

19. Office of the Ombudsman – Te Mato Akamoeau

19.1. Background

The Ombudsman is an independent and impartial Officer of and responsible to the Parliament of the Cook Islands. It is mandated to investigate complaints of general maladministration against government ministries under the Ombudsman Act 1984. It is further tasked to investigate complaints under the Disability Act 2008, Official Information Act 2008 and the Police Act 2012.

19.1.1. Vision

Fairness for all.

19.1.2. Significant achievements and milestones

1. National Human Rights Stakeholder Dialogue (August 2022)
2. Policy Development for establishment of an NHRI
3. Participation in the APF Regional Human Rights Community Led Development project to support the establishment of the NHRI
4. Participation in the Regional Pacific Forum for National Human Rights Institutes

19.2. Outputs and Key Deliverables

OUTPUT:	01	OUTPUT TITLE:	INVESTIGATION & REVIEWS				
Strategic Goal 1: Investigations 1.Quality Investigations 2.Quality Customer Service 3.Quality Systemic Reviews							
NSDP Goal	NSDP Indic.#	Agency Strategic Plan Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
15.Governance	15.5	Strategic Goal 1: To conduct responsive, independent and impartial investigations of complaints.	Complaint response times & Number of Enquiries	1. 95% of complaints or enquiries acknowledged in 2 business days. 2. 95% complaints/ enquiries responded to in 10 business days	1. At least 95% of complaints or enquiries acknowledged in 2 business days. 2. 95% complaints/ enquiries responded to in 10 business days	1. At least 95% of complaints or enquiries acknowledged in 2 business days. 2. At least 95% complaints/ enquiries responded to in 10 business days	1. At least 98% of complaints or enquiries acknowledged in 2 business days. 2. At least 98% complaints/enquiries responded to in 10 business days
15.Governance	15.5	Strategic Goal 1: To conduct responsive, independent and impartial investigations of complaints.	Staff Capacity Development	At least 4 online or traditional courses per staff member completed to assist with development of staff capacity in the following areas: • Human Rights • Media & Public • Awareness	At least 5 online or traditional courses per staff member completed to assist with development of staff capacity in the following areas: • Human Rights • Media & Public • Awareness	At least 6 online or traditional courses per staff member completed to assist with development of staff capacity in the following areas: • Human Rights • Media & Public • Awareness	At least 6 online or traditional courses per staff member completed to assist with development of staff capacity in the following areas: • Human Rights • Media & Public • Awareness
15.Governance	15.5	Strategic Goal 1: To conduct responsive, independent and impartial investigations of complaints.	Annual Report Submission to Parliament.	1. Annual Report Completion Date: 30 November 2024 3. Submission of Annual Report for Parliament sitting by December 2024.	1. Annual Report Completion Date: 30 November 2025 2. Submission of Annual Report for Parliament sitting by December 2025.	1. Annual Report Completion Date: 30 November 2026 2. Submission of Annual Report for Parliament sitting by December 2026.	1. Annual Report Completion Date: 30 November 2027 2. Submission of Annual Report for Parliament sitting by December 2027.

NSDP Goal	NSDP Indic.#	Agency Strategic Plan Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
				4. Final hard copies to be printed at least 1 week after submission	3. Final hard copies to be printed at least 1 week after submission	3. Final hard copies to be printed at least 1 week after submission	3. Final hard copies to be printed at least 1 week after submission

OUTPUT 1: Investigations and Review Funding Appropriation	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
Personnel	59,569	59,569	59,569	59,569
Operating	36,791	36,791	36,791	36,791
Administered Funding	0	0	0	0
Depreciation	2,000	2,000	2,000	2,000
Gross Operating Appropriation	98,360	98,360	98,360	98,360
Trading Revenue	0	0	0	0
Net Operating Appropriation	98,360	98,360	98,360	98,360

OUTPUT:	02	OUTPUT TITLE:	PUBLIC AWARENESS & TRAINING
Strategic Goal 2.1 - Public Awareness 1. Media communication 2. Pa Enua Workshops 3. Public Workshops and Clinics 4. Public survey results 5. Identify resource needs and potential sources to develop a more robust Ombudsman outreach programme Strategic Goal 2.2 - Training 1. Presentations or workshops to Agencies, Ministers and HoMs 2. Government Agency Compliance Model introduced			

NSDP Goal	NSDP Indic.#	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
15.Governance	15.5	Strategic Goal 2.1: To create public awareness of the Ombudsman's role	Media Communication Initiatives.	At least five major media campaigns & four minor media campaigns undertaken.	At least six major media campaigns & five minor media campaigns undertaken.	At least seven major media campaigns & five minor media campaigns undertaken.	At least seven major media campaigns & five minor media campaigns undertaken.
15.Governance	15.5	Strategic Goal 2.1: To create public awareness of the Ombudsman's role	Public Awareness Workshops.	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by December 2024	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by December 2025	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by December 2026	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by December 2027
15.Governance	15.5	Strategic Goal 2.1: To create public awareness of the Ombudsman's role	Pa Enea Awareness Workshops	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by: December 2024	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by: December 2025	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by: December 2026	Conduct at least one targeted Public Awareness workshop on Rarotonga about the functions of the Office of the Ombudsman. Workshop to be completed by: December 2027
15.Governance	15.5	Strategic Goal 2.1: To create public awareness of the Ombudsman's role	Human Rights Workshops	Conduct at least one targeted Public Awareness workshop about Human Rights in relation to a National Human Rights Institute. Workshop to be completed by: December 2024	Conduct at least one targeted Public Awareness workshop about Human Rights in relation to a National Human Rights Institute. Workshop to be completed by: December 2025	Conduct at least one targeted Public Awareness workshop about Human Rights in relation to a National Human Rights Institute. Workshop to be completed by: December 2026	Conduct at least one targeted Public Awareness workshop about Human Rights in relation to a National Human Rights Institute. Workshop to be completed by: December 2027
15.Governance	15.5	Strategic Goal 2.2: To develop a collaborative relationship with Government agencies to	Public Sector Agencies Ombudsman's Office Awareness.	At least two workshops conducted for targeted groups around the role of the Ombudsman	At least two workshops conducted for targeted groups around the role of the Ombudsman	At least two workshops conducted for targeted groups around the role of the Ombudsman	At least two workshops conducted for targeted groups around the role of the Ombudsman

NSDP Goal	NSDP Indic.#	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
		increase awareness of their rights and responsibilities to minimise public complaints and investigations.		Present to at least 6 PSC Inductions attended	Present to at least 6 PSC Inductions attended	Present to at least 6 PSC Inductions attended	Present to at least 6 PSC Inductions attended

OUTPUT 2: Public Awareness and Training Funding Appropriation	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
Personnel	131,747	131,747	131,747	131,747
Operating	7,911	7,911	7,911	7,911
Administered Funding	0	0	0	0
Depreciation	2,000	2,000	2,000	2,000
Gross Operating Appropriation	141,658	141,658	141,658	141,658
Trading Revenue	0	0	0	0
Net Operating Appropriation	141,658	141,658	141,658	141,658

OUTPUT:	03	OUTPUT TITLE:	CORPORATE SERVICES
Strategic Goal 3: Corporate Services 1. Put in place quality reporting mechanisms 2. Effective human resource management 3. Efficient financial management 4. Legislative compliance			

NSDP Goal	NSDP Indic.#	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
15.Governance	15.6	Strategic Goal 3: To create a sustainable and skilled workforce.	Quarterly review of office plans, functions and management undertaken.	1. Review strategic goals and their progress at the end of every quarter.	1. Review strategic goals and their progress at the end of every quarter.	1. Review strategic goals and their progress at the end of every quarter.	1. Review strategic goals and their progress at the end of every quarter.

NSDP Goal	NSDP Indic.#	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
				2.Team Velocity~ to increase at least 10% from previous quarter. 3. Target: Complete	2.Team Velocity~ to increase at least 10% from previous quarter. 3. Target: Complete	2.Team Velocity~ to increase at least 10% from previous quarter. 3. Target: Complete	2.Team Velocity~ to increase at least 10% from previous quarter. 3. Target: Complete
15.Governance	15.6	Strategic Goal 3: To create a sustainable and skilled workforce.	Financial Management Compliance	1. Monthly report is submitted to MFEM by the 10th working day of the month. 2. Fixed Asset Register is updated as required 4. Zero suspension of Bulk Funding 5. Prepare all financial records for Annual Audit within 10 working days of receipt of Audit Notice. 6. Respond to any audit issues within 7 working days. 7. Unmodified Audit Opinion.	1. Monthly report is submitted to MFEM by the 10th working day of the month. 2. Fixed Asset Register is updated as required 3. Zero suspension of Bulk Funding 4. Prepare all financial records for Annual Audit within 10 working days of receipt of Audit Notice. 5. Respond to any audit issues within 7 working days. 6. Unmodified Audit Opinion.	1. Monthly report is submitted to MFEM by the 10th working day of the month. 2. Fixed Asset Register is updated as required 3. Zero suspension of Bulk Funding 4. Prepare all financial records for Annual Audit within 10 working days of receipt of Audit Notice. 5. Respond to any audit issues within 7 working days. 6. Unmodified Audit Opinion.	1. Monthly report is submitted to MFEM by the 10th working day of the month. 2. Fixed Asset Register is updated as required 3. Zero suspension of Bulk Funding 4. Prepare all financial records for Annual Audit within 10 working days of receipt of Audit Notice. 5. Respond to any audit issues within 7 working days. 6. Unmodified Audit Opinion.

OUTPUT 3: Corporate Services Funding Appropriation	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28
Personnel	41,684	41,684	41,684	41,684
Operating	20,299	20,299	20,299	20,299
Administered Funding	0	0	0	0
Depreciation	2,000	2,000	2,000	2,000
Gross Operating Appropriation	63,983	63,983	63,983	63,983
Trading Revenue	0	0	0	0
Net Operating Appropriation	63,983	63,983	63,983	63,983

19.3. Staffing Resources

Figure 19-1 Office of the Ombudsman organisational structure

Te Mato Akamoeau – Office of the Ombudsman

Organisational Structure - April 2020

