



CORPORATE PLAN AND BUDGET 2025/26-2027/28

02: LEGISLATIVE ASSEMBLY OF TONGA

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List of Abbreviations

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

Foreword from the Lord Speaker of the Legislative Assembly



I am honoured to present the Office of the Legislative Assembly's Corporate Plan for the next three fiscal years. This Plan provides a roadmap for strengthening parliamentary governance and effectively serving the people of our nation.

This year being an election year is an opportune time to reflect on parliamentary processes and how effective it supports the proper exercise of constitutional powers vested in the Legislature. This prompted the current review of the Rules of Procedure of the Legislative Assembly of Tonga, with focus areas that includes the Commonwealth

Parliamentary Association's (CPA) Recommended Benchmarks for Democratic Legislatures specific to Tonga. At the completion of the parliamentary term, it would be most ideal to factor into the rules that guides the work of the Assembly the lessons learned during the fourth parliamentary term since the political reform of the year 2010. It is a testament to deepening our commitment to standards of democratic governance and to fulfilling our mission ***"To effectively serve and enable the Legislative Assembly to successfully carry out its Constitutional mandates for all."***

I pledge my full support to implementing this Corporate Plan's vision for ***"A resilient and inclusive Parliament for all."*** By enhancing representation, transparency, and accessibility, I am confident that, together, we will serve with integrity in the evolvement of our parliamentary democracy for the betterment of all citizens.

Lord Fakafanua

Speaker of the Legislative Assembly of Tonga



Message from the Chief Clerk of the Legislative Assembly



The Corporate Plan for the Office of the Legislative Assembly of Tonga outlines our strategic vision for the next three financial years, from 2025/26 to 2027/28. This plan supports OLA's critical role in *EFFECTIVELY SERVING OUR PEOPLE THROUGH OUR PARLIAMENT*.

We continuously aspire to deliver services at higher standards of democratic processes. And in order to complement the review and expected revisions of the rules that guide the procedures of the Assembly, a restructure of the organization will be implemented. There will be particular focus on more effective service delivery to Members of Parliament, as well as creating a workplace that is more output driven. Emphasis will be geared towards monitoring performance of all staff and a higher standard of accountability and transparency is expected at all levels of the secretariat.

I extend my appreciation to the Lord Speaker and Lord Deputy Speaker for their strong leadership. I am assured that through the continued commitment and dedication of all employees at OLA, we will achieve the outlined outputs and targets within this Plan over the next three years. Guided by our shared values, we unite as one team to serve Parliament and the public.

Best wishes,

A handwritten signature in blue ink, appearing to be 'G.P.', followed by a horizontal dotted line.

Gloria Pole'o

Chief Clerk of the Legislative Assembly of Tonga



1. OLA Corporate Plan Executive Summary

1.1 Purpose

“GPA 7: To improve quality and productivity of the public sector, through capacity building, organizational review, and public sector reform.

This priority is particularly relevant to Parliament because it INCLUDES the improvement of quality and productivity of the public sector through capacity building, organizational review, and public sector reform. Parliament, as the legislative body, plays a crucial role in formulating and enacting laws and policies that can facilitate these improvements.

The Corporate Plan 2025/26 – 2027/28 serves as an important guide for the strategic direction of OLA's activities over the next three financial years. Its main purpose is to enable OLA to deliver its output and achieve desired results in a streamlined and efficient manner. This plan takes into consideration the internal review of the organizational structure to empower the Office of the Legislative Assembly, review and follow up on the outcome of the Performance System (PMS) assessment to ensure efficiency in our service delivery, establishment of clear and measurable KPIs that serve as reliable benchmarks for measuring the OLA's ability to achieve desired performance and results. The overall goal of this plan is to strengthen the capacity of the Office and improve the quality of its services, thereby enhancing its ability to support the work of the Legislative Assembly.

In the coming three years, the OLA's priorities would revolve around its commitment to achieving the goals set out in the Plan. It would remain steadfast in its resolve to prioritize the activities that would enable it to meet these objectives. This unwavering focus would allow the OLA to leverage its strengths and resources effectively and provide high-quality services that are aligned with the needs of the Legislative Assembly. Providing quality advice and high-level administrative support to the Legislative Assembly and its Committees:

1. Providing independent and quality legislative services and support
2. Ensuring strong financial management
3. Establishing and maintaining quality infrastructure and a safe work environment
4. Maintaining efficient information management and technical services
5. Building effective community awareness and engagement

1.2 Organisation Vision, Mission, and Values

Our Vision: “A resilient and inclusive Parliament for all”

Our Mission: “To effectively serve and enable the Legislative Assembly to successfully carry out its Constitutional mandates for all”.

Core Values:

1. **Integrity** – To always perform our roles with honesty and due diligence.
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 and apolitical** – To serve all Members of Parliament, staff, and stakeholders without preferential treatment influencing one’s decision-making and to refrain from expressing political views that would compromise impartiality and affect Members of Parliament’s confidence in staff.
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 reflects and addresses the needs and concerns of society in a clear and decisive light.
7. **Camaraderie** – To work as a close unit and to see each other as acquaintances who encourage and support the values of the OLA.

1.3 Mandate

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 OLA attempts to assist and enhance the roles of all Members of Parliament (as its primary stakeholders) to carry out the abovementioned core functions. It should be noted that the Offices' secretariat role in Parliament reflects the traditional roles and procedures of Parliament as provided in the Constitution of Tonga and its Rules of Procedures. The Corporate Plan therefore will need to be read in a different light from other public bodies to fully understand and encapsulate its roles and primary functions.

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 would then facilitate this.

1.3.1 Key Legislations, Policy Decisions & Conventions

The OLA is guided by the following legislation and policy decisions:

- 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

1.4 Stakeholders

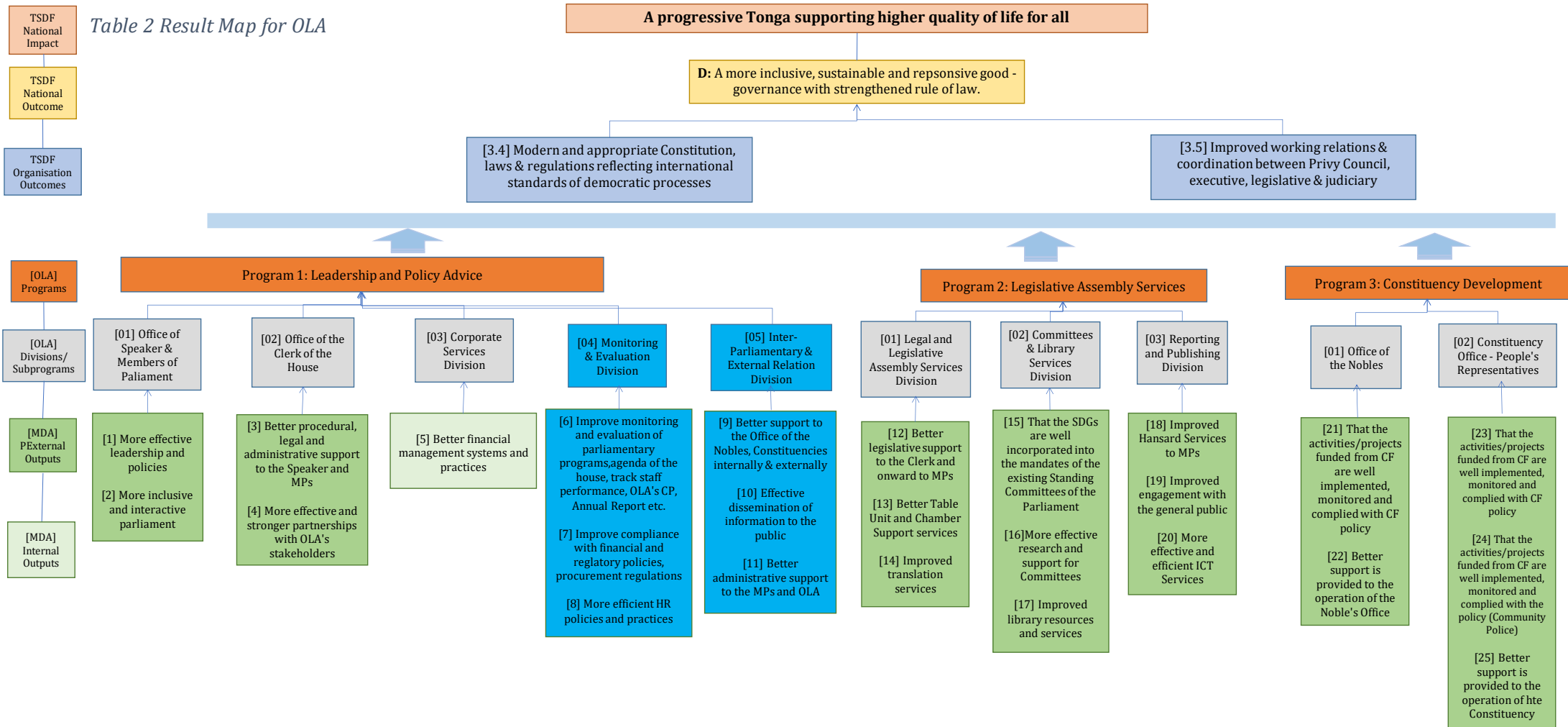
The OLA highly values its stakeholders and the working relationship that builds a more inclusive and informed Parliament.

Table 1: Stakeholders and their relationships

Number	Customer of OLA	Supplier to OLA	Partner with OLA	Oversight of OLA
Members of Parliament	X	X		X
Cabinet	X	X	X	
Judiciary			X	
Privy Council	X			X
General Public	X	X	X	X
Gov't Ministries	X	X		
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

1.5 Result Map

Table 2 Result Map for OLA



1.6 International, Regional & National Development Framework

1.6.1 TSDF/SDG Impacts and Outcomes Supported by OLA Outputs

The primary objective is to facilitate Tonga's achievement of the Sustainable Development Goals (SDGs) by optimizing the involvement of Parliament. This involves enhancing oversight functions, particularly within Standing Committees. The focus is on incorporating the SDGs into existing committee responsibilities to ensure effective monitoring of government actions.

To support the Political Pillars of TSDF II, OLA aims to provide better professional support for the Chief Clerk, Speaker, and Members of Parliament during the legislative processes. This includes providing timely legal advice, translation services, and library resources for smoother parliamentary sessions. Additionally, the goal is to develop a proficient team capable of supporting various parliamentary aspects, such as Committees, to foster transparent and resilient decision-making. Engagements with stakeholders and reporting on official travels related to global issues, like climate change, budget priorities, and human rights, are integral components. Through continuous capacity building, existing staff are equipped to ensure consistent implementation of TSDF II and the SDGs, with sustained support and briefings to Members and Committees.

The focus extends to improving relationships between different parts of Tonga, as outlined in TSDF II Outcome 3.5. Initiatives include setting up offices for People's representatives, refining leadership policies, and fostering partnerships with stakeholders to promote peace, and justice, and achieve national goals and SDGs. Through partnerships, we aim to enhance international relations, reflecting Tonga's democratic political stance. Since the 2010 Constitutional amendments, the Assembly includes the Nobles, Executive, and People in decision-making. Support for Members and service improvements aim to strengthen understanding and relationships between all parliamentary components.

1.6.2 Contribution to United Nations Sustainable Development Goals (SDGs)

As the OLA continues to work towards achieving SDGs, it remains committed to promoting sustainable development, fostering partnerships, and supporting the work of the Legislative Assembly towards creating a resilient and inclusive Tonga.

Through this mapping exercise, the goal is to propose an effective way forward for parliamentary committees and the OLA to monitor the SDGs. This will ensure that the committees are better equipped to monitor Tonga's progress towards the SDGs and provide oversight, ensuring that Tonga can meet the SDGs by 2030. The OLA will continue to work together with the relevant stakeholders for this exercise which also includes the Planning Division of PMO who the focal point for SDGs is.

Contribution of the Legislative Assembly of Tonga's Standing Committees towards achieving the Sustainable Development Goals ("SDGs")

The Parliament's Standing Committees provide oversight and support for Tonga's national resilience, extending beyond their legislative functions to align with specific mandates and other Government Priority Areas.

However, generally, the committees have broad mandates in the Rules of Procedures of the Legislative Assembly of Tonga where they address issues related to SDGs. Here are some examples:

The Standing Committees on Environment and Climate Change and Legislation

The Standing Committees on Environment and Climate Change and Legislation have in the past worked jointly to oversee matters related to sustainable development, climate change, and disaster risk management, which are related to SDG 13 on Climate Action and SDG 6 on Clean Water and Sanitation. The Tree Planting Initiative was established to support the Government's commitment to planting one million trees as part of its Second Nationally Determined Contribution under the Paris Agreement. Through its oversight of this national effort, the committee identified significant challenges in the implementation and achievement of this target. Recognizing the vital role that communities play in the success of such initiatives, the Tree Planting Initiative- supported by funding from the People's Republic of China – was developed to establish a grant mechanism aimed at strengthening community nurseries and enhancing the overall effectiveness of the government's reforestation efforts.

The standing committee on Legislation (“Law Committee”)

The Law committee plays a critical role in Parliament's oversight and legislative functions, particularly on bills submitted to Parliament that relate to thematic areas of interest.

The Standing Committee on Social Services (“Social Committee”)

The Quality of Services and Affordability thematic area is aligned with the mandate of the **Social Committee**² which focuses on education, health, and welfare which is related to SDG 3 on good health and wellbeing.

The Standing Committee on Finance and Public Account(‘PAC’)

PAC is taking action to address the challenges and opportunities for progressive economic growth in Tonga. To achieve this, GPAs 7 and 8 will be implemented. The PAC has a critical responsibility in overseeing and scrutinizing financial and economic reports referred to the committee from Parliament. Their recommendations help ensure proper oversight of public funds and implementation of government policies, especially during the deliberation of the national budget.

The Agriculture and Fisheries Committee (‘AFC’)

AFC is mandated to consider economic issues in the agriculture and fisheries sectors, including overseas marketing of their products, which are Tonga's primary exports.

The Parliament's Standing Committees recognize the essential role that political leaders play in creating an enabling environment for the government to implement its national plans. Members of Parliament and staff collaborate through committees to ensure that the appropriate legislation is passed and advocated for, thereby enabling effective implementation of government policies and plans.

² Rule 178, Rules of the Procedure of the Legislative Assembly of Tonga

1.6.3 Government Priority Agenda

The Office of the Legislative Assembly (OLA) is committed to supporting Tonga's strategic priorities across all areas of government, with a particular focus on the most relevant Government Priority Area (GPA) 7 "**Public Sector Reform**." The purpose of this GPA is to improve the quality and productivity of the public sector, through capacity building, organizational review, public sector reform which is intrinsically linked to OLA's Mission "To effectively serve and enable the Legislative Assembly to successfully carry out its Constitutional mandates for all."

As we develop our corporate plan for **2025/26 – 2027/28**, we are guided by this priority area to ensure that our efforts align with the government's vision for sustainable development. To achieve our priority area, we will focus on the following:

1. **Legislative Initiatives and Reforms:** Propose, debate, and pass legislation that directly supports the expansion and improvement of high-speed broadband, affordable energy, effective communication systems, water accessibility, and environmental protection. This includes creating legal frameworks that encourage investments in these areas and set standards for service quality and accessibility.
2. **Budget Oversight and Allocation:** Scrutinize and approve national budgets, ensuring adequate funding is allocated to projects and initiatives that align with GPA 6. This involves working closely with various ministries and departments to understand their needs and challenges in implementing these projects.
3. **Committee Work:** Establish or utilize parliamentary committees to focus on specific areas like technology, energy, environment, and water. These committees can conduct inquiries, gather expert opinions, and recommend actions to the wider Parliament.
4. **Accountability and Transparency in Fund Management:** Implement transparent and accountable mechanisms for managing the CDF. This includes clear criteria for project selection, regular reporting on fund utilization, and involving constituents in decision-making processes.
5. **Reviewing the Rules of Procedures and internal processes of the Legislative Assembly** to implement the Tonga Benchmarks Report (March 2024) recommendations, with a view of being more democratic, and promote the effective performance of the legislature's roles and functions to enhance its contribution to priority areas.
6. **Implement a refurbished organizational structure for OLA** that would better facilitate its role as the secretariat and support mechanism for the Legislature.

2 OLA Overview

2.1 OLA Outputs Grouped into Divisions/Sub-Programs and Programs

Program(s)	OLA Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Policy Advice	(1) More effective leadership and policies	<ul style="list-style-type: none"> ✓ Annual Constituency Visits ✓ Local visit of MP (only MP for outer islands) ✓ Local visit of Nobles (only Nobles for outer islands) ✓ International travel for MPs to attend trainings and conferences. 	Office of the Speaker
	(2) More inclusive and interactive parliament	<ul style="list-style-type: none"> ✓ Tonga Youth Parliament ✓ Tonga Women's Parliament ✓ She Leads ✓ Similar initiatives 	
	(3) Better procedural, legal and administrative support to the Speaker and MPs	<ul style="list-style-type: none"> ✓ Research for bill requests ✓ Provide procedural, legal, and administrative advice and directions. ✓ Preparing briefing papers ✓ Preparing memos ✓ Implement Tonga Benchmarks report recommendations 	Office of the Clerk
	(4) More effective and partnerships with OLA's stakeholders	<ul style="list-style-type: none"> ✓ Professional and prompt communication with key stakeholders 	
	(5) Better financial management system and practices	<ul style="list-style-type: none"> ✓ Prepare Office Financial Report ✓ Oversee records of all purchases with Parliamentary Budget ✓ Prepare Retirement Funds Report ✓ Monitor CF ✓ Address matters raised in OLA audits 	Corporate Services Division

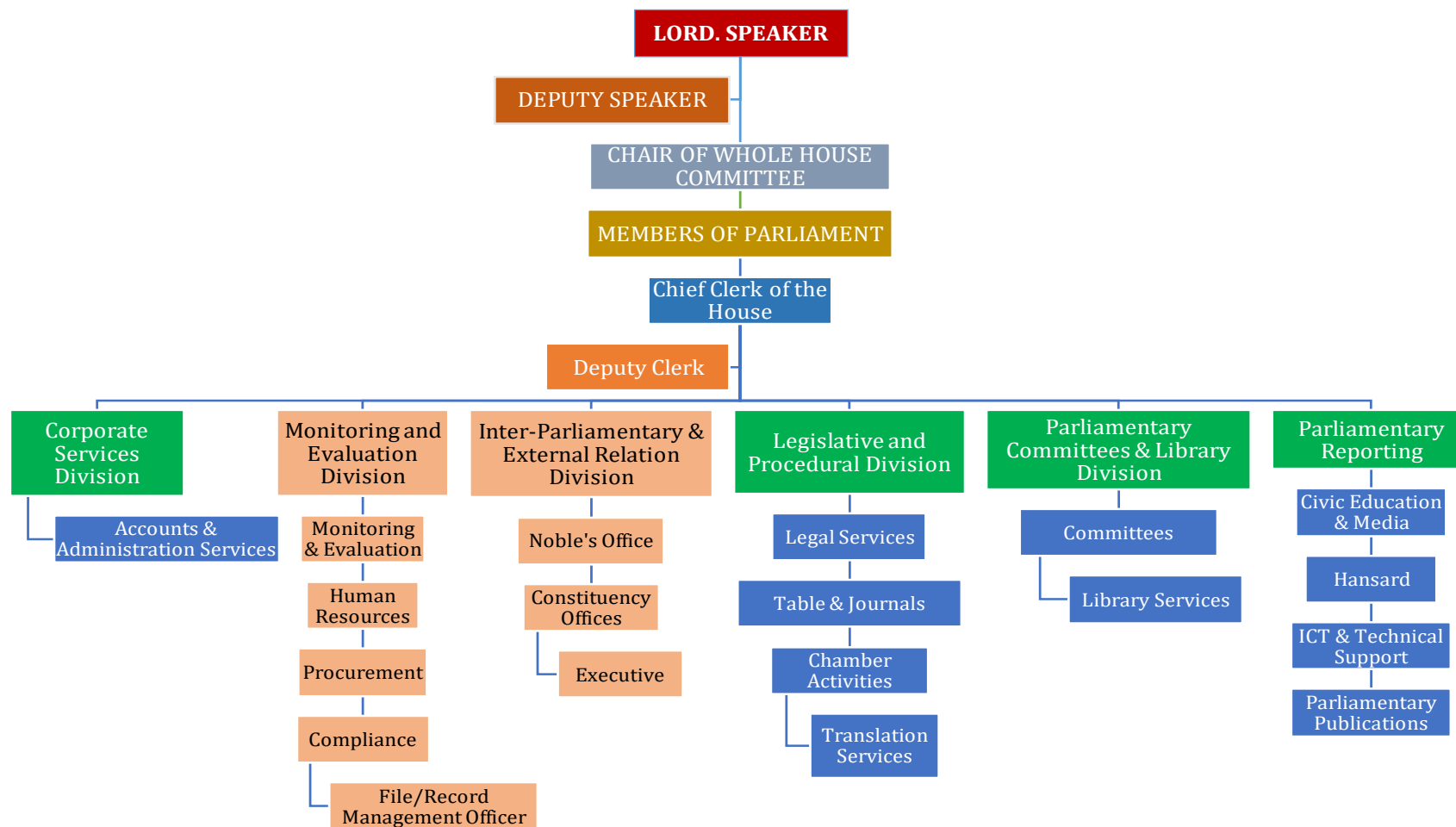
	(6) Improve monitoring and evaluation of parliamentary programs, agenda of the house, track staff performance, CP, AR etc	<ul style="list-style-type: none"> ✓ Prepare OLA's CP and Annual Report ✓ Monitor staff performance assessment. ✓ Monitor parliamentary programs such as projects are funded from CF. 	Monitoring and Evaluation Division
	(7) Improve compliance with financial and regulatory policies, procurement regulations etc.	<ul style="list-style-type: none"> ✓ Implement planned procurement activities outlined in the annual procurement plan ✓ Monitor OLA's payments to ensure it complies with Treasury Instructions 	
	(8) More effective HR policies and practices	<ul style="list-style-type: none"> ✓ In-house training for Staff and COs ✓ Monitor Staff Record ✓ Monitor Staff Performance Assessment ✓ Recruitment 	
	(9) Better support is provided to the Office of the Nobles, Constituencies internally and externally.	<ul style="list-style-type: none"> ✓ Closer collaboration between OLA and constituency offices ✓ Check the payments requested to ensure it complies with financial and regulatory policies 	Inter-Parliamentary and External Relation Division
	(10) That the press releases are delivered effectively and efficiently to the public.	<ul style="list-style-type: none"> ✓ Disseminate information to the public in OLA official website and social media, in a timely manner. ✓ Draft press releases and publish on a timely basis. ✓ Point of contact with media and interact with them. 	
	(11) Better administrative support to the MPs and Office of the Legislative Assembly of Tonga.	<ul style="list-style-type: none"> ✓ Provide excellent Customer service to the public. ✓ Provide administrative support to MPs ✓ Provide administrative support to Staff 	
Program 2: Legislative Assembly Services	(12) Better Legislative support to the Clerk and onward MPs	Provide written and oral advice to the Clerk and MPs upon request. Provide relevant legal research and legislative drafting services. Provide relevant legal support to MPs and Staff	Legal Services Division
		Maintain a journal of proceedings and update the database.	

	(13) Better table unit and support services	Processing and preparation of bills and documents tabled in the Legislative Assembly Prepare and distribute parliamentary papers. Ensure maintenance and order of parliamentary meetings in the Chambers.	
	(14) Improved translation services	Provide translation services to OLA	
	(15) Introduce a committee mandate for oversight of the national implementation of SDG	Committee meetings, site visits and public consultations on issues related to SDGs. Trainings for MPs and Staff on SDGs Implement Tonga Benchmarks report recommendations	Committees & Library Services Division
	(16) More effective committee and research support	Provide professional administrative support for Committees. Provide quality research on local and international issues to support Committees, MPs and Clerk Coordinate and implement committee activities that are guided by the mandates and work plans for committees.	
	(17) Improved library resources and services	Provide resourceful and relevant library archives and information to assist MP's research.	
	(18) Improved Hansard services to MPs	Compile House Minutes and Committee Minutes	Reporting Division
	(19) Improved engagement with the public	Plan and organize School and Community visits (Tongatapu and outer islands)	
	(20) More effective and efficient ICT services	Provide ICT reports and advice to MPs and Staff Update of Fale Alea website and social media e-Parliament – Microsoft 365	
	(21) Noble CF: Development Project at Constituency	Monitor CF and Development Projects	Noble's Office

Program 3: Constituency Development	(22) Noble Office Operation	Maintenance of Noble's Office and MV	Constituency Office (1-17)
	(23) People's Representative CF: Development Project at Constituency	Monitor CF and Development Projects	
	(24) Community Police	Monitor of Community Police Funds	
	(25) Constituency Office Operation	Maintenance of Constituency Office and MV	

2.2 OLA Organizational Structure

Table 3 OLA Organizational Structure



2.3 Summary of OLA Planned Major Reforms and New Initiatives / Priorities

The following initiatives are the gaps (in terms of human resources and technical/office equipment) existed that hindered the operation of the Office of the Legislative Assembly. Costing of these gaps are listed in the second column and the draft budget provided for in 2025/26 budget estimates is listed in the last column.

Program / Sub-Programs	Reforms/New Initiatives/Proposed Costing	Justification	Responsible Division	Budget 2025/26
Program 1: Leadership and Policy Advice Sub-program 01: Office of the Speaker and MPs	Human Resources - \$40,824 (Executive Advisor) Office Equipment/Office Supplies - \$7,042 Sub-total - \$47,866	New position of Executive Advisor is needed for the Office of the Speaker to be responsible for providing high level executive support to Lord Speaker, especially on his inter-parliamentary roles. Essential to create a new position to primarily focus on delivering these services for these reasons: (1) so that it meets the expected standard to support the Speaker's participation in high-level meetings, especially at the regional and international levels; (2) consistently follow through the outcomes of those engagements; (3) allow other professional staff who are currently taking on these roles as additional work to focus on the core roles and outputs of their respective Divisions.	Office of the Speaker	No budget was approved/allocated to this initiative
Program 1: Leadership and Policy Advice Sub-program 02: Office of the Chief Clerk	N/A	N/A	Office of the Chief Clerk	\$10,000,000 (in-kind)

Program 1: Leadership and Policy Advise Sub-program 03: Corporate Services Division	Human Resources - \$123,648 (x4 Accounts Officer) Office Equipment/Office Supplies - \$13,214 Sub-total - \$136,862	Account Officers are needed for CSD and to be responsible for managing vouchers, ensuring timely payments for services, and maintaining financial records to prevent errors and delays. This is also to address the gap in human resources since the establishment of 18 Constituency Offices whose wages and all other expenses for operations are processed by the CSD on top of their core role of supporting the OLA and Members of Parliament. Furthermore, the increased amount of Constituency Funds – the disbursement for which is also managed by the CSD – also adds to this need.	Corporate Services Division	Accounts Officer (1x) \$18,887 (\$17,170+\$171.04)
Program 1: Leadership & Policy Advice Sub-program 04: Monitoring & Evaluation Division	Human Resources - \$131,400 (HOD, M&E Officer, File & Records Management Officer) Office Equipment/Office Supplies - \$18,700 Sub-total - \$150,100	This new division is expected to be established in the new financial year to strengthen the compliance of the Office with financial and regulatory policies. This aims also to address matters raised in the recent audits of the Office. The division will be responsible for assessing parliamentary programs, track staff performance, ensure compliance with financial and regulatory policies, and improve	Monitoring and Evaluation Division	Head of Division \$18,887 (\$17,170+\$171.04) M&E Compliance Officer \$9,738.32 (\$8,853+885.32)

		<p>accountability in decision-making and resource management - need to report directly to the Chief Clerk to track operational work process.</p> <p>The M&E officer can also be at the Chamber during House deliberations to monitor the agenda for the House and visual aids inside Parliament.</p> <p>The File Management Officer will ensure the proper organization, storage, and retrieval of parliamentary documents. In addition, OLA's files will be centralized and managed by the FMO.</p> <p>This initiative will ensure regular and timely reporting by OLA on its work, and the work of the Assembly. This will contribute to a more accountable and transparent organization.</p>		
<p>Program 1: Leadership & Policy Advice</p> <p>Sub-program 05: Inter-Parliamentary and External Relation</p>	<p>Human Resources - \$185,254 (HOD, Senior Executive Officer, Executive Officer, Public Relation Officer)</p> <p>Office Equipment/Office Supplies - \$15,297</p> <p>Sub-total - \$200,551</p>	<p>This new division is an initiative to provide more effective support to Members of Parliament, through more focused and closer collaboration with their constituency roles and offices. The new division will be responsible for</p>	<p>Inter-Parliamentary and External Relation Division</p>	<p>No budget was approved/allocated to this initiative</p>

		overseeing constituency offices, noble's office, executive unit, and logistical support for MPs, managing Inter-Parliamentary relations, and ensuring efficient operations to enhance MP effectiveness.		
Program 2: Legislative Assembly Services Sub-program 01: Legislative & Procedural Services	Human Resources – \$121,712 (x2 Assistant Legal Officer, Table Officer) Office Equipment/Office Supplies - \$189,501 Miscellaneous - \$6,618 Sub-total - \$317,382	Assist the Legislative Counsel and Senior Assistant Legislative Counsel in legal drafting and other legal tasks given. This is essential especially with the upward trend in the exercise of constitutional mechanisms such as Votes of No Confidence, Clause 70 proceedings, Impeachment, Prime Minister elections mid-parliamentary term, and Complaints of breaches of parliamentary privilege. There is also the crucial service of drafting Bills for MPs and also amendments to legislation being discussed in the House, which should not be hindered by the increased workload of the Division.	Legislative & Procedural Services Division	No budget was approved/allocated to this initiative
Program 2: Legislative Assembly Services Sub-program 02: Committees & Library Division	Human Resources – \$193,112 (x2 Senior Committee Secretary/Research, x2 Assistant Committee Secretary/Research) Office Equipment/Office Supplies - \$37,306	There are two Senior Committee Clerk/Researchers and two Assistant Committee Clerk/Researchers requested to support the following Standing Committee's works due to increase in workload.	Committee & Library Division	1x Senior Committee Secretary \$1,5110 (13,737+1,373.68) 1x Assistant Committee Secretary/Research

	Technical Equipment - \$46,304 Miscellaneous - \$575 Sub-total - \$277,297	<ul style="list-style-type: none"> ✓ Finance & Public Account ✓ Standing ✓ Legislations ✓ Privileges ✓ Environment & Climate Change <p>There are not enough staff to fully cater for all the needs of the Division in a timely manner. Currently, there are only two Committee Secretary/Research, of which one is on study leave, two Assistant Committee Secretary/Research and the Head of Division to facilitate the work of all the parliamentary committees of the Legislative Assembly of Tonga. This includes a total of 14 current committees (10 standing committees and 4 select committees). The most active committees (due to more referrals from the House) are the Standing Committees on Legislations, Privileges, Finance & Public Accounts and Environmental & Climate Change.</p>		\$15,110 (13,737+1,373.68)
Program 2: Legislative Assembly Services Sub-program 03: Reporting Division	Human Resources – \$124,992 (Technical Officer, Principal System Analyst, Senior Computer Analyst) Internet - \$10,000 Office Equipment/Office Supplies - \$121,435 Technical Equipment - \$134,000	<p>There are three positions requested for the next financial year: (i) Technical Officer, Principal System Analyst; and (iii) Senior Computer Specialist.</p> <p>The Technical Officer will assist the Chief Technical Officer in technical</p>	Reporting Division	No budget was approved/allocated to this initiative

	<p><i>Sub-total - \$390,427</i></p> <p>operations of parliamentary broadcasting, ensuring high quality audio and visual distribution of debates, special events, and committee meetings. This includes assisting in production of (House deliberation) audio to Hansard officer, editing, equipment maintenance, and file allocation for transcription while coordinating with key staff and external vendors to enhance broadcast quality. Additionally, the role involves managing control room operations, troubleshooting technical issues, and supporting public outreach through video production.</p> <p>The Principal System Analyst will be responsible for implementing ICT's strategic Plan and Roadmap (No. 1.1 and 1.2, page 30).</p> <p>The Senior Computer Specialist will work closely with the Principal System Analyst in reviewing, developing, and designing of Fale Alea webpage, monitor and maintenance of XP network system, security, and data back-up/recovery.</p>		
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		<p>This initiative is in recognition of the e-parliament work of the OLA, and the prime role of technology in today's parliamentary context. It is also a preparatory step towards the pending migration to the new parliament complex once it is completed.</p>		
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3 OLA Budget and Staffing

To deliver the OLA Outputs to the standards set out for each division/sub-program, it is essential that the overall budget and staff requirements, as summarized in Tables 1 and 2 respectively, are met.

Table 1: OLA Budget by Recurrent, Development (cash & in-kind – millions)

OLA Budget for 2025/26-2027/28						
Expenditure Item	Actual 2023/24 (p)	Approved Budget 2024/25	Estimated Outturn 2024/25	Budget Estimate 2025/26	Projection 2026/27	Projection 2027/28
10 (Established Staff)	4.51	4.64	5.12	4.78	4.78	4.78
11 (Unestablished Staff)	1.15	1.38	1.28	1.36	1.36	1.36
12 (Travel & Communication)	1.31	1.13	1.90	1.05	1.05	1.05
13 (Maintenance & Operations)	0.21	0.25	0.29	0.24	0.24	0.24
14 (Purchase of Goods & Services)	1.74	1.70	1.73	2.26	2.26	2.26
15 (Grants & Transfers)	6.99	6.95	7.01	6.97	6.97	6.97
19 (Pension & Gratuities)	0.02	-	-	0.02	0.02	0.02
20 (Assets)	-	10.03	0.02	10.00	30.00	18.00
Total Expenses	15.94	26.08	17.36	26.70	46.69	34.69

Notes:

1. 'Established and Unestablished staff' is all expenditures under CATs 10 and 11
2. Grants & Transfers are still under CAT 15
3. 'Assets' is expenditures under CAT 20

Table 2: Total Staff by Key Category

Category	Approved budget 2024/25	Budget estimate 2025/26	Projection 2026/27	Projection 2027/28
Established Staff				
Members (Nobles and Peoples Rep)	26	26	26	26
Permanent Staff	47	47	47	47
Total Established Staff	73	73	73	73
Unestablished Staff	5	5	5	5
Total Staff	78	78	78	78
Total Recurrent Cost (\$m)	3.99	4.18	4.18	4.18

Note

1. Positions that were vacant and abolished are exclude from the number of staff in the table above.
2. Total recurrent cost includes only item codes 1001 & 1005

4. OLA Organization Programs

4.1 Program 1: Leadership and Policy Advice

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Program 1, which focuses on Leadership and Policy Advice, maintains its course with no significant changes. The progress under this program includes ongoing activities such as Parliamentary visits, and training and conferences.

In addition, there is a dedicated budget allocation for important initiatives like Public Consultation, the Tonga Youth Parliament, Tonga Women's Parliament, She Leads, and the upgrading of software and technical equipment to support the development of **e-Parliament**. There will also be specific focus on implementing the Tonga Benchmarks reports recommendations.

There will be new divisions created in 2025/26 namely Monitoring and Evaluation Division (Sub-program 04) and Inter-Parliamentary External Relation Division (Sub-program 05). The Monitoring and Evaluation Division is established to strengthen the compliance of the Office with financial and regulatory policies. It also aims to address matters raised in the recent audits of the Office. The division will be responsible for assessing parliamentary programs, track staff performance, ensure compliance with financial and regulatory policies, and improve accountability in decision-making and resource management - need to report directly to the Chief Clerk to track operational work process. It will also ensure OLA reports its work, particularly, the outputs it is expected to generate.

Inter-Parliamentary and External Relation will be responsible for overseeing constituency offices, noble's office, executive unit, and logistical support for MPs, managing Inter-Parliamentary relations, and ensuring efficient operations to enhance MP effectiveness.

This program groups the leadership and management outputs of the OLA. The summary budget and staffing for each program are outlined below.

Program 1 (Leadership and Policy Advice) consists of 5 sub-programs –

- Subprogram 1.01 Office of the Speaker and MPs
- Subprogram 1.02 Office of the Clerk of the House
- Subprogram 1.03 Corporate Services Division
- Subprogram 1.04 Monitoring and Evaluation Division
- Subprogram 1.05 Inter-Parliamentary External Relation Division

4.1.1 Total Staff by Key Category Sub-Program

Division / Sub-Program Responsible:

Description	Approved Budget 2024/25	Budget Estimate 2025/26	Projection 2026/27	Projection 2027/28
Total = Recurrent (\$m)³	5.69	5.63	5.63	5.63
Office of the Speaker ⁴	1.82	2.02	2.02	2.02
Office of the Clerk ⁵	0.09	0.14	0.14	0.14
Corporate Services ⁶	0.85	0.17	0.17	0.17
Monitoring and Evaluation Division ⁷	-	0.12	0.12	0.12
Inter-Parliamentary External Relation Division ⁸	-	0.27	0.27	0.27
Total Established⁹	2.77	2.72	2.72	2.72
Unestablished¹⁰	0.22	0.20	0.20	0.20

³ Total recurrent budget for Program 1.

⁴ Includes item codes 1001 & 1005.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ Item code 1000 & 1001 only

¹⁰ Item code 1199 only

Outputs and KPIs

Sub-Program 1.01 Office of the Speaker and MPs

Costing for the Office of the Speaker and MPs is estimated to **\$2,431,000**.

Function: The Office of the Speaker provides essential support services to Members of Parliament and the public. Additionally, the Office of the Speaker offers effective leadership and policies through parliamentary visits, participation in international conferences, and monitoring of Constituency Funds (CF)

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 1:	More effective leadership and policies								
Annual Constituency Visits	# of constituency visits in a year	26 MPs visit	26 visits	26 visits	26 visits	16.7	16.7.2	\$2,394,700	\$36,300
Local visit of MP (Only MP to outer island)	# of local visits to constituency per FY	8 local visits per MP	8 visits	8 visits	8 visits	16.7	16.7.2		
Local visit of Nobles (only Nobles for outer islands)	# of local visits to constituency per FY	8 local visits per MP	8 visits	8 visits	8 visits	16.7	16.7.2		
International travel for MPs to attend training and conferences	# of international travels per FY	At least 17 visits per FY	At least 9 visits	At least 10 visits	At least 10 visits	16.7	16.7.2		
Output 2:	More inclusive and interactive parliament								
Tonga Youth Parliament	# of TYP per FY		At least 1	At least 1	At least 1	16.7	16.7.2		

Sub-Program 1.02 Office of the Clerk

Costing for Office of the Clerk is estimated to \$10,719,000

Function: The Office of the Clerk is responsible for providing procedural, legal, and administrative support to the Speaker and Members of Parliament.

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 3:	Better procedural, legal and administrative support to the Speaker and MPs								
Provide procedural, legal, and administrative advice and directions.	Compliance with SOPs (%)		90% compliant	95% compliant	100% compliant	16.6		\$173,900	\$10,545,100 <i>(In-kind assistance - \$88,000 – Training and Conferences under Pacific Parliament Strengthening Program, \$10 million for the new parliament house project)</i>
	Timeliness of tasks <i>[Timeframe to be determined by SOPs]</i>		Tasks are delivered on time	Tasks are delivered on time	Tasks are delivered on time				
	Feedback/errors		Less than 5 errors	Less than 3 errors	No errors				
Output 4:	More effective and stronger partnerships with OLA’s stakeholders								
Professional and prompt communication with key stakeholders	Compliance with SOPs (%)		90% compliant	95% compliant	100% compliant	16.6			
	Timeliness of tasks <i>[Timeframe to be determined by SOPs]</i>		Tasks are delivered on time	Tasks are delivered on time	Tasks are delivered on time				
	Complaints/Errors		Less than 5 errors	Less than 3 errors	No errors				

Sub-Program 1.03 Corporate Services Division

Costing for Corporate Services Division is estimated to **\$2,672,900**.

Function: The Corporate Service plays a vital role in ensuring that all payments are processed and paid on a timely basis.

The Corporate Services Division has only one unit namely Finance. Human Resource Unit has been moved to Monitoring and Evaluation Division (Sub-program 04) and Executive Unit has been transferred to Inter-Parliamentary and External Division (Sub-program 05).

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 5:	Better financial management system and practices								
Prepare Office expenditure Report (e.g., cashflow etc).	Compliance with SOPs		More than 60% of expenditure reports produced that complies with SOPs	More than 80% of expenditure reports produced that complies with SOPs	More than 95% of expenditure reports produced that complies with SOPs	16.6		\$2,672,900	N/A
	Timely delivery of tasks [Timeframe is determined by the SOPs]		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Oversee records of all purchases with the	Compliance with SOPs		More than 60% compliant with SOPs	More than 80% compliant with SOPs	More than 95% compliant with SOPs	16.6			

Parliamentary Budget	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Prepare Retirement Funds Report	Compliance with SOPs		More than 60% compliant with SOPs	More than 80% compliant with SOPs	More than 95% compliant with SOPs	16.6	Adherence to RF report deadline		
	Timely submission of RF Report		At least one RF Report submission per FY	At least one RF Report submission per FY	At least one RF Report submission per FY				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Process payments related to COs and CF	% of CF disbursed to Constituency		At least 100% of CF is disbursed	At least 100% of CF is disbursed	At least 100% of CF is disbursed	16.6			
	Compliance with SOPs		More than 60% compliant with SOPs	More than 80% compliant with SOPs	More than 95% compliant with SOPs				
	Timely delivery of tasks		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
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Sub-Program 1.04 Monitoring & Evaluation Division

This is a new division expected in the new financial year with estimated cost of about **\$117,000**

Function: Assess parliamentary programs, track staff performance, ensure compliance with financial and regulatory policies, and improve accountability in decision-making and resource management. The following roles: human resource; procurement; and compliance will be transferred from CSD and merge into this division.

The Monitoring and Evaluation Division consists of 4 main subunits:

1. Monitoring & Evaluation
2. Human Resource
3. Procurement
4. Compliance

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 6:	Improved monitoring and evaluation of parliamentary programs, agenda of the House, staff performance, corporate plan, annual report etc.								
Draft OLA’s Corporate Plan.	Timely completion of draft CP.	Late submission of OLA’s CP.	60% of the SOPs are met	80% of the SOPs are met	90% of the SOPs are met	16.6		\$117,000	N/A
Draft OLA’s Annual Report.	Timely completion of draft AR.	No annual report.	60% of the SOPs are met	80% of the SOPs are met	90% of the SOPs are met	16.6			
Monitor staff performance assessment	Timely completion of staff performance assessments.	Staff performance assessments are not completed on time.	60% of the SOPs are met	80% of the SOPs are met	90% of the SOPs are met	16.6			
Monitor parliamentary programs such as projects are funded from CF.	Percentage of projects funded from CF identified in the audit report are not complied with CF policy.	According to the recent audit report, some of the projects were funded from the CF are not complied with CF policy.	30% of the projects are non-compliant.	20% of the projects are non-compliant.	10% of the projects are non-compliant.				
Output 7:	Improved compliance with financial and regulatory policies, procurement regulations etc								
Evaluate the accuracy of implementing the planned	Percentage of procurement activities in the annual	Most of OLA’s procurement activities are	30% of the procurement activities are non-compliant.	20% of the procurement activities are non-compliant.	10% of the procurement activities are non-compliant.	16.6			

procurement activities outlined in the annual procurement plan.	procurement plan are complied with procurement regulations.	non-compliant due to non-planned activities (the nature of the parliament works sometimes require staff to make an exception to rules and regulations).	This means that 70% of the SOPs are met.	This means that 80% of the SOPs are met.	This means that 80% of the SOPs are met.				
Monitor OLA's payments to ensure it complies with Treasury Instructions.	Percentage of payments complied with Treasury Instructions.	Most of OLA's procurement activities are non-compliant due to non-planned activities (the nature of the parliament works sometimes require staff to make an exception to rules and regulations).	30% of OLA's payments are non-compliant. This means that 70% of the SOPs are met.	20% of OLA's payments are non-compliant. This means that 80% of the SOPs are met.	10% of OLA's payments are non-compliant. This means that 80% of the SOPs are met.				

Output 8:		More effective and efficient HR policies and practices							
In-house training for Staff and COs	The % of staff and CO who actively participate in in-house training programs.		Achieve a participation rate of 90% or higher, indicating a high level of engagement and commitment to professional development through in-house training initiatives.	Achieve a participation rate of 90% or higher, indicating a high level of engagement and commitment to professional development through in-house training initiatives.	Achieve a participation rate of 90% or higher, indicating a high level of engagement and commitment to professional development through in-house training initiatives.	16.6			
Monitor Staff Record	Assess the accuracy of staff records by comparing them to source documentation.		Maintain a record accuracy rate of 98% or higher, ensuring that staff records align precisely with the provided documentation and information.	Maintain a record accuracy rate of 98% or higher, ensuring that staff records align precisely with the provided documentation and information.	Maintain a record accuracy rate of 98% or higher, ensuring that staff records align precisely with the provided documentation and information.	16.6			
Recruitment	Measure the average time taken to fill open positions from the initiation of the		Achieve a time-to-fill rate of 45 days or less, ensuring a timely and	Achieve a time-to-fill rate of 45 days or less, ensuring a timely and	Achieve a time-to-fill rate of 45 days or less, ensuring a timely and	16.6			

	recruitment process.		efficient recruitment process to secure suitable candidates for vacant posts	efficient recruitment process to secure suitable candidates for vacant posts	efficient recruitment process to secure suitable candidates for vacant posts				
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Sub-Program 1.05 Inter-Parliamentary & External Division

This is a new division expected in the new financial year with estimated cost of about **\$271,900** to support and facilitate noble's office and constituency offices compliance with financial and regulatory policies.

The Corporate Services Division consists of 3 main subunits:

1. Noble's Office
2. Constituency Offices
3. Executive
4. Media

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 9: Better support is provided to the Office of the Nobles, Constituencies internally and externally.									
Check the compliance of the payments submitted from Nobles and Constituency' s Offices to ensure it in line with financial and regulatory policies.	MPs were complained with delaying in processing of their Offices' payments. The delay in processing was mainly due to non-compliant.	Most of the payments were non-compliant	30% of payments are queried. This means 70% of the SOPs are met.	20% of payments are queried. This means 80% of the SOPs are met.	10% of payments are queried. This means 90% of the SOPs are met.	16.6	16.6.1	\$271,900	N/A
Output 10: Effective and timely dissemination of information to the public									

Responsible for OLA's press release and handle the interaction with media.	Timely publish of press releases	Drafting of press releases are done by an internal media person and it is not published on time.	70% of SOPs are met	80% of SOPs are met	90% of SOPs are met			This output is funded from budget in output 9	N/A
Output 11: Better administrative support to the MPs and Office of the Legislative Assembly of Tonga.									
Provide excellent Customer service to the public.	Collect and evaluate public feedback on the quality of customer service provided.		Maintain an average feedback rating of 4.5 or higher (on a scale of 1-5), indicating a consistently high level of satisfaction with the customer service experience.	Maintain an average feedback rating of 4.5 or higher (on a scale of 1-5), indicating a consistently high level of satisfaction with the customer service experience.	Maintain an average feedback rating of 4.5 or higher (on a scale of 1-5), indicating a consistently high level of satisfaction with the customer service experience.			This output is funded from budget in output 9	N/A
Provide administrative support to MPs	Task completion rate		Achieve a 100% task completion rate, indicating the	Achieve a 100% task completion rate, indicating the thorough and	Achieve a 100% task completion rate, indicating the thorough and				

			thorough and reliable handling of all administrative requests made by Members of Parliament.	reliable handling of all administrative requests made by Members of Parliament.	reliable handling of all administrative requests made by Members of Parliament.				
Provide administrative support to Staff	Response time for administrative requests		Achieve an average response time of 24 hours or less for all administrative requests, ensuring prompt and efficient support to staff members.	Achieve an average response time of 24 hours or less for all administrative requests, ensuring prompt and efficient support to staff members.	Achieve an average response time of 24 hours or less for all administrative requests, ensuring prompt and efficient support to staff members.				

4.2 Program 2: Legislative Assembly Services

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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This program is the working arm of the Legislative Assembly. It comprised of three divisions namely Legal, Committees & Library and Reporting Divisions. The total budget for Program 2 is expected to increase in the next financial year by 45.8 percent due to additional resources required to empower the Office of the Legislative Assembly.

Program 2 (Legislative Assembly Services) consists of 3 sub-programs –

- Subprogram 2.01 Legal Division
- Subprogram 2.02 Committees & Library Division
- Subprogram 2.03 Reporting Division

4.2.1 Total Staff by Key Category Sub-Program

Division(s)/ Sub-Programs Responsible:

Description	Approved budget 2024/25	Budget estimate 2025/26	Projection 2026/27	Projection 2027/28
Total = Recurrent (\$m)	1.31	1.54	1.54	1.54
Legal Division	0.33	0.36	0.36	0.36
Committees and Library	0.23	0.32	0.32	0.32
Reporting Division	0.66	0.77	0.77	0.77
Total Established	1.22	1.45	1.45	1.45
Unestablished¹¹	0	0	0	0

¹¹ Budget for Unestablished Staff is centralized in Corporate Services Division

Outputs and KPIs

Sub-Program 2.01 Legal Division

Costing for Legal Division is estimated to **\$360,500**.

Function: The Legal Division plays a crucial role in the functioning of the Parliament by providing legal advice to the Speaker and MPs, drafting Private Members' Bills, and offering legal services for all Parliamentary functions. It is also responsible for distributing parliamentary documents to MPs, translating, and proofreading documents, overseeing the security of MPs, and managing Parliament sittings.

The Legal Division consists of 3 main units:

1. The Legal Service Unit
2. Table Unit
3. Translation Unit.

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 12:	Better Legislative support to the Clerk and onward to MPs								
Provide written and oral legislative advisory services to the Clerk and MPs upon request.	Timely response advice requests from the Clerk and MPs	Achieved 95%. Provided timely and expert legal advice on Bills and other legal issues in accordance with legislative processes.	Respond to 100% of legal advisory requests within 3 working days	Respond to 100% of legal advisory requests within 3 working days	Respond to 100% of legal advisory requests within 3 working days	16.6		\$360,500 (This budget is used to fund output 12-14)	N/A
Provide relevant legal research and legislative drafting services.	Compliance with SOPs	More than 90% of relevant legal research and legislative drafting services are complied with SOPs.	95% or higher	97% or higher	100% or higher				

	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received		No complaints received	No complaints received	No complaints received				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Preparation of Bills Digests	Timely preparation of Bills Digests.	Bills Digests were produced for all Bills submitted in the first quarter within 14 days of submission. In the second quarter, Bills Digests have yet to be finalized for all Bills submitted in. This work is now pushed into the third quarter as priority.	Bills Digests are produced within 14 days of submission	Bills Digests are produced within 10 days of submission	Bills Digests are produced within 7 days of submission				
	Compliance with SOPs	More than 90% complied with SOPs.	95% or higher compliant with SOPs	97% or higher compliant with SOPs	100% or higher compliant with SOPs				
	Number of complaints received		No complaints received	No complaints received	No complaints received				

	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Drafting of Private Member's Bills	Number of Private Members Bills drafted per quarter	Four Private Members Bills were drafted in Quarter 1, with 1 Bill submitted to the Legislative Assembly for first reading. In Quarter 2, 1 Private Members Bill was drafted which is currently on hold awaiting further instructions.	More than 5 Private Members Bills are drafted	More than 7 Private Members Bills are drafted	More than 10 Private Members Bills are drafted				
	Compliance with SOPs	More than 90% complied with SOPs.	95% or higher compliant with SOPs	97% or higher compliant with SOPs	100% or higher compliant with SOPs				
	Number of complaints received		No complaints received	No complaints received	No complaints received				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

Provide legal support in Court Proceedings (only if there's legal proceedings involving the Legislative Assembly)		In Quarter 1, the division assisted all matters relating claiming of costs relating to court matters. There were no legal proceedings in Quarter 2, so no assistance required.	Assist 100% of court proceedings involving the Legislative Assembly as needed	Assist 100% of court proceedings involving the Legislative Assembly as needed	Assist 100% of court proceedings involving the Legislative Assembly as needed				
	Compliance with SOPs	More than 90% complied with SOPs.	95% or higher compliant with SOPs	97% or higher compliant with SOPs	100% or higher compliant with SOPs				
	Number of complaints received		No complaints received	No complaints received	No complaints received				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
Maintenance of Speaker's Rulings and Rules	Speakers Rulings and Rules are reviewed and updated on a quarterly basis	Speaker's Rulings were fully updated in Quarter 1. In Quarter 2, Speaker's Rulings have yet to be updated. Rules	Review and update 100% of Speakers Rulings and Rules quarterly	Review and update 100% of Speakers Rulings and Rules quarterly	Review and update 100% of Speakers Rulings and Rules quarterly				

		pending a review in Quarter 3							
	Compliance with SOPs	More than 90% complied with SOPs.	95% or higher compliant with SOPs	97% or higher compliant with SOPs	100% or higher compliant with SOPs				
	Number of complaints received		No complaints received	No complaints received	No complaints received				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
Other tasks delegated by the MPs and Chief Clerk	Assisted with more than 95%	Assist with 95%	Respond to 100% requests for legal or procedural assistance from MPs, Clerk and Committees.	Respond to 100% requests for legal or procedural assistance from MPs, Clerk and Committees.	Respond to 100% requests for legal or procedural assistance from MPs, Clerk and Committees.				
	Compliance with SOPs	More than 90% complied with SOPs.	95% or higher compliant with SOPs	97% or higher compliant with SOPs	100% or higher compliant with SOPs				
	Number of complaints received		No complaints received	No complaints received	No complaints received				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				

	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>								
Challenges	<ul style="list-style-type: none"> • Achieving 100% accuracy in legal research, analysis, and drafting posed significant challenges for the Unit due to several factors. Complex legal issues presented difficulties in achieving thoroughness and completeness. • Stringent deadlines and volume of requests often limited the depth of the Unit's research and drafting efforts. Access constraints to comprehensive legal databases and expert opinions further affected the quality of the work in procedural law. • Notwithstanding the above challenges, the team's expertise, efforts, and experience helped to achieve a high level of our targets. Strong quality assurance often ensured that our research and drafting consistently met high standards. Effective teamwork and collaboration facilitated efficient problem-solving and knowledge-sharing, improving overall accuracy. • Positive client/stakeholder feedback assured the legal support consistently met or exceeded expectations. Quick responses to client need further strengthened high satisfaction rates. The adaptability of the Unit to evolving legal requirements and client preferences also contributed significantly to meeting a high rate of our targets. • Clear communication with clients regarding expectations and outcomes helped maintain satisfaction throughout engagements. Our commitment to professional standards and ethical practices-built trust and satisfaction among clients. 								
Gaps	<ul style="list-style-type: none"> • Two Assistant Legal Counsel \$90,800 • Three laptops \$24,100 (Two for the two Assistant Legal Counsel and one for replacement of the broken laptop) • Office Equipment/Supplies \$7,820 								
Output 13	Better table unit and Chamber support services								
Update of proceedings database	Timely update of proceedings database	Met 80% of timeliness and 70% accuracy and completeness in Quarter 1.	Submit and complete accurate updates by COB of Friday of every sitting week	Submit and complete accurate updates by COB of Friday of every sitting week	Submit and complete accurate updates by COB of Friday of every sitting week				

		Met 90% timeliness and 80% accuracy and completeness in Quarter 2.							
Processing and preparation of bills and documents for tabling	Timely processing and preparing bills and documents for tabling	95% of bills and documents for tabling is processed according to rules and SOPs	100% of bills and documents for tabling is processed according to rules and SOPs	100% of bills and documents for tabling is processed according to rules and SOPs	100% of bills and documents for tabling is processed according to rules and SOPs				
Prepare and distribute parliamentary papers	Timely distribution of final parliamentary paper	95% of final papers are distributed within the targeted time	100% of final parliamentary papers distributed at least 3 days prior to sitting	100% of final parliamentary papers distributed at least 3 days prior to sitting	100% of final parliamentary papers distributed at least 3 days prior to sitting				
Scheduled start time of parliamentary meetings	Timely scheduled start time of parliamentary meetings	95% of sittings started on time	100% of sittings start on time	100% of sittings start on time	100% of sittings start on time				
Challenges	<ul style="list-style-type: none"> • Timely Updates to the Journal of Proceedings Database: The Unit faced challenges in meeting targets for database update due to high workloads and issues with time management. To improve, the Unit may benefit from additional staffing and enhanced training in database management. Despite these hurdles, the efforts to comply with existing standard operating procedures (SOPs) and effective teamwork helped to achieve a significant number of updates within the desired timelines. The Unit is striving to keep improving in this area with a view to changing target in the upcoming quarters to trialling providing a daily update. • Timely Processing and Preparing Bills and Documents for Tabling: The success in preparing bills and documents for tabling was supported by streamlined processes and adequate resources and staffing often supplied from other divisions- such as the Clerk's office and publications staff. This ensured consistent achievement of our targets. Additionally, the ability of the Unit to adapt quickly to changing legislative priorities and timelines played a crucial role in meeting a high rate of our targets in both quarters. • Timely Distribution of Final Parliamentary Papers and Scheduled Meetings: Achieving a 95% success rate in distributing final parliamentary papers was facilitated by effective logistics and clear communication with stakeholders. These factors ensured that papers were delivered promptly through well- 								

	established channels. Similarly, the commitment to punctuality and adherence to parliamentary protocols and instructions from Speaker and Clerk guaranteed that all parliamentary meetings started on time, facilitating smooth proceedings without delays.								
Gaps	<ul style="list-style-type: none"> • 1 Table Officer \$30,912 • Laptop \$6,950 for Table Officer • Air Condition for the Parliament Chamber \$150,000 								
Output 14:	Improved translation services								
Translation of written parliamentary documents including bills, rules, rulings, reports, circulars, resolutions, cover letters etc in accordance with translation SOPs	# of documents translated	Exceeded target	Translate at least 15 documents	Translate at least 15 documents	Translate at least 15 documents				
Simultaneous translation of verbal statements such as Parliamentary opening, parliamentary closing, speaker's debates, visits from overseas delegations etc	# of documents translated	Conducted 6 simultaneous translations in both quarter 1 and 2	Translate at least 5	Translate at least 5	Translate at least 5				

Challenges	<ul style="list-style-type: none"> • The number of documents translated, and simultaneous translations achieved in Q1 and Q2 largely depended on the volume and types of requests received. Meeting the target for simultaneous translations depends directly on the frequency and nature of such requests we receive.
Gaps	<ul style="list-style-type: none"> • Laptop \$6,800 (replacement of broken laptop)

Sub-Program 2.02 Committees & Library Services Division

Costing for Committees & Library Services Division is estimated to **\$377,700**.

Function: The Committees & Library Services Division is responsible for providing effective committee and research support to relevant Standing Committees and/or research requests for MPs.

The Committees& Library Services Division consists of 2 units:

1. The Committees & Research Unit
2. Library Unit

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 15:	That the SDGs are well incorporated into the mandates of the existing Standing Committees of the Parliament								
Identify which SDG is relevant to which Committee. [Committees Division will carry this out]	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	N/A	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	N/A	N/A			\$377,700 [This budget allocation is funded activities delivered in output 15 – 17]	N/A
<u>Note:</u> This is a new activity, and it is expected to be fully delivered in 2025/26 (new Parliamentary term).	Timely delivery of tasks	N/A	Delivered on time (timeframe to be determined by SOPs)	N/A	N/A				
	Number of complaints received	N/A	No complaints received. Less than 5 errors	N/A	N/A				

Amend TOR (if needed) of relevant Standing Committees to include the relevant SDGs.	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	N/A	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	N/A	N/A				
<i>[Chief Clerk to look after this]</i>	Timely delivery of tasks	N/A	Delivered on time (timeframe to be determined by SOPs)	N/A	N/A				
<u>Note:</u> <i>This is a new activity, and it is expected to be fully delivered in 2025/26 (new Parliamentary term).</i>	Number of complaints received	N/A	No complaints received. Less than 5 errors	N/A	N/A				
Develop SDGs-focused tool kit for use by MPs and Committees <i>[Going beyond target, Committees Division can look after this]</i>	100% compliance with SOPs (Compliance assumed unless non-compliance identified)								
	Timely delivery of tasks	N/A	Delivered on time (timeframe to be determined by SOPs)	N/A	N/A				

	Number of complaints received	N/A	No complaints received. Less than 5 errors	N/A	N/A				
Challenges	<ul style="list-style-type: none"> These tasks were not delivered due to lack of capacity and competing priorities of committee work. 								
Solution	<ul style="list-style-type: none"> Seek UNDP's assistance 								
Output 16:	More effective research and support for Committees								
Conduct research and present findings in a briefing paper on the research topic.	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	One verbal research request received on August 12 th , 2024, and was completed on 13 th August 2024. Due to the urgency of the request, there was no time to go through the SOPs.	90% compliant	95% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
Preparation for Committee Meetings	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
Facilitate Committee Meetings	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				

	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
Implement Committee Resolutions Note: <i>This activity is applied to the rest of the Committees (e.g., Law, PAC, Agenda, Privileges etc)</i>	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				

Facilitate public consultation and/or public hearings by Committees.	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
Implement PC and/or PH meetings	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks	Tasks are delivered on time. If need more time than it needs	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	<i>(Timeline will be determined in SOPs)</i>	to seek approval of the Chief Clerk							
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
Prepare Committee Reports	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
Co-ordinate and oversee annual Floating Budget Office	100% compliance with SOPs (Compliance assumed)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				

(FBO/Budget Mission)	unless non-compliance identified)								
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error				
Other tasks assigned by the Speaker, MPs, and Clerk to the Committees Division	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error.				
Output 17:	Improved library resources and services								
Compile archive of record of Assembly sittings and Committee meetings in e-library and library.	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error.				
Compile archive of other parliamentary	100% compliance with SOPs	90% complied with SOPs	100% compliant	100% compliant	100% compliant				

records and newspapers (like events, TYP, She Leads, Speakers Debate, research, press releases etc) in e-library and library.	(Compliance assumed unless non-compliance identified)								
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error.				
Respond to requests for records (from MPs and staff)	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks	Tasks are delivered on time. If need more time than it needs to seek	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	<i>(Timeline will be determined in SOPs)</i>	approval of the Chief Clerk							
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error.				
Other tasks assigned by the Clerk or others to the Library Unit	100% compliance with SOPs (Compliance assumed unless non-compliance identified)	90% complied with SOPs	100% compliant	100% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeline will be determined in SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 5 errors	No more than 3 errors	No more than 2 errors	No more than 1 error.				

Challenges	<ul style="list-style-type: none"> • Increased workload for all the parliamentary committees due to increase in referrals and increase in establishment of select committees. As a result, there is a backlog of committee resolutions to be implemented in a timely and quality manner. • Overloaded staff • Risk of high turnover of staff
Gaps	<ul style="list-style-type: none"> • Lack of capacity. There are not enough staff to fully cater for all the needs of the Division in a timely manner. Currently, there are only two Committee Secretary/Research, of which one is on study leave, two Assistant Committee Secretary/Research and the Head of Division to facilitate the work of all the parliamentary committees of the Legislative Assembly of Tonga. This includes a total of 14 current committees (10 standing committees and 4 select committees). The most active committees (due to more referrals from the House) are the Standing Committees on Legislations, Privileges, Finance & Public Accounts and Environmental & Climate Change. • Poor state of office and need for equipment. The current office needs renovations (although minimal – poor flooring, hole in roof, rat-infested) and new equipment. • Need Committee manual with clear directions according to Rules to help guide the work of staff and any incoming staff member. • There are ongoing problems with committee minutes received on time, which has an implication on tabling those minutes at committee meetings. • Lack of training opportunities to upskill and further develop staff. • Lack of incentives.
Solution for the gaps	<ul style="list-style-type: none"> • Senior Committee Clerk/Research (x2) \$102,312 • Assistant Committee Clerk/Research (x2) \$90,800 • Office Equipment/Supplies for additional staff above \$31,146 • Other Office Equipment/Supplies (printer, shredder, video camera for public consultation, telephone (cordless) \$53,039 • For the HOD to proactively seek external support for its tasks such as for task on SDG exercise, drafting committee manuals etc. • Address ongoing problems (committee minutes) with clear SOPs. • Public awareness – website, feed into public outreach etc • Training and attachments opportunities overseas to other parliamentary committees and libraries • Have more incentives. For e.g., consideration of flexibility in Work from Home hours. Currently, when the Division staff are on leave, whether on sick leave or casual or annual leave, they are still doing work and submitting tasks that are due (with the small amount of staff, it is near impossible to take proper leave because when a staff is on leave or requested to assist another Division, it just means fewer staff to address the number of tasks due and an extra load for current staff). • Draft Committees Manual • Purchase equipment listed above. • More training and upskilling opportunities so that staff continuously learn and develop new skills. • A proper e-library software • Access to parliamentary resources in other parliaments abroad • Subscription to overseas research resources

Sub-Program 2.03 Reporting Division

Costing for Reporting Division is estimated to **\$804,000**.

Function: The Reporting Division of the Tonga Parliament is responsible for providing accurate and timely reporting services.

The Reporting division consists of 3 main units:

1. Hansard Unit
2. The Parliament Education Unit
3. ICT Unit

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDf II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 18:	Improved Hansard services to MPs								
Deliver House Minutes and Committee Minutes	# of Hansard reports are produced annually		100% of Hansard reports transcribed	100% of Hansard reports transcribed	100% of Hansard reports transcribed	16.6 16.10	Complete & Accuracy of Hansard reports	\$804,000 <i>(This budget is used to fund output 18-20)</i>	N/A
	Compliance with SOPs <i>(Compliance assumed unless non-compliance identified)</i>		90% complied with SOPs	95% compliant	100% compliant				
	Timely delivery of tasks <i>(Timeframe is</i>	Tasks are delivered on time. If need more time than it needs to	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	<i>determined by SOPs)</i>	seek approval of the Chief Clerk							
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 10 errors	No more than 5 errors	No more than 3 errors	No more than 1 error.				
Produce quality and accurate publications or reports.	Compliance with SOPs		90% compliant with SOPs	95% compliant with SOPs	100% compliant with SOPs				
	Timely delivery of tasks <i>(Timeframe is determined by SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 10 errors	No more than 5 errors	No more than 3 errors	No more than 1 error.				
Output 19:	Improved engagement with the General Public								

Plan and organize School and Community visits (Tongatapu and outer islands)	# of public outreach activities		At least 60% of Public Outreach activities completed	At least 60% of Public Outreach activities completed	At least 60% of Public Outreach activities completed				
	Compliance with SOPs		90% compliant with SOPs	95% compliant with SOPs	100% compliant with SOPs				
	Timely delivery of tasks <i>(Timeframe is determined by SOPs)</i>	Tasks are delivered on time. If need more time than it needs to seek approval of the Chief Clerk	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received	Less than 5 complaints	No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks	Less than 10 errors	No more than 5 errors	No more than 3 errors	No more than 1 error.				
Output 20:	More effective and efficient ICT services								
Provide ICT reports and advice to MPs and Staff	Compliance with SOPs		90% compliant with SOPs	95% compliant with SOPs	100% compliant with SOPs	16.6			
	Timely delivery of tasks		Tasks are delivered	Tasks are delivered	Tasks are delivered				

	<i>(Timeframe is determined by SOPs)</i>		within the timeframe	within the timeframe	within the timeframe				
	Number of complaints received		No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks		No more than 5 errors	No more than 3 errors	No more than 1 error.				
Update of Fale Alea website and social media	Compliance with SOPs		90% compliant with SOPs	95% compliant with SOPs	100% compliant with SOPs	16.10	Engagement rate on Fale Alea website and social media platforms.		
	Timely delivery of tasks <i>(Timeframe is determined by SOPs)</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received		No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks		No more than 5 errors	No more than 3 errors	No more than 1 error.				
Implement e-Parliament – Microsoft	Compliance with SOPs		90% compliant with SOPs	95% compliant with SOPs	100% compliant with SOPs	16.7 16.6			

365 activities	Timely delivery of tasks <i>(Timeframe is determined by SOPs)</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of complaints received		No more than 3 complaints	No more than 2 complaints	No more than 1 complaint				
	Number of errors on tasks		No more than 5 errors	No more than 3 errors	No more than 1 error.				

4.3 Program 3: Constituency Development

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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This program was initially a part of Program 1 - Sub-program 1 under the Office of the Speaker of the Legislative subprogram. However, it has been relocated to a new Program (3). This new program is composed of Noble's Office and 17 Constituency Offices, all of which have a shared objective: to provide support to their respective MPs and promote the development of their respective constituencies. As a result, the 18 Constituency Offices have identical outputs and activities, which are outlined below.

Program 3 (Constituency Development) consists of 18 sub-programs:

- Subprogram 3.01 Noble's Office
- Subprogram 3.02 – 3.18 Constituency Offices

4.3.1 Total Staff by Key Category Sub-Program

Division(s)/ Sub-Programs Responsible

Description	Approved Budget 2024/25	Budget Estimate 2025/26	Projection 2026/27	Projection 2027/28
Total = Recurrent (\$m)	8.95	8.94	8.94	8.94
Established Staff	-	-	-	-
Unestablished	58	58	58	58

Outputs and KPIs

Sub-Program 3.01 Noble's Office

Costing for Noble's Office is estimated to be **\$1,225,600**.

Function: The office of the nobles serves as a formal platform for hereditary nobility to actively participate in politics, representing the Nobles' Representatives in the parliament. This facilitates their involvement in decision-making. Additionally, the office acknowledges the nobility's cultural role, preserving traditions and acting as custodians of Tonga's unique heritage, contributing to social hierarchy, cultural continuity, and overall governance identity.

The Noble's Office consists of one main unit:

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 21:	That the activities/projects funded from Constituency Funds are implemented and monitored according to the CF policy								
Projects appraisal	Compliance with SOPs		95% compliant	95% compliant	95% compliant	16.6	16.6.1	\$936,000	N/A
	Timely delivery of tasks [Timeframe is determined by the SOPs]		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Monitor implementation of projects	Compliance with SOPs		95% compliant	95% compliant	95% compliant				

	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Output 22:	Better support is provided to the operation of the Noble's Office								
Provide support to the operation of the Office	Compliance with SOPs		95% compliant	95% compliant	95% compliant	16.6	16.6.1	\$289,600	N/A
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				

Sub-Program 3.02 Constituency Office

Costing for the Constituency Office is estimated to be **\$7,715,500**.

Function: Constituency offices serve as crucial centres for elected representatives to directly connect with constituents. These offices provide local representation, help with government matters, and engage with the community. They act as accessible hubs for addressing concerns, disseminating information, and enhancing transparency. Constituency offices play a vital role in fostering political accountability by serving as visible points of contact between elected officials and the communities they represent, contributing to effective democratic representation in Tonga.

The Constituency Office consists of 17 offices.

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	SDG/TSDF II		Budget	
						TARGETS #	INDICATORS #	Recurrent	Development
Output 23:	That the activities/projects funded from Constituency Funds are implemented and monitored according to the CF policy								
Projects appraisal	Compliance with SOPs		95% compliant	95% compliant	95% compliant	16.6	16.6.1	\$5,168,000 (\$300,000 for each Constituency & \$4,000 for each Constituency)	N/A
	Timely delivery of tasks [Timeframe is determined by the SOPs]		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Monitor implementation of projects	Compliance with SOPs		95% compliant	95% compliant	95% compliant				
	Timely delivery of tasks		Tasks are delivered	Tasks are delivered	Tasks are delivered				

	<i>[Timeframe is determined by the SOPs]</i>		within the timeframe	within the timeframe	within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Output 24:	That the activities funded from Community Police Fund are implemented and monitored according to the policy								
Projects appraisal	Compliance with SOPs		95% compliant	95% compliant	95% compliant			\$850,000 <i>(\$50,000 for each Constituency)</i>	N/A
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Monitor implementation of projects	Compliance with SOPs		95% compliant	95% compliant	95% compliant				
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				

	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				
Output 25:	Better support is provided to the operation of the Constituency Offices (17 COs)								
Provide support to the operation of the Office	Compliance with SOPs		95% compliant	95% compliant	95% compliant			\$1,697,500 <i>(\$99,000 for each Constituency (Non-Cabinet MPs) and \$84,700 for each Constituency (Cabinet MPs))</i>	N/A
	Timely delivery of tasks <i>[Timeframe is determined by the SOPs]</i>		Tasks are delivered within the timeframe	Tasks are delivered within the timeframe	Tasks are delivered within the timeframe				
	Number of errors on tasks		Less than 5 errors	Less than 3 errors	No errors				

Annex 1: Detailed Stakeholder Analysis

Stakeholder	Customer of OLA	Supplier to OLA	Partner with OLA	Oversight of OLA
	Received from/provided to OLA			
Members of Parliament	Advice Recommendations Information	Policies, Directions, Rules		Directions
Cabinet	Resolutions	Decisions	Laws and policies	
Privy Council	Laws enacted in Parliament			Royal Assent to bills
Judiciary			Implementation of the law	
General Public	Information	General public feedback	Operating effectiveness of parliament	Accountability of the MPS to the OLA to the public, petitions
Government Ministries	Information Budget	Budget and CP		
Electoral Commission			Implementation of the electoral results in accordance with the Constitution, LA Act and Electoral Act	
Donors			Information sharing Financial and technical assistance	
Other parliaments			Information sharing Financial and technical assistance	
Internal customers	Advice, Guidance, Policies, Instructions, Services, Information	Professional services	Employment contract	Corporate Plan, Performance Management KPIs, Outputs

Annex 2 Documents Contributing to OLA Mandate

The OLA is guided by the following:

The mandate is established by the following key legislation, policy decisions and plans:

- The Constitution of Tonga
- Legislative Assembly Retirement Benefits Scheme
- Rules of Procedure and Standing Orders of the Legislative Assembly of Tonga
- Staff Guidelines of the Legislative Assembly
- Legislative Assembly Act
- Electoral Act
- Resolutions of the Legislative Assembly of Tonga
- Speaker's Rulings
- Constituency Office Policy