



ANNUAL REPORT

2022/2023

RESILIENCE THROUGH GOOD GOVERNANCE

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1. OMBUDSMAN FOREWORD



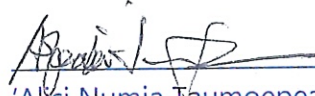
I am pleased to present the annual report for the Office of the Ombudsman for 2022/23 (1 July 2022 to 30 June 2023).

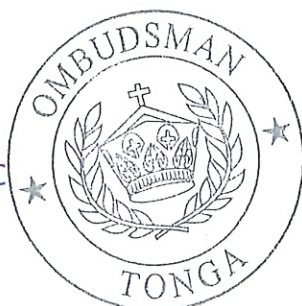
Our independence under the Constitution is pivotal to all our duties. The *Personal Health Information Protection Bill* is welcomed and proposes to provide an active oversight role in personal health data by all health providers in Tonga.

We have continued to investigate all complaints from the public, own motions and referrals without our jurisdiction. As Ombudsman, I am committed to providing a high quality and accessible complaint handling service.

We acknowledge the continuous support from all branches of the Government, the Legislative Assembly and all stakeholders. Our priority is to continue an independent, impartial and confidential service to all for administrative complaints against government and public enterprises. The support from the Speaker of the Legislative Assembly and the Government of Tonga, is acknowledged. We continued to operate seamlessly due to the staff and their work.

'Aisea Havea Taumoepeau, SC, retired Ombudsman held the role from 25th October 2014 until 18 February 2023. His leadership, guidance and vision has set the path for this institution for many years to come.


'Aisi Numia Taumoepeau, KC
Chief Executive Officer
Interim Ombudsman

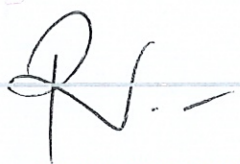


2. CEO Comment

We enjoy a collaborative working relationship with our stakeholder. Once complaints are referred, we encourage public authorities to be active, open and timely during the process.

The defining events for the reporting year, was the opening of borders for all international passengers, regional and international travel for conferences and training. Tonga had one of the toughest border rules in the world and were able to enjoy pre-COVID living.

Our complaint numbers have remained steady, but we see more complex issues that often require a multi-agency referral. These types of complaints tend to take a longer time frame as the extent of the role each public authority play within that complaint, is classified. We are keen to explore early resolution process that is commonly used in other Ombudsman jurisdictions where appropriate.



Roman Vaihu
Acting CEO



3. Overview

Our purpose

The Office of the Ombudsman (the Office) was established by the *Ombudsman Act 2001*.

The Office was established following the need for a complaints authority to deal with complaints against government public authorities.

Today we exist to ensure fair and accountable administrative action by investigating complaints including reviewing of administrative action and reporting.

Our vision

We aim to provide a fair, accountable and responsive administration within the public sector. These also include public enterprises.

Our mission

To provide impartial and effective complaints resolution services and promote best practice in public administration. We strive to emphasise the importance of integrity, good governance, transparency and accountability throughout the public sector.

Ombudsman duties and roles

Our raison d'être under the *Ombudsman Act 2001* is to provide an impartial but effective complaint handling mechanisms.

This requires us to provide:

- Complaint management
- Oversight of public authorities
- Communications and outreach.

There is a Personal Health Information Protection Bill before the Legislative Assembly, once passed, will require the Ombudsman to take a lead role in the way that personal health information under the custody of any health provider is managed and accessed.

However, we are for all intents and purposes still considered a classical Ombudsman focussing solely on a receiver, investigator and resolution provider for complaints.

Outcome and programmes

As an institution promoting good governance, we have international, regional and national legal instruments that empower and guide our work.

SDG 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
TSDFI 3.2	More efficient, effective, affordable, honest, transparent and apolitical public service focussed in clear priorities
TSDFI 3.4	Improved law and order and domestic security applied
TSDFI 3.5	Improved working relations and coordination between Privy Council, Executive, Legislative and Judicial functions
TSDFI 4.3	More reliable, safe and affordable information and communication technology used in more innovative ways.

Internally, the objectives of our functions to meet our outcomes are:

Output 1	Leadership and Policy Advice related to the effective leadership and management of the Office to be better placed to deliver its outputs and sub-outputs. This output also relates to the efficient and effective operation of the Office managed by the following sub-outputs.
Sub-output 1.1	Leadership and Policy Advice
Sub-output 1.2	Office of the CEO – Overall management of the Office operations, Human Rights, Effective Outreach and the Vava'u Sub office
Sub-output 1.3	Corporate Services Division – improved human resources and administration services, quality financial management, reliable and efficient IT systems
Output 2	Investigation services related to the core function. These are managed by the following sub-outputs.
Sub-output 2.1	Impartial and efficient complaint management
Sub-output 2.2	Accurate monitoring and evaluation
Sub-output 2.3	Administration
Sub-output 2.4	Capacity building

Accountable authority

		Period of accountable authority	
Name	Position held	Commencement	Date of cessation
'Aisea H Taumoepeau, SC	Ombudsman	1 July 2022	18 February 2023
'Alisi N Taumoepeau, KC	Interim Ombudsman	19 February 2023	30 June 2023

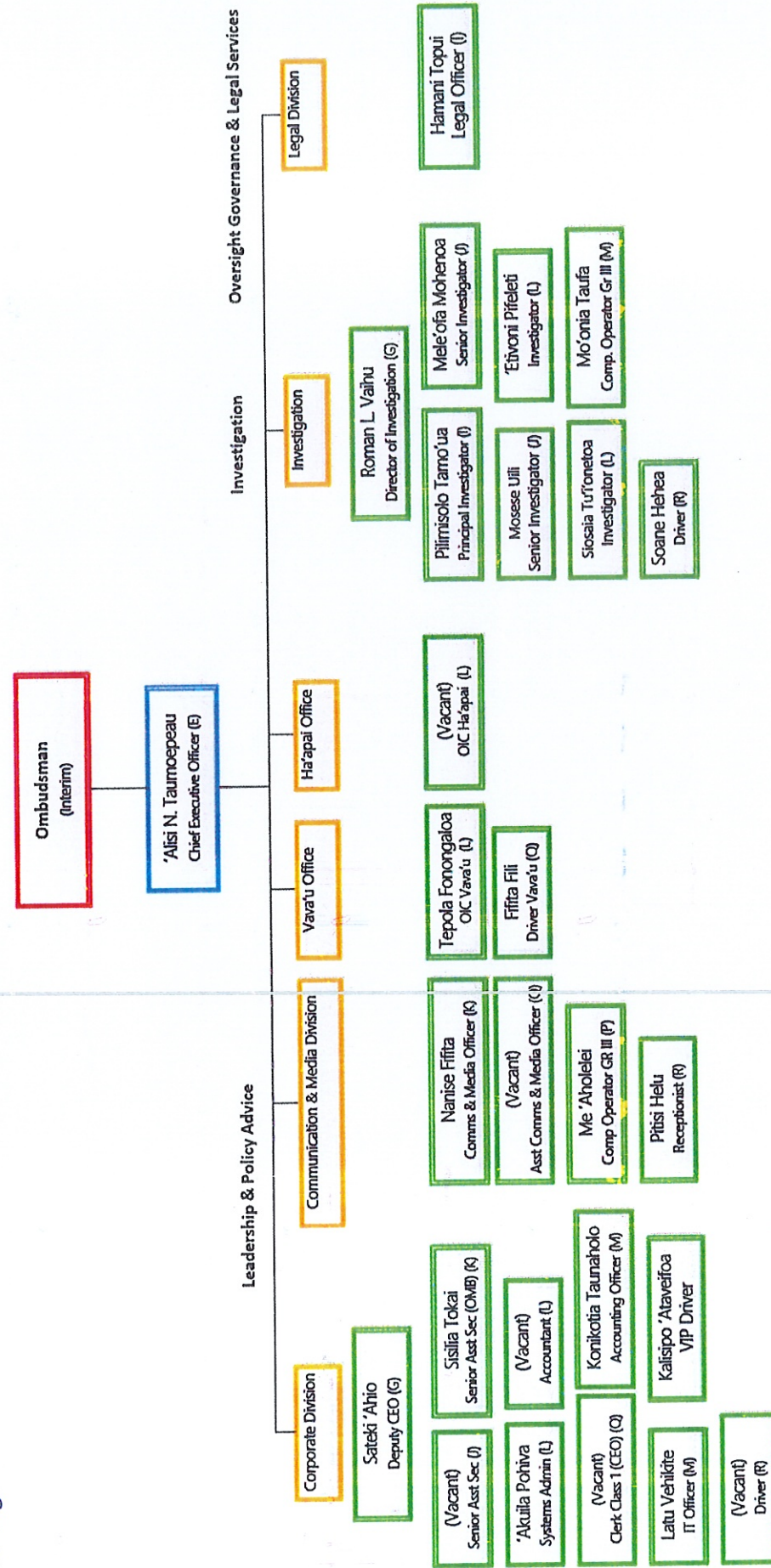
This was the first time the Speaker, with the consent of the Legislative Assembly, appointed an Ombudsman. Prior to 2016, an appointment was made by Cabinet. This shift has changed the dynamic of recruitment and also accountability.

The most obvious difference is the level of transparency in the appointment. As the "Interim Ombudsman," my appointment may be described or perceived as an Acting appointment.

Organisational structure

The Ombudsman is a constitutional officer protected under *the Constitution*. The appointment is statutory under the *Ombudsman Act 2001*. All employees are employed by the Ombudsman under the *Ombudsman Act 2001* and are not part of the Public Service.

The organisational structure as of 30 June 2023 is as follows:



4. Performance

This annual performance outlines the Office performance against the Corporate Plan 2022/23 and the Budget in relative comparison to the functions carried out by the various divisions. This data is well supported by records currently kept at the Office.

Summary of performance

We have two main programmes:

- i. Leadership and policy advice; and
- ii. Investigation services.

These programmes align our outputs to our goals under the Sustainable Development Goals and the Tonga Strategic Development Framework II. It has been brought to our attention that there is a need to review our Corporate Plan approach to provide a more systemic analysis shifting from a quantitative approach to focus on qualitative impacts that we are achieving but are lost behind the numbers game.

Leadership and policy advice refer to:

- i. Better leadership and policy advice;
- ii. Better overall management;
- iii. Accessible to Human Rights;
- iv. Effective outreach;
- v. Improved Human Resources and administration services;
- vi. Quality financial management;
- vii. Accurate monitoring and evaluation; and
- viii. Reliable and efficient IT systems.

Investigation has a different focus including:

- i. Impartial and efficient complaint management;
- ii. Accurate monitoring and evaluation;
- iii. Efficient administration; and
- iv. Ongoing capacity building.

By using a quantitative metric, our targets were met. Put simply, we achieved our weekly statistics required of the Corporate Plan. These have assisted in identifying areas that we need to improve on such as records management and complying with Treasury Instructions.

The same can be said for the investigation output. A quantitative analysis provides guidance on a weekly basis but it does not encapsulate the overall impact that the

investigations are having on improved service delivery across the public administration. Our outputs and impacts cannot be fully explained by a number.

Reciprocal innovative approach of bringing in new metrics to better represent the work that we do but also complying with corporate requirement.

Our corporate performance can be found as *Graph 1* in the annexures.

Financial performance

A summary of our financial performance is presented on tables 1, 2 and 3. Throughout the year, we continued to maintain and improve our financial records management by emphasising the importance of record keeping. We continue to stride towards compliance with Treasury Instructions and minimise delays. There were no major financial setbacks.

Table 1: Statement of Actual Expenses against Budget for the year ended 30 June 2023

Program 1: Sub-programs – Leadership and Policy Advice	Actual 2022/23	Budget 2022/23	Variance/ Fund Balance
01 Office of the Ombudsman	\$ 233,300	\$ 291,000	\$ 57,700
02 Office of the Chief Executive Officer	\$ 280,100	\$ 135,900	\$ 144,200
Vava'u Office	\$ 86,300	\$ 89,000	\$ 2,700
03 Corporate Services	\$ 571,000	\$ 618,100	\$ 47,100
04 Communication and Media Services	\$ 99,500	\$ 138,300	\$ 38,800
Program 2: Investigation	–		
01 Investigation	\$ 243,700	\$ 316,500	\$ 72,800
Total	\$ 1,513,900	\$ 1,588,800	\$ 74,900

Table 2: Statement of Expenditure by Sub-program, for the year ended 30th June 2023

Sub-program Code	Sub-program Name	Approved Budget \$	Actual Expenses \$	Percentage (%)
04101	Office of the Ombudsman	291,000.00	233,300.00	80.17%
04102	Office of the CEO	135,900.00	280,100.00	206.11%
04103	Corporate Services	618,100.00	571,000.00	92.38%
04104	Communication and Media	138,300.00	99,500.00	71.95%
04201	Investigation	316,500.00	243,700.00	77.00%
04101201	Vava'u Office	89,000.00	86,300.00	96.97%
	TOTAL	\$1,588,800.00	\$1,513,900.00	95.29%

Table 3: Percentage of Actual Salaries compared to Operation Expenses by Sub-program

Sub-program Code	Sub-program Name	Salary \$ (%)	Operation \$ (%)	Total \$
04101	Office of the Ombudsman	189,500 (81.23%)	43,800 (18.77%)	233,300.00
04102	Office of the CEO	122,200 (43.63%)	157,900 (56.37%)	280,100.00
04103	Corporate Services	164,600 (28.83%)	406,400 (71.17%)	571,000.00
04104	Communication and Media	59,900 (60.20%)	39,600 (39.8%)	99,500.00
04201	Investigation	232,200 (95.28%)	11,500 (4.72%)	243,700.00
04101201	Vava'u Office	32,700 (37.89%)	53,600 (62.11%)	86,300.00
	TOTAL	\$801,100 (52.92%)	\$712,800 (47.08%)	\$1,513,900.00

5. Investigations

The *Ombudsman Act 2001* establishes our classical mandate of receiving and investigating complaints within our jurisdiction.

Complaints

Administrative complaints refer to complaints relating to maladministration of government Ministries, Departments and Agencies. Once a complaint is received, it is assessed and goes through an investigation process. After a thorough assessment to establish if the complaint is genuine and within the jurisdiction of the Ombudsman. We investigate complaints against all public authority.

There are limitations to our jurisdiction. We cannot investigate:

- Practices against private sector bodies unless that private sector is contracted by a public authority to carry out a public function;
- Complaints against individuals;
- Complaints relating to decisions of the Courts;
- Matters before the Legislative Assembly;
- Collective Cabinet Decision; and
- The privy council.

Where a complaint is not within our jurisdiction we advise where the complaint should be referred to.

Preliminary

All prospective complainants are advised to first lodge their complaints directly with the public authority concerned. This affords an opportunity to resolve the issues internally. We will not investigate a complaint if there is a dispute resolution provision in existence for that complaint. For instance, allegations of fraud or misappropriate can be investigated by Police. Certain issues referred to in other legislation may be reviewed by a Court or Tribunal so we will direct the complainant to the appropriate authority. Finally, any administrative issue that has a Public Service Commission Decision concerning public servants will be referred to the Public Service Commission.

Lodging a complaint

A complaint must be in written form and should include the following information:

- The public authority being complaint about;
- The decision, recommendation or act complaint about;
- When the dissatisfaction occurred;
- The relevant names of public officials concerned;
- Any initial steps taken to resolve your complaint; and
- What is the outcome sought.

All relevant documentation including identification before the complaint is processed.

Process

When a complaint is received and assessed for jurisdiction. Complainant is advised in writing if the complaint will be investigated or not or if further information is required. Our investigation process may take some time to complete depending on the complexity of the issues raised. However, once the investigation is completed, notice of the outcome is given. Complaints are confidential. As subject to law, cases may be published by the Ombudsman in the public interest.

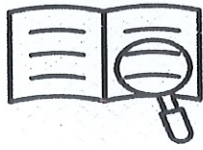
Statistics

Complaint statistics are open for interpretation. For example, a complaint may be accepted for an investigation despite the issue being complained of occurring some time ago under previous management, others may be more recent.

Complaint numbers can be attributed to the frequency of interaction between the public and public authorities.

Our year in a glance - numbers are basic statistics that we keep to monitor our interaction with the public. This provides factual figures for assessment and analysis. For example, the modes we are receiving our complaints, which is the most popular mode, which needs addressing and which needs to be improved. Nevertheless, our statistics indicate the work that we have done in and around the community. For any graph numbers, please refer to the Annex section at the back of the report.

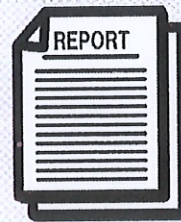
Our year in quick stats:

**151**

Investigations

**1**

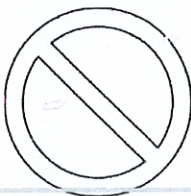
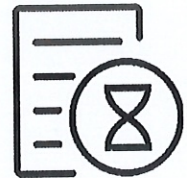
Hearings

**126**Investigations
closed**4**

Final reports

**6**Own Motion
Investigation**157**

Pending complaints

**0**Out of
jurisdiction
(OOJ)**145**

0800 calls

**111**

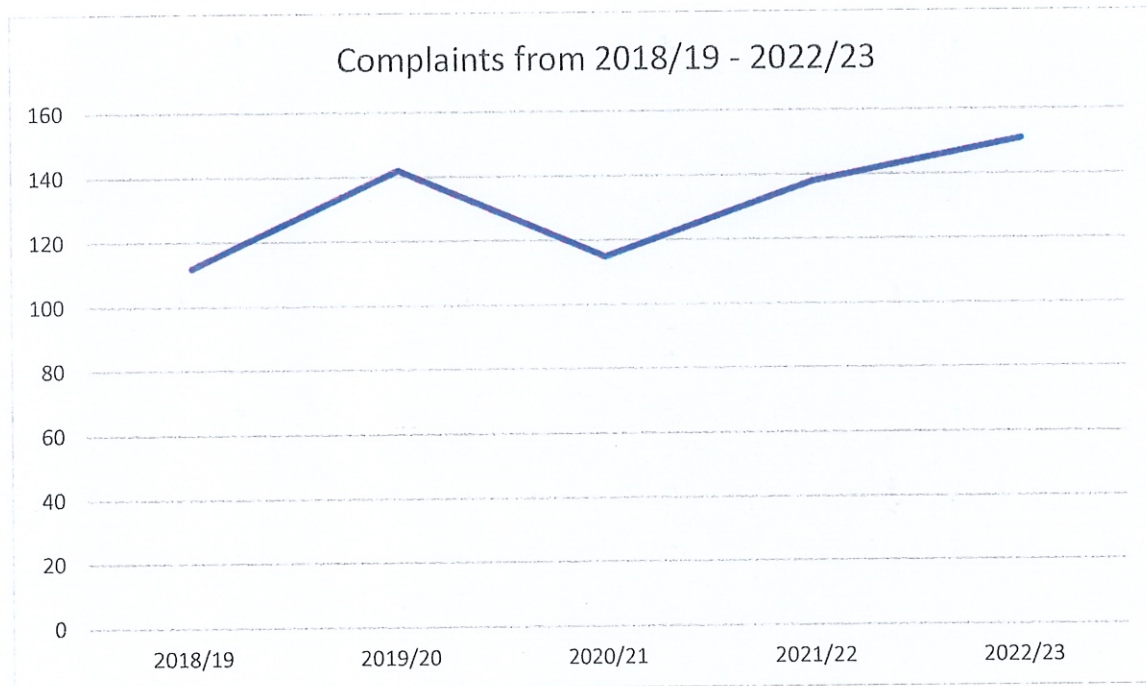
87 phone calls

**66**

Volume

The number of complaints received and matters accepted for a full investigation by the Investigation division during reporting period 2022/23 was 151. This is an 9.4% increase from the previous reporting cycle, 2021/22.

Figure 1 depicts our complaints trend for the past 5 reporting cycles.

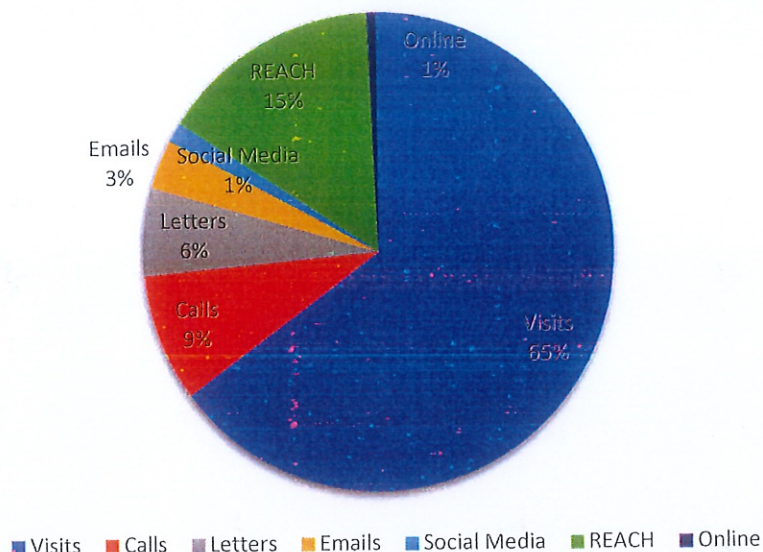


The vast majority of the complaints were from members of the public. In addition, a couple were lodged from business owners and most recently, a member of Parliament. A further 6 investigations were launched as own motion investigations pursuant to section 11(2) of the *Ombudsman Act 2001*.

Mode complaints received

Striving to maintain our accessibility to any member of the public, the Figure 2 demonstrates modes that are recorded to provide an indication as to how people are connecting with us and how we can better connect with the public. In previous years, we have maintained our multi – platform accessibility including social media. As our mode of engagement numbers will indicate, we are adapting to our surroundings.

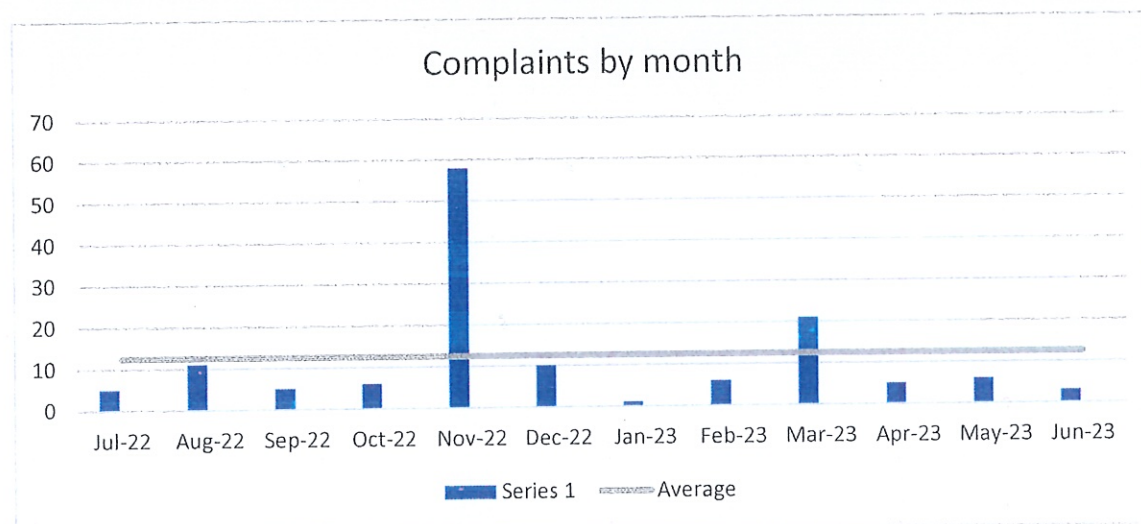
Mode received



In October 2022, we are proud to achieve an online complaint form accessible on www.ombudsman.to. This is the first in the Pacific. Without any public notification, we received 1 complaint via the platform. This number is expected to grow as we head into more technological times.

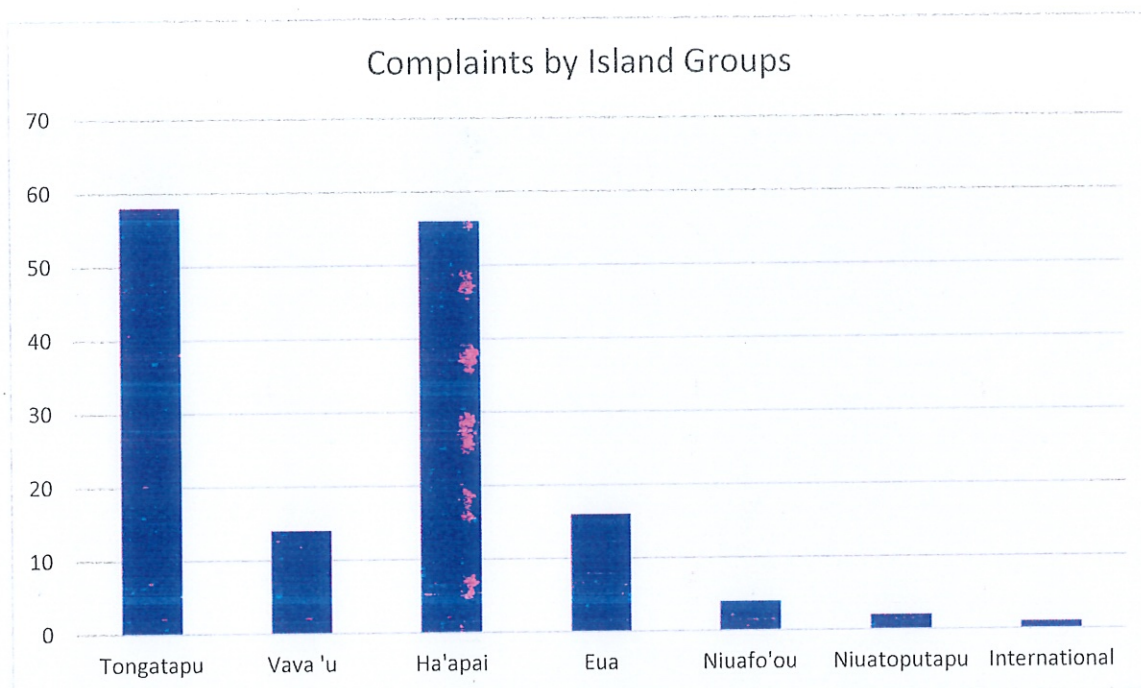
Complaints by month

During the reporting period, we received an average of 12.5 complaints per month. As Figure 3 will indicate, there is a strong correlation of complaint numbers and the number of outreach programmes conducted. This is evident in REACH programme being conducted in 'Eua in September 2022, Vava'u in October 2022, the Niua's in November 2022 and 'Eua again in March 2023.



However, there is no common denominator that determines when complaints will increase or decrease but is reliant on the public's interaction with public authorities.

Complaints by geography

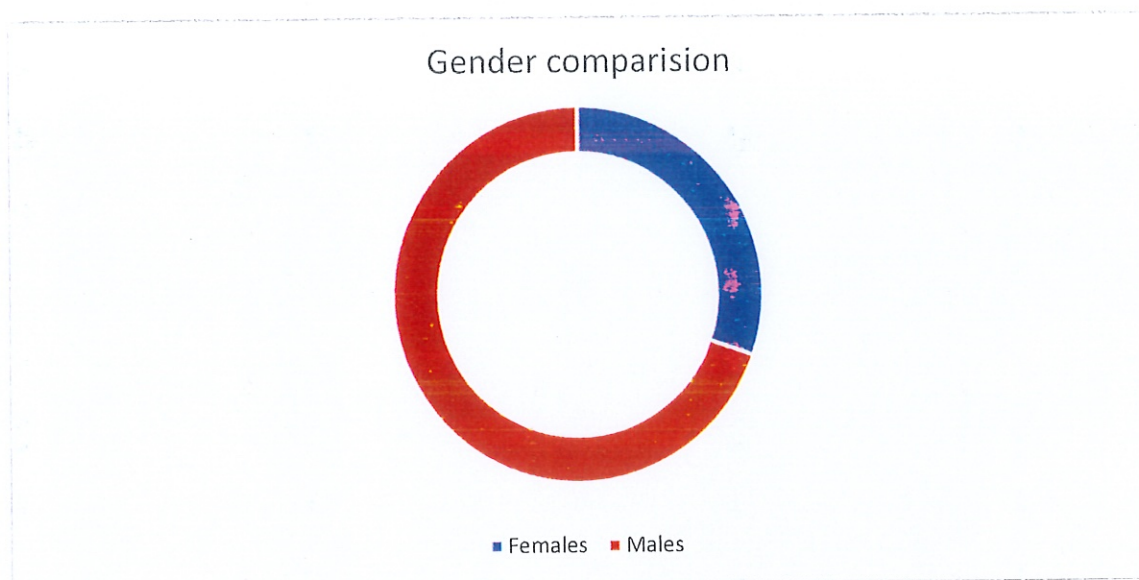


Despite only having two physical offices, 1 in Nuku'alofa and 1 in Vava'u, our complaints are coming in from all the island groups. As Figure 4 above will indicate, the interaction is predominately through an office visit. This means that complainants either prefer to visit in person or they are unaware of our technological modes of engagement. For example, a look at Ha'apai island group complaints cannot be attributed to an office visit as we do not have presence on the ground there.

In any case, by analysing our complaints by island groups provides justification for the importance to physically visit each of the island groups on a regular basis.

Complaints by gender

As Figure 5 will indicate, our complainants are approximately 68% males and 32% females. These statistics is an indication that perhaps males are more prone to complain or they maybe have more interests in the process.



Complaints by public authorities

Figure 6 depicts all complaints received during the current reporting period against MDAs and show which complaints were received and processed in our office locations.

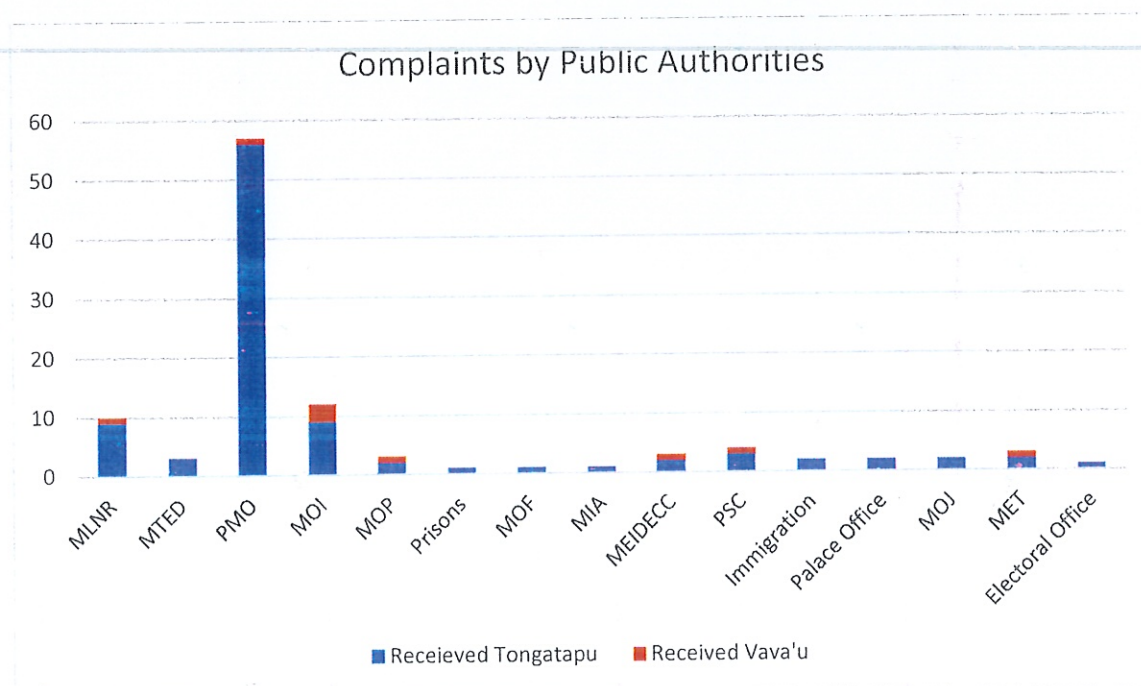
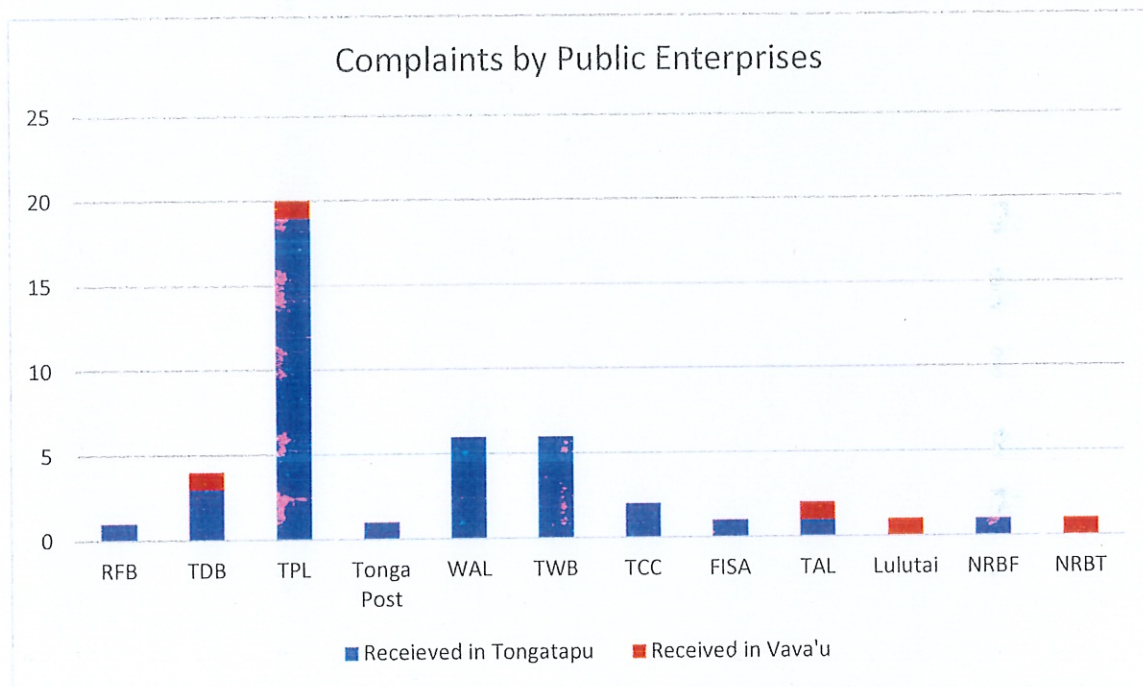
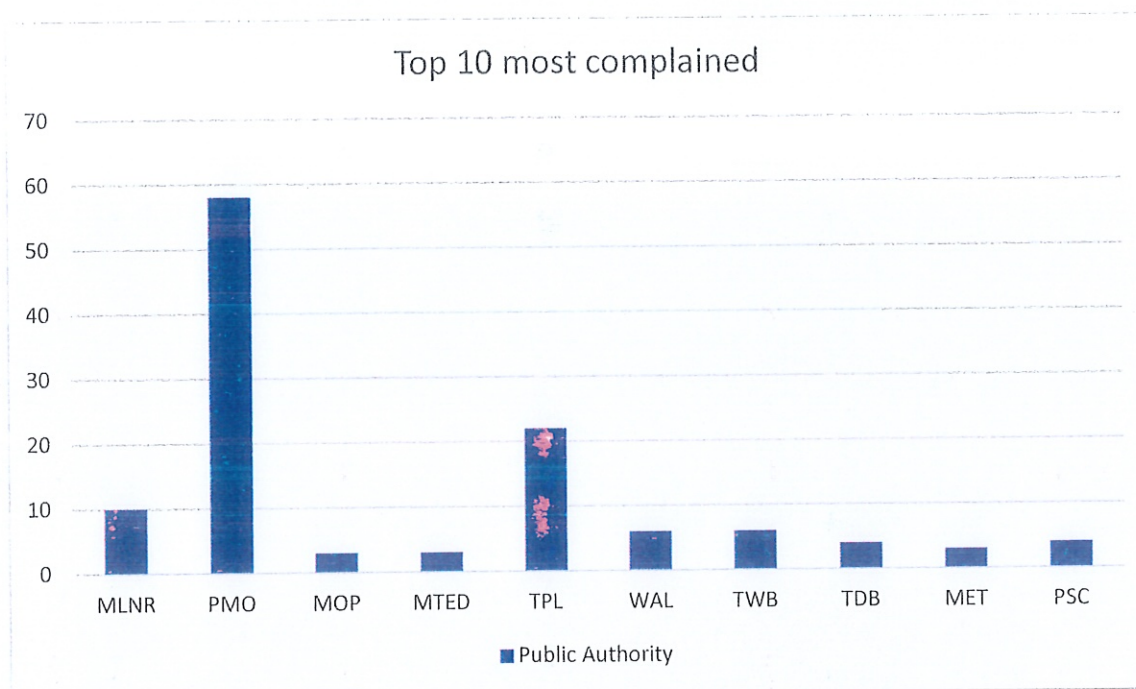


Figure 7 complaints indicate the utility bodies are most complained of signalling the essential services they provide. TPL leads reflecting the dissatisfaction of customers following the Hunga Tonga Hunga Haapai spikes followed by WAL and TWB. However, consistent with previous years, complaints against Public Enterprises are relatively lower than those against Ministries.



Top 10 most complained

Figure 8 are our top 10 most complained public authorities.



The Prime Minister's Office takes the top spot for this reporting cycle. This is primarily attributed to the Local Government division and the current local government structure. Despite their best efforts to implement policies to manage District and Town officers, the complexity of the relationship between these two posts and the people continues to present new challenges.

Tonga Power Limited commended for their efficiency and being responsive to the concerns of their customers who complain to this office. Despite their high number of complaints, this public authority is active and efficient when responding to complaints. It is an illustration that their internal processes for dealing with complaints is operational and should be applauded. In particular was the initiative to engage in an independent international expert to review the controversial smart meter when they were under scrutiny by the general public.

The Ministry of Lands has consistently featured in the Top 10 with the intent to improve. However, it does not appear that this is happening. The situation has not changed. Despite this, we remain optimistic and are continuing to work with them.

Thematic:

We can take 3 key thematic areas from the Top 10 public authorities most complained about that is a direct reflection of the mood of complaints:

i. Local Government

Local Governance issues have been prominent this reporting cycle. In recent years, the Local Government division was shifted from the Ministry of Internal Affairs to the Prime Minister's Office. A portion of these complaint numbers came from an island expressing dissatisfaction against their town officer. Subsequent to the investigation, the Town Officer was voted out by the people in the 2023 election.

This complaint has highlighted structural challenges within the Local Government system. For example, it is commonly misunderstood by many that the District Officer has authority over a Town Officer when a complaint arises. However, it is clear that there is no lineal legal authority that provides for this relationship.

If a member of the village is aggrieved by the Town Officer, there is no explicit appeal process to the District Officer.

The constituency representative does not have authority either. All 3 office holders rely on the common good analogy to resolve issues.

This is an opportunity to re-think the structural relationship between these

office holders going into the future. As the society develops, complaints against Town and or District officers will grow as their roles expand to include disaster relief and aid, water and fund management.

ii. Electricity Spikes

The Hunga Tonga Hunga Ha'apai eruption resulted in spikes to electricity bills. As complaints were received TPL needed an independent consultant to re-look at their newly introduced smart meter system, responsible for meter reading. We commend TPL for engaging in an independent international expert to carry out this work.

It is understood there were other factors involved that resulted in the electricity spikes both international and domestic. A full copy of that report is available by direct request to TPL.

Nevertheless, the majority of the complaints received did indicate an increase in electricity consumption. However, TPL applied a consistent methodology to these bills which was a fair application across the board. Once their system was up and running, TPL were proactive by providing reimbursements for affected customers by way of credit.

iii. Land

Consistently featured through the reporting years are complaints against

the Ministry of Lands. Most of our international based complaints from our diaspora is related to land. It highlights the deep connection Tongans both domestic and international have to the land.

While there are many factors to consider, one of our main concerns during this reporting cycle was the consistent changing of the Acting Chief Executive Officer. We tried creative solutions to engage at the Chief Executive level but once momentum had started, a new Acting was appointed. This undoubtedly stalled any progress made. A public authority of this importance should be afforded stability at the Executive level.

Notable complaints

Border control - Police, Custom or Immigration

This is a complaint from a businesswoman regarding a staff member who allegedly defrauded her business amounting to nearly \$200,000. The complainant reported the issue to her nearest Police Station. Police informed her that the matter is being investigated and that a travel order was issued by the Magistrate restricting the suspect to depart the Kingdom until the Court has dealt with it. The travel restriction order was issued.

It seems that there are deep operational issues at the Ministry. These include personnel, structure and budgetary issues to name a few. Attention and urgent action are required to comprehensively address these issues.

One recurring theme is inefficiency and being unresponsive. The inability of the Ministry to revert back to customers and update them on their applications. These include deeds and lease applications. Majority of the complaints may be avoided if the Ministry advises customers in a timely manner.

The suspect departed the Kingdom on an outbound flight to New Zealand. She was dissatisfied with Tonga Police despite the travel restriction order issued. Tonga Police confirmed that the travel order was issued and provided a copy.

The investigation shifted to the public authorities responsible for executing the travel restriction order. The Ministry of Revenue and Customs and Immigration. The investigation is ongoing.

Housing relief delay

The complainant is an occupant of a house that was destroyed by Tropical

Cyclone Gita in 2018. He enquired with the Ministry of Infrastructure in 2021. He was advised fill out an application form for a housing relief and to deposit \$400 as 10% down payment of a \$4000 required to commence the construction.

He followed up his application around the mid-2022 and was told to wait for the upcoming financial year. He visited in November 2022 and was told that he will be contacted for a scheduled meeting with the Minister for Infrastructure. The complainant has not yet heard from the Ministry.

The Ministry initially responded that all Tropical Cyclone Gita aid was re-diverted for Hunga Tonga Hunga Ha'apai relief efforts. The Ministry was requested to explain and provide more information on this decision. The investigation is still ongoing.

Notable complaints closed during the reporting year:

\$15 reimbursement fee for goods worth \$1000 plus

The complainant was dissatisfied with Tonga Post & Fast Print Limited regarding advice prompting him to export 200 packets of Tongan tobacco to Australia via Tonga Post's postal services. Unbeknown to him Tongan tobacco is prohibited and it was

destroyed by the Australian Border authorities, ultimately costing him.

TPFPL indicated that the complainant signed a consent form and per section H of the form, meaning that any loss or damage will amount to a maximum of \$15 reimbursement. The staff had not told him that it was prohibited for tobacco to enter Australia.

We met with the CEO and HOD of the relevant departments of TPFPL and it was established that the advice given to the complainant was in fact wrong which encouraged him to go ahead with the export. The CEO indicated that TPFPL would be willing to compensate the complainant for his loss. TPFPL compensated the complainant in full.

Employment issues

The complainant entered into a contract under the Climate Resilience Sector Project (CRSP) which ended on 30th November 2019. MEIDECC extended the contract (1st extension) for 6 months until 31st May 2020. Accordingly, he claims the original contract and 1st extension remain unpaid despite raising the issue with MEIDECC.

MEIDECC again requested a 2nd extension for another 6 months until 30th November 2020 (2nd extension) due to Covid-19 and various reasons. While there was no written contract,

MEIDECC had requested the extension to which the complainant agreed. The 2nd extension like the 1st extension remains unpaid. Complainant sought payment for the contracted period.

MEIDECC responded that they will settle the claim without the need for further investigation.

Constituency

Following the General Election 2021, the outgoing member wrote to CEO of MOI and "authorised" that one of the 'Eua 11 vehicles be transferred from the 'Eua 11 office to Malau Council.

Attempts were made to return the vehicle but was to no avail.

The complaint was forwarded to the Attorney General's Office for a legal opinion. The AG opined that the matter be referred to the Tonga Police for investigation.

The complaint is closed and referred to Tonga Police under section 14(6) of the *Ombudsman Act*.

Closures

We continue to close complaints maintaining the total active number of complaints to a manageable level. Factors that impact our closures can be attributed to:

- Timely extensions by public authorities to gather information adequate for a response;
- Clarity sought to the public authorities on areas of their response;
- Complexity of complaints requiring a multi ministry referral and response; and
- Lack of internal structures at the Ministry referred to deal with complaint handling.

A total of 116 complaints in the last reporting cycle were closed as follows:

	Complaints
MOH	4
MLNR	20
MOP	6
MEIDECC	4
PRISONS	6
MOJ	1
MFNP	4
GOVERNOR HP.	1
MET	2
MOI	13
MORC	1
PSC	1
PMO	3
TFES	1
MTED	8
NEMO	1
MAFF	1
TONGA POST	2
TMCL	1
PAT	1
TWB	5
TPL	14
NRBF	2
WAL	5
TCC	2
TDB	2
MIA	3
TOURISM	1
TONGA CABLE	1
NRBT	1
TOTAL OF ALL CLOSED COMPLAINTS	116

6. Conclusion

Our independence is key to our operations. As an institution, we welcome the incoming Personal Health Information Protection Bill that will see the Office transform from a classical Ombudsman model and play an oversight role. This is a positive development considering our independence.

A review of the current approach used in Corporate and Budget cycles. Quantitative numbers are important for tracking purposes, there needs to be more importance placed on qualitative data. Our line of work provides positive impact across the public administration and requires more appropriate framework to portray this cross-cutting impact. This reporting cycle has featured many challenges but we believe we have closed the reporting year on a high.

Integrity and the good governance mandate belongs to all. In Ombudsman speak "It is good for you, good for government and good for Tonga."

GOOD GOVERNANCE



7. Appendices

The following appendices are the raw numbers for all graphs contained in Part 3 and 4 of this report.

Graph 1:

Outputs		Activities/Strategies	Target met
Leadership & Policy Advice	Better leadership and policy advice	Lead weekly OMB meetings Provide direction and guidance to CEO and HODs Recruitment of a professional contracted staff, as needed	Target met
	Better overall management	Lead weekly management meetings Provide direction and guidance	Target met
	Accessible to Human Rights	Conduct information sessions in advocating human rights Convene stakeholder meetings Own motion projects Research, education and publications Register, manage, investigate human rights complaints	When required
Effective outreach		Design & implement outreach plans Conduct stakeholder sessions Participate in talk back radio, tv programs and social media queries Host office conferences and meetings Conduct outreach programs Facilitate press conferences	Target met

	Publish final reports	
Improved Human Resources and administration services	<p>Conduct recruitment process</p> <p>Manage & monitor attendance book</p> <p>Complete PMS</p> <p>Manage vehicle log book</p> <p>Provide efficient & reliable transport services</p> <p>Promote healthy living activities</p> <p>Participate in capacity building trainings/workshops</p> <p>Conduct trainings on soft skills and policy manual</p> <p>Provide clean working environment</p> <p>Implement record keeping & filing policy</p> <p>Provide efficient filing services</p>	Target met
Quality financial management	<p>Prepare end of month expenditure report</p> <p>Prepare monthly forecast review</p> <p>Prepare & implement procurement plans</p>	Target met but needs improvement
	<p>Manage & monitor assets and stock room</p> <p>Process sun system orders and pick up</p> <p>Review salary/wages and submit</p> <p>Prepare all tax forms</p> <p>Prepare vouchers for invoice payments</p>	Target met but needs improving

		Prepare allowance payments	
Investigation	Accurate monitoring and evaluation	Conduct weekly division meetings Attend weekly management meetings Attend weekly OMB meetings Submit monthly reports Submit quarterly report Prepare CP/Budget and AMP Prepare & implement monitoring template for KPIs (CP) Prepare complaints/query database	Target met
	Reliable and efficient IT systems	Conduct inventory check monthly on equipment	Target met
	Impartial & efficient complaint management	Register complaints Investigate complaints Investigate own motion cases Manage cases Advise and record phone calls, visits	Target met
	Accurate monitoring & evaluation	Conduct weekly division meetings Attend weekly management meetings Attend weekly OMB meetings Submit monthly reports Submit quarterly report Maintain records Monitor achievement of outputs	Target met

Efficient administration	Contribute to preparation of CP/Budget and AMP Contribute to preparation of AR Conduct recruitment interviews and produce report Review staff policy manual	Target met
	Deliver and/or attend monthly training	Target met
Ongoing capacity building	Manage & monitor assets and stock room Process sun system orders and pick up Review salary/wages and submit Prepare all tax forms Prepare vouchers for invoice payments Prepare allowance payments	Target met but needs improving
	Conduct weekly division meetings Attend weekly management meetings Attend weekly OMB meetings Submit monthly reports Submit quarterly report Prepare CP/Budget and AMP Prepare & implement monitoring template for KPIs (CP) Prepare complaints/query database	Target met
Accurate monitoring and evaluation	Conduct inventory check monthly on equipment	Target met
	Register complaints Investigate complaints Investigate own motion cases Manage cases Advise and record phone calls, visits	Target met
Reliable and efficient IT systems	Investigation	Target met
	Impartial & efficient complaint management	Target met

Accurate monitoring & evaluation	Conduct weekly division meetings Attend weekly management meetings Attend weekly OMB meetings Submit monthly reports Submit quarterly report Maintain records Monitor achievement of outputs	Target met
Efficient administration	Contribute to preparation of CP/Budget and AMP Contribute to preparation of AR Conduct recruitment interviews and produce report Review staff policy manual	Target met
Ongoing capacity building	Deliver and/or attend monthly training	Target met

Figure 1:

Reporting year	Numbers
2018/19	112
2019/20	142
2020/21	115
2021/22	138
2022/23	151

Figure 2:

Mode	Numbers
Visits	100
0800 and phone	13
Letter	9
Email	5
Website	1
REACH	23
Social Media	1

Figure 3:

Month	Numbers
July	7
August	12
September	5
October	2
November	58
December	10
January	1
February	8
March	21
April	8
May	9
June	4

Figure 4:

Island	Numbers
Tongatapu	58
Haapai	56
'Eua	16

Vava'u	14
Niuafo'ou	4
Niuaatoputapu	2
International	1

Figure 5:

Sex	Numbers
Males	108
Females	43

Figure 6:

	Processed in Tonga	Processed in Vv
MNLR	9	1
MTED	3	
PMO	56	1
MOI	9	3
MOP	2	1
PRISONS	1	
MOF	1	
MIA	1	
MEIDECC	2	1
PSC	3	1
IMMIGRATION	2	
PALACE OFFICE	2	
MOJ	2	
MET	2	1
ELECTORAL	1	

Figure 7:

Public Enterprises	Processed in Tonga	Processed in Vv
NRBF	1	
TDB	3	
TPL	19	1
TONGA POST	1	
WAL	6	
TWB	6	
RFB	1	
TCC	2	
FISA	1	
TAL	1	
Lulutai Airlines		1
NRBT		1

Figure 8:

Ministry of Lands	10
Prime Minister's Office	58
Ministry of Police	3
Ministry of Trade and Economic Development	3
Tonga Power Limited	22
Waste Authority Limited	6
Tonga Water Board	6
Tonga Development Bank	6
Ministry of Education	3
Public Service Commission	4

CONTACT INFORMATION

For any enquiries email the
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Ombudsman on info@ombudsman.to.

If you would like to make a complaint
or obtain further information about the
Office of the Ombudsman, contact us:

- online at www.ombudsman.to
- on email at
investigation@ombudsman.to
- by phone at 7401450
- by free call number at 0800
OMB/0800 662
- in writing PO Box 847

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