27. Office of the Anti-Corruption Commissioner

Corporate Plan & Budget

2025/26 – 2026/27

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List of Abbreviations

ACC	Anti-Corruption Commissioner
APSACC	Australia Public Sector Anti-Corruption Conference
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

Foreword

As the Anti-Corruption Commissioner, it is my privilege to present the Strategic Plan for 2024-2029, a blueprint for integrity and accountability in the Kingdom of Tonga. This plan is a testament to our unwavering commitment to combat corruption and foster a culture of transparency across all levels of government and society.

In the past years, there was ongoing progress in laying down the groundwork for a robust anti-corruption framework, and now, we look forward to building on this foundation with clear, actionable strategies that will guide our efforts over the next five years. Our vision is a Tonga where public trust is restored and maintained through the diligent work of the Office of the Anti-Corruption Commissioner.

We recognize that the fight against corruption is not a solitary endeavour but a collective one. It requires the support and cooperation of every Tongan, from government officials to the private sector, civil society, and the public. Together, we can ensure that integrity prevails over self-interest.

"We are not just an office; we are a relationship between the people and the law, striving together to improve integrity."

This strategic plan outlines our goals, which include enhancing our investigative and prosecutorial capabilities, expanding our outreach and education programs, and strengthening our partnerships both domestically and internationally. We are also committed to providing high security for whistleblower protection, ensuring that those who come forward to report corruption can do so without fear.

As we embark on this journey, we invite constructive criticism and open dialogue. Our doors are always open for feedback, as it is through collaboration and continuous improvement that we will achieve our objectives. We are not just an office; we are a relationship between the people and the law, striving together to improve integrity.

We will develop relationships with our Pacific anti-corruption agencies so that there is a common message of integrity across the whole region. By working collaboratively, the Pacific can be strengthened

I am confident that with the dedication of our staff, the support of our partners, and the engagement of our citizens, we will make significant strides in eliminating corruption and upholding the law. Let us work hand in hand to create a legacy of honesty and integrity for future generations.

J C LaHatte

James Christopher LaHatte

Anti-Corruption Commissioner

ANTI-CORRUPTION COMMISSIONER TONGA

Introductory Remarks by the Executive Director

The Office of the Anti-Corruption Commissioner stands as a beacon of integrity and accountability in the Kingdom of Tonga. The Office commenced operations 1 July 2024 with a firm commitment to combating corruption. Our office is dedicated to fostering a transparent and just society. As we embark on our strategic journey from 2024 to 2029, we reflect on our mandate that the public interest to be paramount. We are required to direct our attention to serious and systematic corrupt conduct and consider the responsibility and role of other public authorities and public officials in the prevention of corrupt conduct. The real long-term cost of corruption can cripple the economy and threaten the security and wellbeing of our communities.

"The real long term cost of corruption can cripple the economy and threaten the security and wellbeing of our communities."

Our mission is to uphold the rule of law and ensure that public trust is not only maintained but strengthened. We operate under the principles of independence and impartiality, ensuring that our actions are free from influence and bias. The Anti-Corruption Act of 2007 laid the groundwork for our operations, and since the appointment of our first Commissioner, we shall strive to live up to the expectations of the people.

Our strategic plan outlines our vision to expand our reach and deepen our impact. We aim to establish robust whistleblower protection systems, build our investigative capabilities, and foster public awareness about the services we provide. Our commitment to education and outreach is paramount, as we believe an informed nation is the first line of defence against corruption.

As we look ahead, we are focused on recruiting skilled professionals who share our values of service and integrity. Our team will grow to fill in the three main operations of the Office –

i. *Reactive Operations* –includes the Investigation and Legal Teams responsible for managing the complaints received.
ii. *Proactive Operations* – includes the Public Education and Monitoring & Evaluation Teams who are responsible for community outreach programmes.
iii. *Auxiliary Support* – the enabling functions to support the Office.

Together, we embark on this strategic period with resolve and optimism, confident that our collective efforts will lead to a brighter, more accountable future for Tonga.

Mele Fakatouato Mangisi

1. Executive Summary

1.1. Mandate

The Anti-Corruption Commissioner is responsible for investigating and eradicating corrupt conduct within public authorities and officials. The Commissioner has the authority to conduct investigations, hold public inquiries, and take necessary actions to prevent and address corruption.

OUR MISSION

The Office of the Anti-Corruption Commissioner is dedicated to combatting corruption through the promotion of transparency, accountability, and integrity in public service. We are committed to upholding the laws against corruption with rigor and fairness, ensuring that public office adheres to the highest ethical standards. We will bring our message to all levels of Tongan society to ensure the knowledge of our work is instilled, from children to our old people.

OUR VISION

Our vision is to cultivate a society where every citizen can trust in the fair and just administration of laws, and where public officials serve with honour, upholding the trust placed in them by the people of Tonga. This vision statement reflects the goals and aspirations of the Office as it moves forward with its strategic initiatives and outreach efforts.

OUR CORE VALUES

I-ACT

INTEGRITY: *Do what is right.*

ACCOUNTABILITY: *Own your actions.*

COLLABORATION: *Work smarter.*

TRANSPARENCY: *Be open and honest.*

1.1.1 Key Legislations, Policy Decisions & Conventions

- **Anti-Corruption Commissioner Act**: This is the primary legislation governing the functions and powers of the Anti-Corruption Commissioner.
- **Amendment Acts**: Various amendments have been made to the original Act to update and refine its provisions.

- **GlobE Network**: Tonga became a member of the GlobE Network in November 2024, enhancing international cooperation in anti-corruption efforts.
- **United Nations Convention against Transnational Organised Crime (UNTOC)**: Tonga ratification in 2003 and signifies Tonga's commitment to international efforts in combating transnational organised crime.
- **United Nations Convention against Corruption (UNCAC)**: Tonga ratification in 2020, committing to global standards in combating corruption.
- The Commissioner is part of the Australian APSACC, a group of anti-corruption agencies which meets annually to share knowledge and practice

1.1.2 Principal Functions

- *Investigate Corrupt Conduct:* The Commissioner investigates instances of alleged or suspected corrupt conduct referred by any person or authority or discovered independently.
- *Examine Practices and Procedures:* The Commissioner reviews government ministries, departments, and other public bodies to revise practices and procedures that may lead to corrupt conduct.
- *Advise and Assist:* The Commissioner instructs, advises, and assists any person or authority on ways to reduce or eliminate corrupt conduct.
- *Educate the Public:* The Commissioner educates the public against the evils of corrupt conduct and fosters public support in combating corruption.

1.1.3 Cooperation with Other Agencies

- *Law Enforcement Collaboration:* The Commissioner works in cooperation with law enforcement agencies, including the Attorney General, Auditor General, Commissioner of Police, and other relevant bodies. The Commissioner is taking a role to coordinate the Integrity Agencies group, which will share information and policy of common interest.
- *Confidential Information:* The Commissioner can specify that certain information is confidential and subject to secrecy provisions.

1.1.4 Investigations

- *Preliminary Investigations:* Conduct preliminary investigations to identify conduct that might warrant a more complete investigation.
- *Power to Obtain Information:* The Commissioner can require public authorities or officials to produce statements of information.
- *Power to Require Attendance and Documents:* The Commissioner can require individuals to attend and produce documents or other things relevant to an investigation.
- *Power to Enter Public Premises:* The Commissioner or authorized officers can enter and inspect premises occupied by public authorities or officials.

1.1.5 Compulsory Examinations and Public Inquiries

- *Conduct Examinations:* The Commissioner can conduct compulsory examinations in private and public inquiries if it is in the public interest.
- *Summon Witnesses:* The Commissioner can summon witnesses to appear and give evidence.
- *Legal Representation:* The Commissioner may allow legal representation for persons giving evidence or with a direct interest in the inquiry.

1.1.6 Reporting and Referral

- *Referral of Matters:* The Commissioner can refer matters to appropriate persons or bodies and recommend actions.
- *Reports to Authorities:* The Commissioner prepares reports on investigations and findings, including recommendations for prosecution or disciplinary actions.
- *Annual Reports:* The Commissioner submits annual reports on operations, including descriptions of referred matters, investigations, and recommendations for changes in laws or administrative actions.

1.1.7 Protection of Witnesses

- *Safety Measures:* The Commissioner can make arrangements to protect the safety of witnesses and persons assisting in investigations.
- *Reimbursement of Expenses:* Witnesses appearing before the Commissioner are reimbursed for their expenses.

1.1.8 Powers Related to Search Warrants and Property Disposal

- *Issue Search Warrants:* The Commissioner can issue search warrants to search premises and seize documents or other things.
- *Disposal of Property:* The Commissioner can apply to the Supreme Court for orders regarding the disposal of property related to corrupt conduct.

1.1.9 Offences

a. *Obstruction:*

   - Description: Wilfully obstructing, hindering, resisting, or threatening the Commissioner or any authorized person in the exercise of their functions.
   - Penalty: Imprisonment not exceeding 2 years or a fine not exceeding $5,000, or both.

b. *Complaints:*

   - Description: Wilfully making false statements or misleading the Commissioner or an officer of the Commissioner when making a complaint.
   - Penalty: Imprisonment not exceeding 1 year or a fine not exceeding $2,000, or both.

c. *Non-compliance with Notice:*

- Description: Failing to comply with a notice served under the Act without reasonable excuse.
- Penalty: Imprisonment not exceeding 1 year or a fine not exceeding $2,000, or both.

d. Obstruction of Person Executing Search Warrant:

- Description: Obstructing or hindering a person executing a search warrant without reasonable excuse.
- Penalty: Imprisonment not exceeding 1 year or a fine not exceeding $2,000, or both.

e. Failure to Attend:

- Description: Failing to attend a compulsory examination or public inquiry, be sworn, answer questions, or produce documents as required.
- Penalty: Imprisonment not exceeding 1 year or a fine not exceeding $2,000, or both.

f. False and Misleading Evidence:

- Description: Giving false or misleading evidence at a compulsory examination or public inquiry.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

g. Offences Relating to Documents:

- Description: Wilfully deleting, destroying, or altering documents required for an investigation, or fabricating documents to mislead the Commissioner.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

h. Procuring False Testimony:

- Description: Procuring or causing false testimony or misleading information to be furnished in compliance with a notice.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

i. Bribery of Witness:

- Description: Giving or promising property or benefits to a witness to give false testimony or withhold true testimony.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

j. Fraud on Witness:

- Description: Practising fraud or deceit on a witness to affect their testimony.

- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

k. Preventing Witness from Attending:

- Description: Wilfully preventing or endeavouring to prevent a witness from attending or producing evidence.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

l. Injury to Witness:

- Description: Using or threatening violence, punishment, damage, loss, or disadvantage to a witness or their immediate family for assisting the Commissioner.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

m. Dismissal of Witness or Person Assisting Commissioner:

- Description: Dismissing or prejudicing an employee for assisting the Commissioner.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $10,000, or both.

n. Impersonation of Officer of Commissioner:

- Description: Representing oneself as an officer of the Commissioner without being one.
- Penalty: Imprisonment not exceeding 1 year or a fine not exceeding $2,000, or both.

o. Bribery of Officer of Commissioner:

- Description: Offering or giving money, property, or benefits to an officer of the Commissioner to influence their duties.
- Penalty: Imprisonment not exceeding 3 years or a fine not exceeding $15,000, or both.

Contempt of Commissioner

- Description: Various acts of contempt, such as failing to attend, produce documents, or answer questions, threatening or insulting the Commissioner or witnesses, misbehaving, or obstructing proceedings.
- Penalty: Punishment by the Supreme Court, similar to contempt in court proceedings.

These provisions ensure that individuals and officials are held accountable for actions that obstruct or undermine the anti-corruption efforts of the Commissioner.

1.2. Stakeholders

The Anti-Corruption Commission (ACC) engages with a diverse array of stakeholders, each playing a crucial role in its operations and effectiveness. The Privy Council, Cabinet, and Legislative Assembly (LA) are key partners and customers, providing oversight and support while also receiving reports and recommendations from the ACC. Ministries, Departments, and Agencies (MDAs), along with Public Enterprises, Businesses, and Non-State Actors (NSA) and Civil Society Organizations (CSO), serve as both customers and suppliers, collaborating with the ACC to implement anti-corruption measures and providing necessary information and resources. The General Public and Development Partners are vital partners, supporting the ACC's initiatives and benefiting from its efforts to promote transparency and accountability.

The Auditor General plays a critical role in providing oversight of public sector finances, ensuring that public funds are well managed and fully accounted for, and not used for personal gain or fraudulent purposes. This oversight is essential for maintaining government accountability and transparency, and the Auditor General works closely with the ACC to identify and address instances of corruption.

International Partners, including organizations like the United Nations Office on Drugs and Crime (UNODC) and the GlobE Network, enhance the ACC's capacity to combat corruption through international cooperation and adherence to global standards. These partnerships are crucial for sharing best practices, resources, and support in the fight against corruption.

The relationships between the ACC and its stakeholders are integral to the strategic plan of the ACC, which aims to foster a collaborative environment that enhances its ability to combat corruption effectively. The strategic plan outlines priorities and goals to ensure that the ACC delivers on its mandate, including the development of robust anti-corruption frameworks, continuous monitoring and evaluation of anti-corruption efforts, and engagement with stakeholders to promote transparency and accountability.

Importance of Functioning Courts
Functioning courts are essential for the ACC to be effective. They ensure legal certainty, fair and effective resolution of disputes, and uphold the rule of law. Courts provide a mechanism for prosecuting corrupt officials and enforcing anti-corruption laws, thereby supporting the ACC's efforts to combat corruption.

Freedom of Information Laws
Freedom of information laws are crucial for transparency and accountability. They empower citizens to access information held by public authorities, enabling them to hold government officials accountable and reduce opportunities for corruption. These laws support the ACC by ensuring that information necessary for investigations is accessible.

Active Media
An active media plays a vital role in exposing corruption and informing the public about anti-corruption efforts. Media coverage can bring attention to corrupt practices, support public awareness campaigns, and hold officials accountable. The media acts as a watchdog, complementing the ACC's efforts to promote transparency and integrity.

Civil Society

Civil society organizations (CSOs) are key partners in strengthening governance and supporting the ACC's mission. CSOs promote civic engagement, foster social cohesion, and hold governments accountable. They can advocate for anti-corruption measures, provide oversight, and collaborate with the ACC to implement effective anti-corruption strategies.

These elements—functioning courts, freedom of information laws, active media, and a vibrant civil society—are essential for the ACC to be effective and for strengthening governance. They create an environment where transparency, accountability, and integrity can thrive, supporting the ACC's efforts to combat corruption and promote good governance.

ACC Stakeholders and Their Relationships

Stakeholder	Customer of ACC	Supplier to ACC	Partner with ACC	ACC
Privy Council	x		X	x
Cabinet	x		X	x
LA	x		X	x
MDAs	x	x	x	x
Public Enterprises	x	x	x	x
Businesses	x	x	x	x
NSA, CSO	x		x	x
General Public	x		x	x
Development Partners	x		x	x
Integrity Agencies	x		x	

1.3. Result Map

Objectives

1. **Enhance Transparency and Accountability**: Promote transparency and accountability in public institutions to reduce corruption.
2. **Strengthen Legal and Institutional Frameworks**: Develop and enforce robust legal and institutional frameworks to combat corruption.
3. **Increase Public Awareness and Engagement**: Educate and engage the public on anti-corruption measures and the importance of integrity.
4. **Improve Investigation and Prosecution**: Enhance the capacity for effective investigation and prosecution of corruption cases.
5. **Foster International Cooperation**: Collaborate with international partners to strengthen anti-corruption efforts.

Actions and Initiatives

1. **Develop and Implement Anti-Corruption Policies**:
    - Draft and enforce comprehensive anti-corruption policies and regulations.
    - Regularly review and update existing laws to address emerging corruption trends.
2. **Conduct Public Awareness Campaigns**:
    - Launch educational programs and campaigns to inform the public about the dangers of corruption and how to report it.
    - Partner with media and civil society organizations to disseminate information.
3. **Strengthen Investigative Capabilities**:
    - Provide training and resources to investigators and prosecutors.
    - Establish specialized units for complex corruption cases.
4. **Enhance Legal Frameworks**:
    - Work with the Legislative Assembly to pass and amend anti-corruption laws.
    - Ensure that freedom of information laws are in place to promote transparency.
5. **Promote International Collaboration**:
    - Engage with international organizations like UNODC and GlobE Network.
    - Participate in global anti-corruption initiatives and conventions.

Metrics and KPIs

1. **Number of Anti-Corruption Policies Implemented**:
    - Track the number of new policies and regulations developed and enforced annually.
2. **Public Awareness and Engagement**:
    - Measure the reach and impact of public awareness campaigns through surveys and feedback.
    - Track the number of reports and tips received from the public.
3. **Investigation and Prosecution Efficiency**:

- Monitor the number of corruption cases investigated, completed and prosecuted successfully.
- Monitor the number of search warrants, charges, arrests, assets confiscations, referrals, policy recommendations, compulsory examinations and public inquiries completed.
- Track the average time taken to resolve corruption cases.

4. **Legal Framework Improvements**:
    - Measure the number of new laws passed and existing laws amended to strengthen anti-corruption efforts.
    - Track the implementation and impact of freedom of information laws.
5. **Partnerships:**
    - Monitor the number of active partnerships established with local and international stakeholders including number of MOUs/MOAs signed.
    - Track joint initiatives and projects of collaborative efforts with local and international organizations.
    - Stakeholder engagement level – monitoring the frequency and quality of engagement activities.
6. **International Cooperation**:
    - Monitor the number of international cooperation both formal and informal in terms of investigation and information sharing, assets recovery, mutual legal assistance and extradition.
    - Monitor participation in international anti-corruption initiatives and conventions.
    - Track the number of collaborative projects and partnerships with international organizations.

Timeline

- **Year 1**: Develop and implement key anti-corruption policies, launch initial public awareness campaigns, and establish specialized investigative units.
- **Year 2**: Strengthen legal frameworks, enhance public engagement efforts, and begin international collaborations.
- **Year 3**: Evaluate and refine policies and initiatives, expand public awareness campaigns, and deepen international cooperation.

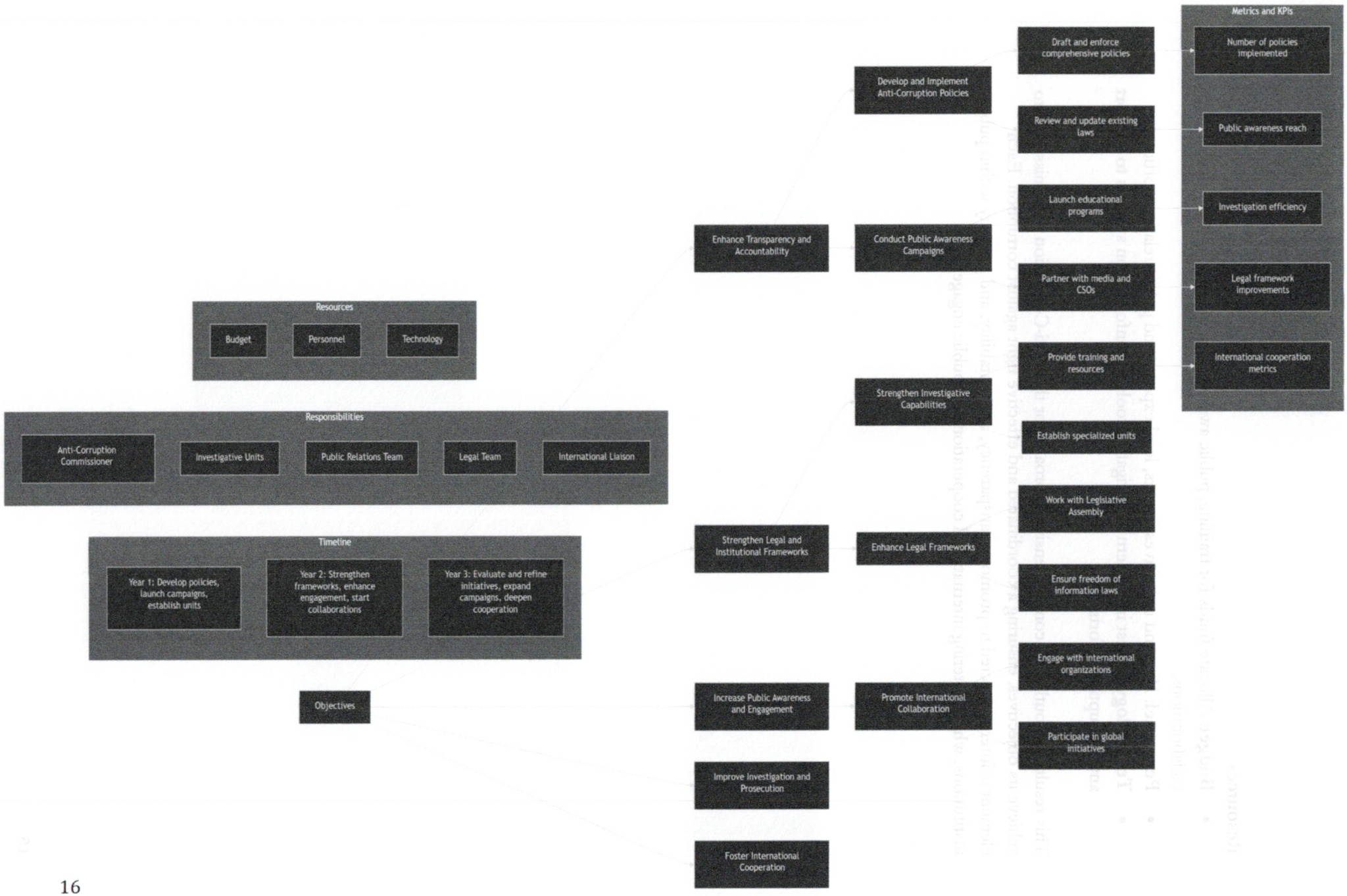
Responsibilities

- **Anti-Corruption Commissioner**: Oversee the implementation of all initiatives, ensure compliance with legal frameworks, and report progress to the Privy Council, Cabinet, and Legislative Assembly.
- **Investigative Units**: Conduct investigations and gather evidence for prosecution.
- **Public Relations Team**: Manage public awareness campaigns and engage with media and civil society organizations.
- **Legal Team**: Draft and review anti-corruption laws and policies, provide legal support for investigations and prosecutions.
- **International Liaison**: Coordinate with international partners and participate in global anti-corruption initiatives.

Resources

- **Budget**: Allocate funds for training, public awareness campaigns, and international collaborations.
- **Personnel**: Hire and train investigators, legal experts, and public relations officers.
- **Technology**: Invest in modern investigative tools and information systems to support anti-corruption efforts.

This result map outlines a comprehensive approach for the Anti-Corruption Commissioner to achieve its objectives, ensuring a coordinated and effective fight against corruption. Each element is interconnected to promote transparency, accountability, and integrity within public institutions, while fostering international cooperation and public engagement.


Resources
Budget
Personnel
Technology
Responsibilities
Anti-Corruption Commissioner
Investigative Units
Public Relations Team
Legal Team
International Liaison
Timeline
Year 1: Develop policies, launch campaigns, establish units
Year 2: Strengthen frameworks, enhance engagement, start collaborations
Year 3: Evaluate and refine initiatives, expand campaigns, deepen cooperation
Objectives
Enhance Transparency and Accountability
Strengthen Legal and Institutional Frameworks
Increase Public Awareness and Engagement
Improve Investigation and Prosecution
Foster International Cooperation
Develop and Implement Anti-Corruption Policies
Conduct Public Awareness Campaigns
Strengthen Investigative Capabilities
Enhance Legal Frameworks
Promote International Collaboration
Draft and enforce comprehensive policies
Review and update existing laws
Launch educational programs
Partner with media and CSOs
Provide training and resources
Establish specialized units
Work with Legislative Assembly
Ensure freedom of information laws
Engage with international organizations
Participate in global initiatives
Metrics and KPIs
Number of policies implemented
Public awareness reach
Investigation efficiency
Legal framework improvements
International cooperation metrics

1.4 TSDF/SDGs/Regional Frameworks

The Anti-Corruption Commissioner (ACC) plays a pivotal role in ensuring transparency, accountability, and integrity within Tonga's governance structures. This chapter outlines the strategic integration of the Tonga Strategic Development Framework (TSDF) 2015-2025, Sustainable Development Goals (SDGs), and regional frameworks to bolster anti-corruption initiatives.

TSDF and Anti-Corruption

The TSDF 2015-2025 emphasizes good governance, transparency, and accountability as foundational elements for sustainable development. The framework identifies key areas where anti-corruption measures are essential:

1. **Good Governance:** Strengthening rule of law and ensuring responsive governance.
2. **Economic Institutions:** Promoting a dynamic, knowledge-based economy with transparent financial systems.
3. **Social Institutions:** Enhancing human development and gender equality through transparent and accountable practices.
4. **Political Institutions:** Ensuring efficient, effective, and transparent public service.
5. **Infrastructure and Technology:** Leveraging technology to improve transparency and accountability.
6. **Natural Resources and Environment:** Ensuring sustainable management of resources with transparent practices.

Alignment with SDGs

The ACC's efforts align with several SDGs, particularly:

1. **Goal 16:** Peace, Justice, and Strong Institutions: Promote peaceful and inclusive societies, provide access to justice, and build effective, accountable institutions.
2. **Goal 17:** Partnerships for the Goals: Strengthen the means of implementation and revitalize global partnerships for sustainable development.

Regional Frameworks

The ACC's initiatives are supported by regional frameworks such as the "Samoan Pathway," which emphasizes:

1. **Inclusive and Sustainable Economic Growth:** Ensuring macroeconomic stability and public-private partnerships.
2. **Climate Change and Disaster Risk Reduction:** Promoting resilience and sustainable management of natural resources.

3. **Good Governance and Accountability:** Enhancing transparency and accountability in governance.

Strategic Objectives for ACC

1. *Enhance Transparency and Accountability:*
    - Develop and implement anti-corruption policies.
    - Conduct public awareness campaigns to educate citizens on anti-corruption measures.
2. *Strengthen Legal and Institutional Frameworks:*
    - Improve investigative capabilities and establish specialized units.
    - Enhance legal frameworks to support anti-corruption efforts.
3. *Increase Public Awareness and Engagement:*
    - Launch educational programs and partner with media and civil society organizations.
4. *Improve Investigation and Prosecution:*
    - Provide training and resources for investigators and prosecutors.
    - Ensure timely and effective prosecution of corruption cases.
5. *Foster International Cooperation:*
    - Engage with international organizations and participate in global anti-corruption initiatives.

Implementation Plan

1. Year 1: Develop policies, launch campaigns, establish units.
2. Year 2: Strengthen frameworks, enhance engagement, start collaborations.
3. Year 3: Evaluate and refine initiatives, expand campaigns, deepen cooperation.

Monitoring and Evaluation

1. *Key Performance Indicators (KPIs):*
    - Number of anti-corruption policies implemented.
    - Public awareness reach and engagement metrics.
    - Efficiency of investigations and prosecutions.
    - Improvements in legal frameworks.
    - Metrics for international cooperation.
2. *Data Collection and Reporting:*
    - Regularly collect and analyze data to monitor progress.

      Report findings to stakeholders and adjust

1.4.1 TSDF/SDG Impacts and Outcomes Supported by MDA Outputs

The outputs of the Anti-Corruption Commissioner (ACC) are designed to support the Tonga Strategic Development Framework (TSDF) 2015-2025 and the Sustainable Development Goals (SDGs). This section describes how these outputs align with and contribute to the TSDF outcomes, SDG goals, and targets.

TSDF Outcomes Supported by ACC Outputs

1. *Good Governance (National Outcome D):*
    - Strengthening Rule of Law: The ACC's efforts to investigate and prosecute corruption cases ensure that laws are applied fairly and consistently, supporting the rule of law.
    - Responsive Governance: By promoting transparency and accountability, the ACC helps create a more responsive and trustworthy government.

2. *Economic Institutions (National Outcome A):*
    - Dynamic Knowledge-Based Economy: Transparent financial systems and anti-corruption measures foster a stable economic environment conducive to growth and innovation.
    - Public-Private Partnerships: Ensuring that public-private partnerships are free from corruption enhances trust and encourages investment.

3. *Social Institutions (National Outcome C):*
    - Human Development and Gender Equality: Anti-corruption measures ensure that resources are allocated fairly, supporting social programs and gender equality initiatives.
    - Empowering Communities: By reducing corruption, the ACC helps ensure that community development programs are effectively implemented.

4. *Infrastructure and Technology (National Outcome E):*
    - Leveraging Technology: The ACC uses modern technology to improve transparency and accountability, such as digital reporting systems and data analytics.
    - Infrastructure Projects: Ensuring that infrastructure projects are free from corruption helps in the successful completion and maintenance of these projects.

5. *Natural Resources and Environment (National Outcome F):*
    - Sustainable Management: Anti-corruption measures in resource management ensure that natural resources are used sustainably and benefits are equitably distributed.

SDG Goals and Targets Supported by ACC Outputs

1. *Goal 16: Peace, Justice, and Strong Institutions:*

- Target 16.5: Substantially reduce corruption and bribery in all their forms.
    - ACC Output: Investigating and prosecuting corruption cases directly contributes to reducing corruption and bribery.
- Target 16.6: Develop effective, accountable, and transparent institutions at all levels.
    - ACC Output: Promoting transparency and accountability in public institutions supports the development of effective governance structures.
- Target 16.10: Ensure public access to information and protect fundamental freedoms.
    - ACC Output: Public awareness campaigns and transparency initiatives ensure that citizens have access to information and can hold institutions accountable.

2. *Goal 17: Partnerships for the Goals:*
    - Target 17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.
        - ACC Output: By reducing corruption, the ACC helps improve the efficiency of tax collection and resource mobilization.
    - Target 17.14: Enhance policy coherence for sustainable development.
        - ACC Output: Ensuring that anti-corruption measures are integrated into all policies enhances overall policy coherence and effectiveness.

Implementation and Monitoring

The ACC's outputs are implemented through a strategic plan that includes developing anti-corruption policies, conducting public awareness campaigns, strengthening legal frameworks, and fostering international cooperation. Monitoring and evaluation are conducted through key performance indicators (KPIs) such as the number of corruption cases investigated, public awareness reach, and improvements in legal frameworks.

By aligning its outputs with the TSDF outcomes and SDG goals, the ACC contributes to the broader objectives of sustainable development and improved quality of life for all Tongans. This integrated approach ensures that anti-corruption efforts are not only effective but also support the overall development framework of the country.

GPA, Sector Plans, Regional & Community Development

GPA, Sector Plans, Regional & Community Development for the Anti-Corruption Commissioner, focusing on National Outcome D: Good

GPA Targets	Outputs	Activities/Projects/Programs	2024/25 (targets)
National Outcome D: Good Governance and Strengthening Rule of Law	Strengthen rule of law and ensure responsive governance	- Develop and implement anti-corruption policies - Conduct public awareness campaigns - Strengthen legal frameworks	Establish anti-corruption policies Launch initial public awareness campaigns
	Promote transparency and accountability	- Implement transparency initiatives - Monitor and evaluate government services - Conduct training programs for public officials	Launch transparency initiatives Establish monitoring systems
	Improve investigation and prosecution of corruption cases	- Provide training and resources for investigators - Establish specialized units - Enhance prosecution processes	Train investigators Establish specialized units
	Foster international cooperation	- Engage with international organizations - Participate in global anti-corruption initiatives - Strengthen partnerships	Establish international partnerships Participate in initial global initiatives
Sector Plans	Health Sector	Monitor allocation and use of health funds	Ensure effective implementation of health programs
	Trade and Economic Development	Promote corruption-free environment	Encourage investment an trade
	Education Sector	Monitor allocation and use of educational funds	Ensure effective implementation of education programs
Regional and Community Development	Community Development	Monitor allocation and use of community development funds	Ensure effective implementation of community programs
	Regional Development	Monitor allocation and use of regional development funds	Ensure effective implementation of region programs

1.1.1. Sector Plans, Regional & Community Development

The Anti-Corruption Commissioner (ACC) plays a crucial role in supporting the priorities outlined in current sector plans, island plans, community plans, and constituency reports. Here's a brief explanation of how the ACC's outputs contribute to these priorities:

Sector Plans

1. *Health Sector:*
   - Contribution: The ACC ensures that funds allocated for health initiatives are used effectively and transparently, reducing the risk of corruption and mismanagement.
   - Outputs: Monitoring allocation and use of health funds, conducting audits, and ensuring compliance with anti-corruption policies.
   - Activities/Projects/Programs: Regular audits of health sector expenditures, public awareness campaigns on the importance of transparency in healthcare, and training programs for healthcare officials on anti-corruption measures.

2. *Trade and Economic Development:*
   - Contribution: By promoting a corruption-free environment, the ACC helps create a favorable business climate that attracts investment and promotes trade.
   - Outputs: Implementing anti-corruption policies, monitoring trade-related funds, and ensuring transparent business practices.
   - Activities/Projects/Programs: Conducting audits of trade-related expenditures, public awareness campaigns on the importance of transparency in trade, and training programs for trade officials on anti-corruption measures.

3. *Education Sector:*
   - Contribution: The ACC ensures that educational funds are used appropriately, supporting the delivery of quality education.
   - Outputs: Monitoring allocation and use of educational funds, conducting audits, and ensuring compliance with anti-corruption policies.
   - Activities/Projects/Programs: Regular audits of educational expenditures, public awareness campaigns on the importance of transparency in education, and training programs for educational officials on anti-corruption measures.

Island Plans

1. *Island Development Plans:*
    - Contribution: The ACC ensures that funds allocated for island development are used effectively and transparently, reducing the risk of corruption and mismanagement.
    - Outputs: Monitoring allocation and use of island development funds, conducting audits, and ensuring compliance with anti-corruption policies.
    - Activities/Projects/Programs: Regular audits of island development expenditures, public awareness campaigns on the importance of transparency in island development, and training programs for island officials on anti-corruption measures.

Community Plans

1. Community Development Plans:
    - *Contribution: The ACC ensures that community development funds are used* effectively and transparently, supporting the successful implementation of community programs.
    - Outputs: Monitoring allocation and use of community development funds, conducting audits, and ensuring compliance with anti-corruption policies.
    - Activities/Projects/Programs: Regular audits of community development expenditures, public awareness campaigns on the importance of transparency in community development, and training programs for community officials on anti-corruption measures.

Constituency Reports

1. *Constituency Development Funds:*
    - Contribution: The ACC ensures that constituency development funds are used effectively and transparently, supporting the successful implementation of constituency projects.
    - Outputs: Monitoring allocation and use of constituency development funds, conducting audits, and ensuring compliance with anti-corruption policies.
    - Activities/Projects/Programs: Regular audits of constituency development expenditures, public awareness campaigns on the importance of transparency in constituency development, and training programs for constituency officials on anti-corruption measures.

By aligning its outputs with the priorities outlined in sector plans, island plans, community plans, and constituency reports, the ACC contributes to the overall sustainable development and improved quality of life for all Tongans. This integrated approach ensures that anti-corruption efforts are not only effective but also support the broader development framework of the country

2. ACC Overview

The Office of the Anti-Corruption Commissioner (ACC) is dedicated to fostering a culture of integrity, transparency, and accountability within the Kingdom of Tonga. As part of our strategic initiatives, we aim to build a comprehensive knowledge bank of investigative and legal expertise, and create a robust technical structure to support our IT system and case management processes.

These efforts are crucial to ensuring that we have the necessary tools and expertise to effectively combat corruption, leveraging both local knowledge and international partnerships. Our commitment to continuous education and training will further enhance our capabilities, enabling us to uphold the highest standards of public service.

Building a Knowledge Bank of Investigative and Legal Expertise

Objective: To establish a comprehensive repository of investigative and legal knowledge that supports the continuous development and effectiveness of our anti-corruption efforts.

Strategies:

1. **Knowledge Repository Development:**
    - Compile and organize case studies, legal precedents, and best practices from both local and international sources.
    - Develop a digital library accessible to all staff, containing resources on investigative techniques, legal frameworks, and anti-corruption strategies.
2. **Collaboration with International Partners:**
    - Engage with international anti-corruption bodies to share knowledge and resources.
    - Participate in global forums and training programs to stay updated on the latest developments in anti-corruption efforts.
3. **Continuous Learning and Training:**
    - Implement regular training sessions and workshops for staff to enhance their investigative and legal skills.
    - Encourage staff to pursue further education and certifications in relevant fields.

Expected Outcomes:

- Enhanced investigative and legal capabilities.
- Improved efficiency and effectiveness in handling corruption cases.
- A well-informed and skilled workforce committed to upholding integrity and accountability.

Creating the Technical Structure: IT System and Case Management

Objective: To develop a robust technical infrastructure that supports efficient case management and enhances the overall effectiveness of our operations.

Strategies:

1. **IT System Development:**
    - Design and implement a secure and scalable IT system tailored to the needs of the Anti-Corruption Commission.
    - Ensure the system includes features for data storage, retrieval, and analysis, with strong cybersecurity measures in place.
2. **Case Management System:**
    - Develop a comprehensive case management system to track and manage all corruption cases from initiation to resolution.
    - Integrate functionalities for document management, workflow automation, and real-time reporting.
3. **Technical Training and Support:**
    - Provide ongoing training for staff on the use of the IT and case management systems.
    - Establish a dedicated IT support team to address technical issues and ensure system reliability.

Expected Outcomes:

- Streamlined case management processes.
- Enhanced data security and integrity.

- Increased operational efficiency and transparency.

Goals and Continuous Improvement

Objective: To ensure we have the necessary tools and expertise to effectively combat corruption, leveraging local knowledge and international partnerships, and maintaining our expertise through continuous education and training.

Strategies:

1. **Tool and Resource Acquisition:**
    - Identify and procure the necessary tools and resources to support our investigative and legal functions.
    - Foster partnerships with local and international organizations to access additional resources and expertise.
2. **Ongoing Education and Training:**
    - Implement a continuous education and training program for all staff members.
    - Encourage participation in international conferences, seminars, and workshops to stay abreast of global best practices.
3. **Monitoring and Evaluation:**
    - Regularly assess the effectiveness of our tools, systems, and training programs.
    - Make necessary adjustments to ensure continuous improvement and alignment with our strategic goals.

Expected Outcomes:

- A well-equipped and knowledgeable team capable of effectively addressing corruption.
- Strong partnerships that enhance our capabilities and resources.
- A culture of continuous learning and improvement.

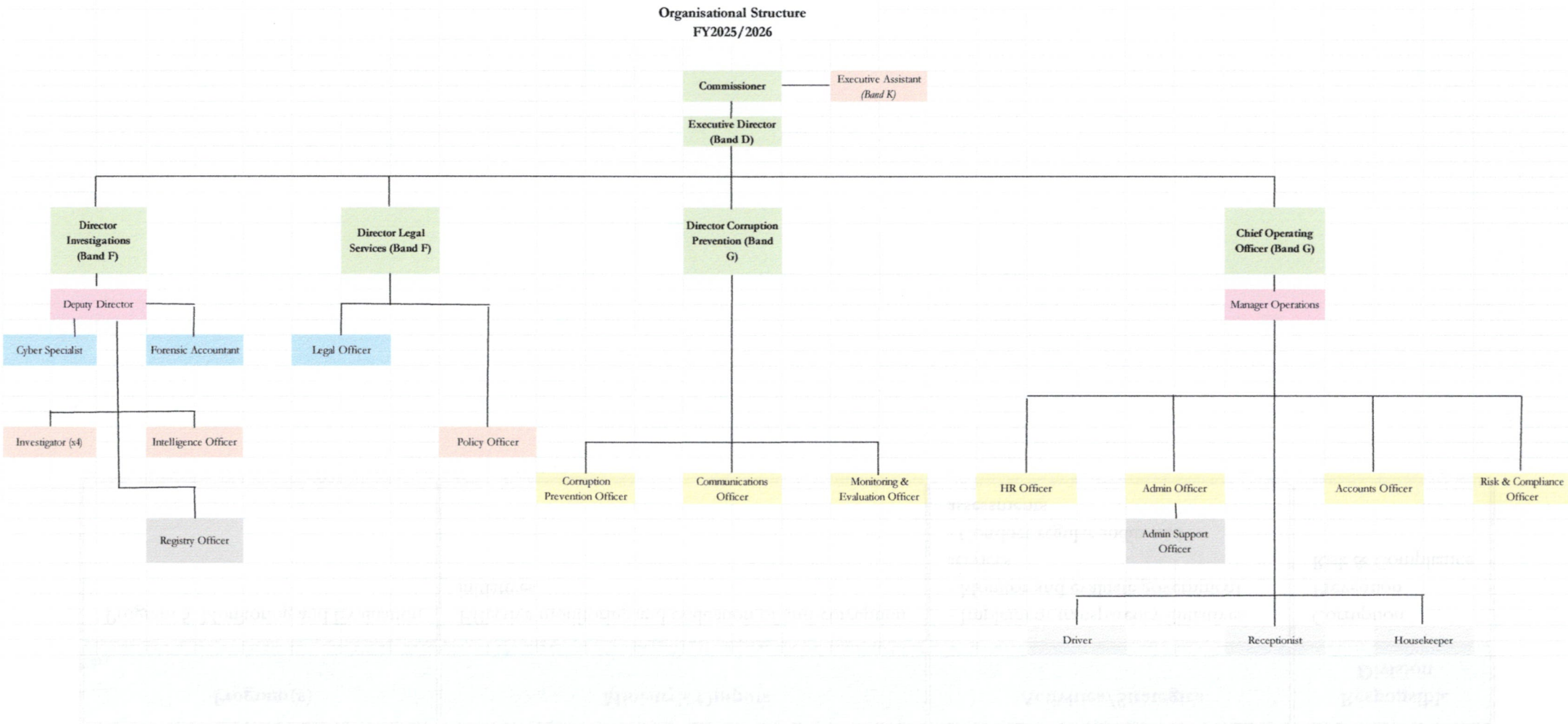
Flow Chart: Building a Knowledge Bank and Technical Structure with ACC Divisions

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

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership and Administration	Effective leadership and administration of anti-corruption initiatives	- Develop and implement anti-corruption policies - Conduct public awareness campaigns - Strengthen legal frameworks	Legal Services Division Corruption Prevention
Program 2: Investigations and Prosecutions	Efficient investigation and prosecution of corruption cases	- Provide training and resources for investigators - Establish specialized units - Enhance prosecution processes	Investigations Division Legal Services Division
Program 3: Public Awareness and Education	Increased public awareness and education on anti-corruption measures	- Conduct public awareness campaigns - Partner with media and civil society organizations - Develop educational materials and programs	Corruption Prevention
Program 4: International Cooperation and Partnerships	Strengthened international cooperation and partnerships in anti-corruption efforts	- Engage with international organizations - Participate in global anti-corruption initiatives - Strengthen partnerships with international bodies	Executive & Leadership

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 5: Monitoring and Evaluation	Effective monitoring and evaluation of anti-corruption initiatives	- Implement transparency initiatives - Monitor and evaluate government services - Conduct regular audits and assessments	Corruption Prevention Risk & Compliance

ORGANISATIONAL CHART



Summary of MDA Planned Major Reforms

New Initiatives (Top Priorities – Least Priorities)	Activities (Design, Consultation, Workshop, etc.)	FY 2024/25 (Proposed Costing)	FY 2025/26 (Proposed Costing)	FY 2026/27 (Proposed Costing)	Justification (Impact on MDA and Contribution to National Priorities)	Program #
Enhancing Investigative and Prosecutorial Capabilities	Design and implementation of advanced training programs, procurement of investigative tools, establishment of specialized units	500,000	700,000	600,000	To improve the efficiency and effectiveness of corruption investigations and prosecutions, contributing to national priorities of justice and rule of law	2
Expanding Outreach and Education Programs	Development of educational materials, community workshops, public awareness campaigns	300,000	400,000	350,000	To foster a culture of transparency and integrity among the public, aligning with national priorities of public engagement and education	2
Strengthening Whistleblower Protection Systems	Design and implementation of secure reporting channels, training for staff, public awareness initiatives	200,000	250,000	200,000	To ensure that whistleblowers can report corruption without fear, supporting national priorities of transparency and accountability	2
Building International Partnerships	Engagement with international anti-corruption bodies, participation in global forums, bilateral agreements	150,000	200,000	180,000	To leverage global best practices and enhance the effectiveness of anti-corruption efforts, contributing to national priorities of international cooperation and policy alignment	2

3. Ministry Budget and Staffing

To deliver the MDA Outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 1and staff, summarized in Table 2 are required:

Table 1: Ministry Budget by Recurrent, Development and item (cash & in-kind) millions)

Anti-corruption Budget Expenditure

Recurrent Budget

Expenditure Item ($m)	2024/25	2025/26	2026/27	2027/28
Established Staff (10xx)	0.64	0.91	0.91	0.91
Unestablished staff (11xx)				
Travel and Communication (12xx)	0.03	0.14	0.14	0.14
Maintenance and Operation (13xx)	0.02	0.12	0.12	0.12
Purchase of Goods and Services (14xx)	0.03	0.28	0.28	0.28
Grants and Transfer (15xx)		0	0	0
Assets (20xx)	0.15	0.25	0.25	0.25
TOTAL RECURRENT	**0.85**	**1.70**	**1.70**	**1.70**

Development Budget

Expenditure Item ($m)	2024/25	2025/26	2026/27	2027/28
TOTAL DEVELOPMENT	0	0	0	0
Overall Total Budget (Rec & Dev)	**0.85**	**1.70**	**1.70**	**1.70**

Table 2: Ministry Total Staff by Key Category

Category	2024/25 budget	2025/26 est	2026/27 proj	2027/28 Proj
Established Staff				
Executive Officer (Level 0 to2)		1	1	1
Professional Staff (Level 3 to 9)		1	5	5
Other Staff (Level 9A to 14A)			1	1
Total Established Staff		**2**	**7**	**7**
Unestablished Staff		23	23	23
Total Staff		**25**	**30**	**30**
Total Recurrent Cost ($m)			**1,220,722**	**1,220,722**
Staff funded by Development				

4. ACC Programs and Sub-Programs

1.1. Program 1: Leadership & Policy Advise

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New

Total Staff by Key Category Sub-Program 1.1 : Office of the Anti-Corruption Commissioner

Description	2022/23 budget (rec)	2023/24 est (rec)	2024/25 proj (rec)	2026/27 Proj (rec)
Total = Recurrent ($m)			290,000	290,000
Executive Staff			1	1
Prof Staff				
Other Staff				
Total Established			1	1
Unestablished				

Total Staff by Key Category Sub-Program 1.2 : Office of the Executive Director

Description	2022/23 budget (rec)	2023/24 est (rec)	2024/25 proj (rec)	2026/27 Proj (rec)
Total = Recurrent ($m)			$66,000	$66,000
Executive Staff				
Prof Staff			1	1
Other Staff			1	1
Total Established			2	2
Unestablished			8	8

Total Staff by Key Category Sub-Program 1.3 : Auxiliary Support

Description	2022/23 budget (rec)	2023/24 est (rec)	2024/25 proj (rec)	2026/27 Proj (rec)
Total = Recurrent ($m)			$242458	$242458
Executive Staff				
Prof Staff			3	3
Other Staff				
Total Established			3	3
Unestablished			6	6

4.2. Program 2: Reactive & Proactive Operations

Total Staff by Key Category Sub-Program 2.1 : Legal

Description	2022/23 budget (rec)	2023/24 est (rec)	2024/25 proj (rec)	2026/27 Proj (rec)
Total = Recurrent ($m)			$118,802	$118,802
Executive Staff				
Prof Staff				
Other Staff				
Total Established				
Unestablished			6	6

Total Staff by Key Category Sub-Program 2.2 : Investigation

Description	2022/23 budget (rec)	2023/24 est (rec)	2024/25 proj (rec)	2026/27 Proj (rec)
Total = Recurrent ($m)			$376,072	$376,072
Executive Staff				
Prof Staff			1	1
Other Staff			1	1
Total Established			2	2
Unestablished			8	8

Total Staff by Key Category Sub-Program 2.3 : Corruption Prevention

Description	2022/23 budget (rec)	2023/24 est (rec)	2024/25 proj (rec)	2026/27 Proj (rec)
Total = Recurrent ($m)			$131,458	$131,458
Executive Staff				
Prof Staff				
Other Staff			1	1
Total Established			1	1
Unestablished			4	4

2. Annex

5.1 Annex 1: Detailed Stakeholder Analysis

Based on the ACC Strategic Plan 2024-2029:

Stakeholder Engagement Table

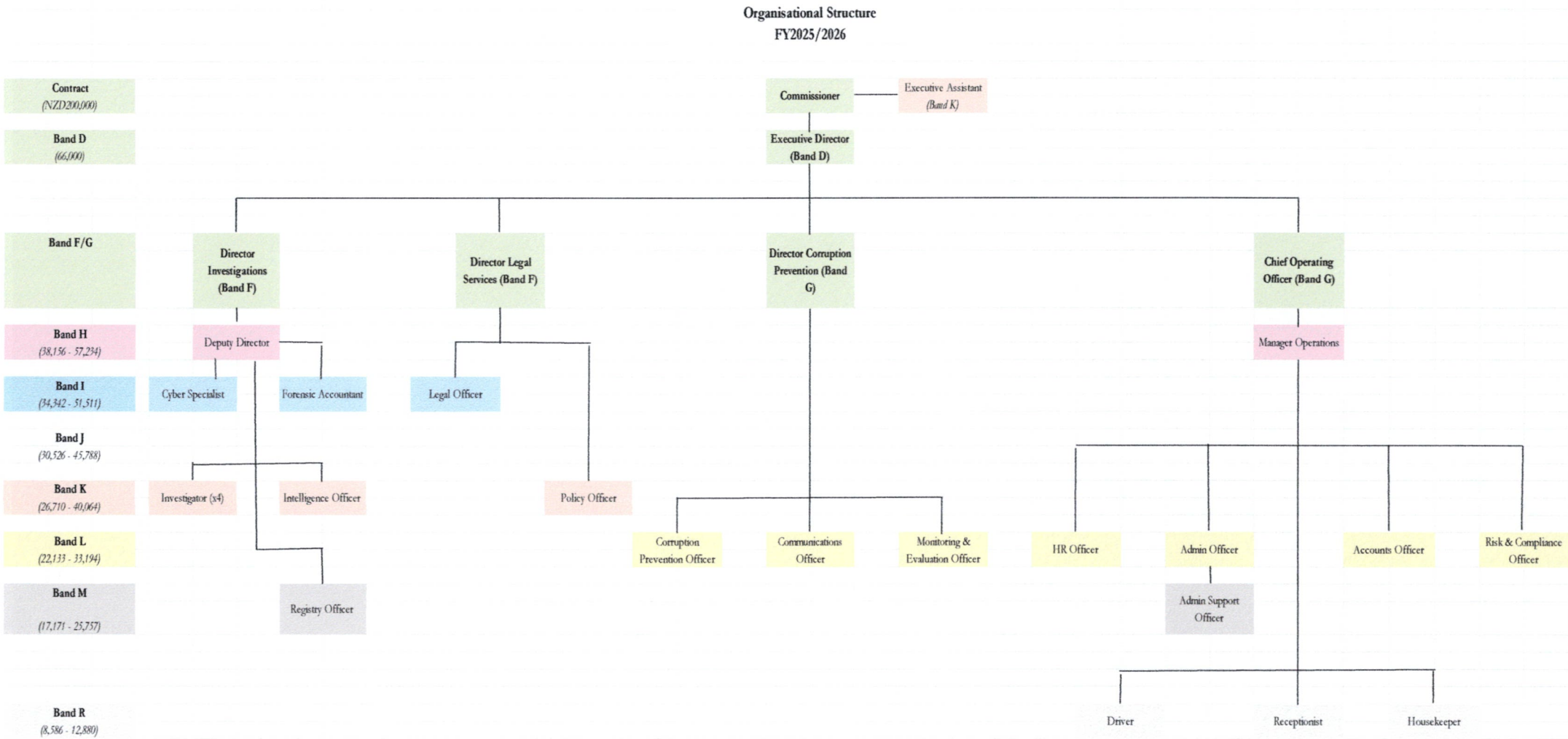
Stakeholder	Customer of ACC	Supplier to ACC	Partner with ACC	Oversight of ACC	Received from/provided to ACC
Cabinet	Advice, Recommendations, Information	Decisions	Operating Effectiveness of Government	Direction	Advice, Recommendations, Information
Legislative Assembly (LA)	Advice, Recommendations, Information	Decisions, Legislation		Direction	Advice, Recommendations, Information
MDAs	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government, Support of the TSDF	Oversight by PMO, PSC - Policy, Operations	Advice, Guidance, Instructions, Information
Public Enterprises	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government, Support of the TSDF		Advice, Guidance, Instructions, Information
Businesses	Advice, Guidance, Instructions, Services, Information	Provide Commercial Goods, Services, Fees, Charges	Support of the TSDF, Economic Development	Monitor, Petition	Advice, Guidance, Instructions, Services, Information
NSA, CSO, Churches	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDF, Community Work, Education, Health	Monitor, Petition	Advice, Guidance, Instructions, Services, Information

Stakeholder	Customer of ACC	Supplier to ACC	Partner with ACC	Oversight of ACC	Received from/provided to ACC
General Public	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDF	Vote, Petition	Advice, Guidance, Instructions, Services, Information
Development Partners	Advice, Guidance, Instructions, Services, Information	Development Assistance and Advice	Delivery of Aid Funded Programs	Oversight of the Use of Development Funds, General Performance Management	Advice, Guidance, Instructions, Services, Information

5.2 Annex 2: Documents Contributing to MDA Mandate

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

Document	Description
The Constitution of Tonga	The fundamental law establishing the framework of government and the rights of citizens.
Government Act	Legislation outlining the structure and functions of the government.
Public Finance Management Act	Law governing the management of public finances, ensuring transparency and accountability.
Public Audit Act	Legislation that establishes the framework for auditing public accounts and financial activities.
Public Service Act	Law regulating the conduct, duties, and rights of public service employees.
Appropriation Act	Legislation authorizing government expenditure for specific purposes.
Retirement Fund Board Act	Law establishing the management and operation of the retirement fund.
Pensions Act	Legislation governing the provision of pensions to public service employees.
Tonga Trust Fund Act	Legislation governing the management and use of the Tonga Trust Fund.
Emergency Fund Act	Law establishing the framework for the use of emergency funds.
Remuneration Act	Legislation regulating the remuneration of public service employees.
Merged Retirement Fund Act	Law consolidating various retirement funds into a single entity.
Bretton Woods Act	Legislation related to international financial agreements and institutions.
Procurement Regulations	Regulations governing the procurement of goods and services by the government.
International Agreements	Various agreements with international bodies and countries related to anti-corruption efforts.
Tonga Strategic Development Framework II	A comprehensive plan outlining the strategic development goals for Tonga.
Public Financial Management Reform Roadmap	Plan outlining the reforms needed to improve public financial management.
Anti-Corruption Commissioner Act	Legislation establishing the Anti-Corruption Commissioner, outlining their powers, functions, and responsibilities.

Document	Description
Privacy Act	Legislation establishing a framework for regulating the collection, use, and protection of personal data
Whistleblower Act	Legislation providing a framework for reporting public interest disclosures, primarily focusing on corruption, maladministration, or misconduct in office.

5.3 Annex 3: Detail Organizational Structure by Division/Sub-program