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1. GLOSSARY OF TERMS

The work of the Legislative Assembly and of the Office of the Legislative Assembly is specialized and therefore uses specialized terms unique only to legislatures. A list of terms and definitions has been compiled below.

Bill process: This is the process by which bills are enacted to become laws in Tonga's law making authority (parliament). It involves 3 readings of the bills, each reading requiring a majority of votes. On a majority vote on the 3rd reading, the bill has been passed and then passed to the King for royal assent, before it becomes law.

Constituency Funds: These are funds that are appropriated for use by the People's Representatives, to spend on the development of the 17 electoral constituencies. These funds were previously administered and managed by the Ministry of Finance and National Planning. Now, this fund is under the OLA's budget, through a resolution of the Legislative Assembly in June of 2016. The total constituency fund for the FY18/19 is now TOP\$5.1 million, with a total of \$300,000 per constituency. The OLA has established a Constituency Fund Policy to guide the disbursement of these funds to each constituency through their Representative.

Executive: This is one of the three branches of government, as outlined in Clause 31 of Tonga's Constitution. The Head of the Executive is the Prime Minister.

Legislative Assembly of Tonga/Parliament: This is also one of the three branches of government, alongside the Executive and the Judiciary. In accordance with Clause 56 of the Constitution, the role of parliament is to enact laws.

Members of Parliament or MPs: These are the 17 People's Representatives (elected through universal suffrage) and 9 Nobles' Representatives. All 26 representatives represent 17 electoral constituencies throughout Tongatapu, Vava'u, Ha'apai, 'Eua and the Niua Group.

Oversight roles: This term can be used interchangeably with the term 'Scrutiny'. It is one of the four main functions of a parliament which includes an assessment or examination of Government policies and programs. This role is largely played by non-Cabinet members in attempts to ensure that the Executive is held to account and to address any shortfalls in the Executive's policies.

OLA: Office of the Legislative Assembly.

Legislative Program: This is a schedule or list of bills prepared by the Office of the Attorney General, which shows the number of public bills to be submitted in a calendar year to the Legislative Assembly.

Parliamentary committees: These are the operational arm of the Legislative Assembly. They are committees established through Rule 171 of the Rules of Procedures and Standing Orders of the Legislative Assembly. All these committees generally comprise of MPs and can coopt external members to assist. The role of parliamentary committees is to consider more comprehensively, matters referred to them from the Legislative Assembly and then to report back accordingly. (Refer to Standing Committees and Select Committees.

Public bills: These are bills submitted by the Government, such as by individual government ministries, and tabled in the Legislative Assembly to be enacted into laws.

Private bills: These are bills submitted by individual Members of Parliament. The OLA assists MPs in drafting private bills.

Privy Council: This is an advisory council to the King, comprised of Privy Councilors. In the 2010 political reforms the executive powers of the Privy Council were removed, but it retains an advisory role to the King on the exercise of His Majesty's power to grant royal assent to Acts passed by the Legislative Assembly and other matters.

Procedural advice: This is advice provided by the Clerk to the Speaker and MPs on the parliamentary process by which decisions are made in the Legislative Assembly, in accordance with the Rules of Procedures & Standing Orders of the Legislative Assembly.

Rules of Procedure and Standing Orders of the Legislative Assembly: These are the set of rules which regulates the Legislative Assembly's parliamentary procedures.

Parliament resolution: This is a motion or decision that has received a simple majority on a vote called for by the Speaker of the House. All parliament resolutions are recognized as mandates of the OLA.

Committee resolution: A resolution of the committee is a decision of the committee that has received a simple majority through a vote. It therefore becomes a decision that must be implemented by the committee.

Select committees: These are temporary parliamentary committees established by a resolution of the Legislative Assembly to look into a specific issue, as referred to by the House. Select committees carry out more in depth work on these specific issues and report to the House with recommendations. When the report of the select committees are approved (or not) in the House, these committees dissolve.

Standing Committees: These are permanent parliamentary committees established through Rule 171 of the Rules of Procedure & Standing Orders of the Legislative Assembly. The Terms of References for standing committees are outlined in the Rules.

Scrutiny: This term is also used interchangeably with 'oversight roles'. Please refer to 'oversight roles'.

LIST OF ABBREVIATION

| | |
|------|---|
| CP&B | Corporate Plan and Budget |
| FY | Fiscal Year |
| KPI | Key Performance Indicator |
| MDA | Ministries, Departments and Agencies |
| NIIP | National Infrastructure Investment Plan |
| TSDf | Tonga Sustainable Development Framework |
| MoF | Ministry of Finance |

2. FOREWORD FROM THE LORD SPEAKER

It is a privilege to present the Office of the Legislative Assembly's Corporate Plan 2019/2020-2021/22 sentiment to its vision as a resilient parliament for the Kingdom of Tonga.

The Legislative Assembly of Tonga faced substantial challenges in the 2018/2019 financial year with much of its annual work plans facing compromises in its relocation and development of a profound facility to facilitate the House and its Members and support staff. The destruction of the Legislative Assembly's historical chamber by Tropical Cyclone Gita in February 2018 has had strong impact on the implementation of the Legislative Assembly's Corporate Plan 2018/2019 with major financial implications for unforeseen events. Nevertheless, in the spirit of resilience, the Office of the Legislative Assembly (OLA) continues with much determination to strive for excellence in the delivery of services to members and counterparts of the Legislative Assembly of Tonga.

This Corporate Plan provides an overview of the OLA's strategic direction and key priorities for 2019/20-2021/22 as we aspire to deliver quality services to Members of the Legislative Assembly, the public and improve administrative mechanisms for the legislature. We aim to nurture and provide effective staff with parliamentary quality support services to facilitate Members of the Legislative Assembly in their performance of their legislative roles of passing laws and effective representation of their constituencies

I am confident that the objectives set out in this Corporate Plan can and will be achieved through effective and efficient team work of the staff of the OLA under the outstanding leadership of the Clerk of the Legislative Assembly of Tonga.

Lord Fakafanua

Lord Speaker of the Legislative Assembly of Tonga

3. MESSAGE FROM THE CLERK OF THE HOUSE

The Corporate Plan is the OLA's blueprint towards meeting its constitutional and statutory requirements over the next three financial years. It sets out the two organizational outcomes, five strategic outcomes and 15 outputs to be delivered by the Office within their appropriate timeframes.

In the past financial year, the resilience of the Legislative Assembly was tested through two unprecedented events: the dissolution of Parliament in August 2017 and the complete destruction of the historical Legislative Chambers recently, in February 2018 due to Cyclone Gita. The latter event required an emergency relocation to its current temporary site, at the Tonga Cultural National Centre in Nuku'alofa. The Legislative Assembly was able to sit as scheduled, by March 5th, three weeks following Cyclone Gita.

While there were severe impacts on the OLA budget, the Corporate Plan has played a key role in anchoring our focus on our core activities to ensure service delivery despite the circumstances, gaining a clearer perspective on the significance of incorporating resilience into planning, and managing our financial and human resources

In the immediate financial year, emphasis will be placed on the improvement of the current temporary site to ensure that it is adequate and facilitates a productive environment for the OLA and its stakeholders. Over the next three years, the Office will continue to be committed to our vision of resilient parliament. My role then will be critical in creating an enabling environment for the Corporate Plan to manifest itself through our employees and their daily tasks.

As concluding remarks, I am grateful to the support from the Lord Speaker and Members of the Legislative Assembly, and to all who participated in the development of the Corporate Plan. I remain hopeful that by taking ownership of the Corporate Plan as "our plan" in a spirit of unity, we will be able to successfully deliver our vision and to serve our parliament and our people with our very best.

Best wishes,

Gloria Pole'o

Clerk of the Legislative Assembly of Tonga

4. OVERVIEW OF CORPORATE PLAN

The purpose of the Corporate Plan 2019/2020-2021/2022 is to provide a thorough plan for the OLA's strategic approach into ensuring that it is resourced and capable of delivering its outputs and so to support its outcomes and impacts through effective key performance indicators (KPIs).

The OLA aims to prioritize this Corporate Plan as a leading mechanism to ensure improved quality services and a durable organization to perpetual reforms for the next three financial years 2019/2020-2021/2022.

The CP is the Clerk's plan, with the approval of the Speaker, which outlines the OLA's mandates, outcomes, outputs and KPIs as the offices' functional cohort for the House. It also includes an analysis of stakeholders, risks, assumptions and performance gaps. When all these elements are synced, there is a clearer path for the OLA to deliver its outputs and where room for improvement can be bridged.

Throughout the next three years, the priorities of the CP will remain focused on the following areas:

1. Prioritize and strengthen the oversight roles of Parliament in all aspects with a particular focus in establishing a platform for the incorporation of Sustainable Development Goals
2. Continuing renovation and maintenance of the OLA's current temporary site to ensure it is secure and adequate for our primary stakeholders, the MPs and to enable the staff to perform efficiently and effectively.
3. Delivering professional **ICT** support services to ensure Members of Parliament are supported with technical assistance and are resourced financially to perform their roles as influential parliamentarians
4. Developing more inclusive initiatives with minority groups in society to develop the Offices' strategic plans for a robust and resilient parliament.
5. Prioritizing inclusive strategic planning initiatives from the corporate level right down to the subunit level with realistic implementations
6. Enhancing staff productivity and service delivery through internal and external trainings
7. Ensuring a healthy and safe working environment for parliamentarians and staff

The CP will enable the Office to perform its secretariat role to its primary stakeholders with key priorities in planning, monitoring and evaluating with distinct outputs, sub-outputs and key performance indicators to which will reflect the overarching TSDF II national goals. With the planned outputs and incomes driving the Office to improve productivity, technical assistance and professional advice efficiently, the CP is intended to profoundly prepare the staff of the Office to perform their duties with due diligence with the aim of creating a resilient and prosperous Parliament office. The plan has therefore been drafted so that it is as simple and concise as possible, using a language and format that is easy to understand and relying largely on table formats.

It is anticipated that by following the blueprint outlined in this OLA, the organization will be in an ideal position to achieve its goals and essentially the TSDF II national goals and outcomes.

5. ORGANIZATIONAL OPERATION

The Office of the Legislative Assembly (OLA) continues to maintain its secretariat role for Tonga's law making body - the Legislative Assembly of Tonga.

The Legislative Assembly of Tonga is one of the three arms of Government, separate from the Executive (Government) and the Judiciary (Courts)

The Parliament of Tonga has five core functions as listed below:

1. To make and pass laws
2. To elect the Prime Minister
3. To pass the Government's budget
4. Oversight of the Executive
5. To represent the people of the country.

The Office of the LA endeavors to assist and enhance the roles of all Members of Parliament (as its primary stakeholder) to carry out the abovementioned core functions. However it should be noted that the Offices' secretariat role to Parliament will remain unchanged until the traditional roles and procedures of Parliament makes substantial reforms which would be reflective of Constitutional amendments, The Corporate Plan therefore will need to be read in a different light from other public bodies in order to full understand and encapsulate its roles and primary functions.

VISION

With societal, climatically and financial changes in society the OLA aspires to have a vision that is: ***“A resilient and inclusive Parliament for all (King and country)”*** with a candid representation of Tonga's general motto 'God and Tonga are my inheritance'. As the OLA is the secretariat for Tonga's leaders, it is befitting that the Offices' vision be influenced by the motto that uniquely distinguishes this nation from neighboring pacific nations. This vision encapsulates both the rich history upon which this nation and institution was established and has and continues to evolve culturally and politically.

MISSION

“To effectively serve and enable Parliament to successfully carry out its Constitutional mandates for all'

Our mission aligns with the national impact in the TSDf II, 'A progressive Tonga that supports a higher quality of life for its people'. It emphasized the key role that the OLA adds to meeting that impact by aiming to achieve its priority agendas in the House for the betterment of the nation as a whole, and ensuring reforms are properly executed to achieve a resilient Parliament.

MANDATE

The OLA has no mandate to create sector plans nor is there a mandate for these plans to be submitted to the Legislative Assembly. The creation and implementation of Sector and District Plans are responsibilities of the Executive¹ and the OLA may facilitate the parliament's oversight roles on these plans should the need arise.

¹ However, this does not imply that the OLA is completely independent of these plans. Indirectly, the Legislative Assembly, in its oversight roles, may scrutinize the Sector and District Plans should the need arise. The OLA then would facilitate this.

The OLA is guided by the following:

- 1) Constitution of Tonga
- 2) Legislation - Legislative Assembly Act, Legislative Assembly Retirement Benefits Scheme and the Electoral Act.
- 3) Rules – Rules of Procedure and Standing Orders of the Legislative Assembly of Tonga
- 4) Resolutions of the Legislative Assembly of Tonga – These are decisions passed as resolutions by the Legislative Assembly.
- 5) Speaker’s Rulings
- 6) Staff Guidelines of the Legislative Assembly

1. VALUES OF THE ORGANIZATION

The staff of the OLA commits to upholding the following values:

1. Integrity – To perform our roles with honesty and due diligence at all times.
2. Professionalism – To perform all respective roles with the utmost professionalism in all aspects, setting quality standards in the delivery of all necessary services.
3. Respect – Respect for all Members of Parliament and all stakeholders and respect for each other.
4. Impartiality- To serve all Members of Parliament, staff and stakeholders without preferential treatment influencing ones decision making
5. Commitment – To perform our roles with humility and dedication to serving our Members of Parliament, our parliament and the people of our country.
6. Transparency – That all parties ensure that our parliament reflect and addresses the needs and concerns of society in a clear and decisive light.

2. LINK to the TSDF II and STRATEGIC OUTCOME

The vision and mission of the OLA supports the TSDF II’s national impact: *‘A progressive Tonga supporting a higher quality of life for all the people. The OLA also supports two of the TSDF II’s organizational outcomes:*

OO 3.4: Modern and more appropriate Constitution, laws and regulations reflecting international standards of democratic processes.

OO 3.5: Improved working relations and coordination between Privy Council, Executive, Legislative Assembly and the Judiciary.

The OLA interprets and translates these organizational outcomes into **six strategic outcomes**, which encompass the work of the OLA and are further linked to the OLA’s organizational outputs. They also correspond to the **OLA’s 7 main divisions** and each division is further categorized into subunits.

6. STRATEGIC OUTCOMES

1. Strengthen the oversight roles of Parliament

This outcome focuses on Parliament's endeavor to include the Sustainable Development Goals in essentially achieving both the TSDF II national outcomes and 2030 Agenda. It focuses on its anticipated plans to incorporate the SDGs into the existing mandates of the Standing Committees to the Legislative Assembly. The Legislative Assembly through the work of Committees, will monitor the annual reports of Line Ministries and oversee its implementations of SDGs and forecasted outcomes.

Responsible Division: Office of the Clerk, Legal Division, Committees Division, Corporate Services Division, ICT Division.

2. Improve professional resources and technical support and advice to MPs.

This outcome focuses on providing quality procedural, legal and administrative support for the MPs in all aspects in forming an all rounded office of support staff. The Office aims in the next 3 years to develop an efficient organizational structure with designated new positions and vacancies in achieving economies of scale prompting the capacity to support MPs and contributing to the organizational outcomes of the Office.

It also includes legal support to MPs and committee secretarial and research support to the parliamentary committees. This support will assist MPs in enacting more modern and relevant laws.

Responsible Division: Office of the Clerk, Legal Division, Committees Division, Reporting Division, ICT Division

3. Improved effective internal support services to the OLA:

This outcome focuses on providing quality administrative, financial and human resources support to staff and MPs. Such support often is reflected through attendance of overseas travels and local workshops in strengthening the support services of the Office. With wavering political reforms, support services are vital in ensuring the Office supports the Legislative Assembly in improving work relations with the Privy Council, Government and Judiciary.

This support will also provide more effective and efficient corporate services support to the OLA so that it is best able to deliver its outputs to all stakeholders.

Responsible Division: Corporate Services Division, ICT Division

4. A more accessible and relevant Parliament

This outcome focuses on educating and increasing awareness of the public on the core functions of parliament, separation of powers and how they could influence decision making in parliament. This also includes the continuing initiative of the Tonga Youth Parliament in a more accessible and current parliament by ensuring inclusiveness in its operations and building preeminent youth leaders and potential parliamentarians.

Responsible Division: Reporting Division, ICT Division.

5. Stronger partnerships with stakeholders

The OLA and parliament as an institution cannot operate in isolation. This strategic outcome focuses on building up parliament's relations with its other key stakeholders which include the Executive, Judiciary and its external relations with the public (customers), other parliaments and key parliamentary associations. This strategic outcome also create ties between the MPs and the public through their Constituency Office and international conferences with partnering counterparts.

Responsible Division: Office of the Clerk, Corporate Services, Committees Division, Reporting Division and ICT Division.

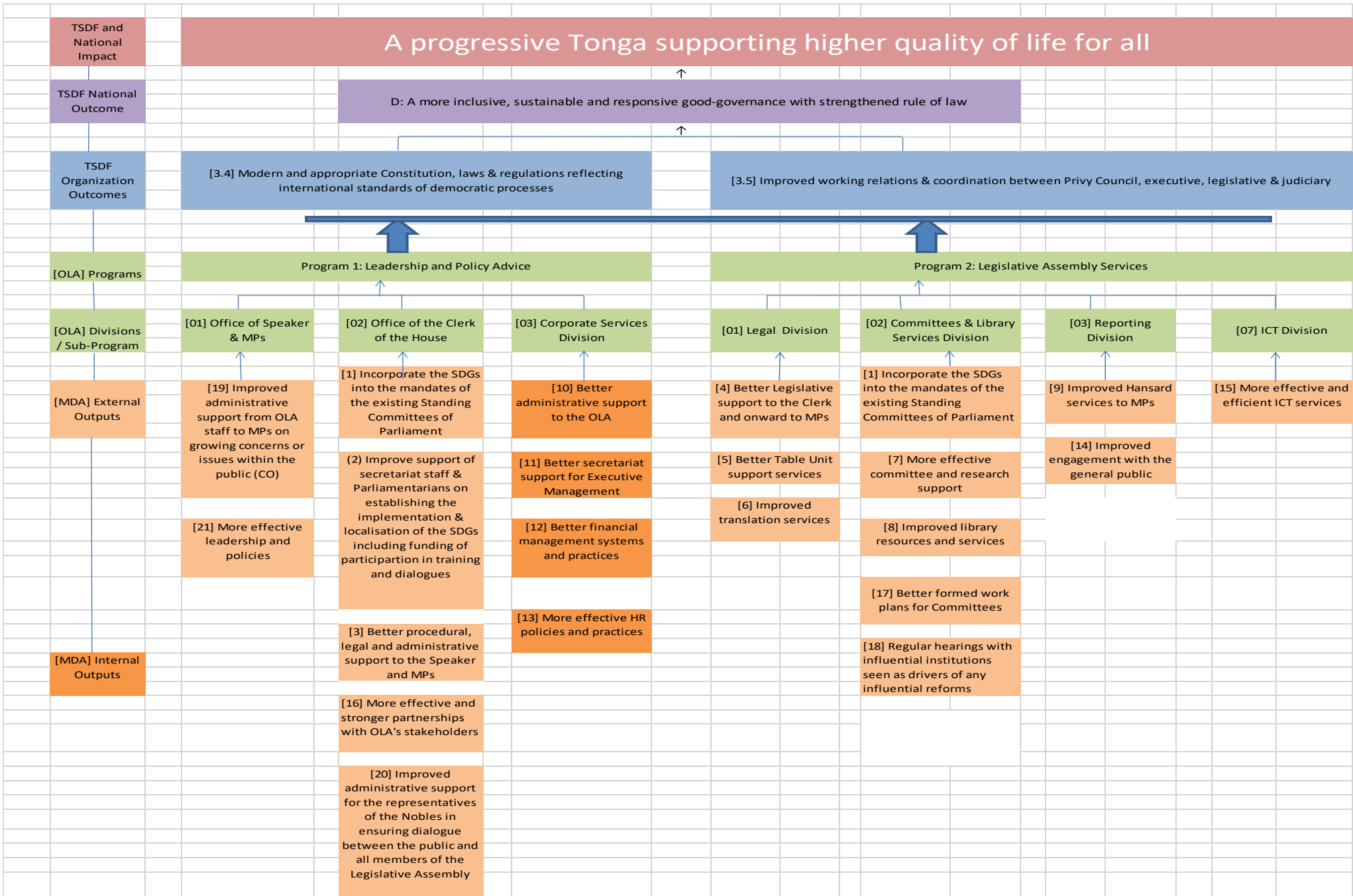
6. Effective leadership and implementation of relevant policies:

This strategic outcome focuses on supporting the LA (Speaker and MPs) in conducting their functions of law making and representing the people of Tonga. This outcome ensures that there are effective policies in place to guide the work of the Speaker and MPs in enacting laws and to facilitate their core functions of reaching out to their constituencies. It also adopts the continuing rigidity of political reforms and its evolvement as a democratic nation with changing policies and legislations for authorizing bodies and committing treaties with partnering countries. Examples of such policies which provide leadership and direction are the Rules of Procedures of the Legislative Assembly and the Constituency Fund Policy which was recently endorsed in 2016.

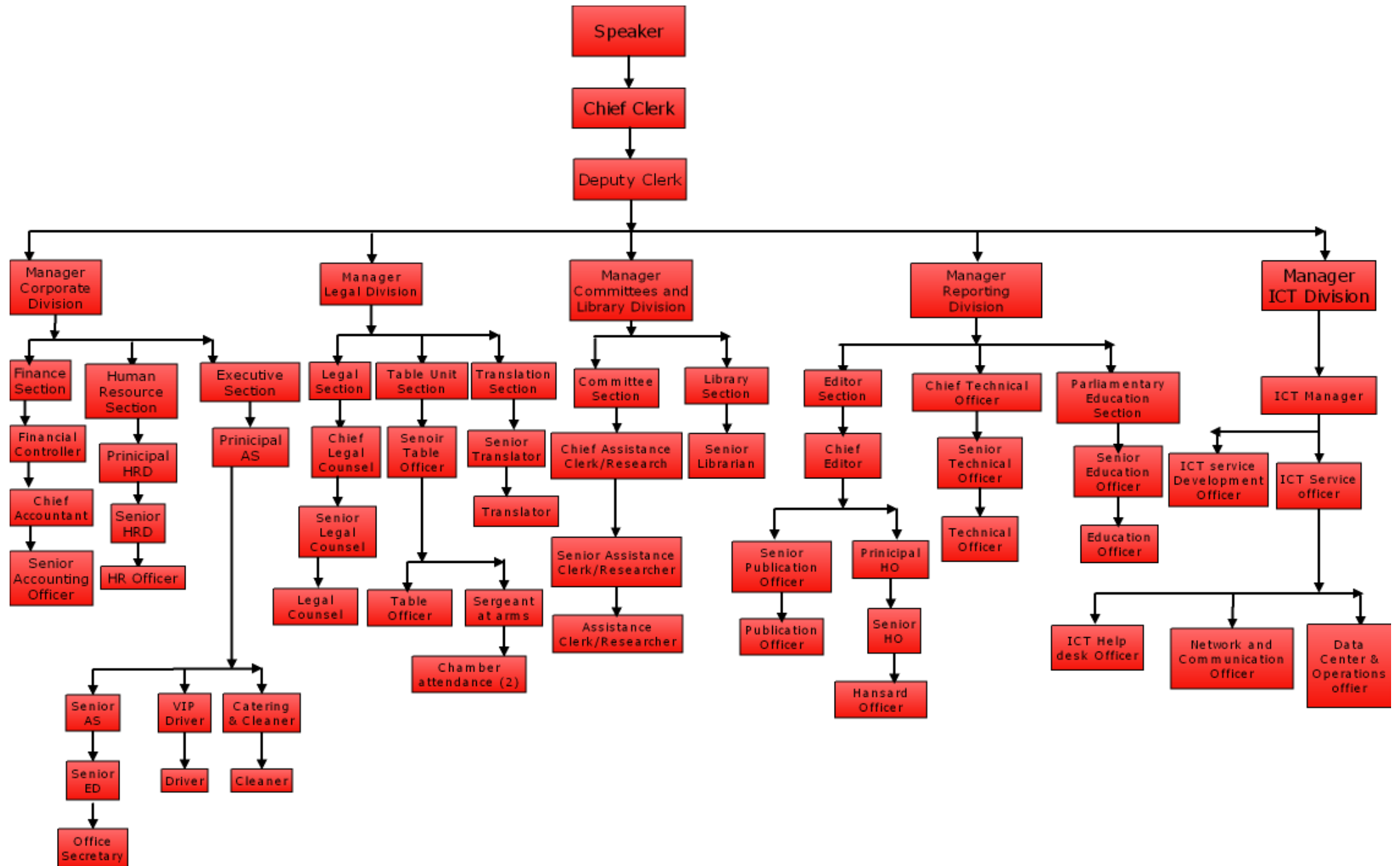
Responsible Division: Office of the Speaker, Corporate Services, Office of the Clerk.

It is important to note that there are no international agreements or treaties directly administered by the Legislative Assembly as this is a function of the Executive. It should be noted however, that the Legislative Assembly plays oversight roles with relation to international agreements or treaties through the work of the committees and in parliament.

7. OLA RESULTS MAP



8. ORGANIZATIONAL STRUCTURE



9. OLA DIVISIONS

There are **six** main divisions at **present with a new established division for ICT to make it seven.**

Table 1: Divisions of the OLA

| DIVISIONS | RESPONSIBILITIES |
|--|--|
| Office of the Speaker and MPs | <p>The Speaker is the Head of the OLA and oversees the operations of the OLA.</p> <p>This Office includes the Speaker of Parliament and the Members of Parliament.</p> <p>This Division provides leadership by formulating policies that will enable parliamentarians to carry out their roles and core functions.</p> |
| Office of the Clerk | <p>This Division mainly provides procedural, legal and administrative support to the Speaker and the Legislative Assembly.</p> <p>The Office of the Clerk is also the implementing body of the Offices' administrative and support role for the operations of the office</p> <p>It also maintains stronger partnerships with all of parliament's stakeholders.</p> |
| Legal Division | <p>The Legal Division provides legislative drafting services and legal advice to the Clerk and Members of Parliament.</p> <p>2 subunits: Legal Unit and Table Unit</p> |
| Committees and Library Division | <p>The Committees/Library Division provides professional administrative, secretarial and legal support for the parliamentary committees.</p> <p>Also, research support services for the Clerk, MPs and committees within mandate.</p> <p>The Division also administers the parliament's library services</p> |
| Corporate Services Division | <p>This Division provides internal administrative services to the office.</p> <p>The subunits under this division are:</p> <p>Finance, Administration and Human Resource Department</p> |
| Reporting Division | <p>This Division provides communication, publication and awareness programs for the public.</p> <p>The subunits are: Hansard, Parliament Education.</p> |
| ICT Division | <p>This newly established Division will be responsible for ICT Policy, ICT Strategic Plan Implementation, Steering Committee meetings to ensure efficient, effective and transparent ICT services for MPs and the OLA Staff.</p> <p>The subunits are Development and Services.</p> |

10. ORGANIZATIONAL OUTPUTS

The organizational outputs of the OLA are derived from the six strategic outcomes that encompass the work of the OLA and of which will accommodate the TSDF II's organizational outcomes.

The OLA's 21 organizational outputs for each of these strategic outcomes are:

1. Strengthen the oversight role of Parliament

The 2030 Agenda and SDGs have always been a crucial goal to achieve by the OLA in the next 3 years. The Office aims to make significant changes including the incorporation of the SDGs into the relevant mandates of the existing Standing Committees of Parliament. Parliamentarians and support staff are frequently invited to participate in international forums, symposiums and dialogues, which directly or indirectly affect our organizational outcomes with relation to SDGs. As a result of these international dialogues, we have seen changes made in society of which the Office identifies is an area to prioritize.

The OLA aim to deliver the following outputs:

1. Incorporate the SDGs into the mandates of the existing Standing Committees of Parliament
2. Improve support of secretariat staff and Parliamentarians on establishing the implementation and localization of the SDGs including funding of participation in training and dialogues

2. Improve professional and technical support to MPs.

Members of Parliament are the OLA's primary customers and the OLA is their strongest support system. This type of support includes procedural, legal, administrative support. Also crucial is the support for the Legislative Assembly's parliamentary committees and the library resources available to MPs. This support will better assist MPs in enacting more modern laws and considering more democratic practices that are best suited to Tonga's context.

The OLA will deliver the following outputs:

3. Better procedural, legal and administrative support to the Speaker and MPs
4. Better legislative support to the Clerk and onward to MPs
5. Better Table Unit support services.
6. Improved translation services
7. More effective committee and research support
8. Improved library resources and services
9. Improved Hansard Services to MPs

3. Improved effective internal support services to the OLA:

By providing effective internal support to the OLA, the OLA is best able to facilitate the work of the OLA in delivering its outputs to all its customers and stakeholders.

The OLA will deliver the following outputs:

10. Better administrative support to the OLA
11. Better secretariat support for Executive Management
12. Better financial management systems and practices.
13. More effective HR policies and practices

4. A more accessible and relevant parliament

The general public is a key stakeholder of the OLA. The OLA will ensure that through the Public Outreach programs, parliament is more accessible and that the general public is better informed on the work of their elected leaders. The OLA will need to focus on public outreach programs to ensure that the public is well informed on the work of parliament and the channel by which their voices are heard so that they are incorporated in the enactment of modern laws.

The OLA will deliver the following output:

14. Improved engagement with the general public
15. More effective and efficient ICT Services

5. Stronger partnerships with stakeholders

By delivering this output, the OLA will be better able to build stronger and more effective partnerships with its stakeholders. This would ensure that it meets TSDF II Outcome 3.5, in improving its working relations with stakeholders.

The OLA will deliver the following output:

16. More effective and stronger partnerships with OLA's stakeholders
17. Better formed work plans for Committees
18. Regular hearings with influential institutions seen as drivers of any influential reforms
19. Improved administrative support from OLA staff to MPs on growing concerns or issues within the public (Constituency Office)
20. Improved administrative support for the representatives of the Nobles in ensuring dialogue between the public and all members of the Legislative Assembly

6. Effective leadership and implementation of relevant policies:

The OLA will deliver the following outputs:

21. More effective leadership and policies

Delivering this output would ensure the effective transparency and accountability in the roles of the Speaker and Members of Parliament to their constituencies. Taking up the challenge to become parliamentarians comes with great responsibilities therefore, there are benefits provided to enable them to perform these responsibilities.

11. LINKS BETWEEN ORGANIZATIONAL OUTCOMES, STRATEGIC OUTCOMES AND OUTPUTS

Table 2: Link between Organizational Outcomes, Strategic Outcomes and Outputs

| TSDF II Organizational Outcome | OLA's strategic outcomes | Outputs | Responsible Division | Budget item |
|---------------------------------------|---|---|--|---|
| | 1. Strengthen the oversight role of Parliament | 1. Incorporate the SDGs into the mandates of the existing Standing Committees of Parliament | Office of the Clerk/ Clerk/Committee Division/Legal Division | Office of the Clerk/ Committee Division/ Legal Division |
| | | 1. Improve support of secretariat staff and Parliamentarians on establishing the implementation and localization of the SDGs including funding of participation in training and dialogues | Office of the Clerk | Office of the Clerk |
| OO 3.4 | 2. Improve professional and technical support and advice to MPs (External Output) | 3. Better procedural, legal and administrative support to the Speaker and MPs | Office of the Clerk | Office of the Clerk of the House |
| | | 4. Better legislative support to the Clerk and onward to MPs | Legal Division/ Committee Division | Legal Division |
| | | 5. Better Table Unit support services. | Legal Division | Legal Division |
| | | 6. Improved translation services | Legal Division | Legal Division |
| | | 7. More effective committee and research support | Committees Division | Committees Division |
| | | 8. Improved library resources and services | Committees Division | Committees Division |
| | | 9. Improved Hansard services to MPs. | Reporting Division | Reporting Division |
| | | 10. Better administrative support to the OLA | Corporate Services Division | Corporate Services Division |

| | | | | |
|--|--|--|---|---|
| | 4. Improved effective internal support services to the OLA (Internal Output) | 11. Better secretariat support for Executive Management 12. Better financial Management systems and practices 13. More effective HR policies and practices | | |
| OO 3.5 | 5. An accessible parliament for all (External Output) | 14. Improved engagement with the general public 15. More effective and efficient ICT Services | Reporting Division ICT Division | Reporting Division ICT Division |
| | 6. Stronger partnerships with Stakeholders (External Output) | 16. More effective and stronger partnerships with OLA's stakeholders | Office of the Clerk | Office of the Clerk of the House |
| | | 17. Better formed work plans for Committees | Committees Division | Committees Division |
| | | 18. Regular hearings with influential institutions seen as drivers of any influential reforms | Committees Division | Committees Division |
| | | 19. Improved administrative support from OLA staff to MPs on growing concerns or issues within the public (Constituency Office) 20. Safe and efficient e-Parliament system for Communication and partner's engagement. | Office of the Speaker Corporate Services / Committees Division ICT Division | Office of the Speaker and MPs ICT Division |
| | 6. Effective leadership and implementation of relevant policies | 20. Improved administrative support for the representatives of the Nobles in ensuring dialogue between the public and all members of the Legislative Assembly | Office of the Clerk/Corporate Services | Office of the Speaker and MPs |
| 21. More effective leadership and policies | | Office of the Speaker and MPs Office of the Clerk | Office of the Speaker | |

12. KEY PERFORMANCE INDICATORS

Our Key Performance Indicators

The purpose of KPIs is to measure the level and quality of the outputs of the OLA and its activities. These KPIs will assist greatly in determining the current performance of the OLA and the basis upon which improvements can be made.

In light of the dynamic environment within which the OLA operates, it is acknowledged that there are external factors outside of the control of the OLA. The KPIs are therefore carefully considered to encompass the best efforts of the OLA to deliver its outputs.

KPIs for National Outcomes in the TSDF II²:

The TSDF II outlines KPIs for the National Outcomes of the Political Pillars such as the Corruption Index and Government Transparency Index. These KPIs are already appropriately allocated.

However, in direct relation to the organizational outcomes related to the OLA, the most important and most immediate deliverable of the OLA is the number of laws enacted. The KPI therefore should address this deliverable but should also be jointly shared with the sponsors of the bill either as public or private bills.

It is anticipated that public and private bills are in line with the Constitution and have considered public opinion/have received public consultation. As such, they are considered modern and relevant. It must also be recognized that the number of bills submitted to parliament vary from year to year. Typically, a Legislative Schedule is submitted to the LA by the Attorney General's Office for the public bills anticipated during the year.

More direct KPIs relevant to the TSDF II's outcomes can be found on Table 5.

Table 3: KPIs for TSDF II Outcomes

| Indicator Description | Frequency | Source | Reliability of Data | 2019 | Target |
|--|-----------|---------------------|---------------------|--------------|--|
| Number of bills tabled in Parliament | Annually | OLA | 100% | 16 | All bills scheduled in the Legislative Program ³ and all private bills submitted. |
| Number of bills passed in Parliament | Annually | OLA | 100% | 16 (or 100%) | All bills scheduled in the Legislative Program and private bills submitted. |
| Number of bills that were declined royal assent | Annually | OLA / Privy Council | 100% | 1 (or 6%) | 100% of all bills passed in the LA |
| Number of bills that became laws | Annually | OLA / Privy Council | 100% | 15 (or 94%) | 100% of all bills passed in the LA |

² Unlike other public bodies, all of the KPIs for the national outcomes outlined in the TSDF II are all national issues that are related to the work of the Legislative Assembly through its oversight roles. The LA has a right to scrutinize and inquire into the progress of the work of the Government concerning any lagging KPIs, of which the OLA is to facilitate.

13. KPI FOR OUTPUTS

KPIs are in place for the 21 organizational outputs of the OLA as follows. A summary table of these KPIs can be found in Annex 1.

1. Incorporate the SDGs into the mandates of the existing Standing Committees of Parliament

This output is for the Office of the Clerk, Legal and the Committee to ensure that the Standing Committees of the Legislative Assembly incorporate the SDGs into the mandates of the Committees relative to their existing TORs.

- 1.1 Number of Committee meetings per year relative to the SDG
- 1.2 Percentage of reports submitted by committee members on each MDA SDG targets

2. Improve support of secretariat staff and Parliamentarians on establishing the implementation and localization of the SDGs including funding of participation in training and dialogues

There is a correlation between the establishing of SDGs into the mandates of the Committees and MP's and Staff attending international conferences, and MP's can also report back to the international conferences on the progress of the Tonga Parliament towards the SDG's Targets

- 2.1 Number of official business report
- 2.2 number of recommendation from the official business report are implemented

3. Better procedural, legal and administrative support to the Speaker and MPs

This output is for the Office of the Clerk and ensures that quality and timely written and oral advice is provided to the Speaker and Members of Parliament. This output will be measured by:

- 3.1 Percentage of requests, which received written advice.
- 3.2 Number of complaints regarding impromptu oral advice.
- 3.3 Turnover time for advice to be provided. There should be a maximum of five days to provide the advice requested

Strong KPIs here would contribute to the role of the Speaker and MPs in deliberating in an informed manner on bills and assist in enacting modern laws that are appropriate and relevant to our society. It would also indicate the effectiveness of the OLA in facilitating the passing of modern laws.

4. Better legislative support to the Clerk and onward to MPs

This output is for the Legal Division to provide quality and timely legislative support to the Clerk and Members of Parliament. It will be measured by:

- 4.1 Percentage of bill requests met. These are private bills requested by the MPs
- 4.3 Percentage of legal advice requested is provided
- 4.3 Turnover time for bills (a maximum of 3 months). The process for drafting bills includes research, consultations with the MP and stakeholders and the actual drafting of the bill.
- 4.4 Turnover time for legal advice (a maximum of 5 days for legal advice).

A strong KPI here would contribute to the role of the Speaker and MPs in deliberating in an informed manner on bills and assist in enacting modern laws that are appropriate and relevant to our society.

5. Better Table Unit support services.

This is an output of the Table subunit under the Legal Division. Ensuring the conduct of Parliamentary proceedings through the preparation of relevant documents and parliamentary papers. This unit provides the highest level of procedural advice to the Clerk and security inside the chamber. This output will be measured by the:

- 5.1 Number of sitting documents compiled
- 5.2 Recorded number of bills submitted to the Chamber
- 5.3 MP's attendance record

6. Improved translation services

This is an output of the Translation subunit under the Legal Division. The Translation Unit translates documents from English to Tongan and vice versa, to be submitted to the LA. The KPI for this output will be measured by the:

- 6.1 Percentage of errors per document. Minimal or nil corrections would mean more a flawless work of translation and turnover time for editing is minimized.
- 6.2 Turnover of translation (up to five days maximum per document depending on the length of the document).

A strong KPI here would contribute to the efficiency of the work of the LA in its work to enact modern laws and more democratic processes.

7. More effective committee and research support

This is an output of the Committees/Library Division. The output will be measured by;

- 7.1 Percentage of committee activities completed.
- 7.2 Percentage of research requests completed.
- 7.3 Turnover (maximum of five days for research requests and legal advice).

A strong KPI here would mean that the committees are more effective in submitting informed recommendations to the LA for deliberation. These recommendations would lead deliberations in the LA and inform MPs of optimal options that would result in more modern laws.

8. Improved library resources and services

This is also an output of the Library subunit of the Committees/Library Division. This output will be measured by these KPIs:

- 8.1 Percentage of the activities in the Library Strategic Plan that are implemented.
- 8.2 Number of feedback responses addressed.

A strong support KPI would mean a resourceful and relevant library that would support the LA in enacting more modern and appropriate laws enacted.

9. Improved Hansard Services to MPs.-

This output is for Hansard sub-unit of the Reporting Division. Is a functional Unit of the Legislative Reporting Division and is responsible for the production of Hansard Reports for Parliament and the Committee Verbatim reports. It is also responsible for producing these reports to external agencies that requests. This output will be measured by the:

- 9.1 Number of Hansard Reports produced
- 9.2 Number of Verbatim reports for Committees produced

10. Better administrative support to the OLA

This is an output for the Administration subunit of the Corporate Services to provide quality and timely administrative support to the OLA. Measuring this output would be through the following KPIs

10.1 Percentage of customer satisfaction (staff, MPs and the public) with administrative services.

10.2 Turnover for processing time for tasks – Up to three days to complete tasks.

These KPIs also apply for the support staff of the Office of the Clerk. Strong KPIs would indicate that the OLA is delivering professional administrative support.

11. Better secretariat support for Executive Management

This is an output for the Executive Support Unit under the Corporate Services Division and is responsible for servicing the Office of the Speaker and the Office of the Clerk. Their work includes secretarial and management support. Measuring this output would be through the following KPIs:

11.1 Number of events organized

11.2 Maintenance of Parliament estate

12. Better financial management systems and practices

This output is for the Accounts subunit of the Corporate Services Division and will be measured by:

12.1 Turnover processing time (number of days to process financial transactions) – Up to 3 days

12.2 Number of virements (transfers) within the budget

12.3 Percentage that the budget is overspent

12.4 Retirement Fund Scheme is audited annually within two months of the financial year.

A strong KPI would mean that all the financial policies of the LA and Treasury Guidelines are followed so that activities of the OLA can progress on time.

13. More effective HR policies and practices

This output is for the HR subunit of the Corporate Service. . Human resources are guided by the LA Staff Guidelines² and achieving this output would mean that the Guidelines are followed by staff at all times. Failure to do this would result in non-compliance. This output would be measured by

13.1 Percentage of non-compliance (grievances) cases addressed

13.2 Turnover or processing time for addressing non-compliance cases (up to five days)

13.3 Number of internal trainings on OLA policies and processes

13.4 Percentage of OLA deliverables³ produced on time.

13.5 Percentage of outputs and KPIs achieved

A strong KPI would mean that there is competent and compliant staff with a high morale to enthusiastically carry out the work of the OLA.

² The LA Staff Guidelines outline the core standards, rules and procedures to guide the work of the OLA staff

³ These are tangible reports required to be produced by the OLA. Refer to Annex 2

14. Improved engagement with the general public

This output is for the Public Outreach subunit of the Reporting Division. An Annual Public Outreach Plan is prepared every year to set out the OLA's public outreach activities. This output would therefore be measured by the extent to which this plan is implemented. The KPI for this output is:

- 14.1 Percentage of activities in the Annual Public Outreach Plan that is implemented
- 14.2 Number of website hits on parliament's website⁴ and social media websites

A strong KPI would mean that the LA is a more inclusive parliament, that there is a well-informed public and which would prompt people on how they can contribute to the work of parliament. Also, that there are stronger relations and interaction with the public.

15. More effective and efficient ICT Services

This output is for the ICT Division. It is responsible for ensuring that the ICT infrastructure for Parliament is well established and maintained to support efficient delivery of services. This output will be measured by the:

- 15.1 Number of ICT advice provided
- 15.2 Number of ICT report provided

16. More effective and stronger partnerships with OLA's stakeholders

This output is for the Office of the Clerk and will measure the effectiveness of OLA's partnerships with its stakeholders. It will be measured by the frequency of communication with stakeholders. The KPI for this output is:

- 16.1 Number of correspondences with key stakeholders.

Key stakeholders are identified (addressed in the Stakeholder Analysis). OLA should make efforts to reach out to its key stakeholders at least twice a year. The OLA may also initiate schedule regular (quarterly updates) with some of its key stakeholders such as the Executive and the Privy Council. Strong communication networks results in effective partnerships.

A strong KPI would mean that the OLA has developed stronger partnerships with its stakeholders that would result in potential financial and technical assistance and would tap the LA and OLA into the larger regional and international parliamentary community.

17. Better formed work plans for Committees

This output is for the Committees Division to ensure that Committee work plans includes the appropriate stakeholders and that hearings and follow ups build a relationship and bridges inclusiveness within decision making of the Assembly. This output will be measure by:

- 17.1 Number of meetings held with the stakeholders included in the work plan
- 17.2 Number of hearings that is ongoing on issues produced in the work plan

18. Regular hearings with influential institutions seen as drivers of any influential reforms

This output is to ensure that the Chair and the Committee follow up on issues to be reported effectively to the Assembly with clear and practical solutions. This output will be measured by the:

- 18.1 Number of hearings with influential institutions (key stakeholders of the Committee)
- 18.2 Number of reports submitted to the House
- 18.3 Number of reports passed within the House with clear and practical solutions

⁴ Parliament's website: www.parliament.gov.to Also on Facebook: Fale Alea

19. Improved administrative support from OLA staff to MPs on growing concerns or issues within the public

This output is for the general administrative support of the OLA staff in ensuring MPs are fully informed to prioritize concerning issues from the public that may not be addressed in the House. This output will be measured by the:

- 19.1 Number of submissions to MPs from staff on public issues
- 19.2 Number of submissions MPs have identified as material for further actions

20. Improved administrative support for the representatives of the Nobles in ensuring dialogue between the public and all members of the Legislative Assembly

- 20.1 Number of submissions or meetings held at the office with public issues
- 20.2** Number of submissions from the Nobles Office raised to the House

21. Effective leadership and policies

This output relates to the Office of the Speaker and the Members of Parliament. It ensures that MPs are able to perform their duties as leaders to the people and to ensure that robust policies are in place so that they can fulfill their lawmaking and representation functions.

This outcome specifically deals with; Bills tabled and passed, Constituency visits, Local visits and Disbursement of the constituency funds now under the Office.

The KPIs will test how effective these policies are (followed or not) and will give an indication of whether or not they need to be revised. This output is measured by:

- 21.1 Number of annual constituency visits in the year – Members of Parliament take a visit to their constituencies every year, usually around July. There should be up to 26 member visits.
- 21.2 Number of local visits per year - Standing Order #10 of the Rules of Procedure and Standing Orders of the Legislative Assembly of Tonga provides for four local visits per year by MPs from the outer islands (13) to their respective constituencies.
- 21.3 Number of international travel
- 21.4 Percentage of the constituency fund used

14. STAKEHOLDER ANALYSIS

The OLA highly values its stakeholders and the working relationship that builds a much more inclusive and informed Parliament.

| Number | Customer of MDA | Supplier to MDA | Partner with MDA | Oversight of MDA |
|--|------------------------|------------------------|-------------------------|----------------------------|
| Members of Parliament | X | X | | X |
| Cabinet | X | X | X | |
| Judiciary | | | X | |
| Privy Council | X | | | X |
| General Public | X | X | X | X |
| Ministry of Finance and National Planning | X | | | X (only for Budget and CP) |
| Electoral Commission | | | X | |
| Donors | | | X | |
| Other parliaments | | | X | |
| International parliamentary associations (CPA, IPU) | | | X | |
| Internal customers: Divisions and staff of the OLA | X | X | X | X |

Stakeholder Analysis

| Customers | Role in our relationship | Expectations | How they use our output | Issues and challenges | Improvement Aims | Reason for selection |
|--|---|---|--|--|---|--|
| <p>All 27 Members of Parliament – 17 People’s Reps, 1 Non-elected Member and 9 Nobles’ Reps. Includes the Speaker, Deputy Speaker and Chairman of the Whole House Committee</p> <p>KEY STAKEHOLDER</p> | <p>OLA’s key customers, the very people the OLA serves and provides services to</p> | <ul style="list-style-type: none"> ▪Quality and timely procedural and legal advice ▪Professional committee support ▪Quality administrative support ▪Quality research material and information ▪Proper assistance in administering constituency funds ▪That MP benefits are provided ▪Timely disbursement of their constituency funds, benefits and entitlements ▪Provide infrastructure and technology to assist them in their work ▪Transparency and accountability | <ul style="list-style-type: none"> ▪For deliberations and debates in Chambers enacting modern laws ▪In determining more democratic processes ▪For parliamentary proceedings ▪Committee work ▪Decision making ▪To improve the welfare of their constituents ▪In international parliamentary conferences ▪At public consultations ▪For media and public relations | <ul style="list-style-type: none"> ▪Processes not always accepted and followed ▪Need more effective communication and implementation of processes ▪There can arise unprecedented events of which are unchartered waters for parliament such as the dissolution. | <ul style="list-style-type: none"> ▪That processes are followed at all times ▪That processes are improved where necessary. ▪To improve level of professionalism provided to MPs that would result in modern laws and better lives for citizens ▪Build strong networks with experienced parliaments for insight. | <ul style="list-style-type: none"> ▪They are the OLA’s most direct customers that they work with on a daily basis |

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|---|---|--|---|--|---|---|
| <p>General Public KEY STAKEHOLDER</p> <p>(includes communities, schools, NGOs, public and private sectors etc)</p> | <p>Customers</p> | <ul style="list-style-type: none"> ▪Transparency and accountability in OLA’s work ▪To be responsive to their needs ▪To have their voices heard ▪To clarify ways for the public to interact with parliament | <ul style="list-style-type: none"> ▪To become politically active (such as through petitions or public consultations) ▪General understanding of the work of parliament ▪For schools, in exams and assessments | <p>For schools, delayed update of information to the public and school curriculum on parliament is still outdated</p> <p>Teachers do not fully understand the school curriculum on parliament</p> <ul style="list-style-type: none"> ▪Unforeseen/unplanned events that disrupt implementation of the work plans | <ul style="list-style-type: none"> ▪Active engagement with the general public ▪Updated school curriculum ▪Vigorous and timely dissemination of information ▪Annual Public Outreach Plan is followed | <ul style="list-style-type: none"> ▪This is also OLA’s direct and core customers. They are treated differently from other stakeholders because the OLA engages specifically with them throughout the year |
| <p>Cabinet KEY STAKEHOLDER</p> | <ul style="list-style-type: none"> ▪Suppliers – they provide bills, regulations and reports required by law to be tabled ▪They provide the budget | <ul style="list-style-type: none"> ▪Quick, professional and efficient services ▪Leadership and direction ▪Oversight roles clearly point out any improvements to be made by Cabinet ▪Delivery of the budget | <ul style="list-style-type: none"> ▪To consider in Executive policy and decision making | <ul style="list-style-type: none"> ▪No clear schedule of public bills to be tabled in parliament so that the House’s agenda can be better planned ▪Reports not tabled on time | <ul style="list-style-type: none"> ▪Strong partnerships | <ul style="list-style-type: none"> ▪Cabinet members are elected from parliament and outside Parliament ▪Parliament has oversight roles over Cabinet ▪Cabinet is accountable to parliament ▪Parliament passes the Budget |

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|--|------------------|--|---|--|--|--|
| Privy Council KEY STAKEHOLDER | Customers of OLA | <ul style="list-style-type: none"> ▪Strong communication channels | <ul style="list-style-type: none"> ▪To determine royal assent on bills passed in parliament | <ul style="list-style-type: none"> ▪No major challenges | <ul style="list-style-type: none"> ▪Strong partnerships | <ul style="list-style-type: none"> ▪Oversight of parliament's core function in enacting laws |
| Donors KEY STAKEHOLDER | Partners | <ul style="list-style-type: none"> ▪Strong partnerships and networks ▪Strong and regular communication ▪Transparency and accountability | <ul style="list-style-type: none"> ▪To determine assistance to be provided for OLA | <ul style="list-style-type: none"> ▪Lack of awareness of what is available (for donor funding) ▪No development plan for external funding | <ul style="list-style-type: none"> ▪Strong partnerships ▪Stronger and frequent communication | <ul style="list-style-type: none"> ▪Provide valuable financial and technical assistance |
| Other parliaments KEY STAKEHOLDER | Partners | <ul style="list-style-type: none"> ▪Strong partnerships and networks ▪Strong and regular communication ▪Transparency and accountability | <ul style="list-style-type: none"> ▪To determine assistance to be provided for OLA ▪To build networks for information sharing | <ul style="list-style-type: none"> ▪No major challenges | <ul style="list-style-type: none"> ▪Strong partnerships ▪Stronger and frequent communication | <ul style="list-style-type: none"> ▪Provide valuable financial and technical assistance, also information and knowledge |
| International parliamentary associations (CPA, IPU etc) KEY STAKEHOLDER | Partners | <ul style="list-style-type: none"> ▪Strong partnerships and networks ▪Strong and regular communication ▪Transparency and accountability | <ul style="list-style-type: none"> ▪To determine assistance to be provided for OLA ▪To build networks for information sharing | <ul style="list-style-type: none"> ▪No major challenges | <ul style="list-style-type: none"> ▪Stronger and frequent communication ▪Strong partnerships | <ul style="list-style-type: none"> ▪Provide valuable financial and technical assistance |

| | | | | | | |
|------------------------------------|-----------|--|---|---|--|---|
| OLA staff (KEY STAKEHOLDER) | Customers | <ul style="list-style-type: none"> ▪Staff Guidelines that value them as employees ▪Capacity building opportunities ▪Clear process for grievances/complaints ▪Fairness, transparency and accountability ▪Benefits are provided | <ul style="list-style-type: none"> ▪To carry out their JDs ▪To produce outputs and deliver KPIs | <ul style="list-style-type: none"> ▪Weak organizational structure ▪Weak planning initiatives ▪Weak internal communication channels | <ul style="list-style-type: none"> ▪High staff morale ▪Increased information sharing ▪Strong communication channels | <ul style="list-style-type: none"> ▪Core internal customers of the OLA |
|------------------------------------|-----------|--|---|---|--|---|

15. SWOT ANALYSIS

Strengths of the OLA

- Highly qualified staff. Over the years, the OLA has recruited highly qualified staff in specialized areas such as law, IT, education and journalism. As a result, staff are multi-tasked and can share their skills and experiences to assist each other and between divisions.
- Highly experienced staff who has worked with the current office for many parliamentary terms now. They lend great insight to important parliamentary practices and help to uphold the traditions of the institution.
- Dynamic and diverse staff: Staff members have both young and older staff members. They also come from different backgrounds. This diversity allows staff to be responsive and receptive to the OLA's highly dynamic environment.

Clearly, the staff is the Office's most valuable assets.

Weaknesses of the OLA

- Low Staff morale
- No Salary scaling
- lacking commitment to internal trainings and workshops to enhance staff understanding of their roles and responsibilities and of the OLA's policies.
- A current temporary site that needs maintenance.

As a result, staff productivity does not reach its full potential.

Opportunities

- The OLA has opportunities to become a more modern and relevant parliament for its people and in this day and age. There are aspirations to become an e-parliament and paperless office for efficiency, a wider coverage of the parliamentary activities and environmental friendliness.
- OLA successfully launched the Tonga Youth Parliament and have created stronger partnership with its key stakeholders – both internal and external customers. Such ties have created an opportunity for the OLA to run TYP annually.
- As a parliament, there are valuable networking opportunities with the international parliamentary community where the OLA can tap into financial and technical assistance for capacity building. This in turn will assist staff in providing more professional support for MPs.
- The OLA operates in a highly political and dynamic environment, coupled with the new political system that came into play in 2010. This frequently exposes MPs and OLA to unforeseen events that are unprecedented such as the dissolution and are valuable opportunities for both MPs and OLA to contribute to shaping the country's political system.
- Opportunities for the OLA to further develop and progress by prioritizing strategic planning from a corporate level to divisional level.

Threats

- The OLA is always under public scrutiny because of the nature of its work, so the OLA is easily exposed to threats of its reputation being tainted. To address this threat, the OLA must adhere strictly to its organizational values of integrity and professionalism at all times. It must also follow its policies and work processes consistently and in accordance with its mandates.
- The current temporary site was inherited temporarily by the OLA in a poor state. Thus much renovation work still needs to be carried out. This is a threat to staff productivity

16. RISK AND ASSUMPTIONS

Risks and assumptions will affect the delivery of the OLA’s outcomes and outputs and are outside of the organization’s control. In planning to deliver our outputs to key stakeholders, we are making the following assumptions and assessment of risks in the external and internal environment of the OLA. These assumptions are a prerequisite to achieving our outcomes and outputs. On the other hand, there are also risks to be considered which can also pose as hindrances to our outcomes and outputs.

Assumptions (External):

- I. That there is strong support from the Speaker and MPs of the LA to support the activities of the OLA so that it achieves its outcomes and outputs.
- II. That unforeseen circumstances are handled effectively and with minimal disruptions as possible to the activities of the LAA.
- III. That the general public and the OLA’s key stakeholders are receptive to the work of the OLA.
- IV. That there is a sufficient budget allocation from the MOFNP for the OLA’s recurrent budget.
- V. That the OLA is able to secure donor funding for some of its external activities, of which the recurrent budget is unable to cover.
- VI. There are no or minimal unplanned expenses during the financial year.

Assumptions for organizational outputs (Internal)

Table 4: Assumptions for organizational outputs (Internal)

| Organizational Outputs | Assumptions |
|--|---|
| <p>Include the SDGs into the existing mandates of the Standing Committees of the House</p> | <ul style="list-style-type: none"> • That the Standing Committees will meet on targeted areas of the added SDGs to the mandate • That the Line Ministries will report to the House on their implementation progress and to be referred to the relevant Committee for scrutiny |
| <p>Improve support of secretariat staff and Parliamentarians on establishing the implementation and localization of the SDGs including funding of participation in training and dialogues</p> | <ul style="list-style-type: none"> • That there will be sufficient resources to support the initiative, primarily financial support to enhance the staff and parliamentarians • That the staff and parliamentarians report to the Committees and the House on these trainings and implement activities to facilitate the localization of the SDGs |
| <p>Better procedural, legal and administrative support to the Speaker and MPs</p> | <ul style="list-style-type: none"> ▪ That the Clerk is fully informed and updated on external and internal factors that would impact the work of the LA and OLA ▪ That the Clerk’s database is updated. ▪ That there is a clear process in place for receiving and issuing of procedural, legal and administrative advice to the Speaker and MPs ▪ That the Clerk has a fully competent support staff to assist |

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| | <ul style="list-style-type: none"> ▪ That a Legislative Program is submitted from the Attorney General's Office on time |
| Better legislative support to the Clerk and onward to MPs | <ul style="list-style-type: none"> ▪ That the process is followed on receiving bill and legal advice requests. ▪ That the Legislative database is updated. ▪ That the Legal Division is fully equipped with legal resources⁵ |
| Better table unit support services | <ul style="list-style-type: none"> ▪ That the Table Unit collects Parliament statistics and create or update its database. |
| Improved translation services | <ul style="list-style-type: none"> ▪ That the Translation database is updated. ▪ That the process is followed for translation services. |
| More effective committee and research support | <ul style="list-style-type: none"> ▪ That there is sufficient number of staff to facilitate the work of the committees. ▪ That there is sufficient funding for the committee activities ▪ That the committees maintain strong communication links with their stakeholders ▪ That there are strong networks with external stakeholders. ▪ That there is a well-resourced library and access to parliamentary libraries online for research purposes ▪ That there is a clear process in requesting researches from the MPs ▪ That external stakeholders are willing to assist in providing information to parliamentary researchers |

⁵ This would include the latest consolidated versions of the law, law reports and access to online legal libraries

| | |
|---|---|
| <p>Improved library resources and services</p> | <ul style="list-style-type: none"> ▪ That there is sufficient funding to update the library with new resources ▪ That a Library Strategic Plan is in place. This plan should encompass the library activities for the year (resources to be updated, feedback and response system to be in place etc). |
| <p>Improved Hansard Services to MPs</p> | <ul style="list-style-type: none"> ▪ That the verbatim minutes produced on-time ▪ That the Editor have a secure verbatim database ▪ That there are enough Hansard equipment to carry out the task. |
| <p>Better administrative support to the OLA</p> | <ul style="list-style-type: none"> ▪ That there are clear administration systems and processes in place and that they are followed ▪ That there are enough resources (computers and vehicles) to carry out the office duties. |
| <p>Better Secretariat support for Executive Management</p> | <ul style="list-style-type: none"> ▪ That there is a clear line of communication from the Supervisor to the sub-units ▪ That all work process are follow through by sub-units ▪ That the weekly report and log book is submitted to the Supervisor |
| <p>Better financial management systems and practices</p> | <ul style="list-style-type: none"> ▪ That clear financial management policies and systems are in place and complied with ▪ That there are clear channels of communication with MOFNP and financial stakeholders ▪ That the Office prioritizes its expenses so there are less virements and budget is not overspent. |
| <p>More effective HR policies and practices</p> | <ul style="list-style-type: none"> ▪ That there is a HR annual plan in place that support the HR policies ▪ the LA Staff Guidelines are reviewed and updated annually ▪ That there are internal trainings conducted on the Staff Guidelines and HR policies that staff fully understand ▪ That the Speaker and MPs are supportive of the LA Staff Guidelines ▪ That there are staff succession plans to accommodate for staff who will leave |

| | |
|---|--|
| <p>Improved engagement with the general public</p> | <ul style="list-style-type: none"> ▪ That the Speaker and MPs fully support the Annual Public Outreach Plan ▪ That there is sufficient funding for implementation of the Annual Public Outreach Plan activities and for greater coverage of Tonga ▪ That there are educational resources such as brochures and updated school curricula is available for communities and schools ▪ For schools, that teachers fully understand the roles of parliament ▪ That the general public are receptive and supportive of the Public Outreach activities |
| <p>More effective and efficient ICT Services</p> | <ul style="list-style-type: none"> • That an ICT Steering Committee is established to steer the ICT operation. • That an ICT Policy and Strategic Plan are in place to ensure effective and efficient ICT services. • That all ICT system is checked and monitored regularly ▪ That there is a back-up for all Office database ▪ That all ICT equipment are in place to provide technical assistance to MPs and Staff. • That ICT services are align to foreign Parliaments and Key Stakeholders |
| <p>More effective and stronger partnerships with OLA's stakeholders</p> | <ul style="list-style-type: none"> ▪ That there are clear and frequent lines of communication with external stakeholders ▪ That there are enough funds for the OLA to commit to international partnerships like the IPU. |
| <p>Better formed work plans for Committees</p> | <ul style="list-style-type: none"> ▪ That the Committee Chair will work according to the Committee Work plan ▪ That the stakeholders will provide the relevant information or resources the Committee requests |
| <p>Improved administrative support from OLA staff to MPs on growing concerns or issues within the public (Constituency Office)</p> | <ul style="list-style-type: none"> ▪ That the Office closely monitor and performance of the Constituency Offices Staff. ▪ That the CO connects the working relationship between the MP and each Constituency |
| <p>Improved administrative support for the representatives of the nobles in ensuring dialogue between the public and all members of the Legislative Assembly</p> | <ul style="list-style-type: none"> ▪ That the public will use these services to bring their opinions to the House through other means, other than the People's Representatives ▪ That the Nobles Representatives will report to the House on the issues raised from the public and follow through with requested actions |

Effective leadership and policies

- That there are clear policies and guidelines in place (such as the Rules of Procedures and the Constituency Fund Policy).
- That the Office can effectively support Members of Parliament in their responsibilities to their constituencies.
- That the benefits for Members of Parliament as outlined in the Rules and Standing Orders of the Legislative Assembly are available

A general assumption that applies to the overall OLA is that there is an adequate building and work environment available to the Members of Parliament and staff to carry out their work.

In addition, a common assumptions that there are enough Staff at OLA to carry out all activities outlining in the Key Performance Indicators to produce the targeted Outcomes.

17. RISKS

The risks to the OLA can potentially disqualify the assumptions mentioned above. The OLA therefore has these risk mitigation strategies to minimize these risks.

Table 5: External and Internal risks of the OLA

| EXTERNAL RISKS | |
|--|--|
| Risks | Mitigation Strategies |
| <p>Lack of support from Speaker and MPs to the OLA's activities</p> <ul style="list-style-type: none"> ▪ The OLA cannot function without the full endorsement of the Speaker and MPs. | <ul style="list-style-type: none"> ▪ Communication strategies for clear and professional channels with the Speaker and MPs at all times. ▪ Strategies to remain resilient but firm in accordance with its mandates. |
| <p>That the OLA is not able to fully support the Members of Parliament in their roles and responsibilities</p> | <ul style="list-style-type: none"> ▪ Strategies to ensure that the OLA is the strongest support system for all Members of Parliament ▪ Strategies to ensure that Members of Parliament are accorded their benefits and entitlements (as outlined in the Rules of Procedure and Standing Orders of the Legislative Assembly) to allow MPs to carry out their responsibilities to their constituencies. ▪ Strategies that will assist Members of Parliament in being more transparent and accountable to their constituencies. ▪ Strategies for a feedback system on how the OLA can better facilitate the work of Parliamentarians. |
| <p>Disruptions to the LA's sitting calendar This is caused by the absence of a Legislative Program from the Attorney General's Office. This risk causes the House to have unplanned adjournments and sessions because there is schedule of bills to be tabled in parliament.</p> | <ul style="list-style-type: none"> ▪ Strategies on establishing communication with the Office of the Attorney General to provide a Legislative Program |
| <p>That the general public and the OLA's stakeholders are not receptive to the work of the OLA. This risk would mean that the LA is disconnected from the very people that it represents.</p> | <ul style="list-style-type: none"> ▪ OLA will need strategies to increase the coverage and effectiveness of its public outreach programs in its Annual Parliament Educational Plan. |

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| <p>That the OLA is not able to secure external funding from donors This risk would mean that the OLA would not be able to fully carry out its activities, in particular those that have been identified to be funded externally.</p> | <ul style="list-style-type: none"> ▪ Strategies to proactively identify potential sources and seek external funding |
| <p>INTERNAL RISKS</p> | |
| <p>That there is insufficient funding in the recurrent budget to implement the OLA's activities Funding remains perhaps one of the OLA's most significant risks because it will mean that not all of OLA's activities will be implemented.</p> | <ul style="list-style-type: none"> ▪ OLA will need to engage in constant dialogue and reviews with the MOFNP. The OLA must also have clear strategies to achieve its outcomes and outputs as a basis for securing funding. |
| <p>Staff turnover and low staff morale No succession plans in place for staff who have passed or will leave. Low staff morale as a result of not fully understanding staff Guidelines, policies and internal processes</p> | <ul style="list-style-type: none"> ▪ Strategies to conduct regular internal trainings on Staff Guidelines, policies and processes ▪ Strategies to use the Office's Social Committee as a means of inspiring and building the team spirit. ▪ Strategies for succession plans as a part of the divisional plans. ▪ Strategies to re-structure the salary package of the Staff to boost staff morale. |
| <p>Low priority for planning This low priority means that the OLA is at high risk of operating without focus.</p> | <ul style="list-style-type: none"> ▪ Strategies to devise and commit to divisional plans. ▪ Strategies to establish a Policy and Planning sub-units ▪ Strategies to ensure Good governance and inclusiveness is incorporated |
| <p>Office Relocation - The OLA have relocated to a new secure location further from the CBD and all other Government Department. Technology also needs to be updated so that it meets international parliamentary standards.</p> | <ul style="list-style-type: none"> ▪ OLA will need proactive strategies on seeking external funding for a new building for Members of Parliament and for staff. ▪ Strategies to ensure current temporary site is adequate. |

18. PERFORMANCE GAP ANALYSIS

The delivery of the OLA's outputs, in light of assumptions and risks, will inevitably encounter obstacles. The current status of these outputs when compared to their desired level (as indicated in the OLA's KPIs) shows that there will be gaps in the level of delivery.

As such, a Performance Gap Analysis can be found below on the gaps that the OLA will need to address, in order to meet its KPIs and deliver its outputs. This analysis identifies the performance gaps to the OLA's outputs, the problems that are causing these gaps, the stakeholders who will be affected and the consequences of those performance gaps.

Table 6: Performance Gap Analysis

| Outcome 1: More professional support to MPs | | | | |
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| Output | Performance Gap | Problems (Causes) | Stakeholders affected | Consequences of performance gaps |
| 1. Incorporate the SDGs to the existing mandates of the Standing Committees to the House | <ul style="list-style-type: none"> Committees meet 80% of the arranged time. | <ul style="list-style-type: none"> Line Ministries do not commit to the SDG course. The Members and support staff lack capacity to facilitate its localization | LA Committee Staff | That the LA is not committed to what MP's assured on international conference and will impact the progress and the outcomes of the organization and nation |
| 2. Improve support of secretariat staff and Parliamentarians on establishing the implementation and localization of the SDGs including funding of participation in training and dialogues | <ul style="list-style-type: none"> Staff & MP's only attend 50% of the invited conferences. | <ul style="list-style-type: none"> LA and MP's are not up to date and not take part in the dialogue of important international issues. The Secretariats don't get enough support for trainings and dialogues to keep the initiative going for more than 1 term should there be reshuffles or changes in votes and seats | LA LA Staff | Hence, the voice of the LA is not heard/represent on the international stage. |

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| <p>3. Better procedural, legal and administrative support (advice) to the Speaker and MPs</p> <p><i>The Office of the Clerk provides oral and written procedural, legal and administrative advice and support to the Legislative Assembly.</i></p> | <ul style="list-style-type: none"> ▪ 20% of all requests for the year are not met ▪ One month – The advice provided is delayed by up to one month | <ul style="list-style-type: none"> ▪ Inconsistent database that records activities resulting in repetition on advice on same requests ▪ Written advice requests are impromptu and can be required to be provided immediately ▪ The process for receiving and issuing written advice is not always followed ▪ No Legislative Program from the Attorney Gen’s Office | <p>Speaker MPs LA LA staff</p> | <ul style="list-style-type: none"> ▪ Work of the OLA incomplete for the year ▪ Speaker and MPs cannot always make fully informed decisions in enacting laws that are not modern due to the absence of quality and timely advice ▪ Disruptions to the sitting calendar because no prior indication to the OLA of number of bills to be tabled |
| <p>4. Better legislative support to the Clerk and onward to MPs</p> <p><i>Legal drafting services and legal advice to the Clerk.</i></p> | <ul style="list-style-type: none"> ▪ 20% of all requests for the year are not met - Bill requests are delayed by up to three months | <ul style="list-style-type: none"> ▪ Lack of official consolidated versions of the law ▪ Miscommunication ▪ Legislative work plan not fully implemented | <p>Clerk Speaker MPs LA LA staff</p> | <ul style="list-style-type: none"> ▪ Bills are not provided according to the expected timeline. ▪ Clerk cannot make fully informed decisions that would contribute to the work of the MPs in enacting more modern laws. |
| <p>5. Better Table Unit support services</p> | <ul style="list-style-type: none"> ▪ Inefficient filing system | <ul style="list-style-type: none"> ▪ Misplace of documents | <p>Clerk, Speaker, MPs</p> | <ul style="list-style-type: none"> ▪ Clerk, Speaker and MPs cannot make fully informed decisions that would |

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| | | | | contribute to the work of the MPs, Speaker and Clerk. |
| <p>6. Improved translation services</p> <p><i>Translation of documents into English or Tongan</i></p> | <ul style="list-style-type: none"> ▪ 2% errors per document ▪ Translation services can be delayed by up to 2 weeks | <ul style="list-style-type: none"> ▪ Impromptu translation work that requires immediate attention ▪ Process for translation services not always followed | MPs | <ul style="list-style-type: none"> ▪ Delay in the LA's work |
| <p>7. More effective committee and research support</p> <p><i>Administrative, procedural, secretarial, legal support for committees. Legal and research support for OLA</i></p> | <ul style="list-style-type: none"> ▪ 20% of committee activities are not completed ▪ Research requests are delayed by up to two weeks | <ul style="list-style-type: none"> ▪ Lack of staff in the past financial year, one committee staff resigned and another went on study leave leaving only one staff member to bear the load. ▪ Lack of commitment at a committee level to implement activities ▪ Lack of financial resources to implement committee activities ▪ Not tapped into parliamentary e-resources ▪ Poor equipment to facilitate committee work. | LA Committee LA LA staff | Committee activities are not completed. |

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| <p>8. Improved library resources and services</p> <p><i>Providing a resourceful and updated library for MPs</i></p> | <ul style="list-style-type: none"> ▪ No Library Strategic Plan in place | <ul style="list-style-type: none"> ▪ Weak networks with parliamentary library peers to allow access to e-resources ▪ No feedback response system in place for users | <p>MPs LA staff</p> | <ul style="list-style-type: none"> ▪ Poor library resources and services ▪ MPs do not have access to updated library resources to support their work and decisions ▪ Library relocated frequently ▪ Slow improvement of library services. |
| <p>9. Improved Hansard services to MPs</p> | <ul style="list-style-type: none"> ▪ More than 10 mistype per page | <ul style="list-style-type: none"> ▪ Delay in compiling / release of verbatim minutes ▪ Miscommunication | <p>MPs Media</p> | <ul style="list-style-type: none"> ▪ Delay in Media publication |
| <p>10. Better administrative support to the OLA</p> <p><i>Administrative tasks provided to the OLA</i></p> | <ul style="list-style-type: none"> ▪ 10 complaints - Gap of 10 complaints needs to be eliminated so that there are no complaints ▪ 3 day delay in processing administrative tasks | <ul style="list-style-type: none"> ▪ No complaint system in place ▪ Delays due to lack of resources (vehicle and computers) | <p>MPs LA staff</p> | <ul style="list-style-type: none"> ▪ Delay in administrative tasks ▪ Poor administrative support |
| <p>11. Better secretariat support for Executive Management</p> | <ul style="list-style-type: none"> ▪ Lack of sub-unit work-plan | <ul style="list-style-type: none"> ▪ No sub-unit work-plan in place ▪ Miscommunication | <p>Speaker Clerk MPs LA Staff</p> | <ul style="list-style-type: none"> ▪ Delay in management tasks ▪ Duplication of work ▪ |

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| <p>12. Better financial management systems and practices</p> <p><i>Enforcing financial management systems and policies, compliance with Treasury Guidelines</i></p> | <ul style="list-style-type: none"> ▪ Turnover process delayed by up to 3 days | <ul style="list-style-type: none"> ▪ Staff and customers do not always follow financial management systems ▪ Miscommunication causing unexpected delays in processing payments ▪ Non-compliance with financial management processes | <p>MPs LA staff</p> | <ul style="list-style-type: none"> ▪ OLA's financial tasks and transactions are delayed, thereby delaying delivery of MP tasks and OLA outputs and KPIs |
| <p>13. More effective HR policies and practices</p> <p><i>Create and implement a HR plan.</i></p> | <ul style="list-style-type: none"> ▪ Gap of 4 internal training on policies and processes ▪ 40% of OLA deliverables are not produced and submitted | <ul style="list-style-type: none"> ▪ Lack of understanding from staff on Staff Guidelines ▪ Lack of understanding from staff on policies and processes | <p>LA staff MPs</p> | <ul style="list-style-type: none"> ▪ OLA staff will have low staff morale and will not deliver their activities to their full potential ▪ OLA work delayed and deemed unprofessional |
| <p>14. Improved engagement with the general public</p> <p><i>Implementation of the Annual Public Awareness Program</i></p> | <ul style="list-style-type: none"> ▪ 20% of activities in the Annual Public Awareness Program is not delivered | <ul style="list-style-type: none"> ▪ Unforeseen events that disrupt the implementation of the Annual Public Awareness Program (weather, community or national events) | <p>LA General public</p> | <ul style="list-style-type: none"> ▪ Cannot successfully implement the Annual Public Awareness Program |

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| 15. More effective and efficient ICT Services | <ul style="list-style-type: none"> ▪ 20% of requests not met on-time. ▪ 20% of Sitting recording are unclear | <ul style="list-style-type: none"> • Not enough funding to develop an ICT system. • Competing priorities & slow approval process for ICT focused needs. | MPs, Clerk, LA Staff, Speaker | <ul style="list-style-type: none"> • Delay in implementation of new ICT system and delivery of Divisional work plan. • Delayed commitment to donor partners. |
| 16. More effective and stronger partnerships with OLA's stakeholders | Communication with local partnerships are currently active but there is a lack of financial means to show commitments to our international partnerships like the IPU. | <ul style="list-style-type: none"> ▪ Limited budget to honor those commitments. | Speaker MPs Other parliaments Parliamentary associations | <ul style="list-style-type: none"> ▪ LA not active enough in the international parliamentary community |
| 17. Better formed work plans for Committees | <ul style="list-style-type: none"> ▪ Committee do not operate according to the work plan. | <ul style="list-style-type: none"> ▪ Objectives and core functions of committee written on the work plan are not followed. | LA MP's Committee Staff. | <ul style="list-style-type: none"> ▪ Committee do not complete the work plan for the year. |
| 18. Regular hearings with influential institutions seen as drivers of any influential reforms | <ul style="list-style-type: none"> ▪ Chairman and committee do not follow up on issues pass from the committee. | <ul style="list-style-type: none"> ▪ The work load of the Committee Staff and Chairman may increase exponentially | LA LA Staff | <ul style="list-style-type: none"> ▪ Duplication of issues, same issues may be tabled every year. |

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| <p>19. Improved administrative support from OLA staff to MPs on growing concern or issues within the public</p> | <ul style="list-style-type: none"> ▪ People at times find it hard to access the MP's due to other commitments. | <ul style="list-style-type: none"> ▪ Disorganize in the MP's office causing a disconnect between the voice of the people and representing the voice of the people. | <p>LA Secretaries PA</p> | <ul style="list-style-type: none"> ▪ When MP's are not supported enough ▪ When MPs do not make use of the office established infrastructure. |
| <p>20. Improved administrative support for the representatives of the nobles in ensuring dialogue between the public and all members of the Legislative Assembly</p> | <ul style="list-style-type: none"> ▪ The Nobles are not represented as Members of Parliament or to be representative of a public group | <ul style="list-style-type: none"> ▪ Without representation options for the public there are costly consultations based on getting public opinion ▪ The accessibility to all the Members is not facilitated by the office for all | <p>LA Office of the Speaker, Office of the Clerk</p> | <p>More costly consultations to have a fair representation of the public's views</p> <p>Causes a greater divide between public opinion without access to all Members</p> |
| <p>21. More effective leadership and policies</p> | <ul style="list-style-type: none"> ▪ Not all constituency visits were conducted | <ul style="list-style-type: none"> ▪ Constituency Funds deemed not enough to meet constituency needs ▪ Limited budget | <p>Speaker, MPs, Electoral constituencies, General public</p> | <ul style="list-style-type: none"> ▪ MPs are not able to meet their responsibilities to their constituencies ▪ Constituencies cannot be fully developed if they do not have full access to the Constituency Funds |

Gaps common to all divisions of the OLA:

1. New Location of the OLA Office.

After the devastation caused by Tropical Cyclone Gita to OLA and Parliament Chamber, the office had to relocate to Tonga National Centre until the Old Parliament is built. This relocation caused a lot of delays in the activities outlined in Annex 1.

Most of the buildings at the new location needs an overhaul. The roof is leaking, there are no partition of department or division inside the office and arrangement of files and cabinets are not in a safe place. All divisions except the HR Department are clutched in one building for management and administration process.

One of the major projects covering the development budget for OLA in this next FY is the maintenance of building and compound at the new location and other capital expenditure. Members and staff at risk from leaks at office when it's heavy raining. In short, both Members of Parliament and staff are exposed to an unhealthy and less than ideal working conditions that disrupts the work of the OLA.

19. SOLUTIONS TO PERFORMANCE GAPS

The following solutions are being proposed to close the performance gaps identified in Section 6.

Table 7: Performance Gaps and solutions

| Output | Performance Gap | Problems (Causes) | Solutions |
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| 1. Incorporate the SDGs to the existing mandates of the Standing Committees to the House | Committee only meet for 50% of the arranged time. | <ul style="list-style-type: none"> ▪ Line Ministries do not commit to the SDG course. ▪ The Members and support staff lack capacity to facilitate its localisation | <ul style="list-style-type: none"> • Ensure the work plan designed for each Committee includes set priorities on SDGs • Recommend regular follow up meetings with Line Ministries on implementation of SDGs |
| 2. Improve support of secretariat staff and Parliamentarians on establishing the implementation and localization of the SDGs including funding of participation in training and dialogues | Staff & MP's only attend 50% of the invited conferences. | <ul style="list-style-type: none"> ▪ LA and MP's are not up to date and not take part in the dialogue of important international issues. ▪ The Secretariats don't get enough support for trainings and dialogues to keep the initiative going for more than 1 term should there be reshuffles or changes in votes and seats | <ul style="list-style-type: none"> • More funding to finance MP's trips to conference accompanied by a Office Secretary to report and research the conference topics etc • Post trainings- organize workshops locally to assist Members and other support staff in the implementation of the SDGs |

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| <p>3. Better procedural, legal and administrative support (advice) to the Speaker and MPs</p> | <ul style="list-style-type: none"> ▪ 20% of all requests for the year are not met ▪ One month – The advice provided is delayed by up to one month | <ul style="list-style-type: none"> ▪ Inconsistent database that records activities resulting in repetition on advice on same requests ▪ Written advice requests are impromptu and can be required to be provided immediately ▪ The process for receiving and issuing written advice is not always followed ▪ No Legislative Program from the Attorney Gen’s Office | <ul style="list-style-type: none"> ▪ Improve and update the Clerk’s database (deliverable) to ensure that all tasks are recorded and completed. ▪ Internal trainings on the proper processes to follow ▪ Ensure that Speaker and MPs access full benefits and entitlements in accordance to the Rules of Procedures and Standing Orders of the LA. ▪ Communicate and acquire the Legislative Program at the beginning of every year. |
| <p>4. Better legislative support to the Clerk and onwards to MPs</p> | <ul style="list-style-type: none"> ▪ 20% of all requests for the year are not met ▪ Bill requests are delayed by up to three months | <ul style="list-style-type: none"> ▪ Lack of official consolidated versions of the law ▪ Miscommunication ▪ Legislative work plan not fully implemented | <ul style="list-style-type: none"> ▪ Establish a divisional plan in line with the Annual Management Plan and the Corporate Plan ▪ Improve and update the Legislative database to ensure that all tasks are recorded and completed. ▪ Internal trainings on the proper processes to follow for bills to be drafted and legal advice to be provided. ▪ Identify opportunities for briefing sessions with MPs on bills and parliamentary processes for submitting bills |
| <p>5. Better Table Unit support services</p> | <ul style="list-style-type: none"> ▪ Inefficient filing system | <ul style="list-style-type: none"> ▪ Misplace of documents | <ul style="list-style-type: none"> ▪ Create an efficient filing system |

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| 6. Improved translation services | <ul style="list-style-type: none"> 2% errors per document <p>Translation services can be delayed by up to 2 weeks</p> | <ul style="list-style-type: none"> Impromptu translation work that requires immediate attention Process for translation services not always followed | <ul style="list-style-type: none"> Internal trainings to ensure the process for translations are being observed and followed. Create database to record all activities and to better manage tasks |
| 7. More effective committee and research support | <ul style="list-style-type: none"> 20% of committee activities are not completed Research requests are delayed by up to two weeks | <ul style="list-style-type: none"> Lack of staff after one staff member resigned and one went on study leave Lack of commitment at a committee level to implement activities Lack of financial resources to implement committee activities Not tapped into parliamentary e-resources | <ul style="list-style-type: none"> Recruitment Establish a divisional plan in line with the Annual Management Plan and the Corporate Plan Improve communication with committees Seek external funding to assist in funding committee activities Improve database and archives of research material to avoid duplication of work on repeat requests Internal trainings on the committee and research process |
| 8. Improved library resources and services | No Library Strategic Plan in place | <ul style="list-style-type: none"> Weak networks with parliamentary library peers to allow access to e-resources No feedback response system in place for users | <ul style="list-style-type: none"> Create and follow the Library Strategic Plan Network with other parliamentary libraries to access their e-resources Establish a feedback response system in place (like a suggestion box) to assist with improving the library. |

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| | | | <ul style="list-style-type: none"> Internal trainings on the library system and its uses. |
| 9. Improved Hansard services to MPs | More than 10 mistype per page | <ul style="list-style-type: none"> Delay in compiling / release of verbatim minutes Miscommunication | <ul style="list-style-type: none"> More clear audio Clear communication channel |
| 10. Better administrative support to the OLA | <ul style="list-style-type: none"> 10 complaints - Gap of 10 complaints needs to be eliminated so that there are no complaints 3 day delay in processing administrative tasks | <ul style="list-style-type: none"> No complaint system in place Delays due to lack of resources (vehicle and computers) | <ul style="list-style-type: none"> Create a process and system for dealing with complaints regarding administrative support Create a feedback and response system for ways to improve administration support (like a suggestion box) Purchase one new vehicle and computers Internal trainings on administrative policies |
| 11. Better secretariat support for Executive Management | <ul style="list-style-type: none"> Lack of sub-unit work-plan | <ul style="list-style-type: none"> No sub-unit work-plan in place Miscommunication | <ul style="list-style-type: none"> Create a sub-unit work plan Improve communication amongst the executive management office Update on weekly report |
| 12. Better financial management systems and practices | <ul style="list-style-type: none"> Turnover process delayed by up to 3 days | <ul style="list-style-type: none"> Staff and customers do not always follow financial management systems | <ul style="list-style-type: none"> Internal trainings on financial management policies and systems and the Treasury Guidelines Improve communication with MOFNP |

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| | | <ul style="list-style-type: none"> ▪ Miscommunication causing unexpected delays in processing payments ▪ Non-compliance with financial management processes | |
| 13. More effective HR policies and practices | <ul style="list-style-type: none"> ▪ Gap of 4 internal training on policies and processes. ▪ 40% of OLA deliverables are not produced and submitted | <ul style="list-style-type: none"> ▪ Lack of understanding from staff on Staff Guidelines ▪ Lack of understanding from staff on policies and processes | <ul style="list-style-type: none"> ▪ Conduct strategic planning trainings and ensure divisional plans are in place ▪ Internal staff trainings on the Staff Guidelines ▪ Review the Staff Guidelines annually ▪ Closely monitor the OLA's Outputs and KPIs ▪ Closely monitor the CP for reviews by MOFNP and to improve current performance of the OLA |
| 14. Improved engagement with the general public | <ul style="list-style-type: none"> ▪ 20% of activities in the Annual Public Awareness Program is not delivered | <ul style="list-style-type: none"> ▪ Unforeseen events that disrupt the implementation of the Annual Public Awareness Program (weather, community or national events) | <ul style="list-style-type: none"> ▪ Continuous review and review of the Annual Public Awareness Program to account for unforeseen events ▪ More active use of the internet and social media |
| 15. More effective and efficient ICT services | <ul style="list-style-type: none"> ▪ 20% of requests not met on-time. ▪ 20% of Sitting recording are unclear | <ul style="list-style-type: none"> ▪ Delay in implementation of ICT development. <ul style="list-style-type: none"> - Lack of resources – Staff and technology - Slow internet connection - | <ul style="list-style-type: none"> ▪ Create ICT Division – recruit IT specialist - Create and implement ICT Policy - Upgrade IT systems - Monitor Internet connection and OLA server |

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| <p>16. More effective and stronger partnerships with OLA's stakeholders</p> | <ul style="list-style-type: none"> ▪ Communication with local partnerships are currently active but there is a lack of financial means to show commitments to our international partnerships like the IPU. | <ul style="list-style-type: none"> ▪ Limited budget to honor those commitments. | <ul style="list-style-type: none"> ▪ Establish a calendar or schedule of communications (whether to be conducted quarterly or monthly) such as for key stakeholders such as the Judiciary, Executive and/or PC ▪ Strategies to pursue external funding sources when the recurrent budget is unable to. |
| <p>17. Better formed work plans for Committees</p> | <ul style="list-style-type: none"> ▪ Committee do not operate according to the work plan. | <ul style="list-style-type: none"> ▪ Objectives and core functions of committee written on the work plan are not followed. | <ul style="list-style-type: none"> ▪ Committee Secretary needed to understand the work plan, build a data base to help monitor the performance of the committee |
| <p>18. Regular hearings with influential institutions seen as drivers of any influential reforms</p> | <ul style="list-style-type: none"> ▪ Chairman and committee do not follow up on issues pass from the committee. | <ul style="list-style-type: none"> ▪ The work load of the Committee Staff and Chairman may increase exponentially | <ul style="list-style-type: none"> ▪ Support staff needed to actively participate and inform and keep MP's updated on current event/issues and people's need. |
| <p>19. Improved administrative support from OLA staff to MPs on growing concerns or issues</p> | <ul style="list-style-type: none"> ▪ People at times find it hard to access the MP's due to other commitments. | <ul style="list-style-type: none"> ▪ Disorganize in the MP's office causing a disconnect between the voice of the people and representing the voice of the people. | <ul style="list-style-type: none"> ▪ MP's also required to be a good listener and listen to what the people want, by doing so will make the work of the supporting staff much easier. |

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| <p>within the public (Constituency Office)</p> | | | |
| <p>20. Improved administrative support for the representatives of the nobles in ensuring dialogue between the public and all members of the Legislative Assembly</p> | <ul style="list-style-type: none"> ▪ The Nobles are not represented as Members of Parliament or to be representative of a public group | <ul style="list-style-type: none"> ▪ Without representation options for the public there are costly consultations based on getting public opinion ▪ The accessibility to all the Members is not facilitated by the office for all | <ul style="list-style-type: none"> ▪ Enable funding to facilitate the funding of the new facilities for the Nobles' offices ▪ Ensure there is sufficient budget and the outputs are met through regular monitoring and evaluating per financial year's end |
| <p>21. More effective leadership and policies</p> | <ul style="list-style-type: none"> ▪ Not all constituency visits were conducted | <ul style="list-style-type: none"> ▪ Constituency Funds deemed not enough to meet constituency needs ▪ Limited Budget | <ul style="list-style-type: none"> ▪ Ensure budget sufficiently covers all the benefits and entitlements of MPs to enable them to carry out their responsibilities (for constituency and local visits). ▪ Strategies to ensure that the Constituency Fund Policy is understood by all staff and MPs and that it is complied with. |

ANNEX

Annex 1: KPIs

| Strategic Outcomes | Output | KPI | Units | Frequency | Source | Budget Item | Baseline | Target 2018/19 | Target 2019/20 | Target 2020/21 |
|----------------------------------|--|---|--|-----------------------|---|---------------------|---|----------------------------------|----------------------------------|-----------------------------------|
| More professional support | Better procedural, legal and administrative support to the Speaker and MPs | % of requests which received written advice | # of advice requests # of Memos # of Briefing papers | Quarterly Annually | Office of the Clerk Clerk's Database | Office of the Clerk | in 2015, 70 requests received advice | At least 80% of requests are met | At least 90% of requests are met | At least 100% of requests are met |
| | | Number of complaints regarding impromptu oral advice | Feedback from MPs | | | | Up to 5 complaints | Less than 5 complaints | Less than 5 complaints | Less than 5 complaints |
| | | Turnover (maximum of 5 days to provide advice) | # of Weeks | | | | Up to one month delay | No more than 1 month | <2 weeks | <2 weeks |
| | Better legislative support to the Clerk | Percentage of bill requests met | # of bill requests | Quarterly Annually | Legal Division OLA Database | Legal Division | 80% of 2015 bill requests met | More than 80% | At least 90% | At least 90% |
| | | Percentage of legal advice requested is provided | # of Legal Opinions | | | | 80% of legal advice requested is provided | More than 80% | At least 90% | At least 90% |
| | | Turnover time for bills (maximum 3 months to provide draft bills) | # of months | | | | Up to 3 months delay | Draft bill provided in 3 months | Draft bill provided in 3 months | Draft bill provided in 3 months |

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| | | Turnover time for legal advice (up to 5 days) | # of days/ weeks | | | | Up to 5 days | No more than 5 days delay | No more than 5 days delay | No more than 5 days delay |
| | Better table unit support services | Number of sitting documents compiled | # of sitting document | Quarterly Annually | Table Unit database | | At least 70 documents submitted to Chamber annually | At least 70 documents submitted to Chamber | At least 70 documents submitted to Chamber | At least 70 documents submitted to Chamber |
| | | Number of bills submitted to the Chamber | # of bills | | | | At least 5 Bills submitted to Chamber yearly | At least 5 Bills submitted | At least 5 Bills submitted | At least 5 Bills submitted |
| | | MP's attendance record | # of attendance | | | | MPs to be present on 60 sitting days | At least attend on 60 sitting days | At least attend on 60 sitting days | At least attend on 60 sitting days |
| | Improved translation services | Less than 2% of errors per document | % of correction/ document | Quarterly Annually | Translator Translation Database | | Less than 2% errors per document | Less than 2% errors per document | Less than 2% errors per document | Less than 2% errors per document |
| | | Turnover of translation (up to 5 days maximum per document) | # of weeks/ days | | | | 2 weeks maximum | <1 week maximum as appropriate | <1 week maximum as appropriate | <1 week maximum as appropriate |
| | More effective committee and research support | % of committee activities completed | # of committee activities | Quarterly Annually | Committees Division | Committee Division | At least 80% met | At least 80% implemented | At least 90% implemented | At least 90% implemented |

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|--|--|---|--|-----------------------|---|--------------------|--|--|--|--|
| | | % of research requests completed | # of Research requests # of research papers/ papers | | Committees Database Feedback from Clerk/MPs | | 80% of all requests successfully completed | >95% of all research requests successfully completed | >95% of all research requests successfully completed | >95% of all research requests successfully completed |
| | | Turnover (maximum 5 days for research requests and legal advice) | # of days/ weeks | Annually Quarterly | Research Database | | 5 days | Up to 5 days | Up to 5 days | Up to 5 days |
| | Improved library resources and services | Percentage of the activities in the Library Strategic Plan that are implemented | # of activities in the Library Strategic Plan | Quarterly Annually | Library Unit Feedback response system database | | There was no Library Strategic Plan | At least 80% of activities are implemented | At least 80% of activities are implemented | At least 80% of activities are implemented |
| | | Number of feedback responses addressed | # of feedback responses received | | | | There was no feedback response system in place | All feedback responses are addressed | All feedback responses are addressed | All feedback responses are addressed |
| | Improved Hansard Services to MPs | Number of Hansard Reports produced | # of minutes transcribed | Quarterly Annually | Hansard Database | Reporting Division | At least 70 transcribed minutes produced per Hansard Officer | At least 70 transcribed minutes produced | At least 70 transcribed minutes produced | At least 70 transcribed minutes produced |
| | | Number of verbatim reports for Committee produced | # of verbatim reports | | | | | At least 20 Committee minutes per Hansard officer | At least 20 Committee minutes produced | At least 20 Committee minutes produced |
| More effective internal support | Better administrative support to the OLA | Percentage of customer satisfaction (staff, MPs and the | Feedback from staff and MPs | Quarterly Annually | Corporate Services / Admin | Corporate Division | At least 70% customer satisfaction | More than 80% customer satisfaction | More than 90% customer satisfaction | More than 90% customer satisfaction |

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| | | public) with administrative services. | | | | | | | | |
| | | Turnover processing time for tasks (up to 3 days) | # of days/weeks | Quarterly Annually | | | 3 days maximum | Up to 2 days | Up to 2 days | Up to 2 days |
| | Better secretariat support for Executive Management | Number of events organized | # of events | Quarterly Annually | Executive Management database | | At least 80% organized events are met | At least 80% | At least 90% | More than 90% |
| | | Maintenance of Parliament estate | | | | | At least 80% of office and grounds maintenance are met | At least 80% | At least 90% | More than 90% |
| | Better financial management systems and practices | Turn over processing time | # of days | Quarterly Annually | Corporate Service / Finance | | 3 days | 2 days | 2 days | 2 days |
| | | Number of virements / transfer within budget | # of virements | Quarterly Annually | | | Less than 10 per year | Less than 5 per year | Less than 5 per year | Less than 5 per year |
| | | Percentage that the budget is overspent | Percentage | Quarterly Annually | Corporate Division | No more than 5% overspent | No more than 5% overspent | No more than 5% overspent | No more than 5% overspent | |
| | | Retirement fund scheme is audited annually within 2months from the end of FY. | Once per financial year | Annually | | Once a year | Once a year | Once a year | Once a year | |
| | More effective HR policies and practices | Percentage of non-compliance (grievances) cases addressed | # of non-compliance cases reported | Quarterly Annually | Corporate Service / HR | Corporate Division | 70% of all grievances addressed successfully | >80% | At least 90% of all grievances addressed successfully | At least 90% of all grievances addressed successfully |

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| | | Turnover or processing time for addressing non-compliance cases (up to five days) | # of days | Quarterly Annually | | | 2 weeks | <1 week | <1 week | <1 week |
| | | Number of internal trainings on OLA policies and processes | # of internal trainings | Quarterly | | | 0 | At least 4 internal trainings | At least 4 internal trainings | At least 4 internal trainings |
| | | Percentage of OLA deliverables produced on time Move to HR | Due date of deliverables | Quarterly Annually | | | 60% of deliverables produced on time | | | |
| | | Percentage of outputs and KPIs achieved (overall management of the OLA) | # of outputs produced by the OLA # of KPIs achieved | Quarterly Annually | | | 60% of KPIs and outputs met | >70% | >80% | >80% |
| | Established Division with ICT Policy, Steering Committee, Strategic Plan and strategy for e-Parliament for inclusive support services. | Percentage of OLA IT systems upgrade have completed in time | # of ICT Advice and Report | Quarterly Annually | IT database | ICT Division | 60% of KPIS and outputs met | >70% | >80% | >80% |
| A more accessible parliament to all | Improved engagement with the general public | Percentage of activities in the Annual Awareness Program that is implemented | # of activities in the Annual Awareness Program | Quarterly Annually | Parliament Education database | Reporting Division | 60% of activities | >70% | 80% of activities | 80% of activities |
| | | | | | | | | | >30,000 | >30,000 |

| | | Number of website hits on parliament's website and social media websites | # of website hits # of likes and followers | Quarterly Annually | Website host | | At least 10,000 hits per quarter | >20,000 | | |
|--|--|--|---|-----------------------|--------------|--|----------------------------------|---------|--|--|
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| | | | | | Fale Alea facebook page | | | | | |
| | More effective and efficient ICT services | Number of ICT advice provided | # of advice | Quarterly Annually | ICT database | | Less than 20% ICT system problem | Less than 20% | Less than 20% | Less than 20% |
| | | Number of ICT report provided | # of report | Quarterly Annually | ICT database | | | Less than 20% | Less than 20% | Less than 20% |
| Stronger partnerships with stakeholders | More effective and stronger partnerships with stakeholders | Number of correspondences with key stakeholders | # of correspondences | Quarterly Annually | Office of the Clerk database | Office of the Clerk | At least twice a year | At least quarterly | At least quarterly | At least quarterly |
| Effective leadership and policies | More effective leadership and policies | Number of annual constituency visits in the year | # of bills tabled # of bills passed in parliament | Quarterly Annually | Office of the Clerk database Corporate Division / Finance | Office of the Speaker | 1 constituency visit annually per MP | 1 constituency visit annually per MP | 1 constituency visit annually per MP | 1 constituency visit annually per MP |
| | | Number of local visits per year | | | | | 4 local visits per MP from the outer islands | 4 local visits per MP from the outer islands | 4 local visits per MP from the outer islands | 4 local visits per MP from the outer islands |
| | | Number of international travel | | | | | At least 1 per year | At least 2 per year | At least 2 per year | At least 2 per year |
| | | Percentage of Constituency Fund used | | | | | 100% fund to be used by end of the financial year | 100% fund to be used by end of the financial year | 100% fund to be used by end of the financial year | 100% fund to be used by end of the financial year |

Deliverables of the OLA

Annex 2: Deliverables of the OLA

| External Deliverables | Description | Division responsible | Due to | Quarter in which due/reviewed |
|---|---|------------------------------|---------------|--------------------------------------|
| Sitting calendar | This is the Legislative Assembly's calendar and schedule of activities for the year. It shows the dates of when the LA will sit, dates for Opening and Closings, annual constituency visits and public holidays. It helps the OLA schedule activities for tabling bills, reports etc. | Committees/Library | LA | 1 (January) |
| Review of Rules of Procedure and Standing Orders | A review of any amendments to the Rules of Procedures and Standing Orders, or any sections that were to be deleted. | Legal/ Committee | LA | 4 |
| Speaker's Ruling Handbook | A handbook that records rulings of previous Speakers as precedents and guidance for future Speakers and rulings | Legal | Clerk | Annually |
| Annual Procurement Plan | A plan that is due to the MOFNP on the goods, services, consultancies more than \$7,500 that the OLA plans to purchase. | Corporate Service | MOFNP | 3 |
| Annual Budget | The OLA's annual budget for the year which plans out its estimated expenditures for the financial year. | Corporate Services | MOFNP | 3 |
| Corporate Plan | The OLA's internal plan for the year which documents the OLA's planned outcomes, outputs and KPIs | All | MOFNP | 3 |
| OLA Annual Report | This is a report of the OLA tabled annually in the LA which documents all the achievements and performance of the OLA | All | LA | 4 |
| LA Retirement Fund Audited Report | This is an audited report on the LA's Retirement Fund | Committee Secretariat | LA | Annually |
| LA Constituency Fund report | This is a report which documents the ways in which the Constituency Funds were administered and spent | Corporate/Accounts | LA, MOFNP | Quarterly, Annually |
| OLA Assets Register | This is a register which records all of the OLA's assets and their status | Corporate Services (Finance) | MOFNP | 4 |
| OLA Monthly and quarterly financial reports | These are reports on how the OLA has used its funds in each quarter | Corporate Services (Finance) | MOFNP | Quarterly, Annually |
| Travel Handbook | This is a handbook which provides information on Tonga that is useful for MPs as they attend international conferences abroad | Legal / Committee | MPs | Annually |
| MPs Handbook | This is an introductory handbook for all MPs which details their mandates and roles as MPs | Legal / Committee | MPs | Every 4 years |

| Internal Deliverables | Description | Division responsible | Due to | Quarter in which due |
|--|--|---|---------------|---|
| OLA's annual database | A database that records all documents submitted to the House and its outcomes – bills, regulations, committee work, etc | Legal Division / IT | Clerk | 4 |
| Travel Register | A database that documents all parliamentary travel by MPs and staff in a year | Corporate Services (Finance / Executive Office) | Clerk | 4 |
| Travel Plan | A database that shows travels scheduled for the year | Corporate Services (Executive Office) | Clerk | 1 |
| Human Resources Plan | A plan for HR activities that are in line with HR policies. This plan would lay out plans for internal staff trainings, monitoring of the outputs and KPIs etc | Corporate Services (HR) | Clerk | 4 (to be implemented in Q1) |
| Annual Public Outreach Plan | A plan for the OLA's public outreach activities, including Annual Parliament Day. That is, who the Public Outreach staff will visit (schools, communities etc) with resources to share | Parliament Education Unit | Clerk | 3 (the Annual Public Outreach Plan is a calendar year plan) |
| Constituency Fund Procurement Plans | Procurement Plans for each MP's scheduled projects or transactions that will cost >\$7,500 | / Corporate Services (Finance) | Clerk | 4 |
| Annual Divisional Plans | An annual plan from each of the main divisions on their objectives, activities and how they plan to achieve their KPIs for the year | All | Clerk | 4 |
| Divisional reports | A report from each of the main divisions on their KPIs and their performance for the year | All | Clerk | Quarterly, annually |
| Human Resources database | A database that records all leaves, grievances, and HR issues recorded during the year | Corporate Services (HR) | Clerk | Quarterly, annually |
| IT Plan | A plan in place to schedule and plan all technological equipment of the Office such as equipment needed during the year, schedules for regular updates. | ICT Division (IT / Technician) | Clerk | Annually |
| Legislative Database | A database that records all the legal advice provided to the Clerk and MPs in a year | Legal Division/Committee (IT) | Clerk | Quarterly, annually |
| Clerk's Database | A database that records all advice provided by the Clerk in a year | Office of the Clerk | Clerk | Quarterly, annually |
| Clerk's database of reports due to LA | A database that records all reports and the status, from external stakeholders that are required by law to be submitted to the LA (such as Government Ministry Annual Reports) | Office of the Clerk | Clerk | Quarterly, annually |

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| Hansard database | A database that stores all transcriptions of parliamentary deliberations and committee meeting deliberations | Corporate (Reporting) | HOD | Quarterly, annually |
| Website hits database | A database that records the number of website hits monthly and on OLA social media websites | Corporate (IT) | HOD | Monthly |
| Asset Register | A database that records all the assets of the OLA and their current status | Corporate (Accounts) | Clerk | Annually |
| Committees Database | A database that records all committee activities and resolutions and their current status and ways forward. Also records all committee reports tabled and passed. | Committees/Library (Committees) | Clerk | Annually |
| Research database | A database that records all research requests and research information produced | Committees/Library (Committees) | Clerk | Annually |
| Library database | A database that records all library resources and activities | Library | Clerk | Annually |
| Translation Database | A database that records all translation work completed for the year | Legal (Translation) | Clerk | Annually |
| Constituency Fund Database | A database to record all applications for the Fund and to track progress of the Fund. | Corporate (Accounts) | Clerk | Annually |
| Library Strategic Plan Database | A database that tracks progress of all of the Library Strategic Plan activities | Library | Clerk | Annually |
| Budget and CP Matrix | A database that records the outputs and KPIs achieved for the quarter | Corporate Services (Finance and HR) | MOFN P/Clerk | Quarterly Annually |