



**OFFICE OF THE OMBUDSMAN
OF SOLOMON ISLANDS**

CORPORATE PLAN

2013 - 2017

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ATTACHMENT 1 – OOSI WORKPLAN 2013 - 2017

ABBREVIATIONS

NCRA	National Coalition for Reform and Advancement
LCC	Leadership Code Commission
OAG	Office of the Auditor General
IGF	Integrity Group Forum
POA	Pacific Ombudsman Alliance
EMT	Executive Management Team
CSP	Corporate Strategic Plan
HO	Head Office
HRD	Human Resources Development
ICT	Information & Communications Technology
IF	Integrity Forum
IT	Information Technology
KPI	Key Performance Indicator
KRA	Key Result Areas
SOE	State Owned Enterprise
SIO	Senior Investigation Officer
SWOT	Strength Weakness Opportunity Threat
DOI	Director of Investigations
OOSI	Office of the Ombudsman, Solomon Islands
PMO	Prime Minister's Office
PTPRO	Principal Training and Public Relations Office
SIG	Solomon Islands Government
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOR	Terms of Reference

FOREWORD

It is with great pleasure that I present the Office of the Ombudsman Solomon Islands Corporate Plan 2013 – 2017. This plan will set the strategic directions for OOSI for the next five years and will also guide the implementation of our key activities.

Our Five Key Result Areas of: Service Excellence, Improving Public Administration, Our Office Management, Our Community Relations and Profile & Our Staff outline the ways we will achieve our vision to “promote fair, transparent and accountable public administration that benefits the people of the Solomon Islands.”

The plan was developed collaboratively with staff following a two day workshop in Tulagi with follow up meetings to progress the development of the accompanying Work plan.

The Government continues to recognise the importance of strengthening its public institutions and to improve governance across the public sector. To this end, the OOSI Corporate Plan 2013 – 17 is aligned to higher level Solomon Island Government plans and policies. In particular the National Coalition for Reform and Advancement (NCRA) Government Policy 7 (a), (c), (f) *on Strengthening of Governance Institutions* and the Policy Goal *to improve Governance*.

It is a key output in meeting the NCRA Policy Goal and the identified key strategies once implemented, will work to further improve government accountability and public confidence in public institutions across the Solomon Islands.

Joe Poraiwai

Ombudsman of Solomon Islands

1 INTRODUCTION

1.1 THE ROLE OF THE OFFICE OF THE OMBUDSMAN & ITS MANDATE

The Office of the Ombudsman of Solomon Islands (OOSI) investigates the actions or conduct of public officials, assists in the improvement of administrative practices and procedures, and fosters fair and reasonable decision-making.

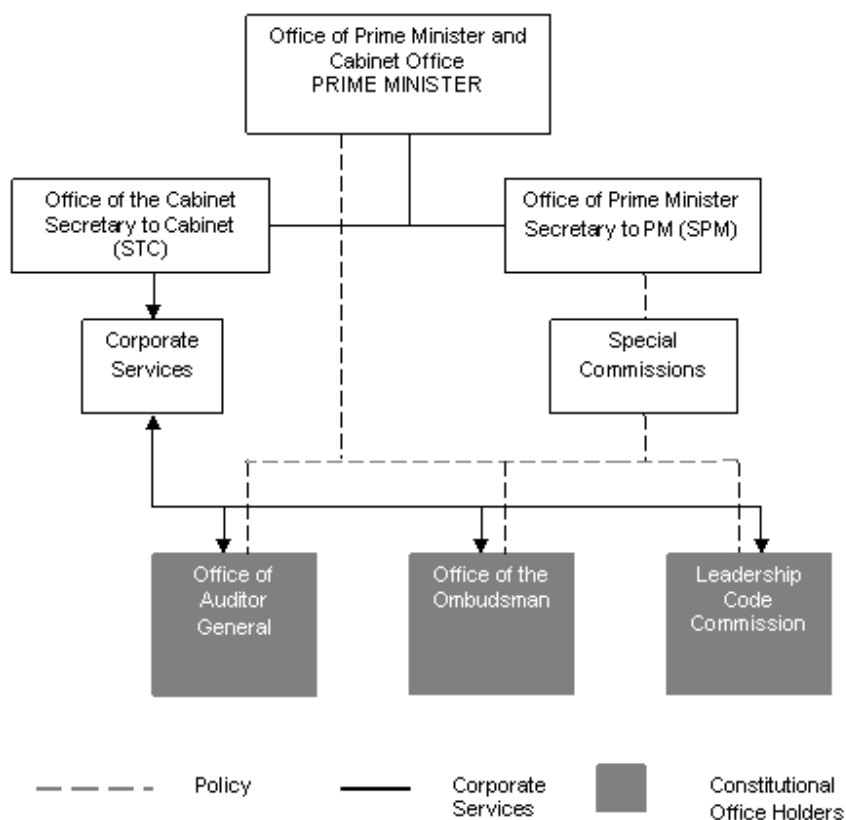
The OOSI does this by investigating and reporting on complaints about the actions of Government officials and agencies, or by investigating and reporting on administrative action upon invitation from a Minister or MP or an 'own motion' basis.

The OOSI is established through Chapter IX (ss 96-99) of the Constitution of the Solomon Islands 1978. It is further empowered under the *Ombudsman (Further Provisions) Act [Cap 88]*.

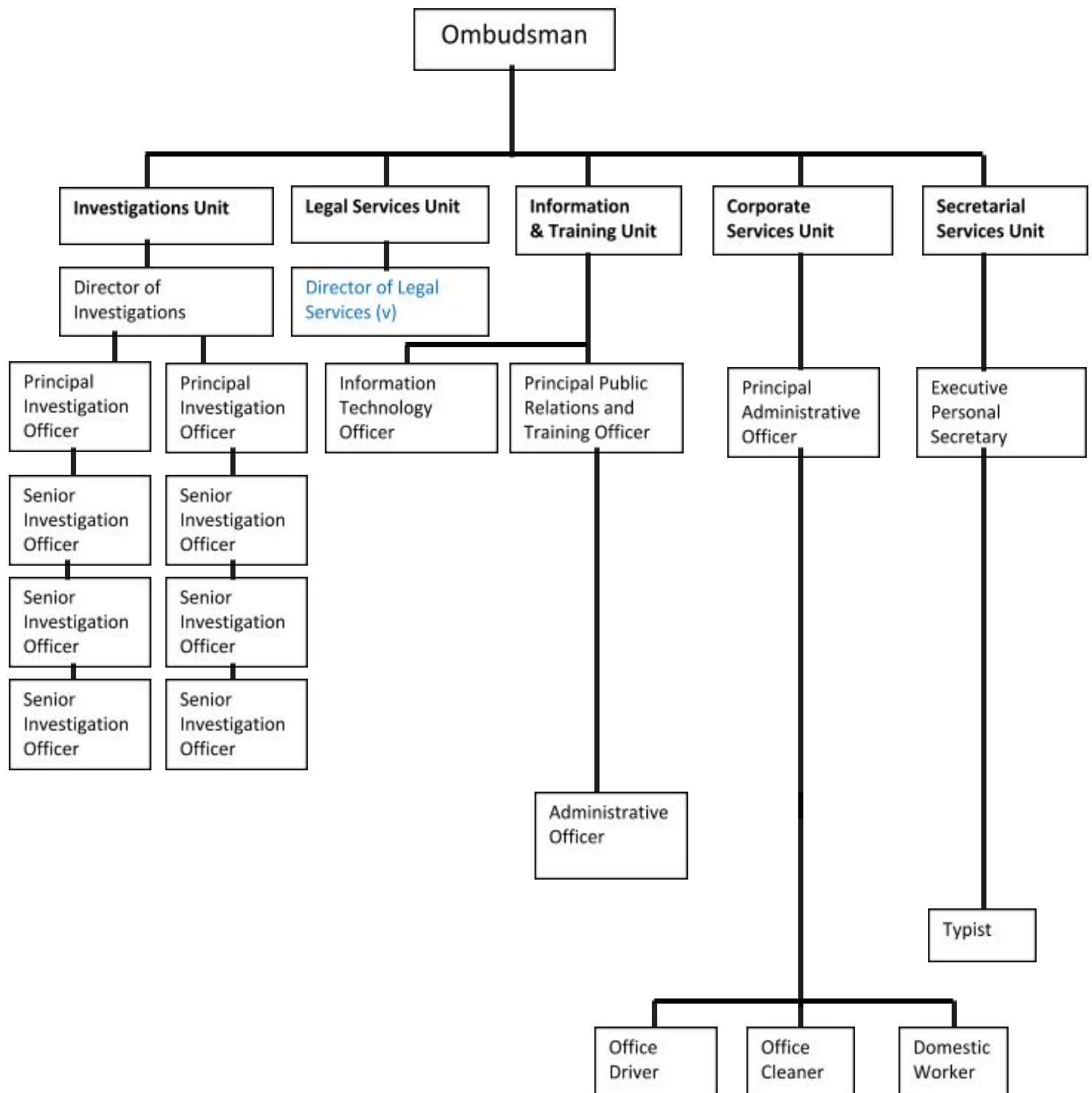
The OOSI is one of three constitutionally established offices supporting the Solomon Islands system of accountability. Its operations directly impact upon, and are affected by, other stakeholders in the system. The OOSI ensures that public administration in the Solomon Islands is fair and accountable and serves the people of the Solomon Islands by investigating and reviewing public administration, recommending changes and remedial action and reporting these matters to Parliament.

2 OUR ORGANISATION

2.1 ORGANISATION AND RELATIONSHIP CHART



2.2 OUR CURRENT ORGANISATIONAL STRUCTURE



[(v) = vacant position]

The OOSI is headed by the Ombudsman and is divided into 5 work units.

The Secretarial Services Unit provides executive support to the Ombudsman via the Executive Personal Secretary, and also maintains the complaints register and e-database.

The Corporate Services Unit provides administrative support to the OOSI.

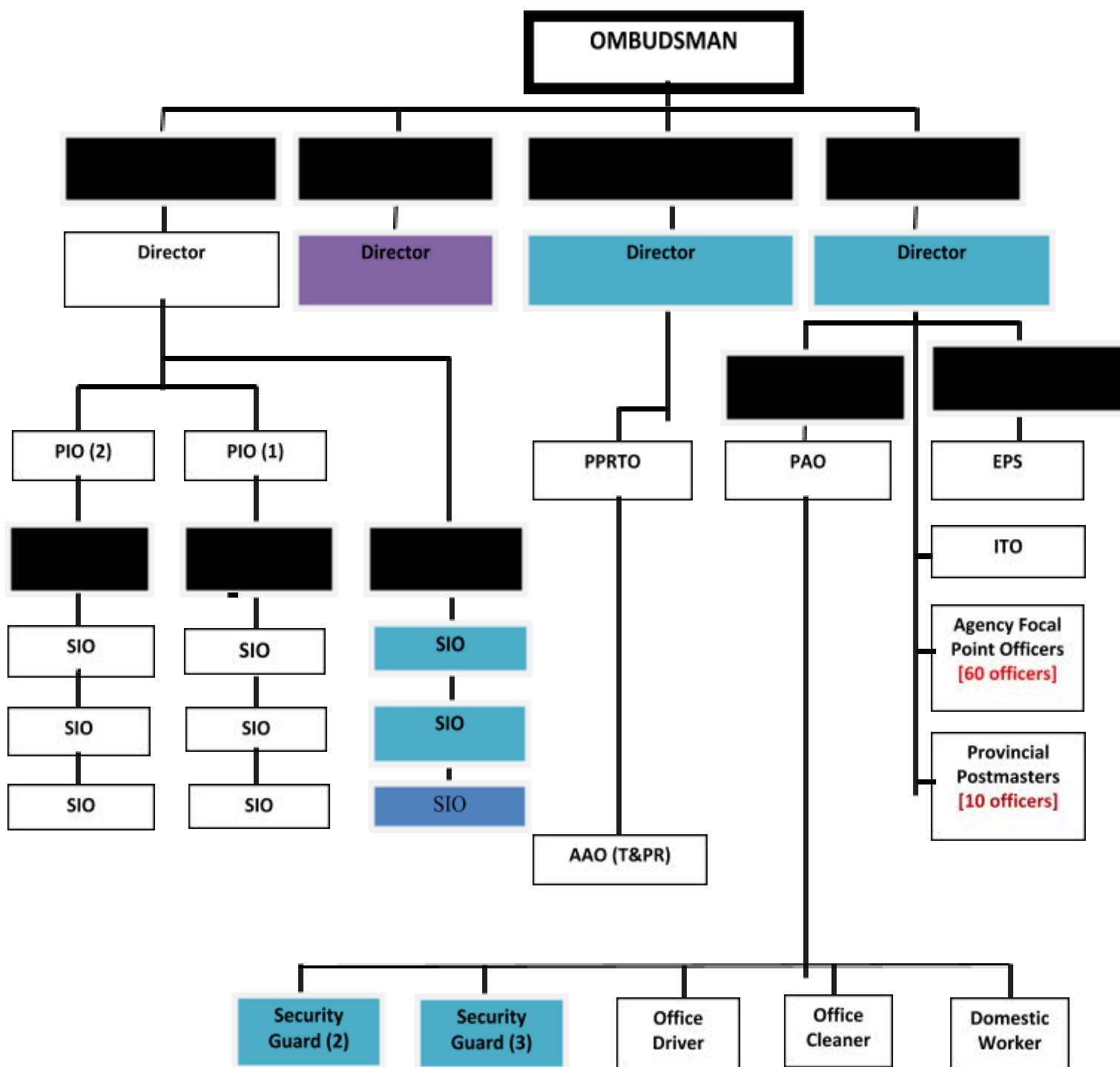
The Information and Training Unit undertakes outreach, training and public relations via the Principal Training and Public Relations Officer (PTPRO), while the IT Officer administers OOSI IT matters.

The Legal Services Unit provides legal advice and assistance to the OOSI.

The Investigations Unit is divided into two teams. One deals with the complaints backlog while the other deals with more recent complaints. Each team is made up of 3 SIOs and is managed by a PIO. The PIOs report to the Ombudsman via the Director of Investigations (DOI).

2.3 OUR PROPOSED ORGANISATIONAL STRUCTURE 2013

From 2013 it is proposed to increase the staff establishment of the Office by eight officers to a full staff of 25. This increase is to reflect the status of the office and the level of work load currently experienced in all Divisions of the office. As of 2013 the priorities are to strengthen the Investigation and Corporate Services Units are reflected at the Chart below.



KEY:

Filled Positions	18	Vacant Budgeted Position [D/LS]	1	New Positions	6	TOTAL 25
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2.4 OUR VISION – Where we want to be

Our vision outlines where we want to be as an organisation during the course of this Corporate Planning cycle.

Our vision is to promote fair, transparent and accountable public administration that benefits the people of the Solomon Islands.

2.5 OUR MISSION – What we must achieve

Our Mission articulates what we must do to achieve our Vision. It reflects what we do, who we serve and what promise we are making.

Our Mission is to protect the interests of the Solomon Island community to:

Assist people to resolve complaints about government agencies

Independently investigate and report on the actions and practices of government agencies and;

Foster accountable, lawful, transparent and responsive administration.

2.6 OUR VALUES – What we believe in

We adhere to a set of values that underpin the way we do our work and the way we interact with each other and with our stakeholders. These are:

Independence

- The OOSI will, consistent with its constitutional and statutory roles, act independently of the government in discharging its functions.

Accountability

- The OOSI values accountability in government, and therefore, will perform its duties in a timely, responsive and responsible manner, and measuring and reporting on our work.

Impartiality & Fairness

- The OOSI will at all times act fairly and in a manner that maintains the impartiality and objectivity of the Ombudsman.

Integrity

- The OOSI will at all times act honestly in accordance with our powers, with the highest standard of professional working ethics.

Transparency

- The OOSI will keep people informed about their rights and any decisions affecting them, and in an appropriate manner.

Accessibility

- The OOSI is aware that it exists to serve all the people of the Solomon Islands and will endeavour to ensure it is readily accessible to all.

Respectfulness & Ethical Behaviour

- We recognize that respect and ethical behaviour must underpin all our work and relationships. The OOSI will treat everyone with courtesy, dignity and respect.

Responsiveness & Timeliness

- The OOSI will provide prompt customer service and will facilitate speedy resolutions as defined by our Service Principles.

Teamwork

- The OOSI values the diversity of experience and talent of people who have a unity of purpose and a shared commitment to making the OOSI a success.

2.7 OUR HUMAN RESOURCES.

	31 Dec 09		31 Dec 10		31 Dec 11		31 Dec 12		31 Dec 13		31 Dec 14		31 Dec 15		31 Dec 16		31 Dec 17	
	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>	<u>Vacant</u>
Ombudsman	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Deputy Ombudsman													<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Director Legal Services			<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Director of Investigations			<u>-1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Director of Education, Research and Public Relations									<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Director of Corporate Services									<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Legal Officer	<u>1</u>	<u>0</u>											<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Chief Investigation Officer	<u>1</u>	<u>0</u>											<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>
Principal Investigation Officer	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>8</u>	<u>0</u>	<u>8</u>	<u>0</u>	<u>8</u>	<u>0</u>
Principal Administrative Officer	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Principal Education/Public Relations Officer	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Information Technology Officer	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Senior Investigation Officer	<u>5</u>	<u>1</u>	<u>5</u>	<u>1</u>	<u>5</u>	<u>1</u>	<u>6</u>	<u>0</u>	<u>8</u>	<u>0</u>	<u>8</u>	<u>0</u>						
Executive Personal Secretary	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Senior Administrative Officer													<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Administrative Officer	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Office Typist	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>							<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Sub- Total (Salaries)	<u>14</u>	<u>3</u>	<u>13</u>	<u>4</u>	<u>13</u>	<u>4</u>	<u>15</u>	<u>1</u>	<u>20</u>	<u>0</u>	<u>20</u>	<u>0</u>	<u>24</u>	<u>0</u>	<u>24</u>	<u>0</u>	<u>24</u>	<u>0</u>
Office Cleaner	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Office Driver	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Domestic Worker	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Security Guards									<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>
Sub Total (Wages)	<u>3</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>5</u>	<u>0</u>
TOTAL	<u>17</u>	<u>3</u>	<u>16</u>	<u>4</u>	<u>16</u>	<u>4</u>	<u>18</u>	<u>1</u>	<u>25</u>	<u>0</u>	<u>25</u>	<u>0</u>	<u>29</u>	<u>0</u>	<u>29</u>	<u>0</u>	<u>29</u>	<u>0</u>
Grant Total	<u>20</u>		<u>20</u>		<u>20</u>		<u>19</u>		<u>25</u>		<u>25</u>		<u>29</u>		<u>29</u>		<u>29</u>	

2.8 OUR FINANCIAL RESOURCES.

	Yearly Budget and Expenditures: 2009 to 2012								Budget Projection Yearly Increase by 5%				
	2009		2010		2011		2012		2013	2014	2015	2016	2017
	Final Budget	Actual	Final Budget	Actual	Final Budget	Actual	Final Budget	Actual	Proposal	Proposal	Proposal	Proposal	Proposal
Personnel costs	984,695	567,007	677,531	1,069,089	1,069,089	1,036,566	1,134,900	943,599	1,206,127	1,266,450	1,329,772	1,396,611	1,466,074
Operating costs	729,468	601,605	712,866	762,955	968,299	1,057,144	742,941	675,078	2,364,275	2,482,490	2,606,614	2,736,945	2,873,792
Totals	1,714,163	1,168,612	1,389,397	1,832,044	2,037,398	2,093,710	1,877,841	1,618,677	3,570,402	3,748,940	3,936,386	4,133,556	4,339,866

2012 expenditure as of 16/11/12.

3.0 OUR SITUATIONAL ANALYSIS

3.1 WHO ARE OUR STAKEHOLDERS?

Our planning identified our internal and external stakeholders and their importance to the work we do. Our internal stakeholders include the Ombudsman, the executive management team, our work colleagues and our support staff like the security guards, office cleaner and driver.

Our external stakeholders include our complainants, the general public, the public sector, non-government organisations and civil society, the Parliament, Solomon Islands Government (SIG) including the Prime Minister's Office, Ministry of Finance, other Ministers and Ministries, Provincial governments, State Owned Enterprises (SOEs), other accountability institutions – Office of the Auditor General, the Leadership Code Commission, churches, courts, police, media, business, RAMSI and other donors, schools and other education institutions and private sector suppliers.

Our stakeholders have varying expectations depending on who they are, but all our stakeholders expect us to fulfill our duties according to our mandate and to operate in an effective and efficient manner. Similarly, their contribution will vary according to their role, but they can assist the Office of the Ombudsman by reporting any cases of maladministration and take an active part in public awareness programs as appropriate.

3.2 OUR S.W.O.T. ANALYSIS

As part of developing the accompanying work plan OOSI undertook a SWOT analysis. This process identified the organisation's strengths, weaknesses, opportunities and threats. The accompanying work plan maximises strengths, identifies what must be built or developed to overcome weaknesses, what is needed to make use of opportunities and what can be done to minimise or neutralise threats?

STRENGTHS

- Equipment
- New building
- Resources
- Training (Human/Finance)
- Investigative power
- Legislative resources
- Qualified experience staff
- Access to media
- Funding
- Good relations to stakeholders
- Good CMS
- Good community trust and confidence
- Focal point officer
- Aerogramme
- Constitutional framework
- Integrity of staff

WEAKNESSES

- Limited Budget to carry out program
- Political interference
- Statutory limitations
- Lack of staff
- Structure not independent despite legislation
- Lack of vehicle eg. Logistical
- Abuse of procurement process
- Low level of political view
- Out dated laws and regulations
- Skills gap
- Poor leadership skills
- Negligence
- Failure to implement activities in corporate plan
- No proper planning
- Lateness to report to duty
- Inadequate incentives
- No staff development plan

OPPORTUNITIES

- Access to training
- Amendment to the current Ombudsman's legislative
- Support of other accountability organisations
- Donors
- TA – Advisors
- Members of the POA and APOA and other Regional bodies
- Media
- NGOs
- Change of Govt
- Technology changes
- Greater use of other government ministries
- Opportunities for more community

THREATS

- Political instability
- Change of government in 2014
- Not being independent
- Media
- Financial pressures
- Political interference
- Climate change
- Natural disasters
- Cyber threats – virus
- Hacking in systems
- Security of information/network system
- Lack of funding
- Non response from the agencies
- Change of leadership
- RAMSI transition

4. OUR STRATEGIC PLANNING FRAMEWORK

4.1 OUR KEY RESULT AREAS & STRATEGIC OUTCOMES

Our Key Result Areas and Strategic Outcomes were drawn from our Corporate Planning Workshop held in November 2012 and reflect our core business and strategic priorities moving forward. These are

KEY RESULT AREA ONE - SERVICE EXCELLENCE

- **STRATEGIC OUTCOME :** *Develop and implement actions to achieve high quality investigation and resolution of complaints*

KEY RESULT AREA TWO - IMPROVING PUBLIC ADMINISTRATION

- **STRATEGIC OUTCOME :** *To drive improvements in public services and inform public policy*

KEY RESULT AREA THREE - OUR OFFICE MANAGEMENT

- **STRATEGIC OUTCOME:** *Our supporting infrastructure, facilities and processes are efficiently and effectively equipped, maintained and developed*

KEY RESULT AREA FOUR - OUR COMMUNITY RELATIONS & PROFILE

- **STRATEGIC OUTCOME :** *To broaden the public profile and improve external understanding of the role of the Ombudsman and administrative fairness through initiatives directed towards both the public and government agencies*

KEY RESULT AREA FIVE - OUR STAFF

- **STRATEGIC OUTCOME:** *Our staff have the necessary skills, knowledge ,experience, & capacity, and are supported to provide a professional service in line with the needs of the office*

5. HOW OUR PLAN RELATES TO OTHER PLANS

5.1 Alignment with Solomon Islands Government (SIG) Plans

The OOSI Corporate Plan 2013 – 17 is aligned to higher level Solomon Island Government plans and policies. In particular the National Coalition for Reform and Advancement (NCRA) Government Policy 7 (a), (c), (f) *on Strengthening of Governance Institutions* and the Policy Goal *to improve Governance. The NCRA Policy Statement notes “the Government recognises and upholds the principles of good governance and is committed towards ensuring that leadership at all levels of the government reflect the highest standard of conduct and quality decisions affecting the affairs of Solomon Islands.”*

The OOSI Corporate Plan 2013 – 2017 and accompanying work plan is a key output in meeting the NCRA Policy Goal and the identified key strategies in the Plan, once implemented, will work to further improve government accountability across the Solomon Islands.

5.2 RAMSI Accountability Program

The Office of the Ombudsman currently receives support from RAMSI under the RAMSI Accountability Program. The revitalisation of the accountability institutions – Leadership Code Commission (LCC); Office of the Ombudsman Solomon Islands (OOSI) and the Office of the Auditor General (OAG) are seen as priority areas for the SIG to restore accountability and to ensure government functions are managed more effectively and efficiently.

The goal of the Program is “to contribute to improved government accountability in the Solomon Islands” and the purpose is to increase the efficiency and effectiveness of the LCC, OOSI and OAG and the support they receive from the wider national integrity system to strengthen accountability across government. The development and implementation of the Office of the Ombudsman Corporate Plan 2013-2017 is a key output under the RAMSI Accountability Program.

5.3 Accountability Co-ordination

The OOSI contributes to a range of other activities that promote greater community awareness, and assist in the coordination of services and policy development in relation to transparency, accountability and integrity matter. For example, the OOSI is a member of the Integrity Group Forum (IGF), a group of government entities whose common goal is to improve national integrity systems, standards of public propriety and accountability, to identify and provide solutions to common corruption and maladministration issues in Solomon Islands government sectors.

The IGF meets voluntarily to discuss common issues and engage in information sharing, to the extent practicable and within legal restrictions, to enable a better understanding of the governance environment in Solomon Islands so that shared solutions to minimise opportunities for maladministration and corruption can be developed and transparency, accountability and integrity improved through the whole of government.

The Solomon Island Ombudsman is a member of the Pacific Ombudsman Alliance (POA) along with Ombudsmen from the Cook Islands, Papua New Guinea, Samoa, Tonga, Vanuatu, New Zealand and the Commonwealth and NSW Ombudsmen from Australia. A key aim of the Alliance

is to support the development of legislation and programs that recognise the right of citizens to transparent and accountable government services.

The Alliance aims to foster integrity in the delivery of government services by supporting the creation and maintenance of strong ombudsman and allied institutions in the Pacific.

5.3 HUMAN RESOURCES PROJECTION

As at end of December 2012

As at end of December 2011

POST GRADE	Occupancy			Occupancy					Total Staff
	Estab posts	Non-esta b	Total	Local			Expat		
Male				Femal e	Vacan t	Male	Femal e		
Ombudsman	1	=	1	1	=	=	=	=	1
Director, Legal Services	1	=	1	=	=	1	=	=	1
PIQ	2	=	2	1	1	=	=	=	2
PAQ	1	=	1	1	=		=	=	1
PTPRO	1	=	1	1	=	=	=	=	1
IT Officer	1	=	1	1	=	=	=	=	1
SIO	6	=	6	5	1	=	=	=	6
EPS	1	=	1	=	1	=	=	=	1
AAO	1	=	1	1	=	=	=	=	1
Sub-Total	15	=	15	11	3	1	=	=	15
Domestic Servant	=	1	1	=	1	=	=	=	1
Office Cleaner	=	1	1	=	1	=	=	=	1
Driver	=	1	1	-1	=	=	=	=	1
Sub-Total	=	3	3	=	2	1	=	=	3
Total	15	3	18	12	5	1	=	=	18

5.4 BUDGET PROJECTIONS

	Budget Projection Yearly Increase by 5%				
	2013	2014	2015	2016	2017
	Proposal	Proposal	Proposal	Proposal	Proposal
Personnel costs	1,206,127	1,266,450	1,329,772	1,396,261	1,466,074
Operating costs	2,364,275	2,482,490	2,606,614	2,736,945	2,873,792
Totals	3,570,402	3,748,940	3,936,386	4,133,206	4,339,866

6 MONITORING, EVALUATION AND REPORTING

The OOSI will prepare a monitoring and evaluation framework for the Corporate Plan and will monitor and evaluate its core functions and review its activities and performance against Key Performance Indicators. Internally the EMT will report quarterly on progress against the Work plan. The OOSI will report Quarterly to the Permanent Secretary of the Prime Minister's Office on progress against the OOSI Work plan.

Annual Reports will report on progress in the implementation of the corporate plan by reporting against the key performance indicators and in the provision of OOSI activity statistics.

7. OUR WORKPLAN