

# **CORPORATE PLAN**

**FY2015/16-17/18**



**COMMISSIONER OF PUBLIC RELATIONS**



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## 1. FOREWORD

I am pleased to introduce the Corporate Plan for the Commissioner for Public Relations Office for the year 2015/16 -17/18. The Plan demonstrates how we will do the things that are required of us and how we will discharge our functions with due regard for independence, impartiality and accessibility.

The Corporate Plan provides a strategic view of our work over the next three years and sets out the detail for targets to enable us to achieve the Commissioner for Public Relation Office's mission to ensure Tonga is served by a fair and efficient public administration which is committed to accountability, openness, quality of service and combating corruption.

Providing a high quality and accessible complaint handling service to meet the needs of those whose complaints cannot be resolved elsewhere will always be my priority as Commissioner for Public Relations. The key goals for the incoming years is to raise public awareness with the public about the functions of this office and to provide professional services to the public.

The Commissioner of Public Relations Office acknowledges the support from the Government of Tonga in its pursuit for good governance.

The Commissioner of Public Relations Office acknowledges that the successful implementation of the Plan requires all the support from its stakeholders both within Government and the public. I look forward to my Office contributing to that effort through our complaint handling, examination of systemic issues and consideration of integrity issues.



**'Aisea H. Taumoepeau SC**  
**Commissioner for Public Relations**

## **2. Introduction**

2.1 The Commissioner for Public Relations Office (CPR Office) was established in the Kingdom of Tonga on 1<sup>st</sup> July 2001 giving effect to key measures aimed at safeguarding the rights of individuals and promoting government accountability, transparency and good governance. The establishment of the CPR Office recognised the need for an Ombudsman system to effectively address complaints from the public relating to the administrative conduct, actions and/or decisions of government ministries, departments and agencies.

2.2 The activities carried out by the CPR Office are balanced between (i) specific interventions in relation to individual complaints about government ministries, departments and agencies received from the public; and (ii) general interventions to investigate and inspect significant and systemic issues and to provide recommendations, with the aim of contributing to wider administrative improvement in government ministries, department and organizations.

2.3 The effective implementation and carriage of the function and role of the CPR Office is largely dependent on the exercise of independence and impartiality. This includes, but is not limited to, the freedom from control of others, specifically, from government. The independence of the CPR Office contributes to its capacity to administer its own budget without interference,

make employment decisions without interference and carry out their work independent of government policy and Ministerial direction. A lack of confidence in the activities of the CPR Office and other integrity agencies threatens the rule of law and democratic governance.

2.4 Stakeholders in relation to the Public Relations Office are –

- the Public;
- employees of departments, ministries or agencies ;

### **3. Function of the CPR Office**

3.1 The CPR Office hosts the functions of the Commissioner of the Public Relations and the Anti-Corruption Commissioner. The CPR Office operates according to its mandate under the Commissioner for Public Relations Act 2001 and the Anti-Corruption Commissioner operates according to its mandate pursuant to the Anti-Corruption Commissioner Act 2007. These two functions operate parallel to each other according to their respective legislation.

3.2 The CPR Office provides an independent, free and accessible ombudsman service for the public who have complaints pertaining to the conduct, actions and/or decisions of government ministries, departments and agencies.

3.3 The services of the CPR Office are available to anyone who has a complaint about any Government agency (ministry/corporation/authority) within jurisdiction that they may have been unable to resolve.

3.4 The CPR Office independently investigates complaints of actions and decisions which may be :-

- Contrary to law
- Unreasonable, unjust, oppressive or improperly discriminatory
- Based on improper motives or irrelevant grounds
- Based on mistake of fact or law
- Wrong

3.5 The CPR Office provides an impartial and effective complaints resolution service and also works to promote the best practices in public administration, integrity, good governance, transparency and accountability within government ministries and agencies.

3.6 The overall purpose of the CPR Office is to investigate, review and inspect the administrative conduct of government ministries and agencies; and provide advice and guidance in order to ensure people are treated fairly.

3.7 One of the CPR Office's primary goals is to assist the government and its agencies to improve their services to the public. Traditionally, the main mechanism is by investigating and reviewing government administrative decisions in response to complaints received by the CPR Office from the public. The aim of our interventions is to address the grievances brought to the CPR

Office and to improve the administrative systems and processes overall, to support the delivery of better public services through:

- effective and timely service delivery addressing what people need;  
and
- greater understanding of, and confidence in, government processes and service delivery

#### **4. Laws governing the CPR Office**

4.1 The main laws governing the CPR Office are (i) the Commissioner for Public Relations Act 2001 and (ii) the Anti-Corruption Commissioner Act 2007. Other relevant laws include the Government Act, Public Service Act 2002, Public Service Amendment Act and Regulations 2010.

##### ***Commissioner for Public Relations Act 2001***

4.2 The Commissioner for Public Relations Act makes provisions for the establishment of the office of the Commissioner for Public Relations and matters related thereto.

4.3 The primary function of the Commissioner for Public Relations is to conduct investigations into any administrative decision or recommendation made by any government ministry, employee, officer or member which affects the personal capacity of any person. Such investigations may be conducted either

upon receipt of a complaint, by motion of the Commissioner or upon reference from the Prime Minister.

4.4 The Commissioner is required to issue a report to the relevant ministry, department or agency , following the investigation, with recommendations for addressing the complaint.

### *Anti-Corruption Commissioner Act 2007*

4.5 The Anti-Corruption Commissioner Act makes provisions to establish the office of the Anti-Corruption Commissioner and to define the functions and matters related thereto.

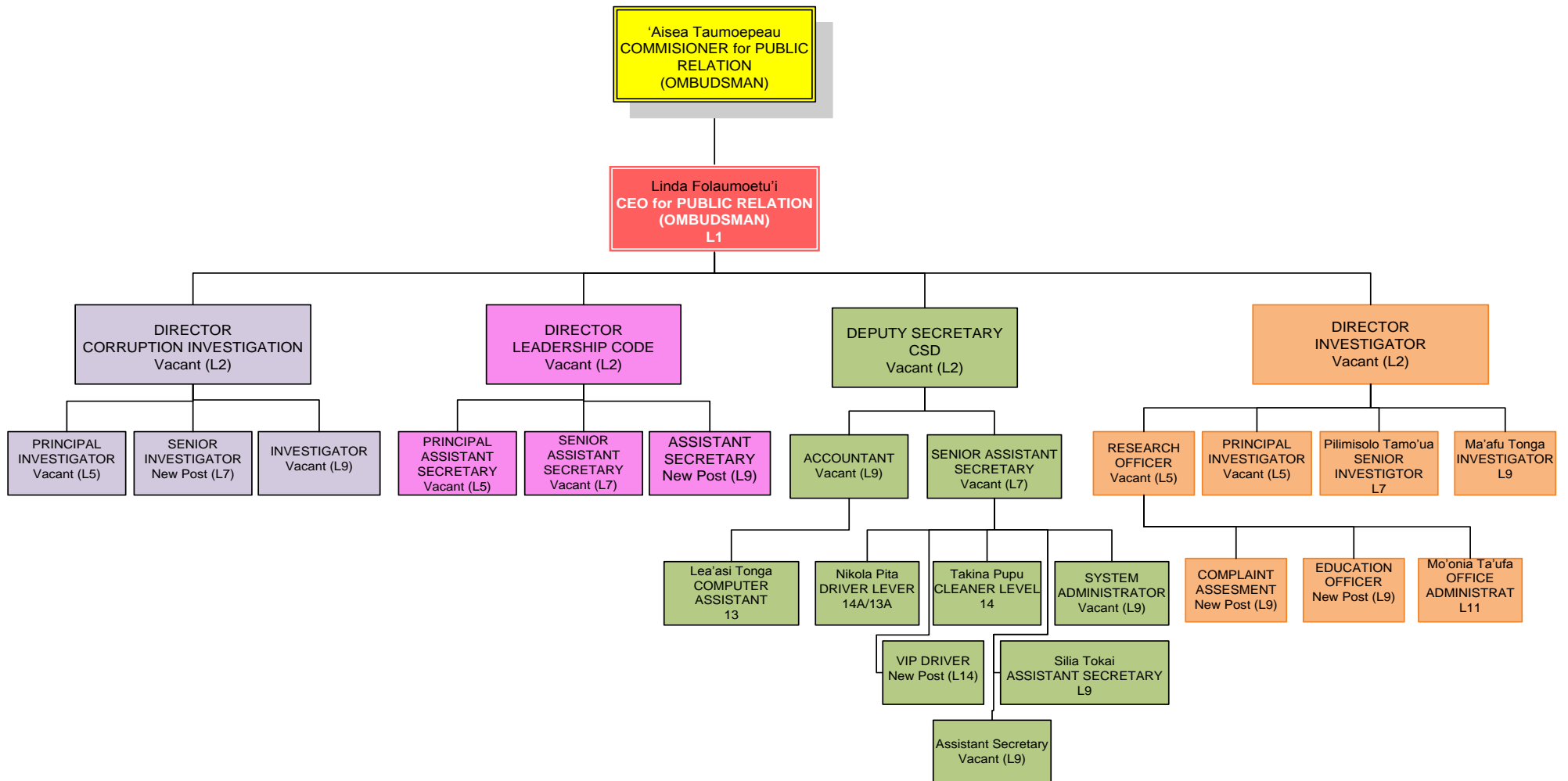
4.6 The principal function of the Anti-Corruption Commissioner is to investigate instance of alleged suspected corrupt conduct referred to it by any person or authority which has been brought to commission by complaint or otherwise. Other functions of the Anti-Corruption Commissioner include:

- examination of practices and procedures of government ministries, departments and other public bodies in order to secure a revision of the practices and procedures which may lead to corrupt conduct
- instruct, advice and assist any person or authority on ways in which corrupt conduct may be reduced or eliminated
- educate the public against the evils of corrupt conduct

- enlist and foster public support in combating corrupt conduct

4.7 The Anti-Corruption Commissioner is mandated to conduct investigations, compulsory examination and inquiries, search warrants, disposal of property and protection of witnesses.

## 5. ORGANIZATIONAL STRUCTURE



## **6. CONTRIBUTION BY THE CPR OFFICE TO THE IMPLEMENTATION OF THE TSDII**

This corporate plan is prepared to align with the Tonga Strategic Development II 2015–2025. The CPR Office programs are designed to promote a progressive Tonga in supporting a higher quality of life for all the people by ensuring there are safeguards for the public in its dealing with Government departments, ministries and organizations (which are listed in the Commissioner of Public Relations Act), to ensure that the administrative actions by those departments, ministries and organizations are fair and accountable. Further that corruption in public authority's offices and public officials are combated and in turn their integrity improved.

## **7. CORE VALUES**

5.1 The CPR Office and its staff's core values in achieving our National Impact (Vision) and National Outcomes (Mission) are:

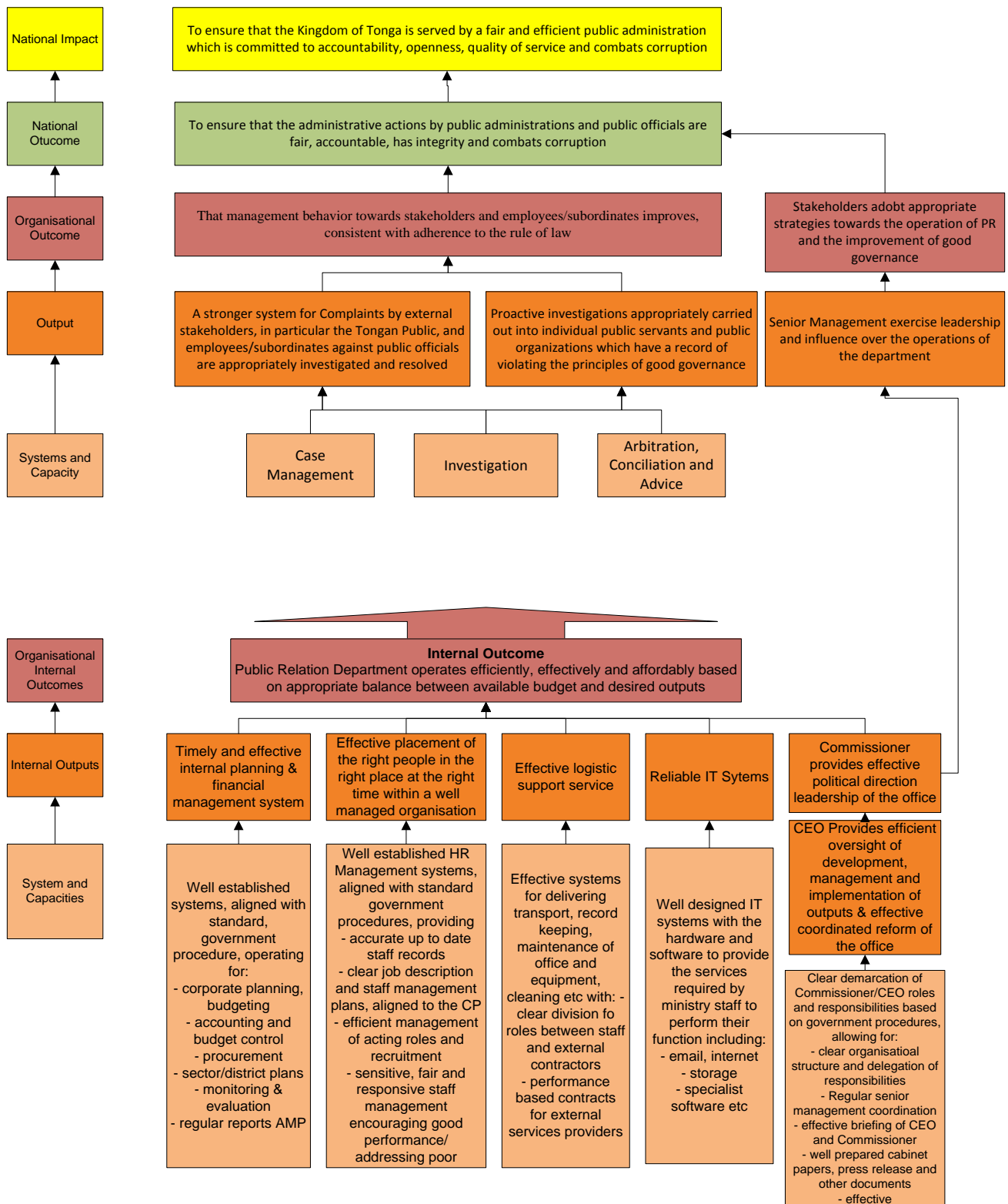
- Independence
- Impartiality
- Integrity
- Accessibility
- Professionalism
- Team work

7.2 The CPR Office has a set of key values that, upon implementation, would contribute to the efficient delivery of the National Outcomes and realisation of the National Impact of the CPR Office. The values are:

- Work with intelligence

- Understand what we do and why
- Develop solutions, take ownership and share experiences
- Complete tasks with energy and enthusiasm
- Once agreed, know and be responsible for upholding the policies and procedures
- Advance the public interest
  
- Work with empathy
  - Work with mutual trust and respect
  - Understand the needs of each other (internal and external)
  - Being responsive to the unique needs that arise from diversity
  - Understand the impact of what we do on others and the justice they receive
  - Open and sharing teamwork
  
- Work with integrity
  - Everyone having access to the law
  - Working impartially and with objectivity
  - Respect privacy and confidentiality
  - Work for accurate and timely decisions
  - Imparting relevant information to assist relevant stakeholders and the public
  - Act ethically and with integrity
  - Strive for excellence

## 8. STRATEGIC MAPS



## **9. Strategic Result Areas (Goals) and Outputs for 2015- 2016 to 2017-2018**

9.1 The Organisation Strategic External Result Area (Outcome) for the CPR Office which has been identified for the period of 2015–2016 to 2016–2017 are as follows:

- Organisation Outcome 1: That management behaviour towards stakeholders and employees/subordinates improves, consistent with adherence to the rule of law
- Organisation Outcome 2: Stakeholders adopt appropriate strategies towards the operation of the Public Relations Office and the improvement of good governance

9.2 The Organisation (External) Outputs for the CPR Office identified to achieve the Organisation Goals are:

- Output 1: Ensure complaints by external stakeholders, in particular the Tongan public, and employees/subordinates against public officials are appropriately investigated and resolved
- Output 2: Engage proactively so that investigations are appropriately carried out into individual public servants and public organisations which have a record of violating the principles of good governance
- Output 3: Assist senior management to exercise good leadership and influence over the operations of the department and organizations
- Output 4: Enhance engagement opportunities for collaboration with stakeholders

9.3 The Internal Strategic Result Area (Outcome) for the CPR Office which has been identified for the period of 2015–2016 to 2016–2017 is as follows:

- Internal Outcome 1: Operates efficiently, effectively and affordably based on appropriate balance between available budget and desired outputs

9.4 The Internal Outputs for the CPR Office identified to achieve the Internal Goals are:

- Internal Output 1: Timely and effective internally planning and financial management system
- Internal Output 2: Effective placement of appropriate staff, adaptable and capable, within a well-managed organisation
- Internal Output 3: Efficient logistic support services
- Internal Output 4: Improved public satisfaction with the quality of service
- Internal Output 5: Increased monitoring of internal service standards for complaint handling

## 10.Strategies, Targets and Key Performance Indicators

10.1 The strategies and targets to achieve the strategic goals identified, together with the Key Performance Indicators (KPIs) for each are as follows:

### COMMISSIONER FOR PUBLIC RELATIONS OFFICE

#### Organisation Goals and Outputs with Strategies, Targets and KPIs

<b>IMPACT</b>	To ensure Tonga is served by a fair and efficient public administration which is committed to accountability, openness, quality of service and combating corruption,
<b>OUTCOMES</b>	Adherence by all government departments, ministries and organisations and public officials to the international standards of good governance and the management accountability

<b>Organisation Outcome 1:</b> Management behaviour towards stakeholders and employees/subordinates improves, consistent with adherence to the rule of law		
<b>Output 1:</b> Complaints by external stakeholders, in particular the Tongan public, and employees/subordinates against public officials are appropriately investigated and resolved		
Strategies	Targets	KPIs
<ul style="list-style-type: none"> <li>• Effective case management</li> <li>• Thorough and timely Investigation</li> <li>• Arbitration</li> <li>• Conciliation</li> <li>• Advisory activities</li> </ul>	<p><b>Year 1. 2015-2016</b></p> <ul style="list-style-type: none"> <li>- Processes and procedures for case management in place</li> <li>- Investigation processes and procedures are in place</li> </ul> <p><b>Year 2. 2016 – 2017</b></p> <ul style="list-style-type: none"> <li>- Arbitration processes and procedures</li> </ul>	<p><b>Time we will take to acknowledge and respond to enquiries</b>–Email enquiry –Acknowledgement sent within 1 working day Written enquiry – Acknowledgement sent within 2 working days Substantive response to enquiry –90% within 40 working days</p> <p><b>Time we will take to investigate complaints</b> – From acceptance for investigation –</p>

		<p>Where it involves complex issues matter within 6 months 90%</p> <p>Where it involves not so complex issues matter within 3 months 90%</p> <p><b>Time we will take to deal with complaints about us</b></p> <p>Initial response to complaints 95% within 5 working days</p> <p>Substantive response to complaints 90% within 3 months</p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>• No guarantees afforded to the general public of the independence of the Public Relations Office weakening confidence in the Public Relations Office</li> <li>• The impetus for an independent entity required for the operation of the Public Relation Office will diminish</li> </ul>		
<p><b>ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>• The Public Relations Office to function as an independent body and a member of international ombudsman agreements</li> <li>• Government is committed to the establishment of an independent ombudsman service</li> </ul>		

<b>Output 2:</b> Proactive investigations appropriately carried out into individual public servants and public organisations which have a record of violating the principles of good governance		
<b>Strategies</b>	<b>Targets</b>	<b>KPIs</b>
<ul style="list-style-type: none"> <li>• Effective case management</li> <li>• Thorough and Timely Investigation</li> <li>• Arbitration</li> <li>• Conciliation</li> <li>• Advisory activities</li> </ul>	<p><b>Year 1. 2015–2016</b></p> <ul style="list-style-type: none"> <li>- Assessment of frequently complained about departments, ministries or organisations</li> </ul> <p><b>Year 2. 2016 – 2017</b></p> <ul style="list-style-type: none"> <li>- Arbitration</li> </ul>	<ul style="list-style-type: none"> <li>• Where the CPR made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies – 100%</li> <li>• Number of improvements to practices or procedures</li> </ul>

		as a result of CPR action –
<b>RISKS</b> <ul style="list-style-type: none"> <li>• No guarantees afforded to the general public of the independence of the Public Relations Office weakening confidence in the Public Relations Office</li> <li>• The impetus for an independent entity required for the operation of the Public Relation Office will diminish</li> </ul>		
<b>ASSUMPTIONS</b> <ul style="list-style-type: none"> <li>• The Public Relations Office to function as an independent body and a member of international ombudsman agreements</li> <li>• Government is committed to the establishment of an independent ombudsman service</li> </ul>		

<b>Organisation Outcome3:</b> Stakeholders adopt appropriate strategies towards the operation of the Public Relations Office and the improvement of good governance		
<b>Output 3:</b> Senior management exercise proper leadership and influence over the operations of the department, ministry, organization or stakeholders		
Strategies	Targets	KPIs
<ul style="list-style-type: none"> <li>• Clear demarcation of roles and responsibilities based on government procedures</li> <li>• Review government administration and decision-making</li> </ul>	<p><b>Year 1, 2015-2016</b></p> <ul style="list-style-type: none"> <li>- Exert good governance awareness programs</li> </ul> <p><b>Year 2, 2016 – 2017</b></p> <ul style="list-style-type: none"> <li>- Adoption of appropriate strategies by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Where the CPR made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies – 100%</li> <li>• Number of improvements to practices or procedures as a result of CPR action –</li> </ul>
<b>RISKS</b> <ul style="list-style-type: none"> <li>• No guarantees afforded to the general public of the independence of the Public Relations Office weakening confidence in the Public Relations Office</li> <li>• The impetus for an independent entity required for the operation of the Public Relation Office will diminish</li> </ul>		
<b>ASSUMPTIONS</b> <ul style="list-style-type: none"> <li>• The Public Relations Office to function as an independent body and a member of international ombudsman agreements</li> <li>• Favourable political will from government ministries and agencies for cooperation and</li> </ul>		

**Output 4:** Improve public awareness and accessibility of services

Strategies	Targets	KPIs
<ul style="list-style-type: none"> <li>Identify and address barriers to accessing our services</li> <li>Deliver a nationwide outreach programme aimed at educating the public on our role and functions</li> <li>Develop and maintain an official website for the Public Relations Office</li> <li>Progressively use social media to enable the public to readily access information relating to the Public Relations Office</li> </ul>	<b>Year 1, 2015–2016</b> <ul style="list-style-type: none"> <li>Develop outreach program</li> <li>Facilitate outreach program</li> <li>Carry out outreach programs</li> </ul>	<b>Time we will take to acknowledge and respond to enquiries</b> –Email enquiry –Acknowledgement sent within 1 working day Written enquiry – Acknowledgement sent within 2 working days Substantive response to enquiry –90% within 40 working days
	<b>Year 2, 2016 – 2017</b> <ul style="list-style-type: none"> <li>Facilitate outreach program</li> <li>Carry out outreach programs</li> <li>Develop and launch website</li> </ul>	<b>Time we will take to investigate complaints</b> – From acceptance for investigation – Where it involves complex issues matter within 6 months 90% Where it involves not so complex issues matter within 3 months 90%
<b>RISKS</b> <ul style="list-style-type: none"> <li>Increased demand for public awareness and outreach programs</li> </ul>		

<b>ASSUMPTIONS</b>
<ul style="list-style-type: none"> <li>Limited awareness of the Public Relations Office and its functions</li> <li>Public will be receptive to the dissemination of information regarding good governance concepts, independence and transparency</li> </ul>

### Internal Goals and Outputs with Strategies, Targets and KPIs

<b>Internal Outcome.</b> That the Public Relations Office operates efficiently, effectively and affordably based on appropriate balance between available budget and desired outputs		
<b>Output 1:</b> Timely and effective internally planning and financial management system		
Strategies	Targets	KPIs
<ul style="list-style-type: none"> <li>Establish systems aligned with standard government procedures, operating for               <ul style="list-style-type: none"> <li>Corporate planning, budgeting</li> <li>Accounting and budget control</li> <li>Procurement</li> <li>Sector/district plans</li> <li>Monitoring and evaluation</li> </ul> </li> <li>Regular reports</li> </ul>	<p><b>Year 1. 2015-2016</b></p> <ul style="list-style-type: none"> <li>Establish effective internal systems</li> <li>Regular reporting</li> </ul> <p><b>Year 2. 2015 – 2016</b></p> <ul style="list-style-type: none"> <li>Improved operations</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report</li> <li>CPR Office not to exceed the total net resources expenditure for the year sanctioned by Parliament</li> <li><b>Payment to suppliers</b> CPR will pay 99% of correctly presented supplier invoices within 30 days of receipt.</li> </ul>
<b>RISKS</b>		
<ul style="list-style-type: none"> <li>Budget constraints</li> </ul>		
<b>ASSUMPTIONS</b>		
<ul style="list-style-type: none"> <li>Accurate information available and received on time</li> </ul>		

<b>Output 2:</b> Effective placement of appropriate staff, adaptable and capable, within a well-managed organisation		
Strategies	Targets	KPIs
<ul style="list-style-type: none"> <li>Senior management working direct with other staff</li> <li>Investigating officers for each function</li> </ul>	<p><b>Year 1. 2015-2016</b></p> <ul style="list-style-type: none"> <li>Establish effective internal systems</li> <li>Recruitment of staff</li> <li>Training of staff to</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report</li> <li>All vacant positions in relation to office management are filled</li> <li>Staff with necessary skills</li> </ul>

<ul style="list-style-type: none"> <li>• Adequate support staff</li> <li>• Consultation with Technical Assistance (TA)</li> </ul>	<p>formulate TSDF2, KPIs and link to other plans</p> <p><b>Year 2: 2016 – 2017</b></p> <ul style="list-style-type: none"> <li>- Clear staffing structure with well-defined roles and responsibilities</li> <li>- Less dependency on TAs, focus on mentoring and coaching</li> </ul>	<p>and commitment are employed</p> <ul style="list-style-type: none"> <li>• No complaints against the CPR employees</li> </ul>
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>• Lack of commitment from staff</li> <li>• Insufficient candidate to fill all positions</li> </ul>		
<p><b>ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>• Recruitment freeze for 2015/2016 does not apply to Public Relations Office</li> <li>• Staff willing and able to gain skills</li> <li>• Sufficient candidates to fill all positions</li> </ul>		
<b>Output 3: Efficient logistic support</b>		
<b>Strategies</b>	<b>Targets</b>	<b>KPIs</b>
<ul style="list-style-type: none"> <li>• Efficient system for delivering, transport and record keeping</li> <li>• Maintenance of office and equipment</li> <li>• Clear division of roles between staff and external stakeholders</li> <li>• Performance based contract for external stakeholders</li> </ul>	<p><b>Year 1: 2015–2016</b></p> <ul style="list-style-type: none"> <li>- Establish functional administration processes and systems</li> </ul> <p><b>Year 2: 2016– 2017</b></p> <ul style="list-style-type: none"> <li>- Clear staffing structure with well-defined roles and responsibilities</li> <li>- Less dependency on TAs, focus on mentoring and coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• All vacant positions in relation to office management are filled</li> <li>• Staff with necessary skills and commitment are employed</li> <li>• No complaints against the CPR employees</li> </ul>
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>• Lack of commitment from staff</li> <li>• Systems not in existence or not adhered to</li> <li>• Lack of resources</li> </ul>		
<p><b>ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>• Staff commitment</li> <li>• Systems functional and consistent with goals and purpose of the organisation</li> </ul>		

## **PERFORMANCE GAPS AND CAUSE**

Since 2006 the CPR Office has not had a Commissioner for Public Relations appointed until 2014. It was only until March 2015 that a Chief Executive Officer was appointed to take over the administering of the Office which includes the recruitment of new staff and to ensure that the Office is able to carry out the functions required of the Commissioner under the Act. The current staff consists of 2 investigators and 6 support staff. There is an urgent need to engage more professional and technical staff which includes –

- Deputy Secretary;
- Directors for the Anti Corruption;
- Investigators;
- Research Officers;
- Complaints Assessment Officer;
- IT officers

Until this professional and technical staffs are appointed there will always be a performance gap in the Office. The staffs required are needed to provide investigative skills, strategic planning skills, research skills and IT computer skills to enable the Office to provide the support to the Commissioner in fulfilling his functions under the Act.

## **NEW INITIATIVES**

The new initiatives that the CPR Office is proposing for this Financial Year 2015/2016 are –

1. Rental of new premises. This is an important new initiative because currently the Office is operating from two separate locations. The Commissioner is located with 2 staff at Mosimani Building whilst the CEO and 6 of the staff are located at a small office at Lavinia Road. Due to the importance of the Office's functions, in which the complaints and investigations that are carried out are privately and confidentially done we need to operate from a location that is secure and large enough to house our growing staff. The CPR Office staff will be developing into a staff of approximately 26 people therefore a new office complex is urgently required.

The proposed amount for funding an office space for CPR Office is approximately 150,000.00.

2. Filling in of vacant positions and creating new positions. In light of the recent developments with the Commissioner and CEO positions being filled, we have been able to compile a Corporate Plan for 2015/2016. This means that a new Organizational Structure and Staffing is being proposed. This is a new initiative in the sense that we are trying to establish staff which will produce outputs which accurately reflects the functions of this Office according to law. In this respect , we are trying to establish an Office with staff that have the right qualifications and ability to work in this Office therefore the following people are required –

- i) Principal Investigators ( Level 5);
- ii) Senior Investigator (Level 7)
- iii) 2 Research Officers (Level 5 and Level 9)
- iv) Complaint Assessment Officer (Level 9)
- v) Education Officer (Level 9)
- vi) System Administrator (Level 9)

It is understood that these proposed new positions do not have any funding.

## **1 1. Implementation of the Corporate Plan**

- 1 1.1 The Corporate Plan will be implemented over the coming three (3) years. This will be done by assigning responsibility for implementation of the strategies to relevant divisions and personnel of the Public Relations Office, incorporating the identified strategies through the effective allocation of resources, and collaboration partners and stakeholders.
- 1 1.2 Divisional Heads and management are responsible for ensuring the successful implementation of strategies
- 1 1.3 and achievement of the targets identified.

## 12. Performance Monitoring & Evaluation

The CPR Office will monitor and evaluate implementation of the Corporate Plan using the KPIs identified in the table above. The monitoring system will also report on outputs and outcomes that will form the basis of MCTL quarterly and annual reporting to Cabinet and to Parliament.

## 13. CPR Budget

Program	Sub-Program	FY12/13			FY13/14			FY14/15			FY15/16		
		Salary	Operation	Total	Salary	Operation	Total	Salary	Operation	Total	Salary	Operation	Total
1	1	-	-	-	-	-	-	145,342	134,668	280,010	290,300	77,000	367,300
1	2	107,199	19,901	127,100	153,967	31,551	185,518	174,936	129,371	304,307	91,200	32,600	123,800
1	3	-	-	-	-	-	-	-	-	-	166,500	195,400	361,900
2	1	-	-	-	-	-	-	70,081	16,001	86,082	197,000	55,900	252,900
2	2	-	-	-	-	-	-	136,137	47,432	183,569	-	-	-
3	1	-	-	-	-	-	-	113,003	87,004	200,007	98,100	13,700	111,800
3	2	-	-	-	-	-	-	200,002	200,006	400,008	107,200	11,000	118,200
3	3	-	-	-	-	-	-	120,002	80,000	200,002	-	-	-
		107,199	19,901	127,100	153,967	31,551	185,518	959,503	694,482	1,653,985	950,300	385,600	1,335,900



**COMMISSIONER OF PUBLIC RELATION  
KINGDOM OF TONGA**

**2015**