



MINISTRY OF
INTERNAL
AFFAIRS

2024-2025 ANNUAL REPORT



**Ministry of Internal
Affairs NUKU'ALOFA,
TONGA**

3rd December, 2025

**Legislative Assembly of Tonga,
NUKU'ALOFA**

Honorable Speaker,

Pursuant to Clause 51 (5) of the Constitution, I have the honor to submit to the Legislative Assembly the Annual Report of the Ministry of Internal Affairs for the financial year 2024 - 2025.

Sincerely,



Hon. Sinaitakala Tu'itahi
Minister for Internal Affairs



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LIST OF ABBREVIATIONS

AMP	Annual Management Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CLD	Church Leaders Desk
CPU	Central Procurement Unit
CRC	Convention for the Rights of the Child
CRPD	Convention for the Rights of People with Disabilities
CSD	Corporate Services Division
DFAT	Department of Foreign Affairs and Trade
DRR	Disaster Risk Reduction
DWS	Disability Welfare Scheme
EVAW	End Violence Against Women
FFOV	Families Free of Violence
FPAC	Family Protection Advisory Council
GMH	Gender Mainstream Handbook
GBV	Gender Base Violence
GPA	Government Priority Agenda
ICT	Information Communication Technology
IWD	International Women's Day
JNAP 2	Joint National Action Plan 2
KPI	Key Performance Indicators
M&E	Monitor & Evaluation
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
NACGAD	National Advisory Committee on Gender and Development
NSDP	National Service Delivery Protocol
OED	Overseas Employment Division
Oo	Organizational Outcome
PDP	Performance Development Plan
PMS	Performance Management System
PWD	People with Disability
PYEEEP	Pacific Youth Engagement, Empowerment, and Economic Pathways
RSE	Recognized Seasonal Employer
SPD	Social Protection and Disability
SPC	Secretariat of the Pacific Community
SWP	Seasonal Workers Program
SDG	Sustainable Development Goals
TNYP	Tonga National Youth Policy
TSDf	Tonga Strategic Development Framework
TSM	Temporary Special Measure
WEGET	Women Empowerment and Gender Equality Tonga

FOREWORD FROM MINISTER



It is a great pleasure to present the outcomes and results of the Ministry of Internal Affairs' service delivery to the people of Tonga, mainly through social services, manifested in five mandated functions viz. Sports and Recreation; Overseas Employment; Women & Gender Equality; Social Protection & Disability as well as Youth Development.

The delivery of the above-mentioned services is through policy administration; corporate planning that sets out targets to be achieved and financial assistance, through budgeting.

Within the framework of these social services, there are existing Policies and Legislations already passed to protect the interests of concerned stakeholders in sports, overseas employment, women and gender equality, social protection and disability, and youth. These policies and Legislations are detailed later in this Annual Report.

Furthermore, in this Annual Report, three reporting requirements explain the delivery of services in the five main functions of the Ministry. These include human resource management and performance, output performance (from annual management plan) and financial performance (budget).

In summary, the Ministry was staffed by 130 staff, of which 120 were active and 10 vacancies, with an estimated salary budget of TOP\$2.07m. The average staff performance rate during this reporting period is of critical need for improvement. On the other hand, about 70% of the planned outputs were achieved. As such the Ministry seeks to increase output performance in the next financial year to 90%. Moreover, the Ministry managed to spend within the approved budget with a utilization rate of 98%. However, procurement compliance needs to be strengthened in the coming financial years.

Regarding policies - the Ministry in the 2024-2025 fiscal year, was able to review major national policies such as the Tonga labour mobility policy; disability inclusive development policy; youth development policy and strategy; women's empowerment and gender equality policy.

The sports sector strategy is also set to follow its review in the next fiscal year. Nevertheless, the Ministry envisions that service providers in Tonga's social sector can operate within the right enabling environment and guided with the best legislations and policy guidelines. While the Ministry encourages private and non-government services to thrive within the best legal frameworks, it also remains adamant on protecting citizens' rights and security, so they may have affordable, fair, and equal access to effective social services. Therefore, the Ministry is hopeful to achieve its future objectives and also grateful for the work done in the 2024-2025 fiscal year.

A handwritten signature in blue ink, appearing to be 'Mi', written over a horizontal line.

Hon. Sinaitakala Tu'itahi (Minister for Internal Affairs)

STATEMENT FROM THE CHIEF EXECUTIVE OFFICER



Over the course of the 2022 to 2025 corporate plan cycle, the Ministry of Internal Affairs had set the theme **‘Partnership in development’** as a guiding principle that formed the basis of how the ministry wants to operate. It also became the core value of how each division and unit within the ministry performed. The Ministry understands that close collaboration with stakeholders, non-government organizations, civil society, and development partners is vital to ensuring that development benefits are accessible and equitable for the people of Tonga.

The Ministry therefore undertook a multi sectoral and cross agency collaboration through the ministry’s core departments, projects, and programs to enhance the socio-economic well-being of the people of Tonga.

In the 2024-2025 fiscal year, the Ministry was allocated a recurrent budget estimate of TOP\$15.6 million, a TOP\$12.78 million revolving fund for sports development, and TOP\$5.27 million in development funds. The total budget of TOP\$33.65 million was then aligned to the Ministry’s main outputs and activities which catered for the human resource needs, regulatory functions, and services delivered under each major programs of the Ministry. During this reporting period the Ministry’s budget had incurred critical shortages in major programs. This was largely due to the commitments made towards the hosting of the Pacific Islands Forum Leaders meeting in August 2024. The implications that followed had greatly affected the Ministry’s output performance in the 2024-2025 fiscal year.

Despite the complications in program implementation and service delivery, there were considerable achievements in the Ministry’s planned activities. Moreover, the outputs and activities delivered in the 2024-2025 fiscal year were derived from the three-year Corporate Plan of 2022/2023 to 2024/2025. The Corporate Plan was divided into annual management plans for each financial year. The Ministry’s focus is to fulfil the Corporate Plan objectives and along the way these objectives contribute to achieving the longer-term goals set out in the Tonga Strategic Development Framework (TSDF). This report is compiled from each of the Ministry’s divisional outputs and their respective performance results. In addition, this report also highlights the major challenges and recommended way forward for the Ministry.

Nonetheless, this report presents the Ministry’s overall performance during the 2024-2025 fiscal year. This includes the results of the budget performance and the output performance of the Ministry. Therefore, it is a great privilege for me to present the Ministry of Internal Affairs Annual Report for the 2024-2025 fiscal year.

A handwritten signature in blue ink, appearing to read 'Polotu Paunga', positioned above a horizontal line.

Polotu Paunga (CEO for Internal Affairs)

EXECUTIVE SUMMARY

Within the Second Tonga Strategic Development Framework (TSDFII) the Ministry contributes to nine (9) organizational outcomes. This includes the organizational outcome 1.5. Better access to, use of, overseas trade and employment, and foreign investment. Outcome 2.1. Improved collaboration and support to social and civil society organizations. Outcome 2.2. Closer partnership between government and churches and other stakeholders for community development. Outcome 2.5. Improved country wide health care systems. Outcome 2.6. Stronger integrated approaches to address both communicable and non-communicable diseases. Outcome 2.7. Better care and support for vulnerable people especially the disabled. Outcome 2.8. Improved collaboration with the Tongan diaspora. And finally, outcome 5.4. Improved resilience to extreme events and impact of climate change.

These organizational outcomes are achieved through the delivery of 51 main outputs divided among the six main divisions of the Ministry. However, according to the available data drawn from every quarterly report during this reporting period, the Ministry has at least 70% output completion rate. As such, there is more room for improvement in the Ministry's output performance.

The total budget for the 2024-2025 financial year was TOP\$33.6 million with the variance in the revised budget estimate at a total of TOP\$29.1 million. The actual spending was a total of TOP\$27.2 million.

The major challenges for the Ministry during the 2024-2025 Financial Year are summarized into four main challenges. This includes 1) Weak budget management due to lack internal controls and proper planning of expenses aligned to planned activities, outputs, and targets. 2) Human resources capacity needs to be improved to meet increasing demands in the social sector. 3) Reallocation of budget due to unforeseen expenses had an impact on delays in output performance. 4) High rate of non-compliance in procurement due to unplanned expenses and a lack of monitoring of procurement contracts.

The 2024-2025 Financial Year was marked by a series of policy reviews of major national policies under the mandate of the Ministry of Internal Affairs. In July 2024, the Acting Minister for Internal Affairs Hon. Lord Tu'i'afitu together with the Australian High Commissioner to Tonga HE. Brek Batley launched the beginning of the national consultation of the Tonga National Disability Inclusive Development Policy. This consultation program is conducted through the partnership of the Ministry of Internal Affairs Social Protection and Disability Division and the Australian government's Tonga Australia Support Platform (TASP). The objective of this consultation is to review the former National Disability Policy in order to address the new social and economic challenges faced by people with disabilities in Tonga. The basis of the new policy is to improve the legal frameworks relating to the socio-economic

development of people with disabilities. In addition, the new policy aims to promote inclusiveness of people with disabilities in relevant policies, plans, and programs.

By August 2024, the ministry marked the official launch of the first Cash Assistance Program for vulnerable children in Tonga. This cash assistance program is supported by the government of the People's Republic of China. This financial assistance is aimed for the enhancement of health and well-being of children with disabilities in Tonga. The program is focused on children with disability and their access to proper health care and educational engagement.

Moreover, the 2024-2025 Financial Year also concluded the sports partnership program between the Ministry and the China International Sports Technical Assistance Project. This program is fully funded by the People's Republic of China over three phases that began in 2018. The program aims to expose and train Tongan athletes in High Performance Facilities in China. In 2018, a total of 192 athletes travelled to China for high performance training. In 2019, a total of 125 athletes had followed in the same program. However, the program was halted due to the onset of COVID 19 pandemic. By November 2024 the last batch of 89 athletes travelled to China thus marking the end of the sport's high performance training program.

Furthermore, the Ministry in partnership with Australian government launched two very important initiatives 'The social impact study on temporary labour mobility' and the 'Family Accompaniment pilot program'. The social impact study is the first of its kind to be conducted in Tonga. This is a significant study for the Ministry as well as the government of Tonga to be able to identify critical social concerns arising from labour mobility and to develop strategies and programs to address those concerns. One of the first step to solving social concerns relating to labour mobility is the second initiative which is the family accompaniment pilot program. This initiative is provided for longer term workers and it is aimed at supporting their families to accompany them to Australia for the duration of the workers employment.

Another groundbreaking initiative that was launched by the Ministry is the Tonga Returnees Support Program. This a new program currently housed within the Ministry of Internal Affairs and funded by the New Zealand government. This program was launched in March 2025. It is specifically focused on developing a proper framework for effective reintegration of Tongan returnees who had been deported back to Tonga. The program aims to undertake a more strategic and coordinated approach towards the reintegration of returnees back into the Tongan society. The reintegration program also aims to assist organizations providing services for returnee's employment guidance, mental health support, and community engagement programs.

On April 15th, 2025 the Ministry launched the caregivers support program. This is an integral component of the ADB funded Integrated Aged-Care Project under the Ministry of Internal

affairs. The caregivers support program aims to complement the Ministry's existing support services for elderly caregivers. This program supports elderly caregivers' capacity building and to formally recognize their work as paid work. This recognition promotes caregivers work as vital to the overall economic development of the country.

Finally, the Australian government also supported the Ministry to develop the necessary family support programs to minimize the negative social impacts of labour mobility on seasonal workers and their families. This program is the first service in Tonga that is created to provide targeted support for families going through social challenges relating to seasonal workers and family separation. This program is piloted with 15 families who are participating in seasonal work schemes.

Overall, in the 2024-2025 financial year; the Ministry continued to build partnerships with all its stakeholders in order to develop effective policy frameworks, share resources, and undertake a more collaborative strategy to guide services and partners working with women, children, elderly, unemployed people, sports organizations, youth, and people with disability towards a more prosperous future for the people of Tonga.

1. OVERVIEW OF THE MINISTRY

1.1. INTRODUCTION

The Ministry of Internal Affairs regulates and consolidates policies that supports the socio-economic well-being of the people of Tonga. It stands to ensure that the most vulnerable portion of the population has effective access to basic services, and that services are delivered in an enabling environment pertinent to social development, poverty alleviation, and inclusivity. The Ministry complements the efforts of other line ministries in promoting strong inclusive social development programs and in ensuring equitable distribution of resources, so that all the people of Tonga enjoy high quality standard of living regardless of their status in the society. The Ministry's key mandates are:

- Overseas Employment and labour mobility
- Women's Empowerment and Gender Equality
- Social Protection and Disability
- Sports development and health promotion through sports
- Youth Empowerment and Development

The Ministry's main focus is to drive meaningful change to make a difference to the lives of Tonga's people, families and communities. With competent leadership and management, the Ministry's key areas of policy-driven and activity-based initiatives transpire from services of the Ministry's youth and sports development, overseas employment opportunities, women affairs and women's empowerment, social protection schemes, disability inclusive development, and aged-care services.

This report is organized into four main sections. The first section of this report presents an overview of the Ministry; including its mandate, stakeholders, policies, and its governance structure. The second section presents the detail report of the Ministry’s performance during the 2024-2025 financial year. The Ministry’s performance is divided into three main sub-sections including human resource management, output performance results, and the Ministry’s financial report during this reporting period. The third section of this report presents the significant issues and challenges for the Ministry during the 2024-2025 financial year. The fourth and final section is the concluding remarks for this report.

Although, there was a need to fulfil the reporting requirements which included additional sections such as customer services and ICT and technology. However, during this reporting period, the Ministry was not aware that there are such requirements for customer services and ITC and technology nor does it have the capacity to collect such data. Hence, this report is based on the existing data available in the Ministry.

Ministry’s Vision and Mission:

Vision:

“That the Ministry of Internal Affairs be the leading ministry in Tonga by 2025 in developing and progressing communities and families in Tonga to becoming resilient, sustainable for an advanced society, characterized by vigorous health, gender equality, equal opportunities and harmonious living.”

MIA’s Mission Statement

“To establish and deliver high quality standard of professionalism serving the people, communities and government in building a safe, prosperous and respectable nation.”

1.2. LEGISLATION, MANDATES, AND STAKEHOLDERS

1.2.1. Legislation

DIVISION	LEGISLATION AND POLICIES	INTERNATIONAL/ REGIONAL AGREEMENTS
All divisions coordinated through the Safety and Protection Cluster	<ul style="list-style-type: none"> Disaster Risk Management Act 2021 Evacuation Act 2020 Emergency Fund Act National Disaster Risk Management Policy Framework 2023-2030 	<ul style="list-style-type: none"> Sendai Framework for Disaster Risk Reduction 2015-2030 Paris Agreement 2015 Framework for Resilient Development in the Pacific 2017-2030 2050 Blue Pacific Strategy
Sports and Recreational Development	<ul style="list-style-type: none"> Tonga Sports Council Act 	

Overseas Employment Division	<ul style="list-style-type: none"> • Tonga Labour Mobility Policy 	<ul style="list-style-type: none"> • Pacific Labour Scheme • Inter-Agency Understanding with New Zealand government • MOU with the Australian government
Women Affairs and Gender Equality	<ul style="list-style-type: none"> • Family Protection Act • Women’s Empowerment and Gender Equality and Development 	<ul style="list-style-type: none"> • Convention on the Rights of the Child • Beijing+30 Regional Action Agenda • Beijing Declaration and Platform for Action • Revitalized Pacific Leaders Gender Equality Declaration 2012 • Pacific Platform for Action on Gender Equality and Women’s Human Rights 2018-2030
Social Protection and Disability	<ul style="list-style-type: none"> • National Social Protection Policy 2023-2033 	<ul style="list-style-type: none"> • Convention on the Rights of the Child
Youth Development	<ul style="list-style-type: none"> • Tonga National Youth Policy and Strategic Plan of Action 	

1.2.2. Mandates

The Ministry of Internal Affairs is the leading agency that provides policy guidance, regulations, and services to address social concerns and the welfare of the people of Tonga. These core functions of the Ministry are delivered by five mandated divisions which includes:

- 1) Sports & Active Recreation
- 2) Overseas Employment
- 3) Women’s Affairs & Gender Equality
- 4) Social Protection and Disability
- 5) Youth Development

These five major divisions are supported and enabled by a strong Corporate Services in order for each division to effectively and properly deliver its outputs and activities for the people of Tonga.

The Ministry is set on delivery of its objectives with focus on achieving a sustained higher quality of life for all, the benefits of which will be visible and tangible at all levels, in particular, the grass root level.

1.2.3. Key Stakeholders

A more in-depth knowledge and understanding of the stakeholders need, helped the Ministry to shape and integrate reforms into its policy framework, outputs, and activities which derives the budget allocation to address: -

- The delivery of services to customer-stakeholders,
- The purchase of goods and services from supplier-stakeholders,
- The joint collaborations with partner-stakeholders, and adherence to policies and regulations established by the oversight stakeholders. More importantly the stakeholders are the end users of the Ministry’s products and services.

The following table shows the MIA and its stakeholder relationships:

Stakeholder	Customer of MIA	Supplier to MIA	Partner with MIA	Oversight of MIA
Cabinet	x	x	x	x
LA	x	x		x
MDAs	x	x	x	x
Public Enterprises		x	x	
Businesses	x	x	x	x
Local and International NGOs and CSOs	x	x	x	
Churches	x	x	x	
General Public	x	x	x	
Donor governments & Development Partners	x	x	x	x
Sport Federations	X	x	x	x

1.3. GOVERNANCE AND OPERATIONAL STRUCTURE

The Ministry’s governance and operational structure is organized into 6 programs, 3 sub-programs, 26 units. These programs and unit functions are operated by a total of 8 staff at the decision-making level, 30 professional staff, 24 junior staff, and 20 daily paid labour for routine tasks. They are assisted by 30 project funded staff, 3 professional contracts and 5 liaison officers. The six main programs consist of: a) Program 1: Leadership, Policy, and Administration, b) Program 2: Sports and Recreation, c) Program 3: Overseas Employment, d) Program 4: Women Affairs & Gender Equality, e) Program 5: Social Protection and Disability, f) Program 6: Youth Development. In addition, program 1 comprises of the office of the minister, the office of the CEO, and the Corporate Services Division. The organizational structure also illustrates the different units operating under each division of the Ministry.

The program 1 is further organized into three sub-programs including 1) The minister’s office, 2) The office of the chief executive officer, and 3) the Corporate Services Division. The Corporate Services Division consist of five main units, including accounts, policy & planning,

Human Resources Management, Administration, ICT & Media, and also the addition of the outer-islands administration.

The program 2 is the Sports and Active Recreation Division. This division is organized under four main units namely sports policy and grants administration, sports for health and community, sports facilities management, and sports high performance. The program 3 is the Overseas Employment Division which is comprised of several units such as, registration & superannuation, visa processing, pre-departure training, worker welfare, and the communications unit. The program 4 is the women affairs division which is made up of three main units including, policy and administration, women’s economic empowerment, and family protection. The program 5 is the social protection and disability division which consist of five main units, such as policy and administration, poverty, welfare, aged-care, and disability. The last program 6 is the youth development division. This division is made up of four units including, policy, administration, research & development, and youth enhancement.

The table below provides detail information of the Ministry’s organizational structure in terms of programs, divisions, titles, and the names of employees.

Program 1: Leadership, Policy, and Administration		
Minister’s Office	Title	Name
	Minister for Internal Affairs	Hon. Sinaitakala Tu’itahi
	VIP Driver	Vacant
	Personal Assistant	‘Ana Kava
Office of the Chief Executive Officer	Title	Name
	Chief Executive Officer	‘Akanesi Polotu Paunga
	Senior Assistant Secretary	Siniteke Fotu
	Clerk Class II	Mele Hungalu
Sub-programs under the office of the CEO		
Church Leaders Desk	Title	Name
	Secretariat	Rev. ‘Alifeleti Mafi
	Daily Paid Clerk	Mele Falepapalangi
	Child Protection Coordinator UNICEF	Mafi Hoa
Tonga Returnees Support Program	Coordinator	Meleane Tonga
Safety and Protection Cluster	Cluster Coordinator (DFAT funded)	Tenielle Sinipata
Sub-program 03: Corporate Services		
Corporate Services Division	Title	Name
	Deputy CEO	Nancy Finau
Policy and Planning Unit	Principal Secretary	Samiuela Pohiva
	M&E Officer	Sulieti ‘Ofa
Accounts Unit	Principal Accountant	‘Ana Moa
	Accountant	Taumafa Tapaa

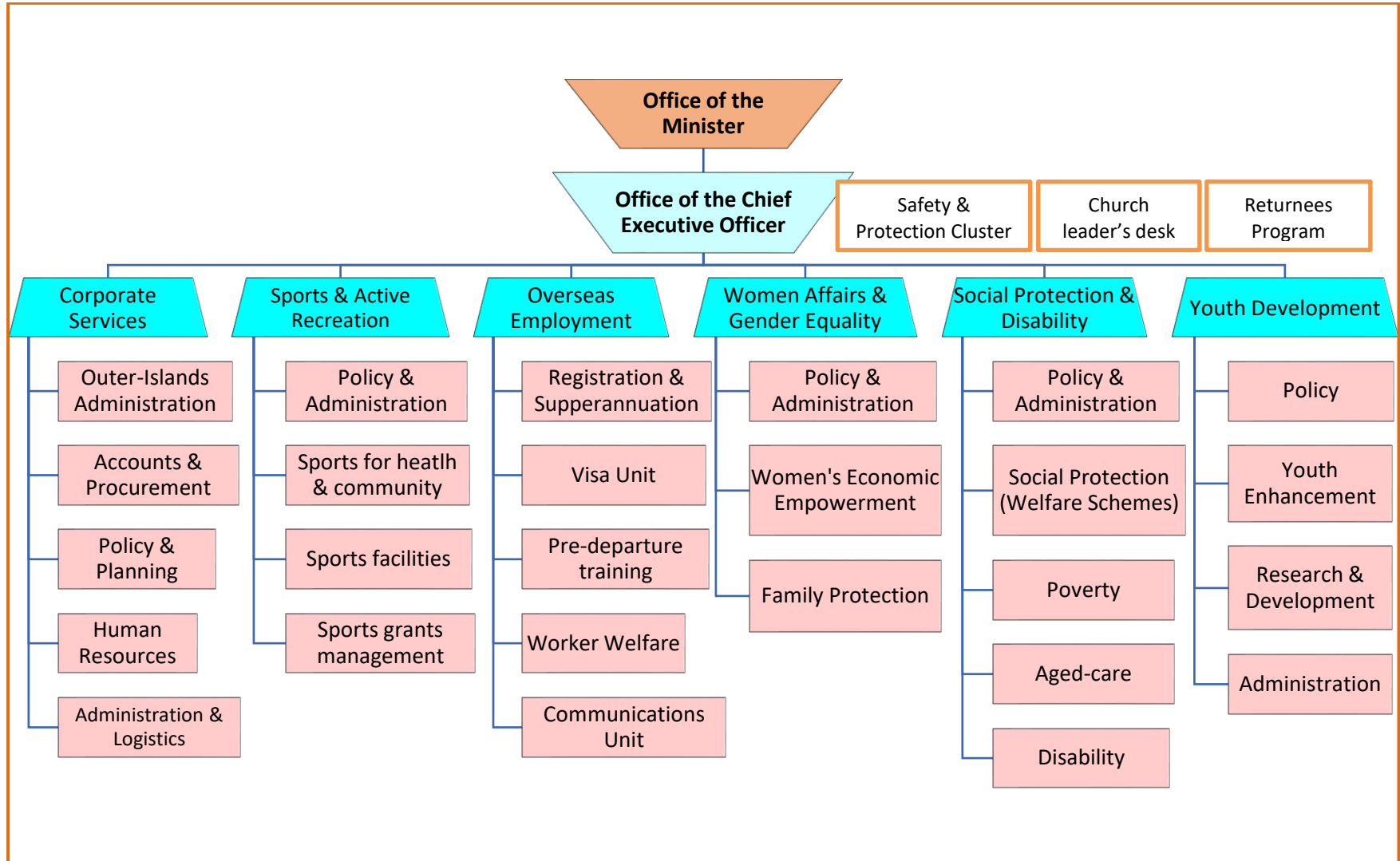
	Accountant	Lute Vailanu
	Clerk Class II	Tevita Hafoka
	Clerk Class II	Sela Siulangapo
Procurement Unit	Senior Procurement Officer	Silioti Tonga
	Clerk Class II	Enisila Fusikata
Human Resources Unit	Senior Human Resource & Administration	'Amelia Halapua
	Clerk Class II	Halahingano Veikoso
Administration & Transportation Unit	Assistant Secretary	Lorraine Folau
	Clerk Class II	Sia'atalau 'Aloua
	DPL Cleaner	Naomi Taufu
	Night Watchmen	Christopher Fungalei
	DPL Night Watchmen	Sililo Fau
	DPL Night Watchmen	'Oumana 'Epenisa
	DPL Night Watchmen	Tonunga Limoni
	Transport Supervisor	Lavinia Halafuka
	VIP Driver	Petelo Lui
	VIP Driver	Mosese Makasini
	Driver	'Aholoka Sunia
	Driver	Penisimani Faletau
	DPL Driver	Maikolo Falatau
Information, Communication, and Technology, and Media Unit	Media Officer	Talita Sili
	Computer Programmer	Fale 'Akau
	Senior Assistant Secretary	Talita Fau'onuku
Sub-program 04: Outer-Islands Administration		
MIA Vava'u	Senior Administration Officer	Penisimani Vainikolo
	Senior Executive Officer	Malianive Finau
	Labour Employment Officer	'Otinili Sau
	Clerk Class II	Keleni Tone
MIA Ha'apai	Senior Administration Officer	Sione Telefoni
	Senior Executive Officer	Taeao Kaipo'uli
	DPL Clerk	'Etivise Mafile'o
MIA 'Eua	Senior Administration Officer	Maui Tafea
	Executive Officer	Sitiveni Vaise
	DPL Clerk	Ane Fifita Havea
MIA Niuatoputapu	DPL Clerk	Loleta Fe'ao
MIA Niuafo'ou	DPL Clerk	Tupou Pe'ei
Program 2: Sports Development		
Sports & Active Recreation	Title	Name
	Deputy CEO	'Onetoto 'Anisi
Sports policy and administration	Principal Sports Officer	Tu'ivaita Ueleni
	Assistant Sports Development Officer	Pitisi Veatupu

Sports for health and community	Principal Sports Officer	‘Eva Mafi
	Assistant Sports Development Officer	Lauti Na’aniumotu
	DPL community officer	Paea Ueleni
Sports Facility Management	Sports Development Officer	Mosese Fonohema
	Professional contract labour (Teufaiva)	Siope Kaitu’u
	Professional contract labour (Teufaiva)	Sione Fatai
	Caretaker (Teufaiva)	Tekina Fanua
	Caretaker (Teufaiva)	Salesi Kouvaka
	Caretaker (‘Atele Indoor Stadium)	Fe’ao Sopiliano
	Caretaker (‘Atele Indoor Stadium)	‘Ahota’e’iloa Kata
Sports grants management	Caretaker (‘Atele Indoor Stadium)	Lolesio Siasau
	Sports Development Officer	Maamaloa Kuluka
Program 3: Overseas Employment		
Overseas Employment	Title	Name
	Deputy CEO	‘Akosita Polota
Superannuation and registration unit	Employment Officer	Vacant
	Assistant employment officer	Felisita Kalu
	Clerk Class II	Vacant
	DPL Clerk	Madeline Kapeli
Visa Unit	Senior Employment Officer RSE	Fe’ao Hui
	Senior Employment Officer PALM	Vacant
	Assistant employment officer	Sela Halaleva
	SWP Program Assistant	Kulaea Tau
Pre-Departure Training Unit	Principal Employment Officer	Leinolo Lakai
	Assistant Employment Officer	Vacant
Worker Welfare Unit	Training and Employment Officer	Winniegate Vailea
Communications Unit	Senior Employment Officer	Tevita Tu’ineau
	Assistant Employment Database officer	Uikelotu Fakakovikaetau
Program 4: Women Affairs and Gender Equality		
Women Affairs & Gender Equality division	Title	Name
	Deputy CEO	‘Ilaisaane Tu’itupou

Policy and Administration Unit	Principal Program Officer	Makelesi Kioa
	Policy Officer (DFAT funded)	‘Ana Jane Langi
	Policy M&E Officer (DFAT funded)	Paula Fifita
	Computer Operator Grade 1	Tala’api Pakofe
Women’s Economic Empowerment Unit	Senior Program Officer	Lineti Makaafi
	Assistant Secretary	Pauline Havea
Family Protection Unit	Family Protection Act Coordinator (DFAT funded)	Moliane Sau
Program 5: Social Protection and Disability		
Social Protection & Disability	Title	Name
	Deputy CEO	Lu’isa Manuofetoa
Policy and Administration Unit	Senior Social Policy Officer	Mele’ofa Manoa
	DPL Clerk	Taatimoa Tolu
Social Protection Unit (Welfare schemes)	Senior Project Officer	Vika Fale
Disability Unit	Senior Executive Officer	Fatima Pelu’afa
	Administration Support Officer	‘Ilisapesi Toli
Aged-Care Unit (Elderly)	Elderly Desk Officer	Sipola Fifita Manuopangai
Poverty Unit	Conditional Cash Transfer coordinator (World Bank Funded)	Sisilia ‘Ahio
	CCT Officer (World Bank)	Sione Luseni Ma’u
	CCT Officer (World Bank)	Suliana Tu’ivai
	CCT Officer (World Bank)	Salote Tukumoe’atu
	CCT Officer (World Bank)	Tavake Peaua
	Project Driver (World Bank)	Maui Manu
Program 6: Youth Development		
Youth Division	Title	Name
	Deputy CEO	Sinama Fuao
Policy Unit and Grants Management Unit	Principal Assistant Secretary	‘Akanesi ‘Otunuku
Youth Enhancement Unit and Research & Development Unit	Assistant Youth Officer	Vacant
Administration Unit	Clerk Class II	Vacant

The following organizational chart outlines the distribution of the six main divisions and the 26 units across the Ministry of Internal Affairs.

MINISTRY OF INTERNAL AFFAIRS ORGANIZATIONAL CHART



1.4. PERFORMANCE MANAGEMENT FRAMEWORK

The Ministry of Internal Affairs is comprised of six major programs which include 1) Leadership, policy, and administration, 2) Sports and recreation, 3) Overseas employment, 4) Women affairs and gender equality, 5) Social protection and disability, and lastly 6) Youth development. The Ministry of Internal Affairs has set a vision and mission in which the Ministry strives to achieve in the near future.

Nonetheless, this section presents the management framework of the Ministry in order from program 1 to program 6.

PROGRAM 1:

The first program is comprised of three sub-programs including: i) The Office of the Minister (Sub-program 01), ii) The Office of the Chief Executive Officer (sub-program 02), and iii) The Corporate Services Division (Sub-program 03).

- Sub-program 01: The Office of the Minister is responsible for the overall policy administration of the ministry. This office is tasked with overseeing that the government's policies are effectively implemented by the ministry and that the ministry meets their goals and objectives within the allocated budget. Thus, the minister's office has the constitutional responsibility to report to the Legislative Assembly and the general public on all the activities of the ministry and how the public resources have been utilized.
- Sub-program 02: The Office of the Chief Executive Officer is responsible for the overall administration of the day-to-day operation of the ministry. This office is tasked with ensuring effective strategic planning, manage budget allocation, monitor each division's performance, and reports on all operational matters to the minister. Thus, each Heads of Division are directly responsible to the Chief Executive Officer for the management of their respective divisions.

Moreover, there are three sub-programs also operating directly under the Chief Executive Officer. These sub-programs include: a) The Church Leaders Desk, b) The Safety & Protection Cluster, and c) The Tonga Returnees Program. These sub-programs are co-funded by the government and foreign donors. The Church Leaders Desk and the Returnees Program provide additional support for social services and the Cluster co-ordinates the ministry's humanitarian works in times of natural disasters. Their direct customers include NGO's, Faith Based Organizations, government agencies, and development partners.

Sub-program 03:

The third sub-program is the Corporate Services Division. This is the central administration

division of the ministry. The direct customers for this division are the other five divisions of the ministry. This division provides all the administration services to ensure that each division implements their policies and plans efficiently and effectively. Moreover, this division is comprised of five main units including Accounts, Procurement, Policy & Planning, Human Resource Management, Administration & Logistics, and ICT and Media.

- a) The accounts unit is tasked managing the ministry's budget expenditure (Recurrent and Development), revenue collection, and asset management. This unit also monitors the ministry's budget performance and making necessary reports to the Ministry of Finance and for auditing purposes.
- b) The procurement unit looks after the procurement of major contracts for goods and services according to the government procure regulations.
- c) Moreover, the policy and planning unit is tasked with guiding the formulation of the ministry's corporate planning, annual management planning, and policy development. It is also charged with overseeing the monitoring and evaluation of each division's output performance and program implementation and reporting on program results to Cabinet and the Legislative Assembly.
- d) The human resources unit manages the staffing needs of the ministry and monitors the effective supervision of staff performance and adherence to public service policies and regulations, and ensure that staffing needs of the ministry are met.
- e) Furthermore, the administration and logistics unit look after the ministry's office facilities, its maintenance and regular upkeep to ensure security and effective customer services and official inwards and outwards correspondence. Additionally, this unit is in charge of providing logistical and transportation services for the ministry.
- f) Lastly, the ICT and media unit provides all the IT and media services for the ministry.

PROGRAM 2: SPORTS AND ACTIVE RECREATION

The sports and active recreation division coordinates the development and implementation of policies and regulations for sports in Tonga. The division also manages the sports grants for sports development through which the government can support various sport federations to deliver services and develop their respective sports for the people of Tonga. The direct customers of this division are all the 15 National Sports Federations in Tonga. These federations are responsible for the development and performance of the athletes in their respective sports in Tonga. In addition, this division is also responsible the management of national sports facilities and for developing grassroots sports and promoting sports for health.

PROGRAM 3: OVERSEAS EMPLOYMENT DIVISION

Tonga's participation in the New Zealand Recognized Seasonal Employer (RSE) scheme and the Australian Pacific Labour Scheme (PALM) has demonstrated the significant development

potential of labour mobility for Tonga. However, the development impact of labour mobility is not automatic and can remain elusive unless conducive labour mobility policies are developed and enforced in Tonga as well as in labour receiving countries, such as Australia and New Zealand. It is therefore critical for Tonga to improve its management of labour mobility through the effective implementation of the Tonga labour mobility policy.

The Overseas Employment division is therefore set out to develop the necessary policies to effectively manage, regulate, and ensure sustainability of labour to effectively meet New Zealand and Australian labour demands with minimal disruptions to the domestic labour market. Therefore, this division manages the labour mobility schemes to Australia and New Zealand for all Tongans who are seeking temporary work in these two countries. This function is managed under 5 main units including: a) Registration & Superannuation, b) Visa Unit, c) Pre-departure Training, d) Worker Welfare, and e) Communications Unit.

PROGRAM 4: WOMEN AFFAIRS & GENDER EQUALITY DIVISION

The Ministry recognize the key role that women play in society. As such, Women's Affairs and Gender Equality Division is responsible for the development and implementation of policies to support women's economic empowerment and equal opportunities to access to services and economic assets. This division is the central coordination entity that facilitates the National Advisory Council for Gender and Development which comprise of all agencies known as the Women's Machinery. This division also provides regulatory functions under the Family Protection Act which aims to eliminate domestic violence in Tonga. This includes service providers on services related to gender-based violence in Tonga. In addition, the division manages community grants for women groups at the grassroots level. These groups mainly operate at the community level to support family livelihoods and community development initiatives.

PROGRAM 5: SOCIAL PROTECTION & DISABILITY DIVISION

The Social Protection and Disability Division consolidates the relevant programs, policies, and projects regarding social protection in Tonga and the well-being of people with disabilities. The aim of this division is to minimize and eliminate risk to the most vulnerable people by designing and implementing social policies, social programs and protection mechanisms to safeguard the most vulnerable portion of the population. This division works in close collaboration with a wide range of stakeholders including development partners, government agencies, civil society organizations, faith-based institutions, and communities to take effective partnerships in advancing social welfare systems and inclusive development. The division is responsible for the administration of the government's welfare programs such as the Disability Welfare Scheme and the Elderly Welfare. Furthermore, the division coordinates the development and implementation of the National Social Protection Policy and the Disability Inclusive Development Policy. It also has oversight functions over service providers in the aged-care services and the people with disability services. The division also administers

the National Social Registry. Lastly, the division coordinates and administers the social protection programs regarding poverty alleviation and safeguarding the most vulnerable population including children.

PROGRAM 6: YOUTH DEVELOPMENT

The youth division’s management framework is built around the portion of Tonga’s population aged 18 years to 35 years. This population accounts for the highest portion of Tonga’s population with an estimated population size of 32,000. It is the mission of the Youth Development Division of the Ministry of Internal Affairs, to empower and create an enabling environment for youth that is inclusive and sustainable, to address the socio-economic, spiritual and socio-psychological challenges they are facing. During this reporting period, order to achieve the youth division’s goals and objectives the division delivered four major outputs including; the development and implementation of the youth policy and the youth development strategy, deliver and support various youth training programs, coordination of relevant youth national events, and the administration and management of government grants for youth development.

2. MINISTRY PERFORMANCE

2.1. MINISTRY’S HUMAN RESOURCE MANAGEMENT

Human Resources plays an integral in every organization in order for it to achieve its highest potential. The Ministry of Internal Affairs mandates allows the employees through their roles to reach out to each household and contribute to achieving the objectives through delivering key outputs provided through the lens of the Corporate Plan. The following table illustrates the overall management structure of the ministry and the respective positions and responsibilities.

POSITIONS and BANDs	
Minister [B]	Overall Decision Making
CEO [D]	Responsible for general effective and efficient management
Deputy CEO [G]	Responsibility for operational and management duties
Officers in Charge [K]	Responsibility for Outer Islands management cross cutting to communities and stakeholders
Principal Officers [J]	Officers in Authority to Release documents, clear payments and assign tasks
Senior Officers [L—M]	Second in Charge by authorities to analyse and perform development duties
Junior Officers [N-O]	Performs daily routine operational works as assigned
Administrations/Clericals/Drivers/Securities [P-S]	

The financial year budget estimate for 2024-2025 allocated TOP\$1.9 million for the salary of the established staff of the ministry. Meanwhile, \$168,700 was allocated towards the wages of the unestablished staff of the ministry.

Expenditure Categories	Funding Source	Budget Estimate 24/25
Established Staff (10xx)		-
	Recurrent Budget	\$1,907,100
Un established Staff (11xx)		-
	Recurrent Budget	\$168,700
		TOTAL: 2,075,800

The Ministry’s workforce planning under its proposed performance development actions, consists of the training needs of identified staff in relation to key areas in which each HOD consider as critical for performance improvement in the next financial year. The table below outlines the Ministry’s performance development actions for the 2025 – 2026 Financial Year.

1. Performance Issue	
HODs confirmed with evidence which key area needs improvement e.g., coordination, organization skills, communication, ICT, behavioural, customer service, or service delivery. Etc. What is the impact such areas have on your division’s overall performance?	
Key areas	Name of officer
Accounts- Project management audit and reporting	- Taumafa Tapaa - ‘Enisila Fusikata
Database and information management	- Talita Fauonuku - Fale ‘Akau
M&E data collection	- Sulieti ‘Ofa
Customer services	- Felisita Kalu - Madelline Kapeli - Winniegate Vailea
2. Required/ Expected Standard	
HODs summarise what is needed to meet the required/ expected standard from such position that needs training e.g., from the job description, PMS, or division objectives etc	

- a) The accounts team are in much need to build capacity in project management due to the increasing number of donor funded projects coming into the ministry and there is the need to meet certain requirements for effective audit and reporting to donor partners
- b) The ICT unit of the ministry needs to upskill themselves to be able to develop a central database for the ministry. The ministry plans to move towards digital filing systems and record keeping for more efficient and effective access and management of data
- c) M&E is becoming a core component of the ministry’s planning process and reporting system. There is a much-needed capacity in data collection tools and methodologies required to meet the M&E needs of the ministry.
- d) Growing demands for seasonal works have brought more and more customers of diverse backgrounds to the office which requires our team to be readily available and efficient enough to serve all their needs timely and accurately. Hence, there is much needed capacity building in customer services

3. Recommended actions for improvements

A list of actions that need to be taken by the officer to improve performance and how these will be assessed. Actions should be specific and achievable. These may include internal trainings, external trainings, or short-term training courses (locally and abroad)

Name of officer	Recommended actions
<ul style="list-style-type: none"> - Taumafa Tapaa (Accountant) - ‘Enisila Fusikata (Clerk Class II Procurement) 	<ul style="list-style-type: none"> - To undertake any available short term training courses in management of donor funding projects, especially in auditing and reporting
<ul style="list-style-type: none"> - Talita Fau’onuku (IT officer) - Fale ‘Akau (IT officer) 	<ul style="list-style-type: none"> - To undertake further studies or any available short-term trainings on data management and digital filing systems
<ul style="list-style-type: none"> - Sulieti ‘Ofa (M&E officer) 	<ul style="list-style-type: none"> - To undertake any available short-term training on M&E, especially in the area of data collection
<ul style="list-style-type: none"> - Felisita Kalu - Madelline Kapeli - Winniegate Vailea 	<ul style="list-style-type: none"> - To undertake any available trainings on customer services

4. Recommended period for trainings

HOD to set timeframe in which the officer will undertake such training and make work plans so as to ensure the division’s operations are not affected or so that other staff can share workload during external trainings and overseas trainings

a) Taumafa Tapaa

Start date: February 2026	End date: April 2026
b) 'Enisila Fusikata	
Start date: May 2026	End date: June 2026
c) Talita Fau'onuku	
Start date: November 2025	End date: December 2025
d) Fale 'Akau	
Start date: January 2026	End date: February 2026
e) Sulieti 'Ofa	
Start date: January 2026	End date: February 2026
f) Felisita Kalu	
g) Madelline Kapeli	
h) Winniegate Vailea	
Start date: May 2026	End date: May 2026

The Ministry also considers the importance of skills development through long term studies and research. This is outlined in the Ministry's 2026 training assessment needs provided to the Ministry of Education and the Public Services Commission. The following table shows the Ministry's scholarship needs for the 2026 in-take.

Ranking	Priority Areas	LEVEL OF STUDY				Field of study	No. of participants
		Bachelor	Postgraduate Diploma	Masters	PhD		
1	Sports & Active Recreation	X				Sports Science	2
2	Project Management		X			Project Management	1
3	Public Administration		X			Public Administration	1
4	Gender and Development	x				Gender and Development studies	1
5	Women and gender			X		Gender and Development studies	1
6	Women and gender				x	Gender and Development Studies	1

Work and health safety are a priority for the Ministry through active participation in Fiefia Sports Programs and Weekly Zumba. In addition, the Ministry has also developed its multi hazard response plan and a business continuity plan to guide staff management and operations during state of emergencies.

Disciplinary procedures are dealt with by designated supervisors and HODs before they are elevated to CEO and finally to the Public Service Commission.

The staff morale and productivity are guided by the Ministry's Annual Leave Plan and monitored through weekly attendance reports through Human Resources and Administration units.

2.1.1. Number of staff

A total of 130 staff as of the end of the 2024-2025 financial year.

- [71] 61% consists of established positions filled and vacant
- [30] 15% of project funded employees
- [20] 17% are daily paid laborers
- [9] 8% for both the consultants and professional contracted positions.

The Ministry's staffing is categorized into five main areas;

1. **Unestablished staff** are weekly paid semi-skilled employees not limited to caretakers, drivers, and cleaners.
2. **Project Funded** Employees are hired on a timeframe which can be long term or short term determined by the donor funding agreement
3. **Established staff** are government funded positions filled and vacant
4. **Contracted staff** encompasses short term i.e., to 4-year posts such as the positions of the Minister's Office/CEO and Secretary for the Church Leaders Desk. This also includes the contracted employees taking care of Teufaiva Stadium.
5. **Consultants** include the Liaison Officers in Australia and New Zealand under the seasonal workers schemes.

By 30th of June, 2025 resulted in 16 vacancies of which, 13 posts of the established staff were not yet filled or during the recruitment phase. There are 2 posts funded by projects that are yet to be filled and 1 daily paid position was still vacant.

Gender distribution of current active staff (excluding vacant positions)

- Female: 69
- Male: 51

2.1.2. Number of staff entry and exit from the Ministry

For the financial year 2024-2025, a total five new staff were recruited, two promotions, six staff exited the Ministry, one retired, and three deaths. By comparison, to 2023-2024 financial

year annual report, the staff exit is slightly higher than staff entry. The following table presents the number of entry and exit from the ministry in the 2024-2025 financial year.

Name	Post Title	Month	Status
‘Ilaisaane Tu’itupou	Deputy CEO	September 2024	Entry
Moliane Sau	Family Protection Act Coordinator	April 2025	Entry
Penisimani Faletau	Driver	January 2025	Entry
Taumafa Tapaa	Accountant	August 2024	Entry
Keleni Tone	Clerk Class II	April 2025	Entry
Leinolo Lakai	Principal Employment Officer	September 2024	Promotion
Lorraine Folau	Assistant Secretary	May 2025	Promotion
Siniteke Fotu	Senior Assistant Secretary	September 2024	Exit
Amelia Halapua	Senior Assistant Secretary	August 2024	Exit
Lute Vailanu	Accountant	September 2024	Exit
‘Ana Moa	Principal Accountant	February 2025	Exit
Sipola Manu’opangai	ECYWD	January 2025	Exit
Kulaea Tau	SWP Program Assistant	September 2024	Exit
Sela Siulangapo	Clerk Class II	December 2024	Death in service
‘Emeline Tongotea	Assistant Secretary	January 2025	Death in service
‘Ana Kava	Personal Assistant to the Minister	March 2025	Death in service
Tu’ivaita Ueleni	Principal Sports Development Officer	March 2025	Retired

2.1.3. Capacity development

Apart from divisional in-house trainings, there were also staff who participated in external trainings and capacity building and staff undertaking further studies.

Months	No. of staff	Description	Duration
May 2025	1	Leadership Training- China	2 weeks
June 2025	5	Seminar on the Belt and Road Initiative for national development- China	2 weeks

FURTHER STUDIES

Name	Area of Study	Scholarship Duration
1. Samuela Pohiva	Master's Degree	September 2022-- September 2024 (Completed)
2. Siu Ha'unga	Bcom Accounting & Economics	February 2023--December 2025
3. Lineti Makaafi	PGDip/Masters Management	February 2023--December 2025
4. Nancy Finau	PGDip/Masters Management	
5. Uikelotu Fakakovikaetau		February 2024- July 2025

2.2. RESULT MANAGEMENT (MINISTRY'S OUTPUTS vs PERFORMANCE)

This subsection presents the output performance results of the ministry during the 2024-2025 financial year. The output performance in this report is derived from the Annual Management Plan for the 2024-2025 financial year. The results of the Ministry's output performance are presented under each of the six main divisions of the ministry. The output performance results are presented in order from Program 1 (sub-program 03) which consist of the Corporate Division and followed by order of Program 2 until Program 6.

Program 1: Leadership, Policy, & Program Administration.

The main division and sub-program in Program 1 which output results are presented is the Sub-program 03 which is the Corporate Services Division. In addition, the sub-program 05 results are regarding the Church Leaders Desk is also presented.

Program 1(Sub-program 03): Corporate Services Division

The corporate services division sits at the heart of the ministry's daily operations and provides the critical services to ensure that each division's operation is efficient and effective. In the 2024-2025 financial year the corporate services division had set 10 major outputs which was delivered under the 6 main units i.e., a) Accounts Unit, b) Procurement Unit, c) Human Resources Management Unit, d) Policy & Planning Unit, e) Administration & Logistics Unit, and f) ICT and Media Unit. The results are presented in the next few sections.

a) ACCOUNTS UNIT

The Accounts Unit delivered three outputs during the 2024-2025 financial year which is outlined in the table below.

Output 17.1.03.1: Effective financial management, planning, and reporting

Activities	Target	Results
Activity 1.1: Facilitate the ministry's financial Budget Preparations	Completed by January Submit by end of February	Budget preparation was completed on time but submission was delayed

Activities	Target	Results
	Prepare and lodge 10 new initiatives for budget submission	9 new initiatives were completed and lodged
	Complete 1 budget consultation by February 2025	1 budget consultation was not conducted until mid-April 2025
Activity 1.2: Provide effective financial services and payment (Recurrent Budget)	100% budget expenditure	98% of the 2024-2025 budget was utilized
	Collect a total revenue target of \$70,000	The total revenue collected was \$68,850
Activity 1.3: Effective Management of Development project	Complete financial management for 2 remaining components of the World Bank SET Project	World Bank SET Project: component 1. SET- Overseas Employment completed in December 2024 and component 2. Conditional cash transfer- social protection was completed in June 2025
	Provide financial management of 10 development projects	These projects include: <ul style="list-style-type: none"> - World Bank SET Project component 1 and 2 - UNICEF - DFAT - PALM - ADB AGED-CARE - UNWOMEN - SPC - MFAT Returnees Program

Output 17.1.03.2: Timely and Accurate Financial Reporting

Activities	Targets	Results
Activity 2.1: Review Internal controls for effective financial processes and procedures	Review 2 financial procedures by end of 2024	The review of 2 procedures were completed on time
	Achieve 100% internal controls compliance rate	The accounts services in the 24-25 financial year achieved 100% compliance rate
Activity 2.2: Provide effective financial reports	Prepare and submit cashflow by end of each month	12 cashflow submissions completed on time
	Provide financial updates to HODs by 1 st week of each month	12 financial updates were completed on time

	Prepare and submit quarterly financial reports to Ministry of Finance by end of each quarter	All quarterly financial reports were submitted on time
	Prepare and submit annual financial report to Ministry of Finance by end of June 2025	The annual financial report for 24-25 financial year was submitted on time

Output 17.1.03.3: Effective, timely, and compliant Taxes, Debt, and Asset Management

Activities	Targets	Results
Activity 3.1: Provide effective tax management and reports	Compile and submit 12 MIA tax forms to Customs and Revenue by the end of each quarter	All 12 tax forms for 24-25 financial year were submitted on time
	Prepare and distribute MIA staff taxation pay slips by the end of each quarter	Not achieved
Activity 3.2: Effective and updated assets management	Compile updated MIA fixed assets inventory for bi-annual assets report	Fixed assets inventory report (June-December 2024) and (January-June) were completed on time
	Prepare and submit Annual Fixed Assets Report to Ministry of Finance	The annual fixed assets report for MIA was submitted to Ministry of Finance in July 2025

b) HUMAN RESOURCES UNIT

The human resource unit outputs performance results are presented in the table below.

Output 17.1.03.4 Effective and Efficient management and delivery of Human Resource.

Activities	Targets	Results
Activity 4.1: Provide effective and relevant staff capacity building and development	Conduct 4 induction trainings for new employees	Only 1 induction training was completed in May 2025
	Secure 3 scholarships for MIA staff	No new scholarships were awarded for MIA staff during the 24-25 financial year
	Conduct 8 capacity building trainings for support services staff	Only 4 trainings were completed in the 24-25 financial year
Activity 4.2: To deliver timely and effective recruitment of critical posts and vacancies	Create 1 critical post	No critical post was approved during the 24-25 financial year
	Achieve a 15:1 recruitment ratio	Not achieved as the recruitment ratio for 24-25 financial year was 10:1

Activities	Targets	Results
	Conduct the review of 97 job descriptions for all permanent staff	This task was not achieved and the 97 job descriptions will be revised by October 2025
Activity 4.3: Provide proper performance management and supervision	Achieve a performance management Green Light in 24-25 financial year	MIA was given a Green Light performance management by PSC for 24-25 financial year
	Complete the performance management rating bi-annual reports (July-Dec) by January 2025 and (Jan-June) by September 2025	Both the PMS midyear review and final annual review were completed on time
	90% of MIA staff gets increment appraisal	Not achieved as only about 70% received increment appraisal
	Achieve 0 rate Ombudsman complaints against MIA staff	No staff received any Ombudsman report
	Achieve 0 rate disciplinary action against MIA staff	No staff received any disciplinary action during the 24-25 financial year

c) PROCUREMENT UNIT

The procurement output performance results are presented in this table

Output 17.1.03.5: Deliver effective procurement processes

Activities	Targets	Results
Activity 5.1: Procurement compliance	Achieve more than 80% compliance rate	Not achieved as the ministry compliance rate was 15%
Activity 5.2: Turnover for procurement minutes and action	At least 3 weeks after procurement for work to start	Not achieved due to insufficient documents and submissions
Activity 5.3: Implement Training on procurement process	Achieve 90% satisfaction rate on procurement training	No procurement training was conducted during the 24-25 financial year
Activity 5.4: Monitor Contract Management for procurement Activities and rental	More than 80% of procured contracts are completed according to timeline	Not achieved as all procured contracts did not complete on time

d) POLICY & PLANNING UNIT

The Policy and planning unit output performance results are presented in this table.

Output 17.1.03.6: Effective policies under MIA mandate

Activities	Targets	Results
Activity 6.1: Develop and implement effective policies relevant under MIA's mandate	Review 3 national policies under MIA mandate	Completed review of National Disability Inclusive Development Policy, while the Women's Empowerment Policy, and Youth Policy review are currently ongoing and set to complete by November 2025
	Develop implementation policy for each 3 major policies	Not achieved as the policies are due to finalize in the next financial year
Activity 6.2: Develop and implement proper and effective M&E	Complete M&E reports for the Women's Empowerment Policy and the Youth Policy	This task is set to complete by end of 2025

Output 17.1.03.7: Effective, relevant, and logical Corporate Planning and Annual Work Planning and Contingency Planning, Multi Hazard & Disaster Response Planning (Related TSDF Oo 5.4)

Activities	Targets	Results
Activity 7.1: Develop appropriate Corporate Plans	Conduct 1 Corporate Plan assessment	Complete and submitted in March 2025
	Conduct 6 planning consultations	Completed 6 consultation planning workshops with each division
Activity 7.2: Develop relevant and effective Annual Work Plan	Formulate MIA Annual Management Plan to be submitted by March 2025	MIA AMP was submitted to National Planning in March 2025
Activity 7.3: Develop relevant Disaster Response Plan	Formulate MIA disaster response plan	Not Achieved
Activity 7.4: Develop relevant multi hazard response plan	Formulate MIA multi hazard response plan	This plan was completed in February 2025
Activity 7.5: Develop ministry continuity plan (Contingency Plan)	Formulate MIA contingency plan	This plan was completed by February 2025

Output 17.1.03.8 Proper and effective monitoring and evaluation of Corporate Plan and Annual Work Plan

Activities	Targets	Results
Activity 8.1: Develop M&E framework and strategy for	Formulate 6 logical frameworks (1 for each division)	Completed AMP logical frameworks for each division

Activities	Targets	Results
Corporate Plan and Annual Work Plans	Conduct 4 monitoring site visits on MIA activities	Not achieved due to lack of funding
Activity 8.2: Effective and timely reporting	Complete 1 Annual Report to be submitted to Parliament by September 2024	The MIA annual report for 23-24 financial year was delayed and finally submitted on May 2025

e) ICT & MEDIA UNIT

The ICT & media unit output performance results are presented in this table

Output 17.1.03.9: Reliable and effective information and communications and media services

Activities	Targets	Results
Activity 9.1: Deliver effective IT services for all MIA employees	Conduct 12 annual hardware checkup for offices in Tongatapu	Achieved. Every month, the IT checked and updated IT Hardware for TBU Office.
	Conduct 4 annual hardware checkup for outer island offices	Not achieved due to limited domestic travel votes
	Develop 2 applications for MIA online services	Not Achieved due to lack of funding
	Purchase and register 2 computer software programs	Not Achieved due to lack of funding
	Conduct 8 IT trainings for MIA staff	Completed 8 IT trainings in house for MIA staff
Activity 9.2: Migration of E-Gov't Web to MIA	Complete MIA website by end of 24-25 financial year	Not achieved due to complications with previous MIA website host
Activity 9.3: Migration of database and centralized one center (MIA)	Develop 1 MIA central database	Not achieved due to lack of funding
	Conduct 2 Talanoa sessions for MIA data hub	Not achieved
	Conduct 3 data management trainings for 16 database officers	Not achieved
Activity 9.4: Deliver effective media communications	Develop and circulate 12 Newsletters for one financial year	12 MIA newsletters were completed. One for each month of the year

Activities	Targets	Results
	Circulate newsletter to 100 people including donor partners, government ministries, and stakeholders	100 newsletters were circulated to all MIA staff, Donor Partners, Stakeholders and other Government ministries.
	Reach 5K viewers on MIA social media page	Achieved 7K viewers by end of 24-25 financial year
	Upload 120 MIA contents on social media	120 contents were uploaded
	Facilitate the delivery of 24 television programs per year for MIA	24 MIA television programs were completed and disseminated
	Conduct 4 press conferences per year	No press conference was issued for MIAS during the 24-25 financial year
	Issue MIA press release every month	No press releases were issued during the 24-25 financial year

f) ADMINISTRATION & LOGISTICS UNIT

The administration and logistics unit output performance results are presented in this table

Output 17.1.03.10: Better logistics and support services

Activities	Targets	Results
Activity 10.1: Provide effective transportation services	Ensure 13 Vehicles are readily available for MIA operations	Not achieved as only 10 vehicles were operational during the 24-25 financial year
	Conduct monthly meetings with drivers	12 meetings were completed, one for every month
	Ensure 7 drivers are readily available for MIA transport operations	7 drivers were readily available during the 24-25 financial year
	Ensure each 7 drivers complete their logbooks for trip reports	Achieved
	Achieve zero rate of car accidents	There was 1 accident and has been solved
Activity 10.2: Deliver effective cleaning services	Office cleans up 2/day	Achieved
	Sanitation cleans up 2/day	Achieved
Activity 10.3: Provide office security services	Compile security reports 1/month	Achieved

Activities	Targets	Results
Activity 10.4: Effective and Efficient management of Leave Entitlements	Compile and circulate staff leave balances each month	Achieved
	Achieve 80% employee attendance rate	MIA staff attendance rate was at 75%

Church Leaders desk (Sub-program 05)

The Church Leaders Desk is a project funded by the Ministry in order to support the activities set out by the Forum of Church Leaders. During the 2024-2025 financial year the Ministry of Internal Affairs funded \$53,400 to the church leader’s desk as support funds for their operations. In addition, this project does not provide any acquittal reports as their finances are managed by the ministry itself while the office of the church leaders desk is housed within the ministry. However, the project’s major activities are mostly supported through external programs and donor funding. The desk therefore provides an annual report based on those activities implemented during 2024-2025 financial year.

Output 17.1.05.1: Promote stronger partnerships to address social issues through Church Leaders Sub Output 1: Identify Social Concerns Services Centre at churches

Activities	Targets	Results
Activity 1.05.1.1: Stocktaking of 12 social concern services centers under the churches	Conduct stock take of 12 social concern centers	This activity was not delivered due to staff shortage
Activity 1.05.1.2: Capacity Training of Social Concerns Centres	Conduct 5 capacity building training for active social concern centers	This activity was not delivered due to lack of funding
	Conduct consultation with 2 non-active social centers	This activity was not delivered

Output 17.1.05.2: Established counselling certificate V for the Kau Faifekau, Youth Leaders, school teachers and school counsellors

Activities	Targets	Results
Activity 1.05.2.1: Six intake of the counselling certificates for the churches and Level 5 Diploma Intake 2 for the churches and the Social Concern services including outer islands	Ensure 40 participants graduate with certificate diplomas by end of 2024	18 participants graduated in December 2024
Activity 1.05.2.2: Ongoing capacity training of existing counsellors and Outer Islands	Conduct capacity building training for 5 existing counsellors	This activity was not delivered

Output 17.1.05.3: Capacity Training of Staff to provide child protection Services through awareness and prevention program

Activities	Targets	Results
Activity 1.05.3.1: Conduct child protection trainings	Conduct 6 child protection awareness trainings	Completed 6 child protection trainings supported by UNICEF

Output 17.1.05.4: Identify Action Plan from National Forum of Church Leaders Quarterly Meeting

Activities	Targets	Results
Activity 1.05.4.1: Implementation of action Items from The National Forum of Church Leaders Quarterly Meeting	Implement 7 action items approved by the forum	4 actions were implemented and completed during the 24-25 financial year

Output 17.1.05.5: Social Concerns Awareness and Prevention Program

Activities	Targets	Results
Activity 1.05.5.1: Cyber Safety Awareness and Prevention Program	Conduct 7 cyber safety awareness programs	Only one cyber safety awareness program was completed
Activity 1.05.5.2: Haofaki Mo'ui Health Promotion	Deliver 20 haofaki mo'ui health promotion activities	All 20 activities were completed
Activity 1.05.5.3: Psycho Social Support Program	Deliver 6 psychosocial support programs outreach	2 programs were completed (1 for 'Eua and 1 for Ha'apai)
Activity 1.05.5.4: Suicide Prevention Program	Conduct 10 media awareness programs on mental health and suicide	Completed during the suicide prevent week September 2024
Activity 1.05.5.5: Youth Stewardship Program	Conduct 15 youth stewardship programs	This activity was not delivered due to lack of funding

Program 2: Sports and active recreation

During this reporting period the division delivered on five major outputs including the development of high-performance sports in Tonga, upgrade and management of national sports facilities like Teufaiva Park and 'Atele Indoor Stadium, conducting and supporting sports for health initiatives, developing career pathways for youth through sports, and the management and administration of the government grants for sports development. In addition, by the beginning of the 2024-2025 financial year the Ministry led the government's successful bid to host the 2031 Pacific Games. As such, the sports division began the ground work to facilitate the setup of various organizing bodies tasked with Tonga's preparations to host the Pacific Games in 2031. The major outputs achieved by the division included, the completion of ne flood lights for Teufaiva, complete junior rugby tour with 80 rugby players,

of which 16 new rugby scholarships awarded. The division also completed the 2 months high-performance training of 89 athletes in the Republic of China, and disbursed 32 sports grants for local, national, and international sports organizations and events. The following table presents the performance results of the sports and active recreation's major outputs for the 2024-2025 financial year.

Output 17.2.1: Improved sports benefit involving low cost and high impact sports activities

Activities	Targets	Results
Activity 2.1.1: Sports Federations engagement and communities development sports development program	Engage 15 National Sports Federation to improve standards for sports development	Completed 15 national sports federation strategic plans
	Engage 42 community sports clubs to deliver community sports activities	Completed 20 villages in Tongatapu, 7 villages in 'Eua, 5 villages in Ha'apai, and 10 villages in Vava'u
Activity 2.1.2: Support Sports clubs/ hubs established at the community level	Develop 20 community sports clubs	Completed the development of 20 community sports clubs (7 in Tongatapu, 5 in Vava'u, 4 in Ha'apai, and 4 'Eua
	20 community sports clubs to deliver 20 different sports events	Completed 15 sports events in Tongatapu, 5 in Vava'u, and 5 in 'Eua
Activity 2.1.3: Grants disbursement for local sports programs, national and international sports events	Disburse 32 sports grants and monitor and report on the utilization of sports grants	Completed the disbursement of 32 sports grants. However, almost 60% of the grants have completed acquittals while the remaining 40% will be completed by end of the year 2025
Activity 2.1.4: Capacity building of staff on sport health accreditation and related sports training	4 Sports Division staff to undertake sports health accreditation and awarded with competence certificate	Only 2 staff completed the training
Activity 2.1.5: Printed sport material displayed and distributed to communities and sport stakeholder	Print and distribute 4 major sports materials	NIL
Activity 2.1.6: National sports Policy consultation and legislation for Tonga to	Conduct 5 public consultations for sports development policy	Not achieved

Activities	Targets	Results
set complete compliance and diminishing of any sports disputes	Conduct 12 stakeholder consultations	Not achieved
	Complete policy formulation by end of 24-25 financial year	Not achieve
Activity 2.1.7: Consultation review of the National Sports Strategy for 2021-2025	Conduct 5 public consultations	Not achieved
	Complete the approved revised sports strategy by end of 24-25 financial year	Not achieved
Activity 2.1.8: Conduct National Sports Day for Tonga	Conduct 10 national sports events to engage 3,000 people in sports activities	Not achieved

Output 17.2.2: High Performance facilities and activities affordable and accessible (Related TSDF Oo 2.6)

Activities	Targets	Results
Activity 2.2.1: Establish of sport high performance unit	Develop 15 high performance units in collaboration with each national sports federation	Completed 15 high performance unit development
	Identify 20 athletes for high performance training	Completed training of 20 high performance athletes
Activity 2.2.2: Seek high performance financial assistance from development partners	Submit 2 project proposals for development partner assistance	Only 1 sports project was successful
Activity 2.2.3: Distribute sports equipment to support affiliated sport activities	Acquire and distribute 10 sports equipment	Not achieved

Output 17.2.3: Improved opportunities for engaging in sport competitions for schools, communities and international sports as a career development

Activities	Targets	Results
Activity 2.3.1: Conduct Rugby coaching clinics and basic skills for school	Conduct 4 coaching clinics for 15 participants	Completed 4 coaching clinics for 15 coaching trainees
Activity 2.3.2: Conduct Junior rugby tour program (Rugby Festival)	Engage and train 8 school coaches for junior rugby tour	Completed training for 8 school coaches for junior rugby tour
	Identify and select 80 school rugby players for junior rugby tour	80 rugby players were selected to the rugby tour in New Zealand in September 2024

Activities	Targets	Results
	Ensure 16 players are awarded scholarships in New Zealand Schools	New scholarships were awarded to 16 students following this tour
Activity 2.3.3: Financial assistant of the international rugby tournaments and other sports	Secure financial assistance for the Olympic Games and the Common Wealth Games	Completed
Activity 2.3.4: support sport strength and conditioning, coaches' overseas attachment (Local Trainings)	At least 2 potential local coaches and 2 sports division staff are attached for overseas training	Not achieved
Activity 2.3.5. Provision of necessary support in any sport event requested by National Sports Federation/ TASNOC either local/ regional and international sports	Ensure logistical support for 10 national, international, and regional sports events	Completed support for 10 sport events

Output 17.2.4: Sports for Health (Related TSDf Oo 2.3 and 2.6)

Activities	Targets	Results
Activity 2.4.1: Kau Mai Tonga ketau Fakamalohisino (KMT) for all communities	Engage 500 people in sports for health in 35 communities	Completed delivery of sports for health for 35 communities for more than 500 participants
Activity 2.4.2: Media program addressed COVID 19, epidemic	Deliver 16 media healthy exercise via TV and social media	Not completed
Activity 2.4.3: Conduct Fiefia Sports	Engage 30 ministries and organizations in Fiefia Sports	Only about 20 organizations participated during 24-25 financial year
	Engage 400 staff from all organizations participating in Fiefia Sports	Almost 200 staff participated in Fiefia Sports during the 24-25 financial year
	Deliver 6 different sports activities during Fiefia Sports	6 different sports activities were delivered including hockey, netball, badminton, touch rugby, volleyball, and Zumba competition
Activity 2.4.4: Sport equipment distribution to workplaces and Outer Islands	Distribute 5 sports equipment for each of 30 workplaces	Not achieved

Output 17.2.5: Upgrading Sports Facilities

Activities	Targets	Results
Activity 2.5.1: Secure financial assistance from development partners for sports facilities development	Submit 1 project proposal for sports facility development	Completed 1 sports facility project
Activity 2.5.2: Renovation and refurbishment of existing sport facilities	Construct 5 disability access paths in sports facilities	Completed construction of disability access paths
	Complete renovation and upgrade for Teufaiva Stadium, Atele Indoor Stadium, and Teufaiva Gym	Complete upgrade projects for Teufaiva Floodlights and Teufaiva Gym renovation
Activity 2.5.3: review the current charges/ rates for the sports facilities	Introduce rates in 2025	Completed new rates for Teufaiva while Atele Indoor Stadium awaits renovation project

Program 3: Overseas Employment Division

In delivering its overseas employment mandate for the 2024–2025 financial year, the Division focused on several strategic priorities: reviewing the Tonga Labour Mobility Policy, expanding community outreach on overseas employment, strengthening worker welfare services, implementing comprehensive pre-departure training programs, advancing reintegration initiatives, and ensuring the efficient management and coordination of labour mobility operations. During this period, a total of 4,803 Tongan workers were deployed overseas. Of these, 3,109 workers (430 females and 2,679 males) participated in the Pacific Australia Labour Mobility (PALM) scheme, while 1,694 workers (170 females and 1,524 males) were recruited under New Zealand’s Recognized Seasonal Employer (RSE) scheme. To support these workers, Tonga maintained seven Liaison Officers, four in New Zealand and three in Australia who served as key points of contact between Tongan workers, Approved Employers (AEs), and the Government of Tonga.

The results of the division’s four main output performance are presented in the following table.

Output 17.3.1: Implementation of the Tonga Labour Mobility Policy (Related TSDF Oo 1.5, 2.2, and 2.5)

Activities	Targets	Results
Activity 3.1.1: Conduct an organizational restructure of the OED to match the structure required by the TLMP	Complete restructure of Overseas Employment units by end of 2024	This was completed earlier on in 2024

Activities	Targets	Results
Activity 3.1.2: Establish new posts/revise old posts to reflect the new structure and recruit staff according to corresponding job descriptions	Complete job revisions by end of 24-25 financial year	About 60% of the posts have been revised. The remaining job descriptions will be completed by December 2025
Activity 3.1.3: Rearrange and refurbish OED office	Complete office renovations and refurbishment by end of 2024	Completed refurbishment of all work stations according to the new organizational structure

Output 17.3.2: Annual Community Outreach Programs to enhance awareness of Labour Mobility (Related TSDF Oo 1.5)

Activities	Targets	Results
Activity 3.2.1: Annual Community Outreach Programs to enhance awareness of labour Mobility	Cover 40 villages in the outreach programs	Achieved this target, successfully conducting outreach activities across 40 villages: 5 in Ha’apai, 28 in Vava’u, and 7 in ‘Eua
Activity 3.2.2: Conduct Annual Survey to map out distribution of labour mobility recruitment	Survey 10 districts for labour recruitment distribution	A separate piece of work that needs Technical Assistance (TA) as directed by the TLMP and data from the Statistics Department for guidance.

Output 17.3.3: Review and develop database system to ensure databases are developed and managed effectively

Activities	Targets	Results
Activity 3.3.1: Develop a Tonga owned and managed labour mobility databases to cater for all data needs including: <ul style="list-style-type: none"> • Work Ready Pool database • Direct Recruitment database • Approved Worker database • Employer database • Absconder database 	Review standard database to capture all data needs by end of 2024	The review of the standard database has been completed, and the work undertaken focused primarily on updating information within the In-country Recruitment Database and conducting a comprehensive data clean-up to ensure the accuracy, completeness, and overall quality of all databases. Tonga continues to lead the Pacific in maintaining a high-quality Work Ready Pool (WRP) database, with all other

Activities	Targets	Results
		databases achieving an estimated 90% data accuracy. Ongoing developments and improvement to the IRD.
Activity 3.3.2: Develop and implement a clear process for the collection, input and management of data	Complete the development of the process collection map by end of 24-25 financial year	The data collection process map is completed and implementation is ongoing

Output 17.3.4: Improve management of Labour Mobility Operation Manual

Activities	Targets	Results
Activity 3.4.1: Develop a clear process and timeline from processing visas to pre-departure training	Achieve at least 95% processing rate of work visas	98% visa processing rate was achieved during the 24-25 financial year
Activity 3.4.2: Conduct effective pre-departure trainings	Conduct 100 pre-departure trainings	A total of 66 pre-departure trainings were delivered across both the PALM and RSE schemes for 738 new workers. In addition, 22 leadership training sessions were conducted, benefiting 274 team leaders from the PALM and RSE programmes
	Recruit 3 qualified trainers for pre-departure trainings	4 trainers have been recruited (3 trainers are full time and 1 part time trainer)
Activity 3.4.3: Development of an employer feedback process at the end of each season to review the service delivery of Labour Sending Unit	Achieve at least 98% approval rating from employers	The Labour Sending Unit received 98% approval rating from employers during the 24-25 financial year
Activity 3.4.4: Mobilize workers and deploy for seasonal works	Mobilize 2,500 workers for seasonal works	A total of 4,803 Tongan workers were mobilized during the FY20224/2025 with 3,109 workers (430 female and 2679 male) for PALM scheme - Australia and 1,694 workers (170 females

Activities	Targets	Results
		and 1,524 males) for RSE Scheme- NZ
Activity 3.4.5: Establish a clear communication strategy between Labour Sending Unit and internal & external Stakeholders	Set up communication platforms with 11 external stakeholders	11 external stakeholders have established effective communication processes with the labour sending unit

Program 4: Women Affairs and Gender Equality

During the 2024-2025 financial year the division highlighted five major outputs including, the revision of the Women’s Empowerment and Gender Equality Policy through national consultation across 10 constituencies, coordinate and deliver programs for ending violence against women through improving service delivery protocols and referral systems, administer and manage grants for women’s economic empowerment for 26 women groups, promote women in leadership capacity building, and delivered mainstreaming and training towards enhancing national capacity to address gender issues in disaster management and climate change programs. The following table present the results of these outputs.

Output 17.4.1: Enabling environment for mainstreaming gender across government policies, programs and services (Related TSDF Oo 2.1 and 2.2)

Activities	Targets	Results
Activity 4.1.1 Develop a plan including M&E Framework for mainstreaming gender into government policies, programs and services	Develop and implement M&E framework by end of 2024	M&E framework and complete set of indicators have been completed
Activity 4.1.2 Training for gender focal Points within line ministries	Conduct 4 trainings for gender focal points	No training was conducted during the 24-25 financial year
Activity 4.1.3: Public services Training (WEGET, GMH, GEWDWS statistical report) and 1 lesson learnt workshop from the development of the publication	Conduct 4 public servants training workshop on gender policies and gender statistics	Completed 4 trainings
Activity 4.1.4: Operation and Implementation of marking of International Women's Day	Complete 6 programs for the celebration of International Women’s Day	This was completed in March 2025

Activity 4.1.5: Participation in the marking of the Tonga Breast Cancer Society month (PINK WALK)	Facilitate 8 coordination meetings for Pinktober	Completed
Activity 4.1.6: Systematic Press release and media program on WAGED led activities	Complete 6 media programs to increase exposure of Women Activities	6 media programs were completed during the 24-25 financial year
Activity 4.1.7: Develop Plan of Action for CEDAW (consultation, focus group, activation of CEDAW working group)	Conduct 3 consultations for developing CEDAW action plan	This activity is on hold until the CEDAW committee is reactivated
Activity 4.1.8: Conduct quarterly meeting of the National Advisory Committee on Gender and Development (NACGAD) and NACGAD subcommittee as appropriate (CEDAW and WEE working group)	Complete quarterly meetings for the National Council	Completed 1 national council meeting each quarter of the 24-25 financial year
Activity 4.1.9: Develop a gender data portal on MIA website to include online surveys on sexual harassment etc.	Complete development of gender data portal by end of 24-25 financial year	Not achieved

Output 17.4.2: Families and Communities prosper from Gender Equality (Related TSDF Oo 2.2, 2.3, 2.5, and 2.7)

Activities	Targets	Results
Activity 4.2.1: Operation and implementation of white ribbon day and 16 days of Activism	Conduct 5 national programs for the 16 days of Activism	Completed 5 programs including march, both display, and media awareness programs
Activity 4.2. 2: Quarterly Family Protection Advisory Council meetings and PFPAC sub committee meetings as appropriate (data, referral, Faith Based Organization, counselling)	Conduct 1 FPAC meeting each quarter of the 24-25 financial year	Completed 1 meeting each quarter for FPAC
Activity 4.2.3: Data (gender, age, location) Collection from Agencies on Domestic violence to include children	Engage 4 agencies in data sharing on domestic violence	This activity is on hold until next financial year

Activity 4.2.4: Review of the Family Protection Act Action Plan and develop an M&E framework	Complete review by end of 24-25 financial year	The review process was not completed due to staff turn over
Activity 4.2.5: Development of service delivery protocol and the Ending Violence Against Women Service Delivery Directory	Ensure at least 4 agencies follow the service delivery protocol and share the service delivery directory	4 agencies have utilized the protocols and shared the directories with clients
Activity 4.2.6: Registration of DV Counsellor panel and registration of Counsellors	Register 16 approved counsellors for domestic violence counselling services	On hold and to be completed in the next financial year
Activity 4.2.7: Formalize members for the WAGED Faith Based Organization subcommittee on gender and EVAW	Complete development of action plan for ending violence against women through faith-based organizations	This action plan has been completed
Activity 4.2.8: Capacity building of national leaders on DV (retreat etc.)	Conduct 1 domestic violence training for national leaders	Not achieved
Activity 4.2.9: Women Affairs staff capacity building training on Family violence prevention funded by Family Free of Violence project and others	1 staff to complete training course of family violence prevention	1 staff has completed this training
Activity 4.2.10: Awareness raising on the FPA 2013 and Administration of the Family Protection Trust Fund and M&E of successful applicant	Conduct 4 awareness raising programs on Family Protection Act	Not achieved
Activity 4.2.11: Engagement with the Tonga Family Life Education (TFLE) focus on children especially girls	Complete partnership agreement with Tonga Family Life Education with UNFPA by end of 24-25 financial year	This activity was partially achieved during the 24-25 financial year

Output 17.4.3: Equitable access to economic assets and employment (Related Oo 2.2, 2.3, 2.5, and 2.7)

Activities	Targets	Results
Activity 4.3.1: Increased women's access to economic opportunities including self-employment and challenges	Complete 2 community economic assessments on home-care work	2 assessments have been completed

of home-care work including children		
Activity 4.3.2: Increased participation at international trade fair (Oregon Tonga Day, Tonga Day Sydney, Pasifika Festival NZ, Fiji Women's Expo etc.)	Select 4 women groups and support their participation in international trade fair	4 women's groups were able to participate in international trade fair
Activity 4.3.3: Conduct National exhibition in Tongatapu following completion of the outer island's mini exhibitions (Éua, Haapai and Niuas) and to include the implementation of recommendations from the livelihood assessment 2018 as appropriate	Conduct 3 mini-exhibitions for women's trade fair	Not achieved
Activity 4.3.4: Implementation of activities in line with Women components in the community development plans (WAGED Women's livelihood Assessment 2018)	Complete 4 women projects aligned with women's community development plans	Completed 4 women community projects
Activity 4.3.5: Administration of the Women's Community Grant and M & E of successful applicants	Disburse grants for 25 women's groups	In the 24-25 financial there were 26 women's groups who were awarded small grants from WAGED
Activity 4.3.6: Formalize partnership with the Women's Extension of the MAFF and engage with FAO country program framework	Complete a partnership MOU with MAFF and MTED	Not achieved
Activity 4.3.7: Complete consultations for development of strategy for Women's Economic Empowerment (WEE)	Conduct 4 public consultation	Not achieved

Activity 4.3.8: REACH Coordination of outreach to remote & outer Islands populations for access of government, NGOs & CSOs services	Conduct 4 REACH project outreach programs	Completed 4 REACH outreach programs
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Output 17.4.4: Increased women's leadership and equitable political representation (Related Oo 2.2, 2.3, 2.5, and 2.7)

Activities	Targets	Results
Activity 4.4.1: Increased representation of women in parliament and in elected local government offices	Establish women leaders' network by end of 2024	Not achieved
Activity 4.4.2: Trainings and Engagement to encourage female participation (Including youth) for leadership roles and to assist prospective candidates for parliamentary and local government	Conduct 1 training for women in leadership	On hold until funding is secured for this training
Activity 4.4.3: Participation and Engagement in the DFAT Balance of Power Design and others to increase women's participation at the decision-making level	Develop 1 video documentation of women in leadership for media exposure	On hold for the next financial year
Activity 4.4.4: Temporary Special Measures (TSM) consultation	Engage 3 women in parliament network for Temporary Special Measure consultation	On hold for the next financial year

Output 17.4.5: Create equal conditions to respond to natural disasters and environmental and climate change (Related TSDF Oo 5.4)

Activities	Targets	Results
Activity 4.5.1: Collaboration with safety and Protection Cluster	Actively participate in 3 safety and protection cluster coordination meetings	WAGE is actively engaged in all cluster meetings
Activity 4.5.2: Improved knowledge about gender perspective in response to natural disasters, environmental and climate change adaptations (gender training to relevant	Conduct 3 trainings for Joint Capacity Building Training on Inclusive Disaster Coordination and Protection Principles	3 trainings were completed and 3 more trainings are still in progress

stakeholders including clusters)		
Activity 4.5.3. Public awareness raising on increased vulnerability of certain members of the family (pregnant women, children, elderly, women with disabilities and number of public media awareness programs)	Develop and disseminate 3 awareness materials regarding most vulnerable people is disasters	The materials have been developed but it is currently being reviewed by various authorities before it is finalized for dissemination
Activity 4.5.4: Collaboration with social Protection Cluster, NEMO, JNAP 2 on opportunities for gender emergencies and natural disaster	Conduct 3 consultations with National Disaster Risk Management Office (NDRMO) and Climate Change Department regarding gender in emergencies	The stakeholders' mapping exercise is still in progress
Activity 4.5.5: Gender disaggregated data collection in collaboration with Safety and Protection Clusters	Conduct 3 consultations with Safety and Protection Cluster and NDRMO for gender disaggregated data collection and Initial Damage Assessments	This is completed in partnership with NDRMO
Activity 4.5.6: Conduct Gender in Humanitarian Action Training	Conduct 4 trainings for 30 participants	All 4 trainings were completed with 30 participants trained on gender in humanitarian action
Activity 4.5.7: REACH mission conducted in recovery and response to emergency and natural disasters	Complete 3 REACH mission for emergency response	3 REACH missions completed in the 24-25 financial year

Program 5: Social Protection and Disability

During this reporting period the Social Protection and Disability Division delivered nine major outputs which include the regular management of the disability welfare scheme for 3,500 beneficiaries, conduct consultation with 44 national stakeholders to review the National Disability Inclusiveness Policy, Developing a disaster recovery plan for the most vulnerable people in anticipatory social protection programs and anticipatory action planning, deliver effective advocacy for people with disability and elderly. Furthermore, the division also completed the Conditional Cash Transfer project component for 1,162 poverty households,

begin the implementation of Integrated Aged-Care Project and improve aged-care services in Tonga through financing \$8.7 million towards elderly caregivers and ‘uluaki faiako programs. Lastly, the division disbursed cash assistance schemes to empower poor children, while working with development partners to continue strengthening social protection in Tonga through the creation of a social protection community of practice and undertaking capacity building through the DFAT programs such as Partnership for Social Protection (P4SP). The following table presents the detailed results of these major outputs for the division.

Output 17.5.1: An effective Disability Welfare Cash Assistance Scheme (Related TSDf Oo 2.7)

Activities	Targets	Results
Activity 5.1.1: Conduct Annual Caregivers training	Conduct care-givers training for 5 districts in Tongatapu and all the outer islands	This activity was not achieved due to lack of funding
Activity 5.1.2: Conduct monthly stakeholders meeting and Training of National stakeholders in Tongatapu and outer islands	Conduct 12 stakeholders’ meetings and trainings	8 meetings and trainings were completed during the 24-25 financial year
Activity 5.1.3: Staff capacity Building- Cash Assistance Staff	2 staff to undertake 5 trainings on cash assistance	2 staff completed all 5 trainings on cash assistance during the 24-25 financial year
Activity 5.1.4; Mainstream Disability in Govt, and NGO organizations enforcing accessibility and reasonable accommodation and appropriate infrastructure	Engage 3 ministries and 2 Disability organizations to undertake disability mainstreaming	3 ministries and 2 disability organizations have undertaken disability mainstreaming in their programs
Activity 5.1.5: Provide cash assistance Disability Welfare Scheme	Ensure accurate disbursement of welfare benefits to 3,500 people with disabilities	Completed all disbursements during the 24-25 financial year while ongoing reviews are conducted for the scheme

Output 17.5.2: That the Social Protection Division ensure that the conventions on the Right of Persons with Disability (CRPD) processes for ratification is effectively consulted across all stakeholders

Activities	Targets	Results
Activity 5.2.1: CRPD draft to be submitted to the Cabinet	To be completed by June 2024	5 CRPD consultations have been completed and a new submission date is set for CRPD
Activity 5.2.2: Review Legislation compliancy	Conduct 4 review consultation in Tongatapu	This activity is not completed and is moved to the next financial year

against the constitutions and law of Tonga		
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Output 17.5.3: Ensure the extension of the National Disability Inclusiveness Policy 2022- 2025 (Related TSDF Oo 2.1, 2.2, 2.3, 2.7, and 5.4)

Activities	Targets	Results
Activity 5.3.1. Develop the National Disability Inclusiveness policy	Complete for Cabinet approval by end of December 2024	Draft policy was completed by December but the final version was finalized by June 2025 to be launched in August 2025
Activity 5.3.2. Strengthening Disability Organizations in Tonga for close collaboration in social-economic empowerment training	Conduct 4 social economic empowerment trainings for 4 major stakeholders	4 trainings were completed for 4 different disability organizations
Activity 5.3.4. Giving access to education, training and sports opportunities with persons with Disabilities.	Ensure 2 people with disabilities have access to formal education	Not achieved

Output 17.5.4: Develop Disaster Recovery Plan for Vulnerable people before and after natural disasters (Related TSDF Oo 2.1, 2.2, and 5.4)

Activities	Targets	Results
Activity 5.4.1. Propose a Recovery Benefit Plan for Vulnerable Persons in time of Natural Disaster reducing risks to Persons with Disabilities	Integrate welfare top ups for most vulnerable people in emergencies by end of 2024	This activity was not achieved in 24-25 financial and will be moved to the next financial year
Activity 5.4.2. Develop a National Social Protection Policy	Policy formulation to be completed by end of 2023	Completed and launched in 2023
Activity 5.4.3. Develop an Adaptive Social Protection Framework	To be completed by the end of 24-25 financial year	This activity was not completed during the 24-25 financial year but is set to complete by 10 th July 2025
Activity 5.4.4. Develop the National Social Registry	To be completed by end of the 24-25 financial year	This activity has not been completed and it is aligned to the Adaptive Social Protection Framework which is to be completed by July 2025

Output: 17. 5.6: Poverty Elimination Scheme – CCT project - To provide a safety protection net scheme for extreme poverty in Tonga (Related TSDF Oo 2.7)

Activities	Targets	Results
Activity 5.6.1. Timely payments of CCT student school fees	Payments to 1,162 households be completed by the end of each quarter for 24-25 financial year	All payments were paid on time to 1,162 households within each quarter of the 24-25 financial year
Activity 5.6.2. Ensure that the government Management Information System have a poverty registry for all poor households in Tonga	Develop poverty registry by end of 24-25 financial year	Poverty database has been completed
Activity 5.6.3. Ensure that issues with poverty are addressed for families and students under CCT project	Conduct 4 poverty awareness programs	all 4 awareness programs were completed
Activity 5.6.4. Review the Poverty Operation Manual	Complete 1 review of the manual	Completed 1 review within the 24-25 financial year
Activity 5.6.5. CCT way forward proposals	Submit 3 project proposals for the continuation of the CCT project for the next three years	All 3 proposals were submitted

Output 17. 5.7: Developing Integrated Aged-Care System in Tonga and advanced Aged-care services in Tonga (Related TSDF Oo 2.5 and 2.7)

Activities	Targets	Results
Activity 5.7.1. Ensure Ma'a Fafine moe Famili and Stakeholders are up to standard with their services with grants from government	Conduct capacity building activities for Ma'a Fafine moe Famili by end of June	Completed capacity building activities with Ma'a Fafine moe Famili
Activity 5.7.2. Ensure that there is a Quality Standard criteria framework for new organizations joining vulnerable services providers, and a Quality Assurance Standard for Service Providers	Create an M&E plan for organizations in aged-care services by end of 24-25 financial year	Not achieved
Activity 5.7.3. Commence Dialogue with ADB to implement preliminary	Conduct 2 project coordination meeting with ADB for the implementation	Completed 2 project dialogues and the implementation of the

Activities	Targets	Results
works for an integrated system for Aged Care in Tonga	of the preliminary Integrated Aged Care Project	project has began during the 24-25 financial year
Activity 5.7.4: Develop policies to protect elderly from violence	Formulate 2 policies	Not achieved

Ola ngau 17.5.8. Empowering poor Children with disabilities and children from affected households impacted during cyclone season and eliminating Child poverty

Activities	Targets	Results
Activity 5.8.1. Provide cash assistance to children with Disability from UNICEF	Complete payments within each quarter of the 24-25 financial year	All payments were made on time within each quarter
Activity 5.8.2: Provide one off payment with disaster recovery phase for poor families	Complete one-off payments each quarter of the 24-25 financial year	All payments were made on time within each quarter
Activity 5.8.3: Conduct dialogue with UNICEF for developing food vouchers for vulnerable and poor children	Conduct dialogues by June 2025	Not achieved

Output 17. 5.9: Strengthen Social Protection in Tonga (Related TSDF 2.7)

Activities	Targets	Results
Activity 5.9.1: Conduct Social Protection training with (Partnership for Social Protection) P4SP	Conduct 5 trainings	2 trainings have been completed during the 24-25 financial year
Activity 5.9.2: Training and Upskill with COP Community of practice DFAT South Pacific	Participate in 1 training	Completed
Activity 5.9.3: Attending South to South sharing skills	Attend the south-to-south exchange	completed

Program 6: Youth Development Division

The Youth Development Division set four major outputs to be delivered in the 2024-2025 financial year. These outputs include the review of the National Youth Policy and Strategic Plan of Action 2021-2025 which was completed by December 2024. In addition, the division

delivered capacity building programs to five major youth organizations, 27 youth entrepreneurship training, and coordinated training with TVET providers to deliver major trainings including aged-care and hospitality. Moreover, the division provided a total of 72 grants to support 31 youth group projects and 41 youth entrepreneurs. Further details of these output performance results for the youth division during this reporting period are presented in the following tables.

Output 17.6.1: Establishment of Tonga’s National Youth Policy (Related TSDF Oo 2.1, 2.2, 2.3)

Activities	Targets	Results
Activity 6.1.1: Implementation of Tonga’s National Youth Policy and Strategy Pan of Action 2021-2025	Conduct 1 national review of the youth policy and action plan	Mid-term review has been completed by the end of 2024
Activity 6.1. 2. Effective Public Awareness of Tonga’s National Youth Policy and its Strategic Plan of action 2021-2025	Conduct 10 public awareness programs on the youth policy and action plan	Completed through local community meetings and youth group trainings
Activity 6.1.3: Mapping Youth Work in Tonga	Conduct youth mapping 3 youth works	This activity is yet to start pending discussion with SPC as a potential partner for this activity
Activity 6.1.4: Mainstreaming youth	Conduct youth mainstreaming with 3 sectors	Not achieved
Activity 6.1.5: Awareness program on the community hub	Create 4 youth community hubs	Not achieved

Output 17.6.2: Enhanced youth development (Related TSDF Oo 1.5, 2.1, 2.2, 2.3, and 2.4)

Activities	Targets	Results
Activity 6.2.1: conduct Youth Capacity building	Support 5 youth organizations capacity building	Completed the second cohort for Pacific Youth Economic Empower Entrepreneurship for youth not in education, employment or training
Activity 6.2.2: Strengthening informal youth work	Support 27 youth entrepreneurs through youth grants	27 youth entrepreneurs were awarded youth grants in the 24-25 financial year
Activity 6.2.3: Coordinating training programs for youth	Conduct 4 youth trainings	Completed 4 youth trainings including Aged-care and hospitality

Output 17.6.3 Youth Stakeholders forums

Activities	Targets	Results
Activity 6.3.1. Conduct forums with youth stakeholders	Conduct 6 youth forum meetings	6 youth forum meetings were completed during the 24-25 financial year
Activity 6.3.2: International Youth Day	Conduct 1 national event for International Youth Day	Completed in August 2024

Output 17.6.4: Disbursement of Youth Grants (Related TSDF Oo 1.5)

Activities	Targets	Results
Activity 6.4.1: Distribution of youth grants to eligible applicants	Award youth grants for 20 youth groups	72 grants were awarded to 31 youth groups and 41 youth entrepreneurs
	Conduct M&E site visit on 20 Youth Grant Projects	Completed monitoring site visits to 32 youth projects in Tongatapu

2.3. MINISTRY'S FINANCIAL MANAGEMENT

The Ministry of Internal Affairs Financial Budget for the financial year 2024-2025 tallied to a total of TOP\$33.65m. This is inclusive of all funding sources which is detailed below. Ending the fiscal year resulted in a balance of 1.97m. It is to note that the development budget figures for the 2024-2025 estimates are estimates only. The revised figures are the actual funding received from development projects which was utilized throughout the financial year.

The Ministry also received revolving funds through the cultivation and development of sports funds referred to as revolving funds (sports levy). It is also important to note that the estimate provided commencing the fiscal year is an estimate only. The revised budget estimate is the actual funding received from the months of July 2024 to May 2025 which is reflected in the financial report.

2.3.1. Financial Statements

2.3.1.1. Statement of comparison of budget and actual amounts

Budget estimate and actual spending.

Table 1: Presents MIA budget estimate and actual spending, which is a total spending of TOP\$16,431,872 compared to the budget estimate total of TOP\$15,597,100.

Programs/ Sub-Programs	2024/25 Estimate (T\$)	Transfers	Actual Spending (T\$)	Balances (T\$)
Leadership, Policy & Program Administration	2,161,100.00	99,381.12	2,241,085.75	19,395.37
Office of the Minister	181,700	-24,625	157,075	-
Office of the CEO	145,900	14,614	160,514	-
Corporate Services	1,415,600	164,409	1,574,777	5,232

Programs/ Sub-Programs	2024/25 Estimate (T\$)	Transfers	Actual Spending (T\$)	Balances (T\$)
Outer Island Office Administration	364,500	-49,201	302,339	12,961
Church Leaders Desk	53,400	-5,815	46,381	1,203
Sports & Active Recreation	266,300	-16,956	249,067	277
Program Administration	266,300	-16,956	249,067	277
Sports development				
Overseas Employment	784,700	23,440	750,544	57,596
Overseas Employment	784,700	23,440	750,544	57,596
Women's Affairs and Gender Equality	360,400	9,263	369,663	-
Women's Affairs and Gender Equality	360,400	9,263	369,663	-
Social Protection and Vulnerable	11,578,500	807,579	12,383,682	2,397
Social Protection and Vulnerable	11,578,500	807,579	12,383,682	2,397
Youth Development	446,100	-6,780	437,830	1,490
Youth Development	446,100	-6,780	437,830	1,490
Grand Total	15,597,100	915,928	16,431,872	81,156

2.3.1.2. Statement of cash receipts and payments

This section of the financial report presents the total revenue (receipts) received by the ministry versus the total spending (payments) of the ministry. The total revenue for the 2024-2025 financial year was TOP\$68,900.00 while the total spending was\$27,209,921.98.

Table 1: Budget and Funding Sources for the Ministry for 2024-2025.

Funding Sources	2024/25 Estimate (T\$M)	Revised Budget Estimate (T\$M)	Actuals (T\$M)	Balances (T\$M)
1. Recurrent Budget (Government of Tonga Fund & Confirmed Budget Support)	15.60	16.51	16.43	0.08
2. Revolving Funds	12.78	5.89	5.60	0.29
3. Development Donor Funding (In-kind & Cash)	5.27	6.77	5.17	1.60
Grand Total	33.65	29.18	27.21	1.97
Budget support				
Budget support	7,717,100.00	7,232,251.20	7,232,251.20	-
Recurrent	7,880,000.00	9,280,776.42	9,199,620.42	81,156.00
Development	5,271,600.00	6,772,999.00	5,177,618.00	1,595,381.00
Revolving fund	12,784,800.00	5,890,294.22	5,600,432.36	289,861.86
Grand Total	33,653,500.00	29,176,320.84	27,209,921.98	1,966,398.86

Graph 1. (for table 1)

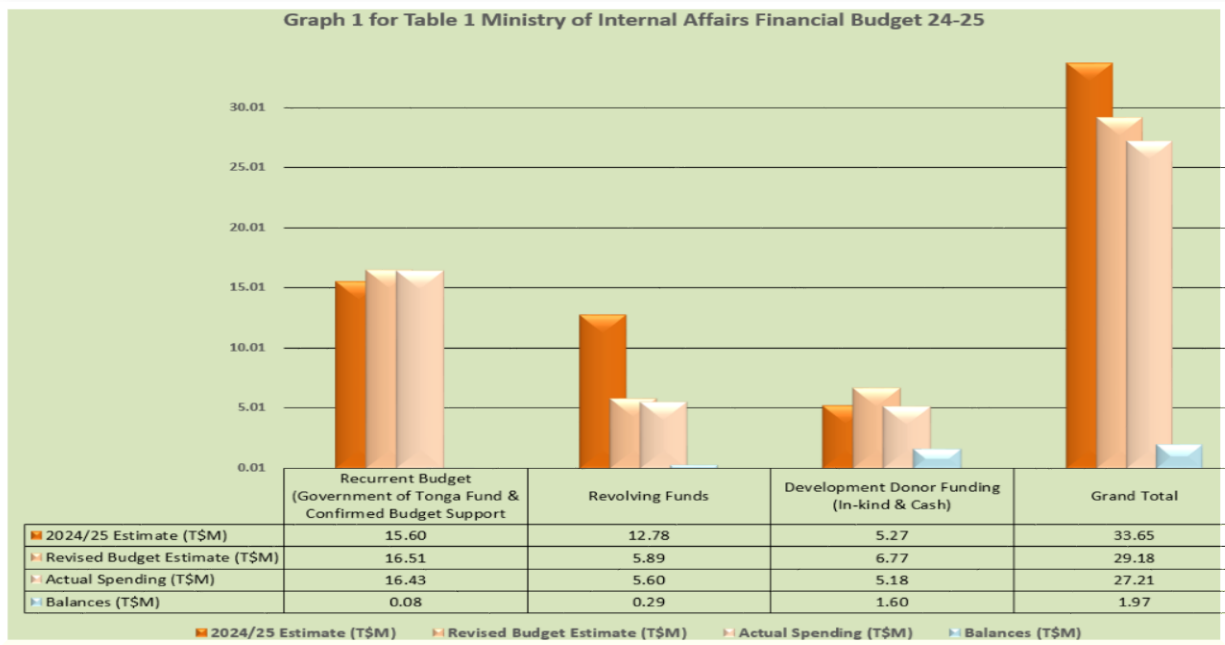


Table 2: Revenue Target for the Ministry for 2024-2025

The Ministry collects Revenue through hiring of the Teufaiva Outdoor Stadium and the ‘Atele Indoor Stadium. With Cabinet Approved rates, the hiring of both these sports facilities are made available to the public. A key observation includes that with the increasing construction of halls and sports complex affected the Ministry’s revenue targets. Therefore, the total receipts for the ministry from July 2024 to June 2025 is TOP\$68,900.

Funding Source	Target for 24-25	Collection	Variance
Sports Facilities Rental	128,000	68,900	(59,100)

Months	Atele Indoor Stadium	Teufaiva Outdoor Stadium	Total
July	6,950	-	6,950
August	1,350	500	1,850
September	15,900	7,000	22,900
October	2,300	-	2,300
November	3,300	-	3,300
December	700	-	700
January	2,800	-	2,800
February	4,450	-	4,450
March	1,700	-	1,700
April	4,850	3,000	7,850
May	550	8,000	8,550

Months	Atele Indoor Stadium	Teufaiva Outdoor Stadium	Total
June	5,550	-	5,550
Total	50,400.00	18,500.00	68,900.00

Graph 2: MIA revenue collection distributed by month

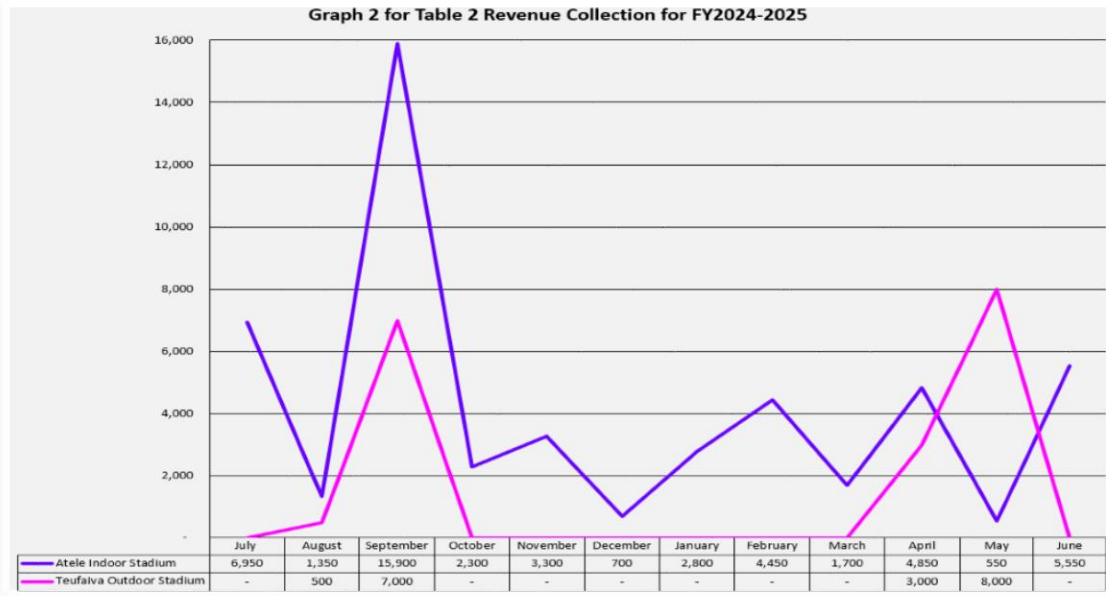
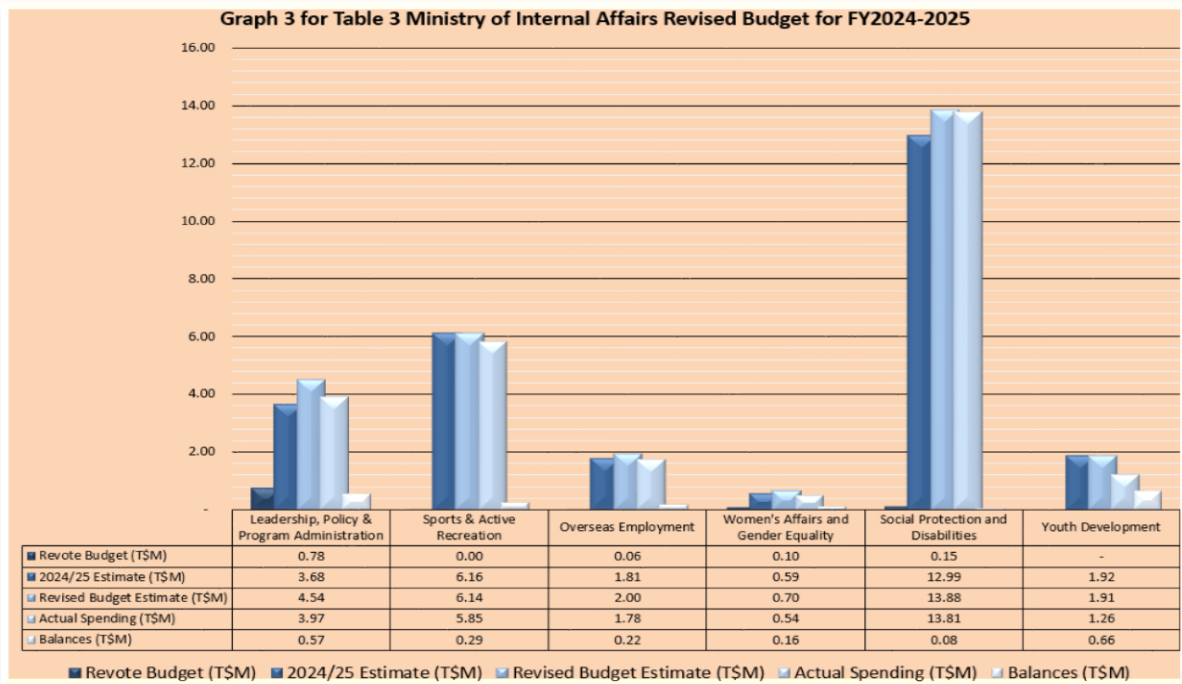


Table 3.

The Ministry's Budget is assigned to six portfolios from Leadership to Youth Development.

Programs	Revote Budget	2024/25 Estimate (T\$)	Revised Budget Estimate (T\$)	Actual Spending (T\$)	Balances (T\$)
1. Leadership, Policy & Program Administration	781,083	3,684,785	4,538,976	3,969,622	569,353
2. Sports & Active Recreation	4,636	6,156,594	6,144,274	5,854,135	290,139
3. Overseas Employment	60,000	1,805,406	1,995,996	1,779,726	216,270
4. Women's Affairs and Gender Equality	102,433	590,608	702,304	544,046	158,259
5. Social Protection and Disabilities	146,929	12,989,412	13,881,637	13,806,351	75,286
6. Youth Development	-	1,919,913	1,913,133	1,256,042	657,092
Grand Total	1,095,082	27,146,718	29,176,321	27,209,922	1,966,399

Graph 3 (for table 3) provides illustration of the table 3 above. Key observation includes Social Protection & Disabilities Division holding the highest estimate due to the Vulnerable and Elderly Schemes Funds and the Tonga Social Services Program funds being included in their budget.



2.3.1.3. Statement of Financial Responsibility

In the opinion of the CEO for the Ministry of Internal Affairs and as the Head of the Division for Corporate Services, the accompanying statement of receipts and payments and the accompanying statement of comparison of budget and actual amounts for the year ended on the 30th of June 2025 gives a true and fair view of the matters to which they are related. They have also been properly drawn up in accordance with the accounting policy described in Note 2 of the financial statements.

30th June 2025

Mrs. 'Akanesi F. Paunga
Chief Executive Officer

Ms. Nancy Finau
Head of Division

2.3.1.4. Notes to the Financial Statements

Recurrent Budget and Donor Development Funding

Table 1 By Categories for Government Recurrent Funds and Confirmed Budget Support.

By Categories of Expenditures	2024/25 Estimate (T\$)	Transfers	Revised Budget Estimate (T\$)	Actual Spending (T\$)	Balances (T\$)
Established Staff (10xx)	1,907,100	-128,463	1,778,637	1,777,412	1,224
Un established Staff (11xx)	168,700	22,367	191,067	177,581	13,486
Travel and Communication (12xx)	184,000	-23,762	160,238	159,238	1,000
Maintenance and Operations (13xx)	1,935,100	- 1,366,636	568,464	564,071	4,393
Purchase of Goods and Services (14xx)	1,414,900	-74,613	1,340,287	1,282,343	57,944
Grants and Transfers (15xx)	9,897,900	2,205,202	12,103,102	12,100,696	2,406
Assets (20xx)	89,400	281,833	371,233	370,530	703
Grand Total	15,597,100	915,928	16,513,028	16,431,872	81,156

Graph 1 (for table 1) reflects the categories by (M) for the above table with the following key observations;

Negative \$ in Transfers

- Major transfer of funds from all categories to aid with the PIF’s renovations of both Offices.
- Major transfer from land compensation votes to top up the elderly and vulnerable schemes for the Social Protection and Disabilities Division.

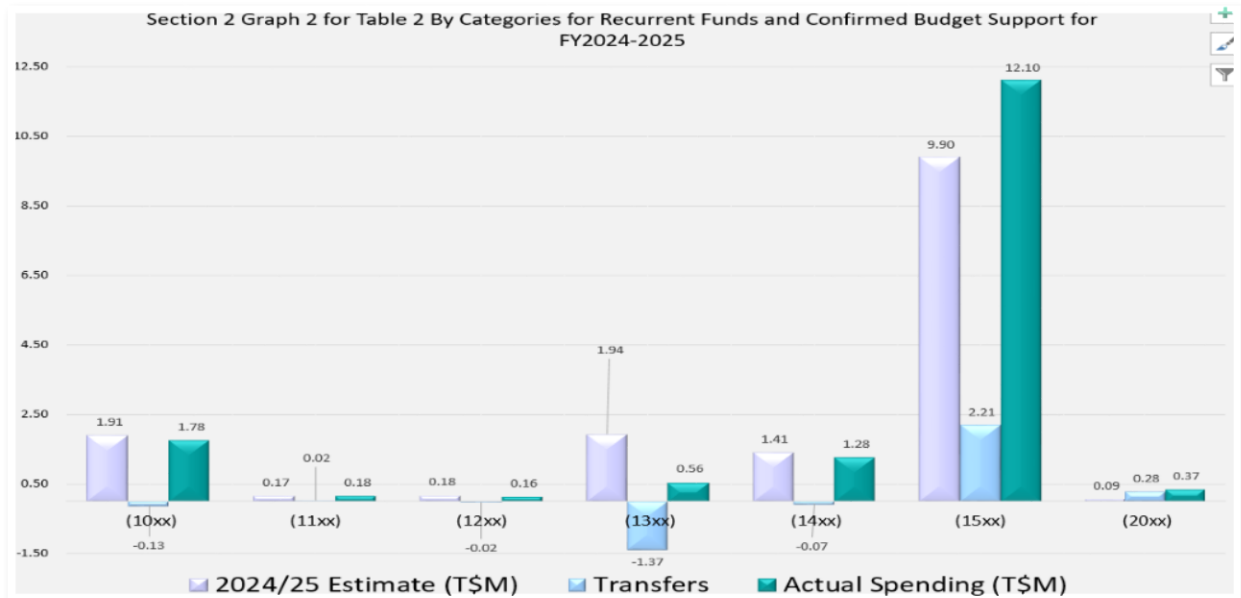


Table 2: Revolving Funds (Sports & Active Recreation Division)

Programs/Sub-Programs	2024/25 Estimate (T\$)	Transfers	Actual Spending (T\$)	Balances (T\$)
Sports & Active Recreation	5,890,294	-	5,600,432	289,862
Program Administration	983,461	46,730	1,013,647	16,544
Sports development	4,906,833	-46,730	4,586,785	273,317

Categories of Expenditures	Revised Budget Estimate (T\$)	Actual Spending (T\$)	Balances (T\$)
Un established Staff (11xx)	183,543.00	182,241.61	1,301.39
Travel and Communication (12xx)	3,000.00	2,591.29	408.71
Maintenance and Operations (13xx)	36,377.77	35,912.61	465.16
Purchase of Goods and Services (14xx)	354,167.88	336,538.35	17,629.53
Grants and Transfers (15xx)	3,587,677.98	3,346,767.28	240,910.70
Assets (20xx)	1,725,527.59	1,696,381.22	29,146.37
Grand Total	5,890,294.22	5,600,432.36	289,861.86

Graph 3 (for table 3) reflects the categories of expenditure which the revolving funds was disbursed to; with the highest percent of 61% for grants to sports activities, followed by 29% for renovations of the sports facilities. Telecommunication and Communication, Maintenance and Operations and Unestablished Staff were assigned the least three percent of the budget.

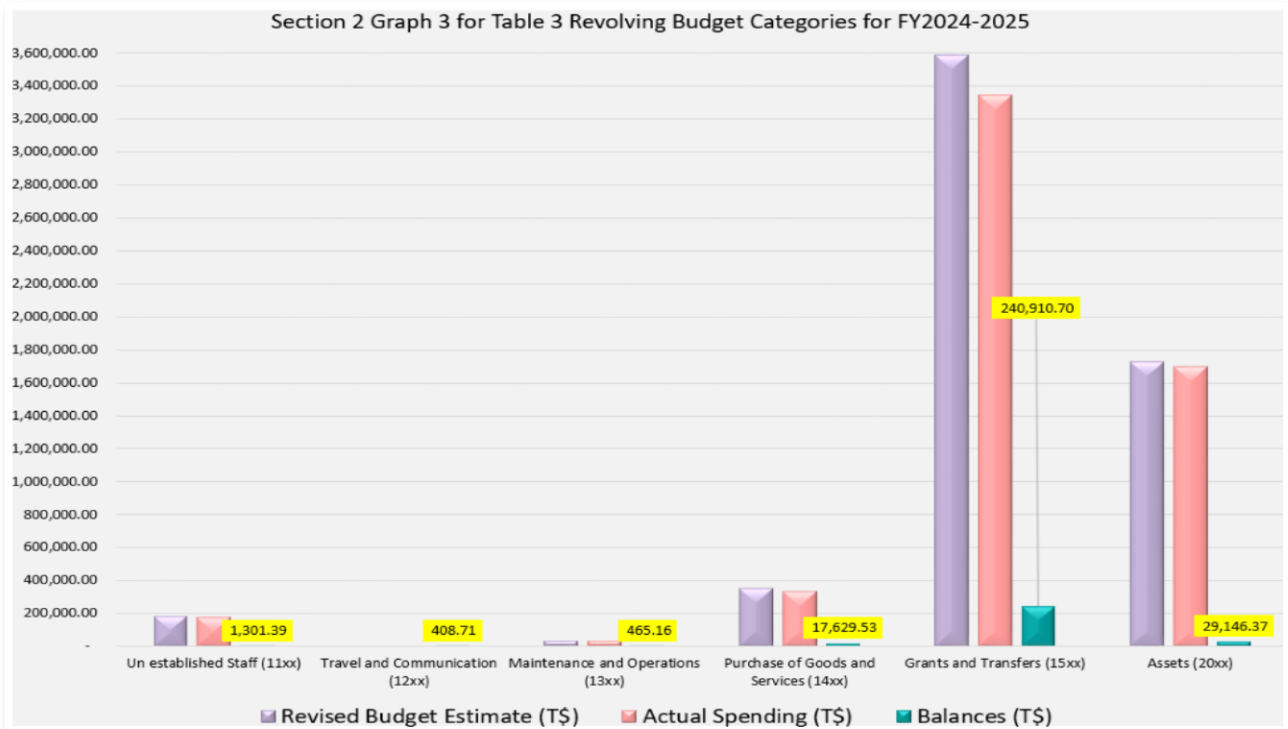


Table 4: Development Donor Funding (In-kind & Cash)

The following programs are leading these project funds contributing to the delivery of their respective outputs.

Programs	Funding Received	Project Information
1. Leadership, Policy & Program Administration	<ul style="list-style-type: none"> • 200,920 • 210,726.75 • 1,866,848.06 	<ul style="list-style-type: none"> • Deportees Project • Financial Assistance through the Church Desk • World Bank Project (final phases of the project aka SET project)
2. Sports & Active Recreation	<ul style="list-style-type: none"> • 4,636 	<ul style="list-style-type: none"> • Financial Assistance from Tonga Health for the Fiefia Sports Program
3. Overseas Employment	<ul style="list-style-type: none"> • 877,207 • 310,648.78 	<ul style="list-style-type: none"> • Australia Assistance through PLSMP • World Bank Project (final phases of the project aka SET project)
4. Women's Affairs and Gender Equality	<ul style="list-style-type: none"> • 323,986.88 • 8,654 	<ul style="list-style-type: none"> • DFAT assistance for Support Staff • SPC Funds for the WEGET Policy Consultations
5. Social Protection and Disabilities	<ul style="list-style-type: none"> • 30,700 • 61,145.49 • 1,403,712.29 	<ul style="list-style-type: none"> • Finance Assistance from PRC • Financial Assistance from UNICEF for Vulnerable Projects • World Bank Project (final phases of the project aka SET/CCT project)
6. Youth Development	<ul style="list-style-type: none"> • 1,473,813.49 	<ul style="list-style-type: none"> • Integrated Age Care Project
Grand Total	6,772,999.14	

Table 4.1- Summary of all Development Partners funding for the FY2024-2025

Development Partners (Local & International)	Revised Budget Estimate (T\$)	Actual Spending (T\$)	Balances (T\$)
1. Asian Development Bank (ADB)	1,473,813	818,212	655,601
2. Australia Bilateral Assistance	323,987	174,472	149,514
3. Australian - Other	877,207	756,742	120,465
4. New Zealand Bilateral	200,920	101,433	99,487
5. People's Republic of China	30,700	30,700	-
6. Secretariat of the Pacific Community	8,654	- 90	8,744
7. Tonga Health Promotion Foundation	4,636	4,636	-
8. UN International Children's Fund	271,872	260,848	11,024
9. World Bank/International Development Agency (IDA)	3,581,209	3,030,664	550,546
Grand Total	6,772,999	5,177,618	1,595,381

2.4. PROCUREMENT PERFORMANCE

Introduction

This report presents the Ministry of Internal Affairs (MIA) performance and key achievements in executing its organizational procurement strategy during the 2024/2025 Financial Year. All procurement activities were undertaken to align against the Public Procurement Regulation 2015/19

Throughout the reporting period, the Ministry encountered shifting priorities and unforeseen challenges that impacted both internal operations and supplier engagement. Despite these developments, the Procurement Unit navigated the circumstances effectively ensuring that all procurement initiatives remained aligned with MIA’s strategic objectives and compliance requirements.

Completed Regulated Procurements

Between 1 July 2024 and 30 June 2025, MIA finalized several regulated procurements shown below:

Table 1: Summary of Completed Regulated Procurements

Procurement Type	Value Range (TOP)	Number Completed
Treasury Checklist Procurement	12,000 – 19,999.99	1
Procurement Threshold (PPR 2015/19)	Exceeding 20,000	13




The Procurement Section remains committed to enhancing procurement awareness among Heads of Departments (HODs) and staff, actively engaging with stakeholders to offer advisory support and training on best practices.

Annual Procurement Plan (APP) Performance

The Procurement Unit strived to complete every procurement within the timelines outlined in the Annual Procurement Plan (APP). While five items were amended within the revised APP, only a portion of these procurements were completed due to emergent critical needs, priority shifts, and decision-making processes.

Figure 1: APP Procurement Completion Rates

Procurement Completion Breakdown

 Completed Procurements: 84.6%
 Procurements still in the process: 7.7%
 Cancelled Procurements: 7.7% (Cancelled due to unforeseen factors)

Compliance Performance

Ensuring adherence to the Public Procurement Regulations 2015/19 is a core function of the Procurement Section. Below is a summary of compliance performance throughout this reporting period:

Table 2: Procurement Compliance Performance Overview

Works Procurement

Endorsement Date	Project	Amount (TOP/NZD)	Compliance Level	Comment
20.08.2024	Upgrading of Electrical Field Lighting System Project at Teufaiva	NZD 1,200,605.85	☑ Comply	Complete through the process
23.08.2024	Fencing Works & Upgrading Office (TWB Premises) – Payment to Katieli O. Lauikuonga Holo’ia	TOP 109,500.00	✗ Non-Comply	Work committed per HODs decision before paperwork was submitted to CPU
23.08.2024	Repair & Painting of Head Office – Payment to Kalu Contractor	TOP 157,989.00	✗ Non-Comply	Work committed per HODs decision before paperwork was submitted to CPU
27.09.2024	Repair & Painting of Head Office – Payment to Kalu Contractor	TOP 68,624.00	✗ Non-Comply	Work committed per HODs decision before paperwork was submitted to CPU
—	Fencing Works & Upgrading of Office (TWB Old Premises) – Payment to Katieli O. Lauikuonga Holo’ia	TOP 70,000.15	✗ Non-Comply	Work committed per HODs decision before paperwork was submitted to CPU

Consultancy Services Procurement

Endorsement Date	Consultancy Project	Amount (TOP/NZD)	Compliance Level	Comment
21.08.2024	Extension Contract – Ma’a Fafine mo e Famili Inc.	TOP 70,851.83	☑ Comply	—

Endorsement Date	Consultancy Project	Amount (TOP/NZD)	Compliance Level	Comment
	(Elderly Intervention Program)			
23.08.2024	Contract Renewal – ‘Uluaki Faiako Inc. (Early Intervention Services, Birth to 5 yrs)	TOP 174,198.00	✘ Non-Comply	Late submission due to delay in response from relevant division & consultants
03.10.2024	Contract Renewal – Mr. Tevita Niua Lata (NZ Liaison Officer, Zone 2 – South Island, 2 yrs)	NZD 126,000.00	✘ Non-Comply	Late submission due to delay in response from relevant division & consultants
April 2025	Contract Renewal – ‘Uluaki Faiako Inc. (Early Intervention Services, Birth to 5 yrs) – 3-month Contract	TOP 87,099	✘ Non-Comply	Late submission due to delay in response from relevant division & consultants
30.06.2025	Extension Contract – Ma’a Fafine mo e Famili Inc. (Elderly Intervention Program)	TOP 1,678,790	✘ Non-Comply	Submission was on time, but delay in process due to required documents from CPU
30.06.2025	Contract Renewal – ‘Uluaki Faiako Inc. (Early Intervention Services, Birth to 5 yrs)	TOP 414,760.40	✘ Non-Comply	Submission was on time, but delay in process due to required documents from CPU
30.06.2025	Contract Renewal – Mr. Sefita Hao’uli (NZ Liaison Officer, Zone 4) – 1-year Contract	NZD 75,000	✘ Non-Comply	Submission was on time, but delay in process due to required documents from CPU

Endorsement Date	Consultancy Project	Amount (TOP/NZD)	Compliance Level	Comment
✓ Not yet endorsed	Replacement for Mr. Viliami Tupou (Liaison Officer)	AUD 84,000	Still Tender Due: 15 July 2025	Delay in tender due to insufficient funds to cover advertisement cost.

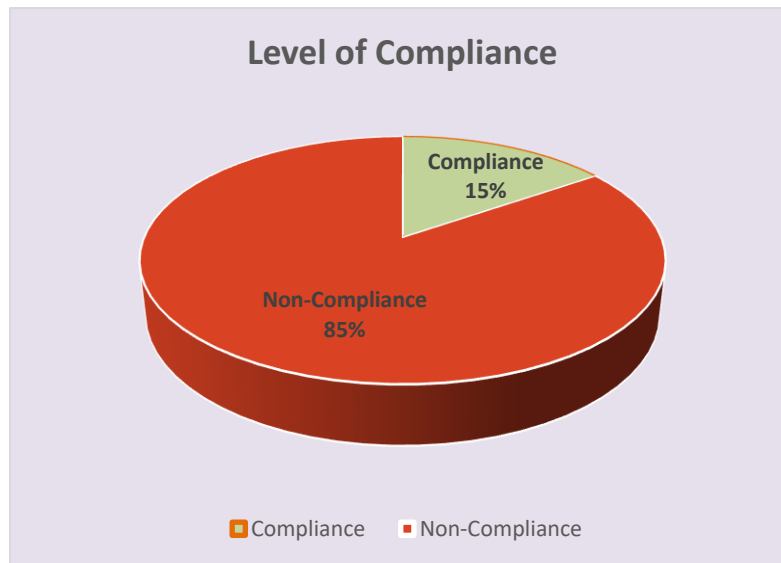
Services Procurement

Cancelled	Installation of Chairs for Teufaiva Stadium	TOP 393,913.00	Cancelled	Cancelled due to insufficient funds to cover procurement costs
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Compliance Performance Summary: Procurement Activities (July 2024 – June 2025)

The Procurement Section remains committed to upholding the Public Procurement Regulations 2015/19. However, A review of procurement activities during this reporting period reveals significant non-compliance challenges:

Figure 2: Compliance Level



Overview:

- **Proposal Endorsed:** 13 submitted | 11 endorsed
- **Compliance Percentage:** 15% fully compliant with procurement regulations
- **Non-Compliance Percentage:** 85%, mainly due to:
 - Retroactive approvals (work initiated prior to CPU clearance)
 - Delayed document submissions from divisions or consultants

- Processing delays due to incomplete CPU documentation
- **Pending Procurement:** 1 case under tender process, potentially affecting compliance statistics.

Key Trends & Issues:

- **Works Procurement:** All non-compliant cases involved pre-emptive commitments before CPU procedures were initiated.
- **Consultancy Services:** Late submissions stemmed from coordination lapses with internal divisions and external parties.
- **Financial Constraints:** Budget shortfalls delayed tender advertisements and led to at least one project cancellation (Installing chairs for Teufaiva Stadium).

Recommended Actions for Improvement:

- Strengthen internal compliance awareness, especially among approving officers
- Enforce CPU procedural checkpoints before project initiation
- Improve coordination with stakeholders to reduce submission delays
- Policy Alignment & Training to provide targeted guidance to ensure teams adhere to submission timelines and procurement compliance standards.

Despite challenges in compliance, the Procurement Section took necessary risks to ensure the Ministry's activities proceeded efficiently. Shifting priorities and delayed decision-making contributed to deviations from procurement regulations.

Procurement Awareness and Training

To strengthen compliance and procurement efficiency, the Procurement Section has planned annual training sessions for HODs and senior staff, including Outer Island representatives. These training programs aim to improve understanding of procurement proceedings and enhance regulatory compliance.

However, no training was conducted during the current reporting period. Moving forward, efforts will be directed toward reinforcing procurement awareness and ensuring stronger adherence to best practices.

Conclusion

Despite a challenging fiscal year marked by shifting priorities and unforeseen procurement needs, the MIA Procurement Section remained committed to achieving Ministry objectives. While compliance levels require improvement, efforts will continue to strengthen procurement processes, transparency, and stakeholder collaboration to enhance overall performance.

The Ministry remains committed to strengthening its procurement framework through process optimization, capacity building, and enhanced collaboration with key stakeholders.

Guided by lessons from this reporting period, the Procurement Section will pursue more agile and transparent practices in the year ahead.

2.5. ASSET MANAGEMENT and MAINTENANCE PLAN

Summary Asset Register								
Ministry of Internal Affairs as of June 30 th 2025								
	Asset	Cost	Addition	Disposal	TOTAL	Depreciation	Accumulated Depreciation	Closing Book Value
1	Building	500,000.00	1,122,579.82	-	1,622,579.82	40,564.50	273,130.34	1,349,449.48
2	Infrastructure	-	-	-	-	-	-	-
3	Vehicles	1,169,734.34	-	6,500.00	1,163,234.34	76,065.48	890,643.75	272,590.59
4	Computer Software	-	-	-	-	-	-	-
5	Computer Hardware	32,850.00	13,600.00	-	46,450.00	7,228.71	22,563.20	17,891.80
6	Office Equipment	128,540.01	19,800.00	-	148,340.01	14,640.00	94,108.96	54,231.05
7	Furnitures & Fittings	7,800.00	-	-	7,800.00	-	594.08	7,205.92
8	Other Plant & Equipment	-	74,056.89	-	74,056.89	14,811.38	18,876.48	23,316.91
	TOTAL	\$1,838,924.35	\$1,230,036.71	\$6,500.00	\$3,062,461.06	\$153,310.07	\$1,299,916.81	\$1,724,685.74

2.5.1. Fixed Assets

Date of purchase/ revaluation	Asset description	Make/model/ identification number	Ministry reference	Purchase price	Addition	Asset condition
1/01/2006	Building	Government quarter (main office)		500,000		Old

Date of purchase/ revaluation	Asset description	Make/model/ identification number	Ministry reference	Purchase price	Addition	Asset condition
14/06/2024	Building	Tonga Water Board premises (MIA 2 office)			1,122,579.82	Old
1/06/2017	Bus P2043	Mitsubishi Rosa	P2043	70,000		Good
1/06/2017	Bus P2044	Mitsubishi Rosa	P2044	70,000		Damaged
1/06/2017	Bus P2045	Mitsubishi Rosa	P2045	70,000		Good
30/06/2019	Car P2098	2008 Nissan Xtra (Black)	P2098	25,000		Good
30/03/2016	Car P1869	Roewe 950	P1869	55,000		Damaged (tendered)
11/05/2015	Car P1836	CRV/ Grey Honda	P1836	20,724		Good
6/01/2018	Car P2013	Toyota Vitz Yaris	P2013	8,900		Good
30/03/2016	Car P1870	Roewe 950	P1870	65,000		Good
22/07/2019	Car P2651	CX5 Skyactive 2019	P2651	88,880		Good
28/07/2010	Double cab P1345	Toyota Hilux	P1345	70,579		Good
30/06/2019	Double cab P2097	Mazda BT50 PRO SDX white	P2097	65,500		Good
31/07/2012	Double cab P1612	Toyota Hilux	P1612	70,579		Good
1/05/2019	Double cab P2062	Mazda BT50 PRO SDX grey	P2062	55,000		Good
30/09/2019	Double cab P2647	Toyota Hilux 2019	P2647	89,572.34		Good
30/06/2024	Double cab P2430	Mazda	P2430			Good
28/07/2010	Pajero P1410	Mitsubishi	P1410	52,000		Good
1/06/2016	Pajero P2070	Mitsubishi	P2070	45,000		Damaged (tendered)
8/09/2017	Shuttle P7996	Toyota Hiace	P1996	45,000		Good
30/06/2019	Shuttle P2096	Toyota Hiace 16 seater	P2096	75,000		Good
30/09/2019	Shuttle P2649	Toyota Hiace 2019	P2649	85,000		Good
30/03/2016	Van P1876	Toyota Voxy white	P1876	19,000		Good

Date of purchase/ reevaluation	Asset description	Make/model/ identification number	Ministry reference	Purchase price	Addition	Asset condition
28/07/2010	Van P1551	CMC Varica 1990 truck	P1551	20,000		Good
28/02/2025	SUV MIA1	GWM Tank	MIA 1			Good
20/05/2021	Laptop	Lenovo- Yoga C740 Flip	CH71	5,895		Damaged
28/10/2020	Finger biometric scanner	ZKFiner VX10.0	CH91	7,500		Good
29/03/2020	Laptop	HP Elite Desk 800 G2 mini	CH92	7,590		Good
23/08/2022	Computer desktop	Apple IMAC27 Intel i5		5,870		Brand new
26/02/2024	Laptop	Apple Macbook Pro M3 silver			13,600	Brand new
24/07/2024	Laptop	HP Probook 450 G10 Intel core i7		5,995		Brand new
1/07/2016	Photocopier	Apeosport V3065, Model No: TC101066, S/N: 538343	OE02	14,595.00		Good
1/08/2017	Photocopier	Apeos, Model: J-1B131, S/N: TC10051/735569	OE17	14,595.00		Good
5/01/2017	Photocopier	Fuji Xerox, Model: D-D020, S/N: 120336	OE31	14,595.00		Good
3/06/2021	Photocopier	Toshiba; e.STUDIO 4515 AC; Model: FC- 4515 AC, Black color	OE46	19,000.00		Good
9/05/2022	Photocopier Machine	Ricoh MP3555	-	12,000.01		Good
24/05/2022	Photocopier Machine	Brother Printer MFC L9570CD	-	5,295.00		Good
20/07/2022	Photocopier Machine	E-Studio 4515 Colour Copier	-	19,800.00		Brand new
23/08/2022	Chubbsafes Viper S90	-		5,795.00		Brand new

Date of purchase/ revaluation	Asset description	Make/model/ identification number	Ministry reference	Purchase price	Addition	Asset condition
8/09/2023	Photocopier Machine	TASKALFA 50041	-			Brand new
11/11/2019	Photocopier Machine	Ricoh 3129M520276		22,865.00		Good
25/09/2024	Sofa	Dark Teal Stanfort fabric		7,800		Good
26/02/2024	Lawn mower	CUB Pro Z760S 31HP		43,558.72		Brand new
13/03/2024	Cub Cadet Power Assist	Tripple Bagger		15,820.72		Brand new
13/06/2024	Sound System	5 Channel Power Mixer Amplifier		14,677.45		Brand new

2.5.2. Assets monetary value

- The assets monetary value is shown in the table above.

2.5.3. Maintenance plan and implementation

- The ministry conducts regular asset maintenance based on demand, but limited to the existing budget allocation for maintenance.

2.5.4. New and replaced assets

- There were no new or replaced assets in the 2024 – 2025 financial year.

3. SIGNIFICANT CHALLENGES

3.1. ISSUES/CHALLENGES

Major Challenges 2024-2025

- Overall, there are communication gaps lead to misalignment of duties and unclear directions from supervisors creates unnecessary and unplanned expenditures resulting in minimal delivery of outputs for most divisions
- Lack of Internal Control Mechanisms- Internal Control mechanisms placed are not consistently adhered to, resulting in different directions given to similar concerns raised from each division
- High rate on non-compliance against procurement regulations
- Ministry still needs proper staff performance development strategy to improve performance
- Understaff in major divisions including social protection and disability and youth division
- Major outputs of the youth development division were not delivered due to delays in the confirmation of donor funding through SPC and UNFPA

- The youth development division needs assistance of the Ministry of Justice to deliver nationwide legal awareness programs youth
- Limited funding dedicated in particular for most of the key activities of the Sports Division such as Community Outreach programs of Kau Mai Tonga ketau Fakamalohisino – KMT and Fiefia Tonga Sports unless a transfer requested.
- No funding dedicated in particular for domestic travel of community activities especially for Outer Islands unless a transfer to be requested.
- No funding dedicated for annual junior rugby preparation and overseas tour unless to request transfer.
- Renovation budget was not enough to cover the maintenance of both facilities to higher standard in which to collecting the annual revenue for the government.
- No budget for staff overtimes only the Daily Paid Labourers were allocated overtime.
- Policy implementation requires specified policy coordination officer in Social Protection and Disability
- Budget constraints limited the Overseas Employment Division’s ability to fully implement several key outputs, including Pre-Departure Training, community outreach activities, the annual worker survey, and the Ministerial Annual Farm Visits to workers deployed in both schemes.
- Inadequate dedicated training facilities for labour mobility initiatives resulted in additional costs for venue rentals to train the 4,803 workers participating in the program, placing further pressure on the Division’s budget.
- Insufficient staffing, particularly the limited number of Liaison Officers only two assigned to support the PALM scheme affected their capacity to provide adequate on-the-ground support to the 3,109 Tongan workers deployed in Australia.

3.2. Risks and Risk Management

The Ministry has an existing Contingency Plan in case of any emergency such as natural disasters, pandemic, or crisis. This plan has its own committee and designated operators to execute the plan in any emergency event. This plan includes a multi-hazard response and disaster protocols and policies in terms of general preparedness, emergency supplies, communication protocol, home and office safety, evacuation plans, and after disaster actions.

4. CUSTOMER SERVICE

The Ministry has no available data on customer service. This is due to the fact that there is no designated staff, nor the existing capacity, and expertise to collect data through customer survey or evaluation in order to monitor the Ministry’s daily customer service.

5. DISCLOSURES AND LEGAL COMPLIANCE

5.1. AUDIT STATEMENTS

5.1.1. Internal Audit

The Ministry does not conduct internal audits as it does not have the capacity to conduct internal audits. Hence, the Ministry relies on the Office of the Auditor General's annual audit to fulfil its audit requirements.

5.1.2. External Audit

Ministry of Internal Affairs 2024-2025 Audit Report is presented in the table below:

No.	Descriptions	Audit Office Concerns	RECOMMENDATION	
REVENUE		ISSUES	RECOMMENDATION FROM AUDIT	ACTION FROM MIA
1	Revenue Source	There is no booking register for hiring of the sports facilities.	1. Establish a register book by Accounts	A register book to be provided by Principal Accountant
			2. Atele and Teufaiva should have a register record as well	A register book to be provided by Sports Officer
			3. Reconciliation be done regular with Accounts/Sports	Reconciliation to be done commencing each month.
			This is to be made effective on 3 rd February for the January reconciliation and including July December 2024	
2	Arrears	No recovery process for arrears bookings	1. Maintain a record for arrears	An internal revenue policy be proposed from Head of Finance/Sports on credit recovery
			1. A clear process for recovery and including a credit policy.	
EXPENDITURE				
3	Filing System	Overtime documents are not complete or in order	discipline the responsible officer	Accounts Supervisor to confirm the salaries unit's role in this
4	No attendance record for overtime hours pay-out	Onetoto 'Anisi & Makelesi Kioa OT in March 2024 was paid out with incomplete documents	Severely reprimand the two officers and refund back the amounts.	Both officers to pay back the amount; 'Anisi with \$220.31 Kioa with \$138.37
5	Every gathering hosted	public fund is not for alcohol	This practice is ceased	This is effective as of January 2025

No.	Descriptions	Audit Office Concerns	RECOMMENDATION	
	includes alcohol			
6	Overseas Travel	DPL travel overseas	This practice is ceased	This is effective as of January 2025
7	Incomplete filing of vouchers	Auditors unable to run a complete audit due to missing vouchers	Supervisor to be disciplined for this	Accounts to confirm the assigned role of filing and reconciliation to be active
8	Grants is not reviewed.	Not aligning with Legislation, 5k and above be disbursed in installation, review the grants to ensure the output is achieved	MIA to review the grants condition	Grants to be ceased immediately and review its conditions
		No report for the grants	Reporting is essential	
		Some grants voucher was missing	Every agreement to be signed	
9	Unaccounted Assets	Chair and a desk were unaccounted for	Stock taking is important	Accounts to affirm assigned officer for asset
		Damaged by by Maamaloa Kuluka	Ministry to take care of government assets	Cease driving in government vehicle

5.2. Key Performance Indicators Information Sheet

The Ministry did not have a proper M&E framework in 2024-2025 financial year. It is planned for the 2025-2026 financial year to develop the Ministry's M&E plan and begin small steps to collect data mainly focused on administrative data. The current KPI's are based on output indicators which consists of indicators such as number of trainings, number of participants, and number of beneficiaries. The Ministry is still lacking the technical capacity and financial resources required for proper data collection such as surveys, on site observation and evaluation, or research studies. Until, the Ministry can develop its capacity for data collection both technically and financially, then there are more opportunities to use KPIs that can

measure efficiency indicators, effectiveness indicators, and medium to longer term impact indicators.

5.3. Ministerial Directives

- Not applicable

5.4. Governance Disclosures

- Not applicable

5.5. Government Policy Requirements

- Not applicable

5.6. Board, Commission, or Committee Remuneration

- Not applicable

6. TECHNOLOGY, ICT and INNOVATION

The Ministry does not have any existing framework to collect data in order to measure the impact of ICT on the Ministry's functions and services.

7. CONSTITUENCY DEVELOPMENT PRIORITIES

- This section is not applicable to the Ministry as the services delivered are for the people of Tonga based on key statistics and population demographics.

8. CONCLUSION

The 2024-2025 financial year marked the end of the Ministry's three-year Corporate Plan of 2022-2023 to 2024-2025 financial years. The 2024-2025 financial year was also the closing timeframe for most of the Ministry's national policies. These policies included the Tonga Labour Mobility Policy, the National Youth Policy and Strategic Plan of Action, the Women's Empowerment and Gender Equality Tonga policy, and the Tonga Inclusive Development Policy. It was therefore relevant for the Ministry during the 2024-2025 financial year to undertake proper data collection to assess the status of these policies. In the meantime, it was also apparent that stakeholder consultations across Tonga was required to revise these policies. As such, there was about 40% of the outputs delivered by the ministry during this reporting period which focused on reviewing these key national policies. At least 60% of the outputs were on key services and programs for sports development and career pathway, youth enhancement and entrepreneurship, women's empowerment, advancing seasonal workers recruitment, mobilization, and welfare, and the improvement and delivery of social welfare programs.

In regards to the output completion rate for the ministry for the 2024-2025 financial year it was at 70% completion rate. In other words, this meant that out of all the outputs planned in the annual management plan for 2024-2025 financial year, only 70% were completed. These

outputs performance results were mostly affected by a lack of funding, staff shortages, and resource allocation issues. One of the key factors that impacted the budget allocations for certain activities under each respective outputs was the hosting of the Pacific Island Forum Leaders Meeting and the delays in securing funding to continue those activities. As a result, much of the activities during the 2024-2025 financial will be completed in the next financial year of 2025-2026.

However, the 70% of the outputs that were completed during this reporting period, included the completion of national awareness programs for social problems affecting most households in Tonga. The majority of the awareness programs were conducted through media platforms and community outreach. In addition, the sports division managed to facilitate high performance development for 15 national sports federations, manage and disburse sports grants to 32 national and local sports organizations, conducting the junior rugby tour for 80 school rugby players and 8 high school coaches, and upgrading the Teufaiva Stadium to meet international standards. Moreover, the Overseas Employment Division manage to complete the training of 738 seasonal workers, recruit and mobilized 4,803 Tongan seasonal workers, conducted seasonal works community outreach programs to major districts and outer islands, and created new programs for family support and reintegration. Furthermore, the Women's Affairs Division managed to begin its national policy consultation, managed and disbursed grants to 26 women's groups at the grassroots level, and conducted gender trainings effectively mainstreamed into climate change and national disaster risk management. Likewise, the Social Protection and Disability Division secured assistance to conduct its national consultation on the disability policy, ensure effective delivery of welfare to 3,500 people with disability and 1,001 elderly welfare benefits, and beginning the implementation of the first phase of the ADB Integrated Aged-Care Project. Finally, during this reporting period, the youth development division began the review of the national youth policy and strategy, conducted 4 youth enhancement trainings, and managed to disburse grants to support 31 youth community projects and 41 youth businesses.

Overall, during the 2024-2025 financial year, the ministry was able to deliver on its outputs under very constraining circumstances. This is reflected in the ministry's financial report which features the high transfer rates across all budget items and programs. It is the ministry's corporate services through limited means were able to facilitate adequate human resources, financial resources, and assets available for each division to be able to deliver their core outputs.

Nonetheless, there is great anticipation that the ministry can improve its output performance results if adequate resources are properly allocated and utilized effectively and efficiently. The human resource management of the ministry will continue to improve in the coming financial year with effective recruitment and organization, staff skills development planning, and

further research and innovation. Moreover, the improvement of reporting in order to maintain high standards of accountability and transparency it is important for the ministry to invest time and resources on advancing its Monitoring and Evaluation framework and staff data collection capability. This is one of the major focuses in the coming financial years. Lastly, the ministry's financial performance can be improved in the next financial year with proper annual management planning, effective monitoring of internal controls and procurement compliance, budget consultations, and accurate budget submission. It is in the ministry's highest consideration to achieve 100% output performance rate with highly skilled staff, and a 100% compliance rate by the end of the 2025/2026 to 2027/2028 Corporate Plan cycle.