



Corporate Plan & Budget 2024/2025 – 2026/27

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## Foreword from the Ombudsman

I am pleased to present our primary planning document, *the Corporate Plan and Budget Summary of the Office of the Ombudsman for the years 2024/25-2026/27*.



The Corporate Plan provides a strategic view of our work over the next three years and the details for targets to enable the Ombudsman mandate of ensuring Tonga is served by a fair and efficient public administration which is committed to accountability, openness, and quality of service. Our priority, according to law is to provide an independent, impartial and confidential service to people with administrative complaints against Governments ministries and its public enterprises.

The key goals set for the 2024/25-2026/27, are -

- i. engagement with integrity agencies (existing and emerging), both domestic and international; and
- ii. support each agency achieve its respective mission.

The informal Integrity Alliance, made up of integrity agencies supports and engender collaboration across the integrity industry in good governance advocacy, as the Executive sets up the Anti-Corruption Commission, an emerging integrity agency.

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.

Mrs. 'Alisi Taumoepeau, KC

  
Ombudsman



## Executive Summary

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

The Paris, Venice and Belgrade Principles are strongly supported by the International Ombudsman Institutions, which is the global body for Ombudsman institutions. As a member of the IOI, we support these 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 5 key priorities for this upcoming Corporate cycle:

- i. The establishment of a sub-office at Pangai, Ha‘apai;
- ii. Capacity building for staff;
- iii. Establishment of a National Human Rights Institute; and
- iv. Empower and strengthen the integrity alliance.
- v. Legal & Oversight Governance

These key priorities strengthen the work that the Office carries out in good governance and integrity. Our unique place in the Constitution and the Legislation, 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 Government of the day.

As seen in the Government Priority Agenda, the service we provide, a strong advocate of good governance and investigator of complaints against public administration, 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 our core duties, where we are going, and how we are getting there and includes a reflection of our key priorities. Despite the environment of change, both internal and external, we maintain a high level of awareness of our operating environment. This features our plan, budget allocations and a framework for KPIs.

## Stakeholders

The jurisdiction of the Ombudsman to investigate complaints against all individual decisions of Cabinet Ministers, Governors and public servants. The office aims to reach all stakeholders in outreach initiatives.

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

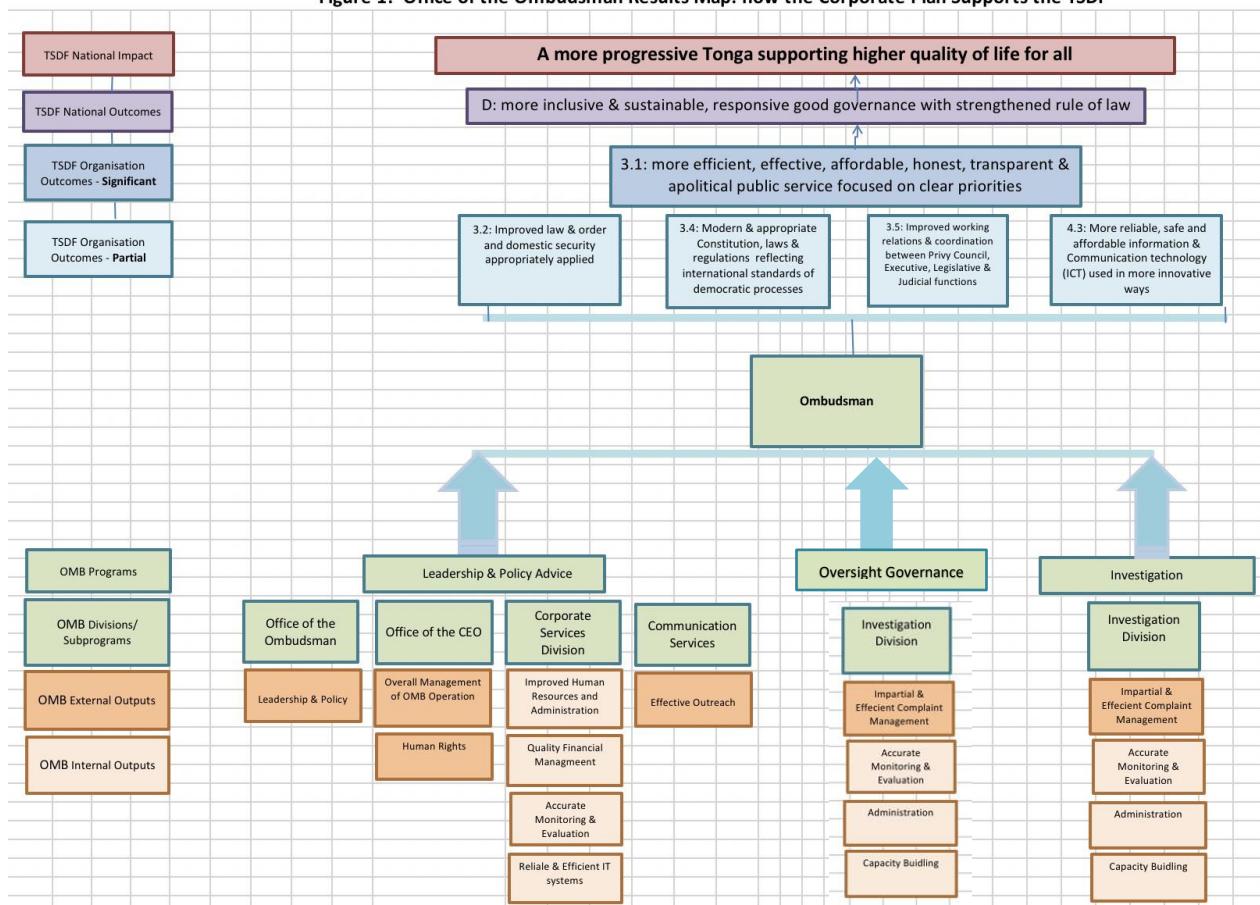
<b>Stakeholder</b>	<b>Customer of OMB</b>	<b>Supplier to OMB</b>	<b>Partner with OMB</b>	<b>Oversight of OMB**</b>
LA			X	X
Cabinet		X	X*	
MDAs	X	X	X	
Public Enterprises	X	X	X	
Businesses	X	X		
NGO, CSO	X	X		
General Public	X	X	X	
Development Partners			X	

*\*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, **Legal and Oversight Governance**, is amended and included to illustrate a new priority.

**Output 1:** Leadership and Policy Advice

**Output 2:** Investigation Services

**Output 3:** Legal and Oversight Governance

## **TSDF/SDGs/Regional Framework**

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

## GPA & Community Development

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 across the nine (9) priorities for the FY2024/25 to FY2026-2027 to achieve our core functions.

<b>TSDFI</b>	<b>GPA</b>	<b>Reforms</b>
<b>31. More Efficient, effective, affordable, honest, transparent and political public service focused on clear priorities.</b>	<b>Group: A. National Resilience</b> <b>Priority: GPA 1</b> Building resilience and safer platforms to natural disasters and meeting the ongoing challenges of Climate Change (tropical cyclones, sea level rising, tsunamis, global pandemic and address economic crisis.	Regular amending of the OSPM in sync with Government's framework of response.
	<b>Group A. National Resilience</b> <b>Priority: GPA 2</b> Reducing Relative Poverty and increasing quality of services for social protection	We investigate areas where social protection is not working particularly for vulnerable groups.
	<b>Group A. National Resilience</b> <b>Priority: GPA 3</b> Mobilising National and International response to effectively reduce supply and the use of Illicit Drugs and address harms reduction processes.	Through investigations ensure that authorities are applying just practices.
	<b>Group: B. Quality of Services and Affordability</b> <b>Priority: GPA 4</b> Improving education for all, focusing on safer schools, addressing dropouts, gender equality, and increasing employable training for both local and overseas opportunities	We continue delivering outreach programmes to school aged children
	<b>Group: B. Quality of Services and Affordability</b> <b>Priority: GPA 5</b> Improving access to quality and affordable healthcare system focusing on COVID19, Non-Communicable diseases and preventative measures	Still awaiting PHIPA to pass and will add to our Legal and Oversight Governance function
	<b>Group: B. Quality of Services and Affordability</b>	TATALA ongoing



	<b>Priority: GPA 6</b> Building quality and easy access to government services, public enterprises focusing on increased access to high -speed broadband technology and more affordable energy, communication, drinking water and clean environment for Tonga to support inclusive growth.	
	<b>Group: C. Challenges and opportunities for Progressive Economic Growth</b> <b>Priority: GPA 7</b> Maximise trade opportunities focusing on drivers of economic growth through strengthening of business enabling environment	Investigate complaints when opportunities are not afforded
	<b>Group: C. Challenges and opportunities for Progressive Economic Growth</b> <b>Priority: GPA 8</b> Improving quality and access to public infrastructures focusing on the efficient of land transport for evacuation, marine and air to support national resilience and inclusive growth	“
	<b>Group: C. Challenges and opportunities for Progressive Economic Growth</b> <b>Priority: GPA 9</b> Strengthen bilateral engagement with accredited partner countries; optimize cooperation with regional and international intergovernmental institutions; strengthen partnerships with development partners, private sector, non-government actors, focusing on sound economic investment to sustain progressive equitable and vibrant socio-economic growth.	“

## Overview

### Outputs Grouped into Divisions/Sub-Programs and Programs

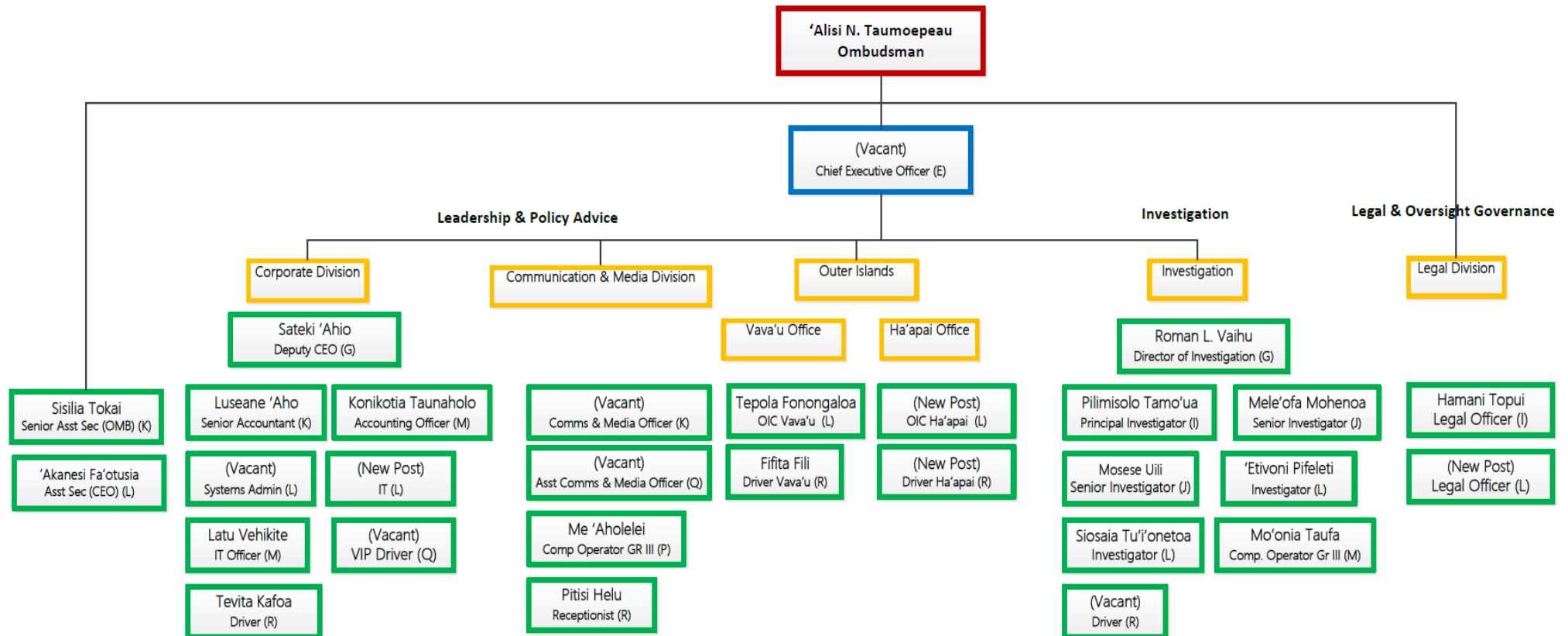
Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Policy Advice	Better leadership and policy advice	Lead weekly OMB meetings Provide direction and guidance to CEO and HODs Recruitment of a professional contracted staff, as needed	Ombudsman, CEO
	Better overall 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, CMD
	Improved Human Resources and administration services	Conduct recruitment process Manage & monitor attendance book Complete PAF 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, Corporate
	Quality financial management	Prepare and submit annual budget and corporate plan on time Prepare end-of-month expenditure report Prepare, submit and review monthly forecast review Prepare & implement procurement plans	DCEO, Senior Accountant, Accounting Officer and Corporate

		Update Asset Register every month Manage & monitor stock of office supplies in the stock room Review register of office supplies in the stock room Process purchase orders and expenditure vouchers on time. Pick up goods purchased. Maintain and update salary register every month Review salary/wages and submit salary voucher on time Prepare and submit all tax forms Prepare end of the month vote reconciliation with Sun system Prepare vouchers for invoice payments Update commitment register and noted reference to goods received and cheque numbers for payments made File copies of expenditure vouchers with support documents per month. Prepare weekly summary of output for weekly meetings	
	Accurate monitoring and evaluation	Conduct weekly division meetings Attend weekly management meetings Attend weekly OMB meetings Submit monthly reports Submit quarterly report Prepare 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
<b>Program 2:</b> 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 and effective administrative management	Annual Report Corporate Plan and Budget Human Resource Management	ID Team
	Ongoing capacity building	Deliver and/or attend monthly training	ID Team
<b>Program 3: Oversight Governance</b>	Impartial & efficient oversight management	Scope out oversight legislation across Tonga Create awareness for oversight Plan and carry out oversight duties Manage oversight statistics	Legal and 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

### Office of the Ombudsman - Organisational Structure As of 01<sup>st</sup> February 2024



## Planned Major Reforms Summary

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 FY2024/25 – 2026/27
Leadership and policy advice	Leadership and Advice	Office of the Ombudsman	<b>Establishment of a sub-office at Pangai, Ha‘apai:</b> There is a need to establish a physical office at Pangai, Ha‘apai. Increase the people of Ha‘apai’s access to justice. Geographically, the Ha‘apai Islands are spread out over a vast sea area and government services but they maintain a strong centre link to Lifuka where most of the essential services are located. Therefore, an informed decision based on previous experiences with complainants from Ha‘apai, geography and access to justice it is important to establish an office including 2 staff to provide an Ombudsman service to Ha‘apai including her remote islands.	The establishment of an office space including the creation of 2 new posts.
	Better Overall Management Accessible to Human Rights	Office of the CEO	<b>Establishment of a National Human Rights Institute:</b> The establishment of a National Human Rights Institute to oversee the state of human rights at the domestic level. The constitutional independence of the office makes it appropriate to carry their mandate. Structurally, the establishment of an NHRI will result in a new division altogether.	
		Office of the Ombudsman	<b>Strengthening the Integrity Alliance:</b> The anti-corruption agenda has been on the law books since 2007 with no real substantive progress. Since then, Executive Governments have come and gone with the status quo. However, there seems to be some progress with the current Executive. Whatever maybe, this will not alter our role in the Anti-Corruption space but rather accelerates our status as a key player. There is a need to strengthen the alliance including AGO, MOP, TOAG and OMB with the inclusion of the ACC once established. All these bodies will need to be coherent when playing our roles in the anti-corruption agenda.	

## Budget and Staffing

**Table 1: Office of the Ombudsman Budget by Recurrent, Development and item (cash & Kind)**

Table 1:

<b>Expenditure Item (\$)</b>	<b>2023/24 Baseline \$</b>	<b>2024/25 Projection 1 \$</b>	<b>2025/26 Projection 2 \$</b>	<b>2026/27 Projection 3 \$</b>
Established Staff (10xx)	890,100	1,008,000	936,700	936,700
Un established Staff (11xx)	12,200	12,200	12,200	12200
Travel and Communication (12xx)	92,700	99,600	99,600	99,600
Maintenance and Operations (13xx)	89,800	71,700	71,700	71,700
Purchase of Goods and Services (14xx)	443,200	437,200	437,200	437,200
Grants and Transfers (15xx)	1,000	100	100	100
**Assets (20xx)	24,500	30,700	30,700	30,700
<b>Total OMB Recurrent</b>	<b>\$1,553,500</b>	<b>\$1,659,500</b>	<b>\$1,588,200</b>	<b>\$1,588,200</b>

## 8.2 Staff by Key Category

**Table 2: Ministry Total Staff by Key Category**

Category	2023/24 Baseline	2024/25 Proj. 1	2025/26 Proj. 2	2026/27 Proj 3
<b>Established Staff</b>				
Executive Officer (Band A - G)	5	5	5	5
Professional Staff (Band H - L)	15	17	17	17
Other Staff (Band M - S)	11	11	11	11
<b>Total Established Staff</b>	<b>31</b>	<b>33</b>	<b>33</b>	<b>33</b>
Unestablished Staff	2	2	2	2
<b>Total Staff</b>	<b>33</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>Total Recurrent Cost (\$)</b>	<b>\$890,100</b>	<b>\$1,008,000</b>	<b>\$936,700</b>	<b>\$ 936,700</b>

## Programs and Subprograms

### Program 04.1: Leadership & Policy Advice

#### 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 and Media Services

**: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**

Link to last CP&B	<b>Ongoing</b>	Minor change	Major Change	New
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## Output: Better Leadership & Policy Advice

Activities /Strategies	KPIs	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF		Costing
						Target #	Indicator #	
<b>1.1 Weekly meetings</b>	Number of weekly meetings with support staff	48 meetings	48	48	48	16.7	16.7.2	<b>\$291,000</b>
	Number of monthly all staff meetings	12 meetings	12	12	12	16.7	16.7.2	
<b>1.2 Review &amp; edit/approve draft</b>	Number of CP annual reviews with feedback for improvement provided	6 annual	6	6	6	16.6	16.6.1	
<b>Corporate Plans</b>	Percentage of Final submissions approved and submitted timely	90% timely submission	90%	90%	90%	16.6	16.6.1	
<b>1.3 Assess the need for expert advice</b>	Number of cases requiring technical assistance	<10 cases approved by Ombudsman	<10	<10	<10	16.7	16.7.1	
<b>and/or technical assistance in cases</b>	Number of consultants recruited for technical assistance	2	2	2	2	16.7	16.7.1	
	Percentage of consultant reports received timely for Ombudsman review	90%	90%	90%	90%	16.7	16.7.1	

## Sub-Output 2: Better Overall Management

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

Activities /Strategies	KPIs	2024/25 baseline	2024/25	2025/26	2026/27	SDG/TSDf		Costing
						Target #	Indicator #	
<b>2.1 Weekly meetings</b>	Number of meetings with support staff	48 meetings annually	48	48	48	16.7	16.7.2	<b>\$139,500</b>
	Number of monthly meetings with all staff	12	12	12	12	16.7	16.7.2	
<b>2.2 Provide direction and guidance</b>	Percentage of effective internal communication of directions to all divisions	90% effective	80%	80%	80%	16.7	16.7.1	16.7.1
	Percentage of approved directions raised by HOD's for action	90%	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	2020/	2021/	2022/	SDG/TSDF	
		baseline	21	22	23	Target #	Indicator #
<b>3.1 Team Retention and Employee satisfaction</b>	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
<b>3.2 Convene stakeholder meetings</b>	Number of stakeholders meetings held in a year	4 ( <i>Carried out per quarter</i> )	4 ( <i>Carried out per quarter</i> )	4 ( <i>Carried out per quarter</i> )	4 ( <i>Carried out per quarter</i> )	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
<b>3.3 Review own motion projects</b>	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 ( <i>Quarterly</i> )	4 ( <i>Quarterly</i> )	4 ( <i>Quarterly</i> )	4 ( <i>Quarterly</i> )	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
<b>3.4 Research, educate and publish relevant reports</b>	Number of newsletters published on website for public information	12 newsletters published annually	12	12	12	16.6	16.6.2
	Timely updates of social media on office activities	100% actual events published timely	100%	100% actual	100%	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%	100%	100%	16.6	16.6.2
<b>3.5 Register, manage, investigate human rights complaints</b>	Closed cases resolved Turnover	90%	90%	90%	90%	16.7	16.7.1
	Timeliness of complaint management	90%	90%	90%	90%	16.7	16.7.1
<b>3.6 Advise and record phonecalls &amp; visits</b>	Attendance registry book checked timely	First day of every month	First day	First day	First day	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

**Sub-Output: 4**

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

Activities/Strategies	KPIs	2024/25 baseline	2024/25	2025/ 26	2026/ 27	SDG/TSDf		Costing
						Targ et #	Indica tor #	
<b>4.1 Conduct recruitment process; -</b>	Percentage of Vacant posts filled during the FY as stated in CP	90% vacant positions filled	80%	90%	90%	16.6	16.6.1	<b>\$633,500</b>
<b>Recruitment</b>	Accuracy of bio data compiled and shortlisted for interview	100% accurate	100% accurate	100% accurate	100% accurate	16.6	16.6.1	
<b>Human Resource Management</b>	- staff attendance recorded and filed -leave balance circulated Time sheet circulated and stored	<i>Daily attendance record distributed = no &lt; 220</i>	<i>Daily attendance record distributed = no &lt; 220</i>	<i>Daily attendance record distributed = no &lt; 220</i>	<i>Daily attendance record distributed = no &lt; 220</i>	16.6	16.6.1	
<b>PAF</b>	Timeliness of PAF forms distributed	By 1 <sup>st</sup> week quarter	By 1 <sup>st</sup> week of quarter	By 1 <sup>st</sup> week of quarter	By 1 <sup>st</sup> week of quarter	16.6	16.6	

	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
<b>4.4 Manage vehicle log book and maintenance checklist; Fill out log book regularly and bring to SAS for signing</b>	Number of meetings conducted with drivers per month	Before 1 <sup>st</sup> daily delivery	Before 1 <sup>st</sup> daily delivery	Before 1 <sup>st</sup> daily delivery	Before 1 <sup>st</sup> 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 by SAS	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
<b>4.5 Fill out and process leave forms, send out leave balance to all staff</b>	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, missing sick 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 without pay	>10 salary changes due to leave without pay	>10 salary changes due to leave without pay	>10 salary changes due to leave without pay	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
<b>4.6 Promote healthy living activities; Create monthly health promoting activities</b>	Number of healthy living initiatives received from social committee	By 1 <sup>st</sup> week of new month	By 1 <sup>st</sup> week of new month	By 1 <sup>st</sup> week of new month	By 1 <sup>st</sup> week of new month	16.6	16.6.1

for all staff; keep track of their health progress							
<b>4.7 Participate in capacity building trainings/workshops; Seek out training possibilities for staff and implement</b>	Number of training conducted by management for all staff	3/4 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 every month</i>	<i>Staff of the month awarded every month</i>	<i>Staff of the month awarded every month</i>	<i>Staff of the month awarded every month</i>	16.6	16.6.2
<b>4.8 Provide clean working environment</b>	Number of written complaints received monthly from OMB staff	<i>Less than 3 complaints per month</i>	<i>Less than 3 complaints per month</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%		
<b>4.9 Provide efficient filing services through implementation of file and record keeping policy</b>	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
<b>4.10 Record complaints and discuss in weekly meeting to improve</b>	Number of written complaints received monthly against Administration services	<5	<5	<5	<5	16	

**Sub-Output: 5**

Effective financial and asset management, records and filing systems, ICT Services, Logistics and Support Services for OMB.

Activities/Strategies	KPIs	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et #	Indica tor #
<b>5.1 Prepare end of month expenditure report</b>	Number of reports submitted for OMC	12	12	12	12	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	4	4	4	16.6	16.6.1
<b>5.2 Prepare monthly forecast review</b>	Due date for forecast submission to MOF	3 <sup>rd</sup> week of the month	3 <sup>rd</sup> week of the month	3 <sup>rd</sup> week of the month	3 <sup>rd</sup> 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
<b>5.3 Prepare &amp; implement APP</b>	Number of Timely submissions of APP to MOF	By 31 <sup>st</sup> of July	By 31 <sup>st</sup> of July	By 31 <sup>st</sup> of July	By 31 <sup>st</sup> 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
<b>5.4 Manage &amp; monitor assets and stock room</b>	Timeliness of reports received every month	1 <sup>st</sup> week of every month	1 <sup>st</sup> week of every month	1 <sup>st</sup> week of every month	1 <sup>st</sup> week of every month	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



<b>5.5 Process sun system orders and pick up</b>	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
<b>5.6 Review salary/wages and submit</b>	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
<b>5.7 Prepare all tax forms</b>	Timely submission of tax forms	By 28 <sup>th</sup> of every month; by 31 <sup>st</sup> of Aug; by 2 <sup>nd</sup> week of July	By 28 <sup>th</sup> of every month; by 31 <sup>st</sup> of Aug; by 2 <sup>nd</sup> week of July	By 28 <sup>th</sup> of every month; by 31 <sup>st</sup> of Aug; by 2 <sup>nd</sup> week of July	By 28 <sup>th</sup> of every month; by 31 <sup>st</sup> of Aug; by 2 <sup>nd</sup> 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
<b>5.8 Record queries from suppliers</b>	Number of queries from suppliers per month	<5	<5	<5	<5	16.6	16.6.1
<b>5.9 Record queries from MFNP</b>	Number of queries from MFNP	<7	<7	<7	<7	16.6	16.6.1

<b>5.10 Record written complaints and queries from staff and discuss in weekly meeting to improve</b>	Number of written complaints from OMB staff against accounts section	<5	<5	<5	<5	16.6	16.6.1
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#### **Output 6: Effective The Communications & Media Services**

The Communications & Media Division is established to reflect the importance of 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 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 6: Effective outreach & communication services**

Activities/Strategies	KPIs	2019/20 baseline	2020/ 21	2021/ 22	2022/ 23	SDG/TSDF		Costing
						Targ et#	Indica tor#	
<b>6.1 Design &amp; implement outreach plans</b>	Timely submission of plans for the month to CEO	100 %	100 %	100 %	100 %	16.6	16.6.2	<b>\$131,400</b>
	Percentage of plans approved by CEO for immediate action	90%	70%	80%	80%	16.6	16.6.2	
<b>6.2 Conduct MDA contact person sessions</b>	Number of sessions conducted per year	<10	<10	<10	<10	16.6	16.6.2	
<b>6.3 Participate in talk back radio, tv programs and social media queries</b>	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	
<b>6.4 Host office 31onference and meetings</b>	Number conferences and meetings	30 per year	30 per year	30 per year	30 per year	16.6	16.6.2	
<b>6.5 Conduct outreach programs</b>	Number of outreach programs per quarter	4 per quarter	4 per quarter	3 per quarter	4 per quarter	16.6	16.6.2	
<b>6.6 Write a news release on published reports</b>	Number of write-ups published reports	4	4	4	4	16.6	16.6.2	
<b>6.7 Translate into the Tongan language any reports, letters, brochures, etc..</b>	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

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 7: Impartial & efficient complaint management

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

Activities/Strategies	KPIs	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF		Costing
						Target #	Indicator #	
<b>9.1 Provide advice to enquiries</b>	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	<b>\$316,500</b>
<b>9.2 Register complaints</b>	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	
<b>9.3 Investigate complaints</b>	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	
<b>9.4 Investigate own motion cases</b>	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	
<b>9.5 Update complainants</b>	Fortnightly update of all complainants	Updated fortnightly	Updated fortnightly	Updated fortnightly	Updated fortnightly	16.7	16.7.2	
<b>9.6 Provisional Reports</b>	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	

<b>9.7 Final Reports</b>	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
<b>9.8 Closed reports and summaries</b>	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
<b>9.9 Case Management system</b>	Daily input of data into system	Reviewed daily	Reviewed daily	Reviewed daily	Reviewed daily	16.7	16.7.2
<b>9.10 Lead outreach programmes to MDAs and communities</b>	Number of Outreach sessions	Reviewed monthly	Reviewed monthly	Reviewed monthly	Reviewed monthly	16.7	16.7.2
<b>9.11 Translation of Reports/Letters</b>	Number of translations of reports/letters	Reviewed weekly	Reviewed weekly	Reviewed weekly	Reviewed weekly	16.7	16.7.2

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	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et#	Indica tor #
<b>10.1 Conduct weekly divisional meeting</b>	Number of weekly meetings	48	48	48	48	16.7	16.7.2
<b>10.2 Submission of weekly reports</b>	Weekly submissions of weekly reports	48	48	48	48	16.7	16.7.2
<b>10.3 Weekly Management (OMC) and Ombudsman Meeting</b>	Number of weekly reports/divisional agenda prepared	48	48	48	48	16.7	16.7.2
<b>10.4 Submit monthly reports to OMC</b>	Monthly submission of reports to OMC	12	12	12	12	16.7	16.7.2
<b>10.5 Submit quarterly reports for Quarterly Report, Quarterly Newsletter etc.</b>	Quarterly submission before 1 <sup>st</sup> week of new quarter	4	4	4	4	16.7	16.7.2

<b>10.6 Monitor and evaluation</b>	Quarterly review before 2 <sup>nd</sup> week of new quarter	4	4	4	4	16.7	16.7.2
<b>10.7 Constant Feedback under PAF</b>	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
<b>10.8 Provide effective and efficient services (external)</b>	Number of written complaints from public against ID Officers	<5	<5	<5	<5	16.7	16.7.2
<b>10.9 Provide effective efficient services (internal)</b>	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	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et #	Indica tor #
<b>11.1 Contribute to Annual Report</b>	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
<b>11.2 Contribute to Corporate Plan and Budget strategy</b>	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
<b>11.3 Contribute to Investigation manual</b>	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
<b>11.4 Review of staff PolicyManual</b>	Bi-Annual Review	Nil	<i>Monthly review of chapters until complete</i>	Nil	<i>Monthly review of chapters until complete</i>	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	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et #	Indica tor #
<b>12.1 Training and Development</b>	Monthly Training and Development hosted by Management	<i>Monthly implementation of training</i>	<i>Monthly implementation of training</i>	<i>Monthly implementation of training</i>	<i>Monthly implementation of training</i>	16.7	16.7.2
<b>12.2 Local training opportunities</b>	Number of training programmes offered locally	<5	<5	<5	<5	16.7	16.7.2
<b>12.3 International training opportunities</b>	Number of international trainings attended	<5	<5	<5	<5	16.7	16.7.2

**Program 04.3: Legal Oversight governance**

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

Sub-output 13: Impartial & efficient oversight governance

Sub-Output: 13

**Impartial & efficient oversight governance**

Activities/Strategies	KPIs	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF		Costing
						Targ et #	Indica tor #	
<b>13.1 Scope out oversight legislation</b>	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	<b>\$509,000</b>
<b>13.2 create active awareness for oversight to relevant MDAs</b>	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	

<b>13.3 Review oversight bodies and recommendations</b>	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
<b>13.4 Active records are maintained</b>	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	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et#	Indica tor #
<b>14.1 Conduct weekly divisional meeting</b>	Number of weekly meetings	48	48	48	48	16	3.1
<b>14.2 Submission of weekly reports</b>	Weekly submissions of weekly reports	48	48	48	48	16	3.1
<b>14.3 Weekly Management (OMC) and Ombudsman Meeting</b>	Number of weekly reports/divisional agenda prepared	48	48	48	48	16	3.1
<b>14.4 Submit monthly reports to OMC</b>	Monthly submission of reports to OMC	12	12	12	12	16	3.1
<b>14.5 Submit quarterly reports for Quarterly Report, Quarterly Newsletter, etc.</b>	Quarterly submission before 1 <sup>st</sup> week of new quarter	4	4	4	4	16	3.1
<b>14.6 Monitor and evaluation</b>	Quarterly review before 2 <sup>nd</sup> 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	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et #	Indica tor #
<b>15.1 Contribute to Annual Report</b>	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
<b>15.2 Contribute to Corporate Plan and Budget strategy</b>	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
<b>15.3 Contribute to Investigation manual</b>	Annual contribution to Investigation manual	Last week of October	Last week of October	Last week of October	Last week of October	16	3.1
<b>15.4 Review of staff PolicyManual</b>	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	2023/24 baseline	2024/25	2025/26	2026/27	SDG/TSDF	
						Targ et #	Indica tor #
<b>16.1 Training and Development</b>	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
<b>16.2 Local training opportunities</b>	Number of training programmes offered locally	<5	<5	<5	<5	16	3.1
<b>16.3 International training opportunities</b>	Number of international trainings attended	<5	<5	<5	<5	16	3.1