of all tourism related water activities (whale watching, scuba diving etc.)	That 90% improvement in compliance to regulations	90%	90%	90%	90%
Activity 10: Develop priority sectors multi hazard disaster preparedness, response and recovery plans including regular drill exercises	That a response and recovery plan is developed	Developed	Implement	Implement	Implement

Sub-Program 2.02 Destination Development

Table 21: Destination Development's Outputs and Activities

Output 4: Achieving an increased rate of tourism's destination development activities, supported by an appropriate system and programs of national beautification					
Activities	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
Activity 11: Increased number of sustained tourism destination infrastructure in Tonga	Increase number of Tourism Sites identified, developed and maintained	N/A	3	5	7
	Increase number of Beautification projects developed and maintained	N/A	1	2	3
Activity 12: Better coordinated beautification programs taking into account different services and tourism infrastructure to increase coverage of beautification activities in the Kingdom.	Increase number of Village and community Clean Up Inspections and programs carried out	N/A	2	3	4
	Increase awareness and promotion of Village and Community Clean Up Campaign	N/A	2	4	6
Activity 13: Increased tourism activities from all relevant Niche Market.	Increase number of Relevant Niche Markets developed and implemented	N/A	1 Developed	2 Developed, 1 Implemented	3 Developed, 2 implemented
Activity 14: Enhanced arrangement and timely organisation of festivals and events.	Increase number of Events and festivals facilitated and implemented	1	2	3	4
Activity 15: Better organisation of Cruise Ship tourists' arrival and departure.	Increase number of Cruise Ships Arrivals	0	0	2	5
	Increased management and promotion of Cruise Ship Industry Sector	2	4	6	8

	(Marketing, Meetings and Training)				
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3.3 Program 3: Culture and Heritage

3.3.1 Program 3 Scope of Changes

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Program 3 is made up of only the Culture and Heritage Division. This reallocation of sub-program is made due to the significance of this function to the Tourism sector here in Tonga. The empowerment of this subprogram is vital and can be facilitated clearly through this reallocation of Program. Nonetheless, the core roles of this sub-program are still being maintained going forward, with minor changes to its key performance indicators highlighting the current demands relating to the preservation of Tonga's identity. The program has also included the outer islands in the traditional dance practices, updating of information for sign boards at the sites and also collecting of relevant historical data for record keeping.

The Museum unit will also require additional staff such as Museum assistant and a receptionist. Currently, there is only one senior programme officer under this unit. Additional staff is necessary to assist when there are customers visiting the museum.

The reestablishment of the Community Engagement unit will also require new positions including One (1) Senior Cultural Coordinator Band K and One (1) Assistant Cultural Coordinator Band L. This unit is currently rest solely on the PPO Tongia. This unit works closely with the community gathering historical data. The division will need the following staff for the effective delivery of its outputs.

Table 22: Culture and Heritage Division Staffing Needs

Culture and Heritage Division			
Post	Section	Band	Salary (\$)
Senior Cultural Officer	Community Engagement	K	26,710
Assistant Cultural Officer	Community Engagement	L	22,133
Museum Assistant	Tonga National Museum	L	22,133
Receptionist	Tonga National Museum	M	17,171
Assistant Program Officer	Intangible Cultural Heritage	L	22,133
Data Entry	Intangible Cultural Heritage	M	17,171
Research Officer	World Cultural Heritage	M	17,171
TOTAL			144,622

Sub-Program 3.01: Culture and Heritage

3.3.2 Program 3 Recurrent Budget and Staffing

Sub-Program 3.01: Culture and Heritage

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$)	580,020	362,600	362,600	362,600
Executive Staff (Band D-G)	1	1	1	1
Prof Staff (Band H-L)	6	6	6	6
Other Staff (Band M-S)	1	1	1	1
Total Established staff	8	8	8	8
Unestablished	1	1	1	1

3.3.3 Program 3 Outputs and Activities

Sub-Program 3.01: Culture and Heritage

Table 23: Culture and Heritage Outputs and Activities

Output 5: Appropriate preservation system of Tonga's culture and heritage taking into account local developments in the tourism industry.					
Activities	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
Activity 16: Better proactive community engagement	Number of activities/events to engage community (either by villages, districts or by outlying districts)	50%	50%	80%	100%
	Number of trainings/ awareness workshop being conducted	50%	50%	80%	100%
	Feedback received from the people engaged at various activities /events at different groups/sectors/ clusters.	50%	50%	80%	100%
Activity 17: Better Culture and Heritage Information Management System.	Quality of the Information Management System being established	80% of the Information Management System being established	100 % Launch Information Management System by the end of 2022	100%	100%
	Phases completion of the CHIMS according to the timeline	50%	80%	100%	100%
	Feedback received on the quality of (accuracy & reliable) Information kept	50%	50%	80%	100%

Activity 18: Enhanced compliance with relevant International Agreement	Number of activities successfully facilitated satisfying requirements from these conventions.	10	15	15	15
	Number of New UNESCO Convention Being Ratified	1	1	1	1
	Feedback received from the Donor Partners/Beneficiaries on successful- projects being implemented.	50%	50%	80%	100%

3.4 Program 4: Tonga Tourism Authority

3.4.1 Program 4 Scope of Changes

Sub-program 4.01 (Tourism Marketing)

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Program 4 is implemented by the Tonga Tourism Authority (TTA)—the national lead agency mandated to execute Tonga’s tourism marketing strategy. TTA is pivotal in positioning Tonga as a competitive travel destination through targeted international and domestic marketing, trade and media engagement, and strategic digital outreach.

TTA’s core activities include active participation in major global and regional tourism events such as CITIE (China International Tourism Industry Expo), SPTO Annual Meetings, ITB Berlin, ITB Asia, CITM (China International Travel Mart), DEMA (Diving Equipment & Marketing Association Expo), Seatrade, Australia Tonga Day, Tahiti Moorea Yachting Rendevouz, Auckland Travel Show, and the South Pacific Tourism Exchange (SPTE). These high-impact platforms are instrumental in:

- Boosting Tonga’s international visibility
- Forging partnerships with travel trade and media
- Securing inbound tourism flows, particularly from high-value source markets

TTA also manages the country’s online presence and digital media campaigns, ensuring Tonga maintains a bold and proactive digital footprint across global channels.

A key strategic initiative under this program is the National Tourism Rebranding Project. This forward-looking effort seeks to comprehensively redefine Tonga’s destination identity—including new visual branding, messaging frameworks, and promotional strategies. The rebrand aims to reposition Tonga competitively in the international market, ensuring a refreshed and cohesive image that resonates across all target demographics. While essential for long-term sectoral growth, the initiative is resource-intensive. It will require sustained investment and implementation over multiple phases before realising its full benefits.

Along with international efforts, TTA also leads local tourism activation programs to foster regional engagement and enhance visitor experiences. These include:

- Support for sports tourism through partnerships such as the Memoranda of Understanding (MoUs) with Tonga Rugby Union and Tonga Netball
- Engagement in national cultural events such as the Heilala Festival and World Tourism Day
- Cruise ship welcome strategies, promoting warm, authentic Tongan hospitality at entry points
- Community-based marketing campaigns designed to strengthen destination storytelling and regional participation
- Support for events like the Blue Water Yacht Festival in Vava'u, which targets nautical and high-end tourism markets

TTA also manages the marketing contract with the reigning Miss Heilala, leveraging her public presence to represent Tonga in key campaigns. This includes facilitating her participation in the Miss Pacific Islands Pageant. This influential regional platform enhances Tonga's cultural branding and tourism exposure. With social media significantly amplifying reach and engagement, the Miss Pacific Islands platform presents a high-impact opportunity to integrate beauty, culture, and destination marketing into a cohesive narrative. TTA aims to develop a targeted digital strategy around this opportunity.

3.4.2 Program 4 Recurrent Budget and Staffing

Sub-program 4.01 Tourism Marketing

Description	2024/25 Budget (\$)	2025/2026 Budget (\$)	2026/2027 Proj (\$)	2027/2028 Proj (\$)
Total = Recurrent (\$m)	1,500,000	1,500,000	1,500,000	1,500,000
Executive Staff (Band D-G)	4	3	3	3
Prof Staff (Band H-L)	8	10	12	12
Other Staff (Band M-S)	8	7	6	6
Executive Staff (Band D-G)	19	20	21	21
Unestablished	0	0	0	0

3.4.3 Program 4 Outputs

Table 24: TTA Outputs and Activities

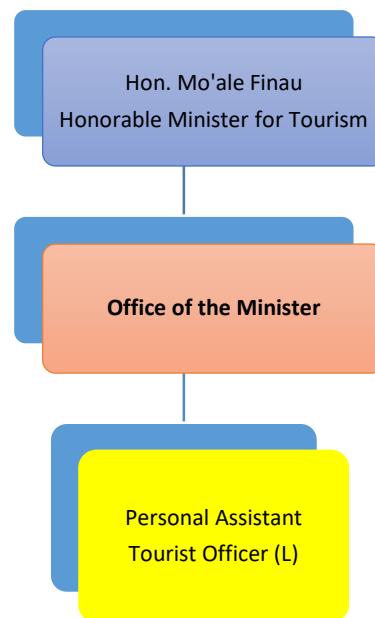
Output: Tourism drives Tonga's future sustainable economic growth, improving living conditions and optimizing prosperity for all Tongans.					
Activities	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28
1. Increase destination awareness	Online, Social Media, and Website platforms are performing at 20% higher annually	50%	100%	100%	100%
2. To achieve an average of 10% growth in visitor arrivals and Travel receipts for FY2025/26 to FY2027/28	By (FY2027/2028) Total Visitor Arrivals (air, cruise, yacht) = 108,005 (total of new	81,146 \$165.47 m	30%	60%	100%

	visitor arrivals = 26,859 Travel Receipts = \$220,230,000				
3. To achieve positive growth by FY2027/28	Growth by 10% every year	5%	10%	10%	10%

Annex 1: Divisional Staff Organizational Structures

Program 1: Leadership and Management

Sub-Program 1.01 – Office of the Minister



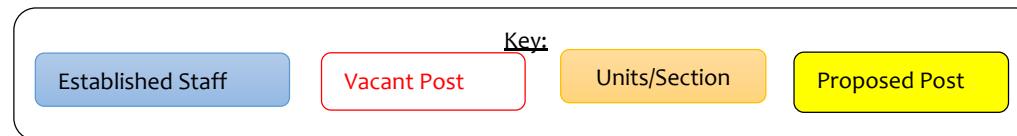
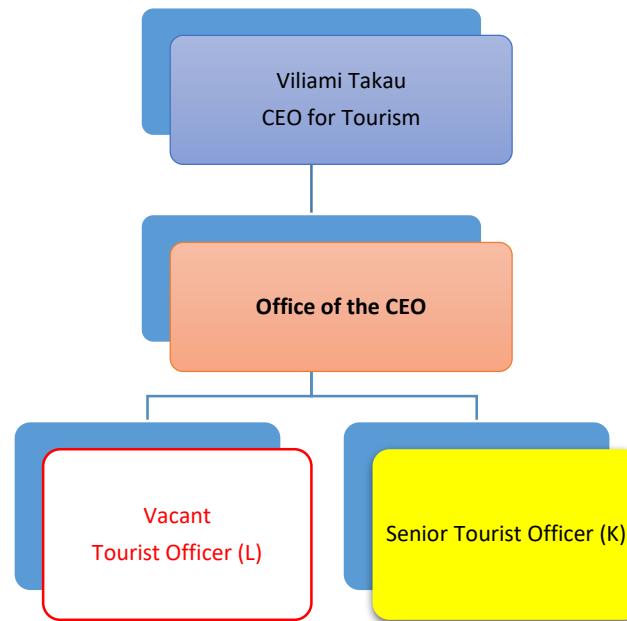
Key:

Established Staff

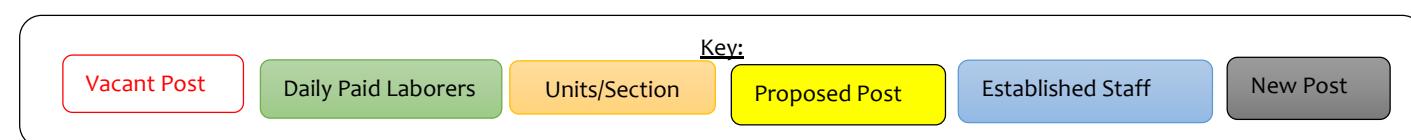
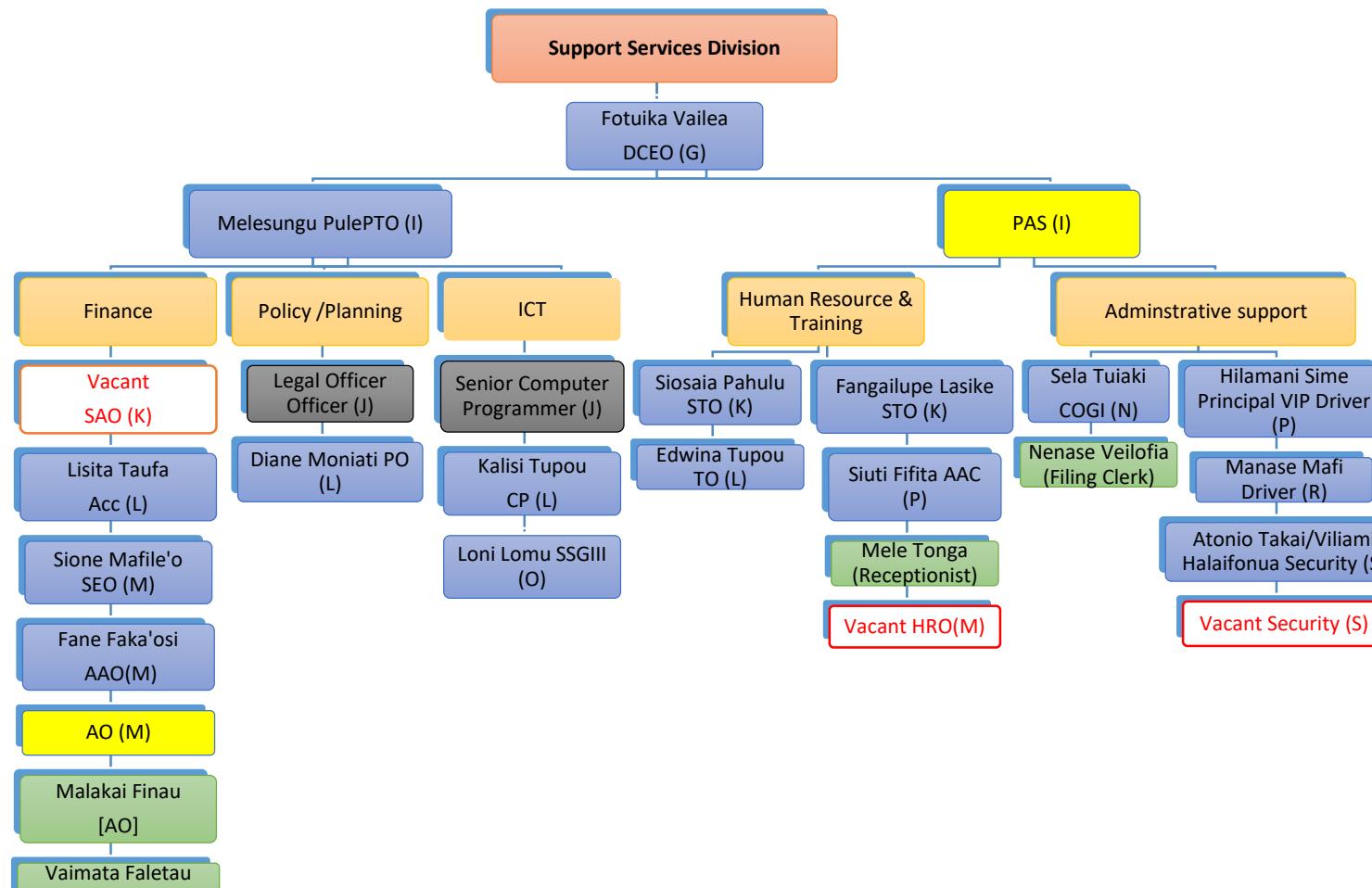
Units/Section

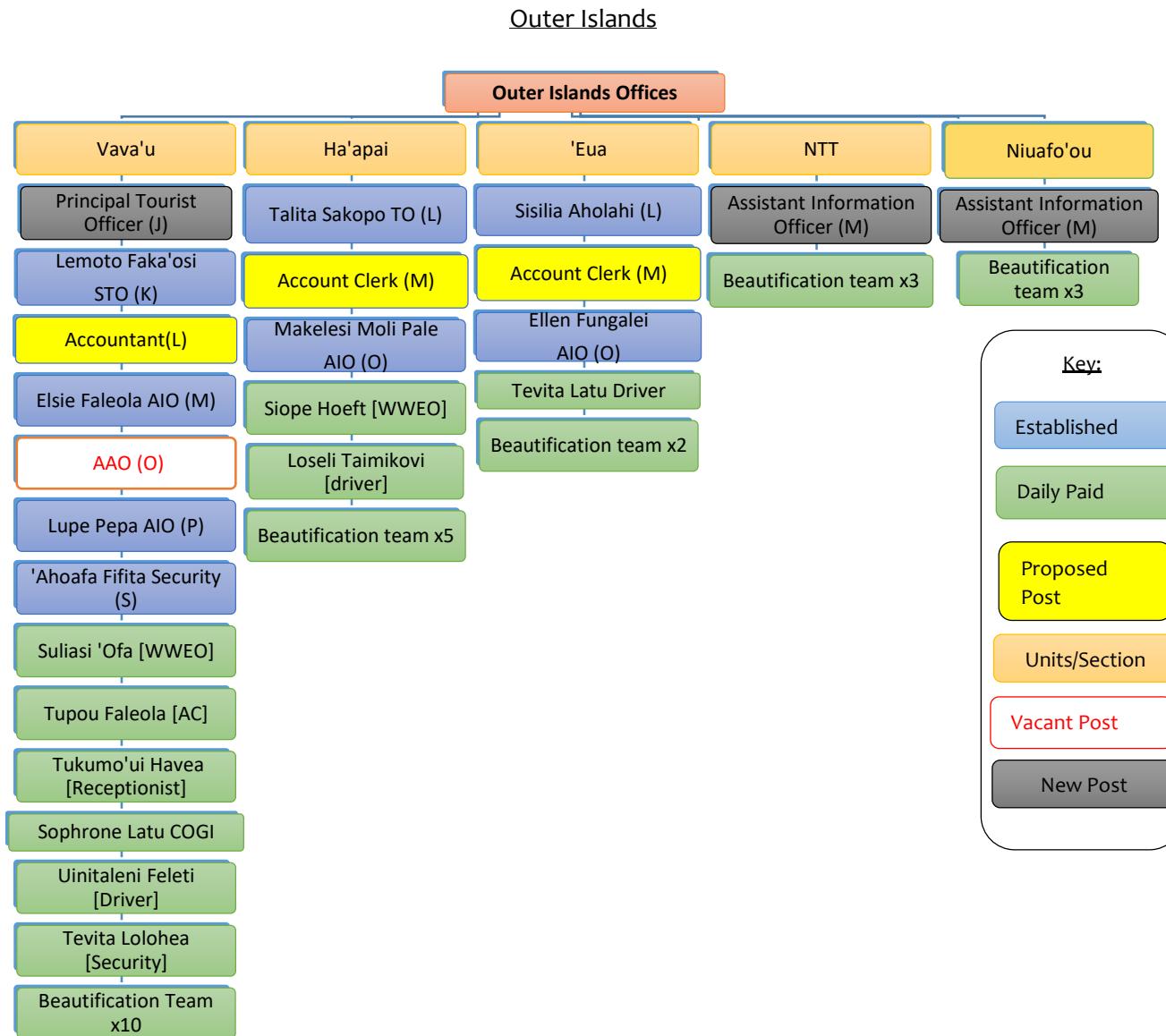
Proposed Post

Sub-Program 1.02 - Office of the CEO



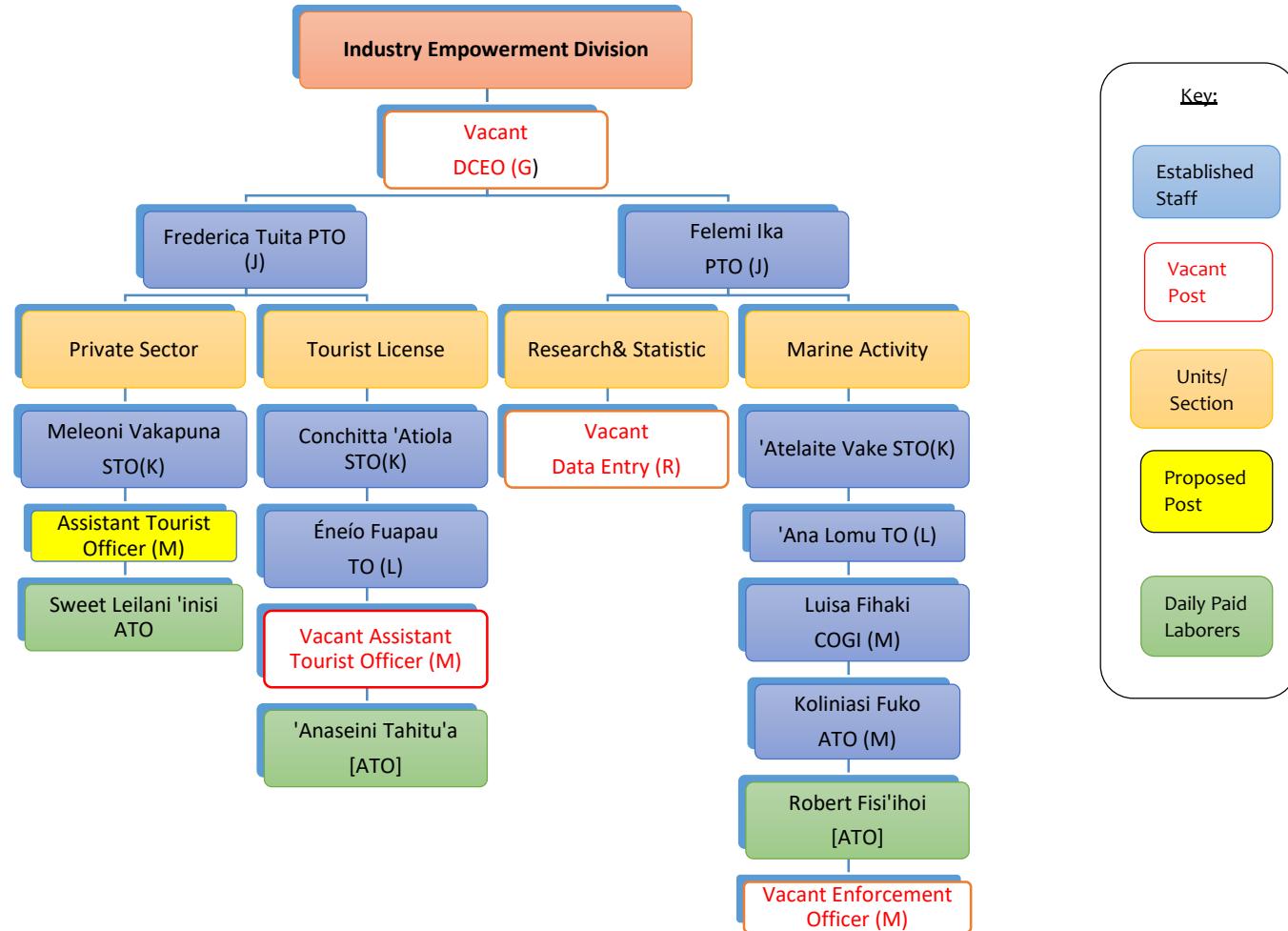
Sub-Program 1.03 - Support Services (include Outer islands in a separate org structure)





Program 2: Tonga Tourist Development

Sub-Program 2.01 - Industry Empowerment



Key:

Established Staff

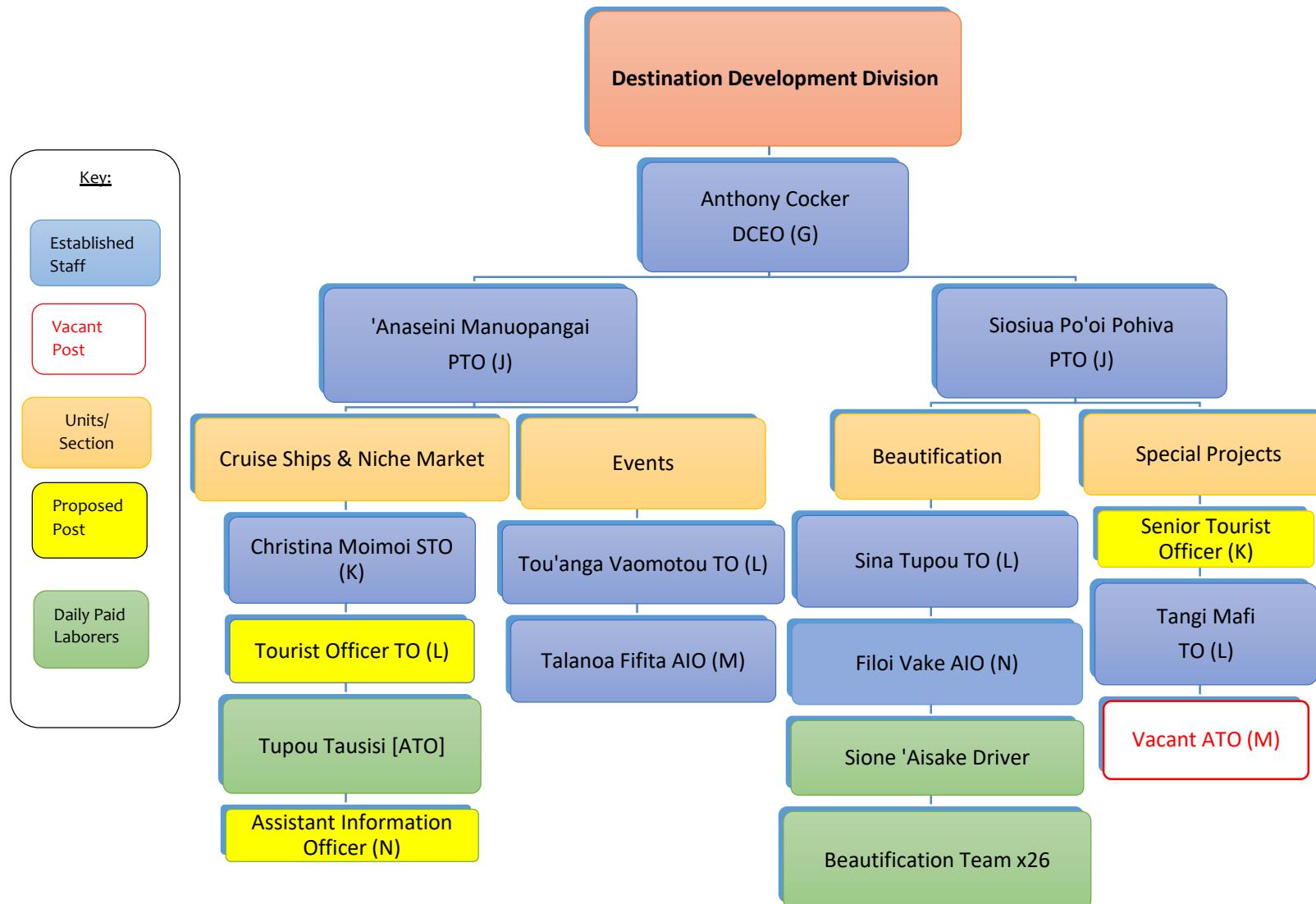
Vacant Post

Units/ Section

Proposed Post

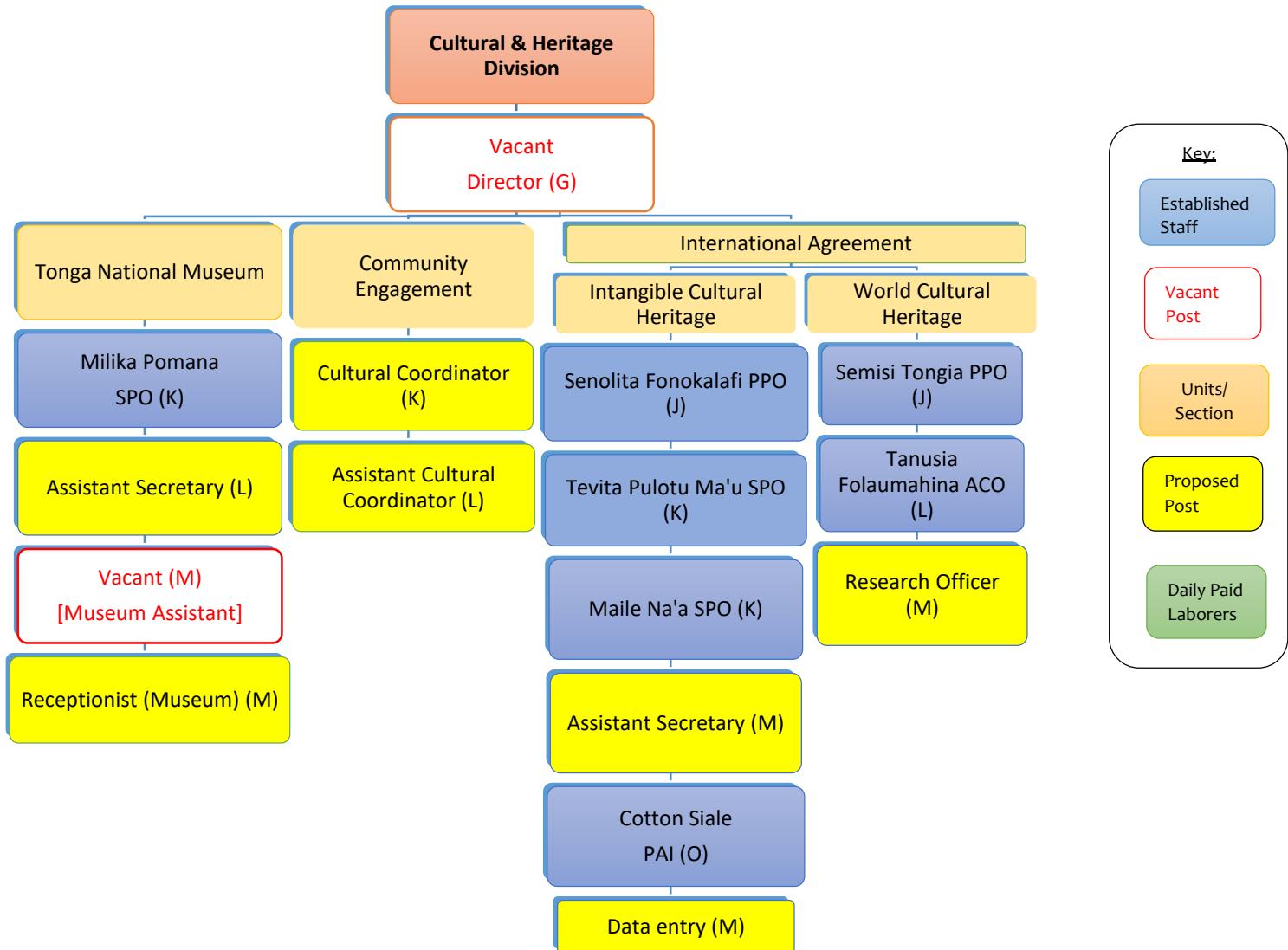
Daily Paid Laborers

Sub-Program 2.02 - Destination Development



Program 3: Culture and Heritage

Sub-Program 3.01 Culture and Heritage



Program 4: Tonga Tourism Authority

