



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

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## 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

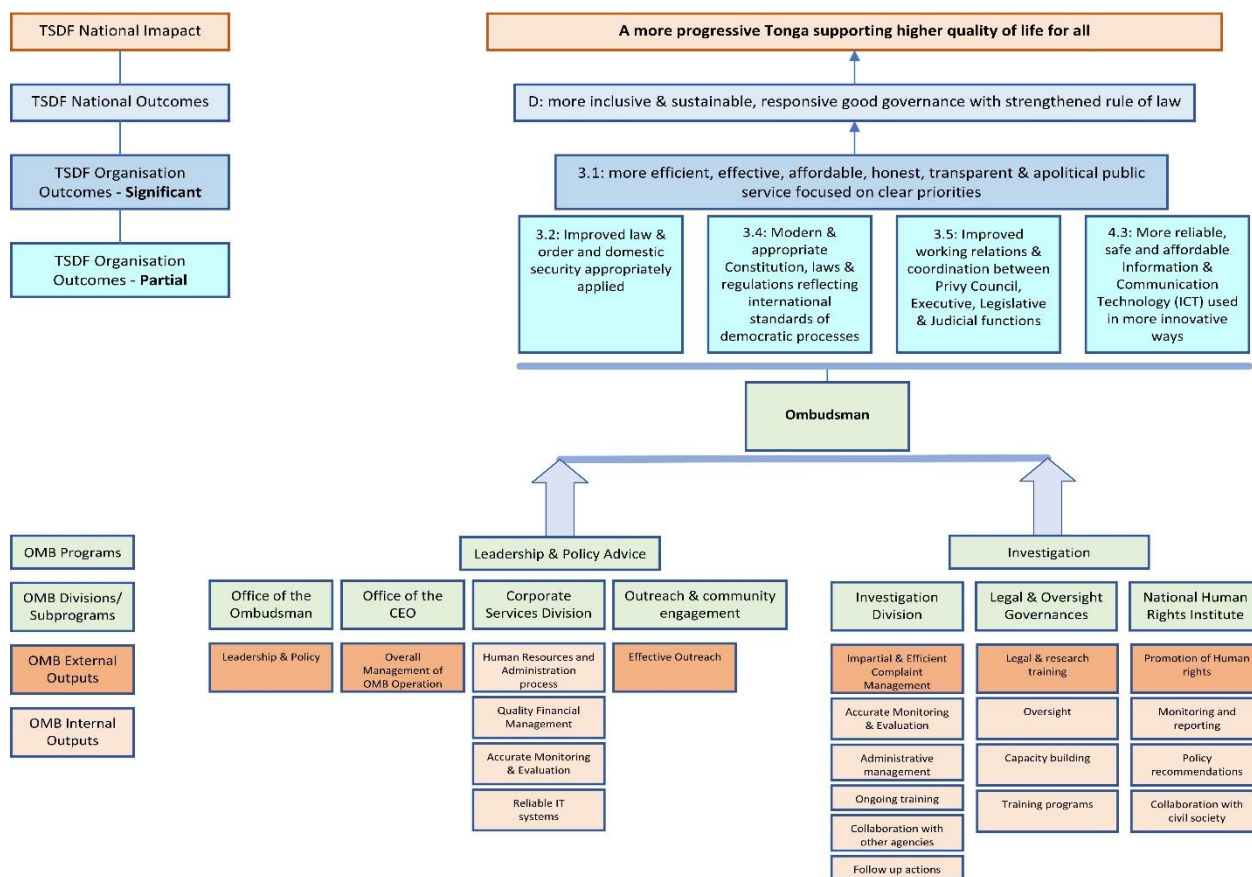
### 4.3: More reliable, safe and affordable information & communication technology (ICT) used in more innovative ways

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

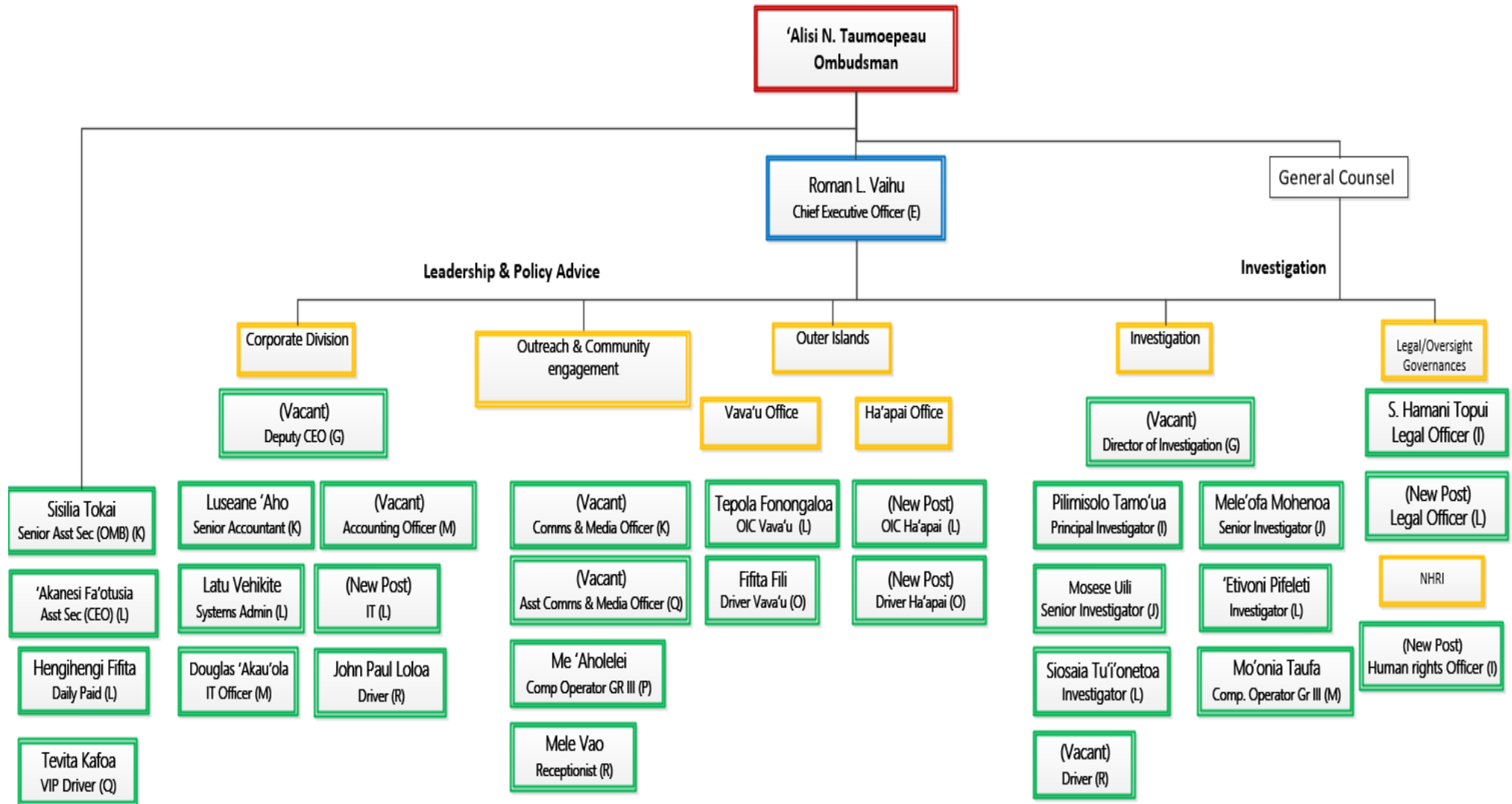
### Outputs Grouped into Divisions/Sub-Programs and Programs

| Program   | Outputs                                      | Strategies   | Responsible Program                      |
|---|--|--|--|
| <b>Program 1 – Leadership and Policy Advice</b> |  |  |  |
| 1.1<br>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<br>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<br>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 |
| <b>Program 2 - Investigations</b>     |   |   |                                   |
| 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"> <li>- Director for Human Rights; and</li> <li>- Human Rights officer</li> </ul> |
|                              | 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;<br>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 seeking to add an additional Legal Officer post to make way for a structure. We envisage this division to:</p> <ul style="list-style-type: none"> <li>- Carry out all legal research and tasks associated with the mandates of the institution including all legal matters that arises;</li> <li>- Carry out Oversight and Governance related opinions on public authorities; and</li> <li>- Liaise closely with relevant stakeholders on all legal matters.</li> </ul> | 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. 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)**

| <b>Expenditure Item (\$)</b>          | <b>2024/25<br/>Baseline \$</b> | <b>2025/26<br/>Projection 1 \$</b> | <b>2026/27<br/>Projection 2 \$</b> | <b>2027/28<br/>Projection 3 \$</b> |
|---------------------------------------|--------------------------------|------------------------------------|------------------------------------|------------------------------------|
| 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                              |
| <b>Total OMB Recurrent</b>            | <b>\$1,662,900</b>             | <b>\$1,600,400</b>                 | <b>\$1,600,400</b>                 | <b>\$1,600,400</b>                 |

### 8.2 Staff by Key Category

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

| <b>Category</b>                  | <b>2024/25<br/>Baseline</b> | <b>2025/26<br/>Proj. 1</b> | <b>2026/27<br/>Proj. 2</b> | <b>2027/28<br/>Proj 3</b> |
|----------------------------------|-----------------------------|----------------------------|----------------------------|---------------------------|
| <b>Established Staff</b>         |                             |                            |                            |                           |
| 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                        |
| <b>Total Established Staff</b>   | <b>24</b>                   | <b>31</b>                  | <b>35</b>                  | <b>35</b>                 |
| Unestablished Staff              | 2                           | 2                          | 2                          | 2                         |
| <b>Total Staff</b>               | <b>26</b>                   | <b>33</b>                  | <b>37</b>                  | <b>37</b>                 |
| <b>Total Recurrent Cost (\$)</b> | <b>\$902,300</b>            | <b>\$921,600</b>           | <b>\$1,213,000</b>         | <b>\$1,104,600</b>        |

## 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      | <b>\$272,200</b> |
|                          | 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      | <b>\$332,400</b> |
|                                  | 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      | <b>\$644,300</b> |
|  | 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      | <b>\$68,300</b> |
|                        | 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      | <b>\$283,200</b> |
| 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%    |          |             |         |