



Summary Corporate Plan & Budget

2020/21 – 2022/23

**‘SERVING TONGA, ADVOCATING
INTEGRITY’**

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List of Abbreviations

CP&B	Corporate Plan and Budget
FY	Fiscal Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
NIIP	National Infrastructure Investment Plan
OMB	Office of the Ombudsman
TSDF	Tonga Strategic Development Framework
MFNP	Ministry Finance and National Planning

Foreword from the Ombudsman

FOREWORD



I am pleased to present the Corporate Plan and Budget Summary of the Office of the Ombudsman (OMB) for the years 2020/21 to 2022/23.

The Corporate Plan outlines specific outputs and sub-outputs that my staff and I will strive to achieve throughout this financial year and within the next three years. There is no significant change this year in our organizational structure from previous years. However, we do continue to strive to improve in various aspects of our work. Efficiency and effectiveness is vital to building relationships of trust with all of our stakeholders and my staff convey these characteristics with them as motivating factors towards accomplishment.

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

As I have mentioned over the years, my priority as Ombudsman will always be to provide independent, impartial and confidential assistance to people with administrative complaints against Government and its Public Enterprises and to help them complain safely and effectively. The ultimate aim is to improve public decision making processes and to promote Good Governance.

'Aisea H. Taumoepeau, SC
Ombudsman

Message from the Acting Chief Executive Officer

This plan updates the previous plan and outlines how the Office intends to deliver against its purpose over the three year period 2020/21 to 2022/23.

As the key strategic planning document, It guides our operation. We operate in a dynamic environment, responding to change and managing risks. The building of strong relationships with key stakeholders is central to delivering against our strategic objectives.

We are committed to delivery of high quality services to individual complainants and proper investigation. The discretionary own motion investigation and reporting work will continue to address issues not specifically initiated from public complaints. Our core function is to offer the public a fair, professional, and independent means of resolving complaints.

‘Alisi N. Taumoepeau, SC
CEO

1 Office of the Ombudsman: Corporate Plan Executive Summary

1.1 Mandate, Key Legislations, Policy Decisions & Conventions

The Office of the Ombudsman operates according to its mandate under the Ombudsman Act 2001. The Office of the Ombudsman hosts the functions of the Ombudsman and to a limited extent, anti-corruption issues.

The Office of the Ombudsman provides an independent, free and accessible ombudsman service for the public who have complaints pertaining to the conduct, actions and/or decisions of government ministries, departments and public enterprises (organizations).

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

The Office of the Ombudsman independently investigates complaints of actions and decisions which may be:

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

The overall purpose of the Office of the Ombudsman is to investigate, review and inspect the administrative conduct of government ministries, departments and organizations and provides advice and guidance in order to ensure people are treated fairly.

The main law governing the Office of the Ombudsman is the Ombudsman Act 2001. Other relevant legislation, policy decisions and plans include the following:

- The Constitution of Tonga
- Anti-Corruption Act 2001
- Public Finance Management Act
- Government Priority Agenda
- Tonga Strategic Development Framework II
- Public Financial Management Reform Roadmap
- Sustainable Development Goals

Ombudsman Act 2001

The Ombudsman Act makes provisions for the establishment of the Office of the Ombudsman and matters related thereto.

The primary function of the Ombudsman is to conduct investigations into any administrative decision, recommendation or action carried out by any government ministry, employee, officer or member which personally affects any person. Such investigations may be conducted either upon receipt of a complaint, by motion of the Ombudsman or upon reference from the Prime Minister (subject to Ombudsman's consent).

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

Anti-Corruption Act 2007

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

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

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

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

1.2 Stakeholders

The Office of the Ombudsman provides services to the general public and to Government Departments and Agencies. All are welcome to visit the office in person, by phone or email. The outreach efforts of the office cover all stakeholders listed below to ensure wide-spread awareness of what services can be provided.

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

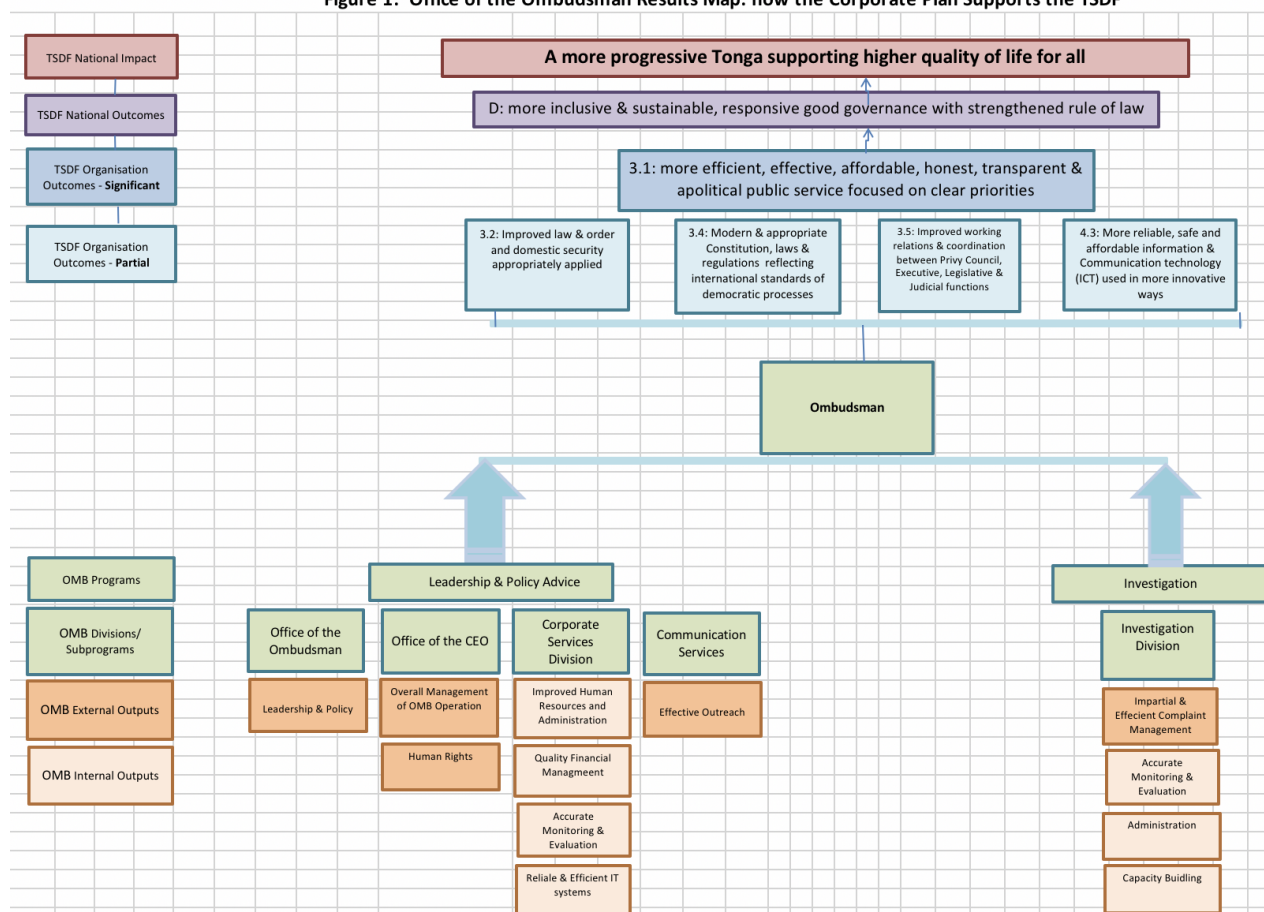
OMB Stakeholders and Their Relationships				
Stakeholder	Customer of OMB	Supplier to OMB	Partner with OMB	Oversight of OMB**
LA			X	X
Cabinet		X	X*	
MDAs	X	X	X	
Public Enterprises	X	X	X	
Businesses	X	X		
NGO, CSO	X	X		
General Public	X	X	X	
Development Partners			X	

*Cabinet Ministers in their respective portfolios

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

1.3 Office of the Ombudsman Results Map

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



The Results Map for the Office of the Ombudsman is shown above. This clearly outlines how the work of our office links to the overall national objectives of Tonga.

To note, the outputs and sub-outputs are delegated to Programs and Divisions and they are responsible for achieving specific activities relating to the outputs

The OMB will work towards producing external and internal outputs. External meaning the outputs will be produced through the collaboration of various stakeholders and internal meaning outputs will be produced by OMB staff. All outputs, external & internal, are associated to the TSDF and will be achieved during the corporate plan period (2018-2021). OMB will produce specific outputs that will support the TSDF National and Organisation outcomes and they are all listed as follows:

- **Output 1:** Leadership & Policy Advice
- **Output 2:** Investigation Services

1.4 TSDF/SDGs/Regional Frameworks

1.4.1 TSDF/SDG Impacts and Outcomes Supported by MDA Outputs.

The TSDF Link to the Office of the Ombudsman

The Office of the Ombudsman outputs are aligned to support the overall TSDF organisational outcome for Tonga. The Office of the Ombudsman makes significant contribution to one out of the seven TSDF National Outcomes:

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

As an organization that promotes good governance practices, the Office of the Ombudsman significantly contributes to the following TSDF Organisational Outcome:

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

Relevant Strategic Concepts:

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

The Office of the Ombudsman is also recognized as partially contributing to the following TSDF Organisational Outcomes:

3.2: Improved law & order and domestic security appropriately applied

Relevant Strategic Concepts:

- Strengthen the role of the Anti-Corruption Office
- Improve the professionalism of the Police

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 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 Office of the Ombudsman supports the Sustainable Development Goals (SDGs), in particular the following:

- 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

1.4.2 GPA, Sector Plans, Regional & Community Development

The Government Priority Agenda Link to the Office of the Ombudsman

The Office of the Ombudsman is pleased to give overall support to all nine (9) Government Priorities Agenda FY 2020/21 – FY 2022/23. Our work has a direct link to the following areas:

- Public Sector System Reform
- Digital Government Framework
- Quality Education

Public Sector System Reform

The public sector system reform is categorized under the Political Pillar and is a key priority for government. This priority is broken down to seven (7) areas, of which the Office of the Ombudsman ties its function to three of the seven:

- Rule of Law
- Leadership
- Good Governance

Rule of Law

- ‘Institutionalise the concept of an independent authority to monitor Tonga Police e.g.: Amend the Ombudsman’s Act to incorporate independent check of Police performance’ - The Office of the Ombudsman is an independent body that serves the purpose to assist all people of Tonga. This includes members of the public and Government and Public Enterprise workers. As the overall public are aware of the independence of the office, they will have more confidence in the work that our Investigators do. The Ombudsman acts as a buffer between the individual citizen and the state, to stand up for good governance principles. The Office respects and promotes fundamental rights of the people and acts in accordance with the laws of the land.

- Revise Immigration Act and relevant legislation -
- Upgrade Immigration systems and procedures (to include addressing customer service issues) - The need to upgrade immigration systems and procedures (to include addressing customer service issues) is also an issue that can be related to our line of work as our investigations focus on decision making and processes and procedures that effect decisions being made. The Ombudsman is an element of democratic system, of check and balances. Government through its laws, procedures and systems that are created are also subject to it. These instruments are to be put in place which provides for constraint, accountability and controls measures to prevent Government from gaining absolute power. For the public to have confidence in government, constraints must be imposed on the power it exercises. To be effective, a government needs legitimacy.

Leadership

The work performed in our office relates to all four (4) of the leadership areas namely:

- Training – Capacity building of staff is very important in order to provide quality services to the public.
 - New Zealand and Australia Governments leadership training programs provided to local staff to enhance their capacity – The Office of the Ombudsman is very pleased with the strong relationship we have with contacts from New Zealand and Australia. The New Zealand government has sponsored our local staff to short term attachments to the Ombudsman New Zealand office and learn from the more sophisticated and advanced systems and procedures that they have. Staff have come back to Tonga with bright ideas that assist with the efficiency of our office. Ombudsman organizations in Australia and other overseas countries continue to support our work with providing workshops overseas and locally and inviting our staff to participate in relevant conferences.
 - Further study opportunities in law, middle management, social welfare – Our office is fortunate to attract persons with a law background to join our team as employees. We encourage and motivate our staff to seek out opportunities for further studies in this area as we know the positive outcome it brings to our work.
- Improve mutual communication between Ministers and his staff
- Reforms & improvements in Corporate Services - this area is continuously worked on by the Office. Detailed information is outlined in section 2.3 of this plan.
- Reforms & improvements in Leadership & Policy Advice - this area is continuously worked on by the Office. Detailed information is outlined in section 2.3 of this plan.

Good Governance

The Office of the Ombudsman provides an avenue for the people of Tonga to express their dissatisfaction with any administrative actions, processes and decisions in government. The core function of the Office is to resolve these concerns and promote good governance practices across all public services. The Office of the Ombudsman will also make recommendations to improve processes and procedures within government services.

Good governance areas related to our office are as listed:

- Strengthen enforcement
 - Monitoring System – Through efficient monitoring of procedures and processes, our office can ensure work is moving at a timely manner and resolve issues that may delay progression of various tasks. Monitoring is very crucial in our work and is followed through weekly, monthly and quarterly reporting to management staff. Regular updating in divisional meetings will ensure ongoing work flow.
 - Existing Act, policies, legislations, procedures, regulations – The Office has set up an Ombudsman Management Committee (OMC), which includes the CEO and Heads of Division. Within their weekly meeting, OMC may discuss and review policies and procedures that affect the staff. Any decisions made in OMC meetings may be shared with all staff for comment and submitted to the Ombudsman for further discussion. This practice is ongoing and OMC members try to be as transparent and open to suggestions with the idea of making recommendations that will improve the operations, morale and overall work of the office
 - Strengthened implementation – As processes and procedures are set, it is important that proper implementation takes place to ensure of no set backs. Strong implementation can minimize delays and issues that are prone to bring bigger problems to the work of the Office.
- Improve leadership and policy advice – this area is continuously worked on by the Office. Detailed information is outlined in section 2.3 of this plan.
- Improve mutual communication between Ministers and his staff – The Ombudsman convenes a weekly meeting with the CEO and Heads of Division. This meeting is to ensure the Ombudsman is aware of all areas of the office and he is kept up to date on various issues.
 - Change mindset of dependency – As the work of the Office of the Ombudsman should be strictly independent of any outside or government influence, we continuously work closely with Government Ministries and organizations to remind them of this.
 - Enforcement of Performance Management System (PMS) criteria – The Office of the Ombudsman is pleased to work with Government in following similar processes and procedures for performance assessment of staff. The PMS has proven to be an avenue for management to discuss strengths and weaknesses of its staff and find ways to utilise strengths and to improve weaknesses.
- Improved systems wide performance through performance improvement initiatives – The Office of the Ombudsman management team utilise the PMS assessment to look at an improvement of staff skills and abilities.
 - Improved outputs, budget and PMS performance – a monitoring system is put in place internally to ensure that outputs and targets are achieved in a timely manner;
- Reforms & improvements in Investigation Services - this area is continuously worked on by the Office. Detailed information is outlined in section 2.3 of this plan.

The Office of the Ombudsman continues to enforce efficient and effective public service delivery in performing our core functions.

Digital Government Framework

This area is under the Infrastructure & Technology pillar of the TSDF. As outlined in the government priority settings, Information and Communications Technology (ICT) advancements and affordability is an area that we continue to implement in our Office. Our office maintains a case management system on an excel spreadsheet. Over the past few years, our office has prioritised the need to conduct outreach programs to ensure all people of Tonga are aware of the services we provide. As more people are aware of the services we provide, the workload of the office has increased. The cases coming through the office would be better managed and monitored digitally. We look forward to implementation of our new initiative this year of a new case management system (CMS) that will be able to assist with not only efficiently manage the case work and work flow, but also will assist with gathering statistics and information that will be useful for our annual reports and other plans.

Quality Education

The Government prioritizes quality education as it is one of the areas of the Social Pillar in the TSDF. The Office of the Ombudsman is confident in its relevancy to promote quality education in Tonga. The Office has not started discussions with relevant stakeholders, but it is envisioned that we will be able to share our ideas through the following:

- ‘Long-term strategy to conduct a comprehensive review of the whole education and skills development system in Tonga to identify areas for improvement’ - Our office would like to introduce the subject of “Good Governance” into the curriculum of schools in Tonga
 - Incorporate extra curriculum activities to the Curriculum (from Primary-Secondary) – We are confident that Good Governance is a subject that should be introduced to our young people within the schools. This can instill important values of integrity and honesty while our children are young.

This is a work in progress and we would like to start off with engaging discussions and consultations with specific target groups to confirm that our vision in this will be of value to the people.

2. Office of the Ombudsman Overview

2.1 Office of the Ombudsman Outputs Grouped into Divisions/Sub-Programs and Programs

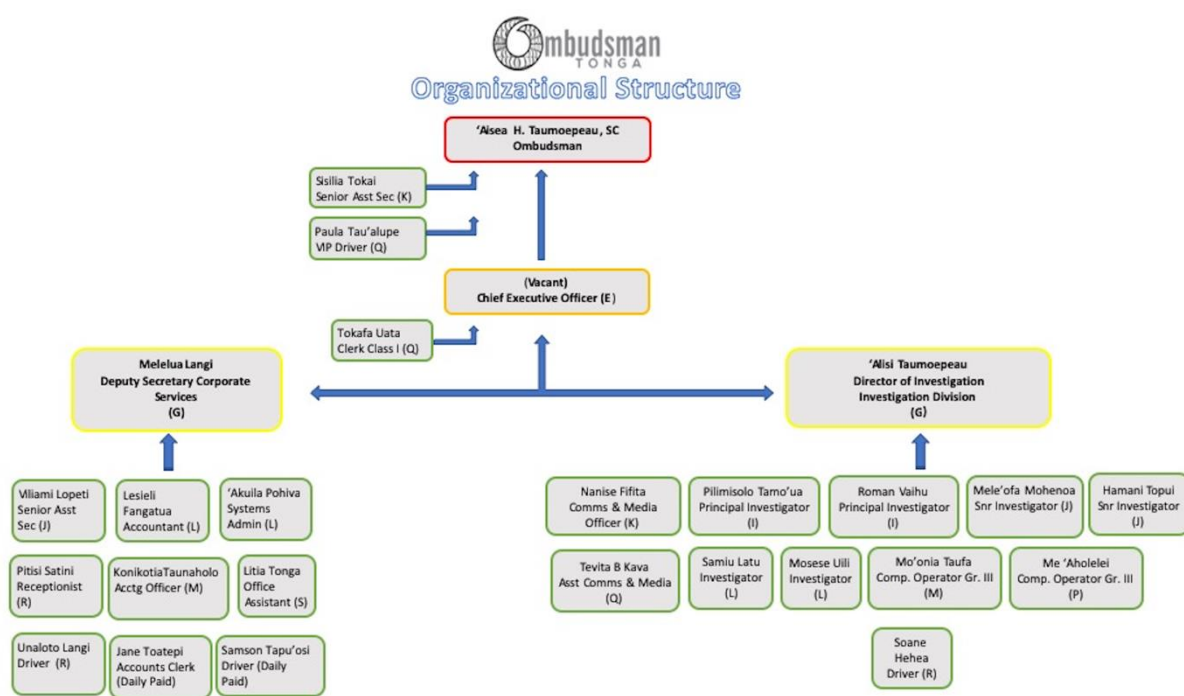
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Policy Advice	Better leadership and policy advice	<ul style="list-style-type: none">• Lead weekly OMB mtgs• Provide direction and guidance to CEO and HODs• Recruitment of a professional contracted staff, as needed	Ombudsman, CEO

	Better overall management	<ul style="list-style-type: none"> • Lead weekly management mtgs • Provide direction and guidance 	CEO
	Accessible to Human Rights	<ul style="list-style-type: none"> • Conduct information sessions in advocating human rights • Convene stakeholder mtgs • Own motion projects • Research, education and publications • Register, manage, investigate human rights complaints 	OMB, CEO, HRO
	Effective outreach	<ul style="list-style-type: none"> • 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 	Head of CM, CMO, ACMO, CEO, ID, CSD
	Improved Human Resources and administration services	<ul style="list-style-type: none"> • 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 	DS, SAS, Clerk, Receptionist, Cleaner, Drivers
	Quality financial management	<ul style="list-style-type: none"> • Prepare end of month 	DS, SAS,

		<ul style="list-style-type: none"> expenditure report • Prepare monthly forecast review • Prepare & implement procurement plans • 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 	Accountant, Accounting Officer, Clerk Class III
	Accurate monitoring and evaluation	<ul style="list-style-type: none"> • Conduct weekly division mtgs • Attend weekly management mtg • Attend weekly OMB mtg • Submit monthly reports • Submit quarterly report • Prepare CP/Budget and AMP • Prepare & implement monitoring template for KPIs (CP) • Prepare complaints/query database • 	DS, SAS, Clerk Class III
	Reliable and efficient IT systems	<ul style="list-style-type: none"> • Conduct inventory check monthly on equipment • 	DS, SAS, Systems Admin, Clerk
Program 2: Investigation Services	Impartial & efficient complaint management	<ul style="list-style-type: none"> • Register complaints • Investigate complaints • Investigate own motion cases • Manage cases • Advise and record phone calls, visits 	OMB, CEO, ID Team
	Accurate monitoring & evaluation	<ul style="list-style-type: none"> • Conduct weekly division mtgs • Attend weekly management mtg • Attend weekly OMB mtg • Submit monthly reports • Submit quarterly report • Maintain records • Monitor achievement of 	ID Team

		outputs	
	Efficient administration	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Deliver and/or attend monthly training 	ID Team

2.2 Office of the Ombudsman Organizational Structure



2.3 Summary of the Office of the Ombudsman Planned Major Reforms

The Office of the Ombudsman keeps an open mind to positive reforms. Throughout past recent years, we have discussed ideas and worked on implementation of various new initiatives. We take time to review these new initiatives to understand the impact that it has had on our Corporate Plan and how we can strengthen specific areas of our work and make constructive changes, if any are needed to be made.

During the FY 2020/21, the Office of the Ombudsman will continue to push towards on-going progression. Any anti-corruption issues that are brought to the Ombudsman are usually referred to the Attorney Generals Office for further assessment. It is understood that the Government will prioritise the establishment of the Anti-Corruption Commission and our office stands ready and willing to assist in any way that we can.

Reforms & Improvements in the Office of the Ombudsman

Leadership & policy advice is provided by the Office of the Ombudsman and the Office of the CEO. In reviewing processes and procedures, there are various areas that will be added to these divisions as reforms and making new provisions to improve the services available.

Court representation: Subject to amendments to the Ombudsman Act 2018, it is anticipated that recommendations that are not recognized or implemented by ministries, departments or organizations may be taken by complainants to Court and the Office of the Ombudsman will assist. It is envisaged that this power will be sparsely used and will only be pursued in civil matters.

Advisors to the Ombudsman: A lesson learned from past years indicates the importance of the Ombudsman receiving advice and support from relevant professionals in order to assist with final decision making. With an increase of more complex complaints and issues being investigated in the Office, the expert guidance is very much welcomed and appreciated. It is essential to ensure the recommendations given by the Ombudsman are provided with appropriate review and assessment, which may also include information to the Ombudsman from knowledgeable advisors. The engagement of advisors will assist with recommendations possessing added value.

Reforms & Improvements in the Office of the CEO

Human Rights: The area of human rights has yet to be fully developed and implemented within the office although there is already a provision in the Ombudsman Act which provides for OMB to deal with complaints from mental health patients who are detained in hospitals and people who are held in custody in prisons who have been charged, awaiting trials or have been sentenced. This is a capacity that the CEO will be looking at more thoroughly to support and create a way forward to assist the people who are detained in custody in this aspect. It is envisaged that human rights will be incorporated into our strategy to supervise the public administration especially when it is clear that human rights violations by government authorities which constitutes serious cases of maladministration. The Ombudsman through its independence, flexibility and non-conflictual approach to the relations between individuals and the public administration have a key role to play in the protection of human rights. A Human Rights Officer recruited during the FY 19/18 continues to work to progress this initiative further.

Freedom of Information: This is an area which requires further consultative dialogue with relevant stakeholders in developing a framework which may enhance the mandate and jurisdiction of the Ombudsman.

Outreach/Communication & Media: In recognizing the fact that the increase of complaints correlates with outreach programs, hence the strategy to establish a Communications & Media Division to take on the development and implementation of outreach activities for the office, there will be new initiatives created to increase awareness and spread the word to the public on the services provided by the Office of the Ombudsman. The CEO has been heading this important work but it is vital that we recruit a Head of this Division and junior administrative support, namely a Clerk and a Driver that would be responsible for duties in outreach and communication matters. We know this will be of added value to the core function of our office.

Anti-corruption: The Office of the Ombudsman will continue to support & implement relevant anti-corruption programs and activities. The office hosted the first Integrity March in Tonga. This successful event supported good governance, anti-corruption and integrity themes. We look forward to supporting similar events this FY. There is a priority to establish an Anti-corruption Commission and we will look at supporting this by assisting with organizing events and participating in any 'anti-corruption forums that may exist, as relevant to our Office.

Reforms & Improvements in Corporate Services

The Corporate Services Division is responsible for various areas within the office which affect the staff of the Office of the Ombudsman. In reviewing the effectiveness and efficiency of these different areas, CSD has come up with some improvements to maintain staff satisfaction and possibly promote positive morale within the office. Some of these reforms are to increase accountability and ensure processes are completed within a timely manner.

Performance Management System (PMS): The Office of the Ombudsman continues to follow guidelines and an appropriate timeline for the PMS. Our office is confident in our effective implementation of the PMS and we ensure that this process is completed in a timely and accurate manner. Management has reviewed the process and agree that information input to the PMS forms should be aligned to the Corporate Plan outputs and sub-outputs. During the assessment process, staff are reminded how their individual tasks outlined on their job descriptions have a direct link to the activities listed in the annual management plan (AMP). The AMP is derived from corporate plan and clearly designates specific staff that is responsible for each task. As it is important for staff to work hard to complete job tasks, it is equally important to achieve core competencies and behaviors. Compliance to internal policies and appropriate code of conduct will be considered during the PMS assessment.

Positive Office Morale: As PMS will assist with lifting the standard of professionalism in the office, we feel it also vital to maintain positive office morale for all staff. From promoting healthy living to recognizing staff of the month and year, we are positive that implementing these areas effectively will not only create a satisfactory work environment, but we also envision that this can increase efficiency in the work place. We continue to encourage team work and unity through maintaining ongoing the collaboration and cooperation.

Corporate Planning & Budgeting: The Corporate Plan and budget is regularly discussed by management and consultations progressed with the Ministry of Finance. Staff of the Office of the Ombudsman are presented the approved plan and then given an opportunity to comment. It is envisioned that the Office will continue with the plan of having 2 Corporate Plan and Budget retreats. One at the beginning of the FY (July) which will present an approved Corporate Plan and Budget to the staff and ensure all staff are aware how they're individual work processes fit into the plan. The second will take place during the early stages of the second half of the FY (January or February), where as, staff will review their planning and budgeting performance and also give suggestions to the next FY Corporate Plan and Budget.

Accounts: The Accounts team will look at improving their work flow processes to ensure smooth operating and timely processing of orders and financial matters. A tracker database is developed but needs to be efficiently implemented to ensure financial matters are being taken care of appropriately and to minimize unnecessary delays. As accounts staff tighten and improve their processes, the number of queries from Treasury should also lessen. Improvements in management of the office budget expenditure will ensure funds will be sufficient throughout the whole year.

Capacity Building/Training: Basic soft skills training will assist with all staff in this division. Communication, customer service, basic filing skills and time management are just some of the topics that will be presented to the team and will definitely assist with increasing efficiency and effectiveness of the Corporate Services Division. Filing and record keeping is an area that needs great improvement throughout the office. A policy will be drafted and considered by management to ensure appropriate correspondence are kept in paper file.

IT: With one staff in this section, we recognise the need for this staff to build his capacity so that he is capable of efficiently and effectively managing the office IT needs.

Reforms & Improvements in Investigation Services

As the Investigation Division is responsible for undertaking the core responsibilities of the office, they continuously review their processes and make sure they are practical and efficient. The Investigation Division are in need of a reliable & efficient system that can manage and monitor cases appropriately.

Case Management: The team will continue to hone and develop their investigative skills focusing on achieving the established performance standards and following the Investigation Hand Book. Emphasis on correct record keeping, documentation of investigation including interviews, assessments, recording of phone calls and visits. Timely action at each stage of each case investigation is essential to ensure effectiveness and relevance.

A Case Management System (CMS) is a new database system that is used in our office . Our staff have been managing a simple excel spreadsheet as the database for cases and statistics over several years and the CMS project was implemented during the FY 19/20. As the work of the office has increased, we see the importance of using a CMS that is a bit more advanced that can capture important deadline dates and flag issues or concerns that need attention from Investigators or Management team. The CMS will be able to analyse data and provide statistics for reporting, mainly our annual report.

As the investigation work is the core function of our office, we are pleased with the success we have encountered in serving the people of Tonga appropriately. The cases that flow through the office have not only increased by numbers, but the complexity of these cases has also increased. Our investigators work tirelessly to meet deadlines and timeframes but more importantly to satisfy our clients. We have proposed to add one additional investigation officer to this division to assist in the efficient and effective flow of the work.

3. Office of the Ombudsman Budget and Staffing

Table 1: Office of the Ombudsman Budget by Recurrent, Development and item (cash & in-kind)

Expenditure Item (\$)	2018/19 provisional	2019/20 revised	2020/21 budget	2021/22 proj. 1	2022/23 proj. 2
Established Staff (10xx)	678,241	700,070	811,100	811,100	811,100
Un established Staff (11xx)	4,074	8,226	13,400	13,400	13,400
Travel and Communication (12xx)	184,435	206,717	201,400	201,400	201,400
Maintenance and Operations (13xx)	24,669	20,928	23,900	23,900	23,900
Purchase of Goods and Services (14xx)	383,112	336,527	445,900	445,900	445,900
Grants and Transfers (15xx)					
**Assets (20xx)	46,153	11,795	63,000	33,000	33,000
Total OMB Operation Recurrent	1,320,684	1,284,263	1,558,700	1,528,700	328,000

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
Established Staff					
Executive Officer (Level 0 to2)	4	4	5	5	5
Professional Staff (Level 3 to 9)	10	10	12	12	12
Other Staff (Level 9A to 14A)	11	11	13	13	13
Total Established Staff	25	25	30	30	30
Unestablished Staff	3	1	1	1	1
Total Staff	28	26	31	31	31
Total Recurrent Cost (\$)	-	\$248,372	\$248,372 plus new posts to be added as critical posts	\$248,372 plus new posts to be added as critical posts	\$248,372 plus new posts to be added as critical posts

4 Office of the Ombudsman Programs and their Subprograms

4.1 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
Total = Recurrent (\$m)	\$145,534	\$145,534	\$145,534	\$145,534
Executive Staff	1	1	1	1
Prof Staff	1	1	1	1
Other Staff	1	1	1	1
Total Established	3	3	3	3
Unestablished	1	0	0	0

The Ombudsman, Senior Assistant Secretary & VIP Driver are staff under this Sub-program

Output: Better Leadership & Policy Advice

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

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 organisation which applies to any officer (including a Minister or Governor) employee or member of such ministry, department or organisation;
- 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 #	
Output: 1. Better Leadership and Policy Advice								\$328,000
1.1 Conduct daily, weekly & monthly mtgs	Number of weekly meetings conducted	48	48	48	48	16	3.1	
1.2 Review & edit/approve draft Corporate Plans	Plans approved and submitted to Cabinet/LA	1	1	1	1	16	3.1	
1.3 Assess the need for expert advice and/or technical assistance in cases	Timely & accurate recruitment of Advisors or Technical Assistance	90%	90%	90%	90%	16	3.1	

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

Description	2019/20 budget	2020/21 estimate.	2021/22 projection	2022/23 projection
Total = Recurrent (\$)	\$99,581	\$112,080	\$112,080	\$112,080
Executive Staff	1	1	1	1
Prof Staff	0	1	1	1
Other Staff	1	2	1	1
Total Established	2	4	3	3
Unestablished	0	0	0	0

The CEO, Clerk Class I, Human Rights Officer, the Communications & Media Officer and the Assistant Communications & Media Officer are part of this sub-program. During the FY 19/20 a new sub-program was established (Communications & Media Division) and these two posts will move under that sub-program.

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:

Sub-Output 2: Better Overall Management

Sub-Output 3: Accessible to Human Rights

Activities/Strategi es	KPIs	2019/ 20 basel ine	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF		Costing
						Target #	Indicat or #	
Sub-Output: 2. Better Overall Management								\$338,800
2.1 Lead weekly management meetings	Number of weekly meetings	48	48	48	48	16	3.1	
2.2 Provide direction and guidance	Timely & accurate direction on issues to resolve and/or complete	1	1	1	1	16	3.1	
Output: 3. Accessible to Human Rights								
3.1 Conduct information sessions	Number of sessions conducted	4	4	4	4	16	3.1	
3.2 Convene stakeholder meetings	Number of stakeholder meetings	4	4	4	4	16	3.1	
3.3 Review own motion projects	Timely work on OWM projects	90%	90%	90%	90%	16	3.1	
3.4 Research, educate and publish relevant	Timely & accurate research	90%	90%	90%	90%	16	3.1	

reports	and educating on relevant reports							
3.5 register, manage, investigate human rights complaints	Timely and accurate action on complaints	90%	90%	90%	90%	16	3.1	
3.6 Advise and record phone calls & visits,	Timely and accurate action in advising and recording	90%	90%	90%	90%	16	3.1	

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
Total = Recurrent (\$)	\$165,709	\$165,709	\$165,709	\$165,709
Executive Staff	1	1	1	1
Prof Staff	3	3	3	3
Other Staff	5	5	4	4
Total Established	9	9	8	8
Unestablished	2	1	1	1

The Deputy Secretary, Senior Assistant Secretary, Systems Administrator, Accountant, Accounting Officer, Driver, Cleaner are the posts included in this sub-program. .

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

Activities/Strategies	KPIs	2019/ 20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF		Costing
						Target #	Indicator #	
Sub-Output: 4. Improved human resources and administration services								\$584,700
4.1 Conduct recruitment process; -Advertise vacant posts for 2 weeks, fill out bio data, prepare applications for distribution to Panelists, shortlisting, interviews	Timely filling of vacant posts	95%	95%	95%	95%	16	3.1	
4.2 Manage & monitor attendance book; -prepare attendance book for the week, ensure all staff signed in daily, review register from landlord, email all staff	Accurate management of staff attendance	Daily attendance record distributed = no < 220	Daily attendance record distributed = no < 220	Daily attendance record distributed = no < 220	Daily attendance record distributed = no < 220	16	3.1	
4.3 Complete PMS; Distribute forms and conduct one to one with all staff	Timely completion of staff PMS	By 1 st Feb	By 1 st Feb	By 1 st Feb	By 1 st Feb	16	3.1	
4.4 Manage vehicle log book and maintenance checklist; Fill out log book regularly and bring to SAS for signing	Timely submission of vehicle log book and maintenance checklist for checking	Before 1 st daily delivery	Before 1 st daily delivery	Before 1 st daily delivery	Before 1 st daily delivery	16	3.1	
4.5 Fill out and process leave forms, send out leave balance to all staff	Timely management of staff leave	By last day of every month	By last day of every month	By last day of every month	By last day of every month	16	3.1	
4.6 Promote healthy living activities; Create monthly health promoting activities for all staff; keep track of their health progress	Timely submission of monthly health progress reports	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	3.1	

4.7 Participate in capacity building trainings/workshops ; Seek out training possibilities for staff and implement	Timely delivery & receiving appropriate training	12	12	12	12	16	3.1
4.8 Provide clean working environment	Number of written complaints received monthly from OMB staff	Less than 3 complaints per month	Less than 3 complaints per month	Less than 3 complaints per month	Less than 3 complaints per month	16	3.1
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							
5.1 Prepare end of month expenditure report	Timely submission of expenditure report to CEO	3 rd week of July	3 rd week of July	3 rd week of July	3 rd week of July	16	3.1
5.2 Prepare monthly forecast review	Timely submission of forecast to CEO, MFNP	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	3.1
5.3 Prepare & implement procurement plans	Timely submission of APP to MFNP	By 31 st of July	By 31 st of July	By 31 st of July	By 31 st of July	16	3.1
5.4 Manage & monitor assets and stock room	Timely submission of monthly asset report to	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	3.1

	CEO	h	h	h	h			
5.5 Process sun system orders and pick up	Timely with creating orders and picking up goods	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	3.1	
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	3.1	
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	3.1	
5.8 Record queries from suppliers	Number of queries from suppliers per month	<5	<5	<5	<5	16	3.1	
5.9 Record queries from MFNP	Number of queries from MFNP	<7	<7	<7	<7	16	3.1	
5.10 Record written complaints and	Number of written	<5	<5	<5	<5	16	3.1	

queries from staff and discuss in weekly meeting to improve	complaints from OMB staff against accounts section							
Sub-Output: 6. Accurate monitoring & evaluation								
6.1 Conduct weekly division meetings	Number of weekly meetings	48	48	48	48	16	3.1	
6.2 Attend weekly management mtgs	Number of weekly management meetings	48	48	48	48	16	3.1	
6.3 Attend weekly OMB mtgs	Number of OMB meetings	48	48	48	48	16	3.1	
6.4 Submit monthly/qtrly reports	Timely submission of reports	90%	90%	90%	90%	16	3.1	
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	3.1	
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	3.1	
Sub-Output: 7. Reliable and efficient IT systems								
7.1 Conduct inventory check; create schedule and send to HODs	Timely check on office equipment	90%	90%	90%	90%	16	3.1 and 4.3	
7.2 Conduct maintenance check; create schedule	Timely maintenance on	90%	90%	90%	90%	16	3.1 and 4.3	

and send to HODs	equipment							
7.3 Maintain server operation and check and run updates weekly	Timely management of office server	Discussions in every weekly mtg	Discussions in every weekly mtg	Discussions in every weekly mtg	Discussions in every weekly mtg	16	3.1 and 4.3	
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	3.1 and 4.3	

Total Staff by Key Category Sub-Program 1.4 Communication Services

Description	2019/20 budget	2020/21 estimate.	2021/22 projection	2022/23 projection
Total = Recurrent (\$m)	\$43,680	\$43,680	\$43,680	\$43,680
Executive Staff	0	0	1	1
Prof Staff	0	1	1	1
Other Staff	0	1	3	3
Total Established	0	2	5	5
Unestablished	0	0	0	0

There are three new positions within the sub-program to join the existing Communications & Media Officer and the Assistant Communications & Media Officer. These two positions were under the Office of the CEO sub-program during the FY 2018/19. The office recognise the need to establish a new division – the Communication & Media Division and to create an additional three staff for this division, namely a Head of Communication and Media, a Clerk Class I and a Driver

The Communications & Media Division is a newly established division in our Office. The Office of the Ombudsman recognizes 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 organizing 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
						Target #	Indicator #	
Sub-Output: 8. Effective outreach & communication services								
8.1 Design & implement outreach plans	Timely submission of plans to CEO	90%	90%	90%	90%	16	3.1	
8.2 Conduct MDA contact person sessions	Number of contact person sessions	4	10	10	10	10	3.1	
8.3 Participate in talk back radio, tv programs and social media queries	Number of media programs	4	10	10	10	16	3.1	
8.4 Host office conferences and meetings	Number conferences and meetings	2	2	2	2	16	3.1	
8.5 Conduct outreach programs	Number of outreach programs per quarter	4	10	10	10	16	3.1	
8.7 Write a news release on published reports	Number of write-ups on published reports	4	4	4	4	16	3.1	
8.8 Translate into the Tongan language any reports, letters, brochures, etc..	Accurate translation of relevant reports	90%	90%	90%	90%	16	3.1	

4.2 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
Total = Recurrent (\$)	\$232,703	\$232,703	\$232,703	\$232,703
Executive Staff	1	1	1	1
Prof Staff	6	6	7	7
Other Staff	2	2	3	3
Total Established	9	9	11	11
Unestablished	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. Two new positions that will join this division include a Computer Operator Grade III (who has moved from the Corporate Division to Investigation Division) and an additional Investigation Officer

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

Activities/Strategies	KPIs	2019/ 20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF		Costing
						Target #	Indicator #	
Sub-Output: 9. Impartial & efficient complaint management								\$338,700
9.1 register complaints	Timely registering of complaints	Within 2 wd of receipt	Within 2 wd of receipt	Within 2 wd of receipt	Within 2 wd of receipt	16	3.1	
9.2 investigate complaints	Timely investigation of complaints	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	16	3.1	
9.3 Investigate own motion cases	Timely investigation of own motion cases	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	Within 3 to 6 months	16	3.1	
9.4 Manage cases	Timely and accurate management of cases	Reviewed weekly	Reviewed weekly	Reviewed weekly	Reviewed weekly	16	3.1	
9.5 Advise and record phone calls, visits	Timely advice and recording	Within 2 day of receipt or visit	Within 2 day of receipt or visit	Within 2 day of receipt or visit	Within 2 day of receipt or visit	16	3.1	
Sub-Output: 10. Accurate monitoring & evaluation								
10.1 Conduct weekly division, management and OMB mtgs	Number of weekly meetings	48	48	48	48	16	3.1	
10.2 Submit monthly and quarterly reports	Timely submission of reports	Before monthly and quarterly meetings	Before monthly and quarterly meetings	Before monthly and quarterly meetings	Before monthly and quarterly meetings	16	3.1	
10.3 Maintain records	Timely maintenance and management of records	Updated daily	Updated daily	Updated Daily	Updated Daily	16	3.1	

10.4 Monitor achievement of outputs	Timely monitoring and evaluation of CP status	1 st week of new quarter	1 st week of new quarter	1 st week of new quarter	1 st week of new quarter	16	3.1	
10.5 Provide effective and efficient services (External)	Number of written complaints from staff against ID services (External)	<5	<5	<5	<5	16	3.1	
10.6 Provide effective and efficient services (Internal)	Number of written complaints from staff against ID services (Internal)	<5	<5	<5	<5	16	3.1	
Sub-Output: 11. Efficient administration								
11.1 Contribute to preparation of CP/Budget and AR	Timely contribution to reports	CP and budget = last week of March; AR last week of July	CP and budget = last week of March; AR last week of July	CP and budget = last week of March; AR last week of July	CP and budget = last week of March; AR last week of July	16	3.1	
11.2 Assist with recruitment processes	Timely submission of panel reports	Within 5 days following interview	Within 5 days following interview	Within 5 days following interview	Within 5 days following interview	16	3.1	
11.3 Review staff policy manual	Timely review of staff policy manual	Once a quarter	Once a quarter	Once a quarter	Once a quarter	16	3.1	

Sub-Output: 12. Ongoing capacity building								
12.1 Create training schedule and implement	Timely & relevant delivery of training	Once monthly	Once monthly	Once monthly	Once monthly	16	3.1	