



Government of Tonga
Tonga Statistics Department

CORPORATE PLAN & BUDGET SUMMARY

2025/26 - 2027/28



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List of Abbreviations

APP	Annual Procurement Plan
AR	Annual Report
BMPI	Building Material Price Index
BR	Business Register
CP&B	Corporate Plan and Budget
CPI	Consumer Price Index
CATI	Computer Assisted Telephone Interviewing
DHS	Demographic and Health Surveys
EIR	Equity Insights Rapid Survey
FPI	Food Price Index
FY	Fiscal Year
GES	Gender Environment Survey
GPA	Government Priority Agenda
HIES	Household Income Expenditure Survey
HOD	Head of Division
IDA	International Development Association
ICT	Information and Communications Technology
IMTS	International Merchandise Trade Statistics
IPI	Import Price Index
IIP	International Investment Position
KPI	Key Performance Indicator
LA	Legislative Assembly
LFS	Labour Force Survey
MDAs	Ministries, Departments and Agencies
MFNP	Ministry Finance and National Planning
MICS	Multi Indicator Cluster Survey
NGOs	Non-Government organization
NPD	National Planning Division
NAC	National Agriculture Census

NIIP	National Infrastructure Investment Plan
NSDS	National Strategy for the Development of Statistics
PSC	Public Service Commission
PHC	Population and Housing Census
PMO	Prime Minister Office
PFTAC	Pacific Financial Technical Assistance Centre
QNA	Quarterly National Account
SEEA	System of Environmental Economic Accounting
SDGs	Sustainable Development Goals
SACA	Statistical Advice and Capacity Assistance
STWGS	Statistics Technical Working Group Sector
TSD	Tonga Statistics Department
TSA	Tonga Satellite Account
TSDF	Tonga Strategy Development Framework
TSIC	Tonga Standard Industrial Classification

Foreword

It is with great commitment and confidence that I present the Corporate Plan (CP) for the Statistics Department (SD) for the financial years 2025/26 to 2027/28. This plan outlines our strategic priorities for the next three years, reinforcing the critical role of statistics in governance, policy formulation, and national development. The Statistics Department is mandated under the Statistics Act 1978, as revised in 2015, to provide quality, timely, and reliable statistics that support evidence-based decision-making, research, and national development planning.

The overarching objectives of this Corporate Plan are to facilitate informed policy and decision-making, enhance statistical education and learning, and ensure the production of high-quality statistics to meet national and international demands. This is imperative as we align our statistical development efforts with the Sustainable Development Goals (SDGs), and transition from the Tonga Strategic Development Framework (TSDFI) to TSDFII. Effective coordination of the National Statistical System (NSS) is paramount in addressing these evolving statistical needs and challenges.

For the next three years, the Statistics Department will prioritize:

- Facilitating better and informed decision-making by promoting evidence-based policy development.
- Enhancing public service efficiency, effectiveness, and transparency to uphold good governance.
- Encouraging research, development, and learning to strengthen statistical literacy and application.

I endorse the strategic direction outlined in this Corporate Plan as it aligns with the government's policies and performance expectations. I look forward to working closely with the Statistics Department to ensure that our statistical system remains robust, inclusive, and responsive to the needs of our people. Through strengthened governance and adherence to the rule of law, we aim to build a more sustainable and data-driven future for Tonga.

Malo 'aupito

.....

Hon. Dr 'Aisake Eke

Prime Minister of Tonga, Minister for Finance and Minister Responsible for Tonga Statistics Department

Message from the CEO

The success of the Tonga Statistics Department hinges on our ability to meet the demand for statistics in the most effective and efficient manner. Tonga Statistics must remain responsive and proactive to the growing need for evidence-based decision-making within the government and other supporting organizations and agencies, as well as to monitor and evaluate progress. The demands arising from the National priorities' agendas, outlined in the Tonga Strategic Development Framework II (TSDF II), and the transition to subsequent frameworks TSDF III, present challenges for effective responses, and the international development agendas, such as the Sustainable Development Goals (SDGs).

To address these challenges, the Department has invested in drafting and finalizing, and will continue to implement, the Tonga National Strategy for the Development of Statistics (NSDS). This strategy will provide a comprehensive and sustainable approach to effectively and efficiently meeting these demands.

The Tonga Statistics Department strives to be the nation's leading centre for high-quality statistical services, grounded in integrity and expertise. Our mission is to provide timely, demand-driven statistics that inform policy, support decision-making, foster research, and ensure transparent communication with all stakeholders. By efficiently coordinating the National Statistical System, the Department aims to address these challenges through targeted investments in capacity-building, technological upgrades, stakeholder engagement, and long-term planning. Strong leadership is essential to promote the NSS as an important tool for national development.

Guided by two core objectives, the Tonga Statistics Department seeks to enhance the well-being and prosperity of our citizens. First, we aim to deliver high-quality statistics that support evidence-based decision-making, encourage research and debate, and contribute to the development of an efficient, transparent, and apolitical public service. Second, we provide improved advice and enhanced capacity support to government agencies in the collection, compilation, and analysis of data, fostering the growth of strong data systems across the public sector.

This Corporate Plan (CP) 2025/2026 - 2027/2028 outlines key performance indicators for these objectives over the next three years. It identifies the risks we will face in delivering our outputs and highlights the assumptions made to achieve our targets. The CP process has analysed gaps in our work performance, and the plan provides solutions designed to minimize these gaps. This plan is intended to facilitate the development of a long-term plan and work plan extending to 2028. The successful delivery of our national and organizational impacts and outcomes depends on the strength of the Department's operational systems and the human resources needed to drive the production of these outputs.

The plan acknowledges the support provided by development partners and the technical assistance granted by international and regional statistical organizations. It emphasizes the need for strategic leadership at all levels, the management of work projects and risks, the development of human capacity, and the encouragement of optimal performance. Continuous review of our systems will be essential to efficiently and effectively deliver the identified outputs.

I look forward to implementing this plan, contributing to the continued development of the Kingdom of Tonga.

Malo 'Aupito



Sione Lolohea (Mr.)
Government Statistician

Tonga Statistics Department Vision and Mission

Vision

To be Tonga's centre of excellence in delivering quality, integrity, and expertise in providing Statistical services.

Mission

Effective coordination of the National Statistical System; provide quality demand-driven statistics that support policy, decision making, research, and development initiatives; and effectively communicate these statistical services/activities/outputs to all, leading to better lives of our people.

Mandate

The legal mandate of the Tonga Statistics Department is derived from the Statistics Act 2020 which was a review of the Statistics Act 2015. The Act states that the department

"shall be the principal authority for the official statistics of Tonga" (Section 3.1) and it

"shall collect, from people, businesses and other organisations in the Kingdom, information relating to their activities and economic and social situation, in order to compile, analyse, abstract and publish official statistics relating to the condition of commerce, people, their communities and the environment, as well as the activities, performance and impact of the Government (Section 3.2).

Coupled with the Cabinet decision (No. 167) of February 2021 that *"all surveys that have implications at the National level to be referred to the Statistics Department for clearance first, and prior to the results being released, be approved"* demonstrates TSD as the core arm of Government.

Key Legislation, policy decision, and plan

- Statistics Act 2020
- Statistics Act 2015
- National Strategy for the Development of Statistics 2019-2023
- Cabinet Decision No. 167 of February 2021
- Public Finance Management Act
- Public Service Act
- Tonga Strategic Development Framework II
- Procurement Regulations
- Public Revenue Regulations
- Income Tax Regulation

Government Statistician

The key deliverables of the Government Statistician:

1. Deliver key objectives and functions of the Statistics Act and the CP with improved corporate governance;
2. Provide the government with high-quality statistics on a timely basis to aid evidence-based decision making;
3. Ascertain the provision of a stable, relevant, and responsive statistical service;
4. Possess strong leadership and high statistical profile in the Tonga Government structure; *and*
5. Strengthen good working relationships and statistics engagement with internal and external key statistics stakeholders and data providers.

Over the Corporate Plan period TSD priorities are:

1. Timely issuance of quality statistics to aid evidence-based decision making; be effectively responsive to emerging demands on an international and national level while accounting for the challenges faced by data providers, and ensuring adequate and sustainable resources are in place to support and empower the providers thereby encouraging a user-driven system; and assist in the development of good policy and effective programmes.
2. Informed advice is provided to organizations/agencies in the collection and compilation of their data; and enhanced capacity support is provided to organizations/agencies in data collection, compilation, and analysis
3. Providing effective statistical co-ordination to accelerate the revolution of changing from a national statistics office into a national statistical system (NSS) by:
 - a. Leading and coordinating statistical activities;
 - b. Standardizing/harmonizing protocols for collection, classification, quality assurance, sharing, and dissemination of statistics;
 - c. Leading the mobilization of statistical training for the sectors/line ministries; and
 - d. Establishing a Governance structure and designing and amending appropriate policies/legislature/ acts to improve statistical activities and services.
4. Promotion of Statistics Department services/activities to create awareness within the national statistical system (NSS) and the overall public of the value of statistical outputs in national policies and project developments.

A complete implementation of our Performance Management System (PMS) will:

1. Enhance and improve staff performances over the corporate plan period; and
2. Improve attainment of planned corporate outputs.

1 Corporate Plan Executive Summary

1.1 Stakeholders

As the principal authority for official statistics in Tonga, the office acknowledges its stakeholders and the ongoing collaboration that contributes to the National Statistic System (NSS). TSD leading the National Strategy for the Development of Statistics (NSDS) which also leads the coordination of the National Statistical System aiming at; ensuring a legal and policy system that empowers the NSS, closer working ties between data users, producers and providers to deliver needed indicators as close to real-time as possible, developing data literate and analytical capabilities of all in the NSS and making sure that the NSS follows international standards and methodology of data collection, analyzation and dissemination.

In accordance to the Statistics Act 2015, TSD not only provide for stakeholders information via TSD national surveys and censuses and administration records collected by TSD from other entities, but via joint collections with others as well. TSD provides advice on how to design, conduct surveys; data editing, data cleaning, analysis and reporting for the stakeholders as so needed.

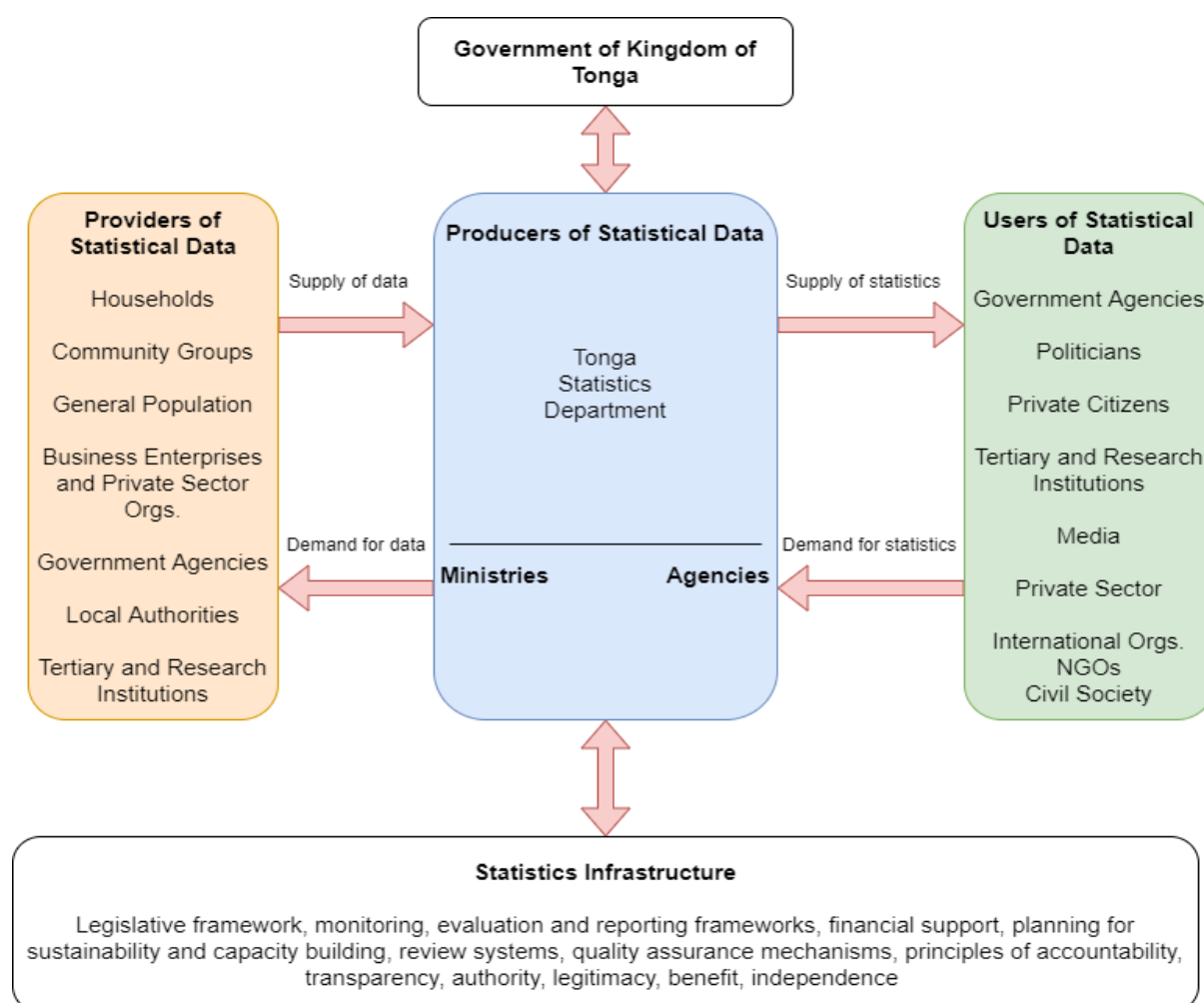


Figure 1 National Strategy for the Development of Statistics

Table 1 TSD Relationships with its Stakeholders

Stakeholder	Customer of TSD	Supplier to TSD	Partner with TSD
Cabinet	Data producer and provider Statistical Adviser	Decisions	Effective and efficient Government
LA	Data producer and provider Statistical Adviser	Decisions, Legislation	Effective and efficient Government
MDAs	Data producer and provider Statistical Adviser	Data	Effective and efficient Government Support of TSDF
Public Enterprises	Data producer and provider Statistical Adviser	Data	Effective and efficient Government
Businesses	Data producer and provider Statistical Adviser	Data	Support of TSDF
General Public	Data producer and provider Statistical Adviser	Data	Effective and efficient Government
Media	Data producer and provider Statistical Adviser		Advocacy
Not-for-Profit Organizations	Data producer and provider Statistical Adviser	Data	Data analysis support
Education Institutions	Data producer and provider Statistical Adviser	Data	Data analysis support
Development Partners	Data producer and provider Statistical Adviser	Development Assistance and Advice	Financial support

1.2 Ministry Results Map

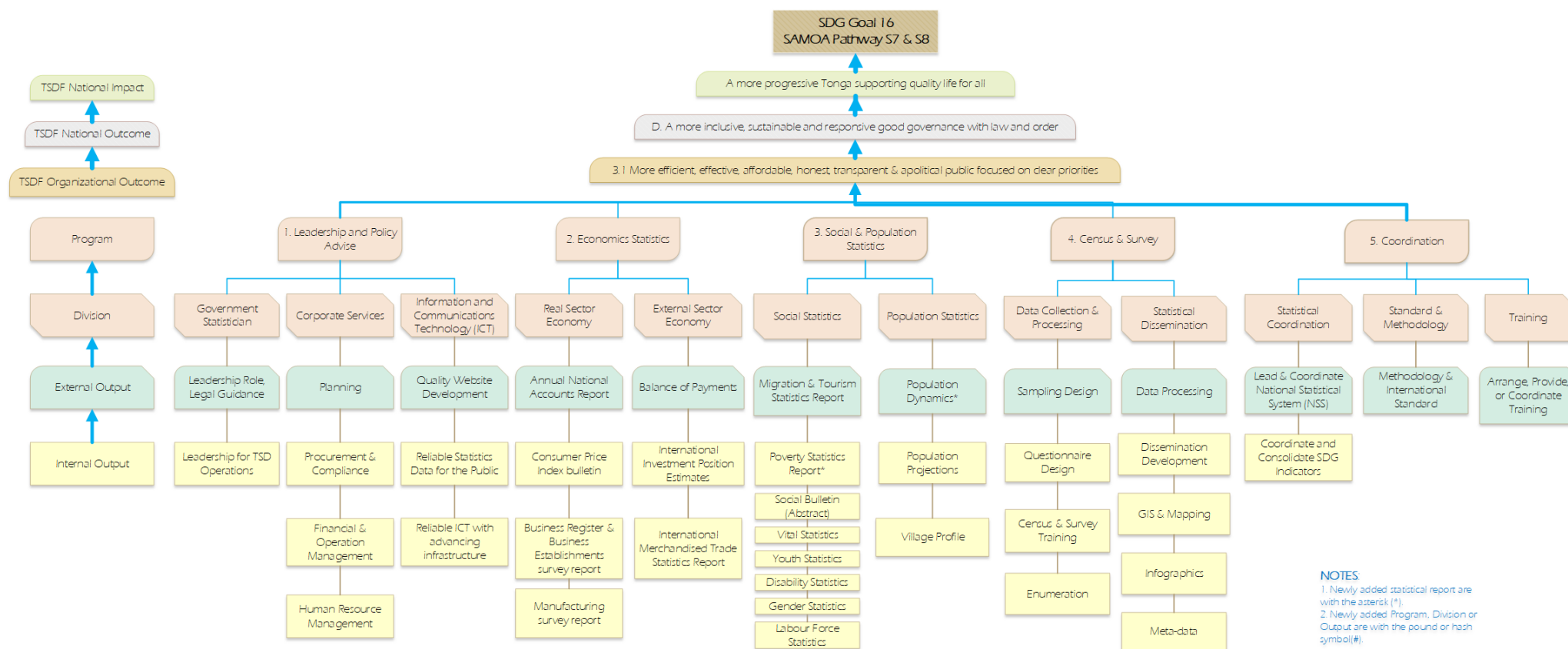


Figure 2 TSD Results Map

1.3 TSDF/SDG/REGIONAL FRAMEWORKS

1.3.1 TSDF/SDG Impacts and Outcomes supported by Statistics Department's Outputs

The map in Figure 1 is the derived representations of choices on how to “Best to Deliver” the Statistics **mandate in a “balance co-relation” on demand and supply of statistics.**

To better reflect our Statistical purpose, our location and positioning in the Tonga Government Structure and TSDF must be reviewed as we need a Minister or a Body of Authority with Statistics portfolios to reflect our purpose and the independence of our objectives; and to actively interplay the roles in place to enlarge the production of statistics and impact on the public service and Tonga.

The map reflects and summarizes the needs of our key customers and statistics stakeholders that define our responsibilities. Our overall outcome is similar to the rest of the public service in the CP period. The external stream of the result map is ideally set in a 1:1 ratio of Statistician per subject area of statistics. This determines the structure of the organization and the direction of work with critical positions in leadership, managerial and technical skills.

1.3.2 Government Priority Agenda and Government Impact

The Department contributes directly to quite a few of the Government Priority Areas and indirectly to all, in the Government Priority Agenda. The Government of Tonga aims to develop and promote a progressive Tonga supporting a higher quality of life for all. This requires a comprehensive and trustworthy statistical system of information to promote a more efficient, effective, affordable, honest, transparent, and apolitical public service focused on clear priorities.

THEMATIC Area C: Opportunities for Progressive Economic

GPA 6: Building quality and **easy access to government services**, public enterprises focusing on increased access to high-speed broadband technology and more affordable energy, communication, drinking water and clean environment for Tonga to support inclusive growth

GPA Targets	Outputs	Target FY 2024/25	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Program
Improve measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building across the line ministries	Improve Economic Statistics by establish new Price Statistics and NA survey, Quarterly National Account (QNA) and training of staff to ensure production of these statistics	New CPI Index 2021 to start use for Monthly CPI for 2025	Food Price Index and feasibility study for Cost of a Healthy Diet in Tonga Feasibility Study on the Quarterly National Account	QNA if successful, expect 4 Quarterly report	Dashboard for CPI	Economics Statistics
	Population Estimate initiative, and training of staff to ensure constant production of these statistics	Consider Population Estimate initiative, and training of staff to ensure constant production of these statistics	Produce Population Estimation and Projection in National level	Produce Population Estimation and Projection in Divisional level	Produce Population Estimation and Projection in Divisional level	Combination of all programs
	New Statistical Administrative Data System to effectively response to statistical request eg. Welfare system	Mode of data collection using telephone mode (CATI)	Data collection during emergency situations (pandemic and natural disaster) minimize cost of implementation	Data collection during emergency situations (pandemic and natural disaster) minimize cost of implementation	Data collection during emergency situations (pandemic and natural disaster) minimize cost of implementation	Census and Survey, Social and Population Statistics and Coordination

2 Sector Plans, Regional & Community Development

Guided by the NSDS, Statistics Department indicator outputs are key to the planning and monitoring & evaluation of all Tonga's development plans, whether at community, sectoral, regional or global level. Aligned to the TSDFII, the NSDS at its core is to strengthen a reliable national statistical system (NSS) that produces the data necessary to design, implement and monitor national development plans, policies and programmes. The NSS also helps Tonga meet our regional and international commitments with respect to statistics.

As the clearing house for all official statistics of Tonga, close collaboration with the Tonga's National Planning Division (NPD) is necessary as NPD houses the TSDFII and consolidates all national sector, regional and community development plans. NPD identifies all the required national targets and indicators from development plans which are conveyed to TSD, and TSD via the NSS will address the production of these national indicators to ensure the progress of targets in the development plans are measured.

In summary, the Statistics Department indicators output from Economics, Social and Population Statistics programs contributes to every development plan which needs and uses national indicators

3 Ministry Overview

3.1 Department Outputs by Program and Division

Tonga Statistics Department operates under five (5) programs.

Program 1. Leadership and Policy Advice:

Program 1 relates to transforming the leadership standard to high performance management, uplifting the systems of work and staff conditions systematically. This program contains the Government Statistician's Office, Corporate Services division and the ICT division.

Program 2. Economics Statistics:

Program 2 relates to providing high quality economic statistics on a timely basis to aid evidence-based decision making and be responsive to emerging demands at all levels, contributing to macro-economic policies. This program contains 2 divisions namely Real Sector and External Sector Statistics where they focus on planning, collecting, compiling, analysis and dissemination of economic statistics.

Program 3. Population and Social Statistics:

Program 3 relates to providing statistical advice and capacity assistance to MDA(s) for the production of high-quality statistics on time to facilitate evidence-based decision making; and developing and executing initiatives to inform and assist respondents in providing accurate and timely information. This program contains two divisions, namely Social Statistics and Population Statistics with three main activities/production: statistical compilation, – analysis and – dissemination.

Program 4. Census and Survey:

This program is responsible for comprehensive data collection operations in Tonga, structured around two primary units: the Operational Unit and the Sampling and GIS Unit.

The Operational Unit manages all fieldwork implementation for both census and survey activities. This includes planning and executing the Census of Population and Housing, the Agriculture Census, the Household Income and Expenditure Survey, and the Labour Force Survey. The Operational Unit ensures proper enumeration of all persons required in a census and survey while managing data quality and staff. This also includes urgent ad-hoc surveys when required.

The Sampling and GIS Unit is responsible for developing sampling methodologies, creating geographic frameworks, and providing spatial analysis for all data collection activities. This unit designs representative sampling strategies, prepares mapping materials for field operations, maintains boundary definitions, and ensures geographic coverage is complete and accurate. Their work forms the foundation for reliable data collection across Tonga's dispersed geography.

Together, these units ensure that data collected meets Tonga's permanent and emerging information needs, following a planned periodic implementation schedule that's crucial for planning purposes. This structure allows data users to check whether their information needs will be met through the program's activities.

Program 5: National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the National Statistical System (NSS)

Program 5 strengthens the coordination and integration of statistical activities across the National Statistical System (NSS) to ensure consistency, efficiency, and alignment with national, regional, and global reporting frameworks. This includes the Sustainable Development Goals (SDGs), the Antigua and Barbuda Agenda for SIDS (ABAS), the 2050 Strategy for the Blue Pacific Continent, Tonga's National Development Plan (TSDFs) and Government Priority Areas.

The program is responsible for upholding internationally recognized statistical standards, methodologies, and best practices to enhance the credibility and comparability of Tonga's statistical outputs. Additionally, it focuses on capacity building by fostering a highly skilled, adaptive, and continuously learning workforce within the Tonga Statistics Department (TSD) to support an effective and responsive NSS.

Please see Table 2 (pages 13 – 16) for more details on each of TSD's programs' outputs.

Table 2 Tonga Statistics Department (TSD) Outputs and Activities

Programs	Output	Activities	Responsible Division
Program 1: Leadership & Policy Advice	00. Advice and guidance to stakeholders and oversee effective management and delivery of Statistics services according to Statistics Act	100113 Better leadership and effective direction in accordance with Statistics Act	Office of the PM
	01 Transforming the leadership standards to high performance management, uplifting the systems of work and staff conditions systematically	101113 Efficient & effective executive leadership with advancing Statistical Framework. Improve corporate culture with better institutional arrangement and system of work	Government Statistician's Office
		101213 Continue enhance capacity building, establish strategically effective management, revive statistical standards, and adopt international methodological practices, particularly in the compilation of economic and social statistics, to ensure continuous improvement in the field of economics and social statistics.	
		101313 Effective planning and execution of World Bank USD2.5 Million project on Statistical Development (Statistical Innovation and Capacity Building in Tonga).	
		101413: Continuing the Advancement of Poverty Statistics (Aligned with Goal 1 of the Sustainable Development Goals) and Fostering the Comprehensive Objectives of Sustainable Development Goals and the Tonga Strategic Development Framework (TSDF). Establishing a National Statistics Advisory Council (NSAC) with Well-Defined Terms of Reference and Ensuring Periodic Meetings for Collaborative Progress.	
Program 1: Leadership & Policy Advice	02. Provide quality supporting services (HR, Finance, Logistics, Procurement, Assets) to enable the delivering of Statistics external outputs	102113 Human Resource development and Performance Management system (PMS), Post evaluation and Recruitment	Corporate Services Division
		102213 Submission of Financial reports on time	
		102313 Quarterly Review of FY24/25 Corporate Plan & Budget Performance, Annual Management Plan (AMP) and Annual Report FY2023/24 (AR), and Annual Procurement Plan (APP)	
		102413 Improve management and control of assets and resources	
Program 1: Leadership & Policy Advice	03 Deliver high-quality ICT services by enhancing system integrity and accuracy, improving digital information dissemination, and supporting the efficient	103113: Enhance and sustain ICT infrastructure to ensure optimal performance, security, and reliability of ICT services for TSD	Information and Communication Technology (ICT)
		103213: To improve dissemination of publications and accessibility to information on departmental work; and in a more interactive way via TSD website and ICT related formats	
		103313 To provide better IT technical support, enhancing quality and responsiveness for TSD staff	

Programs	Output	Activities	Responsible Division
	management and development of statistical services through robust policies, targeted training, and exceptional IT support.	103413: Develop, implement, and continuously improve policies, protocols, and processes to improve operational efficiency 103513: Develop and enhance solutions to boost the efficiency and productivity of TSD 103613: Provide timely support for data requests while ensuring secure sharing and storage of data 103713: Drive the efficient and cost-effective procurement, deployment, and management of ICT assets to empower our organization with cutting-edge technology and seamless operations 103813: Conduct trainings for staff members to enhance their productivity and efficiency 103913: Conduct capacity-building training programs for the ICT Team to enhance their capabilities	
Program 2: Economic Statistics	01 High Quality Statistics are provided on timely basis to aid evidence-based decision making and be responsive to emerging demands at all levels, contributing to macro-economic policies 02: World bank projects reports.	201113 Effective planning of Economics statistics to be executed, monitored, evaluated and provide best advice and support related to economics statistics for policy planning and decision making	Economic Statistics
		201213 Planning, Data collection, Compilation, analysis disseminate External Sector, Economic Statistics. This includes; CPI monthly (12), Food Price Index monthly (12) GDP is annual (1) Quarterly National Account (4), Manufacturing survey -annual (1), GFS -quarterly (but internally) (4). Commencing 2025/26 Manufacturing will have 4 quarterly being added on.	Real Sector
		201313 Planning, Data collection, Compilation, analysis disseminate External Sector, Economic Statistics. This includes; (1) IIP annual, BOP- 4 quarterly and one annual, Trade reports - 4 quarterly and one annual and one export internal reconciliation report (1)	External Sector
		201413 <u>World Bank Projects</u> . Establish Tourism Satellite Account Framework and produce report	World bank Project Procurement & Economic Statistics-Real Sector
		201513 Establish System of Environmental Economic Accounts and produce report Link data produced for TSA and SEEA to National Accounts estimation process.	
Program 3: Social and Population Statistics	01. Statistical Advises and Capacity Assistances are provided to MDA(s) to produce high quality statistics on time to facilitate evidence-based decision making, encourage debate and learning	301113: Social Statistics reports produce: <i>Migration report, National Vital Statistics report, Gender Statistics report, Youth and Disability monograph, Climate Change Statistics</i>	Social Statistics
		301213: Statistical Assistance and Capacity Building on data verification and analysis to MDAs	
		301313: Population statistics reports produce: Population Estimation and Projection, Village profile reports	Population Statistics
		301413: Produce Population Estimation & Projection	
Program 4: Censuses and Surveys	01. Data is collected in an accurate and timely manner and	401113: Flood Hazard Zone & Risks Assessment:	PacStat with Program 4 Assistance

Programs	Output	Activities	Responsible Division
	processed using proper statistical methodology and standards; compiled and analysed	401213: Tonga Multiple Indicator Cluster Survey (MICS) 2024: 401313: Household Income and Expenditure Survey (HIES) 2025: 401413: STEP Survey 2026: 401513: Enumeration Area Re-Boundary 2026: 401613: Tonga Population and Housing Census 2026: 401713: Tonga Gender and Environment Survey 2027: 401813: Labour Force Survey (LFS) 2028: 401913: Adhoc Survey:	Census and Survey
Program 5: National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the National Statistical System (NSS)	Effective Coordination of the National Statistical System <i>Enhancing collaboration across agencies for coherent statistics</i>	501111: Review and implement the National Strategy for the Development of Statistics (NSDS) 2025-2030 to align statistical activities across agencies. 501112: Coordinate inter-agency statistical committees and stakeholder meetings to harmonize data collection and dissemination. 501113: Align national development indicators with regional and global frameworks (e.g., SDGs) to streamline and improve consistency in reporting. 501114: Develop a synchronized and integrated system of activities, responsibilities, and relationships with users, producers, and suppliers of information to strengthen the NSS and the work on the indicators.	National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the National Statistical System (NSS)
	Strengthened Statistical Quality Standards and Methodologies <i>Improving the reliability and comparability of data</i>	501211: Develop and enforce statistical standards and guidelines for data collection, analysis, and reporting across the National Statistical System. 501212: Develop and Implement a Statistical Quality Assurance Framework to monitor and improve the quality of statistical outputs. 501213: Provide technical support and methodology guidance to agencies to ensure data quality and consistency with approved standards.	
	Enhanced Statistical Capacity through Training Programs <i>Building skills and knowledge in statistics</i>	501311: Conduct training needs assessments and prepare an annual training plan for statistical staff development. 501312: Organize and deliver regular statistical training workshops and capacity-building programs for staff and key stakeholders. 501313: Reports and analyses ensuring accurate statistical standards and methodologies that support all programs in achieving their objectives 501314: Develop training materials and curricula (e.g., on data analysis, survey methods, and statistical software) to continually strengthen staff competencies.	
	Facilitating the Implementation and Strengthening of the NSS through Statistical Legislation,	501411: Facilitate discussions and provide technical input on statistical legislation, regulations, and policies to ensure alignment with international best practices. 501412: Drive stakeholder engagement and inter-agency coordination on updates and implementation of the Statistics Act.	

Programs	Output	Activities	Responsible Division
	Regulations, and Policies <i>Driving discussions, coordination, and implementation of statistical legislation while legal reviews remain with legal experts.</i>	501413: Ensure that all legislative and regulatory discussions affecting the NSS are aligned with statistical priorities and operational needs. 501414: Develop a skilled and continuously developing workforce, alongside key focal points from stakeholders.	

3.2 Organizational Review

The Tonga Statistics Department (TSD) underwent an organizational review with the assistance of Chris Pooch from Stats New Zealand to enhance efficiency and effectiveness. Key areas included addressing critical vacancies, aligning job descriptions with actual roles, analysing team structures, and maintaining high data quality.

Recommendations focused on developing a targeted recruitment plan, strengthening leadership roles in Program 1, implementing data quality training, and aligning Program 5 with the refreshed National Strategy for the Development of Statistics (NSDS). These changes aim to improve service delivery and better align with organizational outcomes and SDGs.

3.3 Human Resource Gap

The Tonga Statistics Department (TSD) is proposing the creation of seventeen new positions to address critical staffing shortages and enhance its capacity to produce accurate, timely statistics for evidence-based decision-making.

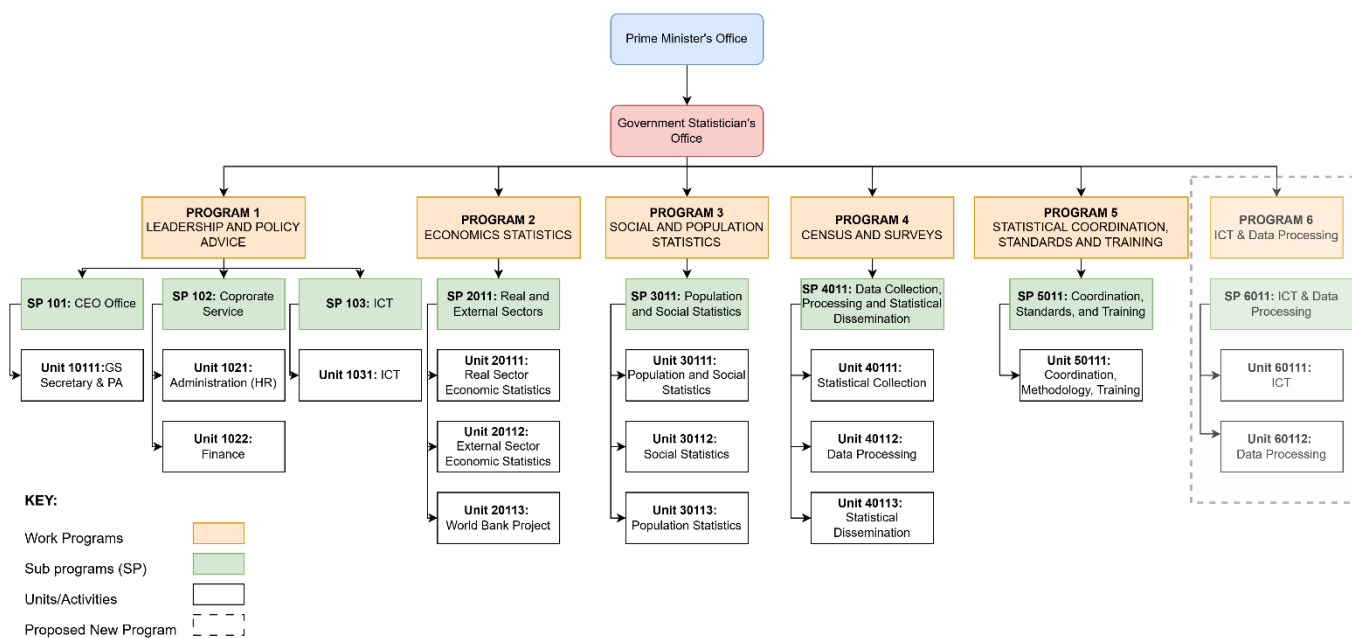
These positions include roles such as Assistant Government Statisticians x 3 (Program 1, 3, and proposed new Program 6), Principal and Senior Statisticians, Statisticians, a Senior Communication Officer, and a Administrative Assistant. The new positions are essential to improve data collection, analysis, and dissemination, meet growing demands for statistical data, ensure compliance with national and international reporting standards, and support the Tonga Strategic Development Framework (TSDF III) and Sustainable Development Goals (SDGs).

The proposal highlights the need for strengthened leadership, technical oversight, and enhanced service delivery to better align with government priorities and stakeholder expectations. The organisational structure and the proposed new additions can be found in Appendix 1: TSD Organization Structure.

3.4 Statistics Department Budget & Organization Structure

To deliver the identified programs and sub-programs, the Statistics Department adopts the structure as shown below.

Figure 3 TSD organizational structure



3.5 Summary of Statistics Department Planned Major Reforms

3.5.1 New Organizational Developments and Initiatives FY2025/28

Adhering closely to the department's strategic plan (NSDS 2019-2023), TSD has plans to focus on the following developments for FY2025/26 – 2027/28.

Table 1 TSD Critical Positions for FY2025/26

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
Program 1: Corporate Service (Finance and HR Unit)	Assistant Government Statistician (AGS)		Band/G \$42,926 - \$64,389			The recruitment of the AGS for Corporate Services would provide much-needed management oversight and leadership to a division and to the department that is currently overloaded and under pressure. With the rapid growth of demands in human resources, finance, ICT, and other areas, AGS would bring the expertise and capacity needed to drive the division forward and ensure the efficient delivery of services. This role is not only crucial for maintaining current operations but also for positioning the division for future growth and success.
	Administrative and General Statistician		Band L (\$22,133 - \$33,194)			<p>The Statistician role is multi-functional, responsible for both data collection and analysis across various sectors including population censuses, household surveys, and economic and social statistics.</p> <p>For the past three years, the 'Eua office has been vacant, relying on temporary staff during major fieldwork and administrative activities.</p> <p>This has resulted in irregular data collection, reporting delays, and gaps in statistical coverage from 'Eua.</p> <p>From January to October 2025, during the Household Income and Expenditure Survey (HIES), we experienced the direct impact of not having a permanent officer based in 'Eua. The absence of a stationed Statistician has limited the department's ability to track development indicators, respond to data requests, and maintain national standards of data quality. The new Statistician will:</p> <ul style="list-style-type: none"> • Assist planning, training, and supervision for census and survey fieldwork from Eua. • Manage routine data collection from local institutions and administrative sources. • Improve communication and coordination with the central office. • Enhance the representation of 'Eua in national datasets and reporting. <p>This position is vital to improving data coverage, reliability, and timeliness from 'Eua, supporting policy planning, disaster preparedness, and national development monitoring including the SDGs and TSDF III.</p>
	Administrative Assistant		Band M			The Statistics Department is experiencing a significant increase in public engagement and demand for statistical information, making the need for a dedicated Receptionist.

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
			(\$17,171 - \$25,757)			<p>For the past years, the department has operated without a formal receptionist, and front-desk duties have been informally shared among staff from the Corporate Services Division. While this arrangement has helped in the short term, it has placed additional pressure on staff and impacted the efficiency and consistency of customer service.</p> <p>The growing number of enquiries—via phone, email, and walk-in visitors—has highlighted the urgent need for a dedicated person to manage front-desk responsibilities professionally. These include:</p> <ul style="list-style-type: none"> • Welcoming and directing visitors • Handling phone and email enquiries • Supporting access to statistical reports and services • Coordinating communication between the public and relevant staff or divisions <p>Having a receptionist will not only improve the department’s service delivery and public image, but also ensure that responses to requests are timely, organized, and professional.</p> <p>In light of the department’s expanding responsibilities and visibility, especially in the area of data dissemination and stakeholder engagement, this post is critical to support the overall effectiveness and responsiveness of the office.</p>
Program 2: Statistical Services, Economics (External Sector)	Principal Statistician (PS)		Band/I \$34,342 - \$51,511			<p>Ensure alignment with national priorities, particularly Government Priority Agenda (GPA) 6, 7 and 9.</p> <p>The increasing demand from stakeholders requires strengthened leadership. External Sector Statistics reports require careful vetting before website publication. The data processing efficiency and report timeliness need improvement to be able to meet deadlines. A Principal Statistician would ensure timely reporting and streamlined data manipulation.</p> <p>The benefits of adding a Principal Statistician to the division will include the following: (1) To strengthen leadership and technical oversight in External Sector statistics (2) Allow existing Principal to focus exclusively on Real Sector statistics. (3) Improve timeliness and quality of policy-informing statistics. (4) Better fulfill national and international reporting obligations and build staff capacity, reducing dependence on external consultants.</p> <p>The new Principal Statistician position will enable the Economics Statistics Division to: (1) Meeting growing statistical demands sustainably (2) Develop and retain in-house</p>

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
						expertise (3) Support evidence-based decision-making (4) Improve overall economic data quality and reliability
	Senior Statistician (SS)		Band J (\$30,526 - \$45,788)			<p>The existing Senior Statistician for Real Sector has already been stretched with her current workload plus the newly established units. The introduction of a new workstream, Quarterly National Accounts (QNA), will require learning the methodology of QNA, making sure punctuality of data received, and producing quality QNA estimates. He/she will also need to coordinate closely with the Technical Assistance for upskilling the staff on production of QNA estimates. The increasing demand from stakeholders in these new areas requires very capable and skilled staff for careful vetting of these statistics with regards to accuracy and timelines before it is disseminated.</p> <p>The benefits of adding a Senior Statistician: Includes (1) Strengthening leadership and technical oversight in Real Sector statistics (2) Sharing of the workload with the existing Senior Statistician on Annual and Quarterly National Accounts Statistics (3) Improving timeliness and quality of policy-informing statistics (4) Better fulfillment of national and international reporting obligations (5) Build staff and in-house capacity.</p>
	Statistician (S)		Band L (\$22,133 - \$33,194)			<p>The expansion of statistical areas, environmental statistics through the SEEA and tourism statistics with the TSA, has further stretched the department's staff capacity. The increase in data collection volume and the growing complexity of these new initiatives highlight the need for production of statistics. The statistician currently managing the SEEA and TSA are also working on Food price index. The growing demand for environmental statistics requires TSD to have focal points for each of these important workstreams. The work on TSA requires frequent visits to key line ministries and private businesses. The work also requires collecting surveys on different islands. The nature of this work makes it very difficult for a statistician to be attached to other workstreams. Similarly, the work on SEEA will require a lot of dialogues, having stakeholder consultations, preparing and brokering agreements with line ministries and publishing data that is of sound quality and will be useful for government policy making.</p>
	Statistical Clerk Grade 3		Band Q (\$9,540 - \$14,309)			<p>The role will support the Statistician in the implementation of objectives and activities related to the Consumer Price Index (CPI). Responsibilities include tracking work progress and ensuring deadlines for releases are met. The position also involves conducting weekly data collection from markets and business outlets, ensuring that sufficient and accurate data is gathered. Timely and accurate CPI statistics are crucial for reliable reporting.</p>
Program 3: Population and Social Statistics	Assistant Government Statistician (AGS)		Band/G \$42,926 - \$64,389			<p>Current Government, international partners etc. are demanding high level social statistics such as Poverty, Gender, Youth and Disability statistics that require highly skilled officers to carry out this together with the planned implementation of new initiatives such as Population Dynamics and Projections within the next FYs requires the recruitment of a highly skilled senior officer to oversee the work of the Program. These</p>

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
						statistics will strongly impact draft Government Priority Agenda 2023 – 2026 GPA 1, 2, 3, 4, 6 and GPA 8.
	Statisticians (Environmental and Climate Change)		Band L (\$22,133 - \$33,194)			The demand for these new statistics has grown, but the current team lacks the necessary capacity and expertise to carry out this work effectively. Establishing this new position will enable staff to specialize in this area, build their knowledge and skills, and ensure the timely delivery of accurate data to meet the needs of users, particularly decision-makers. This initiative will also contribute to achieving the government's GPA 1 and supporting SDG 13 on Climate Action.
	Statisticians (Gender and Poverty)		Band L (\$22,133 - \$33,194)			With increasing demand for gender and poverty statistics, the current team lacks the capacity and expertise to meet these needs effectively. Establishing this new position will allow staff to specialize in these critical areas, strengthen their knowledge and skills, and ensure the timely provision of accurate data for decision-makers. This initiative will contribute to achieving the government's GPA 2 and supporting SDG 1 (No Poverty) and SDG 5 (Gender Equality).
Program 4: Censuses and Surveys	Senior Statistician (Sampling, GIS and Cartographer)		Band J (\$30,526 - \$45,788)			<p>The Statistics Department is under increasing pressure to deliver high-quality, timely, and internationally comparable data to support both national development planning and SDG reporting obligations. With the growing scale and complexity of censuses and surveys, and the demand for reliable indicators across multiple sectors, there is a critical need for a Senior Sampling and Data Quality Management Expert.</p> <p>This role is essential to ensure the technical soundness, efficiency, and credibility of the department's statistical outputs—especially in the context of the upcoming 2026 Population Census, follow the Agriculture Census, and expanding survey programs such as HIES, LFS, and STEP.</p> <p>Investing in this senior position delivers exceptional value given TSD's extensive Census and Surveys and comprehensive SDG reporting obligations. Their expertise prevents sampling errors and quality issues across major statistical operations that generate data for at least 9 of the 17 SDGs. For the Population Census (SDG 11) and the upcoming Agriculture Census (SDGs 2 and 12), their optimal sample design and quality frameworks directly translate to significant cost efficiencies while ensuring reliable measurement of indicators related to sustainable Island Divisions, food security, and responsible consumption. Their specialized knowledge enables methodological innovations in the Labour Force Survey (SDG 8) and Household Income and Expenditure Survey (SDGs 1 and 10) that can reduce respondent burden while maximizing coverage of decent work, poverty, and inequality indicators. As you incorporate the STEP Survey in 2026 (SDG 4) and Agriculture Census in 2027 (SDGs 2 and 12), their expertise ensures these new collections integrate seamlessly with established surveys while enhancing your capacity to report on previously unmeasured SDG indicators. This comprehensive approach to sampling and quality creates a national statistical system that not only meets domestic</p>

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
						needs but also produces internationally comparable SDG indicators across the economic, social, and environmental dimensions of sustainable development.
	Statistician (Quality Management and Fieldwork Operations)		Band L (\$22,133 - \$33,194)			<p>As the demand for high-quality, timely, and reliable statistics continues to grow, the Department of Statistics must strengthen its data production capacity. The Census and Survey Division, which plays a central role in field operations, has long operated under human resource constraints, limiting its ability to meet these demands effectively. With the upcoming 2026 Population Census and other key surveys on the horizon, there is an urgent need to upgrade this division by investing in dedicated technical roles—particularly a Statistician for Field Operations. This position is critical for the following reasons:</p> <p>Strengthens Operational Efficiency</p> <ul style="list-style-type: none"> • Ensures consistent and reliable data collection, improving the overall workflow and timeliness of statistical outputs. • Supports National and International Reporting • Enables production of internationally comparable data, especially for SDG monitoring and reporting, aligning with government priorities. • Strengthens the timeliness and quality of SDG-related data across multiple sectors including health, education, agriculture, and labour. • Builds Sustainable Capacity • Ensures the department has technical field leadership to plan, supervise, and quality-assure complex surveys such as the 2026 Census, HIES, Labour Force Survey, and the STEP Survey in 2026. • Supports ongoing capacity building, addressing the current HR gaps and preparing the division for future data demands. • Builds Trust and Visibility <p>Enhances confidence in the national statistical system by producing consistent, high-quality data that stakeholders, policymakers, and development partners can rely on.</p>
Program 5: National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the	Senior Statistician		Band: J Salary Range (\$30,526 - \$45,788)			<p>The creation of the Senior Statistician for Program 5 addresses a clear and growing need within the Statistics Department and across the National Statistical System:</p> <ul style="list-style-type: none"> • The demand for timely, reliable, and internationally comparable data—especially for SDG and national development monitoring—has increased significantly. • As the department expands its data production and reporting obligations, there is an urgent need to standardize methodologies and build capacity across divisions and partner agencies. • The absence of a dedicated role to coordinate training and NSS engagement creates a gap in efforts to harmonize statistical practices, promote best practices, and support sustainable development data requirements.

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
National Statistical System (NSS)						<ul style="list-style-type: none"> This position will ensure that staff have access to ongoing professional development, helping the department remain agile and equipped to meet evolving data needs. A central coordinator is essential for compiling SDG indicators and national development data from NSS partners, many of whom operate independently. Without this role, coordination is fragmented and inefficient. <p>By providing dedicated leadership in training and statistical coordination, this post supports the long-term institutional strengthening of Tonga's national statistical system, ensuring that data producers are skilled, connected, and working towards shared goals.</p>
	Statistician		Band L (\$22,133 - \$33,194)			<p>The demand for timely, high-quality, and well-coordinated data has grown significantly with Tonga's National Framework commitment to TSDF III and international frameworks like the SDGs. To meet these expectations, effective coordination and capacity building are essential making this Statistician role vital for the following reasons:</p> <ul style="list-style-type: none"> There is an increasing need for well-organized training and upskilling of Statistics Department staff to meet evolving data production standards and practices. The National Statistical System (NSS) includes various Line Ministries who produce critical sectoral data. Coordination of data compilation, particularly for SDGs, requires dedicated support to avoid duplication, delays, and inconsistencies. This post ensures ongoing communication and collaboration with Line Ministries, which is crucial for timely and accurate reporting of SDG and national indicators. Without this position, the burden of organizing and supporting training and coordination activities falls on limited senior staff, reducing efficiency and slowing down progress. The post helps to institutionalize training and coordination processes, making them more sustainable and structured, instead of ad hoc or reactive. Having a dedicated staff member focused on these functions will improve the quality, timeliness, and completeness of data sourced from across government, contributing to stronger development planning and evidence-based policy-making.
Program 6: ICT & Data Processing	Assistant Government Statistician (AGS)		Band: G Salary Range (\$42,926 - \$64,389)			<p>The establishment of the Assistant Government Statistician position to lead the ICT & Data Processing Division is a strategic step toward transforming the Tonga Statistics Department (TSD) into a modern, efficient, and fully data-driven national agency. This leadership role is essential for driving the department's digital transformation agenda, enabling it to meet the growing demand for timely, accurate, and high-quality statistics in a fast-evolving technological and policy environment.</p> <p>As data becomes increasingly central to evidence-based policy-making, development planning, and international reporting, the ICT & Data Processing Division must evolve beyond traditional technical support functions. Under this new structure, the division will take on a core operational role—leveraging digital innovations and ensuring the smooth integration of modern tools, platforms, and methodologies throughout the statistical cycle, from data collection to processing, analysis, and dissemination.</p>

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
						<p>The Assistant Government Statistician will provide visionary leadership to this transformation by:</p> <ul style="list-style-type: none"> • Spearheading the integration of advanced digital tools (e.g., mobile data collection, real-time dashboards, automated data processing systems) into statistical operations. • Ensuring robust, secure, and efficient data processing infrastructure to support large-scale surveys and censuses. • Promoting data quality assurance frameworks that guarantee consistency, reliability, and international comparability of outputs. • Leading innovation in data storage, management, and dissemination systems, making TSD's data more accessible, user-friendly, and policy-relevant. • Building internal technical capacity through staff training and system improvements to ensure long-term sustainability of digital operations. • Coordinating with national and international partners to align Tonga's statistical systems with regional and global standards, including the SDGs and TSDF III. <p>Given the upcoming 2026 Population Census, the 2027 Agriculture Census, and an increasing number of specialized surveys, the demand for real-time data processing, streamlined operations, and high data quality is at an all-time high. The ICT & Data Processing Division, under the leadership of the Assistant Government Statistician, will be instrumental in ensuring that these major undertakings are implemented successfully and efficiently.</p> <p>In conclusion, this position is not only necessary to strengthen the department's digital capacity, but also vital in ensuring that statistical outputs are timely, credible, and impactful—serving both national priorities and international obligations. The successful establishment of this post will mark a significant milestone in the department's journey toward becoming a future-ready national statistical system that delivers true value to Tonga's government, people, and development partners.</p>
	Principal Statistician (Data processing) (PS)		Band/I \$34,342 - \$51,511			<p>The Department urgently requires a Data Processing Principal position to address the specialized technical demands of our extensive survey operations and census preparations. This role is critical for implementing advanced data manipulation techniques—including integration and anonymization—needed to transform raw data into reliable insights across our core programs: the Labor Force Survey (LFS), Multiple Indicator Cluster Survey (MICS), Household Income and Expenditure Survey (HIES), as well as planning for the Agricultural Census, STEP Survey, and the 2026 Population and Housing Census.</p> <p>In addition, this position would be instrumental in developing and optimizing Computer-Assisted Personal Interviewing (CAPI) systems for field operations and implementing</p>

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
						real-time data quality monitoring protocols during fieldwork to identify and address collection issues promptly. The position will provide essential leadership for maintaining data quality and integrity throughout the entire data lifecycle—from questionnaire design through field collection to final analysis. By establishing this Principal role, we will strengthen our technical capabilities, reduce staff turnover, and ensure consistent in-house expertise remains available to meet government demands for high-quality household information. This strategic position represents both an immediate operational necessity and a long-term investment in maintaining the Department's data processing excellence across our comprehensive portfolio of statistical programs.
	Senior Communications Officer		B/J \$30,526 - \$45,788			The role of a Senior Communication Officer within the ICT Unit of the Tonga Statistics Department is pivotal for both the Unit and the Department as a whole. This position ensures the enhancement of communication effectiveness, both internally and externally. The officer is responsible for managing internal/ external communication, facilitating internal coordination within the Unit and other divisions within the Department, and ensuring precise and effective communication across all channels. Additionally, the Senior Communication Officer will provide staff training on newly developed or procured applications aimed at increasing the productivity of all divisions. The officer will also contribute to the development and utilization of various data dissemination methods, enabling the public to easily access, comprehend, and interpret statistical data. This position is crucial for translating complex statistical information into understandable content, fostering public trust, and aligning departmental goals and objectives.

Table 2 Initiatives other than critical positions

Program	New Initiatives	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Justification ³
Program 4: Census and Survey	STEPwise approach to noncommunicable disease risk factor surveillance (STEPS SURVEY 2026)	Total Budget TOP\$652,827.00				Implementing the WHO STEPwise approach to noncommunicable disease risk factor surveillance (STEPS) in Tonga is critically overdue, with our last survey conducted in 2017. This six-year data gap severely compromises our ability to track NCD trends in a country with one of the world's highest NCD prevalence rates. The Ministry of Health's initiative for Tonga Statistics Department to conduct a new STEPS survey presents a timely opportunity to address this pressing public health challenge. The survey directly monitors Tonga's progress toward key SDG commitments, including indicators 3.4 (reducing NCD mortality), 3.5 (substance abuse), and 3.a (tobacco control). This comprehensive surveillance will provide essential data enabling evidence-based policy development, identification of vulnerable populations, measurement of intervention effectiveness, and justification for resource allocation. With NCDs accounting for over 70% of global deaths and disproportionately affecting Pacific nations, renewing Tonga's STEPS surveillance is not merely important but urgent—providing the foundation for targeted strategies to reverse alarming health trends and fulfill both our national priorities and international health commitments
Program 5: National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the National Statistical System (NSS)	Operationalization and Coordination of new NSDS 2025 – 2030	FY Recurrent Budget and Staffing allocated to Program 5				Strengthening the National Statistical System (NSS) is essential to meet increasing data demands and emerging thematic areas, ensuring coordinated and efficient statistical development.
	Statistical Quality Assurance Framework					Compliance with the 10 Fundamental Principles of Official Statistics is necessary to enhance credibility. Formalizing quality standards will ensure consistency and reliability in statistical outputs.
	Tonga National Indicator Strategy (TNIS)					Establishing a structured framework for monitoring national and sectoral indicators ensures alignment with policy priorities and international reporting obligations.
	Tonga National Core Set of Priority Indicators					Standardized national indicators will enhance data coherence, support evidence-based policy decisions, and improve Monitoring & Evaluation (M&E) processes.
	Internal and External Standard of Procedures (SOPs)					Formalized SOPs will promote consistency, efficiency, and compliance across the NSS, improving statistical processes and governance.
	Adaptive Training Plan					Addressing staff turnover and capacity gaps through structured training ensures a skilled NSS workforce, aligned with national recruitment and professional development strategies.

3.5.2 Changes in Recurrent Budget Allocations

The total recurrent budget allocation for the department has decreased by \$15,900 for FY2025/26.

It decreased by \$15,900 from 2.96m of the current budget to 2.94m for the Financial Year 2025/26 budget. This is based on Operation Cut, Deduct 60% from Vacant Post.

The World Bank continues with its project budget support to the department with TOP\$1,203,700 and Australian (Other) with TOP\$38,500, UN International Children's Fund with TOP70,426 and UN Women with TOP \$33,900 of the development budget for the Financial Year 2025/26.

3.5.3 Support of the Tonga National Strategy for the Development of Statistics

Statistical Coordination is key to the effective implementation of the Tonga National Strategy for Development of Statistics (NSDS) launched in November 2018. NSDS is the road map for shifting from focusing on a National Statistical Office to a National Statistical System (NSS). This is a United Nation Strategy that allows Small Islands Developing States (SIDS) to effectively respond to the demands required by international frameworks such as SDGs and ICPD, regional frameworks such as Samoa Pathway and Pacific Regionalism and our National Priorities outlined in the TSDF II.

The TSD had taken the GPA into consideration. The Department has identified the high level demand of statistics by this government and it requires development of outputs and activities and proposes some new initiatives in this corporate plan that will focus resources to align with the GPA.

As of current Government nowadays with their priorities, the TSD program is in full support and contributes to all these priorities by reviewing its relevant activities that will assist in these areas highlighted and it is clearly shown in 1.3.2 table on GPAs.

TSD also takes the wellbeing of its staff very seriously and new initiatives are being proposed to cater for the Government high level demand for statistics. The Department appreciates that these statistical needs are being highlighted in the GPA as a high risk in terms of lack of human capacity at high level to cater for GPA needs. A very desperate need for the government to assist in strengthening the department's system of work and human resource because if these human resource gaps are not addressed, it will have a great impact on the ability of the Department to successfully implement GPA requirements and to deliver departmental organizational outputs.

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

3.5.4 Statistical Innovation and Capacity Building Project

The department is one of two in the SIDS to first be awarded an International Development Association (IDA) grant from the World Bank for Statistical Innovation and Capacity building. The main focuses of the grant will be on: -

- **Innovation and capacity building in data collection.**

It will cover two Household Income and Expenditure Surveys (HIES), occurring four years apart; data collection to improve early warning systems for natural disasters; and data collection for economic statistics which covers an update to the CPI after the HIES, and Food Price Index.

- **Institutional strengthening**

It will cover provisions for specialized training on data analysis and dissemination; support data and research dissemination and contribute to modernizing the ICT and office infrastructure.

3.5.5 Economic statistics program

The Economic Statistics Program is currently working on core statistics produced by different working units, and at the same time with the development of economics statistics as funded from World Bank. Core statistics from External Sectors includes International Merchandise Trade Statistics (IMTS), Balance of Payments (BOP) as well as establishing

of International Investment Position (IIP) statistics. The Real sector economic statistics included Gross Domestic Product (GDP) on annual basis and on-going work to establish the quarterly national accounts (QNA), Consumer Price Index (CPI), ongoing update of the Business register provide updated frame that focus areas such as Manufacturing, construction and other areas if required and the quarterly manufacturing surveys. Other working units includes Government Finance statistics (GFS) which provides an internal quarterly report, and review of TSIC is still on-going.

New developments with the program include projects funded by World bank which includes Establishment of new Food Price Index, Tourism Satellite Accounts and System of Economics Environmental Accounts. These projects of Price Index, TSA and SEEA helps to strengthen economic statistics and broaden measures available. This will also improve capturing of contributions of environment and tourism sectors to the economy. Overall, the target of the proposed new initiatives is to improve the quality and supply of economic indicators to not only track progress towards SDG and local GPA but to encourage informed decision making.

3.5.6 Population and Social Statistics program

The SDG and national emerging needs necessitated the extension of the socioeconomic statistics base to include areas of gender statistics, village profile, population estimates and projection, youth, and disability monographs, village profile and environmental statistic. This expansion will enhance the availability of high-quality data to inform policy and planning.

The Population and Social Statistics Program will conduct an in-depth analysis of the TPHC 2021 dataset to develop a Gender Profile, which will provide critical insights for gender-related policymaking. Additionally, a Youth Monograph is scheduled for release in FY 2025/26, followed by a Disability Monograph in the following year.

TSD is also introducing an improved methodology for population estimates and projections, with initial results expected in the FY 2025/26.

To improve data accessibility, the Abstract Statistics Report will be redesigned to ensure the timely dissemination of high-demand information through both printed copies and online platforms. The department will also continue producing the National Civil Registration and Vital Statistics (CRVS) Report, along with the Migration Monthly Bulletin and Annual Report, supporting data-driven decision-making at all levels.

3.5.7 Censuses and Surveys program

In 2025-2026, Tonga will implement six key initiatives: the Flood Hazard Zone & Risks Assessment (401113) creating flood maps for Tongatapu; the Multiple Indicator Cluster Survey (401213) collecting data on women's and children's welfare; the Household Income and Expenditure Survey (401313) measuring financial patterns and living standards; the STEP Survey (401413) focusing on noncommunicable disease risk factors; the Enumeration Area Re-Boundary project (401513) updating geographical divisions; and the Population and Housing Census (401613) gathering comprehensive demographic data on November 30th. These projects support the NSDS by providing foundational population data, modernizing geographic systems, delivering economic statistics, and establishing baseline data for disaster management.

For 2026-2027, Tonga will conduct the Gender and Environment Survey (401713), collecting data on gender dynamics, environmental practices, and first-ever climate change impact measurements. The survey will examine resource access disparities, environmental management approaches, climate vulnerability, and adaptation strategies across communities. Results will inform gender-responsive environmental policies and climate adaptation planning. This initiative advances NSDS priorities by filling gaps in gender statistics and environmental indicators, particularly for climate change monitoring.

In 2027-2028, Tonga will implement the Labour Force Survey (401813) to gather data on employment, unemployment, and workforce characteristics. This will provide essential information for monitoring labor market trends, developing economic policies, and addressing employment challenges. The initiative supports NSDS objectives by strengthening labor market information systems and providing regular economic indicators for policy development.

By FY25/26, the Program will develop proposed guidelines for data collection, validation, and reporting to improve data consistency within TSD, and across government ministries and agencies. These guidelines will be submitted to the GS for review and be recommendation for rollout across all NSS stakeholders. By FY27/28, all NSS statistical reports will undergo a structured quality assurance process before dissemination, ensuring that national statistics meet the highest methodological and reporting standards.

3. Implementing the Tonga National Indicator Strategy (TNIS) and Core Set of Priority Indicators

This work is undertaken jointly with the National Planning Division, ensuring that statistical development efforts are fully aligned with Tonga's Sustainable Development Framework (TSDF), sectoral priorities, and international reporting commitments. The TSDF serves as the foundation of the TNIS, guiding the selection and structuring of national indicators to support evidence-based policymaking and development planning.

By FY25/26, the TNIS should be finalized, ensuring that it integrates with Monitoring & Evaluation (M&E) frameworks and aligns with regional and global reporting obligations, including the SDGs, ABAS, and the 2050 Strategy for the Blue Pacific Continent. The *Indicator Guidelines for Policy Monitoring in the Pacific* (Figure 5) will serve as a key reference, ensuring that TNIS is policy-relevant, structured, and adaptable to evolving national priorities.



Figure 5 *Indicator Guidelines for Policy Monitoring in the Pacific*

Key Activities under this works:

- Developing a National Core Set of Priority Indicators to standardize indicator reporting across ministries and sectors, ensuring consistency and comparability.
- Enhancing coordination between the National Planning Division and the Statistics Department, strengthening collaboration between national planners and statisticians to improve data-driven policy formulation and reporting.
- Launching a centralized indicator database, providing real-time tracking of national development indicators, facilitating monitoring, and improving accessibility for policymakers and stakeholders.
- Recruiting a National Indicators Compiler Assistant in FY24/25, who will play a crucial role in supporting the TNIS and Core Set of Priority Indicators work by ensuring data consistency, updating indicator mappings, and coordinating statistical inputs for national planning.

By FY27/28, these initiatives will significantly enhance indicator and policy coherence and reporting transparency, strengthening Tonga's ability to monitor progress on national development goals, regional priorities, and international commitments.

4. Institutionalizing Standard Operating Procedures (SOPs) for the NSS

A major initiative over the next three years is the development and formalization of SOPs for key statistical processes within the NSS. By FY25/26, this Program 5 will:

- Develop and propose to GS SOPs for data collection, processing, validation, and dissemination to ensure consistency and efficiency.
- Conduct training workshops to ensure stakeholders are well-versed in applying these procedures.
- Establish a review mechanism to update SOPs based on evolving statistical needs and best practices.

By FY27/28, at the very least, TSD will be operating under standardized SOPs, improving statistical governance, consistency, and efficiency across the entire system.

5. Enhancing Training and Capacity Building through the Adaptive Training Plan

To address staff turnover and capacity gaps within the NSS, this Program will develop and implement an Adaptive Training Plan in FY25/26. This plan will include:

- Annual training programs on statistical matters
- Specialized training in metadata documentation and quality assurance.

By FY27/28, a structured and institutionalized statistical training program should be fully operational, ensuring that the NSS workforce remains well-trained and capable of producing high-quality statistics.

6. Scaling Up SDG Tracking and Reporting

The Program 5 will significantly expand efforts to track and report on SDG indicators over the next three years. The National SDG Tracker (designed by UNESCAP) will be maintained in collaboration with the National Planning Division, mapping SDG indicators to line ministries' outputs, also the collaboration with The Pacific Community (SPC) on the Tonga SDG Wheel, and UNESCAP on the Leave No One Behind Tool (LNOB). Additionally:

- Annual stakeholder forums will review SDG progress, identify data gaps, and refine monitoring strategies.
- An SDG progress report will be considered to be published by FY25/26 (or in alignment with Tonga's reporting on the second VNR), offering a consolidated overview of Tonga's achievements, challenges, and data gaps.

7. Mainstreaming Climate Change and Disaster Risk Statistics

While mainstreaming climate change and disaster risk statistics is not within the core mandate of Program 5, it is a critical and urgent need for Tonga. Recognizing its importance, additional efforts will be undertaken to ensure that TSD has a body of work to address the data needs in this thematic. The Program will work to mainstream the Joint National Action Plan (JNAP) 2 (*figure 6*) into its program's work and propose climate change and disaster risk statistics into national data collection systems. This will involve:

- Researching on how to adopt the Disaster-Related Statistics Framework (DRSF) and the Pacific Climate Change Statistics Sourcebook for strengthening data collection on climate adaptation and resilience.
- Embedding climate indicators into national household or business surveys.
- Enhancing geospatial analysis capabilities to map community vulnerabilities.
- Collaborating with the GIS team within the Ministry of Land and Natural Resources

By FY27/28, climate resilience and disaster preparedness data will be fully embedded into the national statistical operations, supporting data-driven disaster risk reduction (DRR) policies.

In summary, for FY25/26 – FY27/28, Program 5's key priorities will include:

- Implementing NSDS 2025–2030 to improve statistical coordination and governance.
- Strengthening the Statistical Quality Assurance Framework (SQAF) to ensure data integrity and adherence to international standards.
- Finalizing and implementing the Tonga National Indicator Strategy (TNIS) for coherent, standardized indicators monitoring.
- Recruiting a National Indicators Compiler Assistant to support TNIS and Core Set of Priority Indicators work.
- Institutionalizing Standard Operating Procedures (SOPs) to enhance statistical governance and efficiency.
- Expanding statistical training and capacity-building through the Adaptive Training Plan.
- Enhancing SDG tracking and reporting, improving data accessibility and policy relevance.
- Mainstreaming climate change and disaster risk statistics, ensuring Tonga's statistical system supports resilience planning.

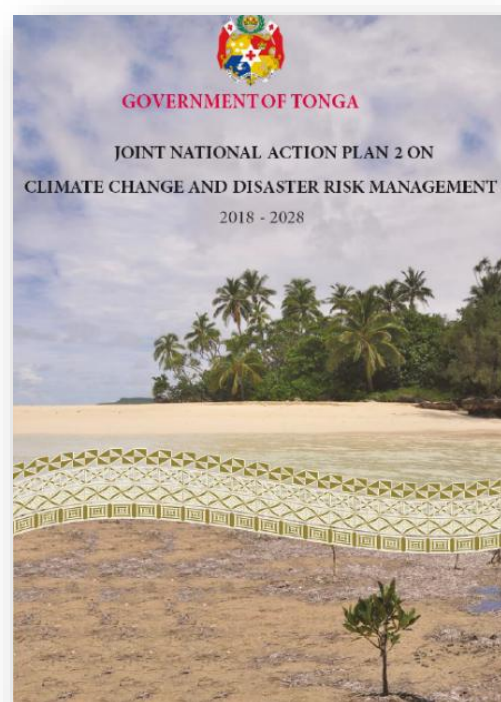


Figure 6 Joint National Action Plan 2

4 Budget Structure of the Statistics Department

Table 3 Budget by Recurrent, and Development Budgets (cash and in-kind)

Expenditure Item TOP(T\$)	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)¹	1,267,179	1,485,200	1,691,000	1,716,400	1,716,400
Unestablished Staff (11xx)	210,941	183,000	189,000	183,000	183,000
Travel and Communication (12xx)²	215,119	273,300	246,400	246,400	246,400
Maintenance and Operations (13xx)	92,215	84,200	77,000	77,000	77,000
Purchase of Goods and Services (14xx)	857,352	698,900	636,300	874,800	874,800
Assets (20xx)³	171,199	232,500	101,500	101,500	101,500
Total Salaries	1,478,119	1,668,200	1,880,000	1,899,400	1,899,400
Total Operation	1,335,886	1,288,900	1,061,200	1,299,700	1,299,700
Total Expenditure Recurrent	2,814,005	2,957,100	2,941,200	3,199,100	3,199,100

Table 4 Total Payments in the Development Budgets (Cash and In-kind)

	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Ministry Operational Costs	1,858,603	669,200	1,012,300	-	-
Assets	-	40,000	290,000	-	-
Total Ministry Costs	1,858,603	709,200	1,302,300	0	0
Services on behalf of Government	-	-	-	-	-
Total Ministry Expenditures⁴	1,858,603	709,200	1,302,300	0	0

Table 5 Total Staff by key category

Expenditure Item TOP(T\$)	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	1,267,179	1,485,200	1,691,000	1,187,200	1,187,200
Executive Officer (B/A – B/F)	1	1	1	1	1
Professional Staff (B/G – B/L)	36	36	53	53	53
Other Staff (B/M – B/S)	18	18	18	18	18
Total Established Staff	55	55	72	72	72
Unestablished Staff (11xx)	210,941	183,000	189,000	183,000	183,000
Unestablished Staff	5	6	6	6	6
Total Staff	60	61	78	78	78
Total Salaries	1,478,119	1,668,200	1,880,000	1,370,200	1,370,200

¹ Established and unestablished staff are all expenditures under CATs 10 and 11

² Ministry Operational Costs is for Programs 1,2,3,4 and 5 all expenditures under CATs 12, 13 and 14

³ Assets is expenditures under CAT 20

⁴ For development budget it is noted that any unconfirmed donor will not be included in the budget unless there is donor confirm to fund the project

5 Programs and Divisions

5.1 Program 1: Leadership and Policy Advice

5.1.1 Program Results:

Effective and efficient strategic leadership and management practices in place to improve and enhance staff conditions and morale; to improve work systems and work processes for the purpose of delivering our Statistics Mandate.

Table 6 Program 1 Established Staff and Unestablished staff and its Recurrent and Development Budgets (Cash and In-kind)

Expenditure Item TOP(T\$)	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	437,028	495,500	549,000	549,000	549,000
<i>Executive Staff (B/A–B/F)</i>	1	1	1	1	1
<i>Professional Staff (B/G–B/L)</i>	9	9	16	16	16
<i>Other Staff (B/M – B/S)</i>	9	9	7	7	7
Total Established Staff	19	19	23	23	23
Unestablished staff (11xx)	68,027	39,100	-	39,100	39,100
Unestablished staff	5	6	6	6	6
Total Staff	24	25	29	29	29
Total Salaries	505,055	534,600	549,000	588,100	588,100

Division Responsible:

5.1.2 Sub Program Nil: Office of the Minister

Output: ‘Advice and guidance to stakeholders and oversee effective management and delivery of Statistics services according to Statistics Act.’

Key Performance Indicators

Table 7 KPIs Minister Office Division

Activity	KPI	2023/24 Baseline	2024/25	2025/26	2026/27	TSF/SDG Target	TSDF/SDG Indicator No. ⁵
Better leadership and effective direction in accordance with Statistics Act	Number of policy paper approved by Cabinet	TBC	2	2	2		
	Timely submitted of Annual Report to LA	TBC	100% meet required due date	100% meet required due date	100% meet required due date		
	Table of CP & Budget in Parliament	1	1	1	1		

⁵ For each SDG Indicator number, the first two digits identifies the corresponding **SDG Target**.

5.1.3 Division: Government Statistician's Office – Sub-program 101

Sub-Program 101 - Staffing

Table 8 Sub-Program 101 Staff - Government Statistician Office Division; and its Recurrent and Development (Cash & In Kind)

Expenditure Item TOP(T\$)	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	94,253	104,300	104,400	104,400	104,400
Executive Staff (B/A–B/F)	1	1	1	1	1
Professional Staff (B/G–B/L)	–	–	–	–	–
Other Staff (B/M – B/S)	1	1	1	1	1
Total Established Staff	2	2	2	2	2
Unestablished staff (11xx)	-	-	-	-	-
Unestablished staff	–	–	-	-	-
Total Staff	2	2	2	2	2
Total salaries	94,253	104,300	104,400	104,400	104,400

Output: *‘Transforming the leadership standards to high performance management, uplifting the systems of work and staff conditions systematically.’*

Please see Table 9 Sub-Program 101 KPIs - Government Statistician Office Division on page 36 for more details.

Table 9 Sub-Program 101 KPIs - Government Statistician Office Division and its Recurrent and Development (Cash & In Kind)

Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27 Target	2027/28 Target	TSDF/SDG Target/Indicators	Recurrent /Development
Activity 101113: Efficient & effective executive leadership with advancing Statistical Framework. Improve corporate culture with better institutional arrangement and system of work	Meetings (Fortnightly High-level management meetings, monthly management meetings and weekly staff meetings) Proportions of recommended actions completed base on the above meetings	90% meet required timeline	90% meet required timeline	90% meet required timeline	90% meet required timeline		
	Timely submitting of policy paper passing of Annual Report in Legislative Assembly	100% meet required timeline	100% meet required timeline	100% meet required timeline	100% meet required timeline		
	No. of draft statistical policies and Statistical Act review submitted to Minister	2	2	2	2		
	No. of actions on statistical methodologies and standards internationally and regionally as according to GS role as member of the Pacific Statistics Method Board.	5	5	5	5		
	Proportion of all statistical publication completed according to AMP by programs	40:44	40:44	40:44	40:44		

Activity 101213: Effective planning and execution of World Bank USD 2.5 Million project on Statistical Development (Statistical Innovation and Capacity Building in Tonga)	No. of activities completed successfully according to the following major components: of the project	2 Economic Statistics data collection (Price survey & NA sector survey)	2 HIES & RA	2 HIES & RA	2 HIES & RA		
	Innovation and Capacity Building in data collection	10 activities completed	12	12	12		
	Institutional Strengthening	10	10	10	10		
	Implementation support.	2	2	2	2		
Activity 101313: Continue Development of poverty Statistics (Goal 1 of SDG and overarching goal of SDG/TSDF 2	Number of projects developed and delivered	10	10	10	10		
Activity 101413: Establish National Statistics Advisory Council (NSAC) with appropriate term of reference and hold regular meetings.	No. of matters actioned (proportion of recommendations actioned completed	80% of matters actioned	80% of matters actioned	80% of matters actioned	80% of matters actioned	1.1 1.2	1.1.1 1.2.1 1.2.2
Activity 101513: Continue Leading the Tonga National Statistical System (NSS) particularly in responding to national statistical demands by international SDGs, regional SAMOA pathways and TSDF2	Number of statistical activities delivered by the SD to the NSS following closely the National Strategy for Development of Statistics launched in November 2018	40	40	40	40		
Activity 101613: Building capacities of the Statistics Department (SD) National Statistical System (NSS)	Number of training delivered to SD and NSS	20	25	25	25		

5.1.4 Division: Corporate Service– Sub-Program 02

Sub-Program 102 – Staffing

Table 10 Sub-Program 102 Staff - Corporate Services Division; and its Recurrent and Development Budgets (Cash and In-kind)

Description	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	178,765	190,100	226,200	226,200	226,200
<i>Executive Staff (B/A–B/F)</i>	-	-	-	-	-
<i>Professional Staff (B/G–B/L)</i>	3	3	8	8	8
<i>Other Staff (B/M – B/S)</i>	6	6	6	6	6
Total Established Staff	9	9	14	14	14
Unestablished staff (11xx)	68,027	39,100	-	39,100	39,100
<i>Unestablished staff</i>	5	6	6	6	6
Total Staff	14	14	20	20	20
Total salaries	246,792	229,200	226,200	265,300	265,300

Sub-Program 102 - Key Performance Indicators

Output: *‘Provide quality supporting services (HR, Finance, Logistics, Procurement, Assets) to enable the delivering of statistics external outputs...’*

Table 11 Sub-Program 102 KPIs - Corporate Services Division

Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27 Target	2027/28 Target	TSD/S DG Target	SDG Indicat or No.
Activity 102113: HR Performance Management system (PMS), Post evaluation and Recruitment,	Timeliness of PMS Ratings and PMS submission	2	2	2	2	8.5	8.5.1, 8.5.2
	Preparations and reviewing of JD(s) to meet organizational Output as per CP & AMP also to the workload performed by the employee	Timely as per requirement	Timely as per requirement	Timely as per requirement	Timely as per requirement		
	Successfully recruitment of staff as per planning and request	Timely as per requirement	Timely as per requirement	Timely as per requirement	Timely as per requirement		
Activity 102213: Submission of financial reports on time	Number of submission monthly/quarterly/annual basis	13 12 monthly 1 annual	13 12 monthly 1 annual	13 12 monthly 1 annual	13 12 monthly 1 annual		
Activity 102313: Quarterly Review of FY2023/24 Corporate Plan & Budget Performance, Annual Management Plan (AMP), Annual Report FY2022/23	Updated templates produced per time required (quarter) – CP& Budget Performance	4	4	4	4	8.2	8.2.1
	Number of meetings for AMP revision	2	2	2	2	8.5	8.5.1, 8.5.2
	Number of revisions to M&E	2	2	2	2		

(AR), and Annual Procurement Plan (APP)	Timely produced of the AR	1	1	1	1		
	Number of APP review during FY number of proposals submitted % of compliance	1 annual 4Qtrs 100%	1 annual 4Qtrs 100%	1 annual 4Qtrs 100%	1 annual 4Qtrs 100%		
Activity 102413: Improve management and control of assets and resources	No. of reports submitted	1 annual 4Qtrs	1 annual 4 Qtrs	1 annual 4 Qtrs	1 annual 4 Qtrs	8.1, 8.2	8.1.1 8.2.2

5.1.5 Division: Information and Communication Technology (ICT) – Sub-program 103

The ICT unit customer is to provide efficient ICT services to the Tonga Statistics Department and the public.

Sub-Program 103 – Staffing

Table 12 Sub-Program 103 Staff - Information and Communications Technology (ICT) Division; and its Recurrent and Development Budgets (Cash and In-kind)

Description	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	164,011	201,100	218,400	218,400	199,500
<i>Executive Staff (B/A–B/F)</i>	–	–	–	–	–
<i>Professional Staff (B/G–B/L)</i>	6	6	8	8	8
<i>Other Staff (B/M – B/S)</i>	0	0	0	0	0
Total Established Staff	6	6	8	8	8
Unestablished staff (11xx)	-	-	-	-	-
<i>Unestablished staff</i>	-	-	-	-	-
Total Staff	6	6	8	8	8
Total salaries	164,011	201,100	218,400	218,400	218,400

Sub-Program 103 - Key Performance Indicators

Output: *‘Deliver high-quality ICT services by enhancing system integrity and accuracy, improving digital information dissemination, and supporting the efficient management and development of statistical services through robust policies, targeted training, and exceptional IT support.*

Table 13 Sub-Program 103 KPIs - Staff - Information and Communications Technology (ICT) Division

Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27 Target	2027/28 Target	TSDF/ SDG Target	SDG Indica tor No.
Activity 103113: Enhance and sustain ICT infrastructure to ensure optimal performance, security, and reliability of ICT services for TSD	• System Availability		Downtime average of 30 minutes during working hours	Downtime average of 30 minutes during working hours	Downtime average of 30 minutes during working hours		
	• Network Performance	120 hours maximum	Downtime average of 15 minutes during working hours	Downtime average of 15 minutes during working hours	Downtime average of 15 minutes during working hours		
	• Backup and Recovery success rate		>95%	>95%	>95%		
	• Security Incident Resolution Time		High priority: < 8hrs Low priority: < 48hrs	High priority: < 8hrs Low priority: < 48hrs	High priority: < 8hrs Low priority: < 48hrs		
	• System Integration Success Rate		80%	80%	80%		

Activity 103213: To improve dissemination of publications and accessibility to information on departmental work; and in a more interactive way via TSD website and ICT related formats	• Website Traffic	52K visitors 100K views	53K visitors >500K views	63K visitors >700K views	75K visitors >700K views		
	• Content and Graphic Production Volume		> 5 Posts per month	> 5 Posts per month	> 5 Posts per month		
	• Users Engagement		6K Followers	7K Followers	8K Followers		
	• On-time Publication / Printing		90%	90%	90%		
	• Accuracy and functionality of all website components		100%	100%	100%		
Activity 103313: To provide better IT technical support, -enhancing quality and responsiveness for TSD staff	• First Contact Resolution		>80%	>80%	>80%		
	• Average Response Time		Average of 20 minutes	Average of 20 minutes	Average of 20 minutes		
	• Average Resolution Time		15 minutes on average	15 minutes on average	15 minutes on average		
	• Ticket Volume	650 Technical Support Tickets	20% annual reduction	20% annual reduction	20% annual reduction		
Activity 103413: Develop, implement, and continuously improve policies, protocols, and processes to improve operational efficiency	• Develop/ Implement Update/ Review • Policies • Protocols and Agreement		Develop / Reviewed >4 Policies, protocols and agreement are approved by Management	Develop / Reviewed >4 Policies, protocols and agreement are approved by Management	Develop / Reviewed >4 Policies, protocols and agreement are approved by Management		
	• Develop / Implement Update/Review Standard Operating Procedures		All SOPs are reviewed and developed to address issues and opportunities	All SOPs are reviewed and developed to address issues and opportunities	All SOPs are reviewed and developed to address issues and opportunities		
Activity 103513: Develop and enhance solutions to boost the efficiency and productivity of TSD	• Timely development and deployment of solution(s)		Meet agreed upon deadline	Meet agreed upon deadline	Meet agreed upon deadline		
	• User satisfaction		>80%	>80%	>80%		
	• Application Usability Rate		>80%	>80%	>80%		
Activity 103613: Provide timely support for data requests while ensuring secure sharing and storage of data	• Response Time to data requests.		Average of 1 working day	Average of 1 working day	Average of 1 working day		
	• Compliance with data sharing/storage protocols and agreements		100% Compliance	100% Compliance	100% Compliance		

Activity 103713: Drive the efficient and cost-effective procurement, deployment, and management of ICT assets to empower our organization with cutting-edge technology and seamless operations	• Timely procurement of ICT Assets		Average procurement time of 2 days for on-stock and 2 weeks for back orders	Average procurement time of 2 days for on-stock and 2 weeks for back orders	Average procurement time of 2 days for on-stock and 2 weeks for back orders		
	• Cost-effective procurement of ICT Assets		80% of procurement is cost-effective	80% of procurement is cost-effective	80% of procurement is cost-effective		
	• Timely Deployment of ICT Asset(s) to staff members		Average deployment time of 1 working day	Average deployment time of 1 working day	Average deployment time of 1 working day		
	• Accuracy of Asset Register/System		100%	100%	100%		
	• Compliance with all Asset Management related SOPs		100% Compliance	100% Compliance	100% Compliance		
	• Annual ICT Asset(s) Stock take	1 Annual stock take	1 Annual stock take	1 Annual stock take	1 Annual stock take		
Activity 103813: Implement training programs for TSD staff to enhance their productivity and efficiency	• User Satisfaction		> 80%	> 80%	> 80%		
	• Completion Rate of planned training(s)		>80%	>80%	> 80%		
Activity 103913: Conduct capacity-building training programs for the ICT Team to enhance their capabilities	• Formulation of Training Plan		1 Training plan per member per Financial Year	1 Training plan per member per Financial Year	1 Training plan per member per Financial Year		
	• Completion Rate of planned training(s)		> 80%	> 80%	> 80%		
	• Produce deliverables from completed training(s)		Report on the deliverable(s) / completed training	Report on the deliverable(s) / completed training	Report on the deliverable(s) / completed training		

5.2 Program 2. Economic Statistics

5.2.1 Program Results:

1. High Quality Economic Statistics reports and analyses are produced more frequently and timely.
2. Data is statistically compiled, analysed, and disseminated.
3. Improved advice is provided to organizations/agencies in collection and compilation of their own data and enhanced capacity support is provided to government ministries/agencies in data collection, compilation and analysis.
4. Introduction of new statistics through world bank projects, this includes new Food Price Index, tourism satellite accounts (TSA) and System of economic environmental accounts (SEEA).

5.2.2 Division: Real & External Sector Economy

5.2.3 Program 2 – Staffing

Table 14 Program 2 Staff - Real Sector Economic Division and External Sector Economic Division; and their Recurrent and Development Budgets (Cash and In-kind)

Description	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	348,089	439,000	539,500	560,000	560,000
<i>Executive Staff (B/A–B/F)</i>	–	–	-	-	-
<i>Professional Staff (B/G–B/L)</i>	13	13	17	17	17
<i>Other Staff (B/M – B/S)</i>	4	4	5	5	5
Total Established Staff	17	17	22	22	22
Unestablished staff (11xx)	21,823	20,100	-	20,100	20,100
<i>Unestablished staff</i>	-	-	-	-	-
Total Staff	17	17	22	22	22
Total salaries	369,912	459,100	539,500	580,100	580,100

5.2.4 Program 2 - Key Performance Indicators

Output: *‘High Quality Statistics are provided on a timely basis to aid evidence-based decision making and be responsive to emerging demands at all levels, contributing to macro-economic policies’*

Please see Table 15 Program 2 KPIs - Real Sector Economic Division and External Sector Economic Division on page 44 for more details.

Table 15 Program 2 KPIs - Real Sector Economic Division and External Sector Economic Division

Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27	2027/28	TSD/SDG Target	SDG Indicator No.
Activity 20111: Effective planning of Economics statistics to be executed, monitored and evaluated and provide best advise and support related to economics statistics for policy planning and decision making	<ul style="list-style-type: none"> Timely submitting of Statistical services part of the report to HR (CP, AMP, APP, M&E, Budget PMS, JD) 	90% meet required timeline	100% meet required timeline	90% meet required timeline	90% meet required timeline		
Activity 20112: Prepare, produce, and disseminate Real Sector reports, Economic Statistics. CPI monthly (12), GDP is annual (1), Quarterly National Account Manufacturing survey -annual (1), GFS -quarterly (but internally) (4). Commencing 2023/24 Manufacturing will have 4 quarterly being added on.	<ul style="list-style-type: none"> Timely production of reports 	22	22	26	26	8.1 8.2 8.4 8.9 8.b	8.1.1, 8.2.1, 8.4.2, 8.9.1, 8.b.1
Activity 20113 Prepare, produce, disseminate External sector reports, Economic Statistics. This includes (1) annual for IIP, 4 quarterly BOP and one annual, 12 monthly, 4 quarterly and one annual for Trade and one export internal reconciliation report (1)	<ul style="list-style-type: none"> Timely production of reports 	12	12	24	24	8.1	8.1.1
Activity 20114 World Bank Projects. For 2025/26 one report each for TSA and SEEA.	<ul style="list-style-type: none"> Timely production of these reports will depend on when it will commence and follow with updates 	4	2	2	2		

5.3 Program 3. Population and Social Statistics

5.3.1 Program Results:

1. High quality statistics are provided on timely basis to aid evidence-based decision making.
 - Social Statistics reports and analyses are produced on timely basis.
 - Data is statistically compiled, analysed, and disseminated.
2. Improved advice is provided to organizations and agencies in collection and compilation of their own data and enhanced capacity support is provided to government ministries/agencies in data collection, compilation and analysis

5.3.2 Division: Population and Social Statistics

5.3.3 Program 3 – Staffing

Table 16 Program 3 Staff - Population and Social Statistics Division and its Recurrent and Development Budgets (Cash and In-kind)

Description	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	162,395	169,800	172,500	171,000	134,187
<i>Executive Staff (B/A–B/F)</i>	–	–	–	–	–
<i>Professional Staff (B/G–B/L)</i>	4	4	6	6	6
<i>Other Staff (B/M – B/S)</i>	3	3	3	3	3
Total Established Staff	7	7	9	9	9
Unestablished staff (11xx)	12,664	47,000		47,000	47,000
Unestablished staff					
Total Staff	7	7	9	9	9
Total salaries	175,059	216,800	172,500	218,000	218,000

5.3.4 Program 301 - Key Performance Indicators

Output: *‘To produce timely high quality statistics to facilitate evidence-based decision making, encourage debate and learning in Social and Population Statistics services and activities*

Please see Table 17 Program 3 KPIs - Population and Social Statistics Division on page 46 for more details.

Table 17 Program 3 KPIs - Population and Social Statistics Division

Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27 Target	2027/28 Target	TSD/SD G Target	SDG Indicator No.
Activity 301113: Social Statistics reports produced.	Migration Statistics produced monthly and annually.	(13) 12 monthly 1 annual	(13) 12 monthly 1 annual	(13) 12 monthly 1 annual	(13) 12 monthly 1 annual	5.4 8.5 8.6 16.7	5.4.1 8.5.1 8.5.2 8.6.1 16.7.1
	Produce Civil Registration and Vital Statistics (CRVS) Report annually in a timely manner.	1	1 National CRVS 2020-2024	1	1		
	Produce Social Bulletin & Factsheet	1	1	1	1		
Activity 301213: Statistical Assistance and Capacity Building on data verification and analysis to MDAs	No. of ad-hoc assistance to Line Ministries	Ad-hoc (On-going)	Ad-hoc (On-going)	Ad-hoc (On-going)	Ad-hoc (On-going)	16.7	16.7.1
Activity 301313: Population statistics reports produced	Produce timely and quality Village Profile (village report, 100+)	1 (Based on 2021 TPHC)	-	1 (Based on 2026 TPHC)	1 (Based on 2026 TPHC)	8.5 8.6 4.5 16.7	8.5.2, 8.6.1, 4.5.1, 16.7.1
	Produce quality and constant Population Estimates statistics	0	1	1	1		
	Produce quality Population Projection statistics	0	1	1	1		
	Provide quality basic tables on Gender Statistics	1	1	1	1		
	Produce Gender profile reports	1	1		1		
	Produce Disability Monograph	1		1			
	Produce Youth Monograph	1	1		1		
Activity 301413: Environmental statistics produce	Produce climate and social statistics	1 (based on GES)		1		1.5 13.1	1.5.1 13.1.1
Activity 301513: Dissemination of statistical reports and products	Conduct statistical outreach/dissemination program	1	1	1	1	16.7	16.7.1

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5.4 Program 4: Census and Survey

5.4.1 Program Results:

1. **Data Accuracy and Reliability** - Ensuring all statistics produced meet rigorous quality standards and properly represent the population
2. **Timely Deliverables** - Meeting publication deadlines for official statistics that inform policy decisions
3. **Cost Efficiency** - Maximizing value from allocated budgets while maintaining quality
4. **Response Rates** - Achieving high participation levels to ensure data representativeness
5. **Key Performance Indicators** - Core statistical outputs like population counts, unemployment rates, poverty indicators, and economic measures
6. **Methodological Integrity** - Implementation of internationally recognized best practices
7. **Operational Efficiency** - Streamlined field operations and data processing workflows
8. **Risk Mitigation** - Identification and management of factors that could compromise data quality or operations
9. **Strategic Planning Insights** - Forward-looking analysis to inform future data collection needs and methodologies

5.4.2 Division: Census and Survey

5.4.3 Program 4 – Staffing

Table 18 Program 4 Staff – Censuses and Surveys and its Recurrent and Development Budgets (Cash and In-kind)

Description	2023/2024 Actual FY	2024/2025 Budget	2025/2026 Budget	2026/2027 Proj.1	2027/2028 Proj.2
Established Staff (10xx)	203,328	226,200	274,000	285,300	285,300
<i>Executive Staff (B/A–B/F)</i>	–	–	–	–	–
<i>Professional Staff (B/G–B/L)</i>	7	7	10	10	10
<i>Other Staff (B/M – B/S)</i>	1	1	1	1	1
Total Established Staff	8	8	11	11	11
Unestablished staff (11xx)	108,427	76,800	189,000	76,800	76,800
<i>Unestablished staff</i>			2	2	2
Total Staff	8	8	13	13	13
Total salaries	311,754	303,000	463,000	362,100	362,100

5.4.4 Program 4 - Key Performance Indicators

Output: “Data is systematically collected with precision and timeliness, then processed using rigorous statistical methodologies that adhere to international standards.”

Table 19 Program 4 KPIs – Censuses and Surveys

Code	Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27 Target	2027/28 Target	SDG Indicator
OUTPUT: Data is collected in an accurate and timely manner and processed using proper statistical methodology and standards							
401213	Tonga Multiple Indicator Cluster Survey (MICS):	<ol style="list-style-type: none"> Methodology Compliance Verification Data Collection Completed Quality Management 	Data Processing and Tabulation ongoing	Tabulation Completed and Report is released			
401313	Household Income and Expenditure Survey (HIES):		Planning is complete and Data Collection is undergoing	Data Collection is Completed			
401413	STEP Survey:		Planning is complete and Data Collection is undergoing	Data Collection is Completed			
401513	Enumeration Area Re-Boundary		Planning is complete and Customizing of Enumeration Area undergoing	Customizing of Enumeration Area is complete			
401613	Tonga Population and Housing Census			Planning is undergoing	Data Collection is complete		
401713	Tonga Gender and Environment Survey				Planning is complete	Data Collection is complete	
401813	Labour Force Survey (LFS)				Planning is complete	Data Collection is complete	
401913	Adhoc Survey	These situations are inherently unpredictable and arise from directives issued by authorities above the General Secretary level for national emergencies. Establishing comprehensive contingency protocols in advance is therefore essential					

5.5 Program 5. National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the National Statistical System (NSS)

5.5.1 Program Results:

1. A Well-Coordinated and User-Driven National Statistical System (NSS)
 - Strengthened statistical governance to enhance coordination, reduce duplication, and improve data sharing, ensuring that the NSS responds effectively to user needs.
2. High-Quality and Standardized Statistical Outputs
 - Institutionalized statistical quality assurance and methodological standards to ensure credible, internationally comparable, and user-driven data production.
3. A Sustainable National Indicator System (TNIS)
 - Established and maintained a National Core Set of Priority Indicators to track national development and global commitments (SDGs, ABAS, 2050 Strategy), ensuring alignment with policy and user demands.
4. An Adaptive and Skilled Statistical Workforce
 - Continuous training and professional development programs to build statistical expertise across the NSS, ensuring that statistical outputs remain relevant and user-driven.
5. Institutionalized Operational Efficiency
 - Development and enforcement of Standard Operating Procedures (SOPs) for data collection, validation, and dissemination, ensuring consistency and efficiency in user-oriented data services.
6. A Modernized and Digitally Enabled Statistical System
 - Integration of innovative technologies and real-time data systems to improve statistical production, making data more accessible and responsive to user needs.
7. Policy-Driven and Responsive Data Ecosystem
 - Ensuring that data directly informs national policy, planning, and decision-making, with a strong focus on user engagement and data usability.

Through these results, Program 5 will establish a sustainable, globally recognized, and user-driven NSS that delivers timely, reliable, and policy-relevant data for national development.

5.5.2 Program 5 – Staffing

Table 20 Program 5 Staff – Coordination, Standards and Training and its Recurrent and Development Budgets (Cash and In-kind)

Description	2023/24 Actual FY	2024/25 Budget	2025/26 Budget	2026/27 Proj.1	2027/28 Proj.2
Established Staff (10xx)	116,339	154,700	156,000	127,900	127,900
<i>Executive Staff (B/A–B/F)</i>					
<i>Professional Staff (B/G–B/L)</i>	3	3	4	4	4
<i>Other Staff (B/M – B/S)</i>	1	1	2	2	2
Total Established Staff	4	4	6	6	6
Total salaries	116,339	154,700	156,000	156,000	156,000

5.5.3 Program 5 - Key Performance Indicators

Table 21 Program 5 KPIs – National Statistical Coordination, Quality & Standards, Methodologies, Indicators, and Training of the National Statistical System (NSS)

Code	Activity	KPI	2024/25 Baseline	2025/26 Target	2026/27 Target	2027/28 Target	SDG Indicator No.
OUTPUT: Effective Coordination of the National Statistical System (<i>Enhancing collaboration across agencies for coherent statistics</i>)							
501111	Review and implement the National Strategy for the Development of Statistics (NSDS) 2025-2030 to align statistical activities across agencies.	NSDS Implementation Plan completed	NSDS under review	NSDS implementation initiated	50% of NSDS milestones achieved	NSDS fully operational	17.18.3
501112	Coordinate inter-agency statistical committees and stakeholder meetings to harmonize data collection and dissemination.	Number of statistical coordination meetings held	Limited inter-agency coordination	At least 4 coordination meetings held	6 coordination meetings held	8 coordination meetings held	17.18.2
501113	Align national development indicators with regional and global frameworks (e.g., SDGs) to streamline and improve consistency in reporting.	Percentage of national indicators aligned with global frameworks	Partial alignment with SDG indicators	60% of indicators aligned	80% of indicators aligned	100% of indicators aligned	17.19.1
501114	Develop a synchronized and integrated system of activities, responsibilities, and relationships with users, producers, and suppliers of information to strengthen the NSS and the work on the indicators.	Harmonized statistical ecosystem implemented	Fragmented statistical coordination	Statistical governance framework introduced	Fully operational statistical coordination model	Fully integrated NSS coordination system	17.18.1
OUTPUT: Strengthened Statistical Quality Standards and Methodologies (<i>Improving the reliability and comparability of data</i>)							
501211	Develop and enforce statistical standards and guidelines for data collection, analysis, and reporting across the National Statistical System.	Statistical standards and guidelines developed and enforced	Lack of formal statistical standards	Draft statistical standards prepared	Statistical standards reviewed and finalized	Statistical standards fully enforced	
501212	Develop and Implement a Statistical Quality Assurance Framework to monitor and improve the quality of statistical outputs.	SQAF framework finalized and operationalized	No formal SQAF framework	SQAF framework drafted	SQAF framework implemented	SQAF fully embedded in NSS operations	
501213	Provide technical support and methodology guidance to agencies to ensure data quality and consistency with approved standards.	Technical support sessions conducted for data quality assurance	Limited technical guidance available	Technical support plan developed	Technical guidance actively provided	Technical support institutionalized	17.6.2
OUTPUT: Enhanced Statistical Capacity through Training Programs (<i>Building skills and knowledge in statistics</i>)							
501311	Conduct training needs assessments and prepare an annual training plan for statistical staff development.	Training needs assessment report completed	Training needs not systematically assessed	Training needs assessment completed	Annual training needs assessment institutionalized	Continuous professional development framework in place	

501312	Organize and deliver regular statistical training workshops and capacity-building programs for staff and key stakeholders.	Number of capacity-building workshops conducted	Ad-hoc capacity-building initiatives	At least 5 workshops conducted	10+ workshops conducted	Capacity-building fully institutionalized	
501313	Reports and analyses ensuring accurate statistical standards and methodologies that support all programs in achieving their objectives.	Reports and analyses produced supporting statistical objectives	Limited analytical reports available	3 analytical reports published	6 analytical reports published	12+ analytical reports published	17.19.2
501314	Develop training materials and curricula (e.g., on data analysis, survey methods, and statistical software) to continually strengthen staff competencies.	Training materials and curricula developed	Training materials not standardized	Preliminary training curriculum developed	Refined training curriculum developed	Training program institutionalized	
OUTPUT: Facilitating the Implementation and Strengthening of the NSS through Statistical Legislation, Regulations, and Policies <i>(Driving discussions, coordination, and implementation of statistical legislation while legal reviews remain with legal experts)</i>							
501411	Facilitate discussions and provide technical input on statistical legislation, regulations, and policies to ensure alignment with international best practices.	Number of legal and regulatory policy discussions facilitated	Discussions on legislation are informal	Initial legal review meetings conducted	Legislation drafted and reviewed	Statistics Act finalized and adopted	
501412	Drive stakeholder engagement and inter-agency coordination on updates and implementation of the Statistics Act.	Stakeholder engagement meetings conducted	Limited stakeholder engagement	5 stakeholder meetings held	10 stakeholder engagements conducted	Full stakeholder engagement framework operational	17.18.3
501413	Ensure that all legislative and regulatory discussions affecting the NSS are aligned with statistical priorities and operational needs.	Legislation discussions documented and aligned with priorities	No structured legal framework discussions	Legal framework discussions formalized	Legislative priorities aligned with statistical objectives	Legislation enacted and implemented	
501414	Develop a skilled and continuously developing workforce, alongside key focal points from stakeholders.	Number of legal and regulatory policy discussions facilitated	Discussions on legislation are informal	Initial legal review meetings conducted	Legislation drafted and reviewed	Statistics Act finalized and adopted	

6 Major Statistical Collections

Here is a summary list of major statistical collection for the next 5 years (commencing in 2025).

Table 22 Major Statistical Collections

Year	Statistical collection
2025	Household Income and Expenditure Survey 2025
2026	Tonga Population and Household Census 2026
2027	Gender and Environment Survey 2027
2028	Labour Force Survey 2028
2029	Tonga Multiple Indicator Cluster Survey 2029
World Bank (WB) Project	
2025/2026	Hazard and Flood Map for Tongatapu

- Enterprise surveys are conducted periodically e.g., Manufacturing, Economics-CPI (**quarterly, monthly**)
- Ad hoc surveys e.g., Hunga Tonga Hunga Ha’apai Impacts, Baseline and End line for prices etc.

Appendix 1: TSD Organization Structure

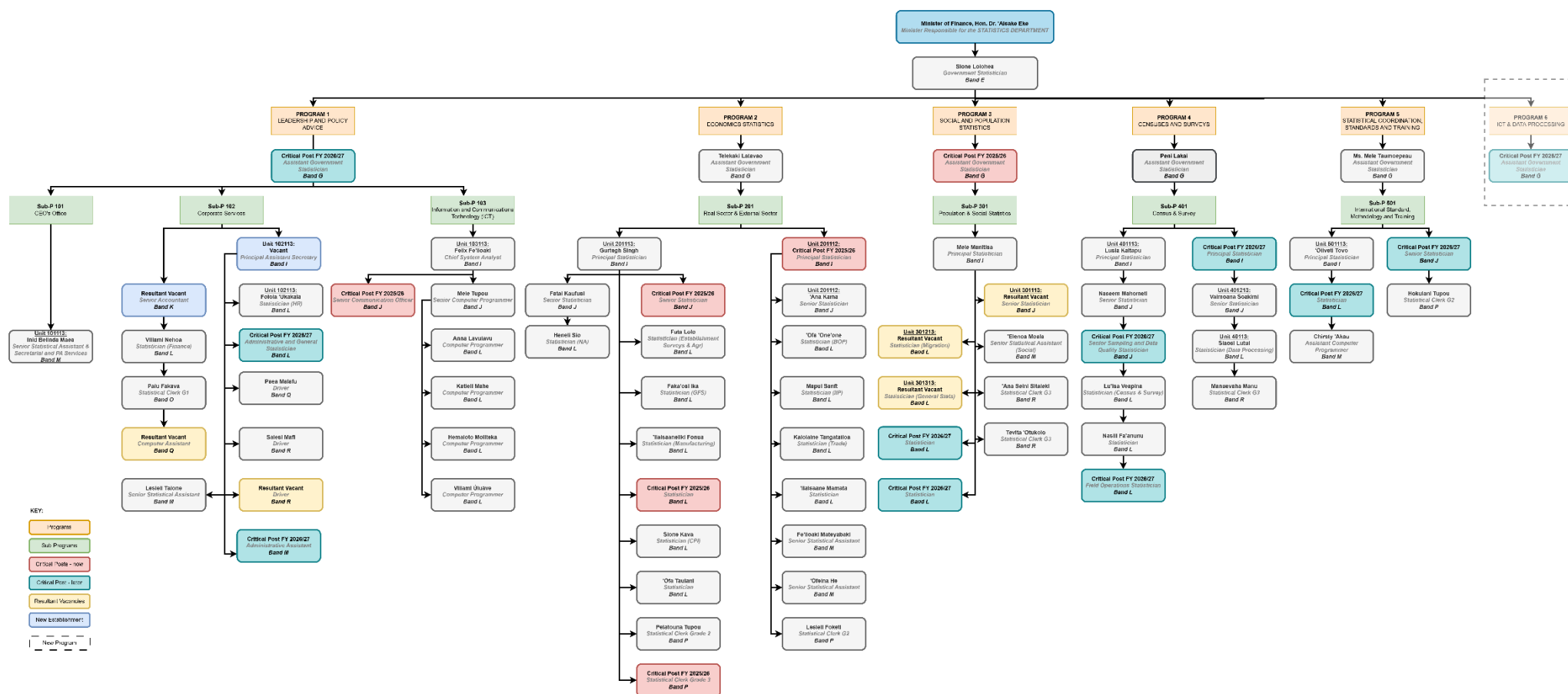
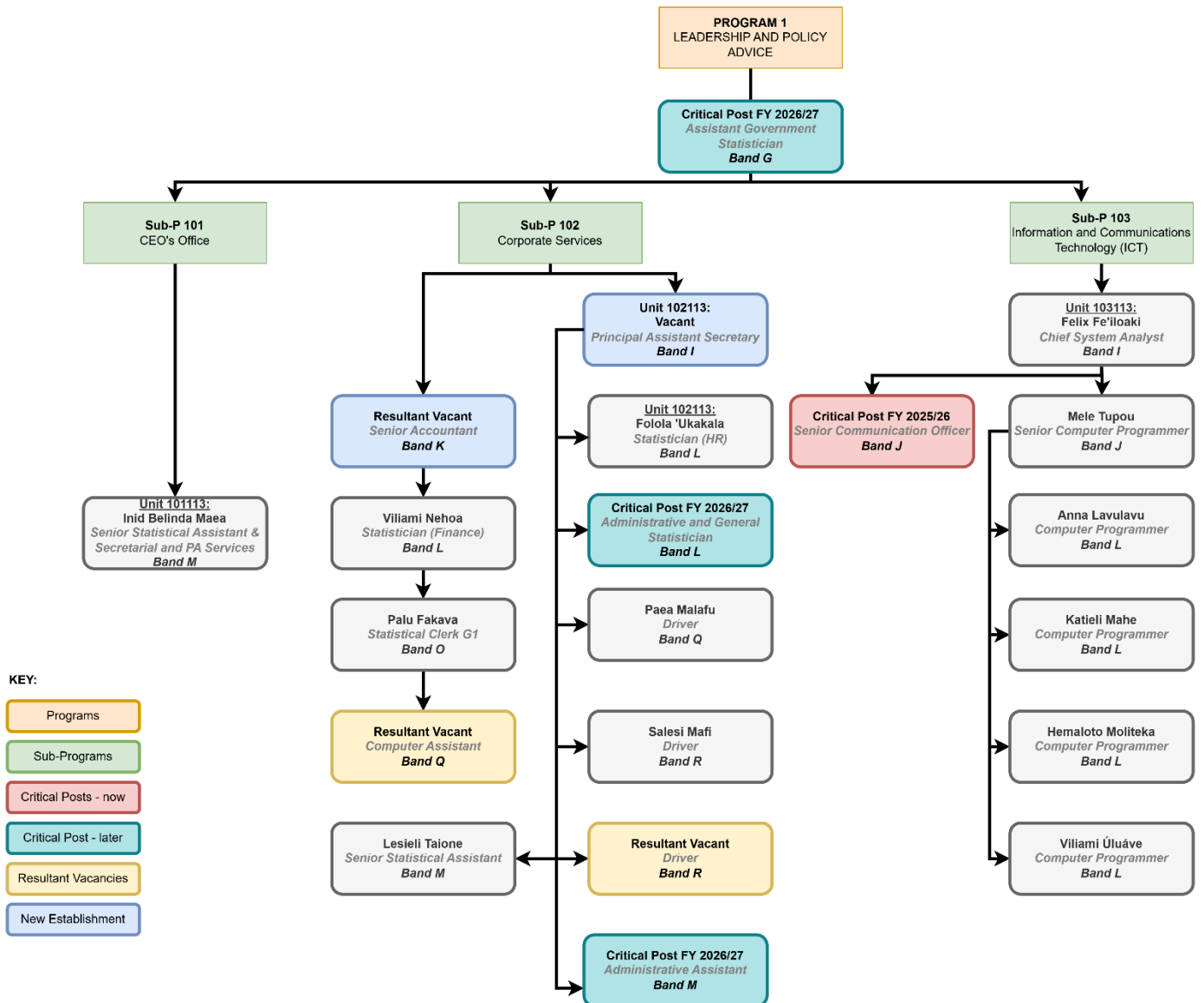
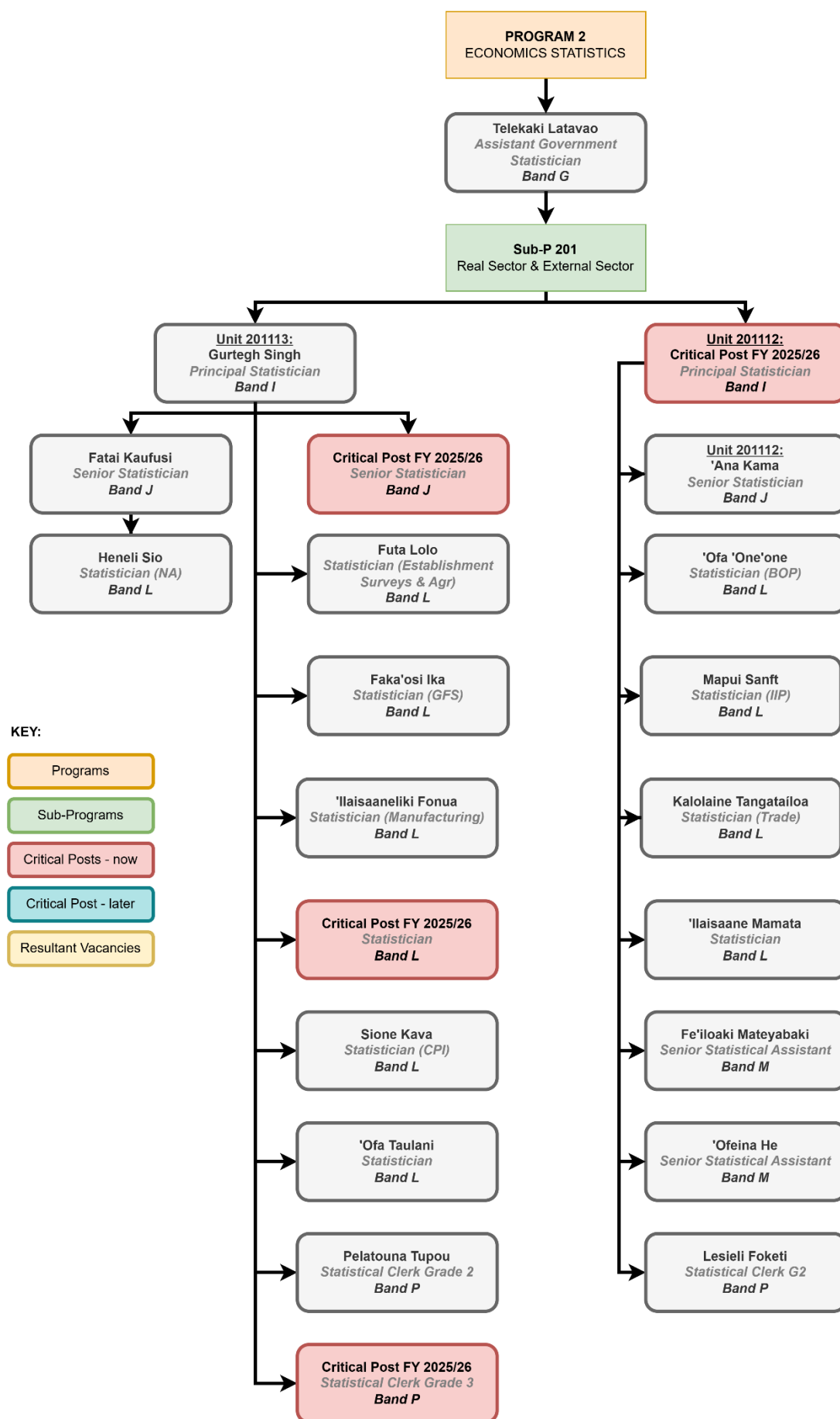
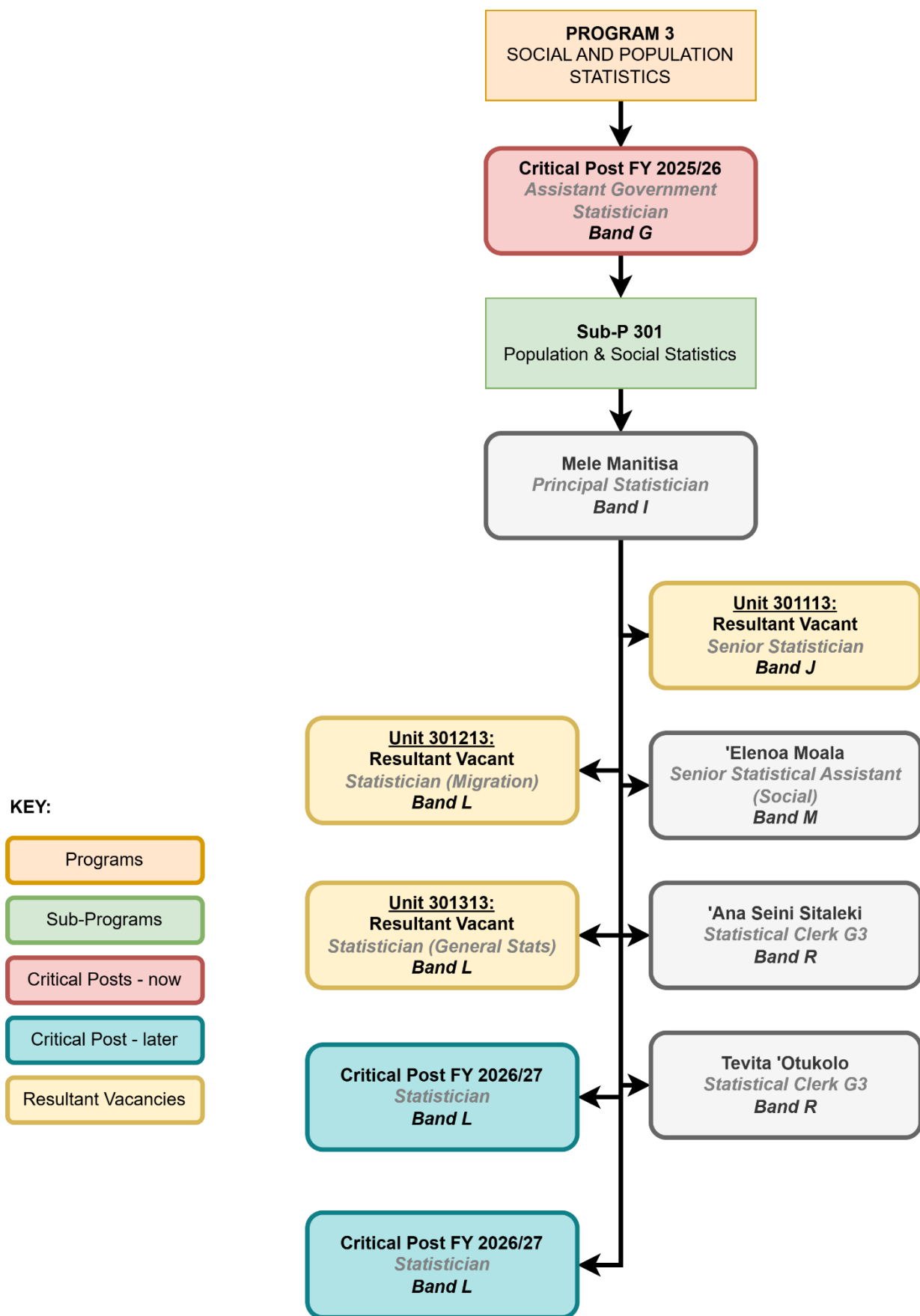


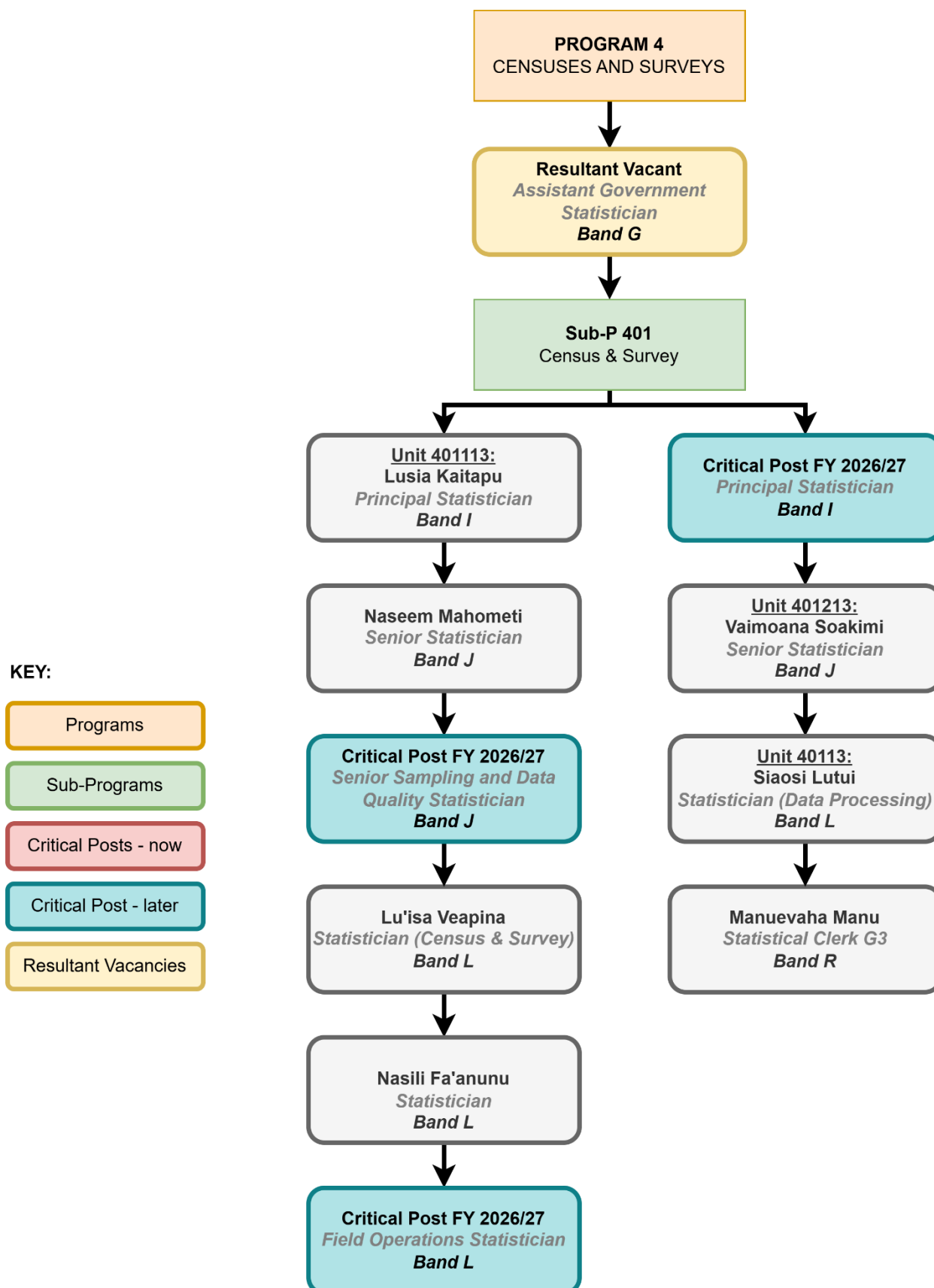
Figure 7 TSD Organization Structure

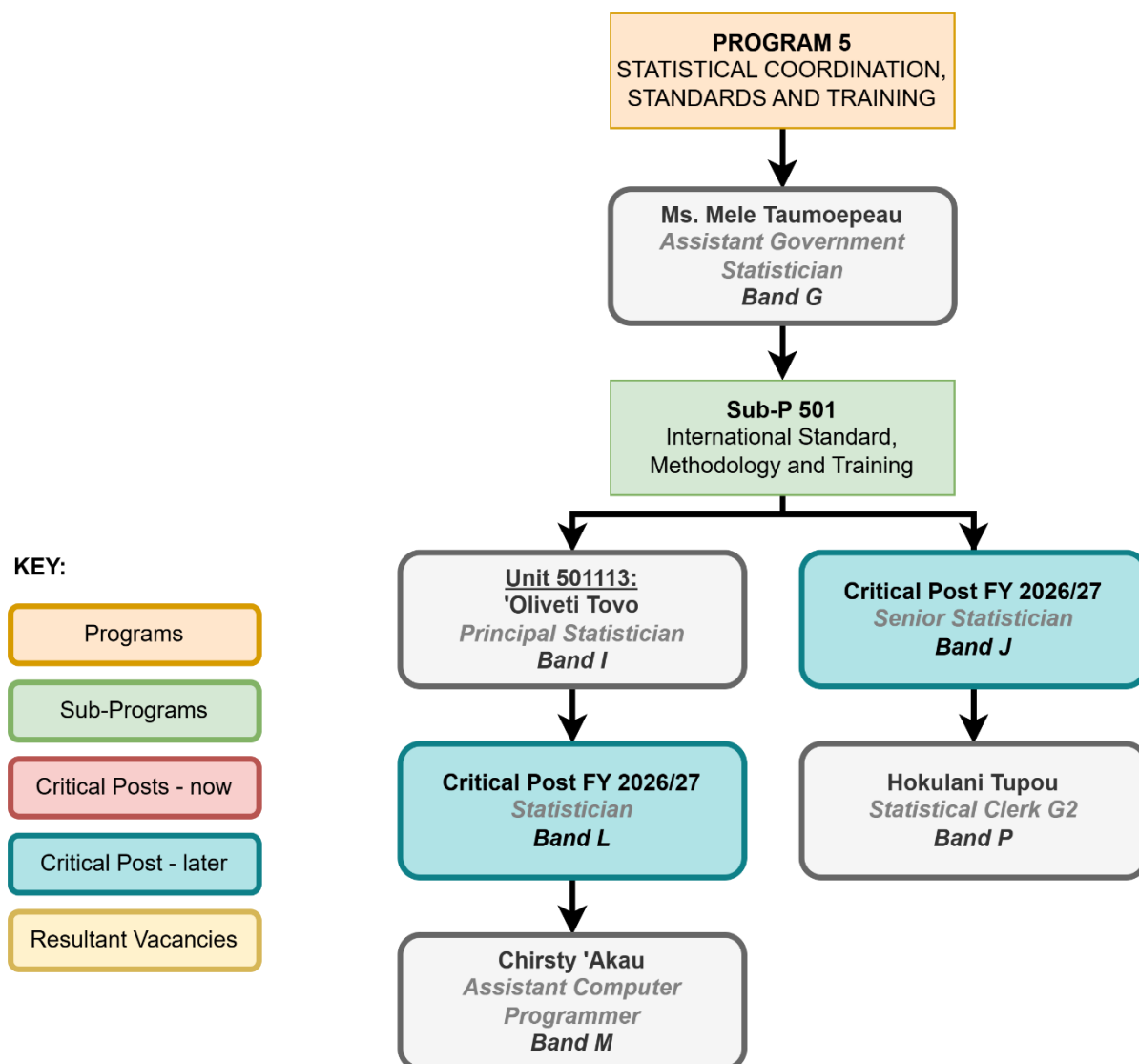
Program 1: Leadership and Policy Advice - Structure



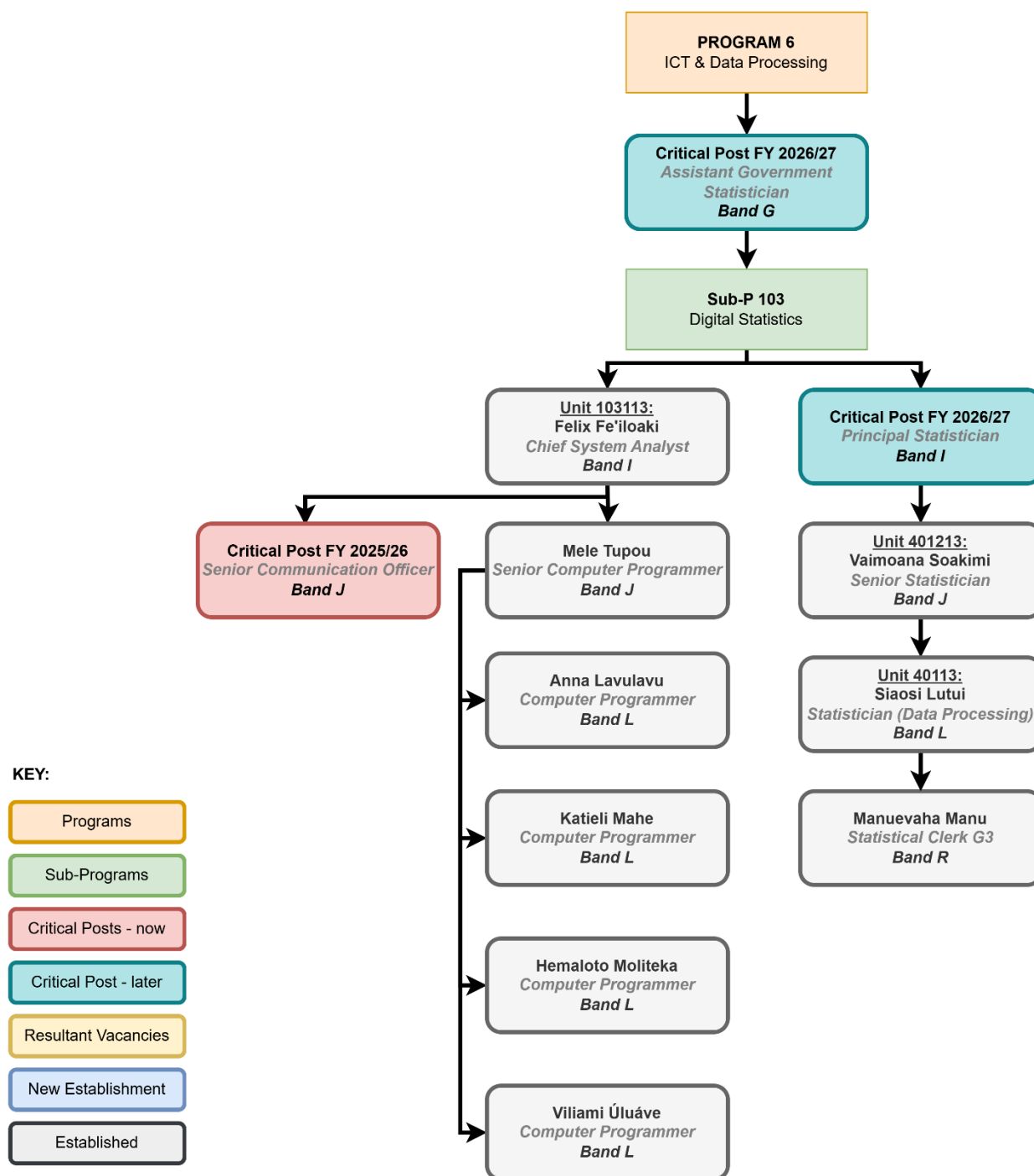








Proposed New Program 6: ICT & Data Processing – Structure



Appendix 2: Current and On-going Organizational Development

Program		Activities	FY 2025/26	Justification ⁶
Program 4: Censuses and Surveys	Household Income and Expenditure Survey 2025/26 (HIES)	Data is collected accurately and promptly, then processed according to established statistical standards.	US\$370, 000	Household Income and Expenditure Survey 2025/26 (HIES)

⁶ Priority

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