



Corporate Plan & Budget 2022/23 – 2024/2025

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Foreword from the Ombudsman

I am pleased to present the Corporate Plan and Budget Summary of the Office of the Ombudsman for the years 2022/23-2024/25 which is our primary planning document. It guides how we will deliver on our purpose.



We acknowledge the continuous support from all branches of the Government, the Legislative Assembly; and stakeholders as we continue to build a great working relationship with all. My priority as Ombudsman will always be to provide an independent, impartial and confidential services to people with administrative complaints against Governments ministries and its public enterprises. The ultimate aim is to improve public decision-making processes and to promote good governance.

I am fortunate to have gained constitutional status in August 2021. Not only does this add a layer of protection for my office from political interference but it means that good governance in Tonga is now a constitutional objective. This corporate plan sets out my key priorities on how my staff will work to deliver on the good governance principles.

We continue to see a growing number of complaints across that require examining systemic issues and this will continue in the upcoming FY. I look forward to a challenging year my office as we continue to achieve our outputs and play our part in public administrative justice.


'Aisea H. Taumoepeau, SC
OMBUDSMAN

The seal of the Ombudsman of Tonga is circular. It features the word "OMBUDSMAN" at the top and "TONGA" at the bottom. In the center is a shield with a crown on top, flanked by two crossed spears. The shield is surrounded by a wreath of leaves.

Message from the Chief Executive Officer



This updates the previous plan and our current pathway to delivering our outputs over the next Corporate Plan Cycle from 2022/23 – 2025/2026.

I am very pleased to lead all our work in the development of a domestic human rights framework with key stakeholders. These have involved attending NHRI themed meetings and also UNCAT stakeholder meetings. As a matter of the Paris principles, this is one step to uphold our obligations at the international level.

Each year, we bounce off emerging themes that impact us domestically. This plan will discuss Oversight Governance as a key priority. Further, we plan to contribute to the national fight against illicit drugs by offering our services where needed.

We look forward to another fruitful year with its challenges but it is always a pleasure to preach and deliver on the promotion of good governance.


Mrs. Alisi N. Taumoepeau, KC
Chief Executive Officer

The official seal of the Office of the Ombudsman Tonga is a circular emblem. It features a central shield with a crown on top, flanked by two palm trees. The shield is surrounded by a wreath. The words "OFFICE OF THE OMBUDSMAN" are written in a circle around the top, and "TONGA" is at the bottom, separated by two stars.

Executive Summary

The Office of the Ombudsman (“office”) is established by the *Ombudsman Act 2001*. The Ombudsman aims to deliver an independent, accessible and a free complaints mechanism for the public against any decision, action or conduct by any MDA. This includes Public Enterprises (“PE”) as listed in the Schedule of the Act.

The adoption of the Paris, Venice and Belgrade Principles are largely supported by the International Ombudsman Institutions body which is the main international body for Ombudsman institutions. As a member of the IOI, we play a participatory role in supporting such principles. The UN Resolution 75/186 (16 December 2020) adopted by the United Nations General Assembly calls for Government action to support the role of the Ombudsman at the domestic level for the promotion and protection of human rights, good governance and the rule of law.

The 3 key priorities for this upcoming Corporate cycle:

- i. The establishment of an Oversight Governance division;
- ii. Capacity building; and
- iii. Establishment of a pensions/gratuity vote.

These key priorities, together with the domestic discussions around the anti-corruption institution is a step towards strengthening the work that we in the absence of an anti-corruption institution. Our unique place in society means that we are one of two institutions that are independent from the Executive to detect maladministration. Given that the Executive has a wide reach across society, this means that the services we provide are cross cutting irrespective of the Executive of the day.

As seen in the Government Priority Agenda, the service that we provide, a good governance promoter and investigator of complaints, is beneficial to the public administration as a whole which in turn enables the GPAs to be fulfilled.

This Corporate plan is developed to reflect the core elements of what we do, where we are going, and how we are going to get there. This includes a reflection of our key priorities. Despite the environment of change, both internal and external, we maintain a high level of awareness to our operating environment. The plan features our plan, budget allocations and a framework for KPIs.

Stakeholders

The jurisdiction of the Ombudsman to investigate complaints against all individual Cabinet Ministers, Governors and public servants. The office aims to cover all stakeholders in its outreach initiatives in the drive for good governance.

Table 1: Office of the Ombudsman Stakeholders and their relationship to the Office
OMB Stakeholders and Their Relationships

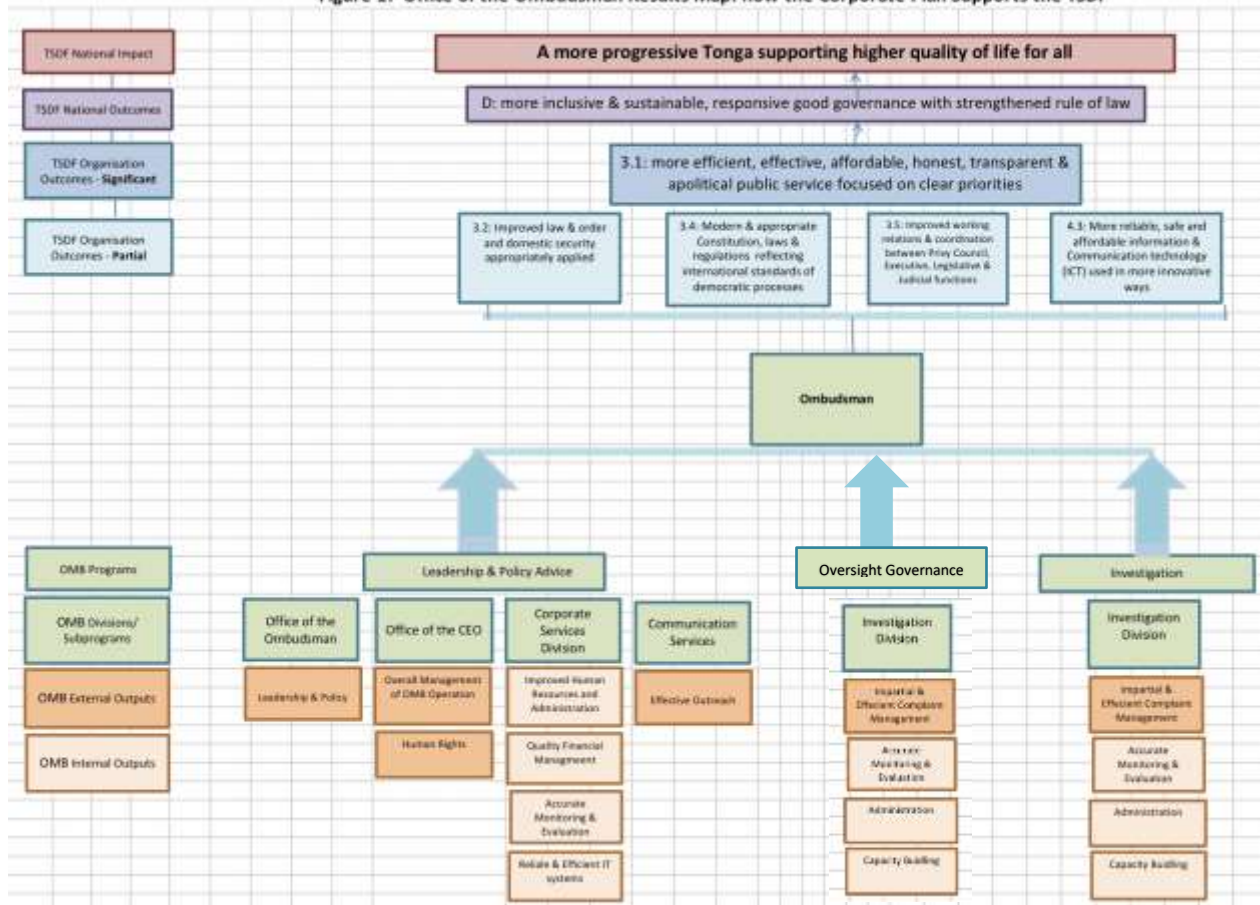
Stakeholder	Customer of OMB	Supplier to OMB	Partner with OMB	Oversight of OMB**
LA			X	X
Cabinet		X	X*	
MDAs	X	X	X	
Public Enterprises	X	X	X	
Businesses	X	X		
NGO, CSO	X	X		
General Public	X	X	X	
Development Partners			X	

*Cabinet Ministers in their respective portfolios and their respective decisions but not their collective decisions in government.

**The OMB is an independent body which plays the role of being a good governance oversight body over government Ministries, Departments and Public Enterprises

Results Map

Figure 1: Office of the Ombudsman Results Map: how the Corporate Plan Supports the TSDF



The results map outlines the interplay of the mandates of the office and our contribution to the national objectives under the TSDF II. Output 3, **Oversight Governance**, is amended and included to illustrate a new priority.

In June 2021, the Legislative Assembly approved a new program, under the title “Anticorruption” with an allocation of \$673,700. The Program occupied two Sub Programs, ‘Investigation and Case Management’ and ‘Arbitration, Conciliation and Advice’.

In accordance with the importance identified by the Legislative Assembly, this new program is to be implemented as a matter of priority. However, given that my remit is not Anticorruption per se, I will focus on developing an ‘Oversight Governance’ as a buffer between maladministration and Anti-Corruption while the Executive ponders on what to do with Anti-Corruption.

Output 1: Leadership and Policy Advice

Output 2: Investigation Services

Output 3: Oversight Governance

The TSDF Link to the Office of the Ombudsman

The outputs are aligned to support the overall TSDFII organisational outcome for Tonga. Our significant contribution is formed under **National Outcome D** which forms one of seven outcomes under the TSDFII. National Outcome D is:

D. More inclusive, sustainable and responsive good governance with strengthened rule of law

As an institution that actively promotes good governance across the public administration, the significant contribution is aligned to the organisational outcome 3.1 which is identified as follows:

3.1 More efficient, effective, affordable, honest, transparent and apolitical public service focused on clear priorities

Relevant strategic concepts include:

- Clear delegation of responsibility across government MDAs
- Continue public financial management reform
- Better monitoring & evaluation

Further contributions are identified in the following organisational outcomes:

3.2 Improved law & order and domestic security appropriately applied

Relevant strategic concepts:

Support and strengthen anti-corruption by strengthening activities to reduce maladministration and mismanagement.

3.4 Modern & appropriate Constitution, laws & regulations reflecting international standards of democratic processes

Relevant strategic concepts:

- Avoid hasty, ad-hoc and poorly considered legal changes

3.5 Improved working relations & coordination between Privy Council, Executive, Legislative & Judicial functions

Relevant strategic concepts:

- Review of the current working relationships which contribute to maladministration and mismanagement to identify areas where improvements can be made

4.3: More reliable, safe and affordable information & communication technology (ICT) used in more innovative ways

Relevant strategic concepts:

Expand training and skills in the use of modern ICT

The Sustainable Development Goals Link to the Office of the Ombudsman

The institution supports the Sustainable Development Goals (SDGs) in particular:

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

The office will shift its focus to people-based justice, focusing on those furthest behind, using it as a normative framework for the investigation and newly established oversight governance division in their assessment of complaints, formulate topics for investigation and integrate it into the operations of the office.

The Government Priority Agenda Link to the Office of the Ombudsman

We will utilise cross-cutting approaches in support of the nine (9) priorities for the FY 2021- 22 to FY2024-2025 to achieve our core functions. The purpose of these approaches are to build trust within all MDAs and PEs to achieve their objectives effectively and disable maladministration.

Our reforms are based on the GPAs:

TSDFI	GPA	Reforms
31. More Efficient, effective, affordable, honest, transparent and political public service focused on clear priorities.	Group: A. National Resilience Priority: GPA 5 We support Government's efforts to minimise the widespread of COVID 19. The Ombudsman Staff Policy Manual (OSPM) has been amended in accordance with the Ombudsman decision 4 th of February 2022, by inserting the following Policy 2.10. The new policy relates to any pandemic, including COVID-19.	Regular amending of the OSPM in sync with Government's framework of response.
	Group A. National Resilience Priority: GPA 3 Supporting His Majesty's efforts in the fight against crime, we have secured international funding from the International Ombudsman Institute to conduct a national Own Motion report on Tonga's realistic capability to respond to drugs.	Added focus of investigation on top of what we already do.
	Group: B. Quality of Services and Affordability Priority: GPA 4 The Personal Health Information Protection Bill is before the Legislative Assembly. Once passed into law, this will place a new function, namely, an oversight function on the way all health providers store information and data for patients.	Rename programme 3 from Anti-Corruption to Oversight Governance. This will include an establishment of a TOR for the newly established division and additional staff structure to assist in oversight and outreach. The UNGA resolution, Paris

		Principles and Venice Principles are at play here.
	<p>Group: B. Quality of Services Priority: GPA 6 Our independent position in society means that complaints can be lodged to us for investigations. Following investigations, when we find maladministration, we can make clear and concise recommendations that will ultimately improve Government services for the public as we work towards eliminating maladministration.</p>	Additional staff to assist in the functions and ensuring that additional staff help deliver quality reports.
	<p>Group: B. Quality of Services Priority: GPA 4 <p>Good governance is a fundamental tool to assist any country in development. This needs to be taught at a school level as a point of order for future generations.</p> <p>Quality education is one of the priorities under the social pillar. We have started discussions with the relevant stakeholders and the appropriate authorities about highlighting and giving priority to good governance in education.</p> <p>Good Governance is already part of tertiary education but the vision is to incorporate it to primary and secondary syllabus. The Long-term goal is to advocate for its inclusion in the immediate future.</p> <p>This would assist quality education of a more informed future generation for Tonga.</p> <p>This is part of our outreach initiatives. We have included primary, secondary and tertiary institutions in our good governance outreach throughout Tongatapu and all the outer islands, Eua, Haapai, Vavau and the two Niua's.</p> </p>	Establishment of Oversight Governance to assist in talks with the Ministry of Education. Needs to be strengthened.
	<p>Group: B. Quality Services and Affordability Priority: GPA 6 This is under the Infrastructure & Technology pillar of the TSDF II. As outlined under the government priority settings, information and communications technology advancements and affordability is an area that we seek to implement.</p> <p>We strive to produce excellent outreach resulting in complaint numbers increase. There is a need to have a digital database.</p> <p>We are experiencing challenges with the switch to digital database (CMS/ Tatala). The vision for an efficient and more effective management of complaints is still a work in progress and once achieved will provide statistical data sets for more efficient reporting.</p>	To upgrade the Case Management System via foreigner developers in the upcoming financial year as part of the offices procurement activities.
	<p>Group: C. Challenges and Opportunities for progressive Economic Growth Priority: GPA 9 The office supports the government's goal to improve the overall wellbeing and quality life of all Tongans by developing the anti-corruption program to achieve this goal. Since the release of Transparency's international Global corruption barometer 2021, with more than 6000 statistical data collected</p>	To recruit staff with legal backgrounds for the development of the program for tackling corruption in Tonga in accordance with the Anti-

	<p>from the pacific islands, Tonga's overall rating of corruption within the government stands at 62%.</p> <p>Maladministration is a problem and it must and is being addressed. This will focus on governance and oversight. Activities within this program will include:</p> <ul style="list-style-type: none"> Legal framework for maladministration and monitoring good governance. Access to information regimes Creation of an independent and active civil society Public financial management systems Open government- open data Whistle-blower protection systems Conflict of interest management systems Support of Independent and vigorous enforcement of anticorruption laws. 	corruption Mandate
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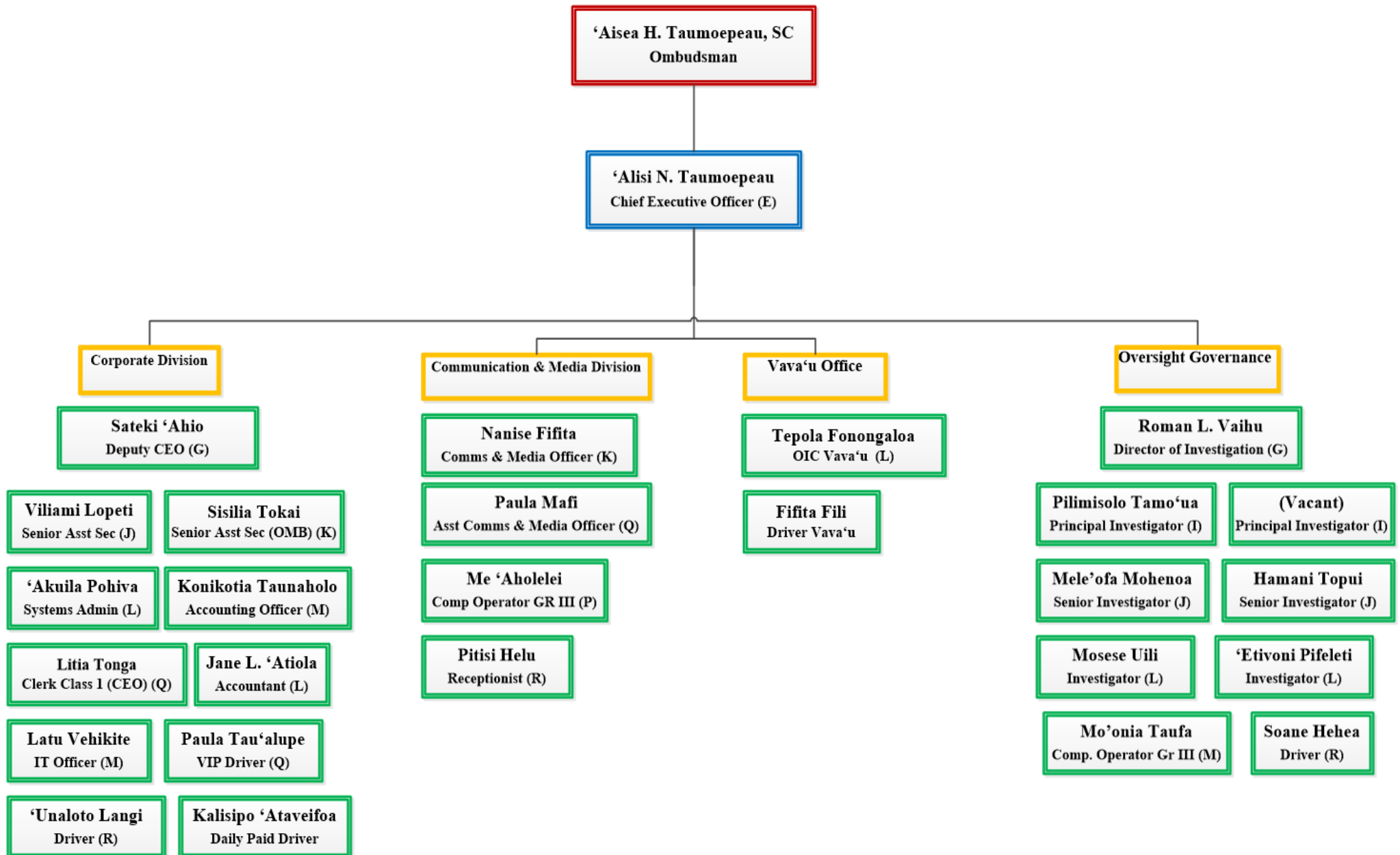
Office of the Ombudsman Outputs Grouped into Divisions/Sub-Programs and Programs

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: 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	Ombudsman, CEO
	Better overall management	Lead weekly management meetings Provide direction and guidance	CEO
	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	OMB, CEO
	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 Publish final reports	CMO, ACMO, CEO, ID
	Improved Human Resources and administration services	Conduct recruitment process Manage & monitor attendance book Complete PMS Manage vehicle log book Provide efficient & reliable transport services Promote healthy living activities Participate in capacity building trainings/workshops Conduct trainings on soft skills and policy manual Provide clean working environment Implement record keeping & filing policy Provide efficient filing services	DCEO
	Quality financial management	Prepare end of month expenditure report Prepare monthly forecast review Prepare & implement procurement plans	DCEO, Accountant and Accounting Officer

		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	
	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	CEO, DCEO, Accountant, and CMO
	Reliable and efficient IT systems	Conduct inventory check monthly on equipment	IT
Program 2: Investigation Services	Impartial & efficient complaint management	Register complaints Investigate complaints Investigate own motion cases Manage cases Advise and record phone calls, visits	OMB, CEO, ID Team
	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	ID Team
	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	ID Team
	Ongoing capacity building	Deliver and/or attend monthly training	ID Team
Program 3: Oversight Governance	Impartial & efficient oversight management	Scope out oversight legislation across Tonga Create awareness for oversight Plan and carry out oversight duties Manage oversight statistics	Oversight Governance Team
		Advise and record phone calls, visits	

	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	CEO, DOI, Oversight Governance Team
	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	CEO, DOI, Oversight Governance Team Accountant
	Ongoing capacity building	Deliver and/or attend monthly training	CEO, DOI, Oversight Management Team, Accountant

Organisational Structure



Planned Major Reforms

The office keeps an open mind to positive reforms that would bring about positive change to the organisational structure which would inevitably improve our service delivery. A new team, Oversight Governance Team will be established comprising of an Oversight Governance Senior staff as well as technical and support staff.

The following reforms and improvements are ongoing:

Reforms & Improvements

Program	Sub-outputs	Responsible division	Reforms	Improvements for FY2022/23- 2024/25
Leadership and policy advice	Leadership and Advice	Office of the Ombudsman	<p>Legal Division: A legal division has been established to deal with legal matters. As a first step, the amendments pursued to assist complainants when recommendations are not being implemented by the MDA's. Subject to law, the legal division would be responsible for legal advice and referral to the appropriate authority subject to the Ombudsman consent.</p> <p>Advisors to the Ombudsman: Complex complaints have required the Ombudsman to seek advice from relevant experts in that particular field prior to a recommendation being made. Expert guidance is used and their inclusion means that the Ombudsman received informed recommendation.</p>	The recruitment of professional consultants will continue into the upcoming financial years for recommendations and guidance
	Better Overall Management Accessible to Human Rights	Office of the CEO	<p>Human Rights: The area of human rights is still a work in progress. There is a provision in the Ombudsman Act which provides the Ombudsman to take particular attention to complaints received from patients classified under the <i>Mental Health Act</i> or a person in custody on a charge or after conviction of any offence. This CEO will be looking deeper into this window to develop this particular area through either legislative or policy changes. It is envisaged that human rights will be incorporated into our strategies and that one day the office eventually becomes the recognized National Human Rights Institute and recruitment of a Human Rights Officer will be necessary then.</p> <p>Freedom of Information: This is an area which requires further consultative dialogue with relevant stakeholders in developing a framework to enhance the requirement of the need for more transparent government and decision making through FOI.</p> <p>Outreach/Communication and Media: An increase in complaint numbers is a result of strategic and increase volumes of outreach conducted by the newly</p>	Oversight Governance development for the upcoming financial years Relocation of Vavau office under the CEO (sub-program 2).

			<p>established division. This division has been instrumental in increasing awareness of our visibility and accessibility.</p> <p>Currently, the division operates under the CEO. However, it is important that a Head of Division is recruited and more junior staff to support the objectives of the Division.</p> <p>Oversight Governance: Although there are no explicit provisions to deal with anti-corruption under the Ombudsman Act 2001, we refer prima-facie corrupt matters to the relevant authorities.</p> <p>FY 2021/ 2022, the Legislative Assembly approved a new Program 3 on Anti-corruption with a total allocation of \$673,700 within our budget. In line with this priority the new Program 3 enabled activities to strengthen accountability and weaken the enabling environment for corrupt activities and will be known as “Oversight Governance” in the upcoming financial years.</p> <p>Outer Islands: Vavau office which is currently part of the Investigation divisions sub-program will be relocated in the upcoming financial year as sub-program 2 for the office of the CEO, known as “Outer Islands”.</p>	
	<p>Improved HR and Administration</p> <p>Quality Financial statements</p> <p>Accurate monitoring and evaluation</p> <p>Reliable and efficient IT systems</p>	Corporate Services Division	<p>Policy changes for exigency of service and promotion of diligence and professionalism in staff performance has been implemented</p> <p>Performance Appraisal Framework PAF: The system was introduced in 2020 for the purpose of assessing the staff overall performance in relation to their job description. Unlike the PMS, the PAF is being reviewed on a quarterly basis. PAF is a more simplified version based on the science.</p> <p>Upon completion of the consultation and assessment processes include staff head of divisions, the CEO and the Ombudsman for their final review. If the CEO and the Ombudsman is satisfied with the ratings, the accounts will commence working directly with the payroll division for the payment of staff rewards</p> <p>Positive Office Morale: Maintaining a positive office morale contributes to achieving work goals. From promoting healthy living, recognizing staff of the month and staff of the year.</p> <p>Corporate Planning and Budgeting: The Corporate Plan and Budget is regularly discussed by Management and staff alike. Staff participate in two retreats per financial year. These two retreats allow the staff to contribute to initiatives of the plan as well as to comment on the final plan before it is prepared for the Ministry of Finance. Staff are given every opportunity to contribute.</p>	

			<p>Accounts: This team looks at improving their work flow processes to ensure a smooth operation of financial matters. A tracker database is developed but needs to be efficiently implemented to ensure financial matters are taken care of appropriately and there are minimal queries. Improvement in management planning of the budget expenditure will ensure funds are sufficient and lasts the entire financial year.</p> <p>Capacity Building/Training: Basic soft skills training will assist with all staff, such as general introduction to budgeting, accounting, procurement, communications, customer service, basic filing skills and time management to cover technical issues so that all staff can benefit from it.</p> <p>IT: With just one staff allocated, we recognize the need to build on the capacity so that this reflects a growing reliance on technological products and systems as we develop our work processes and survive in this high technical new normal</p>	
Investigation	<p>Impartial and efficient complaint management</p> <p>Accurate monitoring and evaluation</p> <p>Efficient administration</p> <p>Ongoing capacity building</p>	Investigation division	<p>As the Investigation Division is responsible for undertaking the core mandate of the Office, it is important that their processes are practical and efficient. As identified, there is a need to implement an electronic case management system database to manage and monitor complaints appropriately.</p> <p>Case Management: The team will continue to develop their investigative skills focusing on achieving the standards as set out in the Investigation Hand Book. Emphasis is afforded towards correct record keeping, documentation of investigations including interviews, assessments, phone calls and visits.</p> <p>The Tatala is a new database system that is used on line. Previously, case management was done manually and through Excel spreadsheet. However, there was a need to establish a digital platform so that this would act as a centralized management system to better trace complaint files including extracting of key statistics. The CMS will be able to analyze data for reporting for Quarterly, Annual and any other reports required.</p> <p>The complaints received by the office continue to be more complex in nature which requires a high level of investigation. Our investigators put in a great effort to ensure the quality of the investigation is upheld, timelines are met and quality of work is produced.</p> <p>We continue to search for more personnel to increase the capacity of the Investigation team.</p>	<p>Re-look at JD's and qualifications to employ appropriate Investigation staff.</p> <p>Look for funds to support new CMS system.</p>
Oversight Governance	Impartial and efficient complaint	Oversight Governance	<p>Legislative Assembly: In June 2021, the Legislative Assembly approved a new program, under the title "Anticorruption" with an allocation of \$673,700. The Program</p>	Establishment of Oversight Governance

	<p>management</p> <p>Accurate monitoring and evaluation</p> <p>Efficient administration</p> <p>Ongoing capacity building</p>		<p>occupied two Sub Programs, ‘Investigation and Case Management’ and ‘Arbitration, Conciliation and Advice’. In accordance with the importance identified by the Legislative Assembly, this new program is to be implemented as a matter of priority. This is supported by surveys published by Transparency International and the World Bank which indicate that corruption is a matter of concern to the general population.</p> <p>Costs of Maladministration and Corruption: The mandate of the Office focusses on maladministration within the overall framework of Oversight and Governance. At the same time, maladministration is the acknowledged enabler for corruption. The World Bank estimates that corruption costs the equivalent of 5% of the global economy annually. This translates to approximately \$51 million annually for Tonga, as a general estimate.</p> <p>Improved Oversight and Governance: Maladministration is about the conduct of public officers and the practices, policies and procedures of officials, which result in irregular and unauthorized use of public money, the mismanagement of public resources, and the mismanagement of official functions. By promoting oversight and governance to lower maladministration actively and effectively, this program shall contribute to the reduction in the costs of maladministration, with beneficial flow on effects to the public sector and the economy generally through lower costs.</p>	division.
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Table 1: Office of the Ombudsman Budget by Recurrent, Development and item (cash & Kind)

Expenditure Item (\$)	2018/19 provisional	2019/20 revised	2020/21 budget	2021/22 proj. 1	2022/23 proj. 2	2023/24 proj. 3
Established Staff (10xx)	1,006,800	801,100	867,800	933,043	1,581,657	1,599,557
Un established Staff (11xx)	12,000	13,400	36,800	41,160	48,200	48,200
Travel and Communication (12xx)	211,600	196,400	71,000	105,300	142,000	142,000
Maintenance and Operations (13xx)	55,900	54,900	49,100	74,900	75,400	75,400
Purchase of Goods and Services (14xx)	390,100	448,900	485,600	485,205	417,200	417,200
Grants and Transfers (15xx)	23,000	19,400	5,000	1,000	1,000	1,000
**Assets (20xx)	53,000	94,500	32,600	27,100	42,500	42,500
Total OMB Operation Recurrent	1,752,400	1,628,600	1,547,900	1,667,708	2,307,957	2,325,857

Table 2: Ministry Total Staff by Key Category

Category	2018/19 provisional	2019/20 revised	2020/21 budget	2021/22 proj. 1	2022/23 proj. 2	2023/24 proj. 3
Established Staff						
Executive Officer (Band A - G)	4	4	5	4	5	5
Professional Staff (Band H - L)	10	10	12	13	13	13
Other Staff (Band M -S)	11	11	13	12	13	13
Total Established Staff	25	25	30	29	31	31
Unestablished Staff	3	1	1	3	1	1
Total Staff	28	26	31	32	31	31
Total Recurrent Cost(\$)	\$1,018,800	\$814,500	\$904,600 plus new posts to be added as critical posts	\$933,043.00	\$2,307,957.00	\$2,325,857.00

Office of the Ombudsman Programs and their Subprograms

Program 04.1: Leadership & Policy Advice

This program groups the leadership and management outputs of the Office. The major stakeholders of this program include Government Ministries, Public Enterprises & General Public and the Office of the Ombudsman Staff.

Division(s)/Subprograms Responsible Sub-program 1.1: Office of the Ombudsman Sub-program 1.2: Office of the CEO

Sub-program 1.3: Corporate Services Division Sub-program 1.4: Communication Services

Link to last CP&B	Ongoing	Minor change	Major Change	New
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There work of the office is ongoing with more focus on specific functions of our work during the FY 2020/2021. This focus is the result of the office's ongoing desire to effectively serve the people of Tonga and provide accessible services.

Total Staff by Key Category Sub-Program 1.1 Office of the Ombudsman

Description	2019/20 budget	2020/21 estimate.	2021/22 projection.	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	\$195,500	\$221,100	\$148,653	\$165,400	\$165,400
Executive Staff	1	1	1	1	1
Prof Staff	1	1	1	0	0
Other Staff	1	1	1	4	4
Total Established	3	3	3	5	5
Unestablished	1	0	0	0	0

The Ombudsman, Senior Assistant Secretary & VIP Driver make up this division. A new position will be created for a VIP driver

Output: Better Leadership & Policy Advice

This output is divided into eight sub-outputs and the Office will be responsible for the following **Sub-Output 1: Leadership & Advice** of the Ombudsman Operations. All relevant reporting to the Legislative Assembly and to the Ministry of Finance will be submitted by the leadership of the Office.

As outlined in the Ombudsman Act, the following powers are given to the Ombudsman:

Power to investigate any decision, recommendation, act done or omitted relating to administration by a ministry, department or organization which applies to any officer (including a Minister or Governor) employee or member of such ministry, department or organization;

Power to investigate referrals from the Prime Minister of any matter subject to approval of Ombudsman;

Power to instigate an investigation through the Ombudsman's own motion powers;

Power to summon relevant people and documents

Power to carry out hearing;

Power to report and make recommendations;

Power to appoint staff

As the Ombudsman makes a final review of the investigations, he will take on this task to the best of his ability and provide appropriate advice to relevant stakeholders.

Activities /Strategies	KPIs	2019/20 baseline	2020/21	2021/22	2022/23	SDG/TSDF		Costing
						Target #	Indicator #	
1.1 Weekly meetings	Number of meetings with supportive staff	48 weekly meetings	48	0	0	16.7	16.7.2	\$291,000

	in a week						
	Number of meetings with all staff in a month	12 monthly meetings	12 monthly meetings	12 monthly meetings	12 monthly meetings	16.7	16.7.2
1.2 Review & edit/approve draft	Number of CP yearly reviews with feedback for improvement provided	6 yearly reviews before due date	6 yearly reviews before due date	6 yearly reviews before due date	6 yearly reviews before due date	16.6	16.6.1
Corporate Plans	Percentage of Final submissions approved and submitted timely	90% timely submission	90% timely submission	90% timely submission	90% timely submission	16.6	16.6.1
1.3 Assess the need for expert advice	Number of cases in a year requiring technical assistance	<10 cases approved by Ombudsman for technical assistance	<10	<10	<10	16.7	16.7.1
and/or technical assistance in cases	Number of consultants recruited for cases (depending on the nature of the case own motion often leading to a hearing etc)	2 consultants per FY	2 consultants per FY	2 consultants per FY	2 consultants per FY	16.7	16.7.1
	Percentage of consultant reports received timely for Ombudsman review	90% received timely	90% received timely	90% received timely	90% received timely	16.7	16.7.1

Total Staff by Key Category Sub-Program 1.2 Office of the CEO

The Office of the CEO also contributes to the achievement of output 1 as the CEO provides the leadership and guidance to ensure smooth operations in all aspects of the office.

The following two (2) Sub-Outputs are under the direction and guidance of the CEO:

Description	2019/20 budget	2020/21 estimate.	2021/22 projection.	2022/23 projection	2023/24 projection
Total = Recurrent (\$)	\$95,200	\$94,100	\$92,781	\$99,300	\$ 99,300
Executive Staff	1	1	1	1	1
Prof Staff	0	1	1	0	0
Other Staff	1	2	1	3	3
Total Established	2	4	3	4	4

Unestablished	0	0	0	0	0
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The CEO, Clerk Class 1, Assistant secretary (OIC) and VIP driver at Vavau make up this division

Vavau office which is currently part of the Investigation divisions sub-program will be relocated in the upcoming financial year as sub-program 2 for the office of the CEO, known as “Outer Islands”. With that being said, staff will be paid under the CEO program and all operational votes will be managed by the CEO.

Sub-Output 2: Better Overall Management

Better Overall Management: To provide Leadership and guidance to ensure smooth operations in all aspects of the office.

Activities/Strategies	KPIs	2019/20 baseline	2020/21	2021/22	2022/23	SDG/TSDF		Costing
						Target #	Indicator #	
2.1 Weekly meetings	Number of meetings with supportive staff	48 meetings in a year	48	48	48	16.7	16.7.2	\$139,500
	Number of meetings with all staff in a year	12 monthly meetings	12 monthly meetings	12 monthly meetings	12 monthly meetings	16.7	16.7.2	
2.2 Provide direction and guidance	Percentage of effective internal communication of directions to all divisions	90% effective communication with all levels of the ministry	50%	80%	80%	16.7	16.7.1	16.7.1
	Percentage of approved directions based on issues raised by HOD's for immediate action	90% issues sorted/ immediate action	50%	50%	50%	50%	16.7	

Sub-Output 3: Accessible to Human Rights

Better Overall Management: To provide Leadership and guidance to ensure smooth operations in all aspects of the office

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Target #	Indicator #
3.1 Team Retention and Employee satisfaction	Percentage of employee grievances resolved during in-house court sitting	90% grievances solved	90% grievances solved	90% grievances solved	90% grievances solved	16.7	16.7.1
	Percentage of other staff issues raised and appropriate actions addressed	90% raised during OMC with appropriate actions endorsed	70%	70%	70%	16.6	16.6.2
	Percentage of staff retained over the years	90% employees retained due to overall satisfaction	70%	70%	70%	16.3	16.3.3
3.2 Convene stakeholder meetings	Number of stakeholder meetings held in a year	4 (Carried out per quarter)	4 (Carried out per quarter)	4 (Carried out per quarter)	4 (Carried out per quarter)	16.7	16.7.1
	Minutes recorded and filed	90% minutes filed and recorded	90% minutes filed and recorded	100% minutes filed and recorded	100% minutes filed and recorded	16.7	16.7.1
3.3 Review own motion projects	Percentage of cases from Investigation division, raised during OMW to be considered as an own motion	80% cases likely to be an own motion	80%	90%	90%	16.3	16.3.3
	Percentage of own motion reviews provided timely in line with due date	90% timely	80%	80%	80%	16.3	16.3.3
	Number of own motion meetings with line ministries	4 (Quarterly)	4 (Quarterly)	4 (Quarterly)	4 (Quarterly)	16.3	16.3.3

	Percentage of responses to letters received	90% response to letters received from line ministries	60%	90%	90%	16.3	16.3.3
	Number of hearings carried out (no responses received from line ministries can lead to a hearing)	10 per FY	10 per FY	10 per FY	10 per FY	16.3	16.3.3
3.4 Research, educate and publish relevant reports	Number of office newsletters published on website for public information	12 monthly newsletters published per month	12 monthly newsletters published per month	12 monthly newsletters published per month	12 monthly newsletters published per month	16.6	16.6.2
	Timely updates of social media on office activities	100% actual events published timely	100% actual events published timely	100% actual events published timely	100% actual events published timely	16.6	16.6.2
	Percentage of outreaches conducted include solution to real life issues (anti-corruption etc)	100% outreaches conducted include educating public on real life issues	100% outreaches conducted include educating public on real life issues	100% outreaches conducted include educating public on real life issues	100% outreaches conducted include educating public on real life issues	16.6	16.6.2
3.5 Register, manage, investigate human rights complaints	Closed cases resolved	90%	90%	90%	90%	16.7	16.7.1
	Turnover						
	Timeliness of complaint management	90%	90%	90%	90%	16.7	16.7.1
3.6 Advise and record phonecalls & visits	Attendance registry book checked timely	First day of every month	First day of every month	First day of every month	First day of every month	16.7	16.7.1
	Accurate recording of incoming visitors for meetings	90%	90%	90%	90%	16.7	16.7.1

Number of complaints received due to reception services	>5	>5	>5	>5	16.7	16.7.1
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Total Staff by Key Category Sub-Program 1.3 Corporate Services Division

Description	2019/20 budget	2020/21 estimate.	2021/22 projection.	2022/23 projection	2023/24 projection
Total = Recurrent (\$)	\$197,700	\$239,100	\$172,424	\$207,480	\$207,480
Executive Staff	1	1	1	0	0
Prof Staff	3	3	3	4	4
Other Staff	5	5	5	7	7
Total Established	9	9	9	11	11
Unestablished	2	1	3	1	1

The Deputy CEO of Corporate Services, Senior Assistant Secretary, Systems Administrator, IT officer, Accountant, Accounting Officer, Receptionist, Drivers and cleaner make up this division. A new position to be created Senior Accountant

The Corporate Services Division is responsible for the effective and efficient flow of operations within the office. The majority of services performed by this team is to provide for the staff of the Office of the Ombudsman to ensure resources are sufficient and that staff can work effectively and efficiently with internal policies set.

The following sub-outputs are performed by the Corporate Services Division staff:
Sub-Output 4: Improved Human Resources and administration services
Sub-Output 5: Quality Financial Management

Sub-Output 6: Accurate monitoring & evaluation
Sub-Output 7: Reliable and efficient IT systems

Sub-Output: 4

Improved human resources and administration services: To ensure effective and efficient flow of operations within the Office

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDf		Costing
						Targ et #	Indica tor #	
4.1 Conduct recruitment process; -	Percentage of Vacant posts filled during the FY as stated In CP	90% vacant postions filled	80%	90%	90%	16.6	16.6.1	\$633,500
Advertise vacant posts for 2 weeks, fill out bio data, prepare	Accuracy of bio data compiled	100% accurate	100% accurate	100% accurate	100% accurate	16.6	16.6.1	
applications for distribution to Panellists, shortlisting, interviews	Number of shortlisted candidates approved for interview	2 candidates	2 candidates	2 candidates	2 candidates	16.6	16.6.1	
4.2 Manage & monitor attendance book; -prepare attendance book for the week, ensure all staff	Number of staff attendance reports prepared and submitted per month	<i>Daily attendance record distributed = no < 220</i>	<i>Daily attendance record distributed = no < 220</i>	<i>Daily attendance record distributed = no < 220</i>	<i>Daily attendance record distributed = no < 220</i>	16.6	16.6.1	
signed in daily, review register from landlord, email all staff	Percentage of staff using access cards for accurate recording of log in/ out time	90% of staff should utilize access cards for accurate recording	70%	60%	90%	16.6	16.6.1	
	Attendance issues resolved turnover	First day of every month	First day of every month	First day of every month	First day of every month	16.6	16.6.1	
4.3 Complete PAF; Distribute forms and conduct one to one with all staff	Accuracy of Annual Management Plan strategies	0%	0%	90%	90%	16.6	16.6.1	
	Timeliness of PAF forms distributed	By 1 st week of Feb	By 1 st week of Feb	By 1 st week of Feb	By 1 st week of Feb	16.6	16.6.1	
	Percentage of face to face consultations conducted timely	90% Timely	80%	50%	50%	16.6	16.6.1	

	Percentage of PAF forms passed to CEO for review	90% Timely	90%	50%	50%	16.6	16.6.1	
	Percentage of PAF forms passed to OMB for review	90% timely	90%	50%	50%	16.6	16.6.1	
	Timeliness of PMS rewards paid out to staff	70%	80%	90%	90%	16.6	16.6.1	
4.4 Manage vehicle log book and maintenance checklist; Fill out log book regularly and bring to SAS for signing	Number of meetings conducted with drivers per month	Before 1 st daily delivery	Before 1 st daily delivery	Before 1 st daily delivery	Before 1 st daily delivery	16.6	16.6.1	
	Accuracy of log books filled out and daily checking by SAS	90% Weekly checking by SAS	50% Weekly checking bySAS	50% Weekly checking by SAS	90% Weekly checking by SAS	16.6	16.6.1	
	Percentage of fuel/ KM travelled recorded inaccurate	>5 queries from SAS	5 queries from SAS	5 queries from SAS	5 queries from SAS	16.6	16.6.1	
	Overall satisfaction of driver's performance	90% satisfactorily achieved	90%	40%	60%	16.6	16.6.1	
4.5 Fill out and process leave forms, send out leave balance to all staff	Number of leave balances circulated per year	12 leave balances circulated to all staff	12	12	12	16.6	16.6.1	
	Percentage of leave issues reported per year	>5 issues (forms not filled, missing sick leave sheets etc)	>5 issues (forms not filled, missingsick leave sheets etc)	>5 issues (forms not filled, missing sick leave sheets etc)	>5 issues (forms not filled, missing sick leave sheets etc)	16.6	16.6.1	
	Number of Changes to salary due to leave without pay	>10 salary changes due to leave withoutpay	>10 salary changes due to leave withoutpay	>10 salary changes due to leave withoutpay	>10 salary changes due to leave withoutpay	16.6	16.6.1	
	Accuracy of sick leave balance approved by CEO for accounts to process payment	100% accurate	100% accurate	100% accurate	100% accurate	16.6	16.6.1	
4.6 Promote healthy living activities; Create monthly health promoting activities	Number of healthy living initiatives received from social committee	By 1 st week of new month	By 1 st week of new month	By 1 st week of new month	By 1 st week of new month	16.6	16.6.1	

for all staff; keep track of their health progress							
4.7 Participate in capacity building trainings/workshops; Seek out training possibilities for staff and implement	Number of training conducted by management for all staff	¾ per quarter	2/4	0/4	3/4	16.6	16.6.2
	Number of trainings conducted by consultants during the FY	2 per quarter	3 per quarter	2 per quarter	2 per quarter	16.6	16.6.2
	Number of local trainings approved for staff to attend(relative to their division)	<10	<10	<10	<10	16.6	16.6.2
	Performance recognition of staff per month	<i>Staff of the month awarded everymonth</i>	<i>Staff of the month awarded everymonth</i>	<i>Staff of the month awarded every month</i>	<i>Staff of the month awarded every month</i>	16.6	16.6.2
4.8 Provide clean working environment	Number of written complaints received monthly from OMB staff	<i>Less than 3 complaints permonth</i>	<i>Less than 3 complaints permonth</i>	<i>Less than 3 complaints per month</i>	<i>Less than 3 complaints per month</i>	16.6	16.6.2
	Cleaning schedules followed throughout the week	100%	100%	40%	50%		
4.9 Provide efficient filing services through implementation of file and record keeping policy	Timely clearing of outward file trays	No longer than 2 days	No longer than 2 days	No longer than 2 days	No longer than 2 days	16	3.1
4.10 Record complaints and discuss in weekly meeting to improve	Number of written complaints received monthly against Administration services	<5	<5	<5	<5	16	

Sub-Output: 5

Quality financial management: To ensure effective and efficient flow of operations within the Office

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et #	Indica tor #
5.1 Prepare end of month expenditure report	Number of reports submitted for OMC discussions	12 Submitted end of every month	12 Submitted end of every month	12 Submitted end of every month	12 Submitted end of every month	16.6	16.6.1
	Accuracy of financial data	95%	95%	95%	95%	16.6	16.6.1
	Number of quarterly reports submitted to OMC	4 per quarter	4 per quarter	4 per quarter	4 per quarter	16.6	16.6.1
5.2 Prepare monthly forecast review	Due date for forecast submission to MOF	3 rd week of the month	3 rd week of the month	3 rd week of the month	3 rd week of the month	16.6	16.6.1
	Percentage of forecasts received from all divisions per month	90% received by all 4 divisions	90%	60%	90%	16.6	16.6.1
	Accuracy of forecast vs Actual for the month	90%	60%	80%	90%	16.6	16.6.1
5.3 Prepare & implement	Number of Timely submissions of APP to MOF	By 31 st of July	By 31 st of July	By 31 st of July	By 31 st of July	16.6	16.6.1
	Number of revised APP	3	3	2	2	16.6	16.6.1
	Number of APP approved by MOF	2	2	1	1	16.6	16.6.1
	Number of procurement activities successfully carried out during the FY	1	1	1	1	16.6	16.6.1
5.4 Manage & monitor assets and stock room	Timeliness of reports received every month	1 st week of every month	1 st week of every month	1 st week of every month	1 st week of every month	16.6	16.6.1
	Number of stocks take activities carried out per FY	12	12	12	12	16.6	16.6.1
	Number of Asset reports submitted and filed	12	9	12	12	16.6	16.6.1
	Number of Asset registers approved and filed per FY	1	1	1	1	16.6	16.6.1

5.5 Process sun system orders and pick up	Timely with creating orders and picking up supplies	Within 5 days of require and submission of voucher	Within 5 days of require and submission of voucher	Within 5 days of require and submission of voucher	Within 5 days of require and submission of voucher	16.6	16.6.1
	Number of purchase order related queries per month	Less than 5	Less than 5	Less than 5	Less than 5	16.6	16.6.1
	Percentage of purchase orders that have been forecasted	90%	60%	90%	90%	16.6	16.6.1
	Number of outstanding commitments related to purchases extracted from the sun system	Less than 5	Less than 5	Less than 5	Less than 5	16.6	16.6.1
5.6 Review salary/wages and submit	Timely checking of salary and wages	1 week before payday and every Monday	1 week before payday and every Monday	1 week before payday and every Monday	1 week before payday and every Monday	16.6	16.6.1
	Number of queries received regarding wages	Less than 2	Less than 2	No queries	No queries	16.6	16.6.1
	Timeliness of encashments paid out to staff	90%	80%	90%	90%	16.6	16.6.1
	Number of transfers made for amendments to salary	<5	<5	<5	<5	16.6	16.6.1
5.7 Prepare all tax forms	Timely submission of tax forms	By 28 th of every month; by 31 st of Aug; by 2 nd week of July	By 28 th of every month; by 31 st of Aug; by 2 nd week of July	By 28 th of every month; by 31 st of Aug; by 2 nd week of July	By 28 th of every month; by 31 st of Aug; by 2 nd week of July	16.6	16.6.1
	Number of queries received regarding tax forms	Less 3	Less than 3	Less than 3	Less than 3	16.6	16.6.1
	Number of Tax refunds from MORC	More than 5	More than 5	More than 5	More than 5	16.6	16.6.1
	Number of reconciliations carried out for Tax forms	Once at the end of every financial year	Once at the end of every financial year	Once at the end of every financial year	Once at the end of every financial year	16.6	16.6.1
5.8 Record queries from suppliers	Number of queries from suppliers per month	<5	<5	<5	<5	16.6	16.6.1

5.9 Record queries from MFNP	Number of queries from MFNP	<7	<7	<7	<7	16.6	16.6.1
5.10 Record written complaints and queries from staff and discuss in weekly meeting to improve	Number of written complaints from OMB staff against accounts section	<5	<5	<5	<5	16.6	16.6.1
Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et#	Indica tor#
6.1 Conduct weekly division meetings	Number of weekly meetings	48	48	48	48	16.6	16.6.1
6.2 Attend weekly management mtgs	Number of weekly management meetings	48	48	48	48	16.6	16.6.1
6.3 Attend weekly OMBmtgs	Number of OMB meetings	48	48	48	48	16.6	16.6.1
6.4 Submit monthly/quarterly reports	Timely submission of reports	90%	90%	90%	90%	16.6	16.6.1
	Number of reports submitted	4	4	4	4	16.6	16.6.1
6.5 Prepare & implement monitoring template for KPIs (CP)	Timely submission to CEO and HODs	During second week of every month	During second week of every month	During second week of every month	During second week of every month	16.6	16.6.1
6.6 Prepare complaints/query database	Timely submission to CEO and HODs for approval	During month of July/August	During month of July/August	During month of July/August	During month of July/August	16.6	16.6.1

Sub-Output: 7

Reliable and efficient IT systems: To ensure effective and efficient flow of operations within the Office

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et #	Indica tor#
7.1 Conduct inventory check; create schedule and send to HODs	Timely check on office equipment	90%	90%	90%	90%	16.a	16.a.1

7.2 Conduct maintenance check; create schedule and send to HODs	Timely maintenance on equipment	90%	90%	90%	90%	16.a	16.a.1
7.3 Maintain server operation and check and updates weekly	Timely management of office server	Discuss in every weekly mtg	Discuss in every weekly mtg	Discuss in every weekly mtg	Discuss in every weekly mtg	16.a	16.a.1
7.4 Record daily request/issues from staff, issues reported to HOD and recorded	Number of written complaints monthly against IT services	<5	<5	<5	<5	16.a	16.a.1

Total Staff by Key Category Sub-Program 1.4 Communication Services

Description	2019/20 budget	2020/21 estimate.	2021/22 projection	2022/23 projection	2023/24 projection
Total = Recurrent (\$m)	\$53,100	\$57,500	\$77,185	\$84,420	\$ 84,420
Executive Staff	0	0	0	0	0
Prof Staff	0	1	2	2	2
Other Staff	0	1	3	1	1
Total Established	0	2	5	3	3
Unestablished	0	0	0	0	0

The Communication Media officer and Assistant Communication media officer make up this division. The current CMO will be promoted to Deputy CMO and will be paid at Max level of Band J

The Communications & Media Division is a newly established division in our Office. The Office of the Ombudsman recognises the importance of the outreach and communications efforts of our office and understand the need to create this sub-program and allocate its own resources, both human and financial. As you may see in past annual reports, the outreach and awareness work of the office have proven to be a very effective method of getting the word out to the public on the services that we provide.

The Communications & Media Division is responsible for organising and implementing outreach and awareness programs for the office. The following sub-outputs are performed by the Communications & Media Division staff:

Sub-Output 8: Effective outreach & communication services

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF		Costing
						Targ et#	Indica tor#	
8.1 Design & implement outreach plans	Timely submission of plans for the month to CEO	100 %	100 %	100 %	100 %	16.6	16.6.2	\$131,400
	Percentage of plans approved by CEO for immediate action	90%	70%	80%	80%	16.6	16.6.2	
8.2 Conduct MDA contact person sessions	Number of sessions conducted per year	<10	<10	<10	<10	16.6	16.6.2	
8.3 Participate in talk back radio, tv programs and social media queries	Number of radio talkback shows conducted per year	36 peryear	36 peryear	36 peryear	36 per year	16.6	16.6.2	
	Number of television talks back shows conducted per year	12 per year	12 per year	12 per year	12 per year	16.6	16.6.2	
8.4 Host office 31onference and meetings	Number conferences and meetings	30 per year	30 per year	30 per year	30 per year	16.6	16.6.2	
8.5 Conduct outreach programs	Number of outreach programs per quarter	4 per quarter	4 per quarter	3 per quarter	4 per quarter	16.6	16.6.2	
8.6 Write a news release on published reports	Number of write-ups published reports	4	4	4	4	16.6	16.6.2	
8.7 Translate into the Tongan language any reports, letters, brochures, etc..	Accurate translation of relevant reports	90%	90%	90%	90%	16.6	16.6.2	

Program 04.2: Investigation Services

Division(s)/Subprograms Responsible

Sub-program 2.1: Investigation

Link to last CP&B	Ongoing	Minor change	Major Change	New
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The work of this sub-program is ongoing. Throughout the FY 2019/20, various improvements have been made to set a higher standard of work to include better report writing and accurate assessment and management of cases. These changes are the result of the office's ongoing desire to effectively serve the people of Tonga and provide accessible services.

Total Staff by Key Category Sub-Program 2.1 Investigation Division

Description	2019/20 budget	2020/21 estimate.	2021/22 projection.	2022/23 projection	2023/24 projection
Total = Recurrent (\$)	\$273,000	\$292,800	\$249,626	\$241,800	\$241,800
Executive Staff	1	1	1	1	1
Prof Staff	6	6	6	4	4
Other Staff	2	2	2	3	3
Total Established	9	9	9	8	8
Unestablished	0	0	0	0	0

The following staff make up this division: Director of Investigations, Principal Investigation Officer (x2), Senior Investigation Officer (x2), Investigation Officer (x2), Computer Operator Grade I and a Driver. There will be a new scholar return on the last half of FY23/24.

The core function of the Office of the Ombudsman is performed by the Investigation Division. The staff of this division are well trained and have the relevant skills and abilities to undertake efficient and effective complaint management.

The Investigation Division is responsible for achieving the following outputs:

Sub-Output 9: Impartial & efficient complaint management

Sub-output 10: Accurate monitoring & evaluation

Sub-output 11: Efficient administration

Sub-output 12: Ongoing capacity building

Impartial & efficient complaint management: To possess the right staff with relevant skills and abilities to undertake efficient and effective complaint management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF		Costing
						Target #	Indicator #	
9.1 Provide advice to enquiries	Daily advice and registration of enquiries	Within 1 working day of enquiry	Within 1 working day of enquiry	Within 1 working day of enquiry	Within 1 working day of enquiry	16.7	16.7.2	\$316,500
9.2 Register complaints	Daily registration of complaints	Within 1 working day of receipt	Within 1 working day of receipt	Within 1 working day of receipt	Within 1 working day of receipt	16.7	16.7.2	
9.3 Investigate complaints	Timely investigation of complaints – (Timeliness depends on complexity of issues in complaint)	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	16.7	16.7.2	
9.4 Investigate own motion cases	Timely investigation of own motion cases – (Timeliness depends on complexity of issues in complaint)	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	16.7	16.7.2	
9.5 Update complainants	Fortnightly update of all complainants	Updated fortnightly	Updated fortnightly	Updated fortnightly	Updated fortnightly	16.7	16.7.2	
9.6 Provisional Reports	Number of provisional reports	Within 10 working days of decision to report	Within 10 working days of decision to report	Within 10 working days of decision to report	Within 10 working days of decision to report	16.7	16.7.2	
9.7 Final Reports	Number of Final reports	Within 10 working days of receiving response	Within 10 working days of receiving response	Within 10 working days of receiving response	Within 10 working days of receiving response	16.7	16.7.2	
9.8 Closed reports and summaries	Number of closed reports and summaries	Within 5 working days of decision to close	Within 5 working days of decision to close	Within 5 working days of decision to close	Within 5 working days of decision to close	16.7	16.7.2	
9.9 Case Management system	Daily input of data into system	Reviewed daily	Reviewed daily	Reviewed daily	Reviewed daily	16.7	16.7.2	
9.10 Lead outreach programmes to MDAs and communities	Number of Outreach sessions	Reviewed monthly	Reviewed monthly	Reviewed monthly	Reviewed monthly	16.7	16.7.2	

9.11 Translation of Reports/Letters	Number of translations of reports/letters	Reviewed weekly	Reviewed weekly	Reviewed weekly	Reviewed weekly	16.7	16.7.2	
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Sub-Output: 10

Accurate monitoring & evaluation: To possess the right staff with relevant skills and abilities to undertake efficient and effective compliant management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et#	Indica tor #
10.1 Conduct weekly divisional meeting	Number of weekly meetings	48	48	48	48	16.7	16.7.2
10.2 Submission of weekly reports	Weekly submissions of weekly reports	48	48	48	48	16.7	16.7.2
10.3 Weekly Management (OMC) and Ombudsman Meeting	Number of weekly reports/divisional agenda prepared	48	48	48	48	16.7	16.7.2
10.4 Submit monthly reports to OMC	Monthly submission of reports to OMC	12	12	12	12	16.7	16.7.2
10.5 Submit quarterly reports for Quarterly Report, Quarterly Newsletter etc.	Quarterly submission before 1 st week of new quarter	4	4	4	4	16.7	16.7.2
10.6 Monitor and evaluation	Quarterly review before 2 nd week of new quarter	4	4	4	4	16.7	16.7.2
10.7 Constant Feedback under PAF	Number of feedback sessions	<i>Within 1 day of feedback being required</i>	<i>Within 1 day of feedback being required</i>	<i>Within 1 day of feedback being required</i>	<i>Within 1 day of feedback being required</i>	16.7	16.7.2
10.8 Provide effective and efficient services (external)	Number of written complaints from public against ID Officers	<5	<5	<5	<5	16.7	16.7.2
10.9 Provide effective efficient services (internal)	Number of written complaints from staff against ID Officers	<5	<5	<5	<5	16.7	16.7.2

Sub-Output: 11

Efficient administration: To possess the right staff with relevant skills and abilities to undertake efficient and effective complaint management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et #	Indica tor #
11.1 Contribute to Annual Report	Annual contribution to report	Annual Report by last week of July	Annual Report by last week of July	Annual Report by last week of July	Annual Report by last week of July	16.7	16.7.2
11.2 Contribute to Corporate Plan and Budget strategy	Annual contribution to Corporate Plan and Budget strategy	Last week of March	Last week of March	Last week of March	Last week of March	16.7	16.7.2
11.3 Contribute to Investigation manual	Annual contribution to Investigation manual	Last week of October	Last week of October	Last week of October	Last week of October	16.7	16.7.2
11.4 Review of staff PolicyManual	Bi-Annual Review	Nil	Monthly review of chapters until complete	Nil	Monthly review of chapters until complete	16.7	16.7.2

Sub-Output: 12

Ongoing capacity building: To possess the right staff with relevant skills and abilities to undertake efficient and effective compliant management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et #	Indica tor #
12.1 Training and Development	Monthly Training and Development hosted by Management	Monthly implementation of training	Monthly implementation of training	Monthly implementation of training	Monthly implementation of training	16.7	16.7.2
12.2 Local training opportunities	Number of training programmes offered locally	<5	<5	<5	<5	16.7	16.7.2
12.3 International training opportunities	Number of international training attended	<5	<5	<5	<5	16.7	16.7.2

Total staff by key category Sub-program 3: Oversight Governance

Division(s)/Subprograms Responsible Sub-program 3: Oversight Governance

Link to the last CP&B	Ongoing	Minor change	Major Change	New
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Total Staff by Key Category Sub-Program 3: Oversight Governance

Description	2021/22 projection.	2022/23 projection	2023/24 projection
Total = Recurrent (\$)	\$ 477,100	\$ 477,100	\$ 477,100
Executive Staff	1	1	1
Prof Staff	5	5	5
Other Staff	1	1	1
Total Established	7	7	7
Unestablished	0	0	0

Oversight Governance, will be responsible for achieving the following outputs:

Sub-output 13: Impartial & efficient oversight governance

Sub-output 14: Accurate monitoring & evaluation

Sub-output 15: Efficient administration

Sub-output 16: Ongoing capacity building

Sub-Output: 13

Impartial & efficient oversight governance

Activities/Strategies	KPIs	2019/20 baseline	2020/21	2021/22	2022/23	SDG/TSDF		Costing
						Targ et #	Indica tor #	
13.1 Scope out oversight legislation	Daily monitoring of oversight governance	Within 1 working day of enquiry	Within 1 working day of enquiry	Within 1 working day of enquiry	Within 1 working day of enquiry	16	3.1	\$509,000
13.2 create active awareness for oversight to	Daily records of work for oversight governance	Within 1 working day of receipt	Within 1 working day of receipt	Within 1 working day of receipt	Within 1 working day of receipt	16	3.1	

relevant MDAs							
13.3 Review oversight bodies and recommendations	Timely review of oversight governance issues.	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	16	3.1
13.4 Active records are maintained	Timely investigation of own motion cases – (Timeliness depends on the complexity of issues in the complaint)	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	16	3.1

Sub-Output: 14

Accurate monitoring & evaluation: To possess the right staff with relevant skills and abilities to undertake efficient and effective complaint management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et#	Indica tor #
14.1 Conduct weekly divisional meeting	Number of weekly meetings	48	48	48	48	16	3.1
14.2 Submission of weekly reports	Weekly submissions of weekly reports	48	48	48	48	16	3.1
14.3 Weekly Management (OMC) and Ombudsman Meeting	Number of weekly reports/divisional agenda prepared	48	48	48	48	16	3.1
14.4 Submit monthly reports to OMC	Monthly submission of reports to OMC	12	12	12	12	16	3.1
14.5 Submit quarterly reports for Quarterly Report, Quarterly Newsletter, etc.	Quarterly submission before 1 st week of new quarter	4	4	4	4	16	3.1
14.6 Monitor and evaluation	Quarterly review before 2 nd week of new quarter	4	4	4	4	16	3.1

Sub-Output: 15

Efficient administration: To possess the right staff with relevant skills and abilities to undertake efficient and effective complaint management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et #	Indica tor #
15.1 Contribute to Annual Report	Annual contribution to report	Annual Report by last week of July	Annual Report by last week of July	Annual Report by last week of July	Annual Report by last week of July	16	3.1
15.2 Contribute to Corporate Plan and Budget strategy	Annual contribution to Corporate Plan and Budget strategy	Last week of March	Last week of March	Last week of March	Last week of March	16	3.1
15.3 Contribute to Investigation manual	Annual contribution to Investigation manual	Last week of October	Last week of October	Last week of October	Last week of October	16	3.1
15.4 Review of staff PolicyManual	Bi-Annual Review	Nil	Monthly review of chapters until complete	Nil	Monthly review of chapters until complete	16	3.1

Sub-Output: 16

Ongoing capacity building: To possess the right staff with relevant skills and abilities to undertake efficient and effective complaint management

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF	
						Targ et #	Indica tor #
16.1 Training and Development	Monthly Training and Development hosted by Management	Monthly implementation of training	Monthly implementation of training	Monthly implementation of training	Monthly implementation of training	16	3.1
16.2 Local training opportunities	Number of training programmes offered locally	<5	<5	<5	<5	16	3.1
16.3 International training opportunities	Number of international trainings attended	<5	<5	<5	<5	16	3.1