

**Kingdom of Tonga**



**MINISTRY OF JUSTICE**

# **Corporate Plan & Budget**

## **2019/20 - 2021/22**

## Table of Contents

LIST OF ABBREVIATIONS .....	1
FOREWORD FROM THE MINISTER .....	2
MESSAGE FROM THE ACTING CEO .....	3
1 CORPORATE PLAN EXECUTIVE SUMMARY .....	4
1.1 Mandate .....	4
1.1.1 Key Legislation, Policy Decision and Plans .....	4
1.2 Stakeholders .....	5
1.3 Results Map .....	6
1.4 Sustainable Development Goals/Regional Frameworks .....	7
1.4.1 TSDF Impacts and Outcomes Supported by Ministry's Outputs .....	8
1.5 Government Priority Agenda (GPA) 2018 - 2021 .....	9
1.6 Budget Strategy 2019/2020 – 2021/2022 .....	9
2 MINISTRY OVERVIEW .....	9
2.1 Ministry Outputs Grouped into Divisions/Sub-Programs and Programs .....	9
2.2 Ministry Organizational Structure .....	13
2.3 Summary of Planned Major Reforms .....	14
2.3.1 Incorporation of FPLAC to Ministry of Justice .....	14
2.3.2 Judges of the Supreme Court .....	14
2.3.3 Generator for Main Office .....	14
2.3.4 Renovation of Bailiff Office and Storage Room .....	15
2.3.5 Purchasing of vehicles for the Bailiff Unit .....	15
2.3.6 Audio Storage Devices for Supreme Court .....	15
2.3.7 Upgrade and Renovate Courthouses for Magistrates Court .....	15
2.3.8 Two vehicles for Corporate Services .....	15
2.3.9 Serious Financial Crimes .....	16
2 MINISTRY BUDGET AND STAFFING .....	16
3.1 Program 1: Leadership, Portfolio Policy Advice And Programme Administration .....	18
Division Responsible .....	18
Major Customers .....	18
Program Results .....	18
Key Performance Indicators .....	18
Summary Of Program Budget, Staff, Projects And Outputs .....	21
Change In Program 1.1, 1.2 & 1.4 From Last Corporate Plan And Budget .....	22
Division Responsible .....	22
Program Results .....	23

Key Performance Indicators.....	23
Summary Of Program 1.3 Budget, Staff, Projects And Outputs.....	25
Change In Program #1.3 From Last Corporate Plan And Budget .....	27
<i>2.2 Program 2: Court Services .....</i>	<i>27</i>
Division Responsible .....	27
Major Customers.....	27
Program Results .....	27
Key Performance Indicators.....	27
Summary Of Program # 2 Budget, Staff, Projects And Outputs.....	34
Change In Program 2 From Last Corporate Plan And Budget .....	35
<i>2.3 Program 3: Enforcement Service.....</i>	<i>35</i>
Division Responsible .....	35
Major Customers.....	35
Program Results .....	35
Key Performance Indicators.....	36
Summary Of Program #3 Budget, Staff, Projects And Outputs.....	37
CHANGE IN PROGRAM 3 FROM LAST CORPORATE PLAN AND BUDGET.....	39
<i>2.4 Program 4: Civil Registration .....</i>	<i>39</i>
Division Responsible .....	39
Major Customers.....	39
Program Results .....	39
Key Performance Indicators.....	39
Summary Of Program #4 Budget, Staff, Projects And Outputs.....	41
Change In Program #4 From Last Corporate Plan And Budget .....	42
<i>2.5 Program 5: Electoral Commission .....</i>	<i>42</i>
Division Responsible .....	42
Major Customers.....	42
Program Results .....	42
Key Performance Indicators.....	42
Summary Of Program #5 Budget, Staff, Projects And Outputs.....	43
Change In Program #5 From Last Corporate Plan And Budget .....	44

## LIST OF ABBREVIATIONS

<b>Acronym</b>	<b>: In full</b>
ACO	: Anti-Corruption Office
BDM	: Births, Deaths and Marriages
BU	: Bailiff Unit
CFTC	: Commonwealth Fund for Technical Corporation
CEDAW	: Convention of the Elimination of all forms of Discrimination against Women
CERD	: Convention on the Elimination of all forms of Racial Discrimination
CRC	: Convention on the Rights of the Child
CRPD	: Convention on the Rights of Persons with Disabilities
EC	: Electoral Commission
FPLAC	: Family Protection Legal Aid Center
JADP	: Judicial Appointment and Discipline Panel
LA	: Legislative Assembly
LC	: Lord Chancellor
LCJ	: Lord Chief Justice
MOJ	: Ministry of Justice
MOJCMS	: Ministry of Justice Case Management System
MOJRS	: Ministry of Justice Registry System
MG/Ct	: Magistrates Court
MTBF	: Medium Term Budget Framework
PU	: Probation Unit
RGO/VS	: Registrar General's Office and Vital Statistics
SP/Ct	: Supreme Court
SPC/RRT	: Pacific Community Regional Rights Resource Team
TSDF II	: Tonga Strategic Development Framework II (2015-2025)
UN/SDGs	: United Nation's Sustainable Development Goals

## FOREWORD FROM THE MINISTER

I am pleased to present the Annual Management Plan which forms part of the Corporate Plan 2018/19-2019/20 for the Medium Term for the Ministry of Justice. The Ministry of Justice is responsible for enhancing the quality of justice in the community by ensuring an effective and accessible system of Courts and independent Electoral Commission.

This plan charts the way forward for the Ministry of Justice to achieve its vision that ‘justice in the Kingdom of Tonga will be administered fairly, independently, efficiently and in a manner that the people of Tonga understand. The Courts’ services will be provided by well-trained and reliable staff who take pride in delivering top quality service.’

To support this vision, we are committed to our mission to ‘provide judicial and related services in the Kingdom, founded on the principles of the independence of the Judiciary and the provision of Justice for all in accordance with the due process of law, fairness, humanitarian concern and respect for the individual. Such a function demands the efficient enforcement of Court judgments; the provision of pre-sentence reports and supervision of non-custodial sentences; the provision of accurate vital statistics in a timely, efficient and cost effective manner; the provision of quality policy advice to Government; and encouraging people to resolve disputes within the ambits of the Court process.’

Clearly, in keeping with this vision and mission, we must be guided by Core Values and Principles that drive our collective effort. We are therefore committed to the principles of fairness, humanity and respect for the individual; individual and organizational accountability; quality performance; and timeliness in service both internally and externally; continuous learning and improvements; and sustainability.

This Annual Management Plan provides the strategies for the Ministry’s operations for 2018/19-2019/20 and its contributions to achieving Government’s outcomes in the Tonga Strategic Development Framework II/ 2015-2025 - for a more progressive Tonga: Enhancing our inheritance.

We have set a large number of challenging targets for this year and we are determined to ensure that the commitment shown by our staff will go a long way to the achievement of these targets.

I reaffirm our commitment to the strategic planning process adopted by the Ministry and the reform agenda that it supports. It is with great pleasure that I present this 2018/19 – 2019/20 Annual Management Plan for the Ministry of Justice.



A handwritten signature in black ink, appearing to be 'Sione Vuna Fa'otusia', written over a horizontal line.

Hon. Sione Vuna Fa’otusia  
**Minister of Justice.**

## MESSAGE FROM THE ACTING CEO

The Ministry's Annual Management Plan for the period 2018/19 – 2019/20 provides a framework for the achievement of the Ministry's Mandate within specific policy objectives of the current Government that are relevant to the Ministry of Justice and as highlighted in the Tonga Strategic Development Framework II 2015 – 2025 Outcome D. These commitments are also reflective of Government's commitments globally to achievement of the United Nations Sustainable Development Goals and specifically Goals 16 and 17.

The major focus for 2018/19- 2019/20 for the Ministry of Justice is as follows:

- i. Strengthening Law and Justice (Promoting the rule of law at the national and international levels and ensure equal access to justice for all)
- ii. Strengthening Accountability and Transparency (Developing effective accountable and transparent processes and procedures within its internal institutions (Leadership & Legal Unit Office, Courts, Probation, Bailiff and Registrar General Office));
- iii. Significantly reducing all forms of violence and related death rates;
- iv. Provide legal identity for all, including birth registration.

Over the planning period, the Ministry must successfully address changes and deliver the outputs engraved in this document to achieve an improved access to justice, an area that forms the focus of our strategic endeavours.

This plan was compiled by the Divisional Heads of the Ministry together with the Planning Division Team of the Ministry of Finance.



Temaleti Manakovi A Pahulu  
Acting Chief Executive Officer for Justice

## 1.1 Mandate

The Ministry of Justice functions under our main mandate stipulated in Clause 83A of the Constitution of Tonga which is to ensure that the Rule of Law and Judicial Independent is and shall always be maintained.

The core functions of the Ministry of Justice are:-

To provide policy support on all aspects of the \*‘‘Rule of Law’’, strengthening it and maintaining it in the Kingdom, to the Minister in his role in advising Government on the development and performance of justice sector frameworks and bodies and how these interact with the other political bodies of the Kingdom;

To provide Cabinet policy papers on the creation/amendment of legislation;

To administer the Courts in the Kingdom;

To administer the National Civil Registry of the Kingdom (Registrar General’s Office)

To provide oversight of the Electoral Commission

*\* The ‘‘rule of law’’ is defined as a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable, to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness, and procedural and legal transparency. (Report of the Secretary General on the Rule of Law and Transitional Justice in conflict and post-conflict societies (s/2004/616, para. 7 and p. 58 of TSDf 2015-2025)*

### 1.1.1 Key Legislation, Policy Decision and Plans

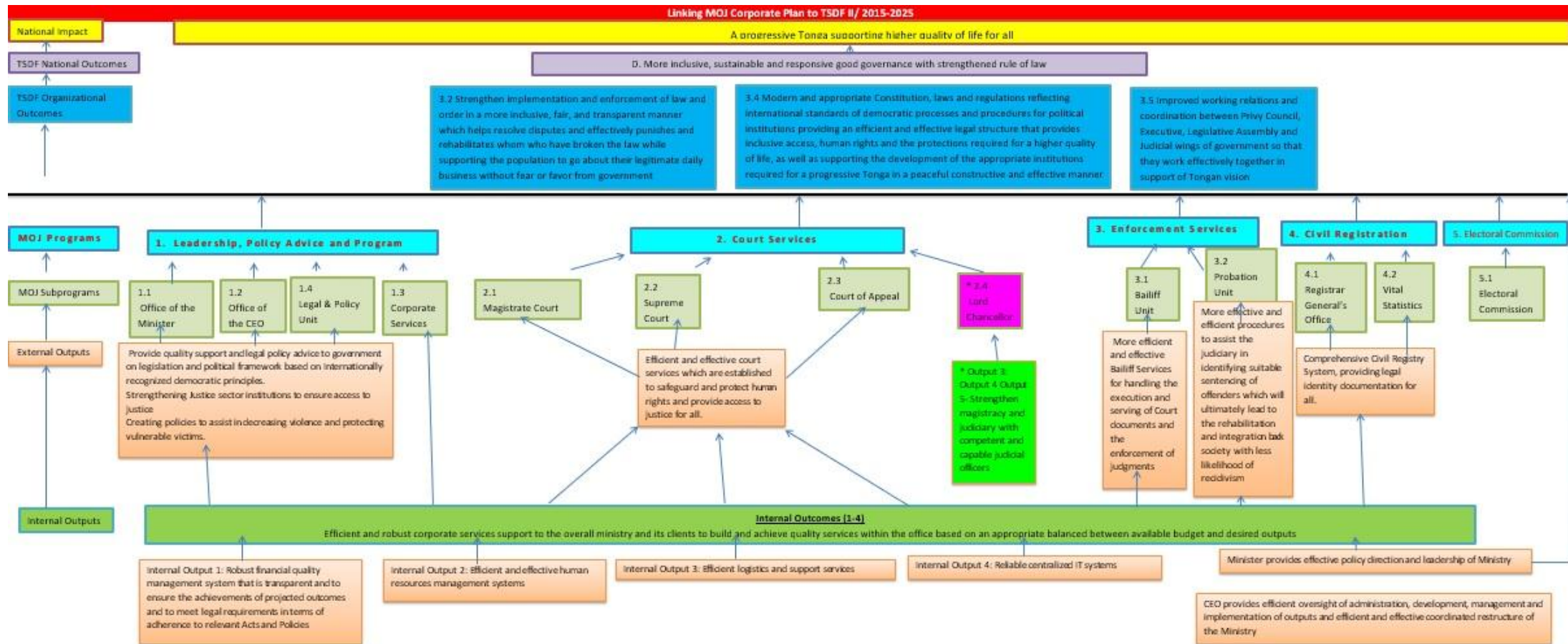
- The Constitution of Tonga
- Government Act
- Bailiff Act
- Magistrates Court Act
- Traffic Regulations
- Tobacco Act
- Supreme Court Act
- Supreme Court Rules
- Court of Appeal Act
- Court of Appeal Rules
- Computer Crimes Act
- Prison’s Act
- Rehabilitation of Offenders Act
- Family Protection Act
- Public Finance Management Act
- Public Audit Act
- Public Service Act
- Electoral Regulations 2010
- Election Petition Rules 2016 (Rules of the Supreme Court)
- Electoral Boundaries Regulations 2017
- Remuneration Act
- Procurement Regulations
- Public Revenue Regulations
- Internal Audit Charter
- International Agreements
- Tonga Strategic Development Framework II
- Government Priority Agenda
- Public Financial Management Reform Roadmap
- Criminal Offences Act
- Divorce Act
- Divorce Rules
- Birth, Death and Marriages Act
- Birth, Death and Marriages Regulation
- Bail Act
- Electoral (Elections of Representatives of the Nobles) Regulations 2017
- Legislative Assembly Act
- Land Court Rules
- Law Practitioner’s Act
- Legitimacy Act
- Nationality Act
- Change of Name Regulation
- Tonga Law Commission Act
- Probate Act
- Maintenance of Illegitimate Children’s Act
- Guardianship Act
- Maintenance of Deserted Wives Act
- Ombudsman Act
- Civil Law Act
- District and Town Officers Act
- District and Town Officers (Election) Regulations
- Electoral Act

## I.2 Stakeholders

Number Key stakeholders	Short Name of Stakeholder	Customer of MOJ	Supplier to MOJ	Partner with MOJ	Oversight of MOJ
1	Minister of Justice/Cabinet	x	x	x	x
2	Judiciary	x	x	x	x
3	Law Lords and Legal Advisers to the King in Council (JADP)	x	x		x
4	Development Partners	x	x	x	x
5	General Public (Clients of the Court and of the Registrar General's Office)	x	x		x
6	Legislative Assembly	x	x		x
7	PSC and MOFNP	x	x	x	x
8	Attorney General's Office	x	x	x	
9	Ministry Of Police	x	x	x	
10	Revenue & Customs		x	x	
11	Prisons Department			x	
12	Ministry of Internal Affairs			x	
13	Regional Organizations (SPC/RRRT, SPC : PIF : PILON : UNESCAP : PCRN : PAMBU : ANU)		x	x	x
14	International Organizations (Commonwealth Secretariat, UN, WHO, World Bank, ADB, UNFPA)		x	x	x
15	Court Users (Lawyers, Clients of Lawyers, Businesses and Organizations and Accused Criminals)	x			
16	Accused	x			
17	Victims of Crime	x			x
18	Civil Societies/ NGOs (Church Ministers)	x		x	
19	District and Town Officers	x	x	x	
20	Justices' of the Peace	x	x	x	
21	Deportees	x			



# 1.3 Results Map



\*2.4: Lord Chancellor is not within the control of MOJ or the government (Refer to constitutional review project)

Here shown above is the Results Map for the Ministry. Outlining the several levels in the result order of the Ministry in relation to the TSDF. From thereafter connecting and supporting the TSDF Organizational Outcomes and to the appropriate National Outcomes and most importantly the TSDF National Impact.

Also displayed here are the Ministry’s programs and subprograms, and the relevant linkages to the UN’s Sustainable Development Goals.

It is through the Corporate Plan that the results map is established and seen accomplished. The document herewith hence provides the summary of the more detailed Corporate Plan and Budget for the Ministry.

#### 1.4 Sustainable Development Goals/Regional Frameworks

The Ministry of Justice’s outputs, supports the UN’s Sustainable Development Goals namely,

- Goal 5: Gender Equality
- Goal 10: Reduced Inequality
- Goal 16: Peace, Justice and Strong Institutions

Here following identifies the linkage between the Ministry’s outputs to the UN/SDGs and Indicators:

Ministry’s Outputs	UN/SDGs	SDG Indicators
1; Portfolio Leadership, Policy and Legal Advice, Secretariat Support	<b>Goal 5:</b> Gender Equality	<b>5.1.1</b> Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex <b>5.a.2</b> Proportion of countries where the legal framework (including customary law) guarantees women’s equal rights to land and/or control
2; Judiciary	<b>Goal 5:</b> Gender Equality <b>Goal 16:</b> Peace, Justice and Strong Institutions	<b>5.2.1</b> Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age <b>5.2.2</b> Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence <b>16.1.3</b> Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months <b>16.3.1</b> Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms

3; Court Enforcement Services	<b>Goal 5:</b> Gender Equality <b>Goal 16:</b> Peace, Justice and Strong Institutions	<b>5.2.1</b> Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age <b>5.2.2</b> Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence <b>16.1.3</b> Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months <b>16.3.1</b> Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms
4; Civil Registry System	<b>Goal 5:</b> Gender Equality <b>Goal 16:</b> Peace, Justice and Strong Institutions	<b>5.3.1</b> Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18 <b>16.9.1</b> Proportion of children under 5 years of age whose births have been registered with a civil authority, by age
5; Electoral System	<b>Goal 10:</b> Reduced Inequalities	<b>10.6.1</b> Proportion of members and voting rights of developing countries in international organizations

#### 1.4.1 TSDF Impacts and Outcomes Supported by Ministry's Outputs

The proposed good governance priorities and policy interventions identifies the need for the improvement of the function of the Ministry of Justice. Hence by providing equal access to justice for all. Though placed in the Crosscutting Sectors of Law, Order and Security as the Government Priority Areas 3, we believe that in carrying out the identified outputs below, that we will contribute to the overarching relevant National Outcome and Organizational Outcomes of the TSDF II so that a *'More Progressive Tonga Supporting Higher Quality of Life for All'* can be achieved.

National Outcome	Organizational Outcome	Ministry's Outputs
<b>D;</b> a more inclusive, sustainable and responsive good-governance with law and order	<b>3.2;</b> Improved law and order and domestic security appropriately applied	1; Portfolio Leadership, Policy and Legal Advice, Secretariat Support
		2; Judiciary
		3; Court Enforcement Services

	<b>3.4;</b> Modern and appropriate constitution, law & regulations reflecting international standards of democratic processes	1; Portfolio Leadership, Policy and Legal Advice, Secretariat Support
		2; Judiciary
		4; Civil Registry System
		5; Electoral System
	<b>3.5;</b> Improved working relations & coordination between Privy Council, Executive, Legislative & Judiciary	1; Portfolio Leadership, Policy and Legal Advice, Secretariat Support
		2; Judiciary
		3; Court Enforcement Services
		5; Electoral System

### 1.5 Government Priority Agenda (GPA) 2018 - 2021

The Ministry supports all Government Priority Areas, in particular the Crosscutting Sectors yet directly under:

- i. Good Governance
- ii. Law, Order and Security

### 1.6 Budget Strategy 2019/2020 – 2021/2022

The Strategic focus areas for the Budget 2019/20 – 2021/22 outlines a total of 9 priority areas of which the Ministry prioritizes:

- i. Combat and address the impacts of illicit Drugs (LLPU, Supreme, Magistrate, Probation)
- ii. Digital Government Framework (E-government) (RGO/VS, IT)

## 2 MINISTRY OVERVIEW

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

Program(s)	Ministry's Outputs	Activities	Responsible Division
<b>Program 1:</b> Portfolio Leadership, Policy and Legal Advice, Secretariat Support	A political and legal framework based on recognized international principals of good governance	Timely preparation and submission of quality policy papers	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of the CEO</li> <li>• Leadership, Legal Policy Unit</li> </ul>
		Legislative review of laws and aligning thereof to government's overarching mandate	
		Vetting and approval of legal applications submitted to Registrar General's Office (RGO)	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Registrar General's Office/Vital Statistics Division</li> </ul>
		Increase number of RGO applications	
		Table Annual Report to Cabinet for Approval	<ul style="list-style-type: none"> <li>• All Divisions</li> </ul>

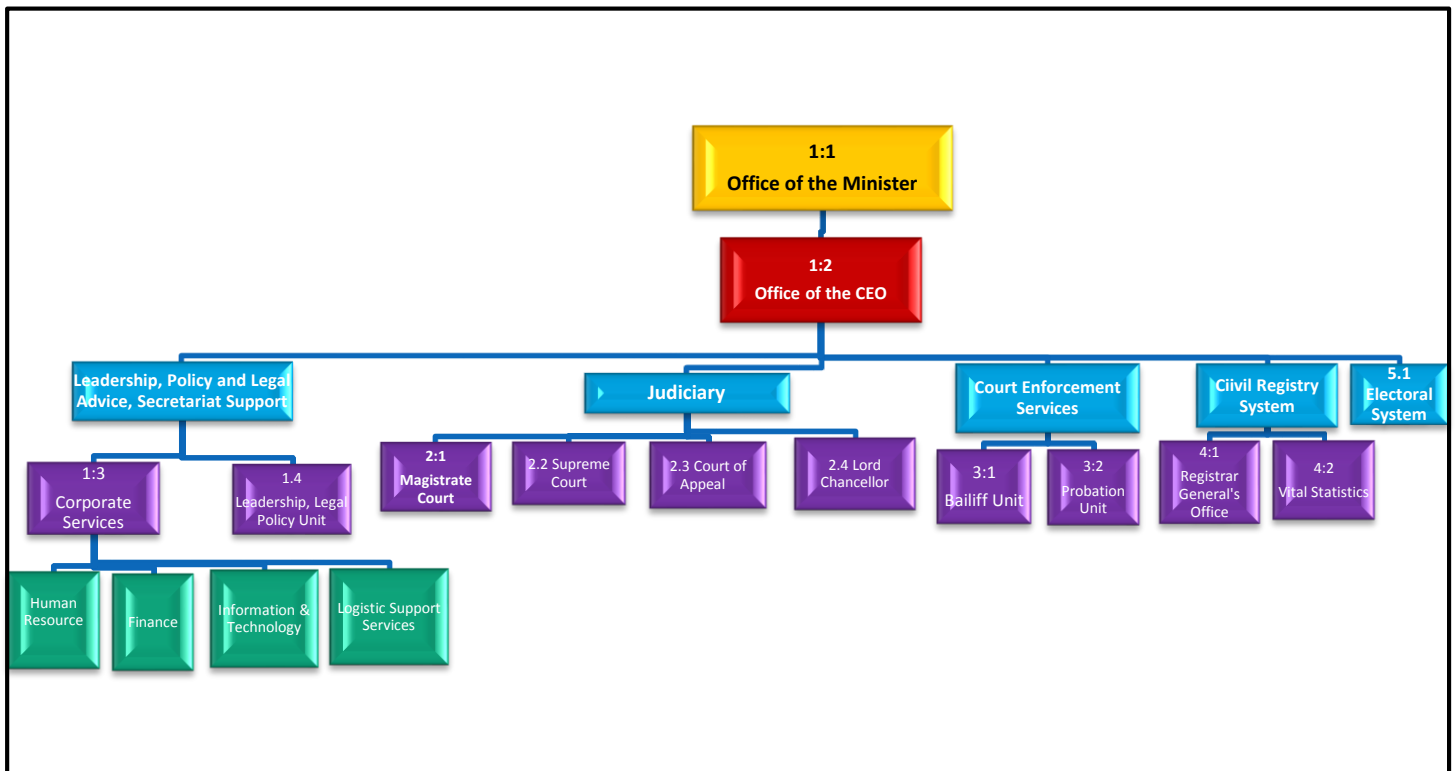
Strengthening justice sector institutions to ensure access to justice	Incorporation of Family Protection Legal Aid Center under justice sector projects to reflect government ownership and sustainability	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership, Legal Policy Unit</li> <li>• Corporate Services Division</li> <li>• Probation Unit</li> <li>• FPLAC</li> </ul>
	Develop Probation Framework	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership, Legal Policy Unit</li> <li>• Probation Unit</li> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> </ul>
	Establishment of Youth Justice/Juvenile Court System Drafting of Criminal Justice Policies	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership, Legal Policy Unit</li> <li>• Probation Unit</li> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> </ul>
	Collaboration with international organizations in developing the Tonga Justice Sector Plan for Law, Justice and Good Governance	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership, Legal Policy Unit</li> <li>• Corporate Services</li> </ul>
	Develop Sector Plan for Political Sector with relevant stakeholders and	<ul style="list-style-type: none"> <li>• All Divisions</li> </ul>
	Develop an appropriate Legal Aid Scheme alongside development partners	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership, Legal Policy Unit</li> </ul>
	Establish, review and revise Standard Operating Procedures	<ul style="list-style-type: none"> <li>• All Divisions</li> </ul>
Increased Public Awareness	<ul style="list-style-type: none"> <li>• All Divisions</li> </ul> <p>Vetting of public awareness materials (TV/Radio program scripts) Publication of functions of RGO/VS, Supreme Court, Magistrates' Court, Probation and Bailiff Services</p>	
Quality legal research	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership, Legal Policy Unit</li> </ul> <p>Thorough and extensive legal research submitted to Minister and CEO</p>	

	Submission of Corporate and Budget Submission and Reports	Preparation of present FY's Corporate Plan and Budget Submission of End of FY PMS Report to PSC Submission of Financial Reports	<ul style="list-style-type: none"> <li>• All Divisions</li> </ul>
	Record and Filing Management of Ministry of Justice Files	Establish storage facility for Ministry file Develop a File Management System	<ul style="list-style-type: none"> <li>• Office of CEO</li> <li>• Corporate Services (HR and IT Units)</li> </ul>
	Training and Capacity Building	Formulation of training needs assessments Conduct monthly divisional seminars/workshops	<ul style="list-style-type: none"> <li>• All Divisions</li> </ul>
	Reliable information and communication systems	Upgrade and maintenance of MOJ website Constant maintenance of CMS and Registry Systems Maintenance of Ministry's IT infrastructure	<ul style="list-style-type: none"> <li>• Corporate Services (IT Unit)</li> </ul>
<b>Program 2: Judiciary</b>	Improved Case Management System (CMS) catering for civil, criminal, youth, traffic and infringement, probate and administration, land and family cases	Identify weaknesses of CMS and provide recommendations to rectify such	<ul style="list-style-type: none"> <li>• Corporate Services (IT Unit)</li> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> <li>• Court of Appeal</li> <li>• Lord Chancellor</li> </ul>
	Improve quality and independence of Judiciary	Monthly meetings of the JADP	<ul style="list-style-type: none"> <li>• Lord Chancellor</li> </ul>
	Establish an office of the Lord Chancellor within the Supreme Court	Review current structure of the Supreme Court to also cater for the Office of the Lord Chancellor  Organize meetings between Lord Chancellor, Lord Chief Justice, Chief Magistrate and Registrar to discuss new structure and process for the establishment and maintenance of the Office of the Lord Chancellor  Re-banding salary structure for existing officers where appropriate  Recruit new staff/officers	<ul style="list-style-type: none"> <li>• Lord Chancellor</li> </ul>
	Refine Internal Processes within Courts	Streamline existing processes to avoid duplication of work Develop checklists for Judges and Registrars Develop flow-charts of process for use of court staff Improved clearance rate	<ul style="list-style-type: none"> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> <li>• Court of Appeal</li> <li>• Lord Chancellor</li> <li>• Bailiff Unit</li> </ul>

			<ul style="list-style-type: none"> <li>• Probation Unit</li> </ul>
	Refine internal processes to monitor and manage appeals	<p>Improve appeal processes Maintain consistency of Judges sitting in session</p>	<ul style="list-style-type: none"> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> <li>• Court of Appeal</li> <li>• Lord Chancellor</li> </ul>
	Affordable and accessible services to the public	<p>Develop application forms where application Update Court Fees Act to enable Lord Chief Justice to waive fees where applicable Maintain current court circuit visit to the outer islands</p>	<ul style="list-style-type: none"> <li>• Office of CEO</li> <li>• Supreme Court Division</li> <li>• Magistrates' Court</li> <li>• Lord Chancellor</li> </ul>
	Establish procedures for handling feedbacks and complaints from the public	Attend and address complaints promptly	<ul style="list-style-type: none"> <li>• Office of CEO</li> <li>• Supreme Court Division</li> <li>• Magistrates' Court</li> <li>• Leadership, Legal Policy Unit</li> <li>• Court of Appeal</li> <li>• Lord Chancellor</li> <li>• RGO/VS Division</li> </ul>
	Develop archives and implement proper court storage policy and management of court records	<p>Upgrade existing archive Review and update storage policy Train staff on use of archives and storage policy</p>	<ul style="list-style-type: none"> <li>• Supreme Court Division</li> <li>• Magistrates' Court</li> <li>• Lord Chancellor</li> </ul>
	Preparation for re-location of Court complex	Formation of sub-committee to undertake correspondences, meetings and initial contacts per funding and location	<ul style="list-style-type: none"> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> <li>• Corporate Services Division</li> </ul>
	Upgrade and renovate courtrooms and court equipment	<p>Installation air conditioning for Mu'a and Nukunuku Courthouses Replacement of court benches and additional benches for users of the Court</p>	<ul style="list-style-type: none"> <li>• Magistrates' Court</li> <li>• Lord Chancellor</li> </ul>
<b>Program 3: Court Enforcement Services</b>	More efficient and effective Probation Services	<p>Improve data management system Completion of pre-sentence reports (PSR) Compliance with probation orders Community Services supervision Practical and rehabilitation and reintegration program</p>	<ul style="list-style-type: none"> <li>• Probation Unit</li> <li>• Supreme Court Division</li> <li>• Magistrates' Court Division</li> <li>• Corporate Services Division</li> </ul>

		Establish probation services in outer-islands	
	More efficient and effective Bailiff Services	Effective service of Court documents Enforcement of judgments	<ul style="list-style-type: none"> <li>• Bailiff Unit</li> <li>• Magistrates' Court Division</li> <li>• Corporate Services Division</li> <li>• Leadership, Legal Policy Unit</li> </ul>
<b>Program 4:</b> Civil Registry System	Comprehensive Civil Registry System	Registration of Births Registration of Deaths Registration of Marriages Registration of Names Scanning, Linking, Search and Photographing records Review BDMR and regulations	<ul style="list-style-type: none"> <li>• Office of Minister</li> <li>• Office of CEO</li> <li>• Leadership Legal Policy Unit</li> <li>• RGO/VS Division</li> </ul>
<b>Program 5:</b> Electoral System	Free and Fair National and Local Election	The orderly conduct of local (for District and Town Officers) and parliamentary elections (and by-elections) Maintain a free and fair electoral process Maintain an updated and accurate electoral roll To have an informed community on electoral matters	<ul style="list-style-type: none"> <li>• Electoral Commission</li> </ul>

## 2.2 Ministry Organizational Structure



- Program 1: Leadership, Policy and Legal Advice, Secretariat Support



- *Program 2: Judiciary*
- *Program 3: Court Enforcement Services*
- *Program 4: Civil Registry System*
- *Program 5: Electoral System*

## 2.3 Summary of Planned Major Reforms

### 2.3.1 Incorporation of FPLAC to Ministry of Justice

The Family Protection Legal Aid Center that caters to victims of domestic violence is approaching its first full year of providing free legal aid services. It was funded by Regional organizations (SPC/RRRT) to assist Tonga in providing legal aid services to the people (refer to domestic violence legal center). The Ministry has played its roles in preparing an avenue that is suitable for the Center to be placed within the Ministry in the years to come.

**Leadership, Legal Policy Unit:** Has worked closely with the Center and its staff in providing the necessary logistics and secretariat support for the Project Steering Committee of the FPLAC. As well the Corporate Services Division in particular Accounts with managing of their budget and preparation of their Quarterly Acquittal Report. Therefore it has been discussed and reasoned upon the absorption of the Center into government that they be a part of the said Unit. Undoubtedly, it will have an impact on the operation of the particular Divisions in the Ministry (i.e. Magistrates' Court, Supreme Court, Probation Unit, Registrar General's Office).

This is substantiated with the Cabinet Decision No.1066 dated 21<sup>st</sup> November, 2018 with the approved recommendations that the Ministry continue to fund the FPLAC Project at the end of it's pilot phase until the end of the 2018/19 FY. A further commitment of three years has been established being that the Ministry approach Donors Partners to co-fund the continuation of the said project. It is therefore crucial that the Ministry play a significant role in committing to the project by providing partial funding which will contribute to the sustainability of the Center in the impending future.

### 2.3.2 Judges of the Supreme Court

The Supreme Court serves the people in providing Judges who make sound decision-making and judgments for all involved and staff who cater for all proceedings in Court. It is significant that judgements be delivered timely.

**Supreme Court Division:** The Judges of the Supreme Court consist of the Lord Chief Justice, Owen G. Paulsen as well Justice Cato and Justice Niu. All Judges are being paid from the Ministry's recurrent budget with the exception of Justice Niu. Justice Cato was previously paid by New Zealand as a donor in the development budget but is now paid from the Ministry's recurrent budget. Justice Niu is currently paid through the Tonga Justice Support Sector Program and by January 2020, the Ministry will need to include Justice Niu's salary in the upcoming budget for the next Financial Year beginning in aforementioned until his contract ends unless otherwise extended.

### 2.3.3 Generator for Main Office

The recent TC Gita and its aftermath had such a great impact on the operation of the Ministry and its key services to the people. Services could not be rendered efficiently and work could not be done because we lacked any back-up plan for disasters. It was learned the hard way but as we prepare for natural disasters in the impending future, a generator is needed to be installed so in cases of such, we are always prepared and services are not affected.

**Corporate Services:** All IT related devices such as servers and databases, systems etc. can always be accessed regardless of the situation and we will be better prepared to face disasters of that nature in the future. Employees will be able to resume work shortly after and services can be provided regardless.

#### 2.3.4 Renovation of Bailiff Office and Storage Room

The Bailiff Unit is currently located in an old building that needs major renovation as soon as possible. The storage where goods are kept needs to be well secured and the current condition thereof stands liable for possible break-ins that can easily be done.

**Bailiff Unit:** This project will ensure the safety of all distrained goods that are held in preparation for auctioning. But more because the building and its infrastructure is quite old and needs renovation and maintenance. This will assist the Bailiff Officers in better carrying out their responsibilities and better safeguard all goods kept herewith.

#### 2.3.5 Purchasing of vehicles for the Bailiff Unit

The Bailiff Unit have been tasked with the service of summons; Immigration notified of summon, Traffic Infringement notice (Mag Court), service of judgments (Supreme Court), service of documents as directed by Court e.g. divorce papers; distress warrants; seize orders (excludes house); writ of possession (includes house). These were responsibilities that were previously with the Police Department and now no longer theirs.

**Bailiff Unit:** It is crucial that vehicles be purchased for the servicing and delivering of documents in relation to their responsibilities. The constant need for the completion of these tasks would require a vehicle bound for the Eastern side of the island and another for the Western side. Thus enabling for prompt delivery of relevant documents and constant efficient completion of responsibilities.

#### 2.3.6 Audio Storage Devices for Supreme Court

Audio recordings during court proceedings are crucial for the services of the Court. Especially when cases return and plea to be heard in the Court of Appeal. Unfortunate circumstances in the past occurred when court proceedings failed to be recorded due to the lack of proper audio storage devices. Having put this in place will prevent the lost of recorded information during proceedings and the storage of information for future use.

**Supreme Court Division/Probation Unit:** Both divisions will benefit from the implementation of this system within the Courts. It will better provide and secure all relevant information in the capacity of serving the public and all those involved.

#### 2.3.7 Upgrade and Renovate Courthouses for Magistrates Court

A significant increase in cases of the Magistrates Court is identified and the Courthouses need additional rooms to cater for this need. The Fasi-moe-Afi Courthouse now will be renovated and given the additional space/rooms needed as well in the areas for both the Western and Eastern side of Tongatapu (i.e. Mu'a and Nukunuku Courthouses). The Magistrates will better perform their responsibilities in addressing all cases and the people will be given better access to justice with improved and efficient services provided.

**Magistrates Court Division:** Services provided by the Magistrate Court staff and the Magistrates will be improved with this development and better able them to serve the people.

#### 2.3.8 Two vehicles for Corporate Services

The Ministry currently have vehicles, serving the Minister, Chief Executive Officer, Lord Chief Justice, two Judges and Chief Magistrate. Altogether with servicing and taking of Magistrates to the Courthouses, delivering of Bailiff

tasks, carrying out of Probation responsibilities, the Legal Aid Center and all other administration matters. It is obvious that the main office alone needs additional vehicles for delivering of documents and all other relevant tasks that need completion on a day-to-day basis.

**Corporate Services Division:** The provision of additional two (2) vehicles for the Corporate Services will provide support for the Ministry overall in carrying out its core responsibilities and the delivery of its services. We commit to provide better access to justice for all and this will enable us to complete and achieve relevant outputs.

### 2.3.9 Serious Financial Crimes

The current Cabinet Committee on Serious Financial Crimes was preceded by a Cabinet Committee on Money Laundering and Terrorist Financing Activities. Cabinet Decision 1110 of 23<sup>rd</sup> November, 2018 amended the composition of the Working Group to replace the Attorney General's Office by the Ministry of Justice, both as co-Chair and co-Secretariat of the Working Group. The Annual Plenary of the Asia Pacific Group takes place towards the end of July each year. The plenary in July 2019 will be the first opportunity for Tonga to meet the assessors who will be conducting our Mutual Evaluation Review later in the year. It is therefore the responsibility of the Ministry of Justice to cover the cost of the annual subscription of the APG Plenaries.

**Legal Policy Unit:** The Ministry through this division and the Office of the Minister as well the Chief Executive Officer will support this activity by providing workspace for the assessor team, transportation in particular the paying of the annual subscription.

## 2 MINISTRY BUDGET AND STAFFING

*Table 1: Ministry Budget by Recurrent, Development and item (cash & inkind) (\$ millions)*

Budget(\$m)	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/2021	FY 2021/2022
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
<b>Total Budget Expenditure/Payment</b>							
Established Staff(10xx)	3.70	3.31	2.24	4.10	4.10	4.20	4.20
Unestablished Staff(11xx)	0.24	0.22	0.38	0.38	0.38	0.38	0.38
Travel Communication (12xx)	0.65	0.59	0.67	0.67	0.67	0.67	0.67
Maintenance operations (13xx)	0.61	1.00	1.00	1.00	1.00	1.00	1.00
Purchase Goods Services (14xx)	2.12	1.91	3.32	3.42	3.42	3.42	3.42
Assets(20xx)	0.57	0.62	0.12	0.19	0.19	0.19	0.19
<b>Total</b>	<b>7.89</b>	<b>7.66</b>	<b>7.73</b>	<b>9.76</b>	<b>9.76</b>	<b>9.86</b>	<b>9.86</b>
<b>Recurrent Payments</b>							
Established Staff(10xx)	3.70	3.31	2.24	4.10	4.10	4.20	4.20
Unestablished Staff(11xx)	0.24	0.22	0.38	0.38	0.38	0.38	0.38
Travel, Communication(12xx)	0.65	0.59	0.67	0.67	0.67	0.67	0.67
Maintenance, Operations(13xx)	0.61	1.00	1.00	1.00	1.00	1.00	1.00
Purchase Goods Services(14xx)	1.27	1.17	1.17	1.27	1.27	1.27	1.27
Assets(20xx)	0.11	0.12	0.12	0.19	0.19	0.19	0.19
<b>Total</b>	<b>6.58</b>	<b>6.41</b>	<b>5.58</b>	<b>7.61</b>	<b>7.61</b>	<b>7.71</b>	<b>7.71</b>
<b>Development Expenditure</b>							

Maintenance Operations(13xx)	0.00	0.01	0.00	0.00	0.00	0.00	0.00
Purchase Goods Services(14xx)	0.85	0.74	2.15	2.15	2.15	2.15	2.15
Assets(20xx)	0.46	0.50	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.31</b>	<b>1.25</b>	<b>2.15</b>	<b>2.15</b>	<b>2.15</b>	<b>2.15</b>	<b>2.15</b>

b: budget; p: provisional; r: revised; b2 and b3 initial budgets for two outer years of three year budget

*Table 2: Ministry Total Staff by Key Category*

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Revised Estimate	Original Budget	Revised Estimate	Budget	Projection	Projection
Executive Staff (Band A - G)	20	17	19	19	19	17	19
Professional Staff (Band H - M )	61	78	41	41	41	78	41
Other Staff ( Band N -S)	39	39	75	75	75	39	75
Total Established Staff	120	134	135	135	135	134	135
Total Unestablished Staff		12	9	17	17	17	17
Total Staff	<b>120</b>	<b>146</b>	<b>144</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>152</b>
Total Recurrent Ministry Costs	6.58	6.41	<b>5.58</b>	<b>7.61</b>	<b>7.61</b>		7.61
Total Recurrent Operational Costs	2.64	2.88	2.64	2.88	<b>2.62</b>	2.62	2.62
Staff per TOP 100,000	1.82	2.28	1.82	2.28	<b>2.13</b>	2.32	2.13

### 3.1 Program 1: Leadership, Portfolio Policy Advice And Programme Administration

#### Division Responsible

1.1 Office of the Minister

1.2 Office of the CEO

1.4 Legal & Policy Unit

#### Major Customers

General Public, Cabinet (Government), Parliamentarians, Lawyers, Litigants, Accused Persons, Victims, Witnesses, Jurors, Judicial Appointment and Discipline Panel (JADP), Privy Council, Judges and Magistrates (Judiciary), Law Lords and Legal Advisors to HM in Council.

#### Program Results

**Output 1:** A political & legal framework based on recognized international principles of good governance

**Output 2:** Public Awareness Program

**Output 3:** Effective and efficient Public Servants to resource the Ministry Operations

#### Key Performance Indicators

Sub-output	Activities	KPIs	Estimated Costing
<b>Output 1: A political and legal framework based on recognized international principals of good governance</b>			
Portfolio Leadership	Table Laws to Parliament Table 2018 Annual Report to Cabinet for approval	<ul style="list-style-type: none"> <li>No. of policy papers submitted to Cabinet (inclusive of new Bills; amendment Bills; regulations)</li> <li>Consultation services effectively sought</li> <li>Examine &amp; review bills for accuracy, compatibility with approved Cabinet policies</li> <li>Determines policies for legislative creation/amendment as per CD No. 93 of 2016</li> </ul>	\$200,000  \$8,000
	Assist Minister of Finance & National Planning in justifying MOJ's budget	MOJ CP and Budget approved	\$6,500
	Ratification of International treaties	<ul style="list-style-type: none"> <li>Research completed in timely and accurate manner to reflect endorsements if necessary</li> <li>Thorough review of relevant treaties</li> </ul>	
	Submission of relevant Policy Papers	<ul style="list-style-type: none"> <li>No. of policy papers submitted to Cabinet (inclusive of new Bills; amendment Bills; regulations)</li> <li>Consultation services effectively sought</li> <li>Examine &amp; review bills for accuracy, compatibility with</li> </ul>	\$200,000

		<p>approved Cabinet policies</p> <ul style="list-style-type: none"> <li>• Determines policies for legislative creation/amendment as per CD No. 93 of 2016</li> </ul>	
	Contribute to the development of a Sector Plan for Political Institutions	<ul style="list-style-type: none"> <li>• Consultations with stakeholders and development partners successfully carried out</li> <li>• Work alongside line Ministries under Political Institutions in bringing together</li> </ul>	
	Approval of legal applications submitted to Registrar General Office (RGO) (e.g.: change of names, special license to marry, use of copies in lieu of originals)	Timely submission of annual report to Cabinet	\$8,000
Constitutional Review	Acquire an expert legal consultant in Constitutional law	Legal consultant identified and hired; (i)consultant's final report linked to relevant international legal principles delivered in 1 month; (ii)number of stakeholders consulted; (iii) draft legislation reflective of Cabinet approved policies.	\$3,000
	Amendments to specific laws	Conduct bi-monthly meetings with HODs	\$2,000
	Creation of new laws	Examine and review CP, AMP, MOJ Budget, and Annual Report.	\$2,000
	Policies requiring change identified and approved in Cabinet submission(s) and decision(s)	Cabinet approval	\$2,000
	Submit drafted legislation to Cabinet, Law Committee, and Parliament.	Submitted within relevant time frame (Parliamentary sitting 2017); legislation approved in Parliament; legislation submitted to HM in Council (decision not within our control)	\$2,000
	Quality & timely submission of legal policy papers	Prepare draft policy papers as directed by Minister	# of policy papers approved by Minister
Access to Justice	<b>1. Domestic Violence</b> Collaborating with line ministries (MIA) and regional organizations (SPC/RRRT) to establish community legal center for victims of domestic violence	Agreement finalized within current financial year; project incorporated into under justice sector projects to reflect government ownership and ensure sustainability	\$200,000
	Conduct training for Court staff & public awareness programs (both in Ttp and outer islands) on statutory tasks under the Family Protection Act so that they can properly assist the public	Number of complaints received from the public due to staff assistance rendered; timeframe taken for FPO to reach judicial officers for a decision	\$25,000
	(i) Assist in drafting affidavits for RGO applications; (ii) commission oaths; (iii) certify documents	(i) 100% legal compliance and accuracy; (ii) record kept of each affidavit commissioned; (iii)	\$2,000

	<b>2. Develop legal aid system</b> Develop an appropriate Legal Aid Scheme alongside development partners	Timely preparation, submission of project proposal to MFNP-PAMD	\$200,000
	<b>3. New York Convention</b> Cabinet Policy paper on New York Convention drafted and submitted	Cabinet approval; Privy Council approval; Convention acceded to and ratified	\$2,500
	Convention articles incorporated into domestic legislation	Legislation presented to Parliament; Conduct training on legislation	\$1,500
	Legislation reflecting NY Convention drafted and submitted to Cabinet, Law Committee and Parliament	Cabinet approval; Parliament approval; submission to HM for assent (not within our control)	\$1,500
Drafting of criminal justice policies:	Create a national plan for violence prevention, protecting women and child victims	Legislation reflecting criminal justice obligations under CRC submitted to Cabinet, Law Committee and Parliament	\$50,000
	Strengthened capacity for data collection on violent crimes		\$30,000
	Strengthened collaboration between stakeholders		\$7,000
	Drafting of policy papers on juvenile justice system		\$2,500
Conducting legal research/ case law	Thorough and extensive legal research	No. of Cabinet policy papers submitted within timeframe;	\$5,000
	Research of case law and statute for judges	No. of research documents submitted in given time frame; No. of complaints from judges; 100% accuracy	\$2,000
Provide advice and support to all MOJ Divisions	Examine and review processes and relevant legislation: review of CMS features	No. of internal legal briefings provided; 100% accuracy; No. of complaints from Divisions/ public	No other costs, other than basic salary of officers carrying out task
	Serve as sub-registrars under the BDMR Act	No. of applications decided upon within time frame; 100% accuracy and legal compliance of advice/ decision	No other costs, other than basic salary of officers carrying out task
E-Government Project	Work closely with MEIDECC and ADB/World Bank on creation of project	Establishment of suitable platform for e-governance	\$50,000
Revision of Tonga's legislation on Adoption, Promoting higher Birth Registration and Access to Justice for Children (funded by UNICEF)	Reviewing, updating and revising of legislation on child adoption in order to facilitate the "adoption" of legitimate children and travel with their "adoptive parents".	Number of legislation reviewed and revised	\$25,000
Develop Sector Plan			
<b>Sub-output</b>	<b>Activities</b>	<b>KPIs</b>	<b>Estimated Costing</b>
<b>OUTPUT 2: Public Awareness</b>			

Public Awareness	Publication of functions of: RGO, Supreme Court, Magistrates court, Probation and Bailiff Services	Number of publications uploaded and updated in MOJ website on quarterly basis	\$50,000
	Publication of Justice HQ projects for access to justice	Number of publications uploaded and updated in MOJ website on quarterly basis	\$5,000
	All Court outputs are collected and reported annually and publicly available	Number of radio and TV programs aired	\$50,000
	Justice Week	Provision of opportunities for public by conducting: <ul style="list-style-type: none"> <li>• Talk-back shows</li> <li>• School Tours</li> </ul> Launch of Ministry website, EFTPOS services and newsletter Public are better able to identify services provided by the Ministry	\$30,000
<b>Sub-output</b>	<b>Activities</b>	<b>KPIs</b>	<b>Estimated Costing</b>
<b>Output 3: Effective &amp; efficient public servants to resource the Ministry's Works</b>			
Quality customer service	Complaints mechanism publicly accessible	No. of complaints received following published processed	\$3,000

## Summary Of Program Budget, Staff, Projects And Outputs

### 1.1 Office of the Minister

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Revised Estimate	Original Budget	Budget	Projection	Projection
Total Recurrent (\$m)	0.22	0.22	0.22	0.22	0.22	0.22	0.22
Staff	0.15	0.16	0.15	0.16	0.15	0.15	0.15
Non-Staff	0.07	0.06	0.07	0.06	0.07	0.07	0.07
Total Development (\$m)							
Executive Staff	1	1	1	1	1	1	1
Professional Staff	1	1	1	1	1	1	1
Other Staff	1	1	1	1	1	1	1
Total Established Staff	3	3	3	3	3	3	3
Unestablished Staff							

### 1.2 Office of the CEO



Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Revised Estimate	Original Outcome	Budget	Projection	Projection
Total Recurrent (\$m)	0.13	0.13	0.14	0.14	0.14	0.14	0.14
Staff	0.07	0.08	0.08	0.08	0.08	0.08	0.08
Non-Staff	0.06	0.05	0.06	0.06	0.06	0.06	0.06
Total Development (\$m)							
Executive Staff	1	1	1	1	1	1	1
Professional Staff							
Other Staff							
Total Established Staff	1	1	1	1	1	1	1
Unestablished Staff							

#### 1.4 Legal & Policy Unit

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	
Total Recurrent (\$m)	0.29	0.24	0.36	0.38	0.38	0.38	0.38
Staff	0.28	0.22	0.30	0.32	0.32	0.32	0.32
Non-Staff	0.01	0.02	0.06	0.06	0.06	0.06	0.06
Total Development (\$m)	0.00	0.04	0.24	0.24	0.01	0.01	0.01
Executive Staff	1	1	1	1	1	1	1
Professional Staff	6	6	6	6	6	6	6
Other Staff							
Total Established Staff	7	7	7	7	7	7	7
Unestablished Staff			5	6	7	7	7

#### Change In Program 1.1, 1.2 & 1.4 From Last Corporate Plan And Budget

<b>Change from last CP&amp;B</b> [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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#### Division Responsible

#### 1.3 Corporate Service

1.3 A. Accounts, B. Human Resource, C. Logistics And Supporting Service, D. Information Technology

**Program Results**

**Output 12:** Training and Capacity Building

**Output 13:** Quarterly and Timely Corporate & Budget Submission & Reports

**Output 14:** Maintenance of Building and Compound

**Output 15:** Financial Services

**Output 16:** Record & Filing Management of Ministry of Justice Files

**Output 17:** Information Communication and Telecommunication (ICT)

**Key Performance Indicators**

Sub-Output	Activities	KPIs	Estimated Costing
<b>Output 12: Training &amp; Capacity Building</b>			
Trainings (internal/external)	Develop training need assessments	<ul style="list-style-type: none"> <li>Timely submission of training need assessments to PSC within first quarter of FY</li> </ul>	\$500
	Implement and conduct trainings within the Ministry (Tongatapu)	<ul style="list-style-type: none"> <li>Carry out at least two (2) trainings for staff (in-house or externally) every month</li> </ul>	\$5,000
	Scope opportunities for overseas trainings and attachments	<ul style="list-style-type: none"> <li>Provide accurate and timely reports on trainings done within a week from when training was conducted</li> </ul>	\$100,000
	Conduct induction program		\$1,200
	Present quarterly training reports		\$500
	Provide trainings for staff in the outer-islands	<ul style="list-style-type: none"> <li>Provide report on overseas travel for trainings and workshops</li> <li>Ensure newly appointed staff are fully aware of expectations and internal policies of the Ministry</li> <li>Adequate and relevant information distributed to outer-island staff</li> </ul>	\$21,060
	Conduct Corporate Plan Retreat/Workshop for senior staff	Retreat/Workshop conducted twice FY (September & March) Thorough discussion of CP and the responsibility of each Division & HOD towards the plan Completion of relevant amendments to outputs/sub-outputs/activities/strategies to CP	\$60,000
	Conduct monthly divisional seminar	Feedback from HODs on the impact of seminar provided	\$6000
Standard Operating Procedures (SOPS) Reviewed & Revised	Review & update existing SOPS	Timely submission of draft revised SOPS to CEO for endorsement	\$1000
Improve efficiency of services	Purchase of two (2) vehicles	Services delivered timely Relevant individuals taken to and from destinations once needed	\$100,000
<b>Output 13: Quarterly and Timely Corporate &amp; Budget Submission &amp; Reports</b>			
Quality & timely corporate plan and budget	Preparation of FY 2019/20 Corporate Plan and Budget	Submit MOJ CP, AMP & Budget to CEO & Minister	\$6,500

	Monitor and report on MOJ FY 2018/19 CP and budget performance	Timely submission of quarterly report to management	\$600
Quality & timely annual report	Prepare draft 2018 Annual Report to be submitted to CEO	Timely submission of 2017 Annual report to management	\$8000
	MOJ End of FY performance assessment report	Consolidating MOJ performance assessment report Submitting divisional performance assessment report	\$500
Performance Management System (PMS)	Quarterly staff performance Management Report	Number of quarterly MOJ performance assessment report submitted on time	\$400
	Quarterly leave report	Number of quarterly reports submitted on time	\$500
	HRMS database	Update HRMS database	\$2500
	Circuit to Outer-islands	Successfully conduct MYR assessments Successfully conduct EFY assessments	\$21,060
Preparation and submission of recruitment process papers	Adhere to PSC policies per recruitment	Submit panel papers no longer than a week from when interview was conducted Complete interviews within a week from closing of advertisement Submit endorsement of job description within a week from when position as vacated/approved to be created	\$12,000
<b>Output 14: Maintenance of Building and Compound</b>			
Constant upkeep of Ministry's work areas	Hire mowing and cleaning contractors	Work areas and compound is constantly clean Grounds are mowed and rubbish are cleared	\$12,000
Extension of Server Room	Renovation of consisting kitchen area into additional room for Ministry's servers	Additional space for Ministry servers maintained Implementation of better security services for the servers	\$3,000
<b>Output 15: Financial Services</b>			
Establishment of efficient Financial Services	Submission of MOJ financial reports	Submit annual cash flow	\$500
		Submit annual procurement plan	\$500
		Update asset register	\$2000
		Submit annual forecast	\$500
	Reconciliation of BDM Records	Conduct circuit once a year Checking of printing reports against receipts and cash book Identify faults (if any) in current work process and recommend solutions for way forward	\$50,000
<b>Output 16: Record &amp; Filing Management of Ministry of Justice Files</b>			

Storage facility for ministry file	Renovation of two rooms in HQ	Documents maintained and preserved	\$70,000
	Installation of shelves and filing cabinets	Catalogue of files	\$13,000
	Proper archiving of records	Number of complaints from clients	\$5,000
		Number of complaints from senior officers	
		Time locating files	
		No. of damaged files	
No. of lost files			
<b>Output 17: Information Communication and Telecommunication (ICT)</b>			
Reliable information and communication systems	Improve CMS	No. of trainings conducted No. of employees in attendance Feedback from employees in attendance	\$5,000
	Improve Registry database	No. of trainings conducted No. of employees in attendance Feedback from employees in attendance	\$5,000
	Creation of systems for Legal Unit, Bailiff Unit and other divisions in the Ministry	No. of trainings conducted No. of employees in attendance Feedback from employees in attendance	\$2,000
	Maintain MOJ server and networking system	System properly maintained Servers successfully updated	\$8,000
	Purchase standby generator	Complete avoidance of system failure Normal work routine unaffected	\$100,000
	Renewal of anti-virus software for server	Successfully prevent breakdowns from viruses Installation to server	\$10,000
	Purchase new computers (10) for newly appointed staff	No. of newly appointed staff with computers Successful set-up of computers for staff	\$25,000
	Additional senior staff to assist with the Unit's workload	Establish a Senior System Administrator position	\$26,880
Ministry Email and Firewall Services	Increase storage for Ministry email via InfoTech Firewall	Newly appointed staff gain access to email Adequate storage for email services Firewall services maintained	\$3,000

### Summary Of Program 1.3 Budget, Staff, Projects And Outputs

#### 1.3 a Accounts

Category	Past Staffing Level		Corporate Plan Budget		
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22

	<b>Original Budget</b>	<b>Provisional Outcome</b>	<b>Original Budget</b>	<b>Revised Estimate</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>
Total Recurrent (\$m)	1.32	1.72	1.48	0.96	0.96	0.97	0.97
Staff	0.43	0.41	0.18	0.08	0.08	0.09	0.09
Non-Staff	0.90	1.30	1.30	0.88	0.88	0.88	0.88
Total Development (\$m)	0.15	0.16	0.05	0.05	0.05	0.05	0.05
Executive Staff							
Professional Staff	3	3	4	4	4**	4	4
Other Staff	3	3	3	3	3	3	3
Total Established Staff	6	6	7	7	7	7	7
Unestablished Staff					1	1	1

\*\*One staff is currently on study leave under Ministry's scholarship. The scholarship commenced January 2019 and is expected to complete his course of study by December 2021.

#### ***b. Human Resource***

<b>Category</b>	<b>Past Staffing Level</b>				<b>Corporate Plan Budget</b>		
	<b>FY 2017/18</b>		<b>FY 2018/19</b>		<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>
	<b>Original Budget</b>	<b>Provisional Outcome</b>	<b>Original Budget</b>	<b>Revised Estimate</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>
Total Recurrent (\$m)	0.22	0.20	0.26	0.30	0.31	0.32	0.32
Staff	0.21	0.19	0.25	0.29	0.30	0.31	0.31
Non-Staff	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Total Development (\$m)			0.14	0.14	0.14	0.14	0.14
Executive Staff	1	1	1	1	1	1	1
Professional Staff	5	5	5	5	5	5	5
Other Staff	2	2	13	13	13	13	13
Total Established Staff	12	20	19	19	19	19	29
Unestablished Staff			5	6	6	6	6

#### ***d. Information Technology***

<b>Category</b>	<b>Past Staffing Level</b>				<b>Corporate Plan Budget</b>		
	<b>FY 2017/18</b>		<b>FY 2018/19</b>		<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>
	<b>Original Budget</b>	<b>Provisional Outcome</b>	<b>Original Budget</b>	<b>Revised Estimate</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>
Total Recurrent (\$m)	0.11	0.07	0.073	0.103	0.103	0.103	0.103
Staff	0.11	0.07	0.07	0.10	0.10	0.10	0.10
Non-Staff	0.00	0.00	0.003	0.003	0.003	0.003	0.003

Total Development (\$m)							
Executive Staff							
Professional Staff	3	3	4	4	4	4	4
Other Staff	1	1	1	1	1	1	1
Total Established Staff	4	4	5	5	5	5	5
Unestablished Staff		1	1	1	1	1	1

### Change In Program #1.3 From Last Corporate Plan And Budget

<b>Change from last CP&amp;B</b> [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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### 2.2 Program 2: Court Services

#### Division Responsible

**2.1 Magistrate Court, 2.2 Supreme Court, 2.3 Court of Appeal**

#### Major Customers

General Public, Cabinet (Government), All Government Ministries, Parliamentarians, Lawyers, Litigants, accused persons, victims, witnesses, jurors, detention centers (Prisons and prison staff), judicial appointment and discipline panel, Privy Council, Judges/Magistrates (Judiciary).

#### Program Results

**Output 7:** More efficient, effective and responsive Magistrates Court

**Output 8:** More efficient, effective and responsive Supreme Court

**Output 9:** More efficient and effective Court of Appeal

#### Key Performance Indicators

#### Magistrate Court, Supreme Court & Court of Appeal, Lord Chancellor

Sub-outputs	Activities	KPIs	Estimated Costing (\$)
<b>Output 7: More efficient, effective and responsive Magistrates Court</b>			
Upgrade of CMS	Trainings of court officers	<ul style="list-style-type: none"> <li>That by 2021 such system will be improved and in place</li> <li>Data is accurately presented</li> <li>Detailed information per case is available</li> <li>Workload of staff per case is reduced and increased efficiency</li> </ul>	\$10,000
Improved clearance rate	Adequate number of cases per officer	<ul style="list-style-type: none"> <li>Pending cases for all cases except Preliminary Inquiry to be one year behind at the end of the year</li> <li>Pending cases for Preliminary Inquiry to not exceed three years behind at the end of the year</li> <li>Mu'a and Nukunuku courts to operate thrice a week</li> </ul>	\$5,000
	Trainings of court officers		\$500

Enhanced appeal procedures in place to cater for appealed Magistrates Cases	Facilitate cases that are appealed to the supreme court from magistrate court	<ul style="list-style-type: none"> <li>• Appeal procedures implemented and followed through</li> </ul>	\$4,000
	Improved appeal processes	<ul style="list-style-type: none"> <li>• Sound system and recording technology installed in court houses</li> </ul>	\$500
		<ul style="list-style-type: none"> <li>• Training of court staff</li> </ul>	
	Training of court staff		
	System for tracking cases implemented		
Color-coded filing system implemented			
Affordable and accessible services provided to the public	Monthly Court Circuits to ‘Eua	<ul style="list-style-type: none"> <li>• 1 hour ‘talk back’ show once a month (every last Tuesday at lunch time) on 87.5FM</li> <li>• Publicizing of information about court procedures and processes through media outlets eg. Facebook, Twitter etc</li> <li>• Installed direct call line to Magistrate Court Office</li> <li>• P.O Box number created</li> <li>• Email address for inquiries created</li> <li>• Fax machine installed</li> </ul>	\$2,500
	Quarterly Court Circuits to the Niuas		\$13,000
	Outreach awareness program to district officers and town officers in Tongatapu, Ha’apai, Vava’u, ‘Eua and the Niuas		\$25,000
Upgrade and renovate courtrooms	Much bigger space to accommodate all court users at Fasi, Mu’a and Nukunuku	<ul style="list-style-type: none"> <li>• Replacement of court benches and provide more to accommodate all court users</li> <li>• Replacement of magistrates’ benches and tables at court houses</li> <li>• Installed ceiling fans in Mu’a, Nukunuku and Fasi</li> <li>• Serviced Fasi air conditioning</li> <li>• Installed air conditioning in Mu’a and Nukunuku court houses</li> <li>• Renewed doors and louvers</li> </ul>	\$200,000
	Replacement/upgrading of court equipment		\$80,000
Procure equipment for the office	4 modern photocopiers (2 at main office & 2 at fines section)	<ul style="list-style-type: none"> <li>• Procured by January 2021</li> </ul>	\$100,000
Restructure the staffing, change of post titles and develop organizational structure	<p>Increase in the number of Magistrates and Court staff</p> <p>Establish the following positions:</p> <p>(i) Registrar (ii) Deputy Registrar (iii) Assistant Registrar (iv) Chief Court Clerk (v) Principal Court Clerk (vi) Senior Court Clerk (vi) Court Clerk Class I (vii) Court Clerk Class II (vii) Court Clerk Class III</p>	<ul style="list-style-type: none"> <li>• Created and established by 2020</li> <li>• Recruitment of at least 2 legally qualified magistrates (1 male and 1 female)</li> <li>• Recruitment of 4 more trained court staff (Registrar, Deputy Registrar, Archive Officer and Counter Services Officer)</li> <li>• Recruitment of male court staff</li> </ul>	\$90,000
Improve internal processes and procedures	Review the current internal magistrates’ processes and procedures	Reviewed and implemented by 2021	\$5,000
	Review of court processes and systems and the creation of a	Reviewed and implemented by 2021	

	manual of court processes and systems		
	Established procedures for handling feedbacks and complaints from members of the public	Implemented by 2020 Training of court staff Documented process for receiving and processing a complaint that is publicly available	
Establish good relations with relevant stakeholders and the public	Upgrade customer services	Training of court staff	\$10,000
		New constructed lobby to accommodate court users	
		Established information desks	
	Customer service satisfaction survey		
	Better coordination with other divisions, relevant ministries, civil society organizations, NGOs, district and town officers etc.	Achieved by late 2019 Staff of Magistrate Court attended workshops, trainings and meetings on matters and issues that concerned our office	\$5,000
<b>Sub-output</b>	<b>Activities</b>	<b>KPIs</b>	<b>Estimated Costing (\$)</b>
<b>Output 8: More efficient, effective and responsive Supreme Court and Court of Appeal</b>			
1. Refine internal processes within the Courts	<ul style="list-style-type: none"> <li>i) Streamline existing processes to avoid duplication of work and improve efficiency, effectiveness and accessibility of work</li> <li>ii) Develop Checklists for the use of the Judges and Registrars</li> <li>iii) Develop flow-charts of process for use of court staff</li> <li>iv) Upgrade to a more durable case file as opposed to manila folders</li> </ul>	<p>Average duration of cases from filing to finalization</p> <p>Case finalization or clearance rate</p> <p>Checklists developed by beginning of 2019</p> <p>Flow-charts develop by beginning of 2019</p> <p>Feedback received from Court users</p> <p>New durable case files used by the superior courts by next financial year 2019-2020</p>	\$30,000
2. Enhance the accessibility and efficiency of the services through better information and communication technology support	<ul style="list-style-type: none"> <li>i) Upgrade and improve the current case management system</li> <li>ii) Install proper equipment that caters for Court teleconference and video link conference in the Court and in the Judge's Chambers</li> <li>iii) Create a website for the Court either through the Ministry of Justice or on their own</li> </ul>	<p>Average duration of cases from filing to finalization</p> <p>Case finalization or clearance rate</p> <p>Teleconference and Video Link Conference equipment installed and used by next financial year 2019-2020</p> <p>Website developed</p>	\$20,000
3. Refine internal processes to monitor and manage appeals	<ul style="list-style-type: none"> <li>i) Improve appeal processes</li> <li>ii) Maintain consistency of Judges sitting in sessions</li> </ul>	<p>% of cases appealed</p> <p>% of cases overturned on appeal</p>	\$700,000



	<ul style="list-style-type: none"> <li>iii) Increase number of sittings for Court of Appeal</li> <li>iv) Recruit additional staff to cater for all Court of Appeal work</li> <li>v) Stationery and office supplies to be provided</li> <li>vi) Allowances for Judges as well other necessary arrangements (reimbursements, overtime, accommodation, hospitality, etc.) as required under their contract</li> </ul>		
4. Affordable and accessible services to the public	<ul style="list-style-type: none"> <li>i) Develop application forms where applicable</li> <li>ii) Update Court Fees Act to enable Lord Chief Justice to waive fees where applicable</li> <li>iii) Maintain current court circuit visit to the outer islands</li> <li>iv) Review jury and land accessor's allowances</li> </ul>	<p>Application forms developed and in place by middle of 2019</p> <p>% of parties receiving legal aid</p> <p>% of parties granted a court fee waiver</p> <p>% of cases disposed through a court circuit</p> <p>Feedback received from Court users</p>	\$150,000
5. Timely well researched briefing and effective operational administrative support to the Judges	<ul style="list-style-type: none"> <li>i) Trainings provided to the court staff (internally and externally)</li> <li>ii) Secure scholarship opportunities to develop capabilities of existing staff</li> <li>iii) Secure opportunities for work attachment overseas</li> <li>iv) Renewal of lawyer license and subscription annually</li> </ul>	<p>Average number of cases per judicial officers</p> <p>Average number of cases per court staff</p> <p>Feedback from Judges</p>	\$100,000
6. Established procedures for handling feedbacks and complaints from the public	<ul style="list-style-type: none"> <li>i) Attend and address complaints promptly</li> </ul>	<p>% complaints received concerning a judicial officer</p> <p>% of complaints received concerning a court staff</p>	\$3,000
7. Improve public understanding of the Courts	<ul style="list-style-type: none"> <li>i) Increase public awareness programs</li> <li>ii) Create website</li> <li>iii) Scope the potential for use of social network technologies</li> </ul>	<p>Feedback received from general public</p> <p>Customer satisfaction survey</p> <p>Disability plan implemented</p>	\$10,000

	<ul style="list-style-type: none"> <li>iv) Scope for potential of having open day during annual Law Week</li> <li>v) Create and implement Disability plan</li> </ul>		
8. Develop Archives and implement proper court storage policy	<ul style="list-style-type: none"> <li>i) Upgrade existing archive, install proper shelves and ensure files are stored in appropriate archive boxes</li> <li>ii) Review and update storage policy</li> <li>iii) Train staff on use of archives and storage policy</li> </ul>	<p>Proper archive in place by middle of 2019</p> <p>Storage policy approved and put in place by beginning of 2019</p> <p>100% staff knowledge of archiving and storage policy</p>	\$5,000
<b>Sub-output</b>	<b>Activities</b>	<b>KPIs</b>	<b>Estimated Costing(\$)</b>
<b>Output 9: To improve the independence and quality of the Judiciary of Tonga (Lord Chancellor)</b>			
1. Meetings of the Judicial Committee and Disciplinary Panel	<ul style="list-style-type: none"> <li>1. Monthly meetings of the JADP <ul style="list-style-type: none"> <li>1.1 Flights</li> <li>1.2 Accommodation</li> <li>1.3 Allowances</li> <li>1.4 Venue</li> <li>1.5 Secretariat</li> </ul> </li> </ul>	<p>Monthly meetings held</p> <p>% of complaints received against a judicial officer dealt with by the Panel</p>	\$50,000
2. Establish an office of the Lord Chancellor within the Supreme Court	<ul style="list-style-type: none"> <li>1. Review current structure of the Supreme Court to also cater for the Office of the Lord Chancellor</li> <li>2. Organize meetings between Lord Chancellor, Lord Chief Justice, Chief Magistrate and Registrar to discuss new structure and process for the establishment and maintenance of the Office of the Lord Chancellor</li> <li>3. Re-banding salary structure for existing officers where appropriate</li> <li>4. Recruit new staff/officers where appropriate</li> </ul>	<p>Office of the Lord Chancellor established in the Supreme Court by beginning of next financial year 2019/20</p> <p>Salary structure re-banded as appropriate</p> <p>New staff/officers recruited where appropriate</p>	\$70,000
3. Effective management of court administration and operation	<ul style="list-style-type: none"> <li>1. Regular meetings of the JADP as in 1 above to monitor court</li> </ul>	Regular meetings of JADP held monthly	\$100,000

	<p>performance and hear reports from meetings below</p> <ol style="list-style-type: none"> <li>2. Regular management meetings between Chief Justice, CEO, Chief Magistrate and Registrar</li> <li>3. Regular reporting from Registrars to the Lord Chief Justice on progress of cases in Courts</li> <li>4. Review current structure of supporting staff to reflect core duties to enhance court operation</li> <li>5. Develop staff capability through the provision of trainings and work attachment opportunities internally and externally</li> <li>6. Upgrade and improve the current case management system</li> <li>7. Support the Supreme Court in developing the Archives for appropriate storage of court records</li> <li>8. Support the Supreme Court in implementing new case files</li> <li>9. Streamline Magistrates Court internal processes and procedures</li> <li>10. Support the Magistrates Court in implementing a filing system</li> </ol>	<p>Regular management meetings held fortnightly</p> <p>New staff structure by beginning of next financial year</p> <p>% of staff performance improved</p> <p>% of judicial officer's satisfaction with staff performance</p> <p>Case finalization or clearance rate</p> <p>Average duration of cases from filing to finalization</p> <p>File durability in Supreme Court</p> <p>Filing system established in Magistrates Court</p> <p>Customer satisfaction survey</p>	
4. Enhance timely disposition of cases	<ol style="list-style-type: none"> <li>1. Judicial trainings, workshops and conferences internally and externally</li> <li>2. Updated library books, law reports and legal resources to the judicial officers</li> <li>3. Sufficient resources and equipment made</li> </ol>	<p>Average duration of cases from filing to finalization</p> <p>Case finalization or clearance rate</p> <p>Average number of cases per judicial officer</p> <p>Average number of cases per court staff</p>	\$200,000

	<p>available to judicial officers and court staff to enable completion of daily tasks</p> <p>4. Establish set timeframes for the disposal of cases by court and by jurisdiction</p> <p>5. Develop staff capability through training on case progression to assist judicial officers internally</p>	<p>% of complaints received concerning a judicial officer</p> <p>% of complaints received concerning a court officer</p> <p>% of staff performance improvement</p> <p>% of judicial officer's satisfaction with staff performance</p> <p>No. of appeals</p> <p>Overturn rate</p>	
5. Promote activities to improve public understanding of the rule of law	<p>1. Public awareness programs</p> <p>2. Scope potential of having open day during annual Law Week</p> <p>3. Scope potential for using social network such as twitter to increase public awareness</p> <p>4. Conduct public surveys on how people regard the services of the Court</p> <p>5. Continue circulating judgments to all stakeholders and media by email</p> <p>6. Liaise with AGO and MOJ to coordinate publication of law reports</p>	<p>Feedback received from general public</p> <p>Judgments published by the media</p> <p>Survey analysis data</p>	\$30,000
6. Establish a Judicial Liaison Committee to meet regularly and discuss	<p>1. Regular meetings of all the Court's stakeholders (quarterly meeting)</p> <p>2. Prepare and issue policies and practice directions where appropriate as a result of regular meetings above</p>	<p>Meetings held</p> <p>No. of policies and practice directions issued as a result thereof</p>	\$30,000
7. Establish Hospitality vote to cater for visiting Judges, meetings and other official Judiciary functions	<p>1. Official Judiciary functions hosted by the Lord Chief Justice or the Lord Chancellor</p>	<p>Hospitality vote established by beginning of next financial year</p>	\$70,000

	2. Identify and procure gifts where appropriate to visiting Judges/consultants from overseas at the invitation of the Judiciary		
	3. Annual end of year functions for the Judiciary		

Summary Of Program # 2 Budget, Staff, Projects And Outputs

2.1 Magistrate Court

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection
Total Recurrent (\$m)	1.03	1.01	0.58	1.04	1.04	1.12	1.12
Staff	0.85	0.83	0.51	0.86	0.86	0.94	0.94
Non-Staff	0.18	0.18	0.07	0.18	0.18	0.18	0.18
Total Development (\$m)			0.81	0.81	0.81	0.81	0.81
Executive Staff	10	10	10	10	10	10	10
Professional Staff	2	3	4	4	4	4	4
Other Staff	20	24	22	22	22	22	22
Total Established Staff	32	37	36	36	36	36	36
Unestablished Staff		1	1	1	1	1	1

2.2 Supreme Court

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection
Total Recurrent (\$m)	1.41	1.16	0.47	1.71	1.74	1.74	1.74
Staff	1.14	0.91	0.21	1.45	1.48	1.48	1.48
Non-Staff	0.26	0.25	0.26	0.26	0.26	0.26	0.26
Total Development (\$m)	1.31	1.21	0.15	0.15	2.15	2.15	3.0
Executive Staff	4	2	4	4	4	4	4

Professional Staff	7	5	6	6	6**	6	6
Other Staff	7	9	11	11	11	11	11
Total Established Staff	18	16	21	21	21	21	21
Unestablished Staff		1	2	2	2	2	2

\*\*One staff is currently on study leave under Ministry's scholarship. The scholarship commenced January 2016 and is expected to complete his course of study by December 2019.

### 2.3 Court of Appeal

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection
Total Recurrent (\$m)	0.45	0.39	0.50	0.50	0.50	0.45	0.45
Staff							
Non-Staff	0.45	0.39	0.50	0.50	0.50	0.45	0.45
Total Development (\$m)							
Executive Staff							
Professional Staff							
Other Staff							
Total Established Staff							
Unestablished Staff							

### Change In Program 2 From Last Corporate Plan And Budget

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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### 2.3 Program 3: Enforcement Service

Division Responsible

**3.1 Bailiff Unit**

**3.2 Probation Unit**

Major Customers

Judges/ Magistrates (Judiciary), General Public (Villages and Communities), Non – Government Organizations (Civil Society Organizations), Cabinet, All Government Ministries, Parliamentarians, Lawyers, Litigants, Accused Persons (and their families), victims, witnesses, Jurors, Detention Centres (Prisons and prison staff), Media.

Program Results

**Output 10:** More efficient and effective Bailiff Services

**Output 11:** More efficient and effective Probation Services

Key Performance Indicators

**Bailiff Unit & Probation Unit**

Sub-Output	Activities	KPIs	Estimated Costing (\$)
<b>Output 10: More efficient and effective Bailiff Services</b>			
Effective service of Court documents	Timely Service of summons; Immigration notified of summons	No. of summons served 24 hours before court date; checklist of requirements for TIN provided to assist Police; No. training or orientation programme conducted for Traffic Officers on Bailiff requirements;	\$30,000
	Timely service of Traffic Infringement notice (Mag Court)		\$30,000
	Timely service of judgments (Supreme Court)	No. of judgments served within reasonable timeframe	\$30,000
	Timely service of documents as directed by Court e.g. divorce papers; distress warrants; seize orders (excludes house); writ of possession (includes house)	No. of documents served within reasonable timeframe; No. of distress warrants	\$30,000
	Good working relations with Police/ Finance/Immigration/Ministry of Infrastructure/Public	Timely response from relevant stakeholders; checklist of requirements provided to assist them	\$5,000
	Training/Orientation on appropriate approach to public	Conduct local training by 50% Increase work attachment opportunities abroad	\$10,000
Enforcement of judgments	Search and seize of goods under court order; organize and carry out auction on seized goods	% of search and seize orders executed; No. of reports on value of goods;	\$5000
	Renovate Bailiff Office and Storage Room	Complete renovation	\$200,000
	Review Bailiff Act	Relevant amendments identified and completed Approval of amendments by relevant authority	\$3,000
Sub-Output	Activities	KPIs	Estimated Costing (\$)
<b>Output 11: More efficient &amp; effective Probation Services</b>			
Data Management System	(i) shared drive for Probation Officers to properly record criminal offenders/ probation history	(i) Offenders subject to PSR and their criminal history properly recorded in shared drive; 100% accuracy of data recorded;	\$5,000
	(2) scoping mission to setup a database	(ii) Report from scoping mission identifying data management needs	
Appropriate sentence to fit offender and crime committed	PSR	Timely submission of PSR	\$500
		Number of complaints from Judges	
		Number of complaints from offender	
Compliance with Probation order	Reporting schedule or case plan prepared in a timely manner; Contact information for each probationer accurately recorded; statutory authority created to enable this	Probationer notified of reporting schedule/case plan and recorded in daily register; Attendance for reporting and home visits are properly recorded. Number of final results are reported and submit to court at due time.	\$10,000

		Number of complaint from offenders confirmed to be true.	
Establish probation service in outer islands	Probation Services in the Outer Islands	(i) Numbers of cases recorded in each of the outer islands (ii) Number of visits recorded from mainland Probation Services to outer islands. (iii) Establishment of permanent offices of Probation Services in Ha'apai and Vava'u.	\$20,000
Practical rehabilitation and reintegration program	Practical rehabilitation and reintegration procedures identified;	Briefing to CEO making recommendations; Meeting request sent to Church Forum Leaders via MIA (Rev. Fili);	\$5000
	Consultation with Magistrates	No. of cases convicted and sentenced without PSR	
	Establish a court procedure for probation to advise magistrates before sentencing dispense	No. of appeals on sentence	
	Practice direction from LCJ to magistrates	No. of complains	
Community Services properly administered	Practical work plan identified for each offender; Purpose and benefit/ consequences of non-compliance explained to offender; Correct recording of CSO hours served; Final report on each CS offender submitted to Court upon completion of CS hours; Appropriate supervision of CS offenders	Offender is notified of work plan in a timely manner; Attendance taken before departure to carry out community work; Punctual attendance of both parties (supervisor and offender) at each Community Service work hour; Hours accurately logged for each offender; No. of complaints from offenders; Timely submission of final report on completion of CS hours ordered; No. of complaints from judicial officer.	\$10,000
Probation Services Act	Policy papers submitted to Cabinet; Draft legislation presented to Cabinet, Law Committee and Parliament;	Draft legislation reflects human rights principles and international standards to ensure efficacy of Probation Services	\$5000
	Build & Maintain Good Ethical work Relationships with stakeholders/agencies	(i) Number of case referrals to agencies for rehabilitation and reintegration purposes. (ii) Numbers of meetings conducted with agencies. (ii) Numbers of complaints made from agencies.	\$500

Summary Of Program #3 Budget, Staff, Projects And Outputs

3.1 Bailiff Unit

Category	Past Staffing Level		Corporate Plan Budget		
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22



	<b>Original Budget</b>	<b>Provisional Outcome</b>	<b>Original Budget</b>	<b>Revised Estimate</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>
Total Recurrent (\$m)	0.14	0.10	0.11	0.19	0.19	0.20	0.20
Staff	0.13	0.09	0.09	0.17	0.17	0.18	0.18
Non-Staff	0.01	0.01	0.02	0.02	0.02	0.02	0.02
Total Development (\$m)							
Executive Staff							
Professional Staff			3	3	3	3	3
Other Staff			7	7	7	7	7
Total Established Staff			10	10	10	10	10
Unestablished Staff							

### 3.2 Probation Unit

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection
Total Recurrent (\$m)	0.14	0.07	0.068	0.16	0.17	0.18	0.18
Staff	0.14	0.07	0.067	0.15	0.16	0.17	0.17
Non-Staff	0.00	0.00	0.01	0.01	0.01	0.01	0.01
Total Development (\$m)							
Executive Staff							
Professional Staff			5	5	6	6	6
Other Staff			3	3	3**	3	3
Total Established Staff			8	8	9	9	9
Unestablished Staff							

\*\*One staff is currently on study leave under Australia's scholarship. The scholarship commenced January 2019 and is expected to complete her course of study by approximately 2022.

#### CHANGE IN PROGRAM 3 FROM LAST CORPORATE PLAN AND BUDGET

Change from last CP&B [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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#### 2.4 Program 4: Civil Registration

Division Responsible

4.1 Registrar General's Office

4.2 Vital Statistics

Major Customers

Registrants (i.e. general public – parents, guardians, potential marriage couples, married couples, widows, widowers); all Government ministries/ departments (district and town officers); church ministers, international and regional organizations (commonwealth secretariat), UN, WHO, SPC, Forum, Work Bank, ADB, Brisbane Accord (BAG), UNESCAP, PAMBU (Pacific Manuscript Bureau, ANU), and Universities where Tongan Civil Registration are kept, i.e. New Zealand and Australia-this covers British High Commission records transferred from the Solomon Islands to New Zealand, lawyers, magistrates and Justices of the Peace, Research Institute and students.

Program Results

**Output 4:** Comprehensive Civil Registry System

Key Performance Indicators

**Registrar General's Office**

Sub-output	Activities	KPIs	Estimated Costing (\$)
<b>Output 4: Comprehensive Civil Registry System</b>			

Civil registry system for the whole population of Tonga	1. Improve registration processes in all sub-registries	<ul style="list-style-type: none"> <li>• 100% accessibility to the public with special trips to remote islands by registration clerk reactivated.</li> <li>• Core data collection is up to date and effective.</li> <li>• Closer link with Health, Internal Affairs, Churches to capture 100% vital statistics events.</li> <li>• Reduced late application for late births/ deaths/ marriages applications.</li> </ul>	\$20,000
	2. Circuits to sub-registries as mandated by legislation and as required by new programmes are carried out.	Number of procurement proposals received and endorsed	\$40,000
	3. Validation of records	• No. of duplication identified and amended	\$5,000
		• No. of birth & death records reconciled and amended	
	4. Continuing of digitization work (manual records into electronic database)	<ul style="list-style-type: none"> <li>• Rate of digitizing records to be increased to link more of the approximately 2.2million images now captured.</li> <li>• Number of cases solved through reconciling various digitized records</li> <li>• 100% accuracy maintained by digitization</li> <li>• Expedient rate of search continue to be a vast improvement on manual searches and less time consuming for staff</li> </ul>	\$10,000
	5. Maintain working relations with Civil Registrar's Network, SPC and other regional organizations.	<ul style="list-style-type: none"> <li>• Constantly updated on principles of vital statistics systems and best practices in this field</li> <li>• Improved sharing of information within the region</li> <li>• Quicker responses from counter parts in other countries to validation requests and queries</li> </ul>	\$7,000
	6. Regular Data sharing with primary vital statistics sources (Health/ Statistics/ Internal Affairs)	<ul style="list-style-type: none"> <li>• More knowledge gained to analyze population trends and make projection for future.</li> </ul>	\$500
	7. Revising practices and procedures in sub-registries and bring up to Tongatapu standard	<ul style="list-style-type: none"> <li>• Non-availability of date or failure to comply with BDM Act e.g. Internal Affairs.</li> <li>• Amount of data transferred to statistics on annual basis</li> <li>• Data reconciliation with health to identify gaps in registration</li> <li>• Different rate of collection and attending discrepancy in reporting</li> </ul>	\$3,000
8. New Archive Policies	<ul style="list-style-type: none"> <li>• Clerks and Sub-registrar must receive sound training on processes and procedures</li> <li>• All BDM Certificates to be type written where computer facility is unavailable</li> <li>• IT finalize preparation for issuance of BDM Certificates from core data in all sub-registries</li> <li>• Arrangements are put in place for further delegation of functions to sub-registrars e</li> </ul>	\$2,000	

		glare registrations of births and late registration of deaths when time is deemed right	
		<ul style="list-style-type: none"> <li>• Policy is endorsed and becomes regulation</li> <li>• No difficulty in implementing policy with creation of new registers and IT programs</li> <li>• Archive processes are streamlined</li> <li>• Staff are familiar with new policy and less time is needed for locating archived records</li> </ul>	
	9. Internal training	<ul style="list-style-type: none"> <li>• No. of trainings (from Orientation to Refresher courses) conducted per year</li> <li>• No. of error certificates printed</li> </ul>	\$500
		No. of complaints received	
Revised BDM Act	1. Examination and review of current Act	No. of breaches No. of complaints	\$1,000
	2. Gaps identified	No. of meetings with linked Ministries to monitor working agreements and update whenever require	
	3. Laws amended	Regularity of NCRVS meeting and resolutions agreed	
	4. Strengthen Links with Stakeholder / working partners.		
	5. Provide External-Trainings by RGO staff members.	No. of trainings conducted for Church Ministers annually	

#### Summary Of Program #4 Budget, Staff, Projects And Outputs

#### 4.1 Registrar General's Office

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2016/17		FY 2017/18		FY 2018/19	FY 2019/20	FY 2020/21
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection
Total Recurrent (\$m)	0.17	0.15	0.08	0.16	0.16	0.17	0.17
Staff	0.13	0.12	0.04	0.12	0.12	0.13	0.13
Non-Staff	0.04	0.03	0.04	0.04	0.04	0.04	0.04
Total Development (\$m)							
Executive Staff	1	1	1	1	1	1	1
Professional Staff	2	2	2	2	2	2	2
Other Staff	4	2	4	4	4	4	4
Total Established Staff	7	5	7	7	7	7	7
Unestablished Staff							

## 4.2 Vital Statistics

Category	Past Staffing Level				Corporate Plan Budget		
	FY 2017/18		FY 2018/19		FY 2019/20	FY 2020/21	FY 2021/22
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection
Total Recurrent (\$m)	0.14	0.08	0.15	0.14	0.17	0.17	0.17
Staff	0.08	0.08	0.11	0.10	0.13	0.13	0.13
Non-Staff	0.06	0.00	0.04	0.04	0.04	0.04	0.04
Total Development (\$m)							
Executive Staff							
Professional Staff	1	1	1	1	1	1	1
Other Staff	7	12	10	10	12	12	12
Total Established Staff	8	13	11	11	13	13	13
Unestablished Staff			1	1			

### Change In Program #4 From Last Corporate Plan And Budget

<b>Change from last CP&amp;B</b> [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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## 2.5 Program 5: Electoral Commission

### Division Responsible

#### 5.1 Electoral Commission

#### Major Customers

General Voters, Candidates in both National and Local Elections, Cabinet, Government Ministries/ Departments & Agencies, Parliament, Church and Community Leaders, NGOs and Civil Societies and the General Public, Donors and Development Partners, Regional and International Electoral Management Bodies Network.

### Program Results

**Output 5:** Free and Fair National & Local Election

**Output 6:** Quality Electoral Roll

### Key Performance Indicators

#### Electoral Commission

Sub-Output	Activities	KPIs
<b>Output 5: Free &amp; Fair National &amp; Local Election</b>		
Election Management	Review legislation and advise on changes required	Appropriate venues are identified and secured beforehand/ Safety of venues, Ample space, central to villages and districts concern Appropriate procedures are strictly followed in accordance with the
	Co-ordinate security arrangements with Police	
	Recruit and train polling officers and returning officers (including assistants)	

	Update all election literature in a timely manner	legislation/ Produce candidates handbook Produce reports on the conduct of elections with activities carried out each year Attendance and participation at relevant and international electoral events All deliveries are made to appropriate destinations
	Arrange polling stations	
	Organize (optional) seminars for candidates	
	Conduct all elections in strict infirmity with law	
Outreach to the Community – electoral education and information	Develop Voter Education Materials	Ballot papers and related electoral materials are ready before election Materials distributed in timely manner Information clearly identified and understood via radio stations etc.
	Regular Outreach Missions throughout the Kingdom to meet Electors to secure their entry on the Roll and engage in Voter Education	
	As appropriate, Media programmes for Voter Education	
	Engage with Town and District Officers, Governors, etc. to ensure maximum Community exposure	
	Conduct workshops to mainstream SDG/TSDf outcomes and indicators to corporate plans	
	Lead Training	
Planning and Policy	Arrange appropriate In-House Training and External skill enhancement through overseas Seminars and Training	Approval of required officers by appropriate authorities Develop human resources through appropriate training, coaching, mentoring and providing opportunities to advance knowledge and skills More efficient staff Policy papers are submitted to appropriate authorities
	Work with Public Service Commission and Remuneration Authority to secure suitably trained staff who are to be adequately compensated	
<b>Sub- outputs</b>	<b>Activities</b>	<b>KPIs</b>
<b>Output 6: Quality Electoral Roll</b>		
Management of the Electoral Roll	Coordinate with Courts, Ministry of Justice (BDM), Town and District Officer to obtain all required information	To register all potential voters in accordance with the legislation Review of electoral roll including entry of newly registered voters, removal of deceased and convicted voters Provisional rolls are printed within the timeframe set out by the Electoral Act Provisional rolls are made available to the public for further review Final Roll is printed in accordance with the Electoral Act
	Coordinate with National I.D Card System as cross-check on eligibility to be an elector	
	Meet with electors to process their applications and answer their queries	

### Summary Of Program #5 Budget, Staff, Projects And Outputs

Category	Past Staffing Level		Corporate Plan Budget		
	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22

	<b>Original Budget</b>	<b>Provisional Outcome</b>	<b>Original Budget</b>	<b>Revised Estimate</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>
Total Recurrent (\$m)	0.66	0.70	0.66	0.70	1.12	0.70	0.70
Staff	0.19	0.22	0.19	0.22	0.30	0.26	0.26
Non-Staff	0.47	0.48	0.47	0.48	0.81	0.43	0.43
Total Development (\$m)							
Executive Staff	1	1	1	1	2	2	2
Professional Staff	1	1	1	2	2	2	2
Other Staff	3	3	3	3	3	3	3
Total Established Staff	5	5	5	6	7	7	7
Unestablished Staff							

Change In Program #5 From Last Corporate Plan And Budget

<b>Change from last CP&amp;B</b> [colour the appropriate cell]	Ongoing	Minor Change	Major Change	New
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