


# Office of the Ombudsman Business Plan 2021

## Objective 1: Effective and Prompt investigation of complaints and reduction of pending and backlog cases

Activities	Performance Indicator/ Target (output)	Performance standard (outcome)	Timeframe	Budget	Responsibility
<ul style="list-style-type: none"> <li>Reduce pending cases</li> </ul>	<ul style="list-style-type: none"> <li>8 priority cases per quarter</li> <li>80 % of case closed by December 2021</li> </ul>	<ul style="list-style-type: none"> <li>Investigations timeframe (3 months, 6 months and 12 months)</li> <li>14 days follow up</li> <li>Team work</li> <li>Effective investigation approach</li> </ul>	Q1 – Q4	500,000 vt	Directors and Investigators
<ul style="list-style-type: none"> <li>Revise current investigation manual</li> </ul>	<ul style="list-style-type: none"> <li>Investigation Manual revised and approved</li> </ul>	<ul style="list-style-type: none"> <li>Improved investigation standards</li> </ul>	Q2	150,000	Directors and FPLO
<ul style="list-style-type: none"> <li>Strengthen investigation capacity</li> </ul>	<ul style="list-style-type: none"> <li>In-house and other trainings conducted</li> <li>Recruit two Investigators (LCI &amp; Santo)</li> <li>Engage experienced investigators for priority cases</li> </ul>	<ul style="list-style-type: none"> <li>Effective, efficient and timely completion of investigations</li> </ul>	Q1-Q4	600,000*	Ombudsman, and Management 
<ul style="list-style-type: none"> <li>Sign MOU with other law enforcement agencies (New Zealand Chief Ombudsman's Office, PNG Ombudsman commission, Financial Intelligence Unit, Public Prosecutor, the Department of Customs and Inland Revenue and Immigration Department)</li> </ul>	<ul style="list-style-type: none"> <li>MOU Signed with NZOTO, PNG Ombudsman Commission, FIU, DCIR, PPO and Immigration Department</li> </ul>	<ul style="list-style-type: none"> <li>Agreement reached between the different law enforcement agencies</li> </ul>	Q1-Q4	200,000	Ombudsman and Executive
<ul style="list-style-type: none"> <li>Strengthen existing MOU with VPF</li> </ul>	<ul style="list-style-type: none"> <li>Clarify roles with Police and areas of improvement</li> </ul>	<ul style="list-style-type: none"> <li>Agreement reached with VPF</li> </ul>	Q1 & Q2	-	Ombudsman and Legal Team

## Objective 2: Monitor the use of three official Language

Activities	Performance Indicator/ Target (output)	Performance standard (outcome)	Timeframe	Budget	Responsibility
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<ul style="list-style-type: none"> <li>Conduct language online survey</li> </ul>	<ul style="list-style-type: none"> <li>Survey link sent through Vodafone and Government email by June 2021</li> <li>Incentive provided for participation</li> </ul>	<ul style="list-style-type: none"> <li>Completion of questionnaire by end of June 2021</li> </ul>	Q2	185,000*	Beranger and Vodafone
<ul style="list-style-type: none"> <li>Produce Multilingualism report 2020</li> </ul>	<ul style="list-style-type: none"> <li>Multilingualism report produced by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Completion of report</li> </ul>	Q2	-	Beranger and Supervisor

### Objective 3: Effective Management of Leaders' Annual Return

Activities	Performance Indicator/ Target (output)	Performance standard (outcome)	Timeframe	Budget	Responsibility
<ul style="list-style-type: none"> <li>Ensure coordination of Annual Returns (AR)</li> </ul>	<ul style="list-style-type: none"> <li>Leaders informed to file AR to the Office of the Ombudsman</li> <li>AR filed</li> </ul>	<ul style="list-style-type: none"> <li>AR filed by leaders on time</li> <li>Ombudsman informs leaders to file AR in time</li> </ul>	Q1	-	Beranger Tevanu
<ul style="list-style-type: none"> <li>Take action against non-filers of AR to the Public Prosecutor</li> </ul>	<ul style="list-style-type: none"> <li>Files of non-filers of AR submitted to the OPP.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders adhere to the Leadership Code</li> </ul>	Q1 - Q4	-	Director LCI, Beranger and Legal Team
<ul style="list-style-type: none"> <li>Develop a database for AR record</li> </ul>	<ul style="list-style-type: none"> <li>Database of AR developed by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Well-developed database system</li> </ul>	Q2-Q4	4,000,000*	PCSO and Director LCI

### Objective 4: Progressing an effective Outreach Program to build a good working relationship with Government agencies & state institutions, NGOs and general public

Activities	Performance Indicator/ Target (output)	Performance standard (outcome)	Timeframe	Budget	Responsibility
<ul style="list-style-type: none"> <li>Conduct awareness to all Government Ministries</li> </ul>	<ul style="list-style-type: none"> <li>E-posters produced and published monthly via the Ombudsman website and Facebook</li> <li>Awareness organised to 1 ministry per month</li> <li>Awareness to leaders (Provincial and Municipal Council, Malvatumauri)</li> </ul>	<ul style="list-style-type: none"> <li>Government employees are aware of the functions of the Ombudsman</li> </ul>	Q1 - Q4	1,000,000*	Ombudsman, Directors and Administration
<ul style="list-style-type: none"> <li>Liaise with NGOs to advocate on promoting good governance</li> </ul>	<ul style="list-style-type: none"> <li>Awareness conducted to 5 communities by December 2021</li> <li>Short drama created to portray</li> </ul>	<ul style="list-style-type: none"> <li>Communities are aware of the functions of the Ombudsman</li> </ul>	Q1-Q4	500,000*	Directors and Admin

	the role of the Ombudsman				
<ul style="list-style-type: none"> <li>Strengthen link with media and MAV</li> </ul>	<ul style="list-style-type: none"> <li>3 talk back segments with VBTC organised by December 2021</li> <li>Meeting organised between the Ombudsman, MAV and RTI to ensure better working relationship</li> </ul>	<ul style="list-style-type: none"> <li>Inform the general public</li> </ul>	Q2-Q4	100,000*	Directors

**Objective 5: To provide an efficient and effective support to the Office in terms of human resources, financial resources and administrative support.**

Activities	Performance Indicator/ Target (output)	Performance standard (outcome)	Timeframe	Budget	Responsibility
<ul style="list-style-type: none"> <li>Produce annual report 2020 by end of March 2021</li> </ul>	<ul style="list-style-type: none"> <li>2020 Annual report produced</li> </ul>	<ul style="list-style-type: none"> <li>Annual report produced at the standard of the NZOOTO</li> </ul>	Q1	-	PCSO and FPLO with the assistance of Directors; Investigations
<ul style="list-style-type: none"> <li>Produce outstanding annual report 2018 and 2019</li> </ul>	<ul style="list-style-type: none"> <li>2018 and 2019 annual report produced by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Annual report produced at the standard of the NZOOTO</li> </ul>	Q2	-	PCSO and Ombudsman
<ul style="list-style-type: none"> <li>Review and approve Ombudsman staff manual</li> </ul>	<ul style="list-style-type: none"> <li>Staff manual approved and operational</li> </ul>	<ul style="list-style-type: none"> <li>Set up weekly Executive meeting to review the manual</li> </ul>	Q1 2021	-	Ombudsman, Executive and FPLO
<ul style="list-style-type: none"> <li>Engage a contractor to fix the Office leakage problem</li> </ul>	<ul style="list-style-type: none"> <li>Roof repaired by March 2021</li> </ul>	<ul style="list-style-type: none"> <li>Proper assessment of leakage and plan and cost of repair submitted</li> </ul>	Q1	1,000,000	PCSO
<ul style="list-style-type: none"> <li>Complete assessment of Advertised positions Investigator LCI and filing Clerk</li> </ul>	<ul style="list-style-type: none"> <li>Investigator and Filing Clerk recruited by March 2021</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment base on Merit for the two positions</li> </ul>	Q1-Q2	-	PCSO, Principal Investigator LCI and Office Supervisor
<ul style="list-style-type: none"> <li>Recruit Investigator Santo, Secretary, Admin officer Santo and Receptionist</li> </ul>	<ul style="list-style-type: none"> <li>4 positions advertised, assessed and recruited by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment done on Merit for all four positions</li> </ul>	Q1-Q2	45,000	PCSO,
<ul style="list-style-type: none"> <li>Finalise and approve Organisational Structure</li> </ul>	<ul style="list-style-type: none"> <li>Organisational structure approved by February 2021</li> </ul>	<ul style="list-style-type: none"> <li>Update organisational structure to provide for qualified and experience employees</li> </ul>	Q1	-	Ombudsman and Executive
<ul style="list-style-type: none"> <li>Prepare and submit two supplementary</li> </ul>	<ul style="list-style-type: none"> <li>Supplementary budget</li> </ul>	<ul style="list-style-type: none"> <li>Well written and convincing</li> </ul>	Q1 and Q4	-	Ombudsman and

request for: <ul style="list-style-type: none"> <li>○ additional function of Annual return and</li> <li>○ Case management system</li> <li>○ Annual Return Database</li> <li>○ Recruitment of Deputy Ombudsmen</li> </ul>	submitted to Finance by end of March 2021 and by November 2021	supplementary submission			PCSO
• Review and approve all job Descriptions	• Job Description of all position reviewed and implemented	• Job Description to match the current work and Salary	Q1-Q2	-	Legal and CSU team
• Prepare and present the 2022 Budget to MBC	• 2022 Budget inputed and presented to MBC	• Well written and supported Budget submission to secure additional funding support	Q2-Q3	-	PCSO and Ombudsman
• Develop criteria for award of excellence	• Criteria for award and excellence developed and approved	• Executive meeting organised to review the criteria before finalisation.	Q2	40,000	Ombudsman and Executive
• Provide Secretarial support to the Office of the Ombudsman	• Secretarial support provided to the Ombudsman during the absence of a Secretary	• Secretarial Support to the Ombudsman must be of high standard	Q1-Q2	-	PCSO and Admin
• Provide all the necessary support to the Investigations Unit and the Legal Service Unit.	• Support provided to the Investigations and Legal Unit	• Administration support provided daily and at a reasonable time	Q1-Q4	-	PCSO and Admin
• Continue the minor office renovations	• Renovation work completed	• Hiring licenced and professional contractor at a reasonable price	Q1 –Q4	500,000	PCSO and Admin

## Objective 6: Strengthening Enforcement of Governing Legislation

Activities	Performance Indicator/ Target (output)	Performance standard (outcome)	Timeframe	Budget	Responsibility
• Prepare amendments of governing legislation	<ul style="list-style-type: none"> <li>• Amendment of the Ombudsman Act and Leadership Code Act completed by June 2021</li> <li>• Consultation and Completion of</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Paper endorsed by COM</li> </ul>	Q1- Q2	-	Ombudsman and Legal Team

	policy paper				
<ul style="list-style-type: none"> <li>• Prepare regulations to support governing legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Regulations drafted to support governing legislation and forward to PM for approval</li> </ul>				
<ul style="list-style-type: none"> <li>• Assessment of new Complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of legal issues and laws</li> <li>• Determine jurisdiction</li> <li>• Seek further information from complainant when needed</li> <li>• Minor CIF produced, registered and closed</li> <li>• Minor CIF form reviewed</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Time management</li> <li>• Reduce pending cases</li> </ul>	Q1- Q4	-	Legal Team and Directors
<ul style="list-style-type: none"> <li>• Review of case files and letters</li> </ul>	<ul style="list-style-type: none"> <li>• Verification of relevant law used in letter's</li> <li>• Grammar check</li> <li>• Review evidence on case file</li> <li>• Make comments on way forward</li> </ul>	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Accurate law</li> </ul>	Q1- Q4	-	Legal Team
<ul style="list-style-type: none"> <li>• Provide legal assistance</li> </ul>	<ul style="list-style-type: none"> <li>• participate in Investigation training session</li> <li>• Attend interview with investigator upon request</li> </ul>	<ul style="list-style-type: none"> <li>• Draw out required evidence needed from witness.</li> <li>• To filter irrelevant events unconnected with complaint.</li> <li>• Professionalism</li> </ul>	Q1- Q4	-	Legal Team and Investigators

\* Possibility to seek funding assistance