

CORPORATE PLAN

2016/17 – 2018/2019



**OFFICE OF THE COMMISSIONER FOR
PUBLIC RELATIONS**

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COMMISSIONER for PUBLIC RELATIONS

I am pleased to introduce the Corporate Plan and Budget for the Office of the Commissioner for Public Relations (CPR Office) for the years 2016/17 to 2018/19.

The Corporate Plan provides a strategic view of our work over the next three years. It targets the achievement of the Commissioner for Public Relations mission to ensure that the people are served by a fair and efficient public administration. The key goals for these years include raising public awareness about the core functions of this office and the provision of professional service to the public.

The Office of the Commissioner for Public Relations acknowledges the support from the Government of Tonga to it as an integrity agency. It confirms that the successful implementation of the plan requires the support from all stakeholders within Government and the public.

My priority as Commissioner will always be to provide high quality and accessible complaint handling service to meet the needs of those whose complaints cannot be resolved elsewhere.

I look forward to our office contributing to Government's integrity efforts through efficient complaint handling and timely resolution of systemic and integrity issues.

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

1. Introduction

The Commissioner for Public Relations Office (CPR Office) was established in the Kingdom of Tonga on 1st 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.

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.

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.

Stakeholders in relation to the Public Relations Office are –

- The General Public;
- employees of departments, ministries or agencies;
- Cabinet Ministers*;
- Public Enterprises

*Cabinet Ministers and Governors in their respective portfolios.

2. Mandate and Role of the CPR Office

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.

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.

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.

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

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. Laws governing the CPR Office

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

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

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.

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

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.

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

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

4. CORE VALUES and MISSION of CPR

The CPR Office and its staff's core values include the following:

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

The CPR Office has a set of key values that, upon implementation, would contribute to the efficient delivery of organizational outcomes and outputs. 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

The mission and aim of the revised Corporate Plan for the CPR office is:

“To provide an impartial and effective complaints resolution service and also work to promote the best practices in public administration, integrity, good governance, transparency and accountability within government ministries and agencies”

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

5. CONNECTING the TSDF to CPR

This corporate plan is prepared to align with the Tonga Strategic Development 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), This plan is also 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.

The CPR Office is pleased to focus on one of the seven national outcomes, namely ***D. which states 'a more inclusive, sustainable and responsive good-governance with law and order'.*** The TSDF lists CPR as a Political Institution which focuses on ***TSDF Organisational Outcome 3.1: 'A more efficient, effective, affordable, honest and transparent Public Service, with a clear focus on priority needs working both in the capital and across the rest of the country, with a strong commitment to improved performance and better able to deliver the required outputs of government to all people.'*** Our CPR office outcomes and outputs are aligned to support the overall TSDF organisational outcome for Tonga.

6. CPR ORGANIZATIONAL OUTCOMES & OUTPUTS

The CPR office has identified two (2) external outcomes and one (1) internal outcome. External meaning the outputs will be produced through the collaboration of various stakeholders and internal meaning outputs will be produced by CPR staff. All outcomes, external & internal, are associated to the TSDF and will be achieved during the corporate plan period (2016-2019). CPR office will produce specific outputs that will support the outcomes and they are all listed as follows:

- **CPR Organizational Outcome 1 (external):** That management behaviour towards stakeholders and employees/subordinates improves, consistent with adherence to the rule of law
 - **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:** Proactive investigations appropriately carried out into individual public servants and public organisations which have a record of violating the principles of good governance
- **CPR Organizational Outcome 2 (external):** Stakeholders adopt appropriate strategies towards the operation of the Public Relations Office and the improvement 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
- **CPR Organizational Outcome 1 (internal):** Operates efficiently, effectively and affordably based on appropriate balance between available budget and desired outputs.
 - **Output 1:** Timely and effective internally planning and financial management system
 - **Output 2:** Effective placement of appropriate staff, adaptable and capable, within a well-managed organisation
 - **Output 3:** Efficient logistic support services
 - **Output 4:** Improved public satisfaction with the quality of service
 - **Output 5:** Increased monitoring of internal service standards for complaint handling

The Office of the Commissioner for Public Relations (CPR) is divided into 2 programs: (1) Leadership & Policy Advice & (2) Ombudsman. The two (2) programs are then divided into subprograms as such:

- Leadership & Policy Advice
 - Sub-program 1: Office of the Commissioner
 - Sub-program 2: Office of the CEO
 - Sub-program 3: Corporate Services
- Ombudsman
 - Sub-program 1: Case Management & Investigation

The respective sub-programs contribute to the overall achievement of both National and CPR outcomes and more specifically focus on supporting and producing the outputs.

This corporate plan will outline the linkage of the outcomes, outputs, programs & budget. CPR have identified strategies and targets that act as a clear guide to assist in the achievement of the goals set. The key performance indicators (KPIs) in this plan will be used not only to track achievement of targets but also improvements & progression of the outcomes. In order to produce the outputs and outcomes as listed above, the CPR office must ensure necessary resources are in place to assist in effective delivery. Resources include human capacity, sufficient budget, & physical resources.

The following table (on the next page) outlines the linkage as mentioned above:

| External Organisational Outcome 1: Management behaviour towards stakeholders and employees/subordinates improves, consistent with adherence to the rule of law | | |
|---|---|--|
| Output 1: Complaints by external stakeholders, in particular the Tongan public, and employees/subordinates against public officials are appropriately investigated and resolved | | |
| Responsible Sub-program: Office of the Commissioner | | |
| Resources: Office of Commissioner Budget: \$298,100; Commissioner, CEO, Investigators, relevant training & participation in relevant Ombudsman meetings/conferences | | |
| Strategies | Targets | KPIs |
| <ul style="list-style-type: none"> • Effective case management • Thorough and timely Investigation • Arbitration • Conciliation • Advisory activities | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> - On-going investigations & advice - Improve processes and procedures for case management - Create handbook, which includes documenting steps - Arbitration procedures - Monitoring & evaluation processes <p>Year 2: 2017 – 2018</p> <ul style="list-style-type: none"> - On-going investigations & advice - Improve processes and procedures for case management - Implement the CPR handbook - Arbitration procedures - Monitoring & evaluation processes <p>Year 3: 2018-2019</p> <ul style="list-style-type: none"> - Ongoing investigations & advice - Improve processes and procedures for case management - Implement the CPR handbook - Arbitration procedures - Monitoring & evaluation processes | <ul style="list-style-type: none"> • Time we will take to acknowledge and respond to enquiries – 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; • Time we will take to investigate complaints – 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% • Time we will take to deal with complaints about us – Initial response to complaints 95% within 5 working days. Substantive response to complaints 90% within 3 months; <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> • Case Management and Arbitration procedures are documented by March 2017 • Handbook completed by December • Monitoring & Evaluation is reported monthly <p>Year 2: 2017-2018</p> <ul style="list-style-type: none"> • Handbook is fully utilised • Monitoring & Evaluation is reported monthly <p>Year 3: 2018-2019</p> <ul style="list-style-type: none"> • Monitoring & Evaluation is reported monthly |
| RISKS | | |
| <ul style="list-style-type: none"> • No guarantees afforded to the general public of the independence of the Public Relations Office weakening confidence in the Public Relations Office and the impetus for such will diminish • Staff are resistant to change | | |

- Lack of legislative empowerment
- Lack of public awareness of CPR
- Lack of response from MDAs
- Political interference;

ASSUMPTIONS

- The Public Relations Office to function as an independent body and a member of international ombudsman agreements
- Government is committed to the establishment of an independent ombudsman service

| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
|--|-----------------|-----------------|-----|-----|-----|-----------------|-----------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Time it will take to acknowledge and respond to enquiries: Email: 1 day; Written: 2 wd; substantive response: w/in 40 wd | 90% | 90% | 90% | 90% | 90% | 90% | 95% |
| Time taken to investigate complaints. Non-complex: w/in 3 months; complex w/in 6 months | 80% | 60% | 70% | 80% | 90% | 90% | 95% |
| Time taken to deal with complaints against CPR. Initial response = 5wd Substantive response = 3 months | 95% | 95% | 95% | 95% | 95% | 95% | 95% |
| Timeliness and accuracy in correspondence being drafted and edited - no more than 3 days | 90% | 90% | 90% | 90% | 90% | 90% | 90% |

Output 2: Proactive investigations appropriately carried out into individual public servants and public organisations which have a record of violating the

| | | |
|---|--|---|
| principles of good governance | | |
| Responsible Sub-program: Office of the CEO | | |
| Resources: Office of CEO Budget: \$165,000; CEO, Investigators, relevant training & participation in relevant Ombudsman meetings/conferences | | |
| Strategies | Targets | KPIs |
| <ul style="list-style-type: none"> • Effective case management • Thorough and Timely Investigation • Arbitration • Conciliation • Advisory activities | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> - Clearer assessment of frequently complained about departments, ministries or organisations - Report assessment findings to relevant MDAs - Utilise powers under CPR act to summon stakeholders <p>Year 2: 2017 – 2018</p> <ul style="list-style-type: none"> - Clearer assessment of frequently complained about departments, ministries or organisations - Generate a report on the findings - Utilise powers under CPR act to summon stakeholders <p>Year 3: 2018 – 2019</p> <ul style="list-style-type: none"> - Clarification of roles - Clearer assessment of frequently complained about departments, ministries or organisations - Generate a report on the findings - Utilise powers under CPR act to summon stakeholders | <ul style="list-style-type: none"> • Where the CPR made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies – 100%; • Percentage of improvements to practices and procedures as a result of CPR action – 90% |
| RISKS | | |
| <ul style="list-style-type: none"> • No guarantees afforded to the general public of the independence of the Public Relations Office weakening confidence in the Public Relations Office and the impetus for such will diminish • Resistance of MDAs to change resulting to similar complaints • Lack of enforcement • Skill level and expertise of staff | | |

ASSUMPTIONS

- The Public Relations Office to function as an independent body and a member of international ombudsman agreements
- Government is committed to the establishment of an independent ombudsman service
- Investigators’ ability to be neutral & impartial

| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
|---|-----------------|-----------------|-----|-----|-----|-----------------|-----------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Percentage of recommendations accepted by agencies | 90% | 90% | 90% | 90% | 90% | 90% | 90% |
| Percentage of improvements to practices and procedures as a result of CPR action | 90% | 90% | 90% | 90% | 90% | 90% | 95% |
| Time taken to deal with complaints against CPR. Initial response = 5wd Substantive response = 3 months | 95% | 95% | 95% | 95% | 95% | 95% | 95% |

External Organisational Outcome 2: Stakeholders adopt appropriate strategies towards the operation of the Public Relations Office and the improvement of good governance

Output 3: Senior management exercise proper leadership and influence over the operations of the department, ministry, organization or stakeholders

Responsible Sub-program: Office of the CEO

Resources: Office of CEO Budget: \$165,000; CEO, Investigators, relevant training & participation in relevant Ombudsman meetings/conferences

| Strategies | Targets | KPIs |
|--|---|---|
| <ul style="list-style-type: none"> • Clear demarcation of roles and responsibilities based on government procedures | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> - Exert good governance awareness programs (on-going process) | <ul style="list-style-type: none"> • Where the CPR made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies – 90%; |

| | | |
|--|---|---|
| <ul style="list-style-type: none"> Review government administration and decision-making | <ul style="list-style-type: none"> Adoption of appropriate strategies by stakeholders <p>Year 2: 2017 – 2018</p> <ul style="list-style-type: none"> Exert good governance awareness programs (on-going process) Adoption of appropriate strategies by stakeholders Monitoring & evaluation Develop manual on decision making <p>Year 3: 2018 – 2019</p> <ul style="list-style-type: none"> Exert good governance awareness programs (on-going process) Adoption of appropriate strategies by stakeholders Monitoring & evaluation | <ul style="list-style-type: none"> Percentage of improvements to practices and procedures as a result of CPR action – 90% |
|--|---|---|

RISKS

- No guarantees afforded to the general public of the independence of the Public Relations Office weakening confidence in the Public Relations Office and the impetus for such will diminish
- Skill level and expertise of staff

ASSUMPTIONS

- The Public Relations Office to function as an independent body and a member of international ombudsman agreements
- Favourable political will from government ministries and agencies for cooperation and participation

| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
|--|-----------------|-----------------|-----|-----|-----|-----------------|-----------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Percentage of recommendations accepted by agencies | 90% | 90% | 90% | 90% | 90% | 95% | 95% |
| Percentage of improvements to practices | | | | | | | |

| | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|
| and procedures as a result of CPR action | 90% | 90% | 90% | 90% | 90% | 90% | 95% |
|--|-----|-----|-----|-----|-----|-----|-----|

Output 4: Improve public awareness and accessibility of services

Responsible Sub-program: Case Management/Investigation

Resources: Case Management & Investigations: \$346,400; CEO, Investigators, relevant training & participation in relevant Ombudsman meetings/conferences

| Strategies | Targets | KPIs |
|---|---|---|
| <ul style="list-style-type: none"> • Identify and address barriers to accessing our services • Deliver a nationwide outreach programme aimed at educating the public on our role and functions • Develop and maintain an official website for the Public Relations Office • Progressively use social media to enable the public to readily access information relating to the Public Relations Office | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> • Develop new outreach program • Facilitate new outreach program • Carry out new outreach programs • Increase visibility of the CPR office to the public • Develop & launch website <p>Year 2: 2017 – 2018</p> <ul style="list-style-type: none"> • Develop new outreach program • Facilitate new outreach program • Carry out new outreach programs • Update website • Monitor & Evaluation <p>Year 3: 2018 – 2019</p> <ul style="list-style-type: none"> • Develop new outreach program • Facilitate new outreach program • Carry out new outreach programs • Update website | <ul style="list-style-type: none"> • Develop new outreach program – 1st QTR • Facilitate new outreach program – 2nd QTR • Carry out new outreach program – 3rd QTR • Develop & launch website – 4th QTR • Timeliness and accuracy of implementation and effectiveness of outreach programs • Effective visibility initiatives are established • Accuracy and relevancy of information on the CPR webiste |

| | | <ul style="list-style-type: none"> Monitoring & Evaluation | | | | | |
|--|-----------------|---|-----|-----|-----|-----------------|-----------------|
| RISKS | | | | | | | |
| <ul style="list-style-type: none"> Increased demand for public awareness and outreach programs | | | | | | | |
| ASSUMPTIONS | | | | | | | |
| <ul style="list-style-type: none"> Limited awareness of the Public Relations Office and its functions Public will be receptive to the dissemination of information regarding good governance concepts, independence and transparency | | | | | | | |
| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
| | | Q1 | Q2 | Q3 | Q4 | | |
| Timeliness and accuracy of outreach programs implemented fully and effectively | 90% | 90% | 90% | 90% | 90% | 95% | 95% |
| Effective visibility initiatives are established | 90% | 90% | 90% | 90% | 90% | 90% | 90% |
| Accuracy and relevancy of information on CPR website | 90% | 90% | 90% | 90% | 90% | 90% | 95% |

| Internal Organizational Outcome 1: That the Public Relations Office operates efficiently, effectively and affordably based on appropriate balance between available budget and desired outputs | | |
|---|--------------------------|---|
| Output 1: Timely and effective internally planning and financial management system | | |
| Responsible Sub-program: Corporate Services | | |
| Resources: Corporate Services Budget: \$648,000; Deputy Secretary, CSD staff | | |
| Strategies | Targets | KPIs |
| <ul style="list-style-type: none"> Establish systems aligned with standard | Year 1: 2016-2017 | <ul style="list-style-type: none"> Annual Report |

| | | |
|--|--|---|
| <p>government procedures, operating for</p> <ul style="list-style-type: none"> - Corporate planning, budgeting - Accounting and budget control - Procurement - Sector/district plans - Monitoring and evaluation <p>- Regular reports</p> | <ul style="list-style-type: none"> - Improve the established internal systems (stock, asset register) - Increase regular reporting - Create database to track achievements of KPIs and monitor - Each staff to create work flow charts - Establish Sun System with Accounts section - Comply with tax obligations <p>Year 2: 2017 – 2018</p> <ul style="list-style-type: none"> - Maintain established internal systems - Maintain tax obligations - Monitor regular reporting - Monitor workflow charts - Monitor & evaluation <p>Year 3: 2018-2019</p> <ul style="list-style-type: none"> - Maintain established internal systems - Maintain tax obligations - Monitor regular reporting - Monitor workflow charts - Monitor & evaluation | <ul style="list-style-type: none"> • CPR Office not to exceed the total net resources allocated – 90% • Payment to suppliers CPR will pay 90% of correctly presented supplier invoices within 30 days of receipt. • Establish stock database – 1st QTR • Create efficient asset register – 1st QTR • Create database to monitor CP KPI achievement – 1st QTR • Workflow charts for staff are created – 1st QTR • Fully utilise the systems in place – 2nd QTR |
|--|--|---|

RISKS

- Budget constraints
- Staff resistance to change
- Skill level and expertise of staff is low

ASSUMPTIONS

- Accurate information available and received on time
- Ministry of Finance commitment to support SunSystem installation

| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
|-----|-----------------|-----------------|----|----|----|-----------------|-----------------|
| | | Q1 | Q2 | Q3 | Q4 | | |

| | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|
| CPR to pay suppliers within 30 days of receive | 90% | 90% | 90% | 90% | 90% | 95% | 95% |
| CPR Office not to exceed total net resources | 90% | 90% | 90% | 90% | 90% | 90% | 90% |
| Timeliness and accuracy of asset and stock report submission | 90% | 90% | 90% | 90% | 90% | 90% | 95% |
| % of staff with established workflow charts | 90% | 50% | 70% | 80% | 90% | 90% | 90% |

Output 2: Effective placement of appropriate staff, adaptable and capable, within a well-managed organisation

Responsible Sub-program: Corporate Services

Resources: Corporate Services Budget: \$648,000; Deputy Secretary, CSD staff, CEO & investigation team

| Strategies | Targets | KPIs |
|--|---|--|
| <ul style="list-style-type: none"> • Senior management working direct with other staff • Investigating officers for each function • Adequate support staff • Consultation with Technical Assistance (TA) | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> - Improve internal systems - Recruitment of staff - Training of staff to becoming more efficient - Clear staffing structure with well-defined roles and responsibilities - Focus on mentoring and coaching - Develop Staff surveys to understand | <ul style="list-style-type: none"> • Annual Report • All vacant positions in relation to office management are filled • Number of internal systems established and documented • Number of capacity building training for each staff • % of satisfied CPR staff – overall rating above 80% |

| | | | | |
|--|--|------------------------|------------------------|----------------|
| | <p>the level of satisfaction</p> <p>Year 2: 2017 – 2018</p> <ul style="list-style-type: none"> - Improve internal systems - Recruitment of staff - Training of staff to becoming more efficient - Clear staffing structure with well-defined roles and responsibilities - Focus on mentoring and coaching - Develop Staff surveys to understand the level of satisfaction - Monitor & evaluation <p>Year 3: 2018-2019</p> <ul style="list-style-type: none"> - Improve internal systems - Recruitment of staff - Training of staff to becoming more efficient - Clear staffing structure with well-defined roles and responsibilities - Focus on mentoring and coaching - Develop Staff surveys to understand the level of satisfaction - Monitor & evaluation | | | |
| <p>RISKS</p> <ul style="list-style-type: none"> • Lack of commitment from staff • Insufficient candidate to fill all positions • Low priority from MoFNP, PSC and Remuneration Authority to assist CPR | | | | |
| <p>ASSUMPTIONS</p> <ul style="list-style-type: none"> • Staff willing and able to gain skills • Sufficient candidates to fill all positions | | | | |
| | Baseline | <i>2016/17 Targets</i> | <i>2017/18 Targets</i> | <i>2018/19</i> |

| KPI | (Year) | Q1 | Q2 | Q3 | Q4 | | Targets |
|--|--------|-----|-----|------|------|------|---------|
| Annual Report to reflect targets and achievements | 90% | 50% | 70% | 80% | 90% | 100% | 100% |
| Level of satisfaction of staff is 80% or more for staff | 90% | 50% | 70% | 80% | 90% | 90% | 95% |
| Percentage of staff that have completed training requirements – 2 per staff every 6 months | 90% | 40% | 90% | 90% | 90% | 90% | 90% |
| All vacant posts are filled | 90% | 80% | 90% | 100% | 100% | 90% | 90% |

Output 3: Efficient logistic support

Responsible Sub-program: Corporate Services

Resources: Corporate Services Budget: \$648,000; Deputy Secretary, CSD staff

| Strategies | Targets | KPIs |
|---|--|---|
| <ul style="list-style-type: none"> • Efficient system for delivering, transport and record keeping • Maintenance of office and equipment • Clear division of roles between staff and external stakeholders • Performance based contract for external stakeholders | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> - Improve the established functional administration processes and systems for transportation - Clear staffing structure with well-defined roles and responsibilities - Maintain office cleanliness & organization to contribute to efficiency - Create asset & stock database – | <ul style="list-style-type: none"> • Accuracy and completion of vehicle log book records • Percentage of satisfied staff with cleanliness and organization of office • Accuracy and completion of stock & stationary database (report submitted monthly) |

| | | |
|--|--|--|
| | stationary, cleaning supplies, office supplies - Focus on mentoring and coaching Year 2: 2017– 2018 - Monitor & Evaluation Year 3: 2018-2019 - | |
|--|--|--|

RISKS

- Lack of commitment from staff
- Systems not in existence or not adhered to
- Lack of resources

ASSUMPTIONS

- Staff commitment
- Staff with necessary skills and commitment are employed
- Systems functional and consistent with goals and purpose of the organisation

| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
|---|--------------------|-----------------|-----|-----|-----|-----------------|--------------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Accuracy & completion of vehicle log book | 90% | 90% | 90% | 90% | 90% | 90% | 90% |
| Percentage of staff satisfied with cleanliness and organisation of the office | 90% | 60% | 70% | 80% | 90% | 90% | 95% |
| Accuracy & completion of stock & stationary database | 90% | 80% | 80% | 80% | 90% | 90% | 90% |

| | | | | |
|--|-----------------|---|------------------------|---|
| Output 4: Improved public satisfaction with the quality of service | | | | |
| Responsible Sub-program: Corporate Services Division | | | | |
| Resources: Corporate Services Budget: \$648,000; Deputy Secretary, CSD staff, investigation team | | | | |
| Strategies | | Targets | | KPIs |
| <ul style="list-style-type: none"> Identify and address concerns from public – in regards to service delivery of CPR Improve processes, procedures and approaches provided to the public | | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> Develop a ‘customer friendly’ environment in the office Ensure ALL CPR staff receive proper training to understand their role in the office <p>Year 2: 2017– 2018</p> <ul style="list-style-type: none"> Develop a ‘customer friendly’ environment in the office Ensure ALL CPR staff receive proper training to understand their role in the office Monitor & Evaluation <p>Year 3: 2018-2019</p> <ul style="list-style-type: none"> Develop a ‘customer friendly’ environment in the office Ensure ALL CPR staff receive proper training to understand their role in the office Monitor & Evaluation | | <ul style="list-style-type: none"> No. of improvements to develop a positive office environment Percentage of workflow procedures documented for All staff No. of capacity building trainings completed by all staff |
| RISKS | | | | |
| <ul style="list-style-type: none"> Lack of commitment from staff Systems not in existence or not adhered to Lack of resources | | | | |
| ASSUMPTIONS | | | | |
| <ul style="list-style-type: none"> Staff commitment Systems functional and consistent with goals and purpose of the organisation | | | | |
| | Baseline | 2016/17 Targets | 2017/18 Targets | 2018/19 |

| KPI | (Year) | Q1 | Q2 | Q3 | Q4 | | Targets |
|---|--------|-----|-----|-----|-----|-----|---------|
| Number of improvements to develop a positive office environment – 2 per month | 90% | 90% | 90% | 90% | 90% | 90% | 90% |
| % of workflow procedures documented for each staff | 90% | 60% | 80% | 80% | 90% | 90% | 90% |
| Number of capacity building trainings for all staff – 2 per 6 months | 90% | 30% | 50% | 80% | 90% | 90% | 90% |

Output 5: Increased monitoring of internal service standard for complaint handling

Responsible Sub-program: Corporate Services

Resources: Corporate Services Budget: \$648,000; Deputy Secretary, CSD staff, investigation team & CEO

| Strategies | Targets | KPIs |
|--|--|--|
| <ul style="list-style-type: none"> Efficient system for record keeping and monitoring and evaluation Clear division of roles between staff and external stakeholders | <p>Year 1: 2016-2017</p> <ul style="list-style-type: none"> Establish a clear monitoring system to ensure relevant indicators are reviewed Clear staffing structure with well-defined roles and responsibilities <p>Year 2: 2017– 2018</p> <ul style="list-style-type: none"> Establish a clear monitoring system to ensure relevant indicators are reviewed Clear staffing structure with well-defined roles and responsibilities Monitor & Evaluation | <ul style="list-style-type: none"> Timeliness and accuracy of monitoring achievements of KPIs on a regular basis Timeliness, accuracy and relevance of weekly and monthly reporting by CSD staff |

| | | |
|--|--|--|
| | <p>Year 3: 2018-2019</p> <ul style="list-style-type: none"> - Maintain monitoring system to ensure relevant indicators are reviewed - As necessary, revise staffing structure with well-defined roles and responsibilities - Monitor & Evaluation | |
|--|--|--|

RISKS

- Lack of commitment from staff
- Systems not in existence or not adhered to
- Lack of resources

ASSUMPTIONS

- Staff commitment
- Systems functional and consistent with goals and purpose of the organisation

| KPI | Baseline (Year) | 2016/17 Targets | | | | 2017/18 Targets | 2018/19 Targets |
|---|-----------------|-----------------|-----|-----|-----|-----------------|-----------------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| Timeliness and accuracy of monitoring achievements of KPIs on a regular basis | 90% | 70% | 80% | 90% | 90% | 90% | 90% |
| Timeliness, accuracy and relevance of weekly and monthly reporting by CSD staff | 90% | 90% | 90% | 90% | 90% | 90% | 95% |

7. PERFORMANCE GAPS AND WAY FORWARD

During the second half of the 2015 calendar year, the CPR Office recruited 6 new staff which was much needed staff to assist with the effective and efficient implementation of targets set in our corporate plan. 2 investigators joined the team and proved to be instrumental within the investigation division to further progress cases and decrease a client's wait time. A Deputy Secretary was also recruited to assist with the office management and administrative processes and procedures. 2 new administration staff were also engaged to work with the corporate services division and 1 VIP driver was engaged to be the Commissioner's driver. We are now looking to fill 8 vacant posts before the end of the 2015/16 FY. There is still a need to engage more a couple more staff that would assist with the administrative side of the office, which includes –

- Office Administrator;
- Driver;

The further new staff required will assist in providing additional administrative support to the whole of the office through increased efficiency of in generating reports and delivery of correspondence. The Office Administrator will be able to assist the Corporate Services Division with achieving the reporting targets that will be set internally. With the increase in staff, the Driver will assist within the Transport Pool to ensure efficient delivery of correspondence, driving staff to and from appointments and community outreach programs and other responsibilities.

8. NEW INITIATIVES

The new initiatives that the CPR Office is proposing for this Financial Year 2016/2017 are –

1. **Creating new positions:** In light of the increase in staff recruitment during the end of 2015/16 FY, and due to the majority of these positions being at level 9 and above, it is vital for our office to recruit persons that will assist with the administrative/operations side. It is proposed that 2 new positions are created for our office: A Driver Level 14A/13 and an Office Administrator, Level 11, to join our team in this respect. We note the increase in staff and the need for a second Driver to join our team to ensure smooth and efficient operations of the transport pool. A new Organizational Structure has been created within our office which includes the new staff positions, plus a daily paid labourer. The daily paid labourer is essential for our office as they will be considered the first point of contact for all visitors and guests to the CPR office.

The new posts include the following

- i. Office Administrator (Level 11);
- ii. Driver (Level 14A/13)

Increase in rental allocation for the new office:

The plans to move to our new office have been in the pipeline for the past year as we look into the increase of staff. Currently the CPR Office is operating from two separate locations.

The Commissioner is located with 3 staff at Mosimani Building whilst the CEO and 8 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 of approximately 23 persons. The CPR Office will be moving into the new Retirement Fund Board building and we will occupy Level 2 of this building. The rental rate is \$192,846.38 per annum.

9. Implementation of the Corporate Plan

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.

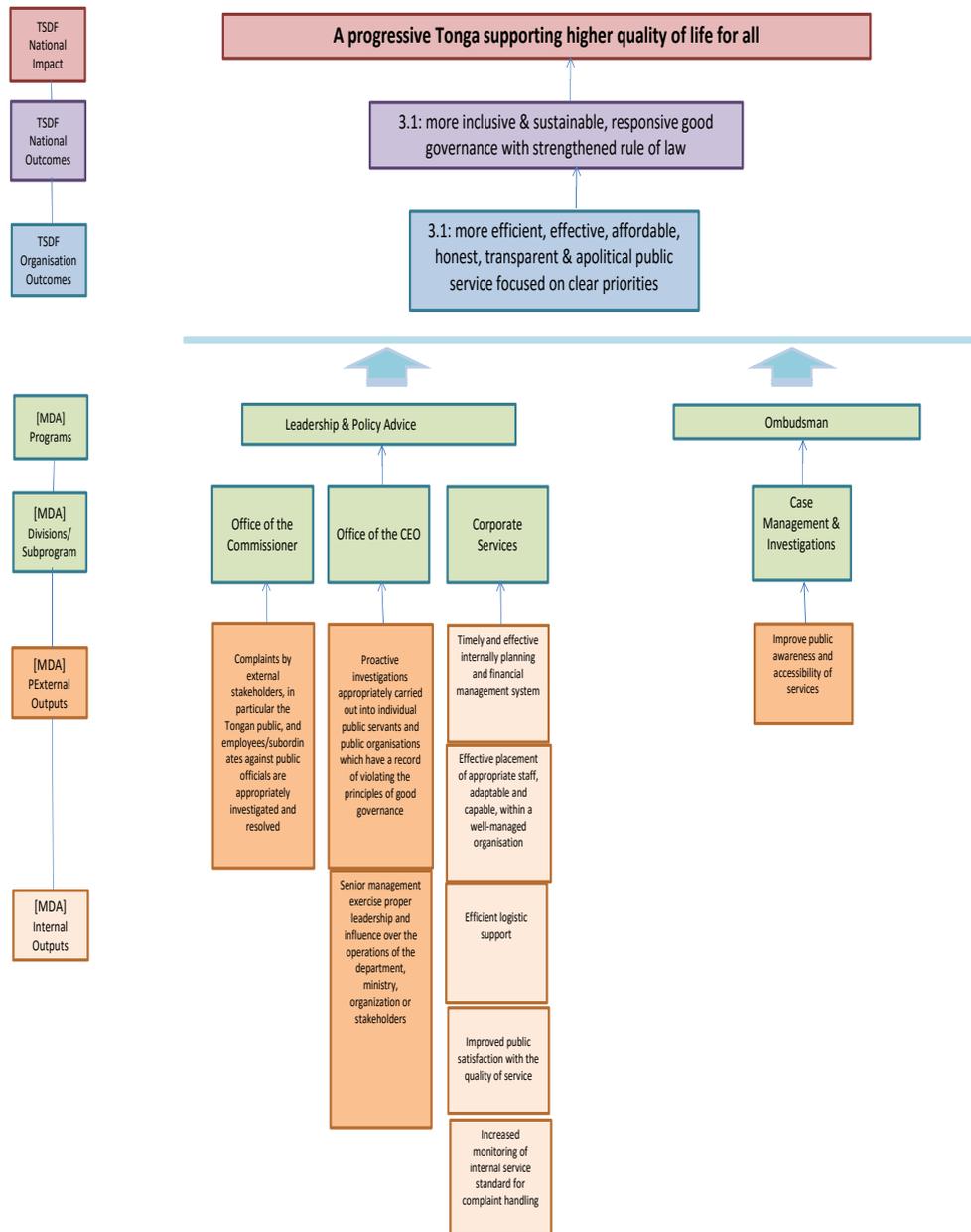
Divisional Heads and management are responsible for ensuring the successful implementation of strategies and achievement of the targets identified.

10. 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 CPR Office quarterly and annual reporting to Cabinet and to Parliament.

11. RESULTS MAP

Figure 1: Office of the Commissioner for Public Relations Results Map: how the Corporate Plan Supports the TSDF



12. The Organizational Structure

The CPR office currently consists of 20 staff, excluding the Commissioner and CEO. We also have one (1) daily paid receptionist/cleaner. With the increase in staff also comes an increase in responsibilities and improved capacity to accomplish our tasks to a high level standard. In this financial year 2016/2017, an additional three (3) posts will be recruited. The new recruitment will include an Office Administrator & Driver for the Corporate Services Division. The organizational structure diagram is displayed on the next page.

The Corporate Services Division (CSD) is focused on producing the internal outputs. The efficiency and effectiveness of the operations of CPR is supported by the human resources of the office. CSD contributes through its effective recruitment efforts and ongoing capacity building to ensure staff skills and abilities are utilised appropriately.

The Case Management or Investigation Division (ID) is focused on producing the external outputs. ID is considered the division that executes the core function of the Commissioner's Office. Investigators focus on their responsibility to their relevant stakeholders. CPR works hard to uphold its' focus on good governance and impartiality.

Commissioner
CEO

Deputy Secretary

Director of Investigations

