



**CORPORATE PLAN
& BUDGET
2025/2026 – 2027/28**

Contents

Foreword.....	1
Executive Summary.....	2
Tonga Strategic Development Framework II (TSDFII).....	3
Results Map	4
Stakeholders.....	4
Overview.....	6
Outputs Grouped into Divisions/Sub-Programs and Programs	6
Organizational Structure	9
Planned Major Reforms Summary.....	10
Budget and Staffing.....	12
Programs and Subprograms.....	13

Foreword



I am pleased to present our primary planning document, *the Corporate Plan and Budget Summary of the Office of the Ombudsman for the years 2025/26-2027/28*.

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

The goals set for the 2025/26-2027/28 include engagement with integrity agencies (existing and emerging), both domestic and international; and supporting each agency achieve its respective mission.

The informal Integrity Alliance, of integrity agencies supports and engender collaboration across the integrity industry in good governance practice and advocacy.

We acknowledge the continuous support from all branches of the Government, the Legislative Assembly, and stakeholders as we continue to build a great working relationship with all.

.....
Mrs. 'Alisi Taumoepeau, KC
Ombudsman



19 May, 2025

Executive Summary

The Office is established by the *Ombudsman Act 2001* (*The Act*) giving effect to key measures aimed at safeguarding the rights of individuals and promoting government accountability, transparency and good governance. The Ombudsman aims to deliver an independent, accessible and a free complaints mechanism for the public against any decision, action or conduct by any Ministry, Department or Agency (MDA) including Public Enterprises (“PE”) as listed in the Schedule of the Act.

The effective implementation and carriage of our independence places us in a unique position to carry out human rights functions. *The UN Resolution 75/186 (16 December 2020)*, adopted by the United Nations General Assembly calls for Government action to support the role of the Ombudsman at the domestic level for the promotion and protection of human rights, good governance and the rule of law. A new resolution adopted the United Nations General Assembly, (*UN Resolution 79/177*) on 19 December 2024 calls for the Promotion and protection of human rights including alternative approaches for improving the effective enjoyment of human rights and fundamental freedoms. This highlights the role of the Ombudsman in the promotion and protection of human rights, good governance and the rule of law.

Our 5 key priorities for this upcoming corporate cycle include

- i. Establishment of a National Human Rights Institute as a mandate of the Ombudsman;
- ii. The building of a sub-office at Pangai, Ha‘apai and strengthening budget provisions;
- iii. Strengthening of Legal and Oversight Governance division; and
- iv. Building capacity

These key priorities strengthen the work that the Office carries out in good governance and integrity. Our unique place in the Constitution and the Legislation, means that we are one of two institutions that are independent from the Executive to detect maladministration. Given that the Executive has a wide reach across society, this means that the services we provide are cross cutting irrespective of the Government of the day.

This Corporate plan is developed to reflect our core duties, where we are going, and how we are getting there and includes a reflection of our key priorities. Despite the environment of change, both internal and external, we maintain a high level of awareness of our operating environment. This features our plan, budget allocations and a framework for KPIs.

Tonga Strategic Development Framework II (TSDFII)

We continue to support the TSDFII as a rolling framework playing our part for the development of our society. As the results map indicates, this is how our institution is aligned to the national outcome. Our outputs and sub-outputs are delegated across our Divisions for achieving specific activities relating to the outputs.

The outputs are aligned to support the overall TSDFII organizational outcome for Tonga. Our significant contribution is formed under **National Outcome D** which forms one of seven outcomes under the TSDFII. National Outcome D is:

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

As an institution that actively promotes good governance across the public administration, the significant contribution is aligned to the organizational outcome 3.1 which is identified as follows:

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

Relevant strategic concepts include:

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

Further contributions are identified in the following organizational outcomes:

3.2 Improved law & order and domestic security appropriately applied

Relevant strategic concepts:

Support and strengthen anti-corruption by strengthening activities to reduce maladministration and mismanagement.

3.4 Modern & appropriate Constitution, laws & regulations reflecting international standards of democratic processes

Relevant strategic concepts:

- Avoid hasty, ad-hoc and poorly considered legal changes

3.5 Improved working relations & coordination between Privy Council, Executive, Legislative & Judicial functions

Relevant strategic concepts:

- Review of the current working relationships which contribute to maladministration and mismanagement to identify areas where improvements can be made

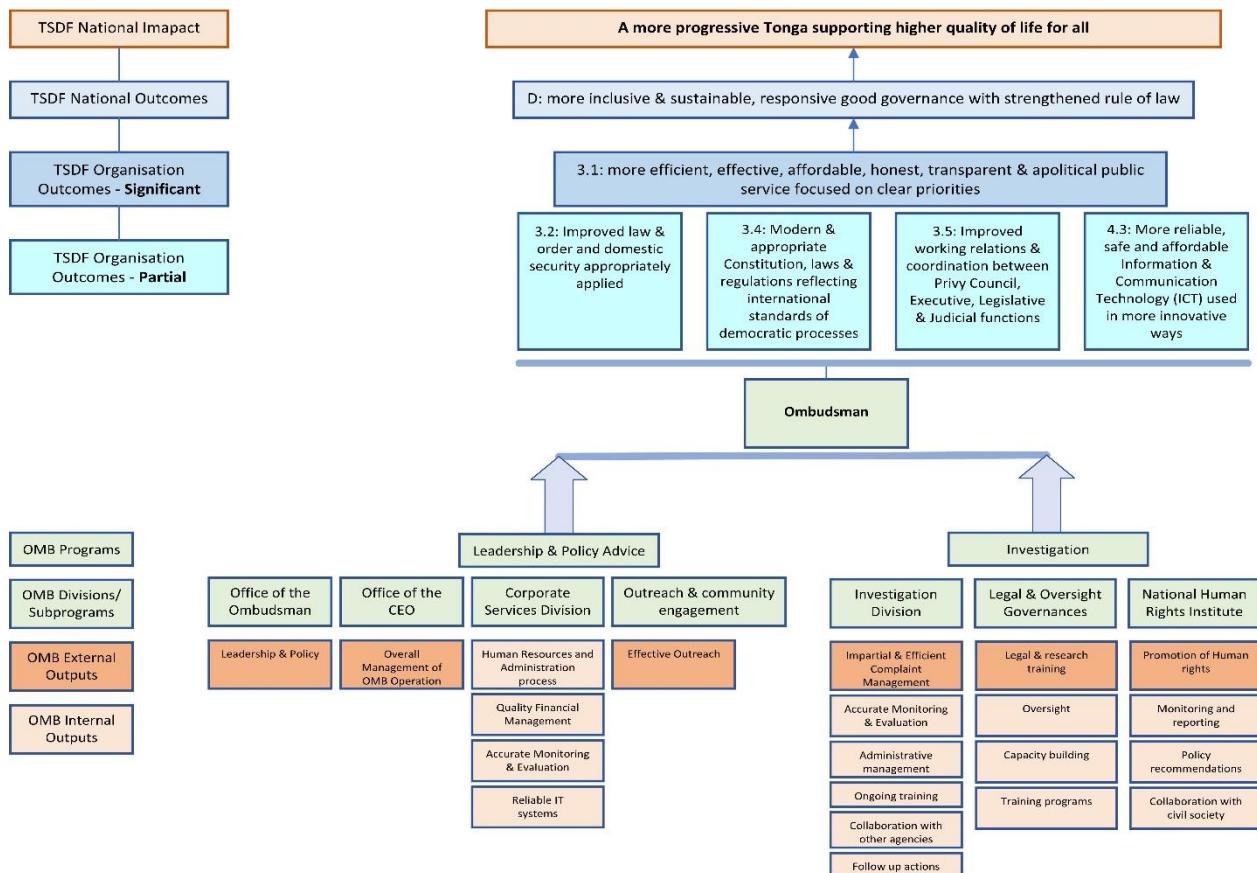
4.3: More reliable, safe and affordable information & communication technology (ICT) used in more innovative ways

Relevant strategic concepts:

Expand training and skills in the use of modern ICT

SDG 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Results Map



- Output 1: Leadership and Policy Advice
- Output 2: Investigation Services

Stakeholders

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

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

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

*Cabinet Ministers in their respective portfolios and their respective decisions but not their collective decisions in government.

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

Overview

Outputs Grouped into Divisions/Sub-Programs and Programs

Program	Outputs	Strategies	Responsible Program
Program 1 – Leadership and Policy Advice			
1.1 Office of the Ombudsman	Leadership and Policy Advice	Effective leadership and management	Office of the Ombudsman
		Efficiency and effective operations	Office of the Ombudsman
1.2 Office of the CEO	Overall management of operations	Ensure operations are smooth implementing and overseeing internal processes are maintained.	Office of the CEO
		Monitor reporting requirements to all internal and external stakeholders	Office of the CEO
		Assisting the Ombudsman and Investigation team on investigation matters	Office of the CEO
Sub-Offices	Vava'u Office	Provide on the ground services to the people of Vava'u including intermediary communications to the main office	Office of the CEO and Vava'u sub-office
		Plan and implement outreach services	Office of the CEO and Vava'u sub-office
	Ha'apai Office	Provide on the ground services to the people of Ha'apai including intermediary communications to the main office	Office of the CEO and Ha'apai sub-office
		Plan and implement outreach services	Office of the CEO and Ha'apai sub-office
1.3 Corporate Services	Human Resources and Administrative processes	Monitor and implement all support services structures and processes as outlined in the Ombudsman Staff Policy manual	Corporate Services Division
		Maintain and service all office equipment and logistic wants from time to time	Corporate Services Division
		Maintain and update all records including timely and accurate reporting for management	Corporate Services Division
	Quality financial management	Ensure all requirements under the Treasury Instructions and Ombudsman Staff Policy Manual are complied with and maintained	Corporate Services Division
		Accurate financial reports are prepared and submitted in a timely manner both internally and externally	Corporate Services Division
		Maintain in a timely manner all	Corporate Services

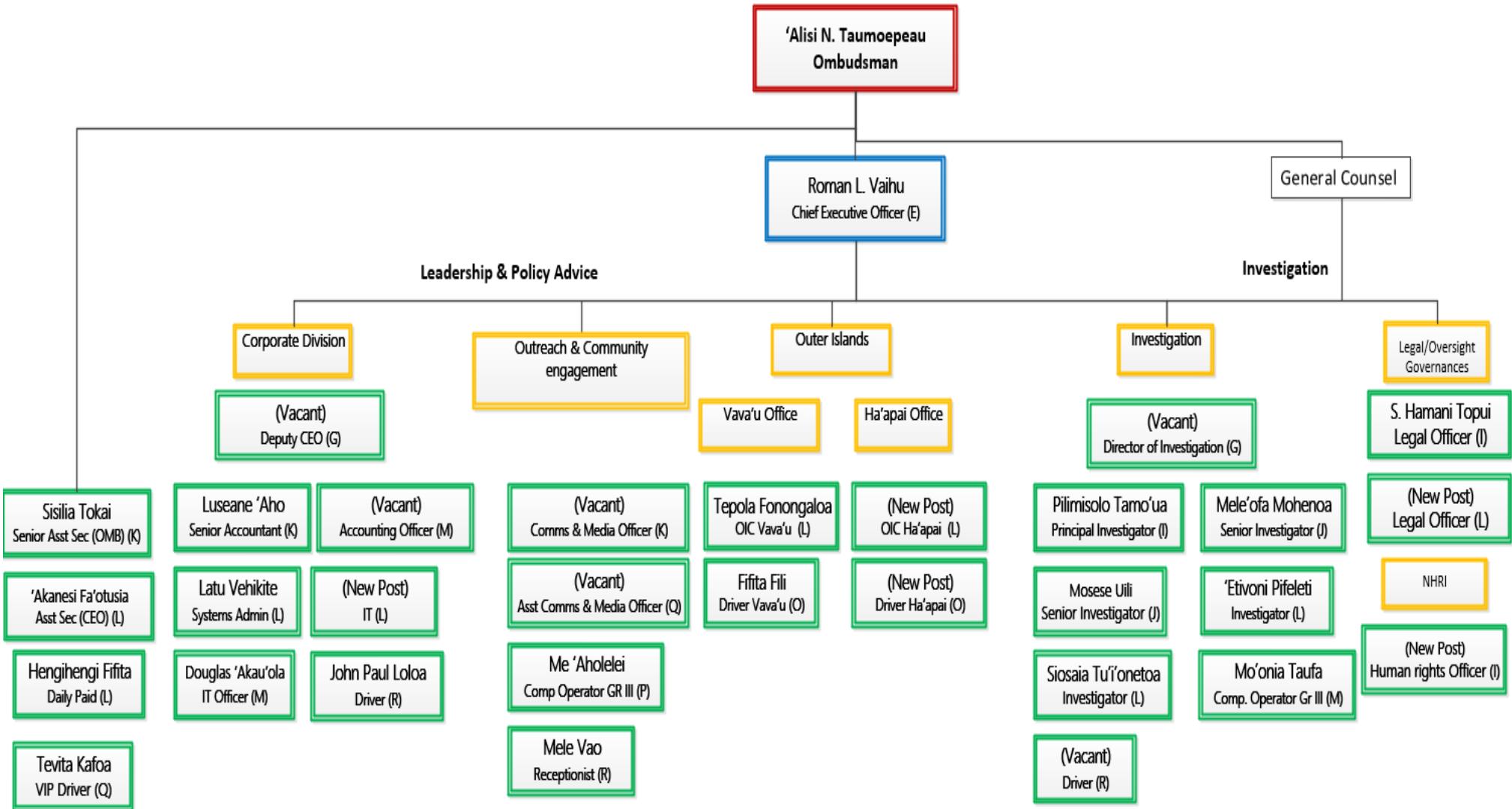
		financial records and processes and provide accurate and timely reports when required	Division
	Accurate Monitoring and Evaluation	Maintain and update records as required to ensure that targets and strategies are met and complied with	Corporate Services Division
	Reliable IT systems	Maintain and update all IT systems and equipment ensuring minimal disruption to work flow and processes.	Corporate Services Division
1.4 Outreach and Community Engagement	Effective Outreach	Monitor and lead outreach initiatives and strategies maintaining public reach to all relevant stakeholders	Outreach and Community Engagement
		Implement outreach plans including accurate reporting of outreach to relevant stakeholders	Outreach and Community Engagement

Program 2 - Investigations

2.1 Investigations	Impartial and efficient complaint handling system	Record and investigate complaints received, complaints initiated and complaints referred including carrying out any tasks relevant to the investigation	Investigations
	Accurate monitoring and evaluation	Carry out administrative and team activities ensuring all outputs are met and recorded correctly for internal and external reporting	Investigations
	Administrative management	Accurately record all incoming and outgoing statistics and data as required for internal and external usage	Investigations
	Ongoing training	Plan and implement monthly internal trainings ensuring best practice is met	Investigations
	Collaboration with other agencies	Establish partnerships with other public agencies to enhance investigation process	Investigations
	Follow up actions	Mechanisms for tracking the implementation of recommendations of the investigation outcomes	Investigations
2.2 Legal and Oversight Governance	Legal Research and training	Carry out legal research on all legal matters that arises internally and externally including developing a legal database on legal issues	Legal and Oversight
	Oversight	Provide sound oversight opinion on Governance issues including structural reforms	Legal and Oversight
	Capacity building	Engage with relevant stakeholders on legal instruments including	Legal and Oversight

		training and other	
	Training Programmers	Capacity building initiatives aimed at educating public officials on governance practices.	Legal and Oversight
2.3 National Human Rights Institute	Promotion of Human Rights	Increased awareness and understanding of human rights issues	National Human Rights Institute
	Monitoring and reporting	Systemic monitoring of human right conditions and provisions suggesting improvements	National Human Rights Institute
	Policy Recommendations	Development of recommendations for legislative and policy reforms to enhance protections	National Human Rights Institute
	Collaboration with Civil Society	Strengthened partnerships with grassroots to foster collaborative approach to human rights advocacy	National Human Rights Institute

Organizational Structure



Planned Major Reforms Summary

The following reforms and improvements are ongoing:

Program	Sub-outputs	Responsible division	Reforms	Improvements for FY2025/26 – 2027/28
Leadership and policy advice	Leadership and Advice	National Human Rights Institute	<p>Establishment of a National Human Rights Institute</p> <p>The establishment of a National Human Rights Institute to oversee the state of human rights at the domestic level as enshrined by the Constitution of Tonga and all International Human Rights treaties that Tonga has acceded to. The constitutional independence of the office makes it appropriate to carry this mandate. Structurally, the establishment of an NHRI will result in a new division altogether.</p> <p>This has been strengthened at the International level with the UNGA Resolution 79/177 on 19 December 2024 calling Governments to do better for the promotion and protection of human rights including alternative approaches for improving the effective enjoyment of human rights and fundamental freedoms. This highlights the role of the Ombudsman in the promotion and protection of human rights, good governance and the rule of law.</p>	<p>Increase budget for a scoping mission including consultants, nationwide consultations and 2 posts to establish the division. Posts:</p> <ul style="list-style-type: none"> - Director for Human Rights; and - Human Rights officer
	Better Overall Management	Office of the CEO	<p>The building of a sub-office at Pangai, Ha‘apai as well as strengthening budget provisions.</p> <p>We were granted a budget for the establishment of Ha‘apai sub-office however, we are still looking for a viable office space. However, the current budget does not grant us any posts to man the office with a minimal budget for operations.</p>	<p>Additional funding support to fund posts similar to Vava‘u office.</p> <p>This includes 2 posts:</p>

			We are currently in talks with Australia High Commission for development funding to erect an office space at Pangai. However, this will come into fruition later in the FY.	i. Assistant Secretary as OIC; ii. Office Executive.
Legal and Oversight Governance		Legal and Oversight Governance	<p>Strengthening of Legal and Oversight Governance division.</p> <p>As the investigations are getting more legal in nature coupled with the expected mandates this institution will eventually embark, there is a need to strengthen and empower a Legal and Oversight Governance division. This includes the establishment of an NHRI and the incoming Personal Health Information Protection Bill. We have made initial steps by re-designating a Principal post from the Investigation Division for the creation of a Legal Officer in 2022. However, we are seeking to add an additional Legal Officer post to make way for a structure.</p> <p>We envisage this division to:</p> <ul style="list-style-type: none"> - Carry out all legal research and tasks associated with the mandates of the institution including all legal matters that arises; - Carry out Oversight and Governance related opinions on public authorities; and - Liaise closely with relevant stakeholders on all legal matters. 	A new post and budget provisions.
			<p>Empowering the integrity alliance.</p> <p>With the establishment of the Anti-Corruption Commission in the current FY, we continue to look for ways where we can strengthen collaboration and cooperative approaches in the name of integrity and Good Governance. Currently, there is an informal arrangement between the Attorney General's Office, Anti-Corruption Commission, Auditor General, Police Commissioner and this institution.</p> <p>However, there should be some budget support for empowering collaboration amongst these stakeholders.</p>	

Budget and Staffing

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

Expenditure Item (\$)	2024/25 Baseline \$	2025/26 Projection 1 \$	2026/27 Projection 2 \$	2027/28 Projection 3 \$
Established Staff (10xx)	944,300	909,400	909,400	909,400
Un established Staff (11xx)	12,200	12,200	12,200	12,200
Travel and Communication (12xx)	138,100	113,400	113,400	113,400
Maintenance and Operations (13xx)	89,900	149,800	149,800	149,800
Purchase of Goods and Services (14xx)	451,900	409,000	409,000	409,000
Grants and Transfers (15xx)	1000	1000	1000	1000
**Assets (20xx)	25,500	5,600	5,600	5,600
Total OMB Recurrent	\$1,662,900	\$1,600,400	\$1,600,400	\$1,600,400

8.2 Staff by Key Category

Table 2: Ministry Total Staff by Key Category

Category	2024/25 Baseline	2025/26 Proj. 1	2026/27 Proj. 2	2027/28 Proj 3
Established Staff				
Executive Officer (Band A - G)	4	4	6	6
Professional Staff (Band H - L)	12	16	17	17
Other Staff (Band M - S)	8	11	12	12
Total Established Staff	24	31	35	35
Unestablished Staff	2	2	2	2
Total Staff	26	33	37	37
Total Recurrent Cost (\$)	\$902,300	\$921,600	\$1,213,000	\$1,104,600

Programs and Subprograms

Output 1: Leadership and Policy advice

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Leadership effectiveness	Employee engagement in process	100%	100%	100%	100%	16.7	16.7.2	\$272,200
	Leadership training completion rates	100%	100%	100%	100%			
	Staff turnover	<5%	<5%	<5%	<5%			
Policy Impact	Policies developed v implemented	100%	100%	100%	100%			
	Stakeholder feedback	80%	80%	80%	80%			
	Measurable outcomes from implemented policies	80%	80%	80%	80%			

Sub-Output 1.2: Overall Management

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Efficiency of operational cycles	Time taken to complete reporting: QR/AR	within due date	within due date	within due date	within due date	16.7	16.7.2	\$332,400
	Efficient utilization of resources	100%	100%	100%	100%			
	Quality of services. Look at customer complaints and services that did not meet expectation	70%	70%	70%	70%	16.7	16.7.2	
	Financial performance and planned budget utilization	100%	100%	100%	100%			

Sub-Output: Vava'u Sub-office

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Vava'u	Service delivery to people of Vava'u	100%	100%	100%	100%	16.7	16.7.2	
	Budget adherence v actual expenses	100%	100%	100%	100%			
	Community engagement including outreach and activities	100%	100%	100%	100%	16.7	16.7.2	

Sub-Output: Ha'apai Sub-office

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Vava'u	Service delivery to people of Ha'apai	100%	100%	100%	100%	16.7	16.7.2	
	Budget adherence v actual expenses	100%	100%	100%	100%			
	Community engagement including outreach and activities	100%	100%	100%	100%	16.7	16.7.2	

Sub-Output 1.3: Corporate Services

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Human Resources and administrative processes	Monitor and implement all support services structures and process according to OSPM	100%	100%	100%	100%	16.7	16.7.2	\$644,300
	Maintain and service all office equipment and logistics regularly	100%	100%	100%	100%			
	maintain and update all records including timely and accurate reporting for management	100%	100%	100%	100%			
Quality Financial Management	Ensure all requirement under TI and OSPM are compiled and maintained	100%	100%	100%	100%			
	Accurate financial reports are prepared and submitted on time both internally and externally	100%	100%	100%	100%			
Accurate monitoring and evaluation	Maintain updated records ensuring targets are met	100%	100%	100%	100%			
Reliable IT systems	maintain and update all IT systems ensuring minimal disruptions to operations	100%	100%	100%	100%			

Sub-Output 1.4: Outreach and Community Engagement

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Effective Outreach	Monitor and lead outreach plans and accurate reporting	100%	100%	100%	100%	16.7	16.7.2	\$68,300
	Stakeholder feedback on outreach activities	100%	100%	100%	100%			
	Community engagement including follow up	100%	100%	100%	100%			

Output 2.1: Investigations

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Impartial and efficient complaint handling system	Record and investigate complaint modes	100%	100%	100%	100%	16.7	16.7.2	\$283,200
Accurate monitoring and evaluation	Carry out administrative activities ensuring all outputs are recorded for reporting purposes	100%	100%	100%	100%			
Administrative handling	Record all statistics and data as required for internal and external usage	100%	100%	100%	100%			
	Ongoing training	100%	100%	100%	100%			

Output 2.2: Legal and Oversight Governance

Activities /Strategies	KPIs	2024/25	2025/26	2026/27	2027/28	SDG/TSDF		Costing
						Target #	Indicator #	
Legal research and training	Provide legal research on all issues arising internally and externally	100%	100%	100%	100%	16.7	16.7.2	
	Develop a legal database on legal issues	100%	100%	100%	100%			
Oversight	Provide sound oversight analysis on Governance issues and structures	100%	100%	100%	100%			
Capacity building	Engage with relevant legal stakeholders including internal and external training	100%	100%	100%	100%			