



MINISTRY OF FISHERIES CORPORATE PLAN

FINANCIAL YEAR 2025/2026 - 2027/2028



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List of Abbreviations and Acronyms

ACIAR	Australian Centre for International Agricultural Research
ADB	Asian Development Bank
CCA	Climate Change Adaptation
CP	Corporate Plan
CITES	Convention on International Trade in Endangered Species
CMM	Conservation and Management Measures
COVID 19	Corona Virus Disease 2019
CSU	Central Service Unit
CSD	Corporate Services Division
DPRR	Disaster Preparedness Response and Recovery
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DPO	Development Policy Operation
FAO	Food Agriculture Organization of the United Nations
FFA	Forum Fisheries Agencies
FCD	Fisheries Compliance Division
FMDD	Fisheries Management and Development Division
FSED	Fisheries Science and Extension Division
FY	Financial Year
FRDP	Framework for Robust Development in the Pacific
GDL	Gob
GDP	Gross Domestic Product
GPA	Government's Priority Agenda
HACCP	Hazard Analysis Critical Control Point
HAMF	His Majesty Armed Forces
IDA	International Development Association
IUU	Illegal, Unregulated and Unreported (fishing)
JNAP 2	Joint National Action Plan 2
JPRM	Joint Policy Reform Matric
KPI	Key Performance Indicator
MCS	Monitoring Control and Surveillance
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MEIDECC	Ministry of Meteorology, Energy, Information Disaster Management, Climate Change and Communication
MET	Minister Education Training
MoF	Ministry of Fisheries
MOF	Ministry of Finance
MOI	Ministry of Infrastructures
MOFA	Ministry of Foreign Affairs
MORC	Ministry of Revenue and Customs
MTBF	Medium Term Budget Framework
NFC	National Fisheries Council
NIIP	National Infrastructure Investment Plan

NTSA	Niue Treaty Subsidiary Agreement
NCD	Non-Communicable Disease
NZ	New Zealand
N/A	Not applicable
OCS	Operational Compliance Strategy
OIE	World Organisation for Animal Health
PC	Pacific Community (formerly Secretariat of the Pacific Community (SPC))
PMU	Project Management Unit
PSC	Public Service Commission
PSMA	Port State Measures Agreements
PROP	Pacific Regional Oceans Cape Programme
SDG	Sustainable Development Goal (United Nations)
SFDRR	Sendai Framework for Disaster Risk Reduction
SMA	Special Management Area
SPC	Secretariat of the Pacific Community
TFSP	Tonga Fisheries Sector Plan
TSDF II	Tonga Strategic Development Framework
TPFES	Tonga Passenger Food Export System
UN	United Nations
UNCLOS	United Nations Convention on the Law of the Sea
UNDESA	United Nations Department of Economic and Social Affairs
WCPFC	Western and Central Pacific Fisheries Commission
WB	World Bank
Y/N	Yes/No

Foreword from the Minister



As the Minister responsible for the Ministry of Fisheries (MoF), to launch the Ministry's Corporate Plan for the Financial Year 2025/2026 – 2027/2028.

This Plan outlines the next three years' strategic vision and operational goals and continues its contribution to the principal economic backbone of Tonga. The comprehensive roadmap is designed to enhance sustainable fisheries management, promote economic growth within the sector, and ensure the protection of our marine ecosystems.

This Corporate Plan focuses on increasing fisheries production by improving the accessibility and affordability of seafood to the local people of Tonga and progressing the development of processing and export opportunities for economic growth. However, the Ministry has been securing five (5) Tuna Longline boats in FY 2025/26 to cater to our local market and food security.

A Second Tonga Fisheries Sector Plan (TSP II) 2025-2033 was developed to build on the momentum generated and the achievements of the first TFSP, which expired in April 2024. However, the Second Tonga Fisheries Sector Plan is still in draft and awaiting the approval of the cabinet before its implementation.

The objective of the Ministry of Fisheries is to guarantee that the Fisheries sector grows sustainably, consistently enhances its contribution to the National Economy and Gross domestic product, and secures food availability for the citizens of Tonga. It is my purpose to see the export of marine products increase, more people be employed in the fishing industry, the commercialization of the existing and new fisheries, and increased aquaculture development opportunities such as the farming of pearl oysters, sea cucumber, giant clams, prawns, mullet, and seaweed.

The fisheries sector has been in turmoil since the natural disaster of the HTHH volcano eruption in 2022, and the government is actively supporting and revitalizing the fishing industry. However, I do believe that the existing advanced social, political, and economic development environment in the country will enable the Fisheries Sector to continue growing progressively, in particular the sustainable development and management of the fisheries sub-sectors, namely inshore fisheries, coastal fisheries, off-shore fisheries, and aquaculture.

Collaborating effectively with all stakeholders in fisheries and development partners is essential, as the Ministry of Fisheries cannot independently achieve the sustainable development and management goals necessary for the fisheries sector. Hence, cooperation and the sharing of constructive ideas, knowledge, skills, resources, and effort are the best strategic actions that will lead to success. This financial year, MoF and the National Fisheries Council (NFC) still keep working together to ensure the availability of fresh fish at the local markets to be sold at affordable prices to support food security and also support the promoting of the fight against Non-Communicable Diseases (NCD).

I look forward to working closely with the Chief Executive Officer and staff of the MoF, and line Ministries to enhance the facilitation role of the Ministry by adopting a result-based in the implementation of the Corporate Plan to ensure the achievements of all expected outputs and outcomes stated clearly in the Tonga Strategic Development Framework II and the Tonga Fisheries Sector Plan.

Malo 'aupito,



.....
Hon. 'Aisake Valu Eke
Honourable Minister for Fisheries

Message from the CEO



This Corporate Plan (CP) covers the period 2025/26 to 2027/28. It presents an overall view of the Ministry's priority areas, which have a linkage to the Government Priorities Areas (GPA) and the relevant National and Organisational Outputs that are reflected in the Tonga Strategic Development Framework II (TSDFI) for 2015 – 2025.

The Plan will also consider the high-level expected outcomes provided in the TSDF II and TFSP II once it's approved. The TFSP II 2025 – 2033 highlights the priority area for investment that will maximise the sustainable contribution of the fisheries sector to food security and economic growth. It consists of four (4) components, and it focuses on Sustainable community fisheries, profitable and sustainable commercial fisheries and aquaculture, public and private investments and governance and capacity building. The ministry is also paying special attention to the development of initiatives for developing and further improving fisheries production for food security and economic well-being of the country.

The Ministry has revised its priorities for this FY to address the new government priority agenda (GPA) by re-organising into four (4) category which is to improve fisheries production, finalize the TFSP II, establish a governance body to govern the development and operation of fisheries industries, facilities and infrastructure development and also establish a development fund to support small scale fisheries, also including the selling of fish at low prices to support food security and NCD. The impacts of human activities, illegal unreported unregulated fishing (IUU), and unsustainable harvesting of marine resources are also challenges faced by the MoF every day.

This Plan takes into account the resilience of the fisheries sector in response to climate change impacts. It outlines strategic goals and actions aimed at successfully rehabilitating and rebuilding the fisheries sector. The Plan emphasizes the development of new fisheries and aquaculture practices, as well as the implementation of innovative strategies to enhance the sector's resilience against fluctuations caused by natural disasters and climate change.

The Plan also incorporates activities to implement regional and international measures and obligations to be fulfilled by Tonga regarding the management of tuna and tuna-like species that we share with other countries. These obligations are reflected in the fisheries Conventions, Agreements, and Treaties. Tuna fisheries have been the biggest fisheries for Tonga in terms of volume and value.

The extra effort will be put into the development of aquacultures such as the farming of pearl, giant clams, sea cucumber, finfish, mud crab, seaweed, prawns, aqua biosecurity, and implementation of CITES. MoF will work together with fishing communities and investors to identify potential commodities that are viable for farming to contribute to food security and the economy of Tonga.

Last but not least, the Ministry will strive to use its staff and financial resources strategically and effectively to achieve its goals. Building the capacity of the Ministry of Fisheries in terms of infrastructure and staff is also crucial for the development of fisheries.

Gratitude is extended to the Government of Tonga and development partners for all support, contributing to the development of fisheries in Tonga. These include the World Bank, the New Zealand Ministries of Foreign Affairs and Trade (MFAT) and Primary Industries; the Australian Department of Foreign Affairs and Trade, the Australian Centre for International Agricultural Research (ACIAR), the Secretariat of the Pacific Community (SPC), the Forum Fisheries Agency (FFA), the Western and Central Pacific Fisheries Commission (WCPFC), the Food and Agriculture Organisation (FAO) of the United Nations, the Government of Japan, and the Government of China.

It is my sincere hope that this Corporate Plan will guide and help us to tackle fisheries management challenges and deliver to improve the quality of services to the people of Tonga and facilitate the sustainable growth of the Fisheries sector.

Mālō ‘aupito,



.....
Dr. Sione Vailala Matoto
Chief Executive Officer, Ministry of Fisheries

1. Executive Summary

This Corporate Plan is part of the national planning framework administered by the Planning Division of the Prime Minister's Office. The plan is driven by the Tonga Strategic Development Framework II (TSDF II) and assists Tonga in implementing the UN Sustainable Development Goal (SDG) 14. It is linked through the TSDF II's national and organizational outcomes relevant to the Ministry's outputs. The corporate plan and the sector-specific Tonga Fisheries Sector Plan (TFSP) are built on this supporting framework.

This Corporate Plan aims to provide both a foundation and the justification for the budget, to support and guide the work of the Ministry, and to provide an insight into the work of the Ministry for stakeholders and the community in general.

1.1. Mandate and Key Legislation, Policy Decisions and Conventions

1.1.1 Mandate

The Ministry of Fisheries in Tonga plays a crucial role in managing the country's fisheries resources, which are vital for the economy, food security, and cultural identity. The mandate of the Ministry is closely aligned with its vision statements; which emphasize sustainable practices that benefit both current and future generations.

Our mandate is determined by the following:

1. Our National Constitution, whole-of-government Acts and Regulations, other general government policies and directives, the Tonga Strategic Development Framework 2015-2025, the Tonga Fisheries Sector Plan, the Tonga National Fisheries Policy, and Ministry-specific legislation including the Fisheries Management Act 2002, the Aquaculture Management Act 2003, and the Maritime Zone Act 2009, and associated regulations.
2. A range of international treaties and conventions of direct relevance to sustainable fisheries including and derived from the United Nations Convention on the Law of the Sea (UNCLOS) that defines the territorial sea and oceanic boundaries of coastal states, including the areas in which they may exploit marine resources of particular relevance to fisheries resource management, Tonga is a member of the Forum Fisheries Agency (FFA), the Pacific Community (SPC), and is a signatory to the Western and Central Pacific Fisheries Convention (WCPFC).
3. United Nations Department of Economic and Social Affairs (UNDESA) Sustainable Development Goal (SDG) 14 to "conserve and sustainably use the oceans, seas and marine resources for sustainable development" advocates significantly reducing all kinds of marine pollution and minimizing ocean acidification by 2025, as well as sustainably managing and protecting marine and coastal ecosystems by as early as 2020. It also aims, by 2020, to regulate harvesting effectively and to halt overfishing by

ending illegal and unregulated fishing and destructive fishing practices. In addition, SDG 14 aims to prohibit specific types of subsidies to fisheries.

4. In particular, and of direct relevance to the Ministry of Fisheries, the TSDF II provides strong supporting language, stating:

“Appropriate management of our natural resources and our environment can help protect them and ensure that they provide benefits to current and future generations and ensure that we pass on our inheritance well preserved and improved”.

1.1.2 Ministry Vision and Mission

The Ministry of Fisheries developed the Corporate Plan for this Financial Year during the Annual Retreat in January.

Our vision directs us in how we think about and plan for the future, with imagination and wisdom. Our mission gives us direction toward achieving that vision.

Our Vision remains as: *“To achieve economically, socially, and environmentally sustainable fisheries that contribute to better living standards for all Tongans.”*

Our Mission remains as: *“Providing quality and timely services characterized by integrity, teamwork, and professionalism.”*

1.1.3 Key Legislation, Policy Decision and Convention

There are key legislation, Policies, and conventions that support the Ministry in delivering its Mandate. Referred to Annex 2 and 3.

1.2. Stakeholders

Table 1: Stakeholders and their Relationship with the Ministry of Fisheries

Stakeholder	Customer	Supplier	Partner	Oversight
Cabinet and Parliament (Legislative Assembly)	X		X	X
Central Ministries, Departments and Agencies (MDAs especially MOF, PSC, AGO, MAFF, MEIDECC, MOFA, MET, MTED, MORC, MOI, Tonga Police, MOH – Marine/Ports and HMAF)	X	X	X	X
Fishing industry participants and organisations	X		X	

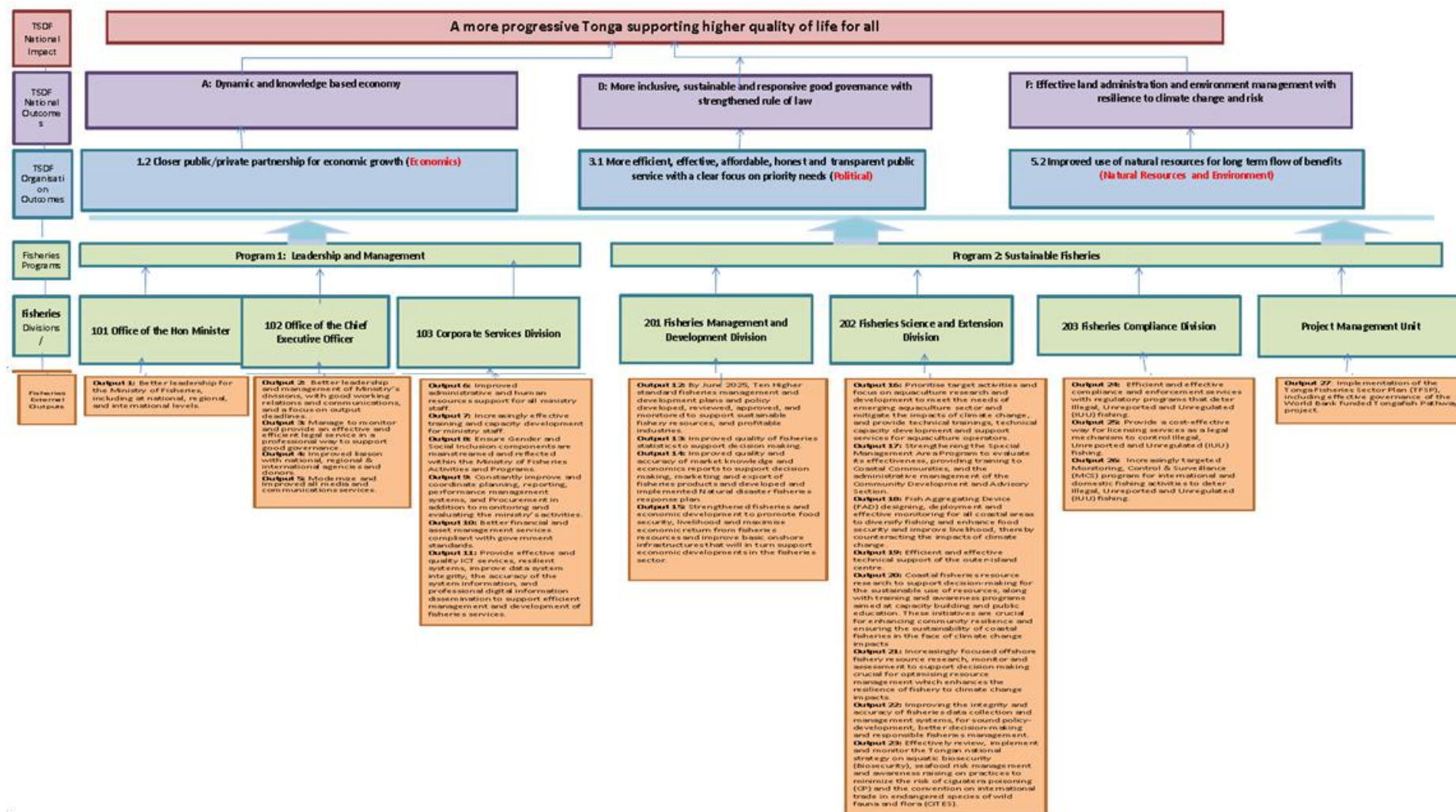
Coastal communities with access to fishery resources	X		X	
Investors, fish farmers, processors, and exporters	X		X	
Regional and international agencies	X	X	X	X
Development partners		X	X	
World Bank		X	X	X

The Ministry of Fisheries (MoF) relies on the Cabinet and Parliament for high-level strategic direction and support for policy and legislation and budget resources. MoF has close ties with a range of Ministries, Departments and Agencies. For example, seeking support and guidance on budget and planning from the Ministry of Finance and Prime Minister's Office, working collaboratively with HMAF, Tonga Navy on fisheries patrols, and with MORC on border controls for imports and exports of fish products, counter drugs trafficking, countering transnational crime, support health protection like covid-19.

MoF works closely with key industry stakeholders towards sustainable fishery management and with coastal communities on the establishment and administration of the Special Management Area Program. A range of species is being investigated for their potential for aquaculture, both as alternate livelihoods for coastal communities and their potential for larger-scale and export-level production.

MoF has particularly close ties with two regional agencies, the Forum Fisheries Agency (FFA) and the Pacific Community (SPC), and regularly attends workshops, training events, and meetings. Bi-lateral MOUs are in place for the provision of services to Tonga, such as support for management planning, compliance, resource assessment, and aquaculture development. MoF works very closely with many development partners, in particular the World Bank, the NZ Ministry for Foreign Affairs and Trade, the NZ Ministry for Primary Industries, the Asian Development Bank, the Australian Centre for International Agricultural Research, and the Japan Trust Fund, and is extremely grateful for the generous support provided.

1.3. Results Map



1.4 Tonga Strategic Development Frameworks

1.4.1 Ministry of Fisheries Links to the Tonga Strategic Development Framework II

The 2030 Agenda for Sustainable Development Goals (SDG) succeeded the Millennium Development Goals and is now the main global reference for development policies. A stand-alone goal in the form of SDG 14, which aims to conserve and sustainably use the oceans, seas, and marine resources for sustainable development, clearly illustrates the crucial role of human well-being. With its importance of security, climate regulation, whole communities, and the very future of individual states, achieving SDG 14, is a major priority of the 2030 Agenda. The Ministry's Fisheries Management and Development, Fisheries Science and Extension, and Fisheries Compliance Division's outputs 12 to 27 directly contribute to the Sustainable Development Goal (SDG) 14.

The lessons of history have shown the importance of careful management and protection of our limited marine resources. Rapid depletion of marine resources can allow a temporary but unsustainable boost in incomes and economic activity that is always followed by a rapid decline and collapse of industries.

The Tonga Strategic Development Framework II (TSDFII) supports more equitable, inclusive, sustainable, and appropriate management of the use of renewable and non-renewable natural resources to maintain a steady long-term flow of benefits rather than a boom followed by a bust, with long recovery periods.

It is all too easy to over-exploit fisheries resources to support short-term income and GDP growth. We have seen this many times before; therefore, careful husbandry of marine renewable stocks will help generate long-term sustainable and widely dispersed income-earning opportunities for our people. Careful use, planning, and management of our marine habitats and fisheries resources are central to ensuring they contribute to sustainable growth and services to our people.

The national outcomes in the TSDF II that we support are listed in 1.4.1. In particular, we can contribute to the more inclusive, sustainable, and effective administration and management of our marine environment, with resilience to climate change and other risks.

1.5 TSDF II Impacts and Outcomes Supported by Ministry of Fisheries Outputs

1.5.1 TSDF II National and Organisational Outcomes Supported by the Ministry of Fisheries

The TSDF II sets out the overarching and long-term Development Plan for Tonga for 2015 – 2025. The TSDF II goals and targets are aligned with the international goals and targets of the Sustainable Development Goals. The TSDF II's national vision remains as “ ***God and Tonga are my inheritance***”. The planned national impact of the TSDF II remains as “***A more progressive Tonga supporting a higher quality of life for all***”.

The TSDF II describes both national and organizational outcomes for the whole public sector. Those parts that apply to the Ministry of Fisheries and which the Corporate Plan outputs address are:

TSDF II National Outcomes

- A: A more inclusive, sustainable, dynamic, and knowledge-based economy.
- D: More inclusive, sustainable and responsive good governance with strengthened rule of law.
- F: A more inclusive, sustainable and effective land administration, environment management, and resilience to climate and risk.

TSDF II Organisational Outcomes and Pillars:

Pillar 1 Economic Institution:

- **Organisational Outcome 1.2:** Closer, more effective public/private partnerships with businesses, consumers, and other community groups across the Kingdom to help better identify and address constraints to more inclusive, sustainable, and resilient economic growth.

Pillar 3 Political Institutions

- **Organisational Outcome 3.1:** More efficient, effective, affordable, honest, and transparent public service with a clear focus on priority needs.

Pillar 5 National Resources and Environment Inputs:

- **Organisational Outcome 5.2:** More equitable, inclusive, sustainable, and appropriate management of the use of renewable and non-renewable natural resources to maintain a steady long-term flow of benefits rather than booms followed by busts and long-term recovery periods.

The Ministry of Fisheries Corporate Plan for the Financial Year 2025/26 to 2027/28 is prepared to align with the Ministry of Finance and Prime Minister's Office schedule towards the proposed Budget Strategy and Funding Envelope. The Ministry of Finance distributed the Budget Strategy, Funding Envelope, and Budget Templates in February 2025. However, the Budget Strategy and Funding Envelope, submitting the 1st draft of the Budget and Corporate Plan for the Ministry of Finance and Planning Division of the PMO, is due on 14th March 2025.

1.5.2 Joint Policy Reform Matric (JPRM)

The Ministry of Fisheries noted the Joint Policy Reform Matrix (JPRM) is a budget support through a framework for cooperation between the Government of Tonga and five Development Partners (WB, ADB, Australia, New Zealand, and the European Union).

The Strategic Focus Areas in the Government of Tonga's priority setting for 2025/26 – 2027/28 under the JPRM are national resilience, social sector development and economic and public sector development.

1.5.3 Joint National Action Plan 2 (JNAP 2)

The Joint National Action Plan 2 (JNAP 2) on climate change and disaster risk management 2018-2028. In addition, there is a National *Monitoring and Evaluation System of the Joint National Action Plan 2 on Climate Change and Disaster Risk Management 2018-2028* (JNAP2 M&E System) that was collectively developed by relevant stakeholders.

At the regional and international levels, the JNAP2 resilient development agenda is consistent with the three goals of the *Framework for Resilient Development in the Pacific* (FRDP) 2017 to 2030 which include: climate change adaptation (CCA) and disaster risk reduction (DRR), low carbon development; and disaster preparedness, response and recovery (DPRR). Some of these goals are also directly linked to the SDG.

The JNAP's **Vision** is "A Tonga that is Resilient to the impacts of Climate Change and disaster risks, and can protect and safeguard its present and future citizens" while its **mission** is "To develop a Resilient Tonga through an inclusive, participatory approach that is based on good governance, builds knowledgeable, proactive communities and support a strong, sustainable development pathway."

The JNAP2 Vision and Mission are anchored in the 22 targets that also have SDG and SFDRR links, and Fisheries is target no 4. Under the Fisheries target number 4, we have 6 process indicators, as listed below, which are included in the Fisheries Science Division outputs and activities in our CP 2025/26– 2027/28.

Target 4: Fisheries

Process Indicators	(Proposed) Outcome Indicators	Impact Indicators
<p>T4_1.3.1p: Vulnerability baselines for fisheries developed.</p> <p>T4_1.3.2p: A costed and GESI-factored resilient plan for fisheries developed.</p> <p>T1, 4, 12_1.3.3p: A multi-hazard disaster preparedness, response and recovery plans, including drill exercise for communities developed.</p> <p>T8&4_4.2.1p: SMAs established in at least 80% of villages</p> <p>T4_4.2.2: Environmentally sensitive fishery resources enhancement programs, including farmed coral and aquaculture of giant clam resources;</p>	<p>T4_1o: Distribution of warmth-adapted marine species_T4</p> <p>T4_2o: Decline in fish habitats due to temperature change_T4</p> <p>T4_3o: Decreased annual average fish catch as a result of temperature change_T4</p> <p>T4_4o: Number and magnitude of <i>fisheries-related</i> vulnerability problems perceived by local communities according to gender and age (T1/T12)</p> <p>T4_5o: Number and magnitude of <i>fisheries-related</i> vulnerability problems perceived by disabled and marginalized</p>	<p>SDG14.7.1</p> <p>Sustainable fisheries as a proportion of GDP in small island developing States, least developed countries and all countries_T4</p>

T4_4.2.3: Knowledge of fisheries managers about Fish Aggregation Devices (FADs), extending their use where appropriate and improving the design to be more resilient to the impact of storms and cyclones strengthened.	groups according to gender and age (T1/T12)	
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1.6 GPA, Sector Plans, Regional and Community Development

1.6.1 Government Priority Agenda (GPA)

The Government of Tonga's Budget Strategy and Fund Envelope FY2026 provides a guide by the these: *"Re-focusing Resource Allocation on Impactful Projects for a Sustainable, Viable Economy"*. The new government re-directed its priorities and focus on a few areas to ensure it will be delivered with great impacts on the economy. The proposed government priority agenda (GPAs) has been formulated to recognise the importance of key areas to forming a cohesive fiscal strategy that promotes resilient, responsible fiscal management and sustained long-term economic stability. However, these are the three objectives and GPAs for the next FY2025/2026.

i) Objective 1: National Resilience

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

ii) Objective 2: Social Sector Development

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

iii) Objective 3: Economic and Public Sector Development

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

These are the Ministry of Fisheries targets, which are significant alliance aims and contributions to reach the Government Priorities;

Responsible Division	Organizational Outputs	Government Priority	Contributions
Minister's Office	Output 1: Better leadership for the Ministry of Fisheries, including at national, regional, and international levels.	GPA 1	Guide and manage the Ministry of Fisheries to successfully achieve its outputs and target to address its GPA

CEO Office	Output 2: Better leadership and management of the Ministry's divisions, with good working relations and communications, and a focus on output deadlines.	GPA 6	Guide and manage the Ministry of Fisheries to successfully achieve its outputs and target to address its GPA
	Output 3: Manage to monitor and provide an effective and efficient legal service in a professional way to support good governance.	GPA 6	Develop, review, and amend Fisheries law to enable it to deliver its output and targets and also the Ministry's priorities.
	Output 4: Improved liaison with national, regional & international agencies and donors	GPA 6	Liaise with donor, international, and regional agencies in regard to the Fisheries proposals and also implementation of the TFSP
	Output 5: Modernize and Improve all media and communications services.	GPA 6	Provide awareness and dissemination of information in regards to the Fisheries so that the Public is well informed and aware of updated activities conducted by the Fisheries
Corporate Services	Output 6: Improved administrative and human resources support for all ministry staff.	GPA 6	Provide policies and administration work to the Ministry and also the stakeholders
	Output 7: Increasingly effective training and capacity development for ministry staff.	GPA 6	Provide training and capacity building for the staff
	Output 8: Ensure Gender and Social Inclusion components are mainstreamed and reflected within the Ministry of Fisheries Activities and Programs	GPA 6	Providing a quality and balanced opportunity for the staff and stakeholders to support the reduction of poverty and have the same understanding in all levels of resilience and efficiency
	Output 9: Constantly improve and coordinate planning, reporting, performance management systems, and Procurement in addition to monitoring and evaluating the ministry's activities.	GPA 6	Provide planning, reporting, and updates of the staff performance and monitor the CP & JNAP performance to

			ensure the Ministry's performance is in line with the Government priorities and to serve the fisheries sector need
	Output 10: Better financial, procurement, and asset management services compliant with government standards.	GPA 6	Provide financial support and budget, asset, and procurement support to support the activities delivered by the Ministry
	Output 11: Provide effective and quality ICT services, resilient systems, improve data system integrity, the accuracy of the system information, and professional digital information dissemination to support efficient management and development of fisheries services.	GPA 6	Provide a secure and updated technology and availability to improve the efficient and effective decision-making
Fisheries Management Development	Output 12: By June 2026, nine higher standard fisheries management and development plans and policy developed, reviewed, approved, and monitored to support sustainable fishery resources and profitable industries.	GPA 1&6	Provide Fisheries management and plans to support the monitoring and sustainability of fishery resources and profitable industries.
	Output 13: Improved quality of fisheries statistics to support decision-making.	GPA 6	Provide a quality fisheries statistics report for technical decision-making
	Output 14: Improved quality and accuracy of market knowledge and economics reports to support decision-making, marketing, and export of fisheries products and developed and implemented Natural disaster fisheries response plan.	GPA 6	Provide a quality and timely economic report to support the technical decision-making
	Output 15: Strengthened fisheries development to promote food security, livelihood and maximise economic return from fisheries resources.	GPA 6	Provide support in terms of finding a market for the fisheries stakeholders and associations
Fisheries Science & Extension	Output 16: Prioritise target activities and focus on aquaculture research and development to meet the needs of emerging aquaculture sector and mitigate the impacts of climate change, and provide technical trainings, technical capacity development and support services for aquaculture	GPA 6	To prioritize and amplify target research and existing development activities to facilitate adaptation and resilience to changing

	operators.		environmental conditions and ensure sustainable growth and productivity of the aquaculture industries
	Output 17: Strengthening the Special Management Area Program to evaluate its effectiveness, providing training to coastal communities, and the administrative management of the Community Development and Advisory Section.	GPA 6	Implementation of a Special Management Area Program and Fish Aggregated Device development to assist the coastal communities with the climate change impacts.
	Output 18: Fish Aggregating Device (FAD) designing, deployment, and effective monitoring for all coastal areas to diversify fishing, enhance food security, and improve livelihood, thereby counteracting the impacts of climate change.	GPA 6	
	Output 19 Efficient and effective leadership and management of the Outer-island's operation, based on appropriate working environment and relationship.	GPA 6	Provide technical support from outer islands
	Output 20: Increasingly focused inshore fishery resource research, monitoring, and assessment to support decision-making crucial for optimizing resource management which enhances the resilience of fishery to climate change impacts.	GPA 6	Provide inshore fishery resource research, monitoring, and assessment to support decision-making on both ecological sustainability and economic growth for the fishery sector.
	Output 21: Increasingly focused offshore fishery resource research, monitoring and assessment to support decision-making crucial for optimizing resource management which enhances the resilience of fishery to climate change impacts.	GPA 6	Provide offshore fishery resource research, monitoring and assessment to support decision-making on both ecological sustainability and economic growth for the fishery sector.
	Output 22: Improving the integrity and accuracy of fisheries data collection and management systems, for sound policy development, better decision-making and responsible fisheries management.	GPA 6	Provide fisheries data collection and management systems to support better decision-making and responsible fisheries

			management.
	Output 23: Effectively review, implement, and monitor the Tongan national strategy on aquatic biosecurity (Biosecurity); seafood risk management and awareness raising on practices to minimize the risk of ciguatera fish poisoning (CP) and the convention on international trade in endangered species of wild fauna and flora (CITES).	GPA 6	Implement Tonga's national strategy on aquatic biosecurity to minimize the introduction and spread of diseases, monitor and conduct awareness on practices to minimize the risk of ciguatera fish poisoning, and implement CITES to ensure that wild fauna and flora in international trades are not exploited unsustainably by keeping this trade legality, sustainability, and traceability.
Fisheries Compliance	Output 24: Efficient and effective compliance and enforcement services with regulatory programs that deter Illegal, Unreported, and Unregulated (IUU) fishing.	GPA 6	Implementing an effective and efficient compliance and enforcement services/system will deter IUU fishing thus ensuring that fisheries resources are sustainably managed.
	Output 25: Provide a cost-effective way for licensing services as a legal mechanism to control Illegal, Unreported, and Unregulated (IUU) fishing.	GPA 6	Implementing a licensing services/system to control IUU fishing and ensure fisheries resources and sustainably managed in Tonga's EEZ.
	Output 26: Increasingly targeted Monitoring, Control & Surveillance (MCS) program for international and domestic fishing activities to deter Illegal, Unreported, and Unregulated (IUU) fishing.	GPA 6	Vessel Monitoring System (VMS) and Tonga National Observer Program (TNOP) are two MCS tools to deter IUU fishing
Commercial Fishing Vessel Management Division	Output 27: Efficient and effective management of Commercial Fishing Vessels.	GPA 6	To strengthen the supply of fish to the domestic market and support the growth of fish export.

The Ministry of Fisheries is still implementing its activities to support the development of the fisheries sector. This includes the review of existing policy and procedures, extending the extension services, enforcing fisheries law, and ongoing management and monitoring the activities under the Tonga Fisheries Sector Plan. As such, the Ministry has four (4) priorities to focus on in this FY2025/26 – 2027/28. These priorities are directly linked to Objective 3 and the Government Priority Agenda 6 (GPA 6).

- i. Improve Fisheries production:-
 - Increase tuna fishing fleets
 - Upgrade associated infrastructure
 - Planning of a fishing port and onshore infrastructure and Development of National Fisheries Councils and Associations
 - Development of Aquaculture and aligns with climate change mitigation strategies – the farming of pearl, giant clams, sea cucumber, coral, seaweed, prawns, tilapia and also implement Aquatic Animal Health (Biosecurity) and Convention for International Trades of Endangered Species (CITES).
 - Developing new fisheries to foster economic diversification in communities heavily reliant on fishing – e.g. Fisheries Aggregative Device (FAD), pelagic fisheries, squid fishery.
 - Development and review of commercial fisheries and community fisheries management and policy.
 - Fisheries assessments and monitoring of utilization and climate change impacts for sustainable fisheries management.
 - Strengthening National Monitoring, Control, and Surveillance (MCS) Programs to Combat Illegal, Unreported, and Unregulated (IUU).
 - Review legislation to facilitate fisheries development and management.
 - Overall development of the Ministry of Fisheries - infrastructure development, including the building of new Fisheries offices in Vava'u and Niuatoputapu, ICT upgrade (disaster recovery and redundancy).
 - Expand and upscale community-based fisheries management programs (CBFM)
- ii. Finalize the Tonga Fisheries Sector Plan II and secure financial resources for its implementation.
- iii. Establish a governance body to govern the development and operation of Fisheries industries, facilities and infrastructure development.
- iv. Establish a development fund to support small-scale fisheries.

1.6.2 Tonga Fisheries Sector Plan

The First Tonga Fisheries Sector Plan (TFSP) 2016-2024 was prepared with the support of the World Bank with a USD 10 million grant through the *Halafononga Ki Ha Ngatai Tu'uloa – Pathway to a Sustainable Oceans* (Tongafish Pathway) project. A Second Tonga Fisheries

Sector Plan (TSP II) 2025-2033 was developed to build on the momentum generated and the achievements of the first TFSP, which expired in April 2024. However, the Second Tonga Fisheries Sector Plan is still in draft and awaiting the approval of the cabinet before its implementation.

The purpose of the TSPF II 2025-2033 to the Kingdom of Tonga is to:

- a) Identify priority areas for investment that will maximise the sustainable contribution of the fisheries sector to food security and economic growth.
- b) Increase the focus and incorporation of economic and social factors within the fisheries sector and fisheries management at all levels
- c) Present and cost specific programmes/activities to progress and/ or achieve these priorities.
- d) Identify possible sources of financing for specific programmes/activities.
- e) Provide a framework for implementing, monitoring and reporting progress over the life of the sector plan.

The TFSP-II is designed to encourage dialogue between the Ministry of Fisheries (MoF), other government departments, all fisheries sectors, non-government organisations (NGOs) other stakeholders and community members on the priorities, programmes and methods for implementation. The plan addresses the findings from the review of the first TFSP and were incorporated in the first draft, with a second round of consultations undertaken and comments incorporated to finalise the document. The TFSP-II identifies:

- a) The strategic objectives for the Tonga Fisheries Sector;
- b) The key programmes to achieve these objectives;
- c) The links between programmes/activities and sub-components and their respective objectives using a coherent results framework with baselines and targets;
- d) Approximate costings of the programmes and sub-programmes; and
- e) Suggest implementing arrangements and mechanisms for the TFSP II

The TFSP-II is presented in a way to encourage and foster discussion with development partners in identifying potential interventions for funding support ensuring any interventions complement existing or planned activities through MoF of other programmes and proposed projects. The terms of reference for undertaking the review of the first TFSP and the drafting of the new TFSP-II were agreed with the Tonga Ministry of Finance (MOF) and Ministry of Fisheries and undertaken with funding support from the World Bank (WB).

2. Ministry Overview

2.1. Ministry Outputs Grouped by Divisions and Programs

Our programs and outputs - what we do and who does what.

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
Program 1: Leadership and Policy Advice	Output 1: Better leadership for the Ministry of Fisheries, including at national, regional, and international levels.	<ol style="list-style-type: none"> 1. International and regional meetings attended by the Minister and/or CEO to support and promote Tonga's interests. 2. Corporate Plan (CP) and Budget submitted to Prime Minister's Office (PMO) and Ministry of Finance (MOF). 3. Annual report submitted to the Legislative Assembly. 	Minister's Office
	Output 2: Better leadership and management of the Ministry's divisions, with good working relations and communications, and a focus on output deadlines.	<ol style="list-style-type: none"> 4. Head of division meetings held quarterly with Minister. 5. CEO endorse the Ministry's Corporate Plan (CP), Annual Management Plan and Budget; cash flow forecast; procurement plan; training plan; performance management system; job description review; annual report to relevant line ministries (MOF, PSC, PMO-Planning) 6. Six-monthly activity reports to PSC. 	CEO's Office
	Output 3: Manage to monitor and provide an effective and efficient legal service in a professional way to support good governance.	<ol style="list-style-type: none"> 7. Attendance to emerging legal issue, and provision of legal advice and briefings. 8. Prepare amendments to Acts and regulations and fishery notices when necessary. 9. Provide legal training and consultations for the Ministry's staff and fisheries sectors. 	CEO's Office (Legal)
	Output 4: Improved liaison with national, regional & international agencies and donors.	<ol style="list-style-type: none"> 10. Liaise and correspond with national, regional & international and donors. 11. Quarterly report on the implementation of TFSP. 	CEO's Office (Liaison)
	Output 5: Modernize and improve all media and communications services.	<ol style="list-style-type: none"> 12. Media releases (TV, radio and official website) provided in accordance with the schedule. 13. Public awareness programs conducted in accordance with the schedule. 	CEO's Office (Media)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
	Output 6: Improved administrative and human resources support for all ministry staff.	14. Submission and approval of the Ministry's annual job descriptions review to the CEO. 15. Efficient staffing services are provided to Ministry staff. 16. Maintenance of filing and administration services. 17. Develop, review, and submit internal policies to the CEO.	Corporate Services (HR)
	Output 7: Increasingly effective training and capacity development for ministry staff.	18. Developed annual training needs for the Ministry and submitted to PSC. 19. Provide induction or policy training for Ministry employees	Corporate Services (Training)
	Output 8: Ensure Gender and Social Inclusion components are mainstreamed and reflected within the Ministry of Fisheries Activities and Programs	20. Developed Gender Equity and Social Inclusion Policy 21. Implement and integrate Gender Equity and Social Inclusion into MoF plans 22. Monitor and report on Gender Equity and Social Inclusion activities	Corporate Services (GESI)
	Output 9: Constantly improve and coordinate planning, reporting, performance management systems, and Procurement in addition to monitoring and evaluating the ministry's activities.	23. Coordinate, collate, review, finalize and submit Corporate Plan (CP) and Annual Procurement Plan (APP) to CEO. 24. Coordinate, collate, review, finalize and submit the Ministry's Annual Management Plan (AMP) and Internal-Annual Management Plan (IAMP) to the CEO 25. Coordinate, collate, finalize and submit the Annual assessment of the staff performance management system and submit it to CEO. 26. Develop and submit the Ministry's Annual Internal Implementation Plan for PMS 27. Prepare and submit the PMS report on a quarterly basis. 28. Coordinate, compile and finalize the Corporate Plan monitoring and evaluation report then submit to PMO - Planning. 29. Coordinate, compile and submit	Corporate Services (CPARP)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
		the Annual Report to the CEO 30. Annual procurement plan (APP) is submitted to MOF and implemented.	
	Output 10: Better financial and asset management services compliant with government standards.	31. Annual expenditure cash flow forecasts submitted to MOF. 32. Annual revenue forecast reports submitted to MOF. 33. Submission of the annual PAYE to MORC. 34. Annual asset report was submitted to MOF. 35. Effective monitoring and maintenance of the Ministry's assets.	Corporate Services (Finance, Asset)
	Output 11: Provide effective and quality ICT services, resilient systems, improve data system integrity, the accuracy of the system information, and professional digital information dissemination to support efficient management and development of fisheries services.	36. Plan and manage the information technology infrastructure 37. Plan and manage the network systems 38. Plan and manage the software system 39. Plan and manage the technical support	Corporate Services (ICT)
Program 2: Sustainable Fisheries	Output 12: By June 2026, nine higher standard fisheries management and development plans and policy developed, reviewed, approved, and monitored to support sustainable fishery resources and profitable industries.	40. Develop and submit the Fisheries Management and Development Plan (Plan: <i>National Fisheries Disaster Management Plan</i>) 41. Review and submit the Fisheries Management and Development Plan (mid-review of <i>FAD Plan</i>) 42. Review and submit the Fisheries Management Policy (National Fishery Policy) 43. Monitor and evaluate the implementation of activities in each approved fishery management and development plan. (<i>Tuna, Aquaculture, Marine Aquarium, Deepwater, Coastal Fisheries, FAD</i>) 44. Monitor and evaluate the	Fisheries Management and Development (Policy and Planning)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
		<p>implementation of activities in each approved Fisheries policy. (<i>Crewing Policy</i>)</p> <p>45. Strengthen and build capacity for fisheries' plans and policies.</p>	
	Output 13: Improved quality of fisheries statistics to support decision-making.	<p>46. Prepare and publish fisheries statistics reports quarterly (Bulletin Reports)</p> <p>47. Liaise with relevant line Ministries on the dissemination of Fisheries data (export, catch, and domestic market survey data) every quarter. (MOFin, NRBT, STATISTICS DEP).</p> <p>48. Analyse and monitor duty-free and CT exemptions every quarter.</p> <p>49. Support fisheries census</p> <p>50. Compile annual fisheries statistics data and report</p> <p>51. Strengthen and build capacity for fisheries statistics.</p>	Fisheries Management and Development (Statistics)
	Output 14: Improved quality and accuracy of market knowledge and economics reports to support decision-making, marketing, and export of fisheries products and developed and implemented Natural disaster fisheries response plan.	<p>52. Collect, analyse and report economic data for all commercial fisheries (seafood market price, number of employees, number of businesses, fish consumption, basically tuna and snapper, aquarium and aquaculture)</p> <p>53. Collect data to assist cost-benefit analysis for commercial fisheries and aquaculture.</p> <p>54. Review fisheries fees for commercial fisheries</p> <p>55. Implement and report on the response plan on the impacts of natural disasters in the Fisheries Sector.</p> <p>56. Implement and monitor market research plan for marine products (snapper & mabe pearl)</p> <p>57. Oversee, implement, review and monitor the implementation of MOF Project to address non-communicable disease (NCD) in Tonga.</p> <p>58. Strengthen and build capacity for</p>	Fisheries Management and Development (Economic)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
		fisheries economic and marketing.	
	Output 15: Strengthened fisheries and economic development to promote food security, livelihood and maximise economic return from fisheries resources and improve basic onshore infrastructures that will in turn support economic developments in the fisheries sector.	59. Strengthen and provide support for the National Fisheries Council and Associations. 60. Strengthen and provide support for all fisheries development. (aFAD, nearshore FAD) 61. Implement and monitor the Squid promotion project to address food security and livelihoods in Tonga. 62. Oversee, develop and Implement Fisheries Development Project Proposals and climate change-related projects (Tuna-GCF, JNAP-climate change, Tongafish Pathway, PPP, FAO) 63. Strengthening and building capacity of staff to do fisheries development 64. Establish the development of cold storage in the airport 65. Seek assistance to conduct a feasibility study for a fisheries wharf. 66. Develop a development proposal to build a dry-docking facility for boat repair 67. Establish a processing facility to support value-added initiatives. (Tuna and snapper loining)	Fisheries Management and Development (Economic)
	Output 16: Prioritise target activities and focus on aquaculture research and development to meet the needs of emerging aquaculture sector and mitigate the impacts of climate change, and provide technical trainings, technical capacity development and support services for aquaculture operators.	68. Improve hatchery production for aquaculture commodities such as pearl oyster, giant clam and sea cucumber through spawning activities. 69. Researches and development of new potential farming species 70. Training and extension services provided	Fisheries Science and Extension (Aquaculture)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
	Output 17: Strengthening the Special Management Area Program to evaluate its effectiveness, providing training to Coastal Communities, and the administrative management of the Community Development and Advisory Section.	<ul style="list-style-type: none"> 71. Monitoring and evaluation of existing SMAs. 72. Review existing Coastal Community Management Plans (CCMP) 73. New SMAs established with management plans developed with local communities. 74. Implementation of new SMAs with coastal communities 75. Training and extension services provided 	Fisheries Science and Extension (Community & Development - SMA)
	Output 18: Fish Aggregating Device (FAD) designing, deployment and effective monitoring for all coastal areas to diversify fishing and enhance food security and improve livelihood, thereby counteracting the impacts of climate change.	<ul style="list-style-type: none"> 76. Construction and deployment of FADs 77. FAD monitoring program 	Fisheries Science and Extension (Community & Development – FAD)
	Output 19: Efficient and effective leadership and management of the Outer Island's operation, based on appropriate working environment and relationship.	<ul style="list-style-type: none"> 78. Management of Officers in Charge of Outer Island station by direct consultation with HOD 79. Annual Data Collection 80. Monitoring and evaluation of existing SMAs 81. Technical trainings, consultations and capacity development 82. Extension service events conducted, including technical support for cyclone and disaster resilience and adaptive rehabilitation training. 83. Establishment of new aquaculture hatchery and pearl workshop centre 	Fisheries Science and Extension (Outer Island Admin work)
	Output 20: Coastal fisheries resource research to support decision-making for the sustainable use of resources, along with training and awareness programs aimed at capacity building and public education. These	<ul style="list-style-type: none"> 84. Annual data collection for inshore fisheries 85. Assessment and monitoring of key coastal fisheries. 86. Scientific and data reports and information submitted internally and to national level. 87. Fisheries natural disaster impact and resilience assessment 	Fisheries Science and Extension (Inshore)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
	initiatives are crucial for enhancing community resilience and ensuring the sustainability of coastal fisheries in the face of climate change impacts	88. Training and extension services provided	
	Output 21: Increasingly focused offshore fishery resource research, monitor and assessment to support decision making crucial for optimising resource management which enhances the resilience of fishery to climate change impacts.	89. Stock assessment of key offshore fisheries resources (i.e Tuna, Snapper, Tuna Artisanal, squid). 90. Collection of high-quality biological samples and data for stock assessment and biological research 91. Scientific information and data reports submitted to national, regional and international bodies. 92. Training and extension services provided	Fisheries Science and Extension (Offshore)
	Output 22: Improving the integrity and accuracy of fisheries data collection and management systems, for sound policy-development, better decision-making and responsible fisheries management.	93. Manage, Coordinate, Monitor, Review and Develop database systems for all fisheries data collection. (Regional and local database systems). 94. Conduct Data Quality Checks (DQC) to ensure the integrity and accuracy of fisheries data collected before reporting. 95. Coordinate, Monitor, support the implementation of Electronic Reporting (ER) Applications Programme.	Fisheries Science and Extension (Data Collection)
	Output 23: Effectively review, implement and monitor the Tongan national strategy on aquatic biosecurity (Biosecurity), seafood risk management and awareness raising on practices to minimize the risk of ciguatera poisoning (CP) and the convention on international trade in endangered species of wild fauna and flora (CITES).	96. Screening high-priority aquatic species for OIE-listed pathogens to enhance early detection and disease control. 97. Conducting community-based CP surveillance in SMAs with suspected outbreaks, focusing on <i>Gambierdiscus</i> detection. 98. Enforcing CITES regulations in the fisheries sector, to ensure sustainable trade and species conservation. 99. Training and extension services provided	Fisheries Science and Extension (Aqua-Biosecurity)
	Output 24: Efficient and effective compliance and	100. Develop and review compliance policies and strategies required	Fisheries Compliance

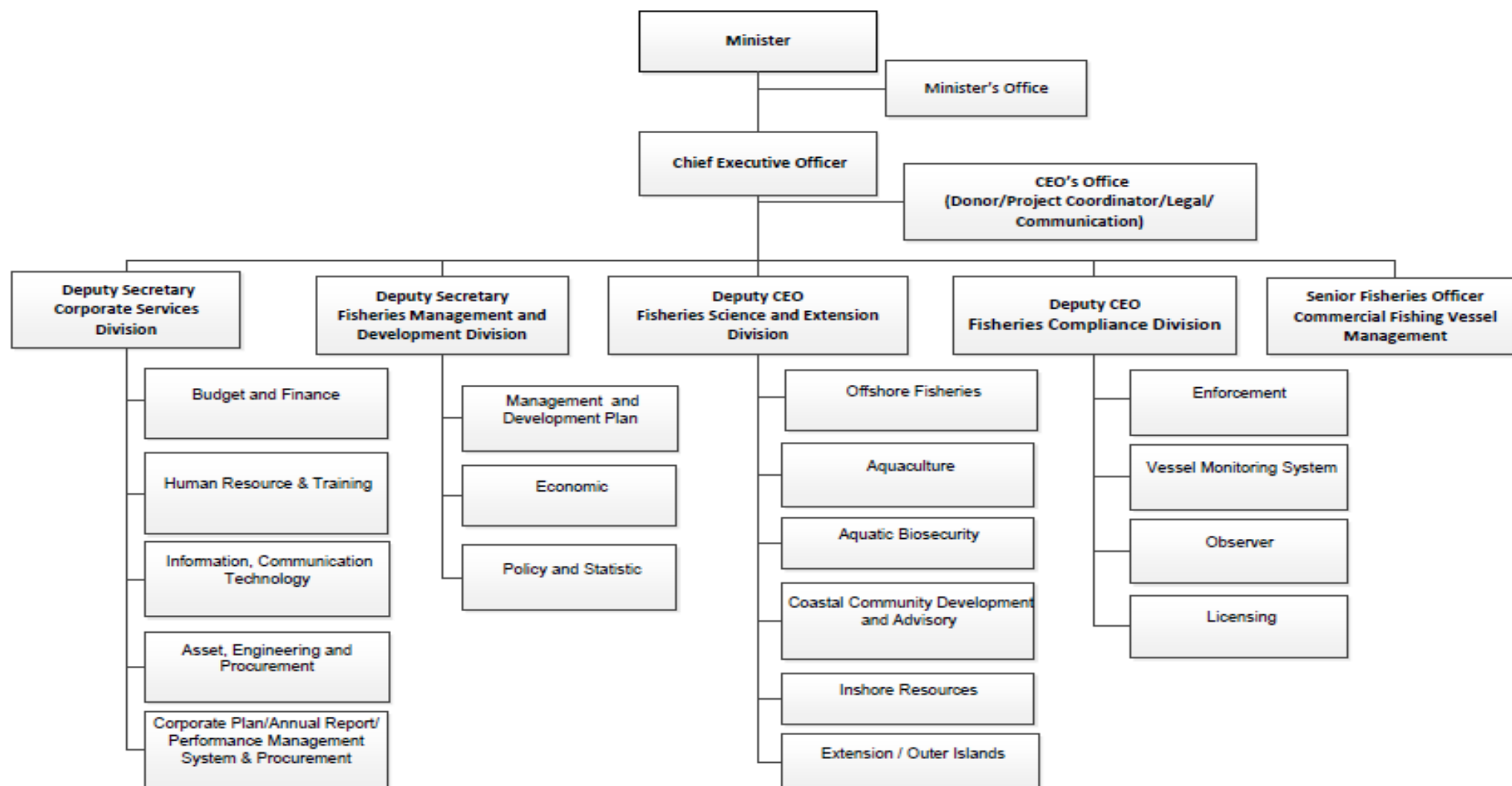
Program(s)	Ministry Outputs	Activities/Strategies	Responsible
	enforcement services with regulatory programs that deter Illegal, Unreported and Unregulated (IUU) fishing.	<p>for the implementation and enforcement of the Fisheries National laws and Regulations (Fisheries Management Act 2002 and its subsidiary Regulations, Aquaculture Management Act and Regulation 2003 and Maritime Zone Act 2009), Fisheries Management Plans (FMP)(Tuna Management and Development Plan 2022-2026, Deepwater Fisheries Management 2020 – 2023, Marine Aquarium Management and Development Plan 2020-2021, Aquaculture Management and Development Plan 2018 – 2022) and Tonga National MCS Strategy and National Plan of Action (NPOA) for Illegal Unreported and Unregulated fishing (IUU).</p> <p>101. Enhance the implementation and enforcement of regional and international agreements and treaties (to which Tonga is a party) and the national MCS Strategy that prevents IUU fishing:</p> <ul style="list-style-type: none"> a. FAO Port State Measures Agreement to prevent, deter and eliminate illegal, unreported and unregulated fishing (IUU) b. Western Central Pacific Fisheries Commission (WCPFC)conservation and management measures on management of tuna resources c. Niue Treaty Subsidiary Agreement (NTSA) d. Pacific Islands Forum Fisheries Agencies (FFA) Regional Monitoring Control and Surveillance (MCS) Strategy e. FFA Regional Catch Documentation Scheme 	(Enforcement)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
		<p>(CDS)</p> <p>f. Regional Longline Strategy</p> <p>g. Tonga National MCS Strategy</p> <p>102. To ensure full compliance with fisheries laws and regulations through comprehensive surveillance and targeted compliance operations across offshore and inshore fisheries, including vessel inspections, market monitoring, and export facility inspection.</p> <p>103. Enhance the enforcement program by strengthening the means of communication between the Ministry, the fishing vessel captains, and the fisheries observers. Strengthen interagency cooperation and partnership with line Ministries in national MCS committees to coordinate fisheries operations and other MCS activities</p> <p>104. Strengthen interagency cooperation and partnership with line Ministries in national MCS committees and task force to coordinate fisheries operations including aerial surveillance, sea patrol and other MCS activities</p> <p>105. Strengthened voluntary compliance through the conduct of MCS training and awareness program in schools, coastal communities to encourage voluntary compliance with fisheries law.</p>	

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
	Output 25: Provide a cost-effective way for licensing services as a legal mechanism to control Illegal, Unreported, and Unregulated (IUU) fishing.	106. Develop, review, implement, and update national standards and SOPs to address the activities of the fishery licensing system (databases). 107. Review the Minimum Terms and Conditions (T&C) of the fishing license for each commercial fishery and the Access agreement for the tuna fishery. 108. Review, process, and issue all fishery licenses [commercial fishing-local/foreign/game fishing, aquaculture, aquarium fish, fish processing & export, and fish fence]. 109. Register all small-scale fishing vessels operating within Tonga's fisheries waters 110. Validate and issue all certificates and permits for commercial exports, and exemption duties. 111. Validate and issue all certificates and permits for home consumption purposes and TPFES at the airport and main office.	Fisheries Compliance (License)
	Output 26: Increasingly targeted Monitoring, Control & Surveillance (MCS) program for international and domestic fishing activities to deter Illegal, Unreported, and Unregulated (IUU) fishing.	112. Manage and coordinate the Tonga National Observer Program (TNOP) and FFA Regional Observer Programme (ROP). 113. Implement MCS policies/SOP/Manual to guide the activities under the TNOP and the ROP and VMS processes 114. Monitoring, training, and capacity development of the Tongan Observer. 115. Conduct biological sampling of tuna fishery species during the fishing trip 116. Implement the Electronic Reporting Application Program (OLLO) to facilitate the Observer's data collection and BOJAK 117. Implement FFA Regional Longline Electronic Monitoring (EM) Policy 118. Monitor and oversee all fishing vessel activities within our EEZ by using a satellite base (VMS)	Fisheries Compliance (VMS & Observer)

Program(s)	Ministry Outputs	Activities/Strategies	Responsible
		<p>119. Install and inspect VMS units on tuna and snapper fishing vessels to monitor the activities of the fishing vessels within our EEZ</p> <p>120. Provide accurate, near real-time vessel position for vessel owners, support surveillance operation and other compliance purposes</p>	
	Output 27: Efficient and effective management of Commercial Fishing Vessels	<p>121. Strengthen the supply of fish to the domestic market.</p> <p>122. Support the growth of fish export.</p>	Commercial Fishing Vessel Management Division

2.2 Ministry of Fisheries Organizational Structure



2.3 Summary of Ministry of Fisheries Planned Major Reforms

1. Governance reform
 - a. A new government assigned Hon. Aisake Valu Eke the Prime Minister and the responsible Minister for Fisheries.
2. Ongoing review and implementation of all Ministry policies and procedures to support improvements in efficiency and effectiveness.
 - a. This process involves the progressive review of all internal policies and procedures of the Ministry of Fisheries.
3. Increased effort on service delivery through Aquatic bio-security and outer islands & extension services to ensure focused and targeted activities.
 - a. Key areas of focus for this reform, include increasing levels of support for SMAs, and support for alternate livelihood projects especially in aquaculture. There will be an additional in the Aquaculture potential species (e.g. farming of pearl, giant clams, sea cucumber, tilapia, mud crab, seaweed, prawns and aquatic bio-security). A new hatchery for Vava'u and Ha'apai is one of the priority areas waiting for NIIP PPA.
4. Implementation of the recommendations of the Tonga National Fisheries Policy, the FFA review of stakeholder engagement, and the FAO review of Special Management Areas to improve the way we engage, communicate and consult with our industries, coastal communities, civil society and the general public.
 - a. The National Fisheries Policy was approved by Cabinet and launched in December 2018. The Ministry has collaborated with our development partners to establish a number of strategic documents aiming to implement a number of areas of reform. These reforms will continue with the first management plan review to consider rights-based fishery management tools, the commencement of a review of legislation, and the progressive implementation of stakeholder engagement reforms. In addition, the Ministry is progressing on the foreign investment policy and Coastal fishery management plan.

Add 2.3.1: New Initiatives to support the Ministry's priorities/reforms for FY2025/26 including phased out to 2025/26-2027/28.

#	Initiatives	Budget Implication (TOP\$) 2025/26	2026/2027 (TOP\$)	2027/2028 (TOP\$)
1.	Fishing Vessels	\$30m		
	<ul style="list-style-type: none"> 5 x Longline Fishing vessels (2 from Japan and 3 from People Republic of China) Supplying of more Tuna vessels will enhance the number of catch and supplying more fish in the local market and it will have an effect on the price of fish at the local market 			
2.	Tonga Pathway to Sustainable Ocean	\$300,000		

	<ul style="list-style-type: none"> This is the second phase of the project and is aimed at building infrastructure and empowering the development of the fisheries sector, this sector is also critical for the Ministry to fulfil its visions for sustainable fisheries. 			
3.	Commercial Fishing Vessels Management	\$600,000		
	<ul style="list-style-type: none"> This new initiative sees the ministry as being able to monitor the development of the fisheries sector as a whole and to strengthen closer cooperation. 			

3. Ministry Budget and Staffing

To deliver outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 1 and staff, summarized in Table 2 are required.

Ministry Budget by Recurrent and Development and items (Cash and in-kind) (\$million)						
Category	Past spending performance					
	FY2024/2025		FY2025/2026		FY 2026/27	FY 2027/28
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection
Total Budget						
Established staff(10xx)	4.24	3.6	4.06	4.4	4.4	4.6
Unestablished staff(11xx)	0.11	0.1	0.1	0.1	0.1	0.1
Travel and Communication(12xx)	0.54	0.87	0.51	0.73	0.44	0.49
Maintenance and Operations(13xx)	0.83	0.58	0.41	0.5	0.41	0.41
Purchase of Goods and Services(14xx)	3.07	4.2	2.3	3.23	1.06	1.06
Grants and Transfers(15xx)	0.13	0.1	0.13	0.13	0.13	0.13
Assets(20xx)	6.43	6.43	6.43	6.43	6.43	6.43
Total Ministry Recurrent & Development Expenditure	15.35	15.88	13.94	15.52	12.97	13.22
Recurrent Budget						
Established staff(10xx)	2.03	2.04	\$2.20	\$2.26	\$2.26	\$2.26
Unestablished staff(11xx)	0.1	0.14	\$0.10	\$0.17	\$0.17	\$0.17
Travel and Communication(12xx)	0.43	0.43	\$0.40	\$0.51	\$0.51	\$0.51
Maintenance and Operations(13xx)	0.33	0.33	\$0.35	\$0.55	\$0.55	\$0.55
Purchase of Goods and Services(14xx)	1	1.09	\$1.03	\$1.74	\$1.59	\$1.59
Grants and Transfers(15xx)	0.13	0.13	\$0.13	\$0.13	\$0.13	\$0.13
Assets(20xx)	3.4	0.40	\$3.40	\$0.07	\$0.07	\$0.07
Private Sector Development (22xx)	0.00	3.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Ministry Recurrent Expenditure	7.42	7.56	\$7.61	\$5.43	\$5.28	\$5.28

Development Budget						
Established staff(10xx)	\$0.04	\$0.04	\$0.04	\$0.15	\$0.04	\$0.04
Unestablished staff(11xx)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel and Communication(12xx)	\$0.08	\$0.08	\$0.04	\$0.14	\$0.03	\$0.03
Maintenance and Operations(13xx)	\$0.08	\$0.08	\$0.06	\$0.08	\$0.06	\$0.06
Purchase of Goods and Services(14xx)	\$1.30	\$1.30	\$0.03	\$1.41	\$0.28	\$0.28
Assets(20xx)	\$3.40	\$3.45	\$2.10	\$30.30	\$36.83	\$18.47
Total Ministry Development Expenditure	\$4.90	\$4.95	\$2.27	\$32.08	\$37.24	\$18.88
Note:						
1. Established and unestablished staff costs are all CAT 10 and 11 expenditure						
2. Ministry operational costs for Program 1 and 2 is CAT 12, 13, and 14 expenditures						
3. Grants and transfer are CAT 15 expenditure						
4. Assets is CAT 20 expenditure						

Ministry Total Staff by Key Category							
Description	FY2023/24		FY2024/25		FY2025/26	FY2026/27	FY2027/28
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Established and Unestablished staff	2.07	1.84	2.07	1.84	2.04	2.02	2.02
Minister (Band B)	1	0	1	1	1	1	1
Executive Staff (Band E to H)	5	5	5	5	5	5	5
Professional Staff (Band I to L)	35	35	35	35	35	38	38
Other Staff (Band M to S)	47	47	45	45	45	45	47
Total Established Staff	88	87	86	86	86	89	91
Unestablished Staff	17	17	17	17	17	20	20
Total Staff	105	104	103	103	103	109	111
Total Recurrent Ministry Costs	2.6	2.3	1.7	1.8	1.9	2.6	2.6
Staff per TOP100,000	50.5	51	50.5	51	57.5	57.5	57.5
Tongafish project staff -							
Tongafish Established Staff	9	9	9	9	0	0	0
Tongafish Unestablished Staff							
Notes.							
1. These ratios based upon the recurrent ministry costs (excluding development partner project expenditure and services on behalf of the Government) need to be assessed with caution as staff numbers at specific points in time can be distorted by recruitment action pending. For example, if positions are in the process of being filled, they will not be taken into account in determining actual staff numbers. In addition, year-on-year ratios can be significantly distorted by any significant variation in short-term capital expenditure.							
2. For revised estimates, staff numbers are the staff employed at the time those revised estimates were prepared.							
3. For fiscal years 2020/21, to 2021/22, the staff numbers also include vacant positions for which funding is proposed in the 2022/23 to 2024/25 estimates.							

3.1. Ministry of Fisheries Programs

The Ministry of Fisheries comprises two programs, seven sub-programs, and 28 outputs:

- Program 1: Leadership and Policy Advice.
- Program 2: Sustainable Fisheries.

3.2 Program 1: Leadership and Policy Advice

3.2.1 Change in Program 1 from the Last Corporate Plan and Budget

Change from last Corporate Plan and Budget	Ongoing	Minor change	Major Change	New
Changes to KPIs				

The Ministry of Fisheries has made a minor change to its outputs, activities, KPIs, and targets by adding, rephrasing, and amending according to the Government priorities and also the Ministry's internal staff rotation, these have been reflected in changes in Program 1. This is to emphasize the leadership and policy advice to ensure this Corporate Plan objective will inline key areas to the interest of the government and stakeholders.

Sub-programs

Sub Program 1.1: Office of the Hon. Minister

The Minister is responsible for the overall strategic leadership and policy direction of the Ministry. The Office of the Hon. Minister aims to ensure the Minister is effectively supported in his role with efficient organization of meetings and travel arrangements, timely and accurate provision of briefings, and support his contribution to regional and international organizations and their policies and treaties.

Sub Program 1.2: Office of the Chief Executive

The CEO is responsible for the day-to-day leadership and management of the Ministry. The Office of the Chief Executive provides high-level support for the CEO with a focus on the core functions of engagement with stakeholder peak bodies, liaison with development partners, and contributing to the work program and meetings of regional and international bodies. Cross-cutting activities of particular importance to the Ministry are also contained within the CEO's Office, including legal services, and media.

Sub Program 1.3: Corporate Services Division

The Corporate Services Division provides services to the whole Ministry, including ensuring corporate planning, performance management system, and annual reporting obligations are met. Also providing human resource services, policies, and training, ensuring finance services are effectively delivered, then information, communications, and technology systems are effective and the Ministry's procurement and assets are appropriately managed.

The Corporate Service Division is also responsible for the overall administration of the MoF. The new initiative is one of the initiatives taken by the MoF to mainstream the Gender and Social Inclusion Policy.

Major Customers

The major customers of The Office of the Minister are other Hon Ministers, the Cabinet, the Government, international and regional agencies, development partners, and the leaders of stakeholder groups.

The major customers of the Office of the CEO are the Hon. Minister, other Ministries, international and regional agencies, development partners, external stakeholder groups, and the staff of the Ministry.

Overall management relationship with the Ministry's stakeholders is led by the Office of the CEO. The effective leadership of staff, the provision of policy advice to the government, and the provision of services are critical to the efficient and effective service delivery of the Ministry.

The Corporate Services Division provides human resource, finance, payroll, IT, planning, and asset management and procurement services to the Ministry as a whole as its primary customer, as well as leading the Ministry's contribution to the whole government budget, planning, and reporting obligations.

Program Results

- High-level external outputs of policy advice and guidance to the government.
- Management of services for the Hon. Minister and Chief Executive Officer
- Support for the key relationships between the Minister, the Chief Executive Officer, government, and stakeholders.
- Effective and efficient corporate services support.

3.2.2 Summary of Program 1: Budget and Staff

Summary of Program 1 Budget and Staff							
Program 1: Leadership and Management Summary							
Description	FY2023/24		FY2024/25		FY2025/26	FY2026/27	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	2.67	1.76	1.54	1.38	1.6	1.6	1.6
Staff	26	26	26	26	26	28	28
Non-staff	3	3	1	1	1	3	3
Executive Staff	2	2	2	2	2	2	2
Professional Staff	9	9	9	9	9	12	12
Other Staff	14	14	14	14	14	15	15
Total Established Staff	28	28	26	26	26	32	32
Unestablished Staff	3	1	1	1	1	3	3

3.2.3 Summary of Sub-program 1.1: Budget and Staff

Summary of Program 1 Budget and Staff							
Sub-Program 1.1: Leadership and Management (MINISTER)							
Description	FY2023/24		FY2024/25		FY2025/26	FY2026/27	FY2027/28
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	0	0	0	0	0	0	0
Staff	1	0	1	0	1	1	1
Non-staff	1	0	1	0	1	1	1
Executive Staff	0	0	0	0	0	0	0
Professional Staff	0	0	0	0	0	0	0
Other Staff							
Total Established Staff	1	0	1	1	1	1	1
Unestablished Staff							

Summary of Program 1 Budget and Staff							
Sub-Program 1.2: Leadership and Management (CEO)							
Description	FY2022/23		FY2023/24		FY2024/25	FY2025/26	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	0.37	0.34	0.35	0.26	0.38	0.38	0.38
Staff	6	6	6	6	6	6	6
Non-staff	1	1	1	1	1	1	1
Executive Staff	1	1	1	1	1	1	1
Professional Staff	2	2	2	2	2	2	2
Other Staff	3	3	3	3	3	3	3
Total Established Staff	6	6	6	6	6	6	6
Unestablished Staff	1	1	1	1	1	1	1

3.2.4 Summary of Sub-program 1.2: Budget and Staff

Summary of Program 1 Budget and Staff							
Sub-Program 1.2: Leadership and Management (CEO)							
Description	FY2023/24		FY2024/25		FY2025/26	FY2026/27	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	0.19	0.19	0.19	0.19	0.19	0.19	0.19
Staff	6	6	6	6	6	6	6
Non-staff	1	1	1	1	1	1	1
Executive Staff	1	1	1	1	1	1	1
Professional Staff	2	2	2	2	2	2	2
Other Staff	3	3	3	3	3	3	3
Total Established Staff	6	6	6	6	6	6	6
Unestablished Staff							

3.2.5 Summary of Sub-program 1.3: Budget and Staff

Summary of Program 1 Budget and Staff							
Sub-Program 1.3: Leadership and Management (CSD)							
Description	FY2023/24		FY2024/25		FY2025/26	FY2026/27	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	1.15	1.1	0.36	0.38	0.38	0.38	0.38
Staff	21	21	21	21	21	21	21
Non-staff	2	2	2	2	2	2	2
Executive Staff	1	1	1	1	1	1	1
Professional Staff	7	7	7	7	6	6	6
Other Staff	10	11	11	11	12	12	12
Total Established Staff	20	21	21	21	21	21	21
Unestablished Staff	2	2	2	2	2	2	2

3.3 Program 1: Outputs and KPIs

3.3.1 Sub-program 1.1: Office of the Hon.Minister

Output 1: Better leadership for the Ministry of Fisheries, including at national, regional, and international levels. (Budget: \$149,700) GPA 1						SDG		Budget	
Activity	KPI	2022/23 (baseline)	2023/24	2024/25	2025/26	TARGETS #	INDICATOR #	Recurrent	Development
1. International and regional meetings attended by the Minister and/or CEO to support and promote Tonga's interests.	Number of meetings attended by the Minister and/or CEO	5	12	12	12	14.B	14.6	\$6000	
2. Corporate Plan (CP) and Budget submitted to the Prime Minister's Office (PMO) and Ministry of Finance (MOF).	Annual submission of Corporate Plan (CP) and Budget	1	2	2	2	14.B	14.6	\$10,950	
3. Annual report submitted to Cabinet and Legislative Assembly.	Annual submission of Annual report	1	1	1	1	14.B	14.6	\$10,950	

3.3.2 Sub-program 1.2: Office of the Chief Executive Officer

Output 2: Better leadership and management of the Ministry's divisions, with good working relations and communications, and a focus on output deadlines. (Budget: \$218,000) GPA 1						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
4. Head of division meetings are held quarterly with the Minister.	Number of divisional meetings held quarterly	4	4	4	4	14.B	14.6	\$12,000.00	
5. CEO endorses the Ministry's Corporate Plan (CP), Annual Management Plan and Budget; cash flow forecast; procurement plan; training plan; performance management system; job description review; annual report to relevant line ministries (MOF, PSC, PMO-Planning)	Number of activities approved each year.	9	9	9	9	14.B	14.6	\$23,100.00	
6. Six-monthly activity reports to PSC.	Number of bi-annual reports submitted each year.	2	2	2	2	14.B	14.6	\$23,100.00	

Output 3: Manage and monitor to provide an effective and efficient legal service in a professional way to support good governance (Budget: \$51,700) GPA 1, 7 & 8						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
7. Attendance to emerging legal issues, and provision of legal advice and briefings.	Ensure legal advice is provided when requested and when necessary monthly.	12	12	12	12	14.6	14.6.1	\$17,500.00	
8. Preparation of amendments to Acts and regulations, and fishery notices when necessary.	Number of activities conducted each year.	2	2	2	2	14.6	14.6.1	\$2,750.00	
9. Provide legal training and consultations for the Ministry's staff and fisheries sectors.	Number of legal training and consultations completely conducted.	4	4	4	4	14.6	14.6.1	\$10,000.00	

Output 4: Improve liaison with national, regional & international agencies and donors. (Budget: \$44,100) GPA 1						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
10. Liaison and corresponding with national, regional & international agencies and donors.	Number of liaisons conducted each year	5	50	50	50	14.B	14.6	\$10,000.00	
11. Bi-annual report on the implementation of TFSP	Number of reports	1	2	2	2	14.B	14.6	\$1,500.00	

Output 5: Modernize and Improve all media and communications services. (Budget: \$55,200) GPA 1, 7 & 8						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
12.Media releases (TV, radio official website, FB) provided in accordance with the schedule.	Monthly media releases and broadcasting on TV, radio, and official website, FB.	18	80	80	80	14.B	14.6	\$31,000.00	
13.Improved public awareness programs and graphic designs in accordance with schedule.	Quarterly public awareness program and graphic designs completely conducted.	4	12	12	12	14.B	14.6	\$2,000.00	

3.3.3 Sub-program 1.3: Corporate Services Division

Output 6: Improved administrative and human resources support for all ministry staff. (Budget: \$100,296) including output 7						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
14.Submission and approval of the Ministry's annual job descriptions review to the CEO.	Annual submission and approved of the Ministry's JDs.	1	1	1	1			Recurrent	
15.Efficient staffing services provided to Ministry staff.	% of staffing services completed within the Financial Year	80%	80%	80%	80%			Recurrent	
16.Maintenance of filing and	Annual upgrade and	1	1	1	1			Recurrent	

administration services.	update of the Ministry's filling system.								
17.Develop, review, and submit internal policies to CEO.	Number of internal policies approved per FY	5	5	5	5			Recurrent	

Output 7: Increasingly effective training and capacity development for ministry staff. (Budget: refer output 6)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
18.Developed annual training needs for the Ministry and submit to PSC.	Timely submission of the Ministry's annual training needs/analysis.	1	1	1	1			Recurrent	
19.Provide induction or policy training for Ministry employees	Number of induction and policy training conducted.	0	4	4	4			Recurrent	

Output 8: Ensure Gender and Social Inclusion components are mainstreamed and reflected within the Ministry of Fisheries Activities and Programs. (Budget: refer to output 6 and development fund)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
20.Developed Gender Equity and Social Inclusion Policy	GESI Policy is approved	1	1	1	1			Recurrent	Development
21.Implement and integrate Gender Equity and Social Inclusion into MoF plans	Number of activities with GESI Integration	0	1	1	1			Recurrent	Development
22.Monitor and report on	Quarterly	0	2	4	4				Development

Gender Equity and Social Inclusion activities	submission of GESI Status								
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Output 9: Constantly improve and coordinate planning, reporting, performance management systems, and Procurement in addition to monitoring and evaluating the ministry's activities. (Budget: \$258,600)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
23.Coordinate, collate, review, finalize, and submit the Corporate Plan (CP) and Annual Procurement Plan (APP) to the CEO.	Annual submission of CP/APP	2	2	2	2			Recurrent	
24.Coordinate, collate, review, finalize, and submit the Ministry's Annual Management Plan (AMP) and Internal-Annual Management Plan (IAMP) to the CEO.	Annual submission of AMP/IAMP in accordance with the deadline set.	2	2	2	2			Recurrent	
25.Coordinate, collate, finalize, and submit the Annual assessment of the staff performance management system and submitted to the CEO.	biannual assessment of PMS (MYR & EFY) completed and submitted.	2	2	2	2			Recurrent	
26.Develop and submit the Ministry's Annual Internal Implementation Plan for PMS	Annual submission of PMS IIP in accordance with the deadline set at the Ministry's submitted IIP.	1	1	1	1			Recurrent	
27.Prepare and submit the	Bi-annual submission	4	2	2	2			Recurrent	

PMS report.	of PMS report in accordance with the deadline set								
28.Coordinate, compile, and finalize the Corporate Plan monitoring and evaluation report, then submit it to PMO - Planning.	Biannual submission of M&E report to PMO in accordance with the deadline set.	2	2	2	2			Recurrent	
29.Coordinate, compile, and submit the Annual Report to the CEO.	Annual submission of Annual Report	1	1	1	1			Recurrent	
30.Annual procurement plan (APP) is submitted to MOF and implemented.	Submit the annual procurement plan (APP) in accordance with the deadline set.	1	1	1	1			Recurrent	

Output 10: Better financial and asset management services compliant with government standards. (Budget: \$440,199)						SDG/TSDf		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
31. Annual expenditure cash flow forecasts submitted to MOF.	Ensure the annual cashflow forecast is submitted in accordance with the deadline set by Finance	1	1	1	1			Recurrent	
32. Annual revenue forecast reports submitted to MOF.	Annual submission of report meets the deadline set	1	1	1	1			Recurrent	
33.Submission of the annual PAYE to MORC.	Annual submission of PAYEE to MORC is according to the deadline set	1	1	1	1			Recurrent	
34.Annual asset reports	Annual submission of asset	1	1	1	1			Recurrent	

submitted to MOF.	report to Finance meets the deadline set.								
35. Effective monitoring and maintenance of the Ministry's assets.	Number of monitoring and maintenance activities conducted and reported	4	4	4	4			Recurrent	

Output 11: Provide effective and quality ICT services, resilient systems, improve data system integrity, the accuracy of the system information, and professional digital information dissemination to support efficient management and development of fisheries services. (Budget: \$148,700.00)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent	Development
36. Plan the ICT operations.	Number of Policies, Plans and Manuals approved.	25	18	18	18			Recurrent	
37. Managing the ICT infrastructure.	Infrastructure reliability	N/A	>=95%	>=90%	>=95%			Recurrent	
38. Managing the ICT applications.	Application reliability	N/A	>=95%	>=90%	>=95%			Recurrent	
39. Provide Support Services (Helpdesk)	Technical support reliability	N/A	>=95%	>=90%	>=95%			Recurrent	

3.4 Program 2: Sustainable Fisheries

3.4.1 Change in Program 2 from Last Corporate Plan and Budget

Change from last Corporate Plan and Budget	Ongoing	Minor change	Major Change	New
Changes to Output				
Changes to KPIs				

The Ministry of Fisheries has made a major change to its outputs by adding an additional five (5) outputs and activities to address its output and to be reflected in changes to KPIs in Program 2. This is to ensure that the Corporate Plan is focused on the most important areas of interest to the government and stakeholders.

Sub-Programs

Sub Program 2.1: Fisheries Management and Development Division

The fisheries management and development division is responsible for the development, review, implementation and monitoring of fisheries management and development plans, the development of fisheries policies and regulations, and the preparation of economics and statistics reports.

New initiative; (i) Fisheries Development loan: this initiative helps to strengthen the development of the small-scale fishery and fishing sector.

Sub Program 2.2: Fisheries Science and Extension Division

The Fisheries Science and Extension Division's key responsibilities are;

- i. Aquaculture Research and Development
 - Managing of aquaculture activities and coordinate trials and establishment of small-scale farms, with target aquaculture commodities including mabe pearl oysters, giant clams and sea-cucumber, to achieve economic development, as well as potential species such as mud-crab, sea grapes (seaweed), finfish and shrimps, introducing of pacific oysters that can significantly have an impact to livelihood.
- ii. Community Development and Advisory
 - Enhancing the extent of the special management area program's implementation to assess and validate its effectiveness.
 - Fish Aggregating Device (FAD) designing, deployment and effective monitoring for all coastal area to diversify fishing and enhance food

security and improve livelihood thereby, counteracting the impacts of climate change.

iii. Coastal Inshore Fisheries Resources

- Conduct scientific research to gather data on fish and invertebrate populations, habitat health, and the overall ecosystem in coastal areas.
- Collect independent data to assess fish population through catch per unit effort (CPUE) and estimate the volume of marine products landed and sold in Tonga.
- Analyse collected data to inform management decisions, adopt policies for sustainable fisheries, and estimate the contribution of the fisheries sector to GDP as a Primary Industry
- Undertake surveys for impact assessment following natural disasters to quantify the damage and cost incurred by fisheries.

iv. Offshore Fisheries Resources

- To manage offshore activities and conduct a stock assessment of key offshore fisheries, including tuna, snapper, tuna artisanal, and squid
- To manage, develop, and monitor Fisheries management systems and to coordinate and liaise with Fisheries data collection, analysis, and reporting.

v. Extension Services/Outer Islands

- Provide extension services, including fisheries technical support, natural disaster resilience, and adaptive rehabilitation training.

vi. Aquatic Bio-security

- To enhance national capacities on aquatic biosecurity and to develop biosecurity measures and protocols to minimize the introduction, spread, and impact of biological risks in aquatic environments, such as the risk of pathogens and the risk of invasive species in the Aquaculture sector.
- To develop and monitor the environmental and epidemiological surveillance of Ciguatera Fish Poisoning.
- To manage and implement international trade in wild plants and animals to ensure the principles of sustainable trade in endangered species within the fisheries sector.

Sub Program 2.3: Fisheries Compliance Division

The Fisheries Compliance Division is responsible for the fishing vessel monitoring system, the observer program, vessel licensing, and enforcement of the fisheries regulatory framework.

Sub Program 2.4: PROP Project Management Unit

The PROP Project Management Unit is responsible for leading the development of the PROP Annual Work Plan, Budget, and Procurement Plan, the finalization of the

PROP Project Implementation Manual, and ensuring the effective delivery of PROP activities that are aligned with the Tonga Fisheries Sector Plan, and the Ministry of Fisheries Corporate Plan.

Major Customers

The major customers of Program 2 are fishing industry participants, fishing industry organizations, coastal communities with access to fishery resources, investors, fish farmers, processors, and exporters, along with the Minister, and the Government. The broader Tongan community is a key stakeholder in effective and sustainable fishery management.

Program Results

- Policy and planning for sustainable fisheries management and development.
- Effective economic and statistical reporting to support effective decision-making.
- Scientific services to the Ministry support advice on aquatic resources and the status of stocks for Tonga's offshore, artisanal, deep-water, coastal fishery, and SMA programs.
- Special Management Area program implemented.
- Development of aquaculture industries.
- Effective compliance with regulations.

A number of externally funded projects will contribute to the program's outputs.

- World Bank funding for the Tongafish Pathway project.
- NZ MFAT and MPI technical support.
- ACIAR Project on Pearl Farming.
- FAO technical support project for SMAs.
- Japanese Trust Fund for Observer Training and Port Sampling.
- Sea cucumber survey funded by SPC.

3.4.2 Summary of Program 2: Budget and Staff

Program 2: Sustainable Fisheries							
Description	FY2024/25		FY2024/25		FY2025/26	FY2026/27	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	3.05	2.72	1.1	1.3	1.3	1.3	1.3
Staff	27	42	42	42	42	42	42
Non-staff	0	0	0	0	0	0	0
Executive Staff	3	3	3	3	3	3	3
Professional Staff	28	26	26	26	26	26	26
Other Staff	24	23	31	31	31	31	31
Total Established Staff	55	52	60	60	60	60	60
Unestablished Staff	3	3	6	6	6	6	6
Tongafish Established Staff	16	17	9	9	0	0	0
Tongafish Unestablished Staff							

3.4.3 Summary of Sub-program 2.1: Budget and Staff

Summary of Program 2 Budget and Staff							
Sub-Program 2.1: Sustainable Fisheries (FMDD)							
Description	FY2023/24		FY2024/25		FY2025/26	FY2025/26	FY2025/26
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	1.3	0.52	0.16	0.18	0.18	0.18	0.18
Staff	6	6	6	6	6	7	7
Non-staff	0	0	0	0	0	0	0
Executive Staff	1	1	1	1	1	1	1
Professional Staff	5	5	4	4	4	4	4
Other Staff	0	0	1	1	1	1	1
Total Established Staff	6	6	6	6	6	6	6
Unestablished Staff	4	4	2	2	2	2	2

3.4.4 Summary of Sub-program 2.2: Budget and Staff

Summary of Program 2 Budget and Staff							
Sub-Program 2.2: Sustainable Fisheries (FSED)							
Description	FY2022/23		FY2023/24		FY2024/25	FY2025/26	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	2.03	1.78	1.92	1.77	1.8	1.8	1.8
Staff	43	43	43	43	43	43	43
Non-staff	12	13	12	13	13	15	15
Executive Staff	1	1	1	1	1	1	1
Professional Staff	17	18	17	18	18	18	18
Other Staff	0	24	0	24	24	24	24
Total Established Staff	42	43	42	43	43	43	43
Unestablished Staff	5	13	5	13	20	20	20

3.4.5 Summary of Sub-program 2.3: Budget and Staff

Summary of Program 2 Budget and Staff							
Sub-Program 2.3: Sustainable Fisheries (FCD)							
FY2020/21	FY2023/24		FY2024/25		FY2024/25	FY2025/26	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Recurrent (\$m)	0.51	0.47	0.31	0.32	0.32	0.32	0.32
Staff	11	13	13	13	13	13	13
Non-staff	2	3	3	3	3	3	3
Executive Staff	1	1	1	1	1	1	1
Professional Staff	4	5	5	5	5	5	5
Other Staff	6	7	7	7	7	7	7
Total Established Staff	11	12	11	12	12	12	12
Unestablished Staff	2	2	2	2	2	2	2

3.4.6 Summary of Sub-program 2.4: Budget and Staff

Sub-Program 2.4: Sustainable Fisheries (PMU)							
Description	FY2023/24		FY2024/25		FY2025/26	FY2026/27	FY2026/27
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Total=Tongafish project (\$m)	0.07	0.04	0.07	0.04			
Staff	17	9	9	9			
Non-staff	0	0	0	0			
Executive Staff	1	1	1	1			
Professional Staff	13	8	8	8			
Other Staff	0	0	0	0			
Total Established Staff	14	9	9	9			
Unestablished Staff	0	0	0	0			

3.5 Program 2: Outputs and KPIs

3.5.1 Sub-program 2.1: Fisheries Management and Development Division

Output 12: By June 2025, fourteen higher standard fisheries management and development plans and policy developed, reviewed, approved, and monitored to support sustainable fishery resources and profitable industries. (Budget: \$36,600)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/2028	TARGETS #	INDICATOR #	Recurrent	Development
40. Develop and Submit Fisheries Management and Development Plans (<i>Develop – Natural Fisheries Disaster Management Plan</i>).	Number of Fisheries Management Plan (FMP) developed and submitted	2	2	1	1	14.4 14.B	14.4.1 14.B.1		
41. Review and submit fisheries management and development Plan (mid-review - FAD Plan)	Number of Fisheries Management Plan (FMP) reviewed and submitted	2	2	1	3				
42. Review and submit the Fisheries Management and Development Policy (National Fisheries Policy)	Number of Fisheries Management Policy reviewed and reported	3	0	1	1	14.4 14.B	14.4.1 14.B.1		
43. Monitor and evaluate the implementation of activities in each approved Fisheries management and development plan (<i>Tuna (2), Aquaculture (2), Marine Aquarium</i>)	Number of monitoring reports completed on a biannual basis.	7	14	12	15	14.4 14.B	14.4.1 14.B.1		

(2), Deepwater (2), Coastal (2), FAD (2)									
44. Monitor and evaluate the implementation of activities in approved policy, <i>Crewing (1)</i>	Number of completed monitoring on an annual basis	1	1	1	1	14.4 14.B	14.4.1 14.B.1		
45. Strengthen and build capacity for fisheries plans and policies	Number of reports on capacity training and workshops attended	1	5	5	5	14.6.1 14.7.1	14.6.1 14.7.1		

Output 13: Improved quality of fisheries statistics to support decision-making. (JNAP: T4.1.3.1p, T4_1.3.2p) (Budget: \$256,300)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/2028	TARGETS #	INDICATOR #	Recurrent	Development
46. Prepare and publish the fisheries statistics reports on a quarterly basis (Bulletin Report).	Number of reports submitted.	4	4	4	4	14.6. 14.7	14.6.1 14.7.1		
47. Liaise with relevant line Ministries on the dissemination of Fisheries data (export, catch, and domestic market survey data) on a quarterly basis. (MOF, NRBT, STATISTICS DEP)	Number of data sets submitted to line Ministries by quarter.	4	4	4	4	14.B	14.B.1		
48. Analyse and monitor duty-free and CT exemption on a Quarterly Basis	Number of reports for duty-free and CT exemption	1	4	4	4	14.B	14.B.1		

	quarterly								
49. Support fisheries census	Fisheries Census report completed	1	1	1	1	14.6. 14.7	14.6. 14.7		
50. Compile annual fisheries statistical data and report	Annual Fisheries statistical report completed	0	1	1	1	14.7	14.7		
51. Strengthen and build capacity for fisheries statistics	Number of reports on capacity training and workshops attended	0	2	2	2				

Output 14: Improved quality and accuracy of market knowledge and economics reports to support decision-making, marketing, and export of fisheries products and developed and implemented Natural disaster fisheries response plan. (Budget: \$29,900.00)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/2028	TARGETS #	INDICATOR #	Recurrent	Development
52. Collect, analyze and report economic data for all fisheries (Tuna, Deepwater, Coastal, Marine Aquarium, Aquaculture) (seafood market price, number of employees, number of businesses, fish consumption basically tuna and snapper,)	Number of economic performance report submitted.	1	5	4	5	14.6. 14.7	14.6.1 14.7.1		

53. Collect data to assist cost benefit analysis for commercial fisheries and aquaculture.	Number of report on data collected.	2	2	4	2	14.6. 14.7	14.6.1 14.7.1		
54. Review fisheries fees for commercial fisheries	Number of report on fisheries fees reviewed	1	1	1	1	14.6.1 14.7.1	14.6.1 14.7.1		
55. Implement and report on the response plan on the impacts of natural disasters in Fisheries Sector	Number of reports submitted.	1	1	1	1	14.6.1 14.7.1	14.6.1 14.7.1		
56. Implement and monitor market research plan for marine products (snapper & mabe pearl)	Number of monitoring reports.	1	2	2	2	14.6.1 14.7.1	14.6.1 14.7.1		
57. Oversee, implement, review and monitor the implementation of MOF Project to address non-communicable disease (NCD) in Tonga.	Number of report on NCD implementation submitted	1	4	4	4	14.7 14.b	14.7.1 14.b.1		
58. Strengthen and build capacity for fisheries economic and marketing.	Number of training reports submitted.			2	1	14.6.1 14.7.1	14.6.1 14.7.1		

Output 15: Strengthened fisheries and economic development to promote food security, livelihood, and maximise economic return from fisheries resources and improve basic onshore infrastructures that will in turn support economic developments in the fisheries sector. (\$250,000)						SDG		Budget	
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/2028	TARGETS #	INDICATOR #	Recurrent	Development
59. Strengthen and provide support for National Fisheries Council and Associations	Number of quarterly reports submitted.	1	1	4	2	14.7 14.b	14.7.1 14.b.1	\$300	
60. Strengthen and provide support for all fisheries development (aFAD, nearshore FAD)	Number of reports on FAD fishery development activities conducted.	4	1	2	2	14.7 14.b	14.7.1 14.b.1	\$300	
61. Implement and monitor the squid promotion project to address food security and livelihoods in Tonga.	Number of reports on squid project implementation.	1	1	2	1	14.7 14.b	14.7.1 14.b.1		
62. Oversee, develop and implement fisheries development project proposals and climate change related projects (Tuna-GCF, JNAP climate change, PPP, FAO)	Number of project proposals approved.	1	1	1	1	14.7 14.b	14.7.1 14.b.1		
63. Strengthening and building capacity of staff and fishers to do fisheries development	Number of reports on training conducted.	1	1	1	1	14.7 14.b	14.7.1 14.b.1	\$2000	
64. Establish the development of cold storage in the airport	A Cold storage established in the airport.	1	1	1	1	14.7 14.b	14.7.1 14.b.1		

65. Seek assistance to conduct a feasibility study for a fisheries wharf.	A report on the feasibility study conducted.	1	1	1	1	14.7.1 14.b.1	14.7.1 14.b.1		
66. Develop a development proposal to build a dry-docking facility for boat repair	Development proposal approved.			1					
67. Establish processing facility to support value-added initiatives (tuna and snapper loining facility)	Loining Facility established.			1					

3.5.2 Sub-program 2.2: Fisheries Science and Extension Division

Output 16: Prioritise target activities and focus on aquaculture research and development to meet the needs of emerging aquaculture industries and to address the impacts of climate change (JNAP2: T4_4.2.2, T1,8) GPA 7						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
68. Improve hatchery production for aquaculture commodities such as pearl oyster, giant clam and sea cucumber through spawning activities	Number of spawning events conducted (Pearl, sea cucumber, and giant clams)	6	4	4	4	14.4 14.a 14.7	14.4.1 14.a.1 14.7.1	

<i>Note: PMU contribution to AMP</i>	Percentage of survival rate of larvae rearing stage for each spawning events	0	≥ 50%	≥ 80%	≥ 80%	14.4 14.a 14.7	14.4.1 14.a.1 14.7.1	
	Percentage survival rate from the larvae rearing stage to ocean nursery	0	≥ 35%	≥ 65%	≥ 65%	14.4 14.7	14.4.1 14.7.1	
69. Researches and development were conducted on new potential farming species	Number of new potential species assessed for trials	3	2	2	2	14.4 14.a 14.7	14.4.1 14.a.1 14.7.1	
70. Training and extension services provided	Number of aquaculture extension services conducted	109	109	109	110	14.4 14.7	14.4.1 14.7.1	

Output 17: Strengthening the Special Management Area Program to evaluate its effectiveness, providing training to Coastal Communities, and the administrative management of the Community Development and Advisory Section. (Budget: \$394,200) (JNAP2: T8 & 4_4.2.1p, T4_4.2.3, T1,4,12_1.3.3p) GPA 7						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
71. Monitoring and evaluation of existing SMAs. <i>Note: PMU contribution to AMP</i>	Number of monitoring and evaluations conducted	88 PMU: 1	98 PMU: 2	108 PMU: 3	118	14.a 14.b 14.c 14.5	14.a.1 14.b.1 14.c.1 14.5.1	
72. Review existing Coastal Community Management Plans (CCMP)	Number of CCMPs reviewed	2	2	2	2	14.a 14.b 14.c 14.5	14.a.1 14.b.1 14.c.1 14.5.1	
73. New SMAs established with	Number of new			1		14.2	14.a.1	

management plans developed with local communities. <i>Note: PMU contribution in AMP</i>	SMA established	5	3		1	14.5 14.7 14.a 14.b 14.c 14.5	14.b.1 14.c.1 14.5.1 14.7.1	
74. Implementation of new SMAs with coastal communities <i>Note: PMU contribution in AMP</i>	Number of new SMA implemented	5	3	1	1	14.2 14.5 14.7 14.a 14.b 14.c 14.5	14.a.1 14.b.1 14.c.1 14.5.1 14.7.1	
75. Training and Extension services provided	Number of extension services provided	72	72	72	72			

Output 18: Fish Aggregating Device (FAD) designing, deployment, and effective monitoring for all coastal areas to diversify fishing and enhance food security, and improve livelihood thereby, counteracting the impacts of climate change. (Budget: \$394,200) (JNAP2: T8 & 4_4.2.1p, T4_4.2.3, T1,4,12_1.3.3p) GPA 7						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
76. Construction and deployment of FADs	Number of FADs constructed	7	5	5	5	14.2 14.5 14.7 14.a 14.b 14.c 14.5	14.a.1 14.b.1 14.c.1 14.5.1 14.7.1	

	Number of FAD deployment	7	5	5	5	14.2 14.5 14.7 14.a 14.b 14.c 14.5	14.a.1 14.b.1 14.c.1 14.5.1 14.7.1	
77. FAD monitoring program	Number of FAD monitoring	4	4	4	4	14.2 14.5 14.7 14.a 14.b 14.c 14.5	14.a.1 14.b.1 14.c.1 14.5.1 14.7.1	

Output 19: Efficient and effective technical operations of the outer-island centre. (Budget: \$753,500) (JNAP2: T4_4.2.3, T1, 4, 8,12_1.3.3p) GPA 1 GPA 7						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
78. Annual Data Collection	Number of Data collection programme implemented	19	19	19	19			
	Number of data collection conducted (Creel, market, TAILS, SMA monitor, SMA catch, dFAD, enforcement, Vessel	1004	1004	1004	1004			

	registration							
79. Monitoring and evaluation of existing SMAs	Number of existing SMAs monitored and evaluated.	309	309	309	309	14.2 14.5	14.2.1 14.5.1	
80. Technical trainings, consultations and capacity development	Number of trainings conducted	28	28	28	28			
	Number of trainings supported	25	25	25	25			
	Number of capacity development training attended.	25	25	25	25			
81. Extension service events conducted, including technical support for cyclone and disaster resilience and adaptive rehabilitation training	Number of Extensive services provided	690	690	690	690			
82. Establishment of new aquaculture hatchery and pearl workshop centre	Number of establishment of facilities conducted	1	2	2	2			

Output 20: Coastal fisheries resource research to support decision-making for the sustainable use of resources, along with training and awareness programs aimed at capacity building and public education. These initiatives are crucial for enhancing community resilience and ensuring the sustainability of coastal fisheries in the face of climate change impacts. (Budget: \$430,800) (JNAP2: T4_1.3.1p, T1, T8, T12) GPA 1						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
83. Annual data collection for inshore fisheries	Number of annual data collection conducted	96	96	200	200	14.a 14.b 14.c 14.4	14.a.1 14.b.1 14.c.1 14.4.1a	

84. Assessment and monitoring of key coastal fisheries.	Number of assessments and monitoring survey conducted	4	2	2	1	14.a 14.b 14.c 14.4	14.a.1 14.b.1 14.c.1 14.4.1a	
85. Scientific and data reports and information submitted internally and to national level.	Number of scientific and data reports submitted	16	16	16	16	14.a 14.b 14.c 14.4 14.5	14.a.1 14.b.1 14.c.1 14.4.1a 14.5.1	
86. Fisheries natural disaster impact and resilience assessment	Number of surveys conducted	1	1	1	1	14.1 14.2 14.3 14.5 14.7 14.b	14.1.1 14.2.1 14.3.1 14.5.1 14.7.1 14.b.1	
87. Training and Extension services provided	Number of extension services provided	9	12	12	12	14.1 14.2 14.3 14.5 14.7 14.b	14.1.1 14.2.1 14.3.1 14.5.1 14.7.1 14.b.1	

Output 21: Increasingly focused offshore fishery resource research, monitoring, and assessment to support decision making crucial for optimising resource management which enhances the resilience of fishery to climate change impacts. (Budget: \$430,800) (JNAP2: T4_1.3.1p, T1, T8, T12) GPA 1						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
88. Stock assessment of key offshore fisheries resources (i.e Tuna, Snapper, Tuna Artisanal, Squid)	Number of stock assessment conducted for each fisheries (i.e Tuna, snapper, Tuna Artisanal, Squid)	4	4	4	4	14.a 14.b 14.c 14.4	14.a.1 14.b.1 14.c.1 14.4.1a	
	% of data collection coverage	100%	100%	100%	100%			
89. Collection of high-quality biological samples and data for stock assessment and biological research	Number of trips conducted for biological sampling (i.e biological sampling and CKMR)	1	10	10	10	14.a 14.b 14.c 14.4	14.a.1 14.b.1 14.c.1 14.4.1a	
	Number of fish sampled	10	300	300	300	14.a 14.b 14.c 14.4	14.a.1 14.b.1 14.c.1 14.4.1a	
90. Scientific information and data reports submitted to national, regional, and international bodies.	Number of scientific and data reports submitted (national, regional and international) ACE, Part 1 Report	2	2	2	2	14.a 14.b 14.c 14.4 14.5	14.a.1 14.b.1 14.c.1 14.4.1a 14.5.1	
91. Training and Extension	Number of Offshore extension services provided	257	257	257		14.1 14.2	14.1.1 14.2.1	

Services provided					257	14.3 14.5 14.7 14.b	14.3.1 14.5.1 14.7.1 14.b.1	
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Output 22: Improving the integrity and accuracy of fisheries data collection and management systems, for sound policy-development, better decision-making and responsible fisheries management. (Budget: \$147,100) (JNAP2: T4_1.3.1p, T8) GPA 1						SDG		BUDGET
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
92. Manage, Coordinate, Monitor, Review and Develop database systems for all fisheries data collection. (Regional and Local database systems)	Number of existing databases managed, monitored, reviewed and new databases developed (9 locals) Tuna, Snapper, TAILS, Obs	20	20	20	20	14.a.1 14.7 14.6 14.4	14.a 14.7.1 14.6.1	Recurrent: 1000 Development:
93. Conduct Data Quality Checks (DQC) to ensure the integrity and accuracy of fisheries data collected before reporting	% Coverage of data quality check conducted	100%	100%	100%	100%	14.a.1 14.7 14.6 14.4	14.a 14.7.1 14.6.1	10,000
94. Coordinate, Monitor, support the implementation of Electronic Reporting (ER) Applications Programme.	% of ER applications implemented	100%	100%	100%	100%	14.a.1	14.a	
	Number of Logsheets (ER) submitted	668	668	668	933			

Output 23: Effectively reviewed, implemented and monitored Tonga national strategy on aquatic biosecurity (Biosecurity); seafood risk management and awareness raising on practices to minimize risk of ciguatera poisoning (CP) and the convention on international trade in endangered species of wild fauna and flora (CITES).								
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	RECURRENT VS DEVELOPMENT
95. Screening high-priority aquatic species for OIE-listed pathogens to enhance early detection and disease control.	Number of samples collected and processed from aquaculture species	3	3	3	3	14.1 14.2 14.3 14.7	14.1.1 14.2.1 14.3.1 14.7.1	
	Number of samples analysed from aquaculture species	0	3	20	30	14.1 14.2 14.3 14.7	14.1.1 14.2.1 14.3.1 14.7.1	
96. Conducting community-based CP (Ciguatera Poisoning) surveillance in SMAs with suspected outbreaks, focusing on <i>Gambierdiscus</i> detection.	Number of CP sample collection	80	80	80	80	14.1 14.2 14.3 14.7	14.1.1 14.2.1 14.3.1 14.7.1	
97. Enforcing CITES regulations in the fisheries sector, to ensure sustainable trade and species conservation.	Number of CITES certificate and other requirement(s) issued	12	15	15	20	14.1 14.2 14.3 14.7	14.1.1 14.2.1 14.3.1 14.7.1	
98. Training and Extension services provided	Number of aquatic biosecurity extension services conducted	90	90	90	90	14.1 14.2 14.3	14.1.1 14.2.1 14.3.1	

3.5.3 Sub-program 2.3: Fisheries Compliance Division

Output 24: Efficient and effective compliance and enforcement services with regulatory programs that deter Illegal, Unreported and Unregulated (IUU) fishing (Budget: \$29,214)						SDG		Budget
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	Recurrent/ Development
99. Develop and review compliance policies and strategies required for the implementation and enforcement of the Fisheries National laws and Regulations (Fisheries Management Act 2002 and its subsidiary Regulations, Aquaculture Management Act and Regulation 2003 and Maritime Zone Act 2009), Fisheries Management Plans (FMP)(Tuna Management and Development Plan 2018 - 2022, Deepwater Fisheries Management 2020 – 2023, Marine Aquarium Management and Development Plan 2020-2021, Aquaculture Management and Development Plan 2018 – 2022) and Tonga National	Number of compliance policies and strategies, SOPs develop, review, and implemented to combat IUU fishing	6 (CMM 2022-06, PSMA SOP, Labour National standard, EM feasibility study, NPOA IUU	3	6	7	14.6	14.6.1	

MCS Strategy and National Plan of Action (NPOA) for Illegal Unreported and Unregulated fishing (IUU).								
<p>100. Enhance the implementation and enforcement regional and international agreements and treaties (to which Tonga is a party) and the national MCS Strategy that prevents IUU fishing:</p> <ul style="list-style-type: none"> a. FAO Port State Measures Agreement to prevent, deter, and eliminate illegal, unreported, and unregulated fishing (IUU) b. Western Central Pacific Fisheries Commission (WCPFC) conservation and management measures on management of tuna resources c. Niue Treaty Subsidiary Agreement (NTSA) d. Pacific Islands Forum Fisheries Agencies (FFA) Regional Monitoring Control and Surveillance (MCS) Strategy and Tonga National MCS Strategy e. FFA Regional Catch 	Number of IUU related activities and enforcement measures being implemented	6 EPMS, National CDS, NTSA exercise (4 Fisheries Operation	3	5		14.6	14.6.1	

Documentation Scheme (CDS) and other treaties (e-CDS and e-PSMA) f. Regional Longline Strategy								
101. To ensure full compliance with fisheries laws and regulations through comprehensive surveillance and targeted compliance operations across offshore and inshore fisheries, including vessel inspections, market monitoring, and export facility inspection.	Number of fisheries compliance operations conducted across all monitoring platforms (land, sea, air) including vessel inspections, market checks, and export facility inspection	300	276	360	400	14.6	14.6.1	
102. Enhance the enforcement program by strengthening the means of communication between the Ministry, the fishing vessel captains, and the fisheries observers.	Number of radio stations set up for fisheries communication	1	1	4	0	14.6	14.6.1	

103. Strengthened voluntary compliance through the conduct of MCS training and awareness program in schools, coastal communities to encourage voluntary compliance with fisheries law.	Number of MCS trainings being conducted and quarterly bulletin being developed, approved, and disseminated	15	7	4	6	14.6	14.6.1	
104. Strengthened voluntary compliance through the conduct of MCS training and awareness program in schools, coastal communities to encourage voluntary compliance with fisheries law.	Number of MCS trainings being conducted and quarterly bulletin being developed, approved, and disseminated	15	7	25	25	14.6 14. C	14.6.1 14.C.1	

Output 25: Provide a cost-effective way for licensing services as a legal mechanism to control Illegal, Unreported and Unregulated (IUU) fishing (Budget: \$32,109)						SDG		Budget
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	(Recurrent)
105. Develop, review, implement, and update national standards and SOPs to address the activities of the fishery licensing system (databases)	Number of databases/SOPs developed	2 Small-scale fisheries registration database/ Marine Aquarium database	3	3	4	14.6	14.6.1	

106. Review the Minimum Terms and Conditions (T&C) of the fishing license for each commercial fishery and Access agreement for the tuna fishery	Number of T&C reviewed and implemented	3 Marine Aquarium Plan, Coastal Plan: Kupenga FAD Plan	5	4	4	14.6	14.6.1	
107. Review, process, and issue all fishery licenses [commercial fishing- local/foreign/game fishing, aquaculture, aquarium fish, fish processing & export, and fish fence]	Number of licenses issued	70	44	56	80	14.6	14.6.1	
108. Register all small-scale fishing vessels operating within Tonga's fisheries waters	Number of small-scale fishing vessels registered	549	96	570	580	14.6	14.6.1	
109. Validate and issue all certificates and permits for commercial exports and exemption duties	Number of certificates/permits issued	194	204	270	280	14.6	14.6.1 14.7.1	
110. Validate and issue all certificates and permits for home consumption purposes and TPFES, at the airport and main office	Number of permits issued	4363	10854	3000	4200	14.6	14.6.1 14.C.1	

Output 26: Increasingly targeted Monitoring, Control & Surveillance (MCS) program for international and domestic fishing activities to deter Illegal, Unreported and Unregulated (IUU) fishing. (Budget: \$176,964)						SDG		Budget (Recurrent/ Development)
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	
111. Manage and coordinate the Tonga National Observer Program (TNOP) FFA Regional Observer Programme (ROP) and VMS processes	Number of observer deployment	57	46	55	50	14.6	14.6.1	
112. Implement MCS policies/SOP/Manual to guide the activities under the TNOP and the ROP and VMS processes	Number of SOPs implemented	1	2	2	4	14.6	14.6.1	
113. Monitoring, training, and capacity development of the Tongan Observer	Number of Tongan observers recruited, trained, and certified (certified observer, debriefer, trainer) AND number of trainings for existing observers and debriefers	3	10	12	13	14.6	14.6.1	
114. Conduct biological sampling of tuna fishery species during the fishing trip	Number of sampling trips conducted by Observer	0	150	10	10	14.6	14.6.1	

115. Implement the Electronic Reporting Application Program (OLLO) to facilitate the Observer's data collection	Number of observer trips using OLLO for data collection	8	20	40	45	14.6	14.6.1	
116. Implement FFA Regional Longline Electronic Monitoring (EM) Policy	Number of activities implemented at the National level	0	2	1	2	14.6.1	14.6.1	FFA funding
117. Monitor and oversee all fishing vessel activities within our EEZ by using a satellite base (VMS).	Number of VMS updates submitted to HOD	36	230	230	230	14.6	14.6.1	
118. Install and inspect VMS units on tuna and snapper fishing vessels to monitor fishing activities of the fishing vessels within our EEZ	Number of VMS units installed on fishing vessels and number of inspections conducted	16	26	26	26	14.6	14.6.1	
119. Provide accurate, near real-time vessel position for vessel owners, support surveillance operation and other compliance purposes	Number of VMS data provided upon request	45	20	12	20	14.6	14.6.1	

3.5.4 Sub-program 2.4: Commercial Fishing Vessel Management

Output 27: Efficient and effective management of Commercial Fishing Vessels (Budget: \$665,300)						SDG		Budget (Recurrent/ Development)
Activity	KPI	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATOR #	
120. Strengthen the supply of fish to the domestic market	Number of unload & report submitted to CEO	0	4	4	4			Recurrent
121. Support the growth of fish export.	Quarterly report submitted to CEO	0	4	4	4			Recurrent

1. Challenges / Gap analysis

Gaps <i>E.g. What gaps are in place in implementing the Ministry's outputs</i>	Diagnosis <i>E.g. Why does it exist – cause problem</i>	Solution <i>E.g. How to solve the gap</i>
Recruitment/vacant positions/ daily paid labor	Shortage of staff	Fill in the resultant post only and renew the contract for the current daily paid labor for every FY.
Budget limitation	Budget Strategy and Funding Envelope Guidelines.	Prioritize the spending according to the priority areas and outputs.
Quality technical equipment -Boats -Vehicles	The Ministry's current boat and vehicle are not enough to undertake SMA activities and enforcement.	Seeking additional funds.
Capacity building - Training techniques - Aquaculture (production: algae and giant clams) - Fisheries data collection - FAD network - Pearl design and marketing - Seaweed farming - Stakeholder training (co-management, fish handling, fisheries, and business management) - Certify high seas boarding and inspection - Effective enforcement - Public awareness and support for reporting IUU fishing - Authorize officers' obligations - PSMA task force on PSMA activities - Certify MSC observers	Staffs are limited to these capacities building due to new technologies, new methods, additional activities and new initiatives.	Undertake training on identified areas in accordance with the Ministry's annual training plan.
Infrastructure -Aquaculture hatchery expansion	The current hatchery cannot accommodate the production of more than one species during spawning season.	Expand the Aquaculture hatchery to accommodate all species.
Delay in legislation for SMAs and commercial fisheries.	The current process is time-consuming.	Effective and fast time turnover of the revised SMA Regulation.

Annex 1: Detailed Stakeholder Analysis

Stakeholder	Customer of MoF	Supplier to MoF	Partner with MoF	Oversight of MoF
	Received from/provided to MFNP			
Cabinet	Advice, Recommendations, Information	Decisions	Operating Effectiveness of Government	Direction
LA	Advice, Recommendations, Information	Decisions, Legislation		Direction
MDAs	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government,	Oversight by PMO, PSC - Policy, Operations
Public Enterprises	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government,	
NGO	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Community Work, Education, Health	Monitor, Petition
General Public	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges		Vote, Petition
Development Partners	Advice, Guidance, Instructions, Services, Information	Development Assistance and Advice	Delivery of Aid Funded Programs	Oversight of the Use of Development Funds, General Performance Management

Annex 2: Key legislation, policy decisions, and plans

Documents Contributing to the Ministry of Fisheries Mandate

The mandate is established by the following:

General

- The Constitution of Tonga
- Government Priority Agenda
- Tonga Strategic Development Framework II
- Government Act
- Public Finance Management Act
- Public Audit Act
- Public Service Act
- Code of Ethics and Conduct
- Social Media Guidelines for Tonga's Public Service
- Public Services (Grievance and dispute procedures) Regulations
- Public Service (Disciplinary procedures) Regulations
- Remuneration Act
- Procurement Regulations
- Public Revenue Regulations
- Internal Audit Charter

Specific to the Ministry of Fisheries

- Tonga Fisheries Sector Plan 2016
- Aquaculture Management Act 2003
- Aquaculture Management (Amendment) Act 2005
- Aquaculture Management (Amendment) Act 2009
- Fisheries Management Act 2002
- Fisheries Management (Amendment) Act 2009
- Maritime Zone Act 2009
- Tonga Defence Services (Amendment) Act 2013
- Fisheries Management (Processing and Export) Regulations 2008
- Fisheries Management (Conservation) Regulations 2008
- Fisheries Management (Conservation) (Amendment) Regulations 2013
- Fisheries Management (Processing and Export) (Amendment) Regulations 2010
- Fisheries (Local Fishing) Regulations 2009
- Aquaculture Management Regulations 2008
- Fisheries Management Act 2002 Special Management Area Order (GS 20 of 2004)
- Fisheries Regulations 1992
- Fisheries (Vessel Monitoring System) Regulations 2009
- Fisheries (Coastal Communities) Regulations 2009
- Fisheries (LimuTanga'u) Regulations 2009
- Special Management Area Order No.25/2013
- Stowage of Gear Regulations

Annex 3: International Agreements and Treaties

Tonga is a party to, and has obligations under, a range of international agreements and treaties that support the sustainable harvest of our fisheries resources.

- FFA** Tonga is a member of the Honiara, Solomon Islands-based Pacific Islands Forum Fisheries Agency (FFA), as a signatory to the 1979 Convention. The FFA supports its 17 member countries to manage, conserve, and use the tuna resource through enhancing national capacity and strengthening regional solidarity.
- SPC** Tonga is a member of the Noumea, New Caledonia-based Pacific Community (PC) (formerly the Secretariat to the Pacific Community (SPC)) which aims to develop the technical, professional, scientific, research, planning, and management capability of Pacific Island people and directly provide information and advice, to enable them to make informed decisions about their future development and well-being.
- WCPFC** The Western and Central Pacific Fisheries Convention aims to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the Western and Central Pacific. The WCPFC was established by the Convention for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPFC Convention) which entered into force on 19 June 2004. Tonga is a member of the WCPFC which is based in Pohnpei, Federated States of Micronesia.
- UNCLOS** The United Nations Convention on the Law of the Sea 1982 (UNCLOS), is an international agreement that defines the rights and responsibilities of nations with respect to their use of the world's oceans, establishing guidelines for businesses, the environment, and the management of marine natural resources.
- UNFSA** The United Nations Fish Stocks Agreement (UNFSA) (relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks) sets out principles for the conservation and management of those fish stocks and establishes that such management must be based on the precautionary approach and the best available scientific information. Signatory States should cooperate to ensure conservation and promote the objective of the optimum utilization of fisheries resources both within and beyond the exclusive economic zone.
- CODE OF CONDUCT** The Code of Conduct for Sustainable Fisheries is a non-binding though internationally agreed instrument that states fisheries management rules should be based on the precautionary approach which it prescribes is typically implemented in concrete management rules through such provisions as minimum spawning biomass, and maximum fishing mortality rates.
- CITES** The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), is a multilateral treaty to protect endangered plants and animals. Its aim is to ensure that international trade in specimens of wild animals and plants does not threaten the survival of the species in the wild. It provides varying degrees of protection to more than 35,000 species of animals and plants.
- US Treaty** the Multilateral Treaty on Fisheries between Certain Governments of the Pacific Island States and the Government of the United States of America (US Treaty) provides for multilateral access by USA-flagged tuna purse-seine fishing vessels to Pacific Island

Parties Waters the US Treaty was agreed in 1987 and has moved through several phases.

Niue Treaty The “Niue Treaty Subsidiary Agreement was ratified in 2015 as a regional effort to strengthen our current surveillance and enforcement mechanisms to fight against Illegal, unregulated, and unreported fishing (IUU fishing) as an ongoing global challenge.

OIE the World Organisation for Animal Health (OIE). The OIE is the intergovernmental organization responsible for improving animal health worldwide. The need to fight animal diseases at a global level led to the creation of the Office International des Epizooties through the international Agreement signed on January 25th, 1924. In May 2003 the Office became the World Organisation for Animal Health but kept its historical acronym OIE. Tonga is not a signatory but as a member of SPC follows the policies and practices of OIE with respect to aquatic species.

Port State Measures Agreement Tonga recently became a signatory to the Port State Measure Agreement in early 2020 to Prevent, Deter, and Eliminate IUU Fishing. The World Bank and FFA hosted a regional workshop in Fiji with the Task Force Team consisting of the Tonga Police, MORC, Marine and Ports, and Ports Authority HMAF on formulation of the national strategies and action plans to improve compliance with the agreement on Port State Measure. This creates an obligation to undertake comprehensive inspections of an agreed level of foreign vessels each year, policy, and operational activities. Therefore, the Ministry will focus on the implementation of the PSMA and, the development of the National Standard of Procedures (NSOP).

Memorandum of Understanding

i) MOU for the Regional Aerial Surveillance Programme

Tonga has signed a memorandum of understanding for the Regional Aerial Surveillance Programme with the Forum Fisheries Agency (FFA) in 2020. Pacific Islands Forum Leaders agreed at their meeting in Nauru in 2018 to support the F.F.A. Regional Aerial Surveillance Programme and the development of MOUs with the F.F.A. on its implementation.

ii) MOU Maritime Surveillance Operations and Related Border Control Support

Maritime Coordination Centre Memorandum of Understanding (Maritime Surveillance Operations and Related Border Control Support) between the His Majesty’ Armed Forces, Ministry of Fisheries, Ministry of Revenue and Customs and Tonga Police), included Maritime Coordination Centre Framework signed by His Majesty’s Armed Force (HMAF), Ministry of Fisheries, Ministry of Revenue and Customs and Tonga Police on 24 April 2020 concerning maritime surveillance operation and related border control supports especially for fishery protection, counter drug trafficking, custom border control, countering transnational crime, support health protection measures (like COVID 19) medical evacuation and other related maritime security activities within the Kingdoms maritime jurisdiction zones (Fisheries Management Act, Customs and Excise Management Act, Tonga Police Act, HMAF Act, Maritime Zone Act, Public Health Act and Evacuation Act.

Annex 4: Staff Proposal – Critical Posts for FY2025/26

No.	Position Title	Division	Proposed Band	Salary	Purpose of Post	Justification per CP (make reference to page)	Funding (tick relevant box)		
							Fund within	Fund within (abolish)	New Request

1	Boatsman	FCD	Band M	\$17,171.00- 25,757.00	<p>1= A boatsman assigned to enforcement ensures continuous monitoring of fishing activities, patrols protected areas, and assists in boarding and inspecting vessels suspected of illegal activities. This role also involves working closely with authorities to enforce fishing regulations, prevent unauthorized exploitation of marine resources, and ensure compliance with national law.</p> <p>1= Boatsman for the Ministry's Research Boatthe research activities boatsman supports scientific</p>	<p>The need for a dedicated boatsman for enforcement and patrolling is further justified by the necessity to combat Illegal, Unreported, and Unregulated (IUU) fishing and other maritime violations. IUU fishing poses a significant threat to marine resources, economic stability, and biodiversity, making strict enforcement critical. On the other hand, research activities often demand precise navigation and a controlled environment to avoid disturbances to the study, which can only be</p>			New Request
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					<p>studies, environmental monitoring, and data collection efforts. This role requires specialized handling of equipment, maneuvering vessels in research-specific locations, and assisting scientists or researchers in their fieldwork</p>	<p>achieved with a dedicated boatsman. Having separate boatsmen for these functions ensures that enforcement and research operations can run simultaneously without delays or conflicts in scheduling. It also enhances efficiency, as each boatsman can develop expertise suited to their respective responsibilities, improving both operational security and research accuracy.</p> <p>(Output 25: Activity 107)</p>			
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2	Procurement	CSD	Band L	\$22,133-\$33,194.00	Post will ensure that the MoF complies with the Finance ACT. This is also a requirement from the Ministry of Finance that every Ministry should have a Procurement Officer.	The Procurement Officer will be responsible for sourcing suppliers, negotiating contracts, and ensuring that all purchases comply with public procurement laws, financial regulations, and ethical standards. This helps prevent corruption, fraud, and favoritism while promoting fairness and competition among suppliers. By ensuring cost-effectiveness, the officer helps the government optimize budget spending and allocate resources efficiently (Output 9, Activity 30)			New Request
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3	Technical Officer Grade 2	FSED	Band M	\$17,171.00-25,757.00	<p>This post will focus on working at Haápai Ministry of Fisheries Office. The need for a Technical Officer II (TOII) to ensure the implementation of activities at Ha'apai Island.</p>	<p>This role will focus on other activities and duties at Haapai. This includes FADs, Aquaculture, administration work, compliance and enforcement duties at Haápai Islands (Output 16-20)</p>			New Request
4	Fisheries Industry Stakeholder Engagement	FMDD	Band L	\$22,133-\$33,194.00	<p>Monitor and collaborate with the National Fisheries Council Associations in Tonga</p>	<p>A Fisheries Industry Stakeholder Engagement Officer is essential for strengthening governance, fostering collaboration, and building capacity within the fisheries sector across Tongatapu, Vava'u, Ha'apai, and 'Eua. This position will bridge the gap between the</p>			New Request

						<p>National Fisheries Council (NFC), Fisheries Associations, and government bodies to ensure effective policy implementation and sustainable fisheries management. The officer will facilitate training, workshops, and consultations, improving stakeholders' ability to engage in governance processes and comply with regulations. This role will enhance transparency, inclusivity, and accountability, ensuring the fisheries sector operates in line with national policies and international</p>			
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						<p>sustainability goals. Without this post, there could be gaps in governance and reduced industry participation, ultimately hindering effective fisheries management.</p> <p>(Output 15 , Activity 59)</p>			
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