



MINISTRY OF TRADE AND ECONOMIC DEVELOPMENT

# CORPORATE PLAN

FINACIAL YEAR  
2025/26 - 2027/28



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## LIST OF ABBREVIATIONS

<b>CP</b>	Corporate Plan
<b>FY</b>	Fiscal Year
<b>KPI</b>	Key Performance Indicator
<b>MDA</b>	Ministries, Departments and Agencies
<b>NIIP</b>	National Infrastructure Investment Plan
<b>TSDF</b>	Tonga Sustainable Development Framework
<b>ADB</b>	Asian Development Bank
<b>AMP</b>	Annual Management Plan
<b>CRF</b>	Corporate Registry Forum
<b>EPA</b>	Economic Partnership Agreement
<b>FDI</b>	Foreign Direct Investment
<b>HDI</b>	Human Development Index
<b>ICT</b>	Information Communication Technology
<b>IMF</b>	International Monetary Fund
<b>ILO</b>	International Labour Organization
<b>ILC</b>	International Labour Conference
<b>JV</b>	Joint Ventures
<b>MTED</b>	Ministry of Trade and Economic Development
<b>MSME</b>	Micro Small Medium Enterprises
<b>PACER Plus</b>	Pacific Agreement for Closer Economic Relations
<b>PICTA</b>	Pacific Island Countries Trade Agreement
<b>PPP</b>	Public-Private Partnerships
<b>TERM</b>	Tonga Energy Road Map
<b>WB</b>	World Bank
<b>WTO</b>	World Trade Organization
<b>WIPO</b>	World Intellectual Property Organization



## FOREWORD FROM THE MINISTER

As the Minister for Ministry of Trade & Economic Development I am pleased to present the three year Corporate Plan for 2025/26 FY. This document outlines our strategic vision and operational priorities for the upcoming years.

Given the budget theme of “Re-focusing Resource Allocation on Impactful Projects for a Sustainable, Viable Economy” MTED will focus on the following key priorities.

- i. Establishment of a state of an art Multipurpose packhouse, fully equiped and HACCP certified to meet internal standards of processing raw materials.
- ii. Driving digital transformation across the Ministry promoting innovation,transparency, and efficient delivery of servcies.
- iii. Enhancing Public Private Partnership opportunities and supporting formal and informal businesses



The Ministry’s dedication to Public-Private Partnerships (PPP) has been instrumental in driving our economic progress. Through close collaboration with the business community and development partners, we have opened up new trade opportunities that are enhancing Tonga’s presence in global markets. This demonstrates the Ministry’s proactive approach to ensuring that Tongan products can compete internationally.

The Ministry has prioritized enhancing the business environment and fostering entrepreneurship through key initiatives such as Buy Tonga Made and the Business Accelerator Program. These initiatives have provided critical support to local businesses, strengthening their production capabilities and competitiveness. Furthermore, the Informal MS ME Product Development Assistance Project has supported over 100 small and medium enterprises across Tonga, aiding their growth and contribution to the local economy.

The Ministry has prioritized sustainability alongside our economic efforts, focusing on climate-resilient practices in agriculture and supporting renewable energy initiatives to ensure environmentally responsible growth. I extend my gratitude to Mrs. Distaquaine Pele Tu’ihalamaka, for her leadership and to the Ministry team for their hard work. I also thank our business community, development partners, and all stakeholders for their ongoing support and collaboration. Together, we are advancing toward a stronger, more resilient, and inclusive Tonga.

With utmost respect,

The signature of Hon. Kapelieli Lanumata is written in blue ink. To the right of the signature is the official seal of the Ministry of Trade and Economic Development, MTED TONGA. The seal is circular with a blue border containing the text "Minister of Trade and Economic Development" and "MTED TONGA". Inside the seal is a blue emblem featuring a crown and two crossed spears.

Hon. Kapelieli Lanumata

Hon. Minister for Trade and Economic Development

## MESSAGE FROM THE CEO



The Ministry of Trade and Economic Development (MTED) remains committed to advancing Tonga's economic future, prioritizing initiatives that directly contribute to our country's growth and sustainability. Our collective efforts during the past fiscal year have demonstrated the strategic focus necessary to drive long-term economic progress.

Over the next three years, the Ministry will continue its partnerships with its stakeholders to further identify ways to improve our business environment in order to promote inclusive, sustainable and resilient growth.

Our work in the kava sector exemplifies how Tonga can leverage its unique resources to compete on a global scale. The Kava Development Strategy have strengthened this important industry by providing new kava processing machines and upgrading facilities in Vava'u and 'Eua. These investments ensure that Tonga maintains its leadership as a premier kava exporter in the Pacific.

The Ministry will continue to provide business assistance to to key businesses that support the theme of *“impactful projects for a sustainable Viable economy.”*

With a one government approach together with combined efforts from all stakeholders, MTED will be able to contribute to the TSDF II national vision of a *“more progressive Tonga supporting higher quality of life for all”*.

None of this progress would have been possible without our staff and the invaluable support of our stakeholders and partners. I am deeply grateful for the continued guidance of the Honorable Minister, and for the contributions of our Executive Team and staff, whose hard work has been instrumental in achieving our goals.

As we look ahead, with the guidance of the Hon. Minister we remain committed to driving Tonga's economic transformation, ensuring that our programs continue to deliver sustainable, inclusive growth for all Tongans.

Respectfully,

A handwritten signature in dark ink, appearing to read 'Distaquaine', followed by a horizontal line and a vertical bar at the end.

Distaquaine Tu'ihalamaka  
Chief Executive Officer

**Ministry for Trade and Economic Development**

# 1 MTED CORPORATE PLAN EXECUTIVE SUMMARY

The Ministry of Trade and Economic Development contributes to the TSDF II overall vision of creating “a more progressive Tonga supporting a higher quality of life for all”, through the national economic objective or TSDF II national economic outcome of a more inclusive, sustainable and dynamic, knowledge-based economy. MTED contributes to the achievement of the national economic outcome through three (3) key organizational outcomes:

- 1.2 Closer public private partnership for economic growth
- 1.3 Strengthened business enabling environment
- 1.5 Better access to and use of overseas trade and employment and foreign investment

## OUR VISION

*Growing Business, Expanding Trade, Empowering people*

## OUR VISION

A thriving, inclusive economy through sustainable trade, empowered business, protected consumers and the promotion of decent work.

## OUR MISSION

To facilitate inclusive trade and economic growth by supporting business, fostering fair markets, protecting consumers, promoting decent work and enabling innovation through sound policy and services.

## OUR OUTCOMES

- 1. Closer public private partnership for economic growth
- 2. Strengthened business enabling environment
- 3. Better access to and use of overseas trade and employment and foreign investment

## MANDATE

1. **National Impact:** A more progressive Tonga, supporting a higher quality of life for all, through more inclusive and sustainable economic growth and development.

2. **Legislations:** The Ministry has nineteen (19) legislation which establishes its statutory roles are listed in Annex 1. Legislation are guided by the Constitution of Tonga.

**Objective 3: Economic and Public Sector Development**

**GPA 6:** Realizing the Economic Potential to boost Growth.

*“redirecting resources to finance critical projects in key economic sectors namely agriculture, fishery and tourism. Additionally, ongoing investments in collaboration with private sector, as long term partner to promote growth.*

**GPA 7:** Public Sector Efficiency

*Improve quality and productivity of the public sector, through capacity building, organizational review, public sector reform which is intrinsically linked to our strategy.*

## MTED VALUES – humility, loyalty and commitment



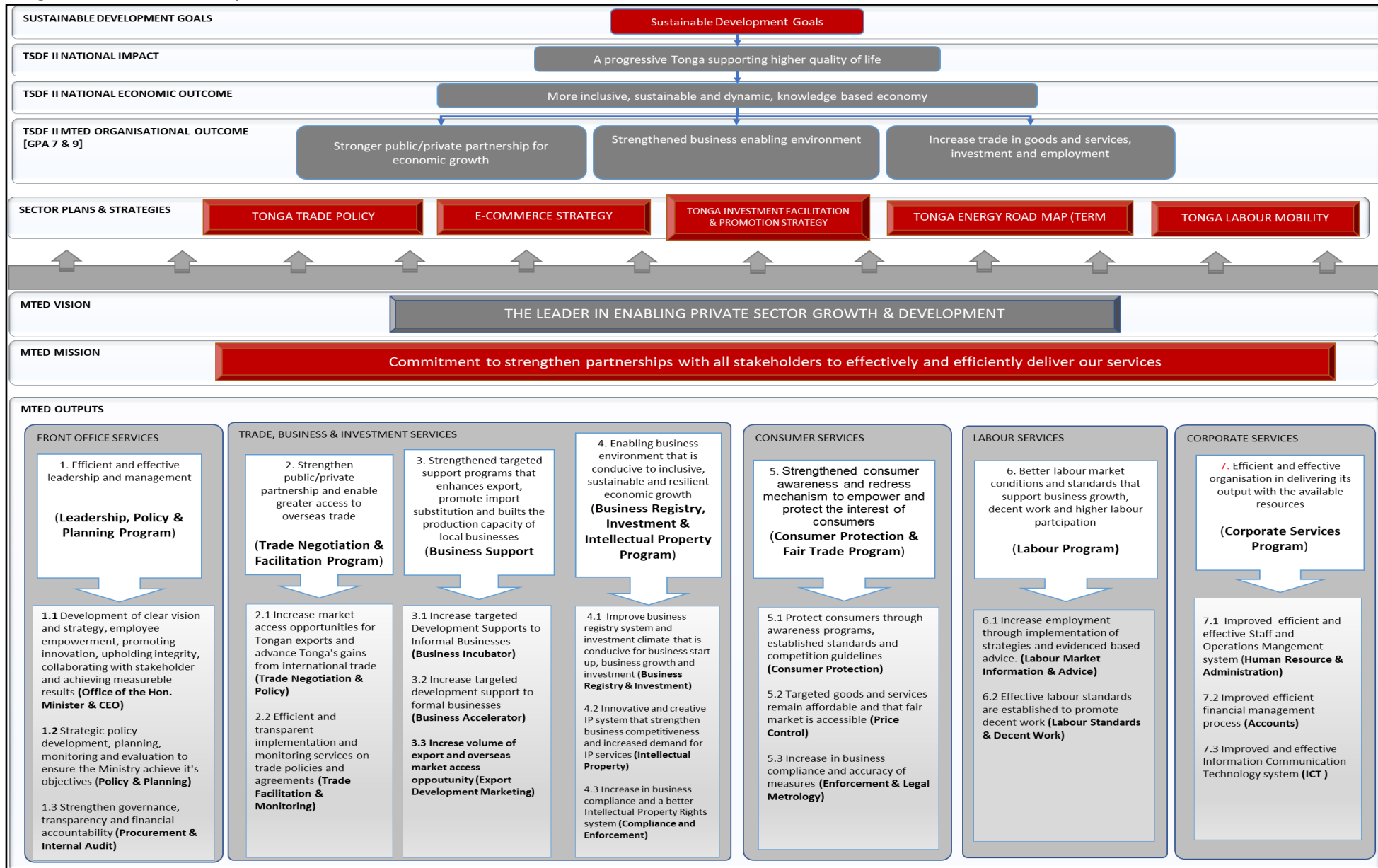
## STAKEHOLDERS

The Ministry closely coordinates with stakeholders including:

- Informal Sector
- Businesses, Workers
- Employees
- Consumers
- Public Enterprises
- Government Ministries
- Cabinet
- Legislative Assembly
- Development Partners.

## 1.1 MTED RESULT MAP

Figure 1 MTED Result Map



## 1.2 SDGS/REGIONAL FRAMEWORKS

The following table shows how MTED's organisational outputs support relevant SDGs targets and indicators.

**TABLE 1 SDG TARGETS SUPPORTED BY MTED OUTPUTS**

Organizational Outputs	Outputs	TSDf II Organizational Outcomes	SDG Targets	SDG Indicators
<b>1. Efficient and effective leadership and management</b>	1.1 Development of clear vision and strategy, employee empowerment, promoting innovation, upholding integrity, collaborating with stakeholder and achieving measurable results ( <b>Office of the Hon. Minister &amp; CEO</b> )	1.2	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
	1.2 Strategic policy development, planning, monitoring and evaluation to ensure the Ministry achieve its objectives ( <b>Policy &amp; Planning</b> )		16.6	16.6.1
	1.3 Strengthen governance, transparency and financial accountability ( <b>Procurement &amp; Internal Audit</b> )		16.6	16.6.1
<b>2. Strengthen public/private partnership and enable greater access to overseas trade</b>	2.1 Increase market access opportunities for Tongan exports and advance Tonga's gains from international trade ( <b>Trade Negotiation &amp; Policy</b> )	1.2	8.1 10.b 14.6	8.1.1 10.b.1 14.6.1
	2.2 Efficient and transparent implementation and monitoring services on trade policies and agreements ( <b>Trade Facilitation &amp; Monitoring</b> )		8.1	8.1.1



3. <b>Strengthened targeted support programs that enhances export, promote import substitution and builds the production capacity of local businesses</b>	3.1 Increased targeted Development Supports to Informal Businesses <b>(Business Incubator)</b>	1.3	9.3	9.3.1 9.3.2
	3.2 Increased targeted Development support to Formal Businesses <b>(Business Accelerator)</b>		2.3	2.3.2
	3.3 Increase volume of export and overseas market access opportunity <b>(Export Development Marketing)</b>		9.2	9.2.1
4. <b>An enabling business environment that is conducive to inclusive, sustainable and resilient economic growth.</b>	4.1 Improved business registry system and investment climate that is conducive for business start-up, business growth and investment. <b>(Business Registry &amp; Investment)</b>	1.3	8.1	8.1.1
	4.2 Innovative and creative IP system that strengthen business competitiveness and increased demand for IP services <b>(Intellectual Property)</b>		8.1	8.1.1
	4.3 Increase in business compliance and a better Intellectual Property Rights system <b>(Compliance and Enforcement)</b>		8.1	8.1.1
5. <b>Strengthened consumer awareness and redress mechanism to empower and protect the interest of consumers</b>	5.1 Protect consumers through awareness programs, established standards and competition guidelines <b>(Consumer Protection)</b>	1.5	16.6	16.6.1
	5.2 Targeted goods and services remain affordable and that fair market is accessible <b>(Price Control)</b>		2.1	2.1.1

	5.3 Increase in business compliance and accuracy of measures <b>(Enforcement &amp; Legal Metrology)</b>		16.6	16.6.1
6. <i>Better labour market conditions and standards that support business growth, decent work and higher labour participation</i>	6.1 Increase employment through implementation of strategies and evidenced based advice. <b>(Labour Market Information &amp; Advice)</b>	1.5	8.5, 8.7, 8.8	8.5.1, 8.7.1, 8.8.1
	6.2 Effective labour standards are established to promote decent work <b>(Labour Standards &amp; Decent Work)</b>		8.3, 8.6	8.3.1, 8.6.1
7. <i>Efficient and effective organization to in delivering its output with the available resources</i>	7.1 Improve efficient and effective staff and operations management system <b>(Human Resource &amp; Administration)</b>	1.2	2.a	2.a.1
	7.2 Improved efficient financial management process <b>(Accounts)</b>		8.1	8.1.1
	7.3 Improved and effective information communication technology system <b>(ICT)</b>		10.1	10.1.1
			16.6	16.6.1

### 1.3 TSDF IMPACTS AND OUTCOMES SUPPORTED BY MDA OUTPUTS

As previously illustrated in the Result Map in section 1.1, the Ministry contributes to the achievement of the three (3) economic organisational outcomes through four (4) key major outputs or areas:

1. Trade and investment services
2. Business registry & Intellectual Property services
3. Consumer services; and
4. Labour services.

Under these areas, there are seven (7) key organisational outputs:

1. *Efficient and effective leadership and management;*
2. *Strengthen public/private partnership and enable greater access to overseas trade;*
3. *Strengthened targeted support programs that increases Tongan exports, encourage import substitution and built the production capacity of local businesses;*
4. *Enabling business environment that is conducive to inclusive, sustainable and resilient economic growth and investment;*
5. *Strengthened consumer awareness and redress mechanism to empower and protect the interest of consumers; and*
6. *Better labour market conditions and standards that support business growth, decent work and higher labour participation.*
7. *Efficient and effective organisation in delivering its output with the available resources*

These seven (7) organisational outputs are delivered through seven (7) programs. All these programs contribute to the TSDF II organisational outcome of promoting a closer and effective public private partnership that supports economic growth. As indicated in the Ministry's result map, the Ministry has set a clear mission in this corporate plan to strengthen the working partnership with all the stakeholders, to ensure that the Ministry delivers its services effectively and efficiently.

The TSDF II organizational economic outcome for creating an enabling business environment that is conducive to inclusive, sustainable and resilient economic growth, is delivered through three (3) programs, the **Business Registry, Investment & IP Program, Trade Negotiation & Facilitation Program and the Business Support Program**. The TSDF II organizational outcome for better access to economic opportunities overseas including trade, employment and foreign investment is delivered through four (4) programs, the **Trade Negotiation & Facilitation Program, Labour Program, Consumer Protection and Fair-Trade Program and Business Support Program**.

### 1.4 SECTOR PLANS & STRATEGIES

Once again, as illustrated in the Result Map in section 1.1, the Ministry contributes to the following Sector Plans and Strategies:

1. Tonga Trade Policy Framework
2. Tonga E-commerce Strategy & Road Map
3. Tonga Investment Facilitation & Promotion Strategy
4. Tonga Energy Road Map (TERM Plus); and
5. Tonga Labour Mobility Supply Management Strategy - 2023.

## Tonga Trade Policy Framework 2017 - 2025

The Tonga Trade Policy Framework (TTPF) serves as a guide to all Ministries, Departments and Agencies (MDAs) in terms of trade related priorities that should be pursued up to 2025. The TTPF also provides the corresponding implementation action plan for indicative actions and use as a measure of progress. The policy measures are grouped into four pillars:

1. **Industrial and investment development**, i.e., improvements in the productive capacity of Tongan businesses, both to increase export competitiveness and to compete with imports on the domestic market and goods;
2. **Export development and trade facilitation** with a focus on increasing and diversifying Tongan exports;
3. **Development of trade supporting institutions and services**, thereby overcoming the identified institutional and capacity constraints of trade policy setting and implementing bodies, both public and private; and
4. **Inclusivity and citizen economic empowerment** to ensure that TTPF measures are indeed in line with the TSDF II objective of contributing to a higher quality of life for all Tongans.

The Ministry of Trade and Economic Development is responsible for leading approximately 80% of the measures stipulated in the Implementation Matrix of the TTPF, and each of these measures falls under the different divisions of the Ministry. For example, implementing measures to promote consumer preferences for locally produced goods falls under the Consumer Protection and Fair-Trade Division of the Ministry. Other measures will fall under the mandates of relevant agencies.

As a leading agency in a measure, MTED will be responsible for the strategic management, coordination and implementation, working in partnership with other Ministries and agencies, the private sector, civil society and other stakeholders. MTED will also be directly responsible for the monitoring of core areas. In other measures where MTED is not the implementing agency, MTED will be restricted to that of a subsidiary monitoring body, while primary monitoring will be affected by the responsible institution.

One of the core components of the Industrial and Investment Development Pillar is Enhancing the Business/ Investment Environment. The Business Registry, Investment and Intellectual Property's output is to have an Improved business registry system and investment climate that is conducive for business start-up, business growth and investment. This program is responsible in making sure that the business needs are being met and the business environment is favourable and encouraging to businesses.

## Tonga E-commerce Strategy and Road Map

The Tonga E-commerce Strategy and Roadmap (TESR), predominately focuses on the Business-to-Consumer (B2C) and the Business-to-Business (B2B) models. The strategy's vision is for a transformative economy where most Tongan businesses and consumers actively engage in domestic and cross-border electronic commerce. Its mission is to accelerate Tonga's Digital Transformation through accelerated economic growth that is inclusive and equitable. It has four overarching outcomes:

1. More online consumers
2. More online businesses
3. An increasing banked population and its corollary the reduction of cash handling; and
4. A digital literate population

The governance of the strategy falls under the national E-commerce Committee established under the auspices of the Ministry of Trade and Economic Development. MTED provides secretarial support to the Committee.

A critical component of the TESR is the E-commerce Roadmap and Implementation matrix with 60 measures under 7 priorities areas:

1. Vision for e-commerce and the ecommerce ecosystem
2. Trade Logistics and Trade Facilitation
3. ICT Infrastructure
4. Payment solutions, digital financial inclusion and access to financing
5. Legal and Regulatory Framework
6. Skills Development for E-commerce
7. Access to Financing

The Ministry of Trade and Economic Development is responsible for 50% of the measures indicated in the TESR.

### **Tonga Energy Road Map (TERM Plus)**

The Consumer Protection & Fair-Trade program, as Secretariat to the Petroleum regulator under the Competent Authority contributes to the TERM Plus through the Petroleum Reform project and the implementation of the monthly and quarterly petroleum and LPG price. The TERM-PLUS sets the investment projects to reach 70% renewable electricity target by 2030 and 100% by 2035. This follows the first Tonga Energy Road Map issued in 2010.

As part of the energy transition, the TERM-PLUS framework highlights the importance of reliable and cost-effective supply of petroleum over the period and outlines plans for the optimisation of the petroleum supply. This includes direct supply of oil products from the major Asian trading centres (Singapore) which is aligned with the Medium Range project being covered in the framework. The Petroleum Reform project is a joint initiative with the Energy Department to assess how to progress with the implementation of supply optimisation with the target to improve Tonga's petroleum supply security and resilience. This is in alignment with the Energy Supply short- and medium-term interventions for direct shipments of oil products from other countries.

### **Tonga Labour Mobility Supply Management Strategy - 2023**

The Labour Program of the Ministry continues to support the Government's vision to increase employment and employment opportunities both locally and abroad through implementation of policies and strategies that are evidence-based and impactful on labour market development.

The Ministry works closely the Ministry of Education and Training and the Ministry of Internal Affairs to identify and establish priority sectors for skills development and ongoing assessment of the impact of labour mobility on domestic industries and local labour market. The Labour program also engages in the development and implementation of related initiatives aimed to reduce skills mismatch gap, improves skills development and promote decent work and full employment.



## 2 MINISTRY OVERVIEW

The Ministry is made up of seven (7) Divisions:

- 1) Leadership, Policy & Planning
- 2) Trade Negotiation and Trade Facilitation
- 3) Business Support
- 4) Business Registry, Investment and Intellectual Property
- 5) Consumer Protection and Fair Trade
- 6) Labour
- 7) Corporate Services Program

### 2.1 MTED'S OUTPUTS GROUPED INTO PROGRAMS AND SUB PROGRAMS

The table below depicts how the Organizational outputs and Divisional Outputs are being grouped into Programs and Sub-programs.

**Table 2 MTED's Outputs Grouped into Divisions/Sub-programs and Programs**

Organizational Outputs	Programs: Divisions	Outputs	Sub-programs: Units	BUDGET
<b>1. Efficient and effective leadership and management</b>	Program 1: Leadership,, Policy and Planning	1.1 Development of clear vision and strategy, employee empowerment, promoting innovation, upholding integrity, collaborating with stakeholder and achieving measurable	Sub-program 1.1: Office of the Hon. Minister & CEO	\$389,100
		1.2 Strategic policy development, planning monitoring and evaluation to ensure the Ministry achieve its objectives.	Sub-program 1.2: Policy and Planning	\$18,900
		1.3 Strengthen governance, transparency and financial accountability	Sub-program 1.3: Procurement & Internal Audit	\$23,100
<b>2. Strengthen public/private partnership and enable greater access</b>	Program 2: Trade Negotiation & Policy	2.1 Increase market access opportunities for Tongan exports and advance Tonga's gains from international trade	Sub-program 2.1 Trade Negotiation & Policy	\$247,600

<b>to overseas trade</b>	Trade Facilitation & Monitoring	2.2 Efficient and transparent implementation and monitoring services on trade policies and agreements	Sub-program 2.2: Trade Facilitation & Monitoring	\$175,000
<b>3. Strengthened targeted support programs that increases Tongan exports, encourage import substitution and built the production capacity of local businesses</b>	Program 3: Business Support Program	3.1 Provision of targeted support that develops the capacity of Informal MSMEs	Sub-program 3.1: Business Incubator	\$134,400
		3.2 Provision of targeted development support that builds the capacity of local MSMEs businesses	Sub-program 3.2: Business Accelerator	\$504,900
		3.3 Increase volume of export and overseas market access opportunity	Sub-program 3.3: Export Development Marketing	\$263,700
<b>4. Enabling business environment that is conducive to inclusive, sustainable and resilient economic growth</b>	Program 4: Business Registry, Investment and Intellectual Property Program	4.1 Improved business registry system and investment climate that is conducive for business start-up, business growth and investment	Sub-program 4.1: Business Registry & Investment	\$577,600
		4.2 Innovative and creative IP system that strengthen business competitiveness and increased demand for IP services	Sub-program 4.2: Intellectual Property	\$176,500
		4.3 Increase in business compliance and a better Intellectual Property Rights system	Sub-program 4.3: Compliance and Enforcement	\$329,300
<b>5. Strengthened consumer awareness and redress mechanism to empower and protect the</b>	Program 5: Consumer Protection and Fair-Trade Program	5.1 Increase in consumer awareness to make informed decisions based on available data and information	Sub-program 5.1: Consumer Awareness	\$127,000
		5.2 Targeted goods and services remain affordable	Sub-program 5.2: Price Control	\$456,200

interest of consumers		and that fair market is accessible		
		5.3 Increase in business compliance and promote fair trade practice	Sub-program 5.3: Compliance and Enforcement	\$249,800
6. Better labour market conditions and standards that support business growth, decent work and higher labour participation	Program 6: Labour Program	6.1 Increase employment through the availability of labour market information and evidence-based interventions	Sub-program 6.1: Labour Market and Information	\$151,200
		6.2 Effective labour standards are established to promote decent work	Sub-program 6.2: Labour Standards	\$132,100
7. Efficient and effective organization to in delivering its output with the available resources	Program 7: Corporate Services	7.1 Improve efficient and effective staff and operations management system	Human Resource & Administration	\$1,561,300
		7.2 Improved efficient financial management process	Accounts	\$474,400
		7.3 Information System	Information System	\$199,300

## 2.2 HUMAN RESOURCE GAP:

The Ministry's human resource and skills gaps that are critical to the successful implementations of MTED's key initiatives and priorities continue to exist. Table 3 summarize the key critical positions identified.

**TABLE 3 MTED CRITICAL POSITIONS FOR FY2025/26**

	Proposed Positions	Corporate Plan Output	Justifications
1	Chief Accountant Band I – Corporate Services	Output 7.2	Government Priority Agenda seven (7) focuses on Public Sector Efficiency. This involves enhancing revenue collection and prudence expenditure spending. This position will strengthen the accounts section in managing and both revenue and expenditure budgets together with reporting of donor funds. MTED has branches in all the major outer Islands, with an average budget allocation of \$7m, revenue target of \$800k amongst other donor and trust funds, this position will boost productivity, implement internal control procedures to strength the financial capacity of the Ministry further promoting good governance and also carrying out an internal auditor/procurement role. This position will ensure that public resources are disbursed according to Public Finance Managment act/Treasury Instructions.
2	Principal Trade Officer Band I Business Support	Output 3.1 & 3.2	There are only 2 staff in this Unit consisting of 1 senior staff at Band J and 1 supporting junior staff at band M. The Principal position will be the head of Business Incubator Unit according to current restructure of the Ministry. There are over 6,000 businesses that operates in the informal sector either engaging in agriculture, fisheries, tailoring or handicraft sector etc. With current resources, the Unit is unable to deliver to its full potential. Due to resource constraints, the Unit has yet to reach out and deliver informal activities to informal sectors in the 2 Niua's as well as outer islands of Haapai where informal sector is very strong. Entrepreneurship training and business assistance to informal sector.
3	Investment Officer	Output 3.1 & 3.2	The Investment officer is to support the Unit activities for the informal sector. With current resources, we have reduced the number of activities for the informal sectors in Tonga. In the current FY, we have omitted the activities for the informal sector in Tongatapu and divert all the resources to deliver the informal activities such as entrepreneurship trainings and business support in Vavau, Haapai and Eua for a maximum of only 15 informal businesses per island. The Unit is expanding the scope of its work to include skill training for informal sector on specific areas where gaps exist. Unit is only able to deliver skill training for informal businesses engaged in tailoring. Other business activities for the informal sector are put on hold due to resource constraints.
4	Trade Officer	Output 3.1 & 3.2	There are only 3 staff in this Unit consisting of 2 senior staff at Band I and Band J and 1 supporting junior staff at band P. This position is critical to the delivery of activities in preparation for monthly export container of the Ministry to New Zealand. The post holder will assist in the processing, packing, loading

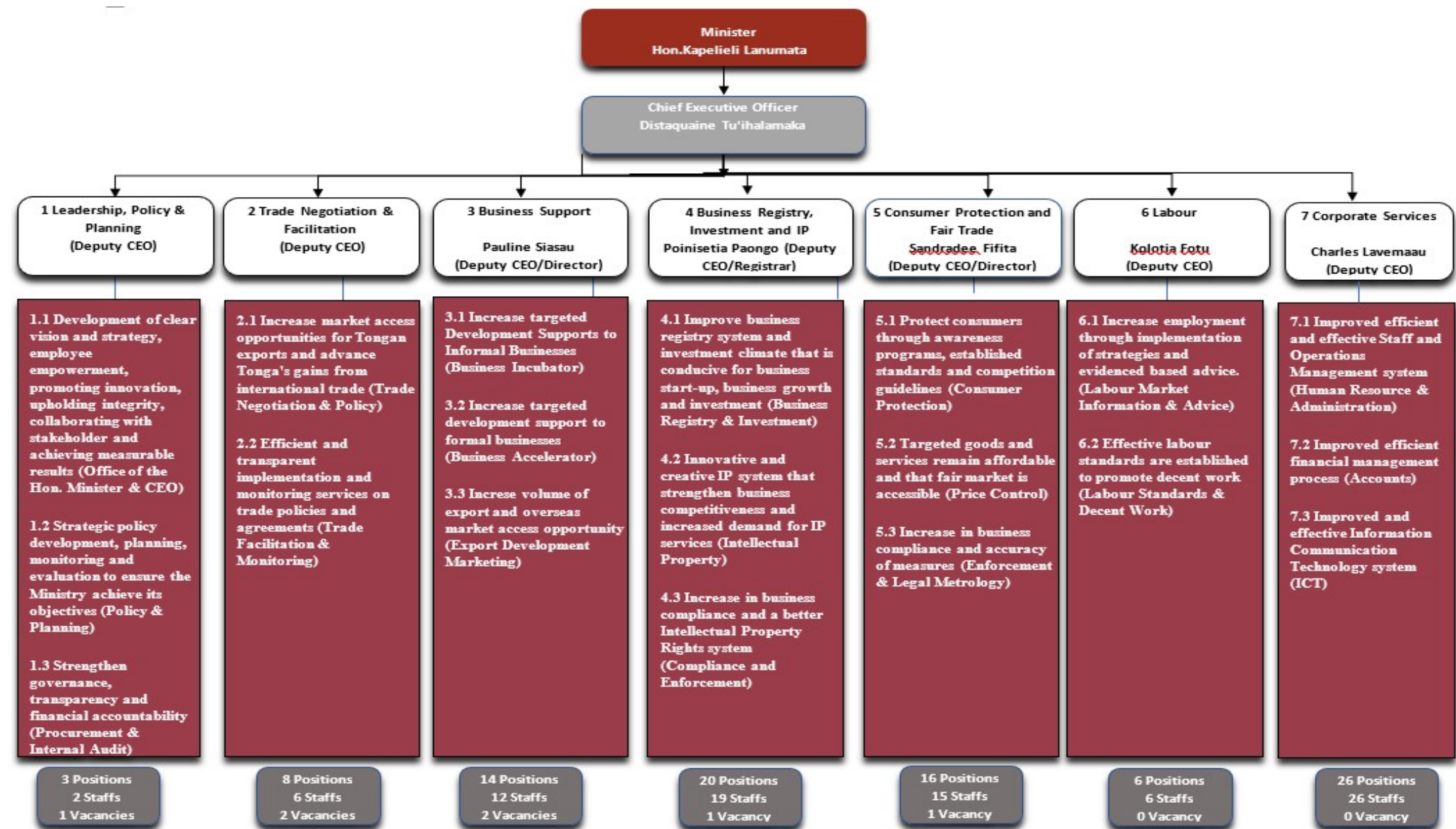
			and exporting of MTED export to overseas markets. Export prepared from either Vavau or Eua requires an officer to travel to the outer islands to conduct monitoring from the field and site visits prior to preparation of export. Give the volume of work and activities of this Unit, current staff in the Unit will not be able to execute the works that are needed for proper facilitation and preparations of MTED shipments to the export market. Other staff of the Ministry are requested to assist and support the implementation of exports supply chain works every month. This position will work very closely with MTED registered growers and stakeholders in preparation of the export container. The Unit is planning to start the export of frozen root crops to NZ and Australia. This position will handle all logistical support for export both fresh and frozen.
5	Business Enforcement Officer x2	Program 5	GPA 7 Public Efficiency stress the importance of Revenue Collection and streamlining services , with an annual revenue estimate of \$794k its important to strengthen the Compliance and Enforcement side, noting the average revenue collected is \$630k, with the target increasing, additional resources are needed to archieve this revenue target, also further promoting efficiency.
6	Principal (Band I) Labour Officer	Program 6	<p>The Labour division delivers 15 -18 outputs over the course of the MTED's current CP. These outputs contribute directly to improving employment and labour standards in Tonga and are delivered through 2 Units – (i) Labour Information and Policy Advice, and (ii) Labour Standards and Decent Work. The division has six (6) core staff and two professional contract employees. Majority of the staff are fully utilized in the Labour Market and Policy Advice Unit, primarily because of new projects with development partners which includes development of the Tonga's National Employment Policy, Tonga's Apprenticeship Policy, Tonga Reintegration Strategy, and the Tonga Employment Network (online job search platform). The development of these policy documents, and the online platform for job search are to be implemented from the FY2025/26.</p> <p>There is insufficient capacity at senior levels to implement and deliver on the 7 outputs in the Labour Standards and Decent Work Unit. These outputs contribute to improving Tonga's labour and employment regulatory framework, and our national obligations as a member of the International Labour Organization (ILO). The work in these areas is highly technical and requires a Principal level position to assist the HOD meet work demands.</p> <p>The Labour division is Tonga's focal point for the ILO. This role falls on the HOD. Collaborations with the ILO has resulted in several financial and technical assistance, and initiatives for Tonga. This includes assistance with Tonga's Labour Force Survey 2023 through the Tonga Statistics Department, post-disaster recovery programs for affected communities and entrepreneurs in 2021/22 and 2022/23, Tonga's Quality Apprenticeship Pilot Program in 2024, Sector Skills Assessment (Tourism &amp; Construction), Tonga National Employment Policy and Tonga National Apprenticeship Policy in 2025. As we benefit from these ILO programs, there is a need for Tonga to improve its efforts to fulfil its membership obligations. To date, Tonga has only ratified 1 ILO convention since its membership in 2016 and has not submitted any of its reports under ILO Constitution Articles 19 and 22.</p>



			<p>Tonga is still without a legislation to govern employment in Tonga. Yet, the number of employment issues between employer and employee increases over time, to a point that some governments have now written to the Ministry directly, or through the diplomatic channel, on these issues. The sensitivity of employment disputes requires high level interventions and assistance; hence a Principal level officer is needed here. Further, if the ERA2020 is enacted, that position will be advantageously placed to transition implementation provisions into the work stream.</p>
7	Employment Officer (Band M) Labour Officer	Program 6	<p>Vava'u is the second largest labour market in Tonga. The challenges faced by the labour market in Tongatapu, such as youth unemployment and underemployment, low wages, poor working condition, high turnovers, insufficient skills match and labour in key sectors, are evident also in Vava'u. There is no dedicated labour/employment officer in the MTED's office in Vava'u to provide much needed services there. Necessary services such providing employment assistance to help job seekers find jobs in Vava'u, or/and assist employers find suitable candidates from the labour pool, can contribute positively to reducing unemployment in Vava'u.</p> <p>Before 2011 there was a Labour Officer post in Vava'u. The post was transferred together with the administration of the labour mobility program to the Ministry of Internal Affairs in 2011. The rationale for transferring the post was that labour mobility was the priority at the time and government did not have sufficient funds to create new positions in the Ministry of Internal Affairs. The impact of labour mobility in our labour markets, Vava'u included, such as brain drain, lack of labour and skills to meet local industry needs, is why we need to establish a Labour/Employment position in the MTED office.</p>

## 2.3 MTED ORGANIZATIONAL STRUCTURE

Figure 2 MTED organizational structure to be effective as of 1st of July 2025



## 2.4 SUMMARY OF MTED PLANNED MAJOR REFORMS

The Government, through the Ministry of Finance, have set its priorities agenda (GPA) in the “Budget Strategy and Funding Envelope FY 2026” with seven (7) government priority agendas which are grouping into 3 thematic areas: i). National Resilience, ii). Social Sector Development and iii). Economic and Public Sector Development. The Ministry had taken the GPA into consideration, in addition to the TSDF II outcomes, during the Ministry’s corporate planning and budgeting exercise for the Medium- Term Budget Framework FY2025/2026.

Under the Economic Development, the GPA highlighted the need for continued investment in the development of Agriculture, Fisheries and Tourism. The Ministry have reviewed its relevant activities that will assist in these areas. Specifically, this is under the **Business Support Division** which handles developments in *community businesses, informal sector, local businesses and the export sector*.

The Investment and Export Division, through its trade information and market research activities, and export marketing promotion activities is also in line with this GPA. A market representative is being proposed for the New Zealand and Australian market to increase market access for Tongan exports particularly for exports from grassroots communities in Tonga in these three economic sectors.

The GPA have also highlighted the need for a clear Investment Policy to facilitate economic development. The Ministry is in full support of this priority and is in the forefront of encouraging investments with the development of the **Foreign Investment Act**. The **Business Registry Division** successfully launch of the **Business Online Registration System (February, 2025)** enable online payments and supports Foreign Investment. This OUTCOME will increase foreign investment into the country with the ease of doing business in Tonga.

MTED also recognizes the importance of GPA (7) seven by improving the quality and productivity of the public sector through capacity building, organizational review and enhancing revenue collection.

The Ministry has identified the following new initiatives for the upcoming years to assist in achieving the relevant GPA and national outcome relating to the Ministry.

The Ministry's proposed new initiatives are shown in the table below in order of priority and proposed timeframe. These proposals are not necessarily with funding.

**Table 4 MTED Proposed New Initiatives**

No.	PROJECT DESCRIPTION	Estimated Cost (TOP)	TIMEFRAME	Justifications
1	Fully equiped New Packhouse (Ha'apai & Vava'u)	To seek donor fund (\$800k)	FY2025-2026	<p>The Vava'u Packhouse is envisioned to become the main Central Packhouse in Vava'u for processing of fresh and frozen root crops for exports. New Zealand has approved the market access for pineapple in September 2024 after more than 5 years of assessment. NZ Ministry of Primary Industry (MPI) has halted the export of pineapple unless Tonga is willing to comply with biosecurity requirements of the market and existing facility to be HACCP certified. Without proper facility, farmers will face high post-harvest losses, quality degradation, and shorter shelf life and missed export/market opportunities. Vavau packhouse is not fully HACCP certified and this posed significant risks to the importing country not only for the export of pineapple but for root crops as well.</p> <p>The Ministry is sourcing its supplies from Eua and Vavau and potential supply of coconuts from Haàpai. The packhouse in Eua and Vavau is not HACCP certified and there is no packhouse in Haapai to pack and prepare coconut for export to New Zealand. Funding requested will cover construction, equipment and machinery, certification and compliance, training and operations set up and contingency and sustainability system.</p>
2	Export and Marketing Promotion Mission	\$150,000	FY2025-2026	<p>This initiative is to support our strategic goal of expanding international market presence and diversifying revenue streams. New Zealand, Australia and the USA market are Tonga's key trading partners over the years. The concentration of Tonga's export to these markets posed high vulnerability and risks to Tonga's export performance in the future.</p> <p>This initiative aims to explore some degree of diversification in terms of target markets and products and regaining some traditional export markets where Tonga has lost traction over time, such as the United States, Japan, or American Samoa, as well as further</p>

				<p>developing new markets (possible destinations include China, Singapore, the Philippines and Vietnam).</p> <p>Tonga`s smallholders farmers do not have the capacity to negotiate with formal markets overseas. As a result, these smallholder farmers tend to export to informal markets overseas where payment is not guaranteed. The funding will support marketing campaigns, participation in international trade fairs, negotiation with potential importers overseas and market research.</p>
3	Tonga Diaspora Investment Promotional Mission in NZ, Aust and USA	\$100,000	FY2025-2026	
4	Establishment of a dedicated lab for legal metrology	\$200,000	FY2025-2026	<p>There is a need to ensure the accuracy of the weights and measures as this will greatly contribute to the businesses in their use of products for export to overseas both via vessel and air cargo. In addition, on their daily trading of goods for the local people, it is essential that the right equipments are used to provide accurate weights for the local shops.</p> <p>This lab will enable registration of the scales, propose national standards and provide technical information.</p> <p>Currently equipments are stored at the office but there is a need for a special environment for these equipment to be stored at including airconditioning. This lab will ensure the proper storage required for international standard and quaility.</p>
5	Establishment of a fully equipped Multi-purpose processing facility (Recommendation from Business Conference) Target for Phase 1 with focus on scoping	\$1,000,000	FY2025-2026	<p>A fully equipped multi-purpose packhouse is critical in the agricultural supply value chain and value addition and this is a mandatory requirements of the market to ensure food is handled in a manner that promotes consumer safety. Without proper facility, export is not guaranteed.</p> <p>In terms of its strategic importance, it is also a sectoral priority needs of agricultural sector and other sectors. With international demand for traceable and quality product, it is important that the packhouse is designed to meet international phytosanitary, food safety and quality certification standards such as HACCP and G.A.P. Smallholder farmers and MSMEs do not have the financial capacity to invest in a facility. It is therefore crucial that Government invest in the facility to ensure significant export expansion in high value market at premium prices.</p>



6	Complete Regulatory Review of the Weights and Measures Act and development of the Regulation	Seek PPIU fund	FY2025-2026	This initiative started in 2023 and overlooks the current state of the weights and measures act. We are seeking a technician to conduct this work while the development of the regulation has been ongoing with reference to weights and measures in the Pacific which includes looking into modle legislation.
7	Establishment of the national governance for labour mobility and related activities	\$50,000	FY2023-2024 to FY2025-2026	Both the Tonga Labour Mobility Policy FY2019/20 – FY2023/24 and the Tonga Labour Mobility Supply Management Strategy FY2023 recommends the establishment of a labour mobility governance that provides leadership and guidance on Tonga’s engagement in labour mobility programs. To date Tonga still lacks a national governance body/committee, to consider policy and implementation implications of Tonga’s involvements in labour mobility programs. This is critical to ensure strategic participation and skills development for local optimal gains.
8	Collaboration with MOI in the establishment of a Taxi Metre Operating System for Taxi Services in Tonga	Seek PPIU fund	FY2025-2026	Collaboration with MOI and ongoing consultation with regards to establishing taxi meter in Tonga. In these consultation, it is clear that there is a need to look into regulations and acts of taxi meters before this can be initiated.
9	Development of a Branding Strategy for Tonga	Donor funded	FY2025/2026	Tonga current brand for export is “The True South Pacific”. This brand does not reflect the current export of local made products and agricultural goods to international market. Current brand does not position Tongan agricultural products as high quality, sustaible and safe for consumption. Currently, Tonga lacks a cohesive national brand identity, which limits market recognition and weakens demand for the product at the international market. Tonga needs to increase promotion of origin-based branding of our products such as Buy Tonga made brand. This initiative will require research and assessment, design of the brand, testing and outreach program, marketing and medfia coverage, stakeholder engagement andd training and monitoring and evaluation.
10	Development of National Export Promotion Strategy	\$80,000	FY2025-2026	To unlock Tonga’s export potential, the Ministry proposed the development of a comprehensive National Export Promotion Strategy. This strategy will provide a structure roadmap for increasing export volumes, diversifying export products and markets and strengthening Tonga participation in international trade. Tonga’s current export activities are fragmented, with limited coordination, data and targeted support for exporters and growers alike. It is a necessity that a national strategy is developed to consolidate the efforts across government, private sectors and development partners to improve efficiency, align resources and

				<p>promote export in a systematic and impactful manner that recognized the contribution of all stakeholders in the export pathway.</p> <p>The objectives of the strategy is to identify high potential export products and market, address barriers to market entry, enhance trade facilitation and trade logistics, market intelligence, sector and market analysis, gap assessment and support SMEs and exporters in the export industry. Without the strategy, Tonga's export activities are fragmented and no clear roadmap to guide the growth of the export industry.</p>
11	Pricing Portal System	\$50,000	FY2025-2026	
12	Vanilla Production Development Grant (\$20,000 x15 recipients)	\$300,000	FY2025-2026	<p>Vanilla is one of Tonga's high value agri-commodities at the international markets and hence should be encouraged for mass production and to become a key export commodity for Tonga. The price for processed vanilla ranges from \$800 to \$1,000 a kilo at the local market.</p> <p>The purpose of Vanilla Development Grant is to provide support to the existing vanilla farmers through providing access to the necessary equipment and tools that can assist farmers with their crop's enhancements, crop maintenance and vanilla processing. The grant will be administered and distributed by the Ministry through a set criteria. Lack of dedicated support for this industry will result in smallholder farmers exiting from this cash crop.</p>
13	Review of the Tonga Trade Policy Framework	To seek donor fund	FY2025/2026	
14	Tonga Trade and Investment Board -reforms	Donor Funded	FY2025-2026	<p>The Tonga Trade &amp; Investment Board (TTIB) is a long term initiative dedicated to facilitating trade and investment promotion in Tonga. TTIB will act as an independent body responsible for stabilizing the market access of Tonga's exports to key trading markets and consideration of other relevant destinations where Tonga could perform better with a dedicated marketing body. Tonga currently lacks a centralized, high level structured institution or organization dedicated to facilitating trade and investment. Existing functions are fragmented across multiple agencies and private sector engagement. TTIB will serve as a one stop shop for investors and exporters in terms of promotional activities.</p>

				<p>Tonga Trade &amp; Investment Board is a long- term measure to help smallholder farmers to secure trade and investment opportunities and establish critical supply chains, whilst protecting the exporters and commercial market overseas. The focus is to assist growers/farmers in export of fresh agricultural produce and agri-processing products from Tonga to enter new market, yet to be explored by existing commercial and private exporters.</p> <p>The Board will assist in connecting exporters with key international supply chains and help businesses get Tongan products to international customers smoothly, quickly and less costly. The primary objective of the Board is to facilitate market connections for smallholder farmers to support stronger growth in the private sector, cooperative societies, secure marketing and export opportunities of new potential and value-added products to a newly discovered market, guarantee protection of current exporters by refraining from intervention to supply formal markets already established under</p>
15	Development of a comprehensive National Investment Policy Framework and a Foreign Direct Investment Guide for Tonga	To seek donor fund	FY2025-2026	
16	Development of the Tonga National Apprenticeship Policy	Donor Funded	FY2025-2026	<p>Based on the success of the Tonga Quality Apprenticeship Pilot Program in 2024 it is critical that we harness the best practices and scale up an apprenticeship system that supports business growth and increases employment. The Policy is envisioned to be a living document that guides implementation of an apprenticeship sytem that develops appropriate skills for our priority sectors. Development of the Policy is donor funded, and implementation from FY2026/27 – FY2029/30 is anticipated to be both govt and donor funded.</p>
17	Tonga Employment Newtork (TEN) – An Online Platform for Job Search in Tonga	Donor Funded	FY2025-2026	<p>An online platform, jobseektonga, will enhance employment services and allow more efficient and effective job search, job advertisement and job matching. Digitalizing job search and matching will allow manpower for this activity to be redirected to other priority works. Cost implication for govt would be in the use of A.I. featured functions when the sytem is online (anticipated to be launched in FY2026-27).</p>
18	Development of the Tonga National Employment Policy	Donor Funded	FY2024-2025 to FY2025-2026	<p>The purpose of the Tonga National Employment Policy is to address persistent labour market challenges and drive sustainable, inclusive economic growth. Key objectives include reducing</p>

				unemployment and underemployment through targeted interventions that create decent, full-time jobs in the formal economy. It emphasises aligning education and vocational training with market needs. The Tonga NEP is crucial to increasing employment and promoting decent work.
19	Career Awareness Program	\$20,000	FY2025 - 2026	Studies show one of the challenges to reducing unemployment, and youth not in the labour force, is skills mismatch. Pathways to employment is often deterred by mismatch between the skills that the industries require and the training and learning provided by institutes. For instance, a lot of focus is on formal education, but jobs in the local market, especially in the private sector industries, is in trades.
20	Career Expo	80,000 (To seek donor fund)	FY2026 - 2027	The Career Awareness Program (CAP) is to increase secondary school students, and job seekers, awareness of the link of their subject choices to career options; to make informed subject choices.

### 3 MTED BUDGET AND STAFFING

The Ministry restructured its budget to improve alignment with the changes in this Corporate Plan. The budget and staff allocations for the delivery of the Ministry's organizational outputs are provided in the following tables.

**Table 5 MTED Budget by Recurrent, Development and item**

Expenditure Item (\$m)	2024/25	2025/26	2026/27	2027/28
Established Staffs (10xx)	2.83	2.95	2.95	2.95
Un established Staff (11xx)	0.30	0.19	0.19	0.19
Travel and Communication (12xx)	0.67	0.64	0.64	0.64
Maintenance and Operation (13xx)	0.23	0.24	0.24	0.24
Purchases of Goods and Services (14xx)	1.40	1.28	1.28	1.28
Grant and Transfer (15xx)	1.69	0.80	0.80	0.80
Assets (20xx)	0.18	0.09	0.09	0.09
<b>Total Ministry Expenditure</b>	<b>7.40</b>	<b>6.19</b>	<b>6.19</b>	<b>6.19</b>

**Notes:**

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

**Table 6 MTED Total Staff by Key Category**

Category	FY2024/25	FY2025/26	FY2026/27	FY2027/28
Executive Staff (Levels 0 to 2)	8	9	9	9
Professional Staff (Levels 3 to 9)	35	51	51	51
Other Staff (Levels 9A to 14A)	39	50	50	50
<b>Total Established Staff</b>	<b>82</b>	<b>110</b>	<b>110</b>	<b>110</b>
Unestablished Staff	13	20	20	20
<b>Total Staff</b>	<b>95</b>	<b>130</b>	<b>130</b>	<b>130</b>

## 4 MTED PROGRAMS AND SUB-PROGRAMS

### 4.1 PROGRAM 1: LEADERSHIP POLICY AND PLANNING

This program is a newly established program due to restructuring as shown in the results map. The Leadership and Corporate Services program previously comprised for four (4) sub-programs but now the new Leadership, Policy and Planning has only four (3) sub-programs:

1. *Office of the Minister and CEO*
2. *Policy and Planning*
3. *Procurement & Internal Audit*

#### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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#### 4.1.1 MAJOR CUSTOMERS

The key clients of the Leadership and Corporate Services Program includes the following internal and external stakeholders:

1. Divisions of the Ministry
2. Legislative Assembly
3. Cabinet
4. Government's Ministries
5. Development Partners
6. Businesses
7. Consumers
8. Investors



#### 4.1.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 7 Outputs, Activities and KPIS for Program 1: Leadership, Policy & Planning**

ORGANIZATIONAL OUTPUT 1: Efficient and effective leadership and management								
Divisional Output 1.1: Executive leadership of the Ministry's programs							SDG/TSDF	
Sub-program	ACTIVITY/OUTPUT	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #
1.1 Office of the Hon. Minister and CEO.	Development of clear vision and strategy, employee empowerment, promoting innovation, upholding integrity, collaborating with stakeholder and achieving measurable results.	Unemployment Rate	2.30% (2025)	Decrease from previous baseline	Decrease from previous baseline	Decrease from previous baseline	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
		Increase in real GPD	1.8% (2024)	Increase from previous baseline	Increase from previous baseline	Increase from previous baseline		
		Stakeholder Satisfaction Survey	60%	80%	85%	90%	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
Divisional Output 1.2							SDG/TSDF	
Sub-program	ACTIVITY	KPIs	2024/25 (baseline)	2023/24	2024/25	2025/26	Targets #	Indicators #
Policy and Planning	Strategic policy development, planning monitoring and evaluation to ensure the Ministry achieve its objectives.	Annual Report is submitted by September of each year to LA.	September (100%)	100%	100%	100%	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
		Corporate Plan assessment from PMO is “green”	Green (95 - 100%)	Green	Green	Green	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1

		Monitoring & Evaluation/ Dashboard	N/A	Completed	N/A	N/A	2.a 8.1 10.1 16.6	2.a.1 8.1.1 10.1.1 16.6.1
<b>Divisional Output 1.3:</b>							<b>SDG/TSDf</b>	
<b>Sub-program</b>	<b>ACTIVITY</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>1.3 Procurement &amp; Internal Audit</b>	Strengthen governance, transparency and financial accountability.	% of Procurement Compliance	100%	100%	100%	100%	2.a 8.1 10.1 16.6	
		Audit Report TLA “green”	Light Green	Green	Green	Green	2.a.1 8.1.1 10.1.1 16.6.1	

#### 4.1.3 BUDGET

The recurrent budget and staff appropriations for Program 1 in 2025/26 – 2027/28 are provided below.

**Table 8 Budget for Program 1: Leadership, Policy & Planning**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
Total Recurrent (\$)	2,167,900	431,100	431,100	431,100
Salaries	958,600	357,100	357,100	357,100
Operations	1,209,300	74,000	74,000	74,000
Total Established Staff	32	8	8	8
Executive Staff	3	3	3	3
Professional Staff	8	1	1	1
Other Staff	22	2	2	2
Unestablished Staff	4	2	2	2

## 4.2 PROGRAM 2: TRADE NEGOTIATION AND FACILITATION

The Trade Negotiation and Facilitation has only two (2) sub-programs:

1. *Trade Negotiation*
2. *Trade Facilitation*

### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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#### 4.2.1 MAJOR CUSTOMERS:

The key clients of the Trade Negotiation & Facilitation Program include the following internal and external stakeholders:

1. Divisions of the Ministry
2. Government's Ministries
3. Development Partners
4. Businesses
5. Consumer
6. Investors
7. WTO and FTA parties

#### 4.2.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 9 Outputs, Activities and KPIS for Program 2: Trade Negotiation and Facilitation**

<b>ORGANIZATIONAL OUTPUT 2: Enable greater access to, and use of overseas trade and strengthen public/private partnership</b>								
<b>Divisional Output 2.1: Increased market access for Tongan exports and advance Tonga's gains from international trade</b>							<b>SDG/TSDF</b>	
<b>Sub-program</b>	<b>Activity</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicator s #</b>
<b>2.1 Trade Negotiation and Policy</b>	Coordinate and monitor the implementation of the World Trade Organization (WTO) obligations.	No. WTO notifications & ratifications executed	10	10	10	10	8.1 10.b	8.1.1 10.b.1
	Coordinate and formulate national positions and deliver activities at Multilateral and Regional level	No. of high-level meetings participated in and timely submission of national positions to address identified issues	3	3			8.1 10.b	8.1.1 10.b.1
	Preparation for accession to the interim Economic Partnership Agreement and Post Cotonou Agreement	% of accession process completed	50%	100%	0%	0	8.1 10.b	8.1.1 10.b.1
	Assessing Tonga's readiness to trade under PICTA and its Implementation upon completion of the domestic legislative reforms	No. of steps completed for declaring readiness to trade under PICTA	1	0			8.1 10.b	8.1.1 10.b.1
	Secretariat to the Tonga National Trade Committee (TNTC)	No. of meetings convened and facilitated	5	5	5	5	8.1 10.b	8.1.1 10.b.1
<b>Divisional Output 2.2: Efficient and transparent facilitation and monitoring services of trade policies and agreements</b>							<b>SDG/TSDF</b>	
<b>Sub-program</b>	<b>Activity</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicator s #</b>

<b>2.2 Trade Facilitation &amp; Monitoring</b>	Secretariat to the NTFPC Working Committees	No. of meetings convened and facilitated	2	4	5	4	16.6	16.6.1
	Monitoring and facilitating the implementation of trade related strategies	No. of progressive report and related activity on: (1) Tonga Policy Framework 2017 - 2025 (2) Tonga E-Commerce Strategy and Roadmap	3	3	3	3	16.6	16.6.1
	Monitor the implementation of the PACER Plus Agreement work programme	Number of market access issues/activity identified and approved	2	2	6	2	16.6	16.6.1
		Number of PACER Plus projects completed as scheduled	6	6	2	6		
		Number of commodities added to the Tonga Trade Information Portal website	10	10	10	10		
	Public Private Dialogue Framework	No. of meetings convened and facilitated	6	6	6	6	17.13	17.13.1
		Successful completion of the Annual Business Conference	1	1	1	1		
	Marketing and promotion of local businesses (Tonga Trade Fair)	Completed as scheduled	1	1	1	1	17.13	17.13.1



#### 4.2.3 BUDGET

The recurrent budget and staff appropriations for Program 2 in 2025/26 – 2027/28 are provided below.

**Table 10 Budget for Program 2: Trade Negotiation & Facilitation**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
Total Recurrent (\$)	919,300	422,600	422,600	422,600
Salaries	286,800	257,800	257,800	257,800
Operations	632,500	164,800	164,800	164,800
Total Established Staff	6	9	9	9
Executive Staff	1	1	1	1
Professional Staff	4	8	8	8
Other Staff	1	0	0	0
Unestablished Staff	0	0	0	0

### 4.3 PROGRAM 3: BUSINESS SUPPORT

The Export Development and Export Marketing Units has now been merged. As a result, Business Support program has now only three (3) sub programs:

1. *Business Incubator*
2. *Business Accelerator*
3. *Export Development Marketing*

#### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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#### 4.3.1 MAJOR CUSTOMERS:

The key clients of the Business Support Program are stakeholders who are engaged in international trade in goods and services. This also includes local businesses and entrepreneurs both in the informal as well as in the formal sectors. These include:

1. Small-scale exporters
2. Export-ready businesses who have not exported
3. Importers
4. Domestic businesses/investors
5. Labour mobility workers/Unemployed
6. General Public
7. Existing and potential Informal MSMEs & Cooperatives
8. Agricultural smallholder farmers
9. Artisan fishermen and aquaculture farmers
10. Women entrepreneurs & Handicraft makers
11. Youth entrepreneurs

#### 4.3.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 11 Outputs, Activities and KPIS for Program 3: Business Support Program**

ORGANIZATIONAL OUTPUT 3: Strengthened targeted support programs that increases Tongan exports, encourage import substitution and built the production capacity of local businesses								
Output 3.1: Increase targeted development support to build the productive capacity of informal businesses							SDG/TSDF	
Sub-program	Activity	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #
3.1 Business Incubator	Implement business entrepreneurial capacity building programs for micro MSMEs and Informal Sector pre-start up and start up training (Tongatapu and Outer Islands)	Number of Informal MSME Business Trainings and Workshops held	24	30	40	50	2.3	2.3.2
	Implement informal MSME Product Development projects for targeted start-up businesses	Number of Informal businesses assisted in the Product Development Project	60	80	100	120	2.3	2.3.2
	Implement business entrepreneurship trainings for pre-start up and start up entrepreneurs in the Labour Mobility Scheme	Number of participants in the Labour Mobility Scheme participated in the training	20	30	40	50	2.3	2.3.2
Output 3.2: Increase targeted development support to formal businesses							SDG/TSDF	
Sub-program	Activity	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #

<b>3.2 Business Accelerator</b>	Develop and implement business training for local businesses on managerial capacity and entrepreneurial development based on needs assessment	Number of local businesses participated in business training program	20	30	40	50	9.2	9.2.1
	Design and implement business development services through business coaching, business advisory services and mentoring programs for local businesses	Number of local businesses participated in business coaching and mentoring program	5	10	20	30	9.2	9.2.1
	Implement MSME Product Development Assistance Programs for local businesses	Number of local businesses assisted on MSME Product Development Assistance program	20	30	40	50	9.2	9.2.1
	Coordinate and implement trade shows and networking events to showcase and promote local businesses and local products	Number of Shows and Exhibitions are organized and facilitated for participations of Local Manufacturing Businesses.	3	4	5	6	9.2	9.2.1
	Coordinate and implement the Agricultural Show Program (Tongatapu, Vava'u, Ha'apai, 'Eua, 2 Niua's)	Number of local businesses participated and promoted in the Agriculture Show per island	-	30	40	50	9.2	9.2.1

Output 3.3: Increase volume of export and overseas market access opportunity							SDG/TSDF	
Sub-program	Activity	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #
3.3 Export Development & Marketing	Monthly export of fresh and frozen produce to NZ/Australia by MTED	Number of containers exported to overseas market	12	13	14	15	9.3	9.3.1
	Monitor the implementation of kava/vanilla processing facilities assistance	Number of kava and vanilla facilities monitored and surveyed per island	-	20	30	40	9.3	9.3.1
	Design and development of packaging materials	Design and materials endorsed and utilized		1			9.3	9.3.1
	Renewal of Lapaha Pack house HACCP certification	Percentage of HACCP compliance	100%	100%	100%	100%	9.3	9.3.1
	MTED Export brand	Brand endorsed and implemented		1			9.3	9.3.1
	Development of Kava Bill 2025	Kava Bill 2025 is enacted and implemented	30%	70%			9.3	9.3.1
	Market intelligence for watermelon in Samoa, Fiji	Number of new markets secured Samoa, Fiji	0	2	3	3	9.3	9.3.1
	Marketing mission to New Zealand, Australia and USA	Increase number of new markets secured	2	3	4	4	9.3	9.3.1
	Export Development & Marketing Assistance Project	Number of local businesses assisted	0	10	15	20	9.3	9.3.1

#### 4.3.3 BUDGET

The recurrent budget and staff appropriations for Program 3 in 2025/26 – 2027/28 are provided below.

**Table 12 Budget for Program 3: Business Support Program**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
Total Recurrent (\$)	1,907,400	903,000	903,000	903,000
Salaries	412,500	350,800	350,800	350,800
Operations	1,494,900	552,200	552,200	552,200
Total Established Staff	5	16	16	16
Executive Staff	1	1	1	1
Professional Staff	4	8	8	8
Other Staff	0	5	5	5
Unestablished Staff	1	2	2	2



#### 4.4 PROGRAM 4: BUSINESS REGISTRY, INVESTMENT & INTELLECTUAL PROPERTY

This program is comprised the following three (3) sub-programs:

1. *Business Registry & Investment*
2. *Intellectual Property*
3. *Compliance & Enforcement*

##### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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##### 4.4.1 MAJOR CUSTOMERS

The key customers of the Business Registry, Investment & IP Program serves a wide range of formal business enterprises. They include the following:

1. Sole traders
2. Companies
3. Partnerships
4. Potential entrepreneurs
5. Foreign investors and potential foreign investors
6. Credit Unions and Cooperatives
7. Charitable Trusts
8. Incorporated Societies
9. Inventors and creators
10. IP owners (patent owners, industrial design owners, etc.)

#### 4.4.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 13 Outputs, Activities and KPIS for Program 4: Business Registry, Investment & IP**

<b>ORGANIZATIONAL OUTPUT 4: Enabling Business Environment that is conducive to inclusive, sustainable and resilient economic growth</b>								
<b>Divisional Output 4.1: Improved business registry system and investment climate that is conducive for business start-up, business growth and investment</b>							<b>SDG/TSDF</b>	
<b>Sub-program</b>	<b>Activity</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>4.1 Business Registry &amp; Investment</b>	Enhanced Regulatory framework for Businesses	Number of Business Legislations & Regulations reviewed and amended	1	2	1	2	8.1	8.1.1
	Enabling ease of doing Business	Percentage of businesses processed within prescribed timeline	50%	60%	70%	80%	8.1	8.1.1
	Enhanced Investment Climate for Potential Investors	Percentage of Investment processed within prescribed timeline	50%	60%	70%	80%	8.1	8.1.1
	Increase revenue through business registration	Percentage of new businesses being registered	50%	60%	70%	80%	8.1	8.1.1
	Promotion and marketing Tonga as an Investment destination	Number of promotional activities being carried out. Development of Foreign Investment Promotional pack.	1	2	2	3	8.1	8.1.1

Divisional Output 4.2: Innovative and creative IP system that strengthen business competitiveness and increased demand for IP services							SDG/TSDF	
Sub-program	Activity	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #
4.2 Intellectual Property	Enhanced Regulatory Framework for IP	Number of legal framework reviewed and amended	1	2	1	2	8.2	8.2.1
	Increase revenue through IP registrations	Percentage of new Intellectual Property Rights being registered	50%	60%	70%	80%	8.2	8.2.1
	Increase awareness of businesses on IP Rights	Percentage of businesses being aware of Intellectual Property Rights and its benefits	20%	30%	40%	50%	8.2	8.2.1
Divisional Output 4.3: Increase in business compliance and a better Intellectual Property Rights system							SDG/TSDF	
Sub-program	Activity	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #
4.1 Business Compliance & Enforcement	Increase in business compliance	Percentage of compliance of registered businesses	40%	50%	60%	70%	16.6	16.6.2
	Improved Inter-agency coordination	Percentage of joint operations rated successful	50%	60%	70%	80%		16.6.2
	Increase Intellectual Property Rights enforcement	Percentage of registered Trademark, Industrial Designs and Patents are inspected	10%	15%	20%	30%		

#### 4.4.3 BUDGET

The recurrent budget and staff appropriations for Program 4 in 2025/26 – 2027/28 are provided below.

**Table 14 Budget for Program 4: Business Registry, Investment & IP**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
Total Recurrent (\$)	919,200	1,083,400	1,083,400	1,083,400
Salaries	545,600	526,600	526,600	526,600
Operations	373,600	556,800	556,800	556,800
Total Established Staff	10	26	26	26
Executive Staff	1	1	1	1
Professional Staff	4	10	10	10
Other Staff	5	12	12	12
Unestablished Staff	4	3	3	3

## 4.5 PROGRAM 5: CONSUMER PROTECTION & FAIR TRADE

The Consumer Protection & Fair-Trade program consists of three (3) sub-programs:

1. *Consumer Awareness*
2. *Price Control*
3. *Compliance & Enforcement*

### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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#### 4.5.1 MAJOR CUSTOMERS:

The key clients of the Consumer Protection and Fair-Trade Program are primarily consumers. However, the program also provides services to registered businesses including:

1. Distributors (wholesalers, importers)
2. Retailers (shops and service stations)
3. Regulated service providers (taxis, heavy trucks, buses)
4. Suppliers of petroleum and LPG
5. Power Utility

#### 4.5.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 15 Outputs, Activities and KPIS for Program 5: Consumer Protection & Fair Trade**

<b>ORGANIZATIONAL OUTPUT 5: Strengthened consumer awareness and redress mechanism to empower and protect the interest of consumers</b>								
<b>Divisional Output .1: Increase in consumer awareness to make informed decisions based on available data and information</b>							<b>SDG/TSDF</b>	
<b>Sub-program</b>	<b>Activity</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>5.1 Consumer Awareness</b>	Regulatory framework to protect Consumers	Submission to Cabinet of the following : 1. Consumer Protection Bill 2025 and Regulation 2. Development of the Competition Bill 3. Amendments to the Weights and Measures Act and Regulation 4. Price and Wage Control Bill and regulation	20%	50%	80%	100%	16.6	16.6.1
	Developments in Standards, competition & legal metrology	number of activities developed	1	2	3	4	16.6	16.6.1
	Better collaboration with international and regional organisation	Number of memberships endorsed	1	2	3	4	16.6	16.6.1
	Implementation of Consumer Awareness and Education programs	Improved Consumer Awareness of roles and responsibilities	0%	20%	30%	40%	16.6	16.6.1



	Consumer complaints registrations and information desk	Percentage of registered complaints received and resolved.	50%	60%	70%	80%	16.6	16.6.1
<b>Divisional Output 5.2: Targeted goods and services remain affordable and that fair market is accessible</b>							<b>SDG/TSDF</b>	
<b>Sub-program 5.2 Price Control</b>	<b>Activity</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
	Accurate and affordable pricing of Petroleum Products ( diesel, petrol & kerosene)	% business compliance and affordable prices	50%	60%	70%	80%	2.1	2.1.1
	LPG quarterly and annual review Report	% business compliance and affordable prices	50%	60%	70%	80%	2.1	2.1.1
	Other Regulated Goods and Service	% business compliance and affordable prices	20%	30%	40%	50%	2.1	2.1.1
<b>Divisional Output 5.3: Increase in business compliance and promote fair trade practice</b>							<b>SDG/TSDF</b>	
<b>Sub-program 5.3 Compliance and Enforcement</b>	<b>Activity</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
	Enforcement of the administered legislations	% of business compliance	20%	20%	25%	30%	16.6	16.6.1
	Improved business compliance with the accuracy of measures/length	Development and establishment of Legal Metrology Laboratory	0	40%	50%	80%	16.6	16.6.1

#### 4.5.3 BUDGET

The recurrent budget and staff appropriations for Program 5 in 2022/23 – 2023/24 are provided below

**Table 16 Budget for Program 5: Consumer Protection & Fair Trade**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
Total Recurrent (\$)	706,400	833,000	833,000	833,000
Salaries	387,200	561,800	561,800	561,800
Operations	319,200	271,200	271,200	271,200
Total Established Staff	14	30	30	30
Executive Staff	1	1	1	1
Professional Staff	6	10	10	10
Other Staff	7	13	13	13
Unestablished Staff	2	6	6	6

## 4.6 PROGRAM 6: LABOUR

The Labour Program is comprised of the following two (2) sub-programs:

1. *Labour Market & Information*
2. *Labour Standards*

### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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#### 4.6.1 MAJOR CUSTOMERS:

The key clients of the Labour Program are stakeholders in the labour market. These include:

1. Workers in the domestic labour market (both locals and foreign, and formal workers in both the formal and informal sector)
2. Registered businesses and employers
3. Workers' associations
4. Employers' associations
5. Unemployed working population
6. School children under 18

#### 4.6.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 17 Outputs, Activities and KPIS for Program 6: Labour**

<b>ORGANIZATIONAL OUTPUT: Better labour market conditions and standards that support business growth, decent work and higher labour participation</b>								
<b>Output 6.1: Increase employment through the availability of labour market information and evidence-based interventions.</b>							<b>SDG/TSDf</b>	
<b>Sub-program</b>	<b>Outcome</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>6.1 Labour Market &amp; Information</b>	Increase stakeholder awareness (KILM).	Annual labour market bulletin is published.	0	0	1	1	8.3, 8.5, 8.6, 8.7, 8.8, 8.9	8.3.1, 8.5.1, 8.5.2, 8.6.1, 8.7.1, 8.8.1, 8.8.2, 8.9.1, 8.9.2
	Improved labour demand statistics.	No. of establishment surveys implemented in partnership with the TCCI.	1	0	1	0	8.5, 8.6, 8.7, 8.8, 8.9	8.5.1, 8.5.2, 8.6.1, 8.7.1, 8.8.1, 8.8.2, 8.9.1, 8.9.2
	Increased employment of job seekers.	% of job seekers that are employed.	10%	20%	20%	20%	8.5, 8.6, 8.7, 8.8, 8.9	8.5.1, 8.5.2, 8.6.1, 8.7.1, 8.8.1, 8.8.2, 8.9.1, 8.9.2
	Tonga Employment Network (TEN) is launched for public use.	Fully functional TEN.	0	1	0	0	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Increased awareness of career options.	No. of awareness program implemented, (i) schools and (ii) job seekers.	0	3	5	5	8.5, 8.6	8.5.1, 8.5.2, 8.6.1

	Evidence-based policy advice is provided.	% of advice accepted.	80%	90%	90%	90%	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Tonga's Labour Mobility Supply Management Strategy (TLMSMS) is implemented.	% of activities (In the TLMSMS-IP) completed.	0	1	3	5	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
	Develop labour and employment policies and strategies that promotes decent work and increase employment in Tonga.	Cabinet endorsed for implementation the (i) Tonga National Employment Policy, (ii) Tonga National Apprenticeship Policy, (iii) Tonga Reintegration Strategy.	0	1	2	0	8.5, 8.6	8.5.1, 8.5.2, 8.6.1
<b>Output 6.2: Effective labour standards are established to promote decent work.</b>								<b>SDG/TSDf</b>
<b>Sub-program</b>	<b>Outcome</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>6.2 Labour Standards</b>	Way forward to enact the ERA2020 is determined and actioned.	No. of follow-up with the AGO/PMO.	1	2	1	0	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Tonga's ILO obligations are fulfilled.	1. No. of reports submitted to the ILO (ILO Constitution Article 22). 2. No. of General Surveys (GS) completed. 3. No. of submissions to the Privy Council	1	1	3	3	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2

		(ILO Constitution Article 13).						
	Ratification of ILO's core conventions.	No. of core conventions ratified.	0	0	1	1	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Increase Tonga's visibility and engagement regional level meetings and the International Labour Conference (ILC).	1. No. of meetings attended at regional level. 2. No. of ILC attended.	1	1	2	1	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	ILO missions are well facilitated.	% of ILO in-country programs completed.	100%	100%	100%	100%	8.5,8.7, 8.8	8.5.1,8.5.2, 8.7.1,8.8.1, 8.8.2
	Re-establish the Tonga National Tripartite Consultation Committee (TNTCC)	TNTCC is re-established and functional.	1	0	1	1	8.2, 8.5, 8.6,8.9, 8.b	8.2.1, 8.5.2, 8.6.1, 8.9.1, 8.b.1
	Tonga Decent Work Country Program (DWCP) is developed.	DWCP is reviewed and approved.	0	0	0	1	8.2, 8.5, 8.6,8.9, 8.b	8.2.1, 8.5.2, 8.6.1, 8.9.1, 8.b.1

#### 4.6.3 BUDGET

The recurrent budget and staff appropriations for Program 6 in 2025/26 – 2027/28 are provided below.

**Table 18 Budget for Program 6: Labour**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
Total Recurrent (\$)	463,100	283,300	283,300	283,300
Salaries	207,700	246,500	246,500	246,500
Operations	255,400	36,800	36,800	36,800
Total Established Staff	6	7	7	7
Executive Staff	1	1	1	1
Professional Staff	5	5	5	5
Other Staff	0	0	0	0
Unestablished Staff	1	1	1	1

## 4.7 PROGRAM 7: CORPORATE SERVICE PROGRAM

The Human Resource, Accounts and ICT components previously under the Leadership and Corporate Services program has been diverted to this new program now known as Corporate Services Program. It has the following three (3) sub-programs:

1. *Human Resource and Administration*
2. *Accounts*
3. *Information and Communications Technology*

### CHANGES:

Link to last CP	Ongoing	Minor change	Major Change	New
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### 4.7.1 MAJOR CUSTOMERS:

The key clients of the Corporate Services Program includes the following internal and external stakeholders:

1. Divisions of the Ministry
2. Legislative Assembly
3. Cabinet
4. Government's Ministries
5. Development Partners
6. Businesses
7. Consumers
8. Investors



#### 4.7.2 OUTPUTS, ACTIVITIES AND KPIS

**Table 19 Outputs, Activities and KPIS for Program 7: Corporate Services**

<b>ORGANIZATIONAL OUTPUT 1: Efficient and effective organisation in delivering its output with the available resources</b>								
<b>Divisional Output 1.1: Improved efficient and effective Staff and Operations Management system</b>							<b>SDG/TSDF</b>	
<b>Sub-program</b>	<b>ACTIVITY</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>1.1 Human Resource and Administration</b>	Staff performance improvement through the implementation of the Performance Management System	Percentage of staff performance improvement in the FY	50%	60%	70%	70%	16.6	16.6.1
	Human Resource gaps are addressed in accordance with relevant procedures and regulations	Percentage of the vacancies filled from current vacancies and staff proposals	80%	90%	90%	90%		
		Percentage of dispute, disciplinary and grievance cases resolved in a timely manner	90%	90%	100%	100%		
	Staff are continuously upskilled and trained for professional development.	Percentage of the training needs analysis (TNA) conducted to meet the capacity gaps of the Ministry	0%	50%	60%	70%		
	Internal services are provided to support office operation	Percentage of staff entitlement requests are within respective timeframes	90%	90%	90%	90%		

		No of upgrades and maintenances to the office building and vehicles as required for Occupational Health & Safety	4	4	4	4		
<b>Divisional Output 1.2: Improved efficient financial management process</b>							<b>SDG/TSDF</b>	
<b>Sub-program</b>	<b>ACTIVITY</b>	<b>KPIs</b>	<b>2024/25 (baseline)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Targets #</b>	<b>Indicators #</b>
<b>1.2 Accounts</b>	Ministry budget is effectively allocated and disbursed to meet the resource needs of its programs and	Percentage of Budget utilization in compliance with Treasury Instructions and Financial Management regulations	90%	90%	90%	90%		
		Percentage of Budget transfer does not exceed threshold in accordance with Treasury Instructions	100%	100%	100%	100%		
	Fixed assets are properly registered, recorded and disposed of in accordance with asset management policies to support operational needs	No. of asset reports provided on timely manner	4	4	4	4		
	Revenue is accurately collected, recorded, and deposited in a timely manner to meet revenue targets (IP, Registry, Enforcement)	Percentage of revenue target met	90%	90%	90%	90%		

Divisional Output 1.3: Improved and effective Information Communication Technology system							SDG/TSDF	
Sub-program	ACTIVITY	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	Targets #	Indicators #
1.3 ICT	Reliable communication and ICT infrastructure are effectively maintained to support the Ministry's operation	Percentage of ICT gaps addressed per FY	90%	90%	90%	90%		
	The Ministry's website and online platforms are mainted and updated to disseminate information and enhance public engagement	Frequency and timeliness of updates on the Ministry's online portals.	90%	90%	90%	90%		

#### 4.7.3 BUDGET

The recurrent budget and staff appropriations for Program 6 in 2025/26 – 2027/28 are provided below.

**Table 20 Budget for Program 7: Corporate services**

DESCRIPTION	2024/25	2025/26	2026/27	2027/28
<b>Total Recurrent (\$)</b>	<b>2,167,900</b>	<b>2,235,000</b>	<b>2,235,000</b>	<b>2,235,000</b>
Salaries	958,600	940,500	940,500	940,500
Operations	1,209,300	1,294,500	1,294,500	1,294,500
<b>Total Established Staff</b>	<b>32</b>	<b>34</b>	<b>34</b>	<b>34</b>
Executive Staff	3	1	1	1
Professional Staff	8	9	9	9
Other Staff	22	18	18	18
<b>Unestablished Staff</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>

## ANNEX 1: MTED STATUTORY LEGISLATIONS

	Legislation	Purpose
1.	Business Licences Act	Licensing of business activities
	Business Licences Regulations	Implementation of the Business Licences Act
2.	Charitable Trusts Act	Incorporation and registration of religious, educational and other charitable trusts and societies
	Charitable Trusts Regulations 2009	Implementation of the Charitable Trusts Act
3.	Companies Act	Incorporation of companies and related matters
	Companies Regulations	Implementation of the Companies Act
	Companies (Liquidation) Regulations	Liquidation of companies
4.	Consumer Protection Act 2000	Protection of consumer interests
	Consumer Protection (Product Safety and Labelling Standards) Regulations	Product safety and labelling standards
5.	Co-operative Societies Act	Formation of Cooperatives and the regulation of their operation
	Co-operative Societies Rules	Rules to be adopted by cooperative societies
6.	Copyright Act	Protection of literary and artistic works
7.	Credit Unions Act	Formation of credit unions and their regulation
8.	Foreign Investment Act	Facilitation of foreign investment and reservation of certain business activities for Tongans
	Foreign Investment Regulations	Implementation of the Foreign Investment Act
9.	Incorporated Societies Act	Incorporation of non-profit organisations
10.	Industrial Property Act	Protection of industrial properties - patents, integrated circuits, industrial designs and trademarks
	Industrial Property Regulations 1998	Implementation of the Industrial Property Act
11.	Personal Property Securities Act	Facilitation of business and consumer credit by allowing the use of personal property as security

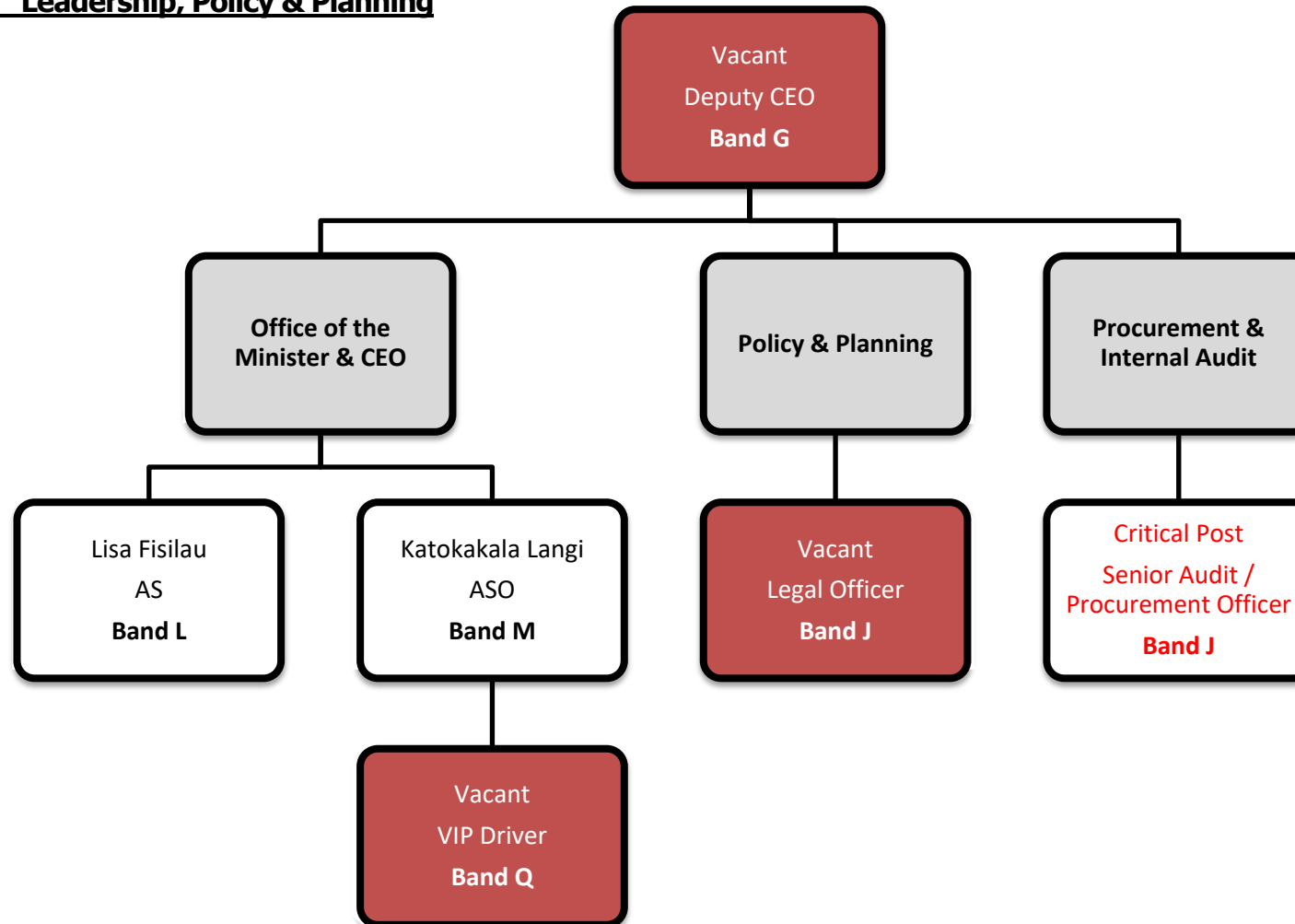
	Personal Property Securities Regulations	Implementation of the Personal Property Securities Act
12.	Price and Wage Control Act	Regulation of the price of goods and services and wage rates
13.	Protection against Unfair Competition Act	Protection of the intellectual property (Industrial properties and Copyright) of businesses
14.	Protection of Geographical Indications Act 2002	Protection of signs used on products that have a specific geographical origin
	Protection of Geographical Indications Regulations	Implementation of the Geographical Indications Act
15.	Protection of Layout-Designs (Topographies) of Integrated Circuits Act	Protection of plans which show the three dimensional locations of the electronic components of an integrated circuit
	Protection of Layout-Designs (Topographies) of Integrated Circuits Regulations	Implementation of the Protection of Lay-out Designs (Topographies) of Integrated Circuits Act
16.	Receivership Act 2015 (not yet in force)	Appointment of receivers, their powers and duties
17.	Registration of Business Names Act 2013	Registration of business names
	Registration of Business Names Regulations	Implementation of the Business Names Act
18.	Weights and Measures Act	Uniform standard and units of measurement

## ANNEX 2: DETAILED STAKEHOLDER ANALYSIS

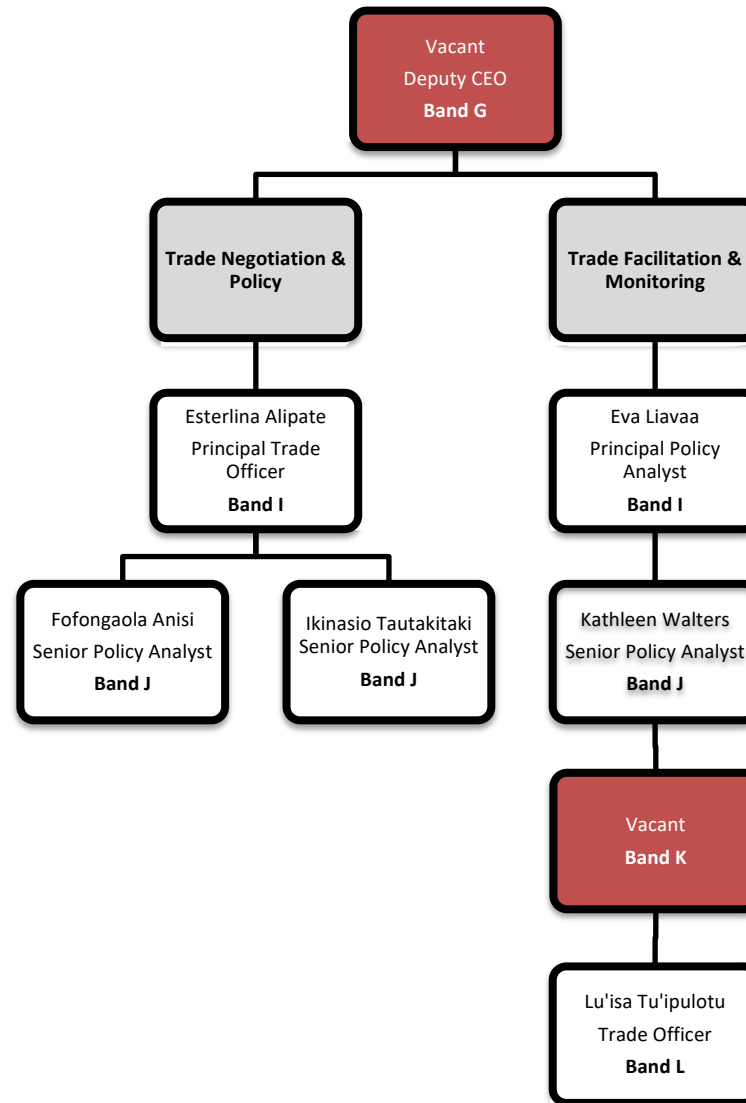
Stakeholder	Customer of MTED	Supplier to MTED	Partner with MTED	Oversight of MTED
	Received from/provided to MTED			
<b>Businesses</b>	Advice; guidance; instructions; services; information.	Feedback on service delivery; commercial goods; services.	Support of the MTED CP; co-implementers of PS development strategies.	Monitor; petition
<b>General Public (consumers)</b>	Advice; services; information.	Feedback on service delivery.		Vote; petition
<b>MDAs</b>	Advice; information.	Information; advice.	Operating effectiveness of government; support of the MTED CP (through coordinated activities on key outputs).	Oversight by PSC and MFNP – policy and operations.
<b>Development Partners</b>	Advice; instructions, services; information.	Development assistance and advice	Delivery of aid funded programs	Oversight of the development fund utilization through the MFNP.
<b>NSA, CSO, Churches</b>	Services; information.	Information.		Monitor; petition
<b>Cabinet</b>	Advice; recommendations; information.	Decisions.	Operating effectiveness of government.	Direction.
<b>LA</b>	Advice; recommendations; information.	Decisions; legislation.		Direction.
<b>Public Enterprises</b>			Support of MTED CP	

## ANNEX 3: DIVISIONAL ORGANISATIONAL STRUCTURES

### Program 1: Leadership, Policy & Planning

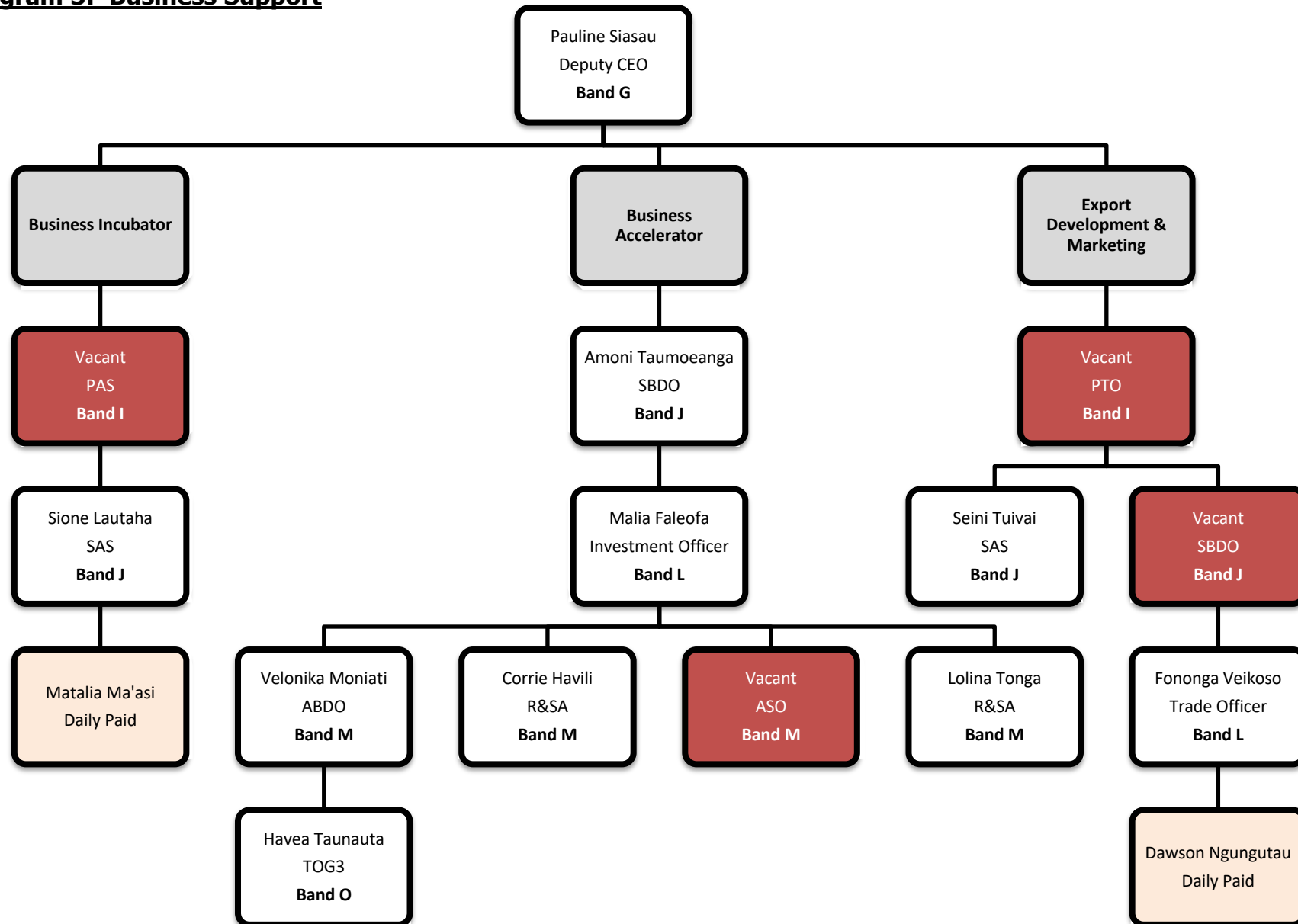


## Program 2: Trade Negotiation and Facilitation

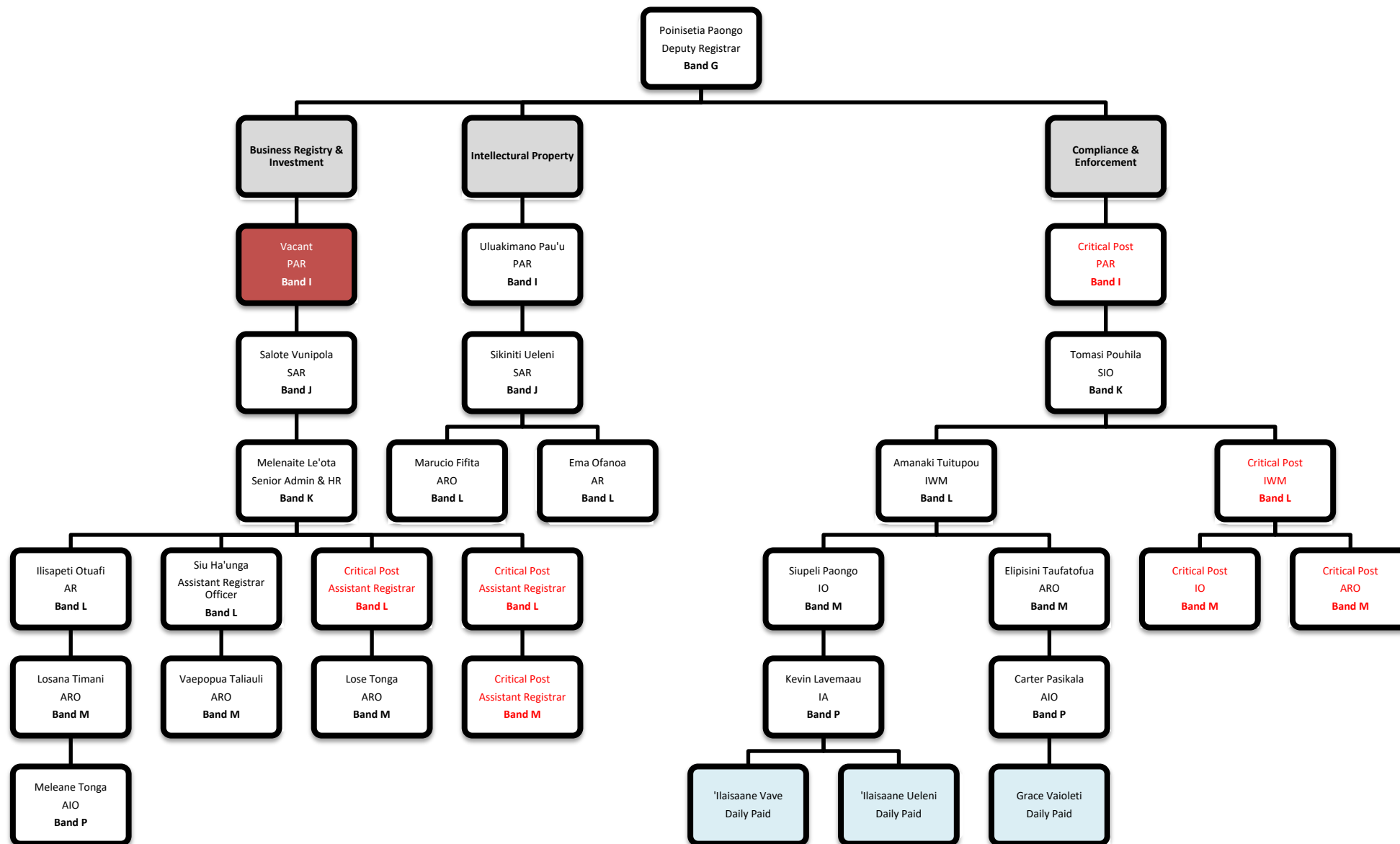




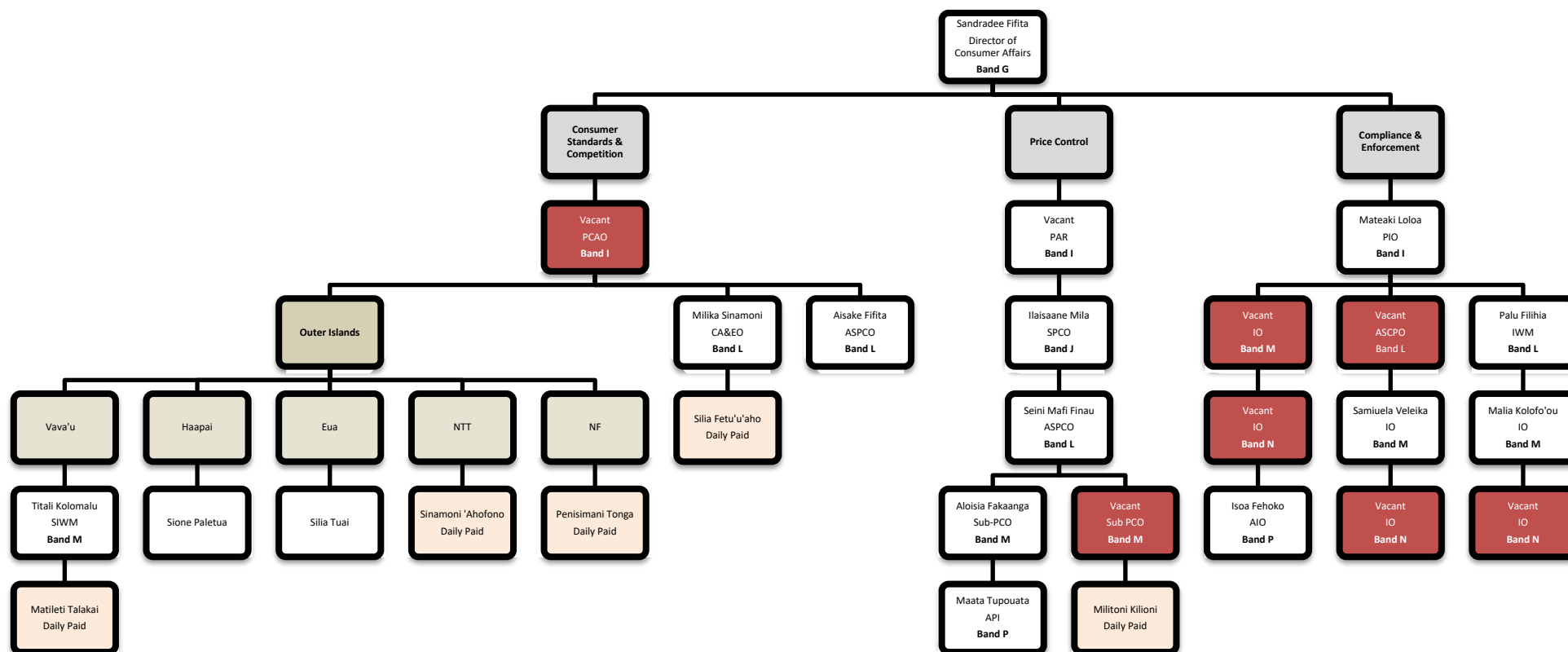
### **Program 3: Business Support**



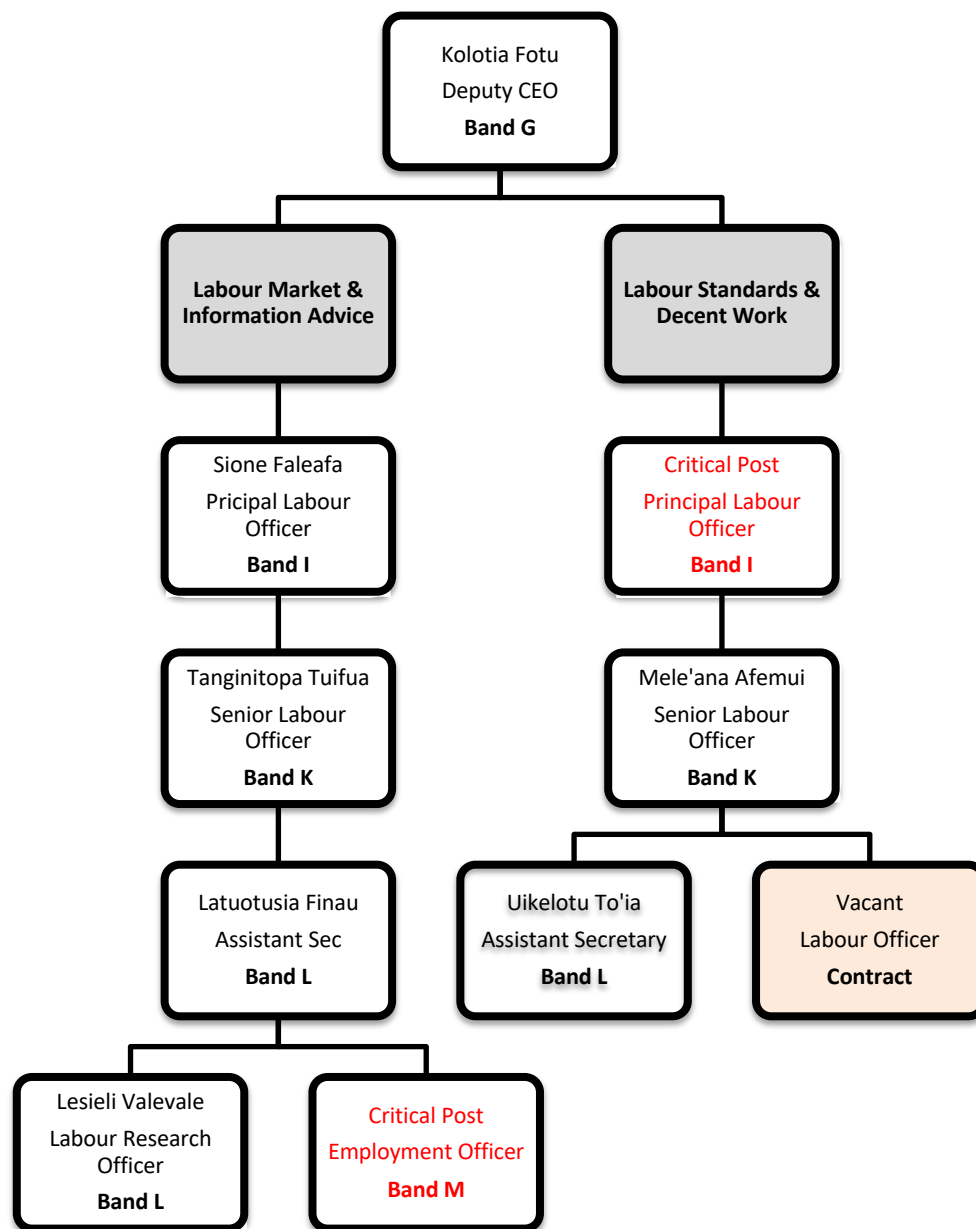
## **Program 4: Business Registry, Investment & Intellectual Property Department**



## Program 5: Consumer Protection and Fair Trade



## Program 6: Labour



## Program 7: Corporate Services

