



THE OMBUDSMAN OBSERVER

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The President's Message

Dear Esteemed OICOA Members and Colleagues,

As we conclude an active and meaningful month for Ombudsman Institutions across the OICOA community, I am pleased to welcome you to the November edition of the OICOA Newsletter. This month holds particular global significance, as 25 November marks the International Day for the Elimination of Violence against Women, a day that calls on all of us to safeguard the dignity, safety, and fundamental rights of women everywhere. It is my pleasure to share that, as the Ombudsman Institution of Türkiye, we have released a special report entitled “Strengthening Institutional Harmony in Combating Violence against Women: The Central Anatolia Case” which is the product of extensive field visits and nearly 200 interviews, and was presented to the public at a launch event held on 26 November 2025.



Throughout November, we actively engaged in international dialogue, cooperation, and protection of human rights. We participated in high-level conferences in Belgrade and Brussels, where we emphasized the importance of Ombudsman independence, good administration principles and discussed about the challenges of the Ombudsman Institutions while striving to find common solutions. We also welcomed distinguished international partners in our Institution, including the Ambassador for Human Rights of the Netherlands. Additionally, we received families of Ukrainian prisoners of war in our Institution and listened carefully to their concerns and requests.

On this occasion, I extend my sincere gratitude to all colleagues, who share our common mission to uphold justice, fairness, and human dignity for all. I am confident that our continued cooperation will further strengthen the collective impact of Ombudsman institutions across the Islamic world and beyond. I hope this edition of the OICOA Newsletter provides a meaningful reflection of our joint efforts during this significant month.

Warm regards,

Mehmet Akarca

PRESIDENT OIC OMBUDSMAN ASSOCIATION
CHIEF OMBUDSMAN OF TURKIYE

The Secretary General's Message

Dear Esteemed OICOA Members and Colleagues,

My assumption of the office of Secretary General of the OIC Ombudsman Association comes at a defining point in my professional journey, following my appointment as Federal Tax Ombudsman of Pakistan on 16th December. I regard this dual responsibility not as an elevation of position, but as an expansion of duty—one that deepens my accountability to both national service and international cooperation. OICOA occupies a distinctive space within the Ombudsman world: it brings together institutions tasked with correcting administrative imbalance quietly, consistently, and without spectacle. To be entrusted with its Secretariat is a responsibility I accept with humility, clarity of purpose, and a firm resolve to serve the Association with integrity and discipline.



In accepting this responsibility, I am conscious that the credibility of an association such as OICOA is shaped less by declarations than by conduct. The Secretary General's role must therefore be one of quiet stewardship: ensuring continuity where it matters, strengthening coordination where it is needed, and giving institutional space for member Ombudsmen to engage meaningfully with one another. I see the Secretariat not as a center of authority, but as a facilitative mechanism—one that supports the President and Board, enables members, and translates collective intent into practical outcomes.

I extend my sincere congratulations to Provincial Ombudsperson Sindh, Mr. Suhail Rajput, on his election as Asian Regional Director of the International Ombudsman Institution. This is more than a personal distinction. It signals something larger: that Pakistan's Ombudsman institutions are increasingly viewed as serious contributors to the global Ombudsman community—credible in their work, constructive in their approach, and respected among peers. I also felicitate Provincial Ombudsman Khyber Pakhtunkhwa, Ms. Rubab Mehdi, on representing Pakistan at the International Symposium on Judicial Concepts and Practices for Women's Rights Protection in Chengdu, China.

In the coming days, I look forward to meeting the Board Members and spending time with colleagues from across our OICOA community—not only in formal sessions, but in genuine professional exchange. Our Association should feel like a community of practice, not a calendar of events. I want to hear directly from member institutions: what is working in your jurisdictions, what is resisting reform, where citizens struggle to access remedies, and what innovations are proving effective. OICOA's value is not in statements alone; it is in the circulation of practical solutions, tested methods, and institutional learning.

Warm regards,

Muhammad Zafar ul Haq Hijazi

SECRETARY GENERAL - OIC OMBUDSMAN ASSOCIATION
FEDERAL TAX OMBUDSMAN OF PAKISTAN

From the Desk of Executive Secretary

Distinguished OICOA Board Members,

The strength of the OICOA family lies in its diversity, its shared values, and the quiet confidence with which its members carry out their mandates across the OIC world. Rooted in different legal traditions yet united by a common commitment to fairness, independence, and administrative justice, our Ombudsman institutions are increasingly leaving their imprint on the global oversight landscape. This edition of the Newsletter captures that collective presence. One which is shaped by substantive international engagement, thoughtful institutional reform, and a growing recognition that the OIC Ombudsman community is not only participating in global conversations, but helping to shape them.



Against this backdrop, I extend my sincere congratulations to H.E. Zafar-ul-Haq Hijazi on assuming his charge as Secretary General of OICOA, alongside his assumption of office as Federal Tax Ombudsman of Pakistan. His elevation brings continuity at a moment when our Association benefits from steady institutional leadership and clear administrative judgment. I am confident that under his stewardship, OICOA's Secretariat will continue to mature as a focused, responsive, and facilitative body; one capable of navigating growing institutional complexity while maintaining the balance between visibility and substance that defines credible Ombudsman work.

Congratulations are in order for H.E. Muhammad Sohail Rajput, Provincial Ombudsman of Sindh, on his election as Asian Regional Director of the International Ombudsman Institution. This development merits recognition as it reflects the growing confidence placed by the international Ombudsman community in leadership emerging from Pakistan and OICOA alike. Equally deserving of acknowledgement is H.E. Rubab Mehdi, Pakistan's Provincial Ombudsman Khyber Pakhtunkhwa, for representing Pakistan at the International Symposium on Judicial Concepts and Practices for Women's Rights Protection in Chengdu, China.

This edition of the Newsletter reflects the breadth and seriousness of engagement across our membership. From high-level participation in European and United Nations forums, to substantive contributions on institutional independence, constitutional governance, public health oversight, and business and human rights, the activities highlighted in this issue demonstrate how Ombudsman Institutions of OIC States continue to engage with evolving governance challenges; quietly, competently, and with relevance. These engagements, while diverse in geography and focus, collectively a shared commitment to legality, transparency, and citizen-centred administration.

I am particularly pleased to feature our Member Institution, the Mediator of Senegal in our *Institutional History* section, adding another important chapter to OICOA's collective memory. In this regard, I extend special thanks to Hon'ble Mr. Samba Bajie, Deputy Ombudsman of Senegal, for his generous appreciation of our previous edition and for acknowledging the Secretariat's sincere efforts.

As Executive Secretary, I remain deeply grateful to member institutions for their continued engagement, trust, and patience with the Secretariat's work. This Newsletter is, ultimately, a shared product—shaped by your contributions, your standards, and your commitment to administrative justice. We move forward with confidence, mindful of our responsibilities, and encouraged by the collective strength of the OICOA community.

Warm regards,



EXECUTIVE SECRETARY
ADVISOR (LEGAL) - FEDERAL TAX OMBUDSMAN OF PAKISTAN

Congratulations!



H.E. MUHAMMAD ZAFAR UL HAQ HIJAZI

**ON YOUR APPOINTMENT AS THE
FEDERAL TAX OMBUDSMAN OF PAKISTAN**

**and Taking Charge as
Secretary General of OICOA**

OICOA Secretariat looks forward to working under
your leadership and further elevating the stature of
OICOA at an international level



H.E. MEHMET AKARCA

An Insight into the Exemplary Leadership of Incumbent Chief Ombudsman of Türkiye and OICOA President

H.E. Mehmet Akarca, Chief Ombudsman of the Republic of Türkiye and President of the OIC Ombudsman Association (OICOA), represents a leadership shaped by decades of judicial service and a clear commitment to strengthening ombudsman institutions as pillars of accountable governance. His tenure is marked not by symbolic presence, but by sustained institutional engagement—particularly in advancing OICOA’s credibility, cohesion, and standing within the broader framework of the Organization of Islamic Cooperation (OIC).

A distinguished jurist by training, Mr. Akarca’s professional career spans nearly four decades within Türkiye’s judiciary, culminating in his service as First President of the Court of Cassation prior to assuming the office of Chief Ombudsman. This judicial depth informs his approach to ombudsmanship: principled, institution-centered, and firmly anchored in the rule of law. Since assuming office as Chief Ombudsman, he has consistently underscored the role of ombudsman institutions not merely as grievance-handling mechanisms, but as constitutional safeguards that reinforce public trust, administrative fairness, and rights-based governance.

Mr. Akarca has also steered the institution’s reporting on sensitive issues. His office prepared a special report on the Gaza crisis titled “Gaza: Nakba of Humanity,” which was sent to The Hague’s International Court of Justice and International Criminal Court as documentation of alleged violations. He remarked that beyond handling individual complaints, the Ombudsman seeks to promote a culture of legal remedies and good governance. In public addresses he highlighted that the Turkish institution – now in its twelfth year – not only resolves disputes but also issues thematic reports on pressing public concerns.

Parallel to domestic consolidation, Mr. Akarca placed strong emphasis on international engagement as a means of strengthening institutional credibility and knowledge exchange. During his tenure, he represented the Turkish Ombudsman Institution at major international and regional forums, including conferences and high-level meetings of ombudsman associations in Europe, the Mediterranean, and the Islamic world. These platforms were used not merely for representation, but for active dissemination of Türkiye’s ombudsman model, sharing best practices on complaint resolution, administrative oversight, and institutional independence.

As President of OICOA, H.E. Mehmet Akarca has played a central and enabling role in strengthening the Association’s institutional foundations. Most notably, he extended decisive support to the OICOA Secretariat during the critical process of securing OIC Affiliated Institution Status—a milestone that significantly elevated OICOA’s standing within the OIC ecosystem. Mr. Akarca’s presidency has been characterized by consistent and substantive participation in OICOA General Assemblies and Board Meetings, where he has helped steer deliberations toward practical outcomes rather than declaratory resolutions. Under his leadership, OICOA has emphasized internal consolidation, clearer governance mechanisms, and stronger coordination among member institutions. His interventions during high-level meetings have repeatedly highlighted the importance of unity among OIC ombudsmen, particularly in addressing systemic maladministration, cross-border challenges, and shared human rights concerns. A defining feature of Mr. Akarca’s presidency has been his support for membership expansion and inclusivity within OICOA, encouraging broader participation from ombudsman institutions across OIC Member States. Equally significant has been his role in approving and supporting the establishment of the OICOA Sub-Committee on Women’s Rights—a forward-looking initiative that reflects both institutional maturity and responsiveness to evolving governance challenges.

Since assuming office as President of OICOA, H.E. Mehmet Akarca has treated the role as a substantive responsibility rather than a ceremonial position, focusing on strengthening the Association’s collective capacity. His leadership is characterised by an emphasis on continuity, consensus-building, and respect for institutional memory—qualities that are particularly important for an organisation operating across diverse legal traditions and political contexts.

In an era where public trust in institutions is increasingly tested, Mr. Akarca’s dual role as Türkiye’s Chief Ombudsman and President of OICOA reflects a rare convergence of judicial authority and multilateral stewardship. His contribution lies less in individual visibility and more in quietly reinforcing the architecture of ombudsmanship within the OIC space—ensuring that OICOA functions not only as a forum for dialogue, but as a credible, recognized, and purpose-driven institution within the international governance landscape.

HON'BLE SYED JAMALUDDIN SHAH

Honoring the Legacy of Pakistan's Former Provincial Ombudsman of Khyber Pakhtunkhwa

The OIC Ombudsman Association features Hon'ble Syed Jamaluddin Shah, former Ombudsman of Khyber Pakhtunkhwa, in this edition as part of its Legendary Ombudsman series, recognising his long-standing public service and contributions to strengthening grievance redress and administrative accountability in Pakistan.

A career civil servant with over three decades of dedicated service, Syed Jamaluddin Shah has held many senior administrative and field postings. He took oath as the 4th Provincial Ombudsman of Khyber Pakhtunkhwa on December 15, 2020. Prior to this appointment, Mr. Shah rendered services in the Provincial Administration of KPK. His high-level assignments included serving as Secretary to the KPK government (e.g. Establishment; Local Government & Rural Development; Sports, Culture & Tourism) and key district-level roles (Divisional Commissioner, Kohat; Commissioner for Afghan Refugees; District Coordination Officer, Bannu; Deputy Secretary in the Chief Minister's Secretariat).



Mr. Shah holds a Master's degree in Political Science from the University of Peshawar, with a strong grounding in governance and public affairs. During his tenure as the Ombudsman of Khyber Pakhtunkhwa, Mr. Shah launched several reforms to strengthen the office's outreach and efficiency. Under his leadership, the Ombudsman Secretariat expanded its regional presence: new sub-offices were approved in major cities to bring grievance redressal closer to citizens. In November 2024 he announced the expansion of Provincial Ombudsman of Khyber Pakhtunkhwa across KPK Province with additional regional offices after getting approval from the former Chief Minister KPK, Ali Amin Gandapur. The approval was granted after extensive lobbying of Mr. Shah with the aim of providing easier access for citizens to have their grievances addressed. Mr. Shah also championed digitization and public awareness: he directed an upgrade of the Ombudsman's website and the Case/Complaint Management system to streamline complaint handling. He launched aggressive media and outreach campaigns, including in remote merged districts, to inform the public of their right to seek inexpensive, speedy justice. Inside the Secretariat of KPK Ombudsman, he promoted professional development and accountability. For example, he backed regular training workshops for investigation officers and introduced internal awards: the office began issuing appreciation certificates and awards to the best investigation officers and regional heads for exemplary performance.

Mr. Jamaluddin Shah's tenure (2021–2025) was marked by a significant expansion in public engagement and case resolution at the KPK Ombudsman's office. Complaint filings reached record levels, with around 4,300 complaints received in 2023, reflecting growing public confidence in the institution's effectiveness. Under his leadership, the office maintained strong disposal performance, reporting an early disposal rate of about 77 per cent and achieving its highest-ever annual volume and resolution rates by late 2024, with nearly half of all complaints received and resolved within the same year. These gains were driven by expanded regional outreach, strengthened use of technology, and consistent emphasis on timely, merit-based, and impartial redress, reinforcing the Ombudsman's role as an accessible and trusted grievance-redress mechanism.

Under his tenure, Syed Jamaluddin Shah remained actively engaged with the OIC Ombudsman Association (OICOA), using the forum to strengthen coordination among Pakistani member institutions. He regularly attended OICOA general assemblies and international conferences and ensured that officers from his office participated in OICOA-led training and capacity-building programmes. More importantly, Mr. Shah used this engagement to bring together fellow Pakistani ombudsmen for coordinated action on concrete community issues, including the resolution of grievances raised by hotel owners in the Nathia Gali area, reflecting his practical and results-oriented approach to inter-institutional cooperation.

The OIC Ombudsman Association takes pride in recognising Mr. Shah's contributions as a committed member who consistently translated institutional principles into practical outcomes. His work in extending grievance redress to marginalised and underserved communities across Khyber Pakhtunkhwa strengthened public trust in oversight mechanisms and reinforced the Ombudsman's role as a protector of citizens' rights. At the same time, his active engagement with OICOA reflected a sustained commitment to collective learning, cooperation, and shared problem-solving among ombudsman institutions. His tenure stands as an example of principled leadership rooted in accessibility, fairness, and service to the public good.



Institution of the Mediator of Republic of Senegal



The Mediator of the Republic of Senegal (Médiateur de la République du Sénégal) is the country's national Ombudsman office, established to strengthen good governance, accountability, and the rule of law. Created in 1991 as the first such institution in the West African Economic and Monetary Union (UEMOA) region, the Mediator operates as an independent authority that helps citizens resolve grievances with public administration. It is a member of the Organization of Islamic Cooperation Ombudsman Association (OICOA) alongside peer institutions from other OIC member states. Over more than three decades, the Ombudsman of Senegal has evolved into a key mediator between the people and the state, handling hundreds of complaints each year and advocating reforms to improve public services. This article provides a detailed look at the institutional history, mandate, and recent activities of the Mediator of Senegal, including its leadership timeline and latest statistics up to 2025.

Historical Background and Establishment

Senegal created the Mediator of the Republic in the early 1990s amid broader democratic reforms. The office was formally established by Law 91-14 of 11 February 1991, making Senegal a pioneer in the region in adopting the Swedish-origin Ombudsman model. This 1991 law (later updated by Law 99-04 of 29 January 1999) defined the Mediator as an independent administrative authority empowered to address citizen complaints against government bodies. The choice of the term “Médiateur” reflects the Francophone tradition (analogous to “Ombudsman”), literally meaning a mediator or go-between who “speaks on behalf of others” in disputes with the administration. The creation of the Mediator of Senegal was part of a “policy of democratic openness,” signaling the state’s commitment to transparency and citizens’ rights by providing a non-judicial avenue to resolve grievances.

Inspired by earlier Ombudsman models in Europe and Africa, Republic of Senegal created the Mediator Institution as an impartial authority to address administrative failings without court involvement. The 1999 law refined the institution’s powers and independence, aligning it with best practices of Ombudsman offices. Notably, under Article 1 of the 1999 law, the Mediator is explicitly established as an independent authority, appointed by the President but not part of the government hierarchy. By law, the Mediator “receives no instructions from any authority” (guaranteeing independence) and enjoys immunity for acts of his official duties (cannot be prosecuted or arrested for opinions or actions within the mission). These provisions ensure the Ombudsman’s freedom to criticize or recommend against government agencies without fear of reprisal, entrenching its role as a credible oversight mechanism.

Mandate and Legal Framework

The core mandate of the Mediator of the Republic is to investigate and address grievances from individuals or organizations regarding the functioning of public institutions. Jurisdiction: The office can be seized (petitioned) by any person or legal entity who has an unresolved complaint involving the State administration, local authorities, public establishments, or any other body charged with a public service mission. In practice, this covers a wide range of issues — from bureaucratic delays, unfair administrative decisions, and public service delivery failures, to conflicts over land administration, education, health services, and more.



The Mediator's jurisdiction expressly excludes private disputes between individuals or purely private entities, unless a link to a public service mandate exists. Likewise, the Mediator cannot intervene in ongoing court proceedings or overturn court judgments. However, if a final court decision has ruled against a public entity, the Mediator may still urge that entity to voluntarily waive enforcing its full rights for equity's sake – for example, asking the State to show leniency in enforcing a judgment if strict enforcement would be inequitable. These limitations preserve the separation of powers, ensuring the Ombudsman acts as a complementary, non-judicial remedy rather than a rival to the courts.

Functions and Investigative Powers

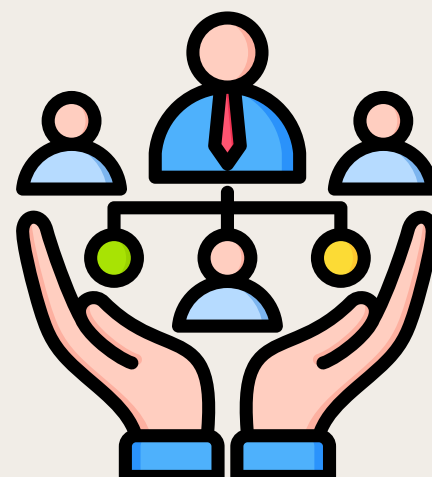
The Mediator of Senegal acts as an impartial intermediary between citizens and the administration, resolving grievances by recommending fair and equitable solutions. When a complaint is substantiated, the Mediator can urge authorities to revise decisions, correct errors, or offer compensation. Emphasizing the 'spirit of the law,' the office also proposes systemic reforms where recurring issues arise and promotes a business-friendly environment by addressing administrative barriers faced by private actors — a unique function introduced under Article 2 of the law.



To execute this mandate, the Mediator holds robust investigative powers, including the right to demand documents and request audits, with all officials legally bound to cooperate. Though the office cannot directly impose sanctions, it can recommend disciplinary action or refer misconduct to prosecutors. Agencies that ignore recommendations may be reported to the President, who can enforce compliance. Through its annual report, the Mediator publicly highlights unresolved issues, using moral authority and political backing to safeguard administrative fairness while respecting institutional boundaries.

Organizational Evolution and Leadership

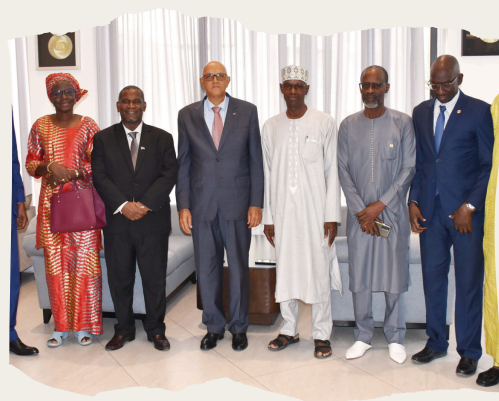
Since its establishment in 1991, Senegal's Ombudsman institution (Médiateur de la République) has been led by six Mediators, each serving a single six-year term and shaping the office's evolution. The first Mediator, Ousmane Ablaye Camara, laid the institutional foundations, followed by Prof. Seydou Madani Sy (1997–2003), who strengthened the office's legal standing and independence through legislative reform. Doudou Ndir (2003–2009) expanded visibility and complaint handling, while Prof. Serigne Diop (2009–2015) further integrated the institution nationally and internationally. Alioune Badara Cissé (2015–2021) focused on accessibility, public outreach, and decentralisation, adopting a more outspoken public role.



H.E. Justice Demba Kandji The Incumbent Ombudsman of Senegal

H.E. Justice (Retd.) Demba Kandji, was appointed in October 2021 as the 6th Mediator of the Republic of Senegal. Demba Kandji is a seasoned jurist and a retired judge who previously served as President of the Dakar Court of Appeal, and his appointment brought judicial gravitas to the Mediator institution. Under Mr. Kandji's leadership, the institution has continued to deepen its impact and adapt to new challenges, while upholding the independence and impartiality that are its hallmarks.

Throughout these successive leaderships, the Mediator of Senegal has maintained a consistent legal mandate, but each Mediator brought their personal focus to the role. For example, some have emphasized streamlining bureaucracy and anti-corruption, while others have focused on human rights issues or social cohesion in times of crisis. The office's continuity is aided by a permanent secretariat and staff (headed by a Secretary General), ensuring that institutional knowledge carries over from one Mediator to the next.



The Mediator's headquarters is in Dakar (22 Rue Vincens), but there has long been recognition of the need to reach citizens in all regions. Indeed, a recent development is the plan to open regional branch offices: in 2025, H.E. Demba Kandji announced the forthcoming opening of a bureau in Kaolack (central Senegal) to make the services "accessible to all" citizens outside the capital. Until now, resource constraints meant that regional complainants often had to rely on correspondence or the Ombudsman's mobile clinics, so the Kaolack office – and others envisioned – represent an important step in the decentralization of the Mediator's service and broader expansion of its services to bring relief to the aggrieved citizens.



Recent Activities and Impact (2022–2025)

In recent years, the Ombudsman of Senegal has handled a substantial volume of cases and highlighted notable governance issues. Statistics from the 2020s show a growing caseload as public awareness of the Mediator increases. In the 2023–2024 reporting period, the Mediator received around 300 written complaints with a majority of these involving land administration problems in urban areas. (Land disputes, especially in cities, have been a recurrent theme, reflecting varied issues in property registration, permitting, and allocation. Thanks to the Mediator’s interventions and coordination with relevant ministries, urban land issues have seen some improvement, according to the Ombudsman’s latest report, although rural land conflicts remain challenging due to customary practices and unclear tenure in villages

On average, the office now handles roughly 400 cases per year, and the resolution or satisfaction rate is estimated around 50–60% of complaints, meaning over half of the grievances result in a favorable outcome or solution for the complainant. These figures indicate a significant impact, given that each resolved complaint potentially spares a citizen from prolonged bureaucracy or costly litigation. They also suggest there is room to improve administrative compliance with the Ombudsman’s recommendations to raise the satisfaction rate further.



Beyond raw numbers, the content of the Mediator’s recent interventions illustrates its role in improving governance. In the 2024 Annual Report, for instance, Mediator Demba Kandji criticized the inefficiency of the State in executing certain court judgments, especially those where the government or its entities were ordered to act or pay damages. He underscored that respecting judicial decisions is imperative for the rule of law, effectively calling out instances where authorities had been slow or unwilling to implement court orders against them.

In terms of recommendations, the incumbent Ombudsman H.E. Demba Kandji has consistently pushed for legal and policy reforms. For example, Mr. Kandji’s 2023–2024 report put forward proposals to update the laws on mental health detention (noting that the current law dated back to 1975 and failed to provide modern, humane treatment for individuals with mental illnesses). He advocated the creation of proper care structures for mentally ill persons instead of leaving them effectively abandoned or subject to outdated internment rules.

The Mediator’s work during 2022–2025 also extended to outreach and preventive mediation. The Ombudsman and his staff conducted field visits and town-hall style meetings in various regions (such as Ziguinchor in the south, Saint-Louis in the north, and others) to listen to citizens’ concerns directly. These visits have been part of a “redevabilité” (accountability) tour after the annual report submission – essentially reporting back to the public on what the Mediator has done and gathering new complaints on the spot. During these sessions, issues specific to each region emerge; for example, in Casamance (southern Senegal), citizens raised concerns about the resettlement of displaced persons and road infrastructure, in the context of the region’s post-conflict recovery. This community-level mediation complements the office’s primary role and helps to raise the population’s trust in public institutions. The Ombudsman’s slogan, “*À l’écoute du citoyen*” (“*Listening to the citizen*”), has been manifest in these outreach efforts, aiming to ensure that even marginalized voices are heard and addressed by the state.





An Institution Thriving Despite the Odds

Over the years, the Ombudsman Institution of Senegal – the Mediator of the Republic – has become an integral part of the nation’s institutional architecture, embodying a commitment to administrative justice and citizen-centric governance. Founded in 1991 as an early innovator in Africa, it has maintained its independence and progressively expanded its influence. The Mediator’s mandate to resolve citizen grievances vis-à-vis the state continues to be vital in a context where bureaucracy and complexity can otherwise frustrate ordinary people’s rights. By handling complaints impartially and recommending solutions, the Ombudsman provides a check on administrative abuse and a feedback mechanism to improve public services. The support of Senegal’s highest authorities (the President and legislature) over time has helped reinforce the Ombudsman’s authority – for example, by generally acting on its recommendations or by publicly affirming the importance of its annual reports

The institutional history outlined above – from its legal foundations to the succession of Mediators who have led it – shows a trajectory of continuity and adaptation. Each Mediator brought a distinct expertise, whether judicial, academic, or political, but all have upheld the office’s core principles of neutrality and advocacy for fairness. Internationally, the Mediator of Senegal has also been an active participant in Ombudsman networks. It is a member of the African Ombudsman and Mediators Association (AOMA) since 2003 and of the Association of Francophone Ombudsmans (AOMF) since the 1990s, sharing best practices with counterparts across Africa and the Francophone world. Notably, Senegal’s Ombudsman institution is also a Voting Member of OIC Ombudsman Association (OICOA) and International Ombudsman Institute (IOI), and frequently participates in cross-border virtual trainings and international conferences held by these international ombudsman bodies.

Looking ahead, the Ombudsman of Senegal faces both opportunities and challenges. The planned regional offices and increased outreach could significantly improve access to justice for rural citizens, but will require sustained funding and political support to realize. The continued rise in the volume of complaints is a positive sign of public trust, yet it will demand greater resources and efficiency from the Ombudsman’s team to ensure timely investigation and follow-up. Furthermore, implementing the Mediator’s recommendations – such as modernizing certain laws or consistently enforcing court decisions against the state – remains an ongoing challenge that hinges on the cooperation of other state actors. Nonetheless, the institutional resilience and reputation of the Mediator of the Republic bode well. As President Macky Sall observed upon receiving a recent annual report, the Ombudsman’s work is “crucial for alternative dispute resolution” and its recommendations, if heeded, “help reinforce citizens’ confidence in public institutions”.

In sum, the Ombudsman institution in Senegal has matured into a key pillar of accountability. Its history reflects Senegal’s broader journey in governance – one striving to be ever more transparent, participatory, and respectful of citizens’ rights – and its future will no doubt continue to contribute significantly to the strengthening of the rule of law and good administration in the country.





OMBUDSMAN INSTITUTION OF TURKIYE

H.E. Mehmet Akarca Shares Institutional Reform Experience at International Conference Marking 20 Years of Serbia's Ombudsman

Chief Ombudsman of Türkiye, and OICOA President H.E. Mehmet Akarca, visited Belgrade at the invitation of the Protector of Citizens of Serbia, Mr. Zoran Pašalić, to take part in the International Scientific Conference “Protector of Citizens – First Twenty Years,” held on 13–14 November 2025. The conference brought together leading oversight institutions and experts to reflect on two decades of the Serbian Ombudsman's work and to exchange perspectives on strengthening independent human rights mechanisms.

Speaking on the opening panel, “*Institutional Guarantees of the Ombudsman's Independence*,” Mr. Akarca emphasized the Paris Principles and the Venice Principles as the cornerstone standards that define the legitimacy and authority of Ombudsman institutions worldwide. He outlined the structural, legal and functional safeguards necessary to protect the independence and impartiality of Ombudspersons, noting that these guarantees are essential to earning public trust and ensuring effective oversight of public administration.

Mr. Akarca also presented an overview of the institutional framework and operational practices of the Ombudsman Institution of Türkiye, highlighting reforms and approaches that support its mandate and reinforce its independent status.



Türkiye's Chief Ombudsman Participates in the European Network of Ombudsmen Conference in Brussels

During his working visit to Brussels, the Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, took part in the international conference “Ombudsmen in Europe: Rights, Territories, Autonomies,” held on 20 November 2025 at the invitation of Mr. Marino Fardelli, President of the National Coordination of Italian Ombudsmen and Ombudsman of the Lazio Region. The event brought together a diverse group of regional and national ombudsmen to examine how oversight institutions can remain effective in an increasingly complex administrative environment.



In his address, Mr. Akarca explored how ombudsman institutions in Europe navigate the space between citizens' expectations and the demands placed on modern public administrations. He stressed that the strength of these institutions lies in their ability to protect individuals from administrative imbalance while maintaining an open channel of dialogue between citizens and the state. Drawing on the Turkish experience, he illustrated how clearer investigative mandates, transparent procedures, and sustained engagement with international peers help anchor the principles of justice, legality, and good administration in practice rather than rhetoric. He also noted that regional cooperation and shared standards are becoming essential, as ombudsman work increasingly involves issues that cross borders—from digital rights to administrative coordination within large public systems.

During his working visit to Brussels, Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, took part in the conference “Ombudsmen in Europe: Rights, Territories, Autonomies,” organized on 20 November 2025 by the President of the National Coordination of Italian Ombudsmen and Ombudsman of the Lazio Region, Mr. Marino Fardelli.

Additionally, OICOA President H.E. Mehmet Akarca held a bilateral meeting with High Commissioner for Human Rights in the Russian Federation, Ms. Tatiana Moskalkova within the framework of his work visit in Moscow. The meeting was also attended by the Ambassador of the Republic of Türkiye to the Russian Federation, Mr. Tanju Bilgiç, and Ombudsperson Ms. Fatma Benli Yalçın. During the meeting, the parties discussed issues related to cooperation on humanitarian matters.

H.E. Mehmet Akarca, also paid a visit to Mr. Igor Krasnov, Chairman of the Supreme Court in the Russian Federation, within the framework of his official program in Russia. During the meeting, Mr. Akarca extended his congratulations to Mr. Krasnov on his recent appointment. The parties exchanged views on enhancing bilateral cooperation between Türkiye and Russia, particularly in the fields of human rights and the rule of law, and expressed their mutual intent to further strengthen these ties. The meeting was also attended by the Ambassador of the Republic of Türkiye to the Russian Federation, Mr. Tanju Bilgiç.



Annual Reports of the Turkish Ombudsman Institution for 2023 and 2024 Discussed in the Grand National Assembly of Türkiye



During the Plenary Session of the Grand National Assembly of Türkiye (GNAT) on 2 October 2025, the Joint Committee—comprising members of the Petition Committee and the Human Rights Inquiry Committee—convened to review the 2023 and 2024 Annual Reports of the Ombudsman Institution. The session formed part of Parliament’s ongoing oversight of national grievance-redress mechanisms and provided an opportunity to examine how institutional practices have adapted to evolving public expectations.



Chief Ombudsman Mr. Mehmet Akarca attended the meeting together with Ombudsmen Mr. Ertunç Erkan Balta, Ms. Fatma Benli Yalçın, Mr. Abdullah Cengiz Makas, and Mr. Özcan Yıldız, as well as Secretary General Mr. Mehmet Doğan. Their participation ensured that Committee members could engage directly with the Institution’s senior leadership on the findings, priorities, and administrative reforms reflected in the reports. The discussion underscored the parliamentary interest in strengthening the effectiveness, accessibility, and transparency of the Ombudsman Institution. By presenting two years of consolidated work, the session enabled legislators to assess broader trends in citizen appeals, administrative responses, and the Institution’s efforts to promote a rights-based public service culture across Türkiye.

Chief Ombudsman H.E. Mehmet Akarca, accompanied by Ombudsmen Mr. Ertunç Erkan Balta, Ms. Fatma Benli Yalçın, Mr. Abdullah Cengiz Makas, and Mr. Özcan Yıldız, held a series of courtesy visits with several Committee Chairs of the Grand National Assembly of Türkiye (GNAT). The delegation engaged with the Chairs of the Constitutional, Petition, Justice, and Human Rights Inquiry Committees, respectively. The meetings provided an opportunity to exchange views on parliamentary oversight, human rights priorities, and the Ombudsman Institution’s recent work. During the visits, Chief Ombudsman Mr. Akarca also presented the Institution’s booklet titled “Ethnic Cleansing in Gaza: Death, Destruction, Displacement,” underscoring the Institution’s broader engagement with humanitarian and rights-based concerns.



GENERAL INSPECTION ORGANIZATION OF IRAN



General Inspection Organization President Meets Qom Industrialists, Directs Creation of Committee to Address Grievances and Obstacles

The President of the General Inspection Organization of Iran and Vice President of OICOA, H.E. Justice Dr. Zabiullah Khodaeiyan attended a meeting of the Qom Province Industrial Parks Working Group during the Judiciary Chief's visit to the city, where he listened to the concerns of producers, investors and economic stakeholders. Participants outlined key challenges affecting industrial activity in the province, including administrative delays, investment barriers and issues requiring interagency coordination. After hearing their statements, Dr. Khodaeiyan underscored the need for strong institutional support to accelerate production and strengthen the province's investment climate.

He noted that Qom possesses significant industrial potential and stressed that provincial authorities must actively welcome investors and facilitate the rapid delivery of products and services. He highlighted the judiciary's ongoing initiatives to promote economic activity, including the General Inspection Organization's Directorate-General for Investment Support and an internal headquarters dedicated to advancing the national motto of the year.

Dr. Khodaeiyan encouraged industrial producers and relevant stakeholders to submit their concerns through the Organization's 136 hotline or online portal, while assuring them that issues will be addressed promptly at both national and provincial levels. Following the discussions, he instructed the Provincial Chief Inspector to form a specialized working group comprising relevant provincial managers to address the concerns raised and work toward removing the obstacles hindering industrial and economic progress.

Dr. Khodaeiyan Receives Presidential Honor for Excellence in Enforcing the Youthful Population & Protection of Family Law

According to the Public Relations Office of the General Inspection Organization of Iran, the third National Population Youth Award ceremony was held on 15th November at the Summit Conference Hall with senior state officials in attendance. During the event, Dr. Zabiullah Khodaeiyan, President of the General Inspection Organization of Iran and Vice-President OICOA, was recognized by the President of Iran as the top executive for enforcing and supervising the implementation of the Youthful Population Law.



During the ceremony, Dr. Khodaeiyan, President of the General Inspection Organization of Iran, was honored as the top executive in enforcing and supervising the Youthful Population Law. In the commendation issued to him, the judging panel cited Article 19 of the Law on Supporting Families and Promoting the Youthful Population, noting his selection as the first-place recipient in the executive leadership category. The message praised his sustained commitment, dedicated efforts, and effective presence in advancing national demographic policy objectives.



Justice Zabiullah Khodaeiyan Announces National Transparency Festival with Public Disclosure of Executive Agency Performance

During a Press Conference, Vice President of OICOA and President of GIO Iran, H.E. Justice Dr. Zabiullah Khodaeiyan, outlined the objectives and structure of the upcoming Festival for the Promotion of Transparency and the Elimination of Conflict-of-Interest Situations, an initiative developed under the Iranian Judiciary's Transformation and Excellence Document.

According to the GIO Iran's Public Relations Department, the festival will be held on December 8, coinciding with International Anti-Corruption Day.

He noted that 258 indicators—derived from existing laws and regulations—have been defined to assess the transparency and conflict-of-interest practices of 254 executive bodies. Institutions completed self-assessments, followed by on-site verification by inspectors, and final rankings will be generated electronically through the national evaluation system. Dr. Khodaeiyan emphasized that transparency is an essential prerequisite for preventing corruption and ensuring that officials meet their legal responsibilities. He reiterated that government-held information belongs to the public and must be accessible, and stressed that organizations must identify and eliminate conflict-of-interest situations that can distort institutional decision-making.

Highlighting the legal and ethical foundations of transparency, he referenced the Supreme Leader's teachings and relevant national laws, noting that all branches of government are obliged to publish administrative processes, regulations, personnel data, and contract information on their public systems. He added that institutions failing to meet their obligations will also be announced during the festival. Dr. Khodaeiyan concluded by confirming that data from 254 executive bodies have been reviewed, with remaining information expected within two days. Final results will be announced publicly at the December 8 ceremony.

GIO President Surveys Qom's Industrial & Manufacturing Achievements; Local Industry Leaders Note Iranian Judiciary's Support

During an official visit to the province of Qom - Iran , H.E. Dr. Zabiullah Khodaeiyan, President of the General Inspection Organization of Iran and OICOA President, toured the province's permanent exhibition dedicated to industrial and manufacturing achievements. As reported by the GIO's Public Relations Office, the visit took place at the Qom Chamber of Commerce, Industries, Mines and Agriculture, where Dr. Khodaeiyan reviewed a broad range of locally produced goods and was briefed on current industrial capacities and emerging opportunities.



In his remarks, the President of the Qom Chamber of Commerce outlined the province's recent accomplishments across key production sectors. He emphasized that sustained engagement with the judiciary—particularly the constructive role of the Qom Provincial Inspection Office—has contributed meaningfully to removing administrative barriers and strengthening the operating environment for producers. The Chamber highlighted that this support has enabled several industrial actors to maintain momentum in investment, innovation, and market expansion.

The visit offered an opportunity for a direct exchange on the practical challenges facing Qom's producers and the measures already taken to address them. It also allowed the Inspection Organization to observe firsthand the province's industrial progress and the outcomes of recent support efforts. Dr. Khodaeiyan noted that such engagements are essential for ensuring that oversight remains informed by real conditions on the ground and aligned with the needs of the production sector.



HUMAN RIGHTS COMMISSIONER OF AZERBAIJAN



H.E. Sabina Aliyeva Urges Stronger Global Action on Mine Risks and Responsible Business Practices at UN Forum in Geneva

Azerbaijan's Human Rights Commissioner and OICOA Board Member H.E. Sabina Aliyeva represented the country at the United Nations Business and Human Rights Forum in Geneva, outlining national efforts to advance responsible business conduct while protecting communities affected by past conflict. In her address to international delegates, she drew attention to the continued threat posed by landmines in territories recently freed from occupation. She noted that these hazards slow reconstruction, restrict economic revival, and endanger the basic rights of returning residents. According to Əliyeva, the scale of contamination requires coordinated international assistance to ensure safe resettlement and sustainable development.

On the sidelines of the forum, Ms. Aliyeva met with the Chair of the UN Working Group on Business and Human Rights, Pichamon Yeophantong, to present Azerbaijan's latest national assessment on business and human rights. The document outlined domestic reforms, monitoring practices, and priority areas for institutional cooperation. The meeting also explored new opportunities for technical collaboration and knowledge exchange, particularly in areas related to private-sector accountability, community protection, and post-conflict recovery.

H.E. Sabina Aliyeva Affirms Azerbaijan's Long-Standing Commitment to Human Rights at 30th Anniversary of the Constitution

OICOA Board Member and Human Rights Commissioner of Azerbaijan H.E. Sabina Aliyeva, participated in the international conference "*The Constitution and the Rule of Law in Modern Legal Systems*," convened in Baku to mark the 30th anniversary of the adoption of the country's Constitution. In her address, she emphasized that from the early years of independence, Azerbaijan's Constitution established human rights and fundamental freedoms as central pillars of state policy. Aliyeva noted that the 1995 Constitution, adopted through a national referendum, laid the groundwork for modern public institutions and provided a clear legal framework for the country's democratic development.

She highlighted that over the past decades, targeted constitutional amendments, presidential decrees, and comprehensive state programs have strengthened the

national human rights system and paved the way for the creation and expansion of the Ombudsman institution. These reforms, she said, have improved the country's ability to address rights-related challenges, enhance public accountability, and ensure that national legislation keeps pace with evolving international norms. Ms. Aliyeva added that ongoing legal modernization continues to reinforce the rule of law, while expanded institutional powers allow the Ombudsman's Office to respond more effectively to the needs of citizens. She stressed that these efforts remain vital as Azerbaijan navigates complex social, technological, and global development while ensuring that the Constitution remains the foundation for protecting rights and ensuring democratic governance.





H.E. Sabina Aliyeva Participates in International Scientific Conference Celebrating 20 Years of Serbian Ombudsman

The Commissioner for Human Rights of Azerbaijan, Sabina Aliyeva, took part in an international scientific conference marking the twentieth anniversary of the Ombudsman Institution of the Republic of Serbia. The event brought together ombudsmen, national human rights institutions, representatives of international organizations, experts and academics. In her remarks, Aliyeva congratulated the Serbian Ombudsman H.E. Zoran Pasalic and his staff on the milestone anniversary and wished them continued success in advancing human rights protection.

During her address, Ms. Aliyeva outlined the work carried out by the Azerbaijani Ombudsman's Office and highlighted the recent amendments to the Constitutional Law on the Human Rights Commissioner.

These reforms expand the Commissioner's mandate in key areas including equality, non-discrimination, child rights and the rights of persons with disabilities. According to Aliyeva, the changes are designed to strengthen institutional capacity and enhance the overall effectiveness of human rights protection in the country.

Ms. Aliyeva reiterated that cooperation with international organizations, as well as with ombudsmen and national human rights institutions, is a key priority for her Office. She placed particular emphasis on the strong and longstanding ties between the Azerbaijani and Serbian ombudsman institutions. Aliyeva noted that the Memorandum of Understanding signed between the two institutions during the International Symposium of Ombudsmen held in Baku earlier this year has further strengthened their collaboration and created momentum for deeper joint engagement.

Human Rights Commissioner of Azerbaijan H.E. Sabina Aliyeva and ENOC Chairman Discuss Strengthening Cooperation on Children's Rights

H.E. Sabina Aliyeva, Human Rights Commissioner (Ombudsman) of Azerbaijan and OICOA Board Member, met with Hon'ble Mr. Vasile Koroi, Chair of the European Children's Ombudsman Network (ENOC) and People's Defender for Children's Rights of the Republic of Moldova. The meeting focused on expanding cooperation between the Azerbaijani Ombudsman Institution and ENOC in the protection of children's rights. Ms. Aliyeva highlighted the value of existing collaboration and underscored the importance of further strengthening ties, particularly in areas related to the protection of vulnerable children, including those affected by conflict. She briefed the ENOC Chair on the current situation of children's rights in Azerbaijan and on recent reforms that enabled the institution to become a full ENOC member. H.E. Sabina Aliyeva also shared proposals aimed at enhancing joint work within the ENOC framework.

During the meeting, a detailed presentation provided information on the mandate of Azerbaijan's Ombudsman in this area, including the activities of the Monitoring Group on Implementation of the Convention on the Rights of the Child, ongoing initiatives, and positive practices developed by the institution. Mr. Koroi expressed appreciation for the warm reception and emphasized the significance of continued cooperation between ombudsman institutions in advancing children's rights across Europe. Both sides welcomed the exchange of views and reaffirmed their commitment to developing future joint projects in the broader field of human rights, with particular focus on children's rights.





MEDIATOR OF THE KINGDOM OF MOROCCO

Mediator of the Kingdom of Morocco Hosts Senior Qatari Officials for Talks on Strengthening Bilateral Human Rights Cooperation



The Mediator of the Kingdom of Morocco and OICOA Board Member, H.E. Hassan Tariq, received a high-level Qatari delegation at the institution's headquarters in Rabat. The delegation, led by Major General Abdullah Saqr Al-Mahindi, Director of the Human Rights Department at Qatar's Ministry of Interior, included representatives from the Ministry of Foreign Affairs, the Ministry of Justice, the Supreme Judicial Council and the General Secretariat of the Council of Ministers. The visit, taking place from 25 to 28 November, aimed to deepen bilateral cooperation and facilitate the exchange of expertise between Morocco and Qatar in fields related to human rights, justice and governance.

During the meeting, the Mediator presented an in-depth overview of Morocco's experience in mediation and the protection of citizens' rights in their dealings with public administration. He outlined the evolution of the institution, its status as an independent national mechanism for rights protection, and its central role within the governance architecture of the Kingdom. He highlighted its mandate to mediate between citizens and administrative bodies, its efforts in addressing complaints and maladministration, and its contributions to promoting transparency, accountability and fairness. He also explained the institution's methodology for issuing opinions and formulating proposals to Parliament and the government to improve administrative performance and correct systemic shortcomings.

Major General Al-Mahindi commended the strength of the brotherly relations between Qatar and Morocco and praised Morocco's experience in human rights and democratic governance. He reaffirmed Qatar's commitment to further strengthening bilateral ties and expressed the delegation's interest in expanding cooperation, particularly in institutional capacity-building and the development of complaint-handling and rights-protection mechanisms. The meeting concluded with shared agreement on the importance of continued exchange of best practices and the pursuit of broader avenues for future collaboration.



Egypt's Ambassador Meets H.E. Hassan Tariq to Explore Enhanced Cooperation in Mediation and Human Rights

The Ambassador of the Arab Republic of Egypt, H.E. Ahmed Nihad Abdel Latif, paid a courtesy visit to H.E. Hassan Tariq (OICOA Board Member and Mediator of the Kingdom of Morocco) on 24th November. The visit formed part of the ongoing diplomatic exchanges aimed at strengthening ties between the two brotherly nations of Morocco and Egypt.

In their conversation, Ambassador Abdel Latif and Hassan Tariq examined how the two national institutions might work more closely together, especially in areas where mediation intersects with administrative practice and the protection of citizens' rights. Tariq outlined the current priorities of the Moroccan mediation system and explained how the institution engages with public administrations to correct errors, prevent disputes and provide citizens with clearer routes to redress.

Ambassador Abdel Latif welcomed these explanations and noted that Egypt is pursuing parallel efforts to strengthen its own mediation and rights-protection structures. He indicated that an exchange of experience between the two bodies could be useful, particularly on the practical aspects of handling complaints, guiding administrations toward lawful decision-making and designing systems that are accessible to the public.

The visit ended on a constructive note, with both sides recognising the benefit of sustained contact and the potential for targeted cooperation that serves citizens and improves public service performance in both countries.



Mediator of the Kingdom of Morocco Opens Dialogue with Medical Students on Improving Health Service Governance

On November 3rd 2025, the Mediator of the Kingdom and OICOA Board Member H.E. Hassan Tariq, received a group of medical students who are members of the “Doctors Voice” club. The meeting was held within the framework of the “Aligned Governance Forums,” a program launched by the Mediator of Morocco last October, with its first edition dedicated to governance issues in the health sector.

The session offered students the opportunity to share their experiences, observations, and proposals regarding the shortcomings they encounter within the health system. Their interventions addressed several concerns raised by citizens, particularly access to healthcare services, the quality of care provided, and public trust in this vital sector.

During the discussion, the Mr. Tariq introduced the role and mandate of the institution, highlighting its function as a platform for public dialogue and its contribution to enriching national debate through its advisory authority. He emphasized the importance of engaging directly with citizens—including young people—and noted that the forums will be expanded at both regional and national levels to widen participation.

In closing, H.E. Hassan Tariq invited the students to contribute actively to the Mediator of Morocco’s “Morofqi” platform by submitting their insights and proposals. He underscored the importance of involving young people in public service reform and building trust so that they feel ownership of the country’s institutions and play a meaningful role in their improvement.



OMBUDSMAN OF THE KINGDOM OF BAHRAIN

Bahrain's Ombudsman Highlights Institutional Progress Before UN Committee Against Torture in Geneva

OICOA Board Member and Secretary General of the Ombudsman of Bahrain H.E. Ghada Hameed Habib participated as part of the Kingdom of Bahrain's delegation in Geneva during the discussions of Bahrain's fourth periodic report before the United Nations Committee against Torture, held on 18–19 November.

In her address, H.E. Ghada Hameed Habib presented a focused overview of the institution's recent achievements. She emphasized its independence, its professional standards in receiving and investigating complaints, and the concrete improvements made in oversight of correctional and detention facilities. She noted that these measures have strengthened internal accountability and contributed to greater public confidence in the system.

Ms. Habib also highlighted the Bahrain Ombudsman's expanding engagement internationally, including participation in regional and global forums and active exchanges with peer oversight bodies—an approach that has helped advance Bahrain's developing model of independent monitoring. The Committee welcomed a number of initiatives, especially the establishment in 2024 of a specialized unit to handle complaints from children in reform and detention centres—an initiative aligned with recommendations of the Universal Periodic Review and recognized as a significant step toward better protection of vulnerable groups.

In concluding remarks, Ms. Habib reaffirmed the Ombudsman's commitment to further strengthening its institutional capacities and maintaining constructive dialogue with UN mechanisms. She thanked the national delegation for its clear and professional contributions to the discussions, noting that their engagement reflected the continued progress of Bahrain's human rights system.



H.E. Ghada Hameed Participates in Baku Conference on Strengthening the Rule of Law and Modern Oversight Mechanisms

H.E. Ghada Hameed Habib, Secretary-General of Ombudsman of Bahrain and OICOA Board Member, participated in the international conference “*The Constitution and the Rule of Law in Modern Legal Systems*,” held in Baku on 12 November 2025 under the patronage of the Constitutional Court of Azerbaijan.

The event gathered representatives of ombudsman institutions, constitutional courts and judicial bodies from across Central Asia, the Middle East, South Asia, Europe and the Caucasus to

discuss cooperation frameworks, the role of justice and transparency, and national experiences in strengthening human rights protections. Ms. Habib noted that Bahrain's participation stems from its continued engagement with comparative legal experiences, particularly in areas where oversight bodies contribute to strengthening the rule of law. She highlighted that the memorandum of understanding signed last year between the Bahraini Ombudsman and the Ombudsman of Azerbaijan has created a practical channel for technical cooperation, allowing both institutions to share methodologies on complaint-handling, independent investigation and administrative accountability.





OMBUDSMAN OF THE REPUBLIC OF INDONESIA

Ombudsman of Indonesia Pushes for Tighter Controls on Subsidized LPG Distribution

Ombudsman of Indonesia (an OICOA Member Institution) has reaffirmed its supervisory mandate over the distribution of subsidized 3-kilogram LPG, situating the issue within broader concerns of policy coherence and administrative effectiveness. In a coordination meeting involving relevant ministries and PT Pertamina Patra Niaga, the Ombudsman emphasized the need for clearer regulatory instruments and a more rigorous articulation of subsidy eligibility criteria, particularly in light of recurring challenges related to targeting accuracy and uneven implementation across regions.

The discussion also addressed structural challenges within the monitoring framework, including the adequacy of data integration, the role of intermediary distributors, and the mechanisms through which supervisory findings are communicated and acted upon. These aspects were considered in relation to persistent concerns over misallocation and uneven access, which have been identified as recurrent issues in the management of subsidized energy programs.

Further emphasis was placed on the need for sustained inter-agency coordination to support corrective measures and policy adjustment. The oversight process remains focused on aligning operational practices with established subsidy objectives, while strengthening accountability within the institutions responsible for distribution and supervision.



H.E. Mokhammad Najih Visits the Red and White Village Cooperative in Bukittinggi for Encouraging Business Selectivity and Collaboration for Community Welfare

Indonesian Ombudsman Chairman and OICOA Board Member H.E. Mokhammad Najih conducted a visit to the Merah Putih Village Cooperative in Bukittinggi on 26 November 2025 as part of an institutional review of community-based economic initiatives. The visit served as a forum for dialogue with cooperative administrators, focusing on business development strategies, operational constraints, and the scope for collaboration with relevant stakeholders.

In the discussion, Mr. Najih underscored the need for selectivity in determining cooperative business activities, noting that overextension across multiple sectors risks displacing existing community enterprises. He emphasized that cooperatives should prioritize business types that complement local economic ecosystems, supported by outreach and collaborative arrangements. Attention was also drawn to capital limitations, with current operational expenditure remaining significantly below the planned funding allocation.

Cooperative administrators highlighted persistent challenges related to land availability, citing reliance on borrowed facilities and similar constraints faced by other sub-districts. They also expressed interest in participating as suppliers for the Free Nutritious Food program in the Bukittinggi area. The visit concluded with reaffirmation of the Ombudsman's support for community economic initiatives, framed within principles of fairness, coordination, and non-disruption of existing local businesses.



FEDERAL TAX OMBUDSMAN OF PAKISTAN

H.E. Mohammad Zafar ul Haq Hijazi Administered Oath as the Federal Tax Ombudsman of Pakistan and Assumes Additional Charge as Secretary General OICOA and President Forum of Pakistan Ombudsman

H.E. Muhammad Zafar-ul-Haq Hijazi was sworn in as the 7th Federal Tax Ombudsman of Pakistan on 16th December 2025 at the Presidential Secretariat, where the oath of office was administered by President Asif Ali Zardari. In addition to assuming responsibility for the Federal Tax Ombudsman's office, Mr. Hijazi has taken on concurrent roles as Secretary General of the OIC Ombudsman Association and President of the Forum of Pakistan Ombudsman.



Following the oath-taking ceremony, President Asif Ali Zardari met with Mr. Hijazi and expressed confidence in his capacity to lead the Federal Tax Ombudsman at a juncture marked by increasing demands for transparency and administrative responsiveness in public finance governance. The President emphasized the strategic importance of the institution in strengthening taxpayer trust, enhancing access to grievance redressal, and improving the quality of public service delivery. He also underscored the role of institutional modernization, particularly through the measured use of digital technologies, as a means of improving efficiency and ensuring the timely and fair resolution of complaints, situating the Ombudsman's mandate within broader efforts to reinforce accountability across the revenue administration system.

Mr. Hijazi's appointment draws on a professional background rooted in public financial administration and regulatory governance. He previously served as Chairman of the Securities and Exchange Commission of Pakistan from 2014 to 2017, a period during which Pakistan's corporate and capital market framework underwent substantive reform. Legislative developments during his tenure included the enactment of the Companies Act 2017, alongside regulatory measures aimed at strengthening corporate governance and investor protection. He also oversaw the consolidation of Pakistan's stock exchanges into the Pakistan Stock Exchange, a structural change that contributed to improved market coordination and regulatory oversight.

A Fellow of the Institute of Chartered Accountants of Pakistan, Mr. Hijazi has maintained close engagement with domestic and international regulatory communities through professional and policy forums. His concurrent assumption of responsibilities within the OIC Ombudsman Association situates the office of the Federal Tax Ombudsman within a broader context of inter-institutional cooperation among OIC member states, at a time when questions of accountability, administrative transparency, and taxpayer facilitation remain central to public finance governance landscape in Pakistan.

Secretary General OICOA H.E. Mohammad Zafar ul Haq Hijazi Called on the Federal Ombudsman of Pakistan and President Asian Ombudsman Association H.E. Ejaz Ahmed Qureshi

H.E. Muhammad Zafar-ul-Haq Hijazi, Federal Tax Ombudsman of Pakistan, met with H.E. Ejaz Ahmed Qureshi, Federal Ombudsman and President of the Asian Ombudsman Association, at the Federal Ombudsman Secretariat. The meeting followed Mr. Hijazi's recent appointment and was held in the context of institutional engagement between Pakistan's ombudsman offices.



During the meeting, Mr. Qureshi extended his congratulations to Mr. Hijazi on assuming office and provided an overview of the mandate and functioning of the Federal Ombudsman Secretariat, including its role in addressing public grievances and promoting administrative accountability. He also briefed Mr. Hijazi on the objectives, organizational framework, and ongoing activities of the Asian Ombudsman Association. Both sides exchanged views on a range of matters of institutional importance, particularly with regard to cooperation among ombudsman institutions and the strengthening of oversight mechanisms. Mr. Qureshi concluded the meeting by wishing Mr. Hijazi success in his tenure as Federal Tax Ombudsman of Pakistan.

Federal Tax Ombudsman of Pakistan Secretariat Signs Memorandum of Understanding with Magister De Legum on Legal Education and Research for the Law Students and Young Legal Professionals

The Federal Tax Ombudsman of Pakistan Secretariat signed a Memorandum of Understanding with Magister De Legum on 4th November 2025, in the presence of Mr. Almas Ali Jovindah, Legal Advisor to the Federal Tax Ombudsman and Executive Secretary of the OIC Ombudsman Association. The agreement formalizes cooperation between the two institutions in areas of legal education, applied research, and professional training, with a focus on issues relevant to tax administration and administrative justice.



The MoU provides a basis for joint academic activities, including research on taxpayer rights and grievance redress mechanisms, training in oral advocacy, and structured engagement of law students and young professionals with the work of oversight institutions. By facilitating direct interaction between academia and the FTO Secretariat, the arrangement seeks to bridge theoretical legal study with institutional practice and to support a more informed understanding of public service roles within the legal profession.



OIC OMBUDSMAN ASSOCIATION SECRETARIAT

Executive Secretary OICOA Moderates the Panel Discussion During the International Conference Hosted by Constitutional Court of Azerbaijan in Baku

The participation of the OIC Ombudsman Association (OICOA) at the international conference hosted by the Constitutional Court of Azerbaijan in Baku marked an important moment in the Association's expanding engagement with global constitutional discourse. The conference, held under the theme "Constitutionalism and State Sovereignty in the Era of Global Legal Transformation," brought together senior judicial, legislative, and governance actors. OICOA was represented by its Executive Secretary, Almas Ali Jovindah, whose role as moderator of a high-level panel placed the Association at the centre of substantive cross-regional discussion.

The panel moderated by Mr. Jovindah brought together senior officials whose institutional vantage points spanned constitutional adjudication, legislative administration, executive policymaking, and national human rights oversight. Participants included Justice Noppadon Theppitak of Thailand, Justice Farhad Tutayuk of Azerbaijan, Mr. Vedat Ali Tektaş of Türkiye's Presidential Legal Policies Board, Ombudsman Dzhamilia Dzhamanbaeva of the Kyrgyz Republic, and Mr. Farid Hajiyeve, Chief of Staff of the Azerbaijani Parliament. The diversity of institutional experience allowed the discussion to move beyond abstract constitutional theory toward the practical conditions under which sovereignty, rule of law, and rights protection are interpreted and exercised.



Mr. Jovindah framed the discussion through a series of questions that drew attention to the institutional pressures shaping constitutional practice. The exchanges explored how courts reconcile national constitutional authority with expanding international norms, how states translate constitutional principles into governance following territorial reintegration, and how oversight institutions contribute to ensuring that rights protections are not merely declaratory but operational. Across these perspectives, the discussion emphasised that constitutional legitimacy is sustained through institutional coherence, responsiveness, and the capacity to adapt legal commitments to administrative reality. A central theme emerging from the panel was the recognition that constitutional governance extends beyond the text of constitutions and judicial interpretation alone. The dialogue highlighted the interdependence of courts, legislatures, executive bodies, and oversight institutions in shaping citizens' lived experience of constitutional order. In this regard, OICOA's representation underscored the relevance of ombudsman institutions in bridging the gap between constitutional guarantees and administrative practice, particularly in contexts where governance quality directly affects public trust.

OICOA's participation in the Baku conference carried significance beyond institutional visibility. The inclusion of an ombudsman association—represented through its Executive Secretary in a substantive moderating role—signalled a broader evolution in constitutional discourse, one that increasingly acknowledges the constitutional relevance of oversight bodies. By situating administrative justice within debates on sovereignty and constitutional performance, OICOA's engagement reflected an emerging understanding that constitutionalism is sustained not only through adjudication and legislation, but through the everyday functioning of institutions tasked with monitoring the state's relationship with its citizens.



INSPECTORATE GENERAL OF UGANDA



Hon. Kakooza Savio Ntensibe Briefs the Newly Appointed Inspector General of Uganda on Ombudsman Affairs and Mandate of IGG Uganda

The newly appointed Inspector General of Government of Uganda and OICOA Member, Her Lordship Justice Aisha Batala, was briefed on the mandate and operational priorities of the Inspectorate General of Uganda (IGG) by the Directorate of Ombudsman Affairs. The briefing was led by the Director of Ombudsman Affairs, Hon. Kakooza Savio Ntensibe, together with senior staff, and covered the Inspectorate's core functions, key areas of responsibility, prevailing complaint trends, and planned institutional activities.

During the engagement, Justice Batala commended the Deputy Inspector General of Government, Ms. Anne Twinomugisha Muhairwe, and the Directorate's staff for their contributions to the work of the Inspectorate. She emphasized integrity, professionalism, and teamwork as foundational principles for institutional effectiveness and continuity. The discussion also highlighted the importance of disciplined internal processes, collective responsibility, and adherence to established standards in advancing the Inspectorate's mandate and maintaining public confidence in its oversight role.



MEDIATOR OF IVORY COAST



Land and Labour Disputes Addressed by Delegation of Mediator of Ivory Coast Through Mediation in Bocabo and Kokokro Villages

On 7th November 2025, the delegation of Mediator of Ivory Coast led by Mr. Kla Konan, held successive working sessions in the villages of Bocabo and Kokokro, located near Dimbokro. This delegation was sent on the instructions of H.E. Adama Toungara (Mediator of Ivory Coast and OICOA Member). The meetings were convened to strengthen social cohesion and address ongoing disputes between local communities and the agricultural project company SRCI.

In Bocabo, discussions resulted in concrete commitments by SRCI, including the settlement of outstanding workers' wages, the payment of CFA 1,500,000 in unpaid annual land rent to the village and affected landowners, and financial support for an income-generating activity linked to the acquisition of agricultural land. In response, community representatives, with the support of traditional authorities, agreed to respect the partnership agreement and to cooperate toward a peaceful resumption of project activities.

In Kokokro, local authorities and residents agreed to allocate 30 hectares of land to SRCI for project infrastructure, with further discussions planned regarding the remaining land earmarked for workers' housing. SRCI also committed to settling outstanding obligations and supporting customary ceremonies. The mediation process is ongoing, with additional field engagements planned in villages across the Bocanda department.



Mediator of Ivory Coast participates in the National Conference Hosted by Commission for Access to Public Interest Information in Abidjan

On Monday, 17 November 2025, the Mediator of Ivory Coast (an OICOA Member Institution), represented by Mr. Mory Diabagaté, participated in the National Meeting of Information Officers held in Abidjan. The meeting was organized by the Commission for Access to Public Interest Information and Public Documents and brought together Information Officers from public institutions across the country.

The meeting focused on strengthening administrative transparency, improving the proactive disclosure of public information, and enhancing citizens' access to public data and official documents. Discussions highlighted the responsibilities of Information Officers in ensuring effective implementation of access-to-information obligations and fostering greater openness within public administration.

The participation of the Médiateur de la République provided an opportunity to engage with peer institutions on practical challenges related to information management and public disclosure. The exchanges contributed to a shared understanding of coordination mechanisms between oversight bodies and information officers, particularly in relation to complaint handling, institutional responsiveness, and compliance with access-to-information standards.



ADMINISTRATIVE CONTROL AUTHORITY OF LIBYA

H.E. Abdullah Qaderboh Holds a Meeting with General Board for Hajj & Umrah Affairs for a Smooth Experience for Libyan Pilgrims in Hajj 2026

The Chairman of Administrative Control Authority of Libya and OICOA Member, H.E. Abdullah Qaderbough, held a meeting at ACA Headquarters in Tripoli with Mr. Ibrahim Al-Saghir, Chairman of the General Board for Hajj and Umrah Affairs. The meeting was attended by the Director of the General Administration for Contract Inspection and Project Follow-up, along with members of the supervisory committee assigned to monitor Hajj-related contracts for the 2026 season.



Discussions focused on preparations for the 1447 AH / 2026 AD Hajj season, including a review of contracts related to accommodation, transport, and logistical services for Libyan pilgrims. The meeting examined compliance with applicable laws and regulations, assessed shortcomings identified during the previous Hajj season, and reviewed the implementation of earlier recommendations, with emphasis on transparency and financial and administrative discipline. Mr. Qaderbough stressed the need for coordinated action among committees and departments to address past challenges and ensure effective preparation. The meeting also considered key operational risks anticipated during the upcoming season, such as managing large numbers of pilgrims, ensuring contractual accuracy with service providers, budget oversight, securing housing, transport, and healthcare services, and maintaining the readiness of supervisory teams to respond promptly to emergencies. The discussions formed part of broader efforts by the Administrative Oversight Board to strengthen oversight of public services and enhance preparedness for the forthcoming Hajj season.

H.E. Abdullah Qaderboh Reviews Cooperation on Integrity and Anti-Corruption Efforts During His Meeting with the Ambassador of Qatar

The Chairman of Libya's Administrative Control Authority and OICOA Member, H.E. Abdullah Qaderbough, met with the Ambassador of the State of Qatar to Libya, Mr. Khalid Al-Dossery, in Tripoli on 26 November 2025 for discussions on integrity, transparency, and administrative oversight. The meeting formed part of ongoing efforts to strengthen cooperation between the two countries in addressing governance and accountability challenges.

The exchange focused on recent developments in Libya's oversight framework, measures aimed at improving institutional performance, and approaches to reinforcing administrative discipline. The Qatari experience in governance and anti-corruption practices was discussed as a reference point, alongside prospects for expanded collaboration through the exchange of expertise, development of supervisory systems, and joint initiatives. Both sides emphasized the importance of sustained coordination and continued engagement to support administrative reform and integrity-focused public service.



H.E. Abdullah Qaderbough Conducts Field Review of Health Services in Zliten Medical Center & Kidney Services Center



The Chairman of Administrative Control Authority (ACA) of Libya and OICOA Member, H.E. Abdullah Qaderbough, conducted a field visit to Zliten on 13th November 2025, accompanied by officers from ACA Libya, several members of the House of Representatives, and the Mayor of Zliten Municipality. The visit followed the opening of the Board's branch office in the city and included inspections of the Zliten Medical Center and the Zliten Kidney Services Center to assess service delivery and institutional performance.

During the visit, Mr. Qaderbough and the accompanying delegation reviewed medical and administrative departments at both facilities and received briefings from management and staff on operational workflows and prevailing challenges. Discussions focused on staffing needs, administrative processes, and practical requirements necessary to ensure continuity and efficiency in healthcare delivery. The Chairman ACA Libya emphasized the importance of compliance with administrative and financial regulations, alongside the activation of internal oversight mechanisms, as essential tools for improving the quality and reliability of public health services. The visit formed part of the Administrative Control Authority of Libya's broader field monitoring programme, which targets public institutions directly engaged in service delivery, with the aim of strengthening accountability and advancing the public interest.



OMBUDSMAN OF MOZAMBIQUE

Ombudsman of Mozambique and OICOA Member H.E. Isaque Chande Explores Mutual Avenues of Collaboration with Ambassador of Ukraine

The Provider of Justice (Ombudsman) of Mozambique has continued its engagement with public institutions, private entities, and accredited diplomatic missions as part of broader efforts to strengthen cooperation, promote institutional exchange, and advance the protection of citizens' rights and fundamental freedoms. In this context, the Ombudsman of Mozambique and OICOA Member H.E. Isaque Chande, received the Ambassador of Ukraine to Mozambique, H.E. Rostyslav Tronenko, on 25th November at his office in Maputo. The courtesy meeting provided an opportunity to exchange information on the mandate and functioning of the Provedoria de Justiça and to consider the possibility of establishing a memorandum of understanding with the Ukrainian Ombudsman institution.

During the meeting, Mr. Chande expressed appreciation for the visit and conveyed openness to strengthening cooperation with his Ukrainian counterpart, noting the importance of institutional dialogue even amid the ongoing socio-political challenges arising from the conflict in Eastern Europe and its impact on vulnerable groups, including women, older persons, and children. Ambassador Tronenko, for his part, described the meeting as a valuable step toward deepening institutional relations and reaffirmed the Ukrainian Embassy's readiness to support initiatives that foster closer cooperation between the two ombudsman institutions.



H.E. Isaque Chande Warns Parliament of Mozambique that Citizen Dissatisfaction with Public Services Persists

H.E. Isaque Chande (Ombudsman of Mozambique and OICOA Member) told the Assembly of Republic of Mozambique on 5th November, that persistent shortcomings continue to undermine the quality of public service delivery, despite ongoing reform efforts. He was presenting the Ombudsman of Mozambique's Annual Report for the period from April 2024 to March 2025. Addressing the Parliament, Mr. Chande highlighted recurring complaints from citizens, including poor customer service, delays in administrative procedures, weak institutional communication, and the continued practice of illicit charges. He noted that dissatisfaction remains closely linked to slow decision-making, unequal treatment, and, in some instances, demands for unlawful payments for services that should be provided free of charge.

Mr. Chande said the overall state of the public administration had seen limited change over the past year, noting that while reforms in digitalisation, professionalisation, and ethics were under way, legislation alone was insufficient without effective accountability. The Ombudsman of Mozambique recorded 457 complaints in 2024–2025, a 26 per cent decrease attributed partly to reduced outreach and post-election constraints, with procedural delays and administrative acts remaining the most common issues. Despite these challenges, he reported improved cooperation from public institutions and underscored the need to expand the Ombudsman's presence through provincial delegations to enhance accessibility and strengthen local oversight.



OMBUDSMAN OF THE TURKISH REPUBLIC OF NORTHERN CYPRUS

TRNC Ombudsman H.E. Ilkan Varol Issues Condolence Message After Military Aircraft Crash near Georgia-Azerbaijan Border

The Ombudsman of the Turkish Republic of Northern Cyprus and OICOA Member, H.E. Ilkan Varol, has issued a message of condolence following the crash of a military cargo aircraft that occurred near the Georgia-Azerbaijan border. The aircraft, which was transporting personnel and equipment and had taken off from Azerbaijan en route to Turkey, crashed shortly after departure, resulting in the loss of lives. The aircraft was on a military transport mission at the time of the crash. An investigation into the cause of the incident has been initiated by the relevant authorities.

In her statement, Ms. Varol expressed deep sorrow over the incident and conveyed her condolences to the families of those who lost their lives. She offered prayers for the deceased and wished patience and strength to their relatives.



INTEGRITY & ANTI-CORRUPTION COMMISSION OF THE KINGDOM OF JORDAN



H.E. Mohannad Hijazi Holds a Meeting with the Prime Minister of Jordan to Discuss Safeguards for Investment and Accountability

The Chairman of Jordan's Integrity and Anti-Corruption Commission and OICOA Member H.E. Muhannad Hijazi, met with Prime Minister of Jordan H.E. Dr. Jaafar Hassan in Amman on 16th November to discuss measures aimed at protecting investment, addressing potential abuses of authority, and strengthening accountability mechanisms.

During the meeting, Dr. Hijazi briefed the Prime Minister on the Commission's approach to handling investment-related cases, emphasizing the importance of ensuring fairness, preventing misconduct, and safeguarding investors' rights within the framework of the law. The Prime Minister reaffirmed the government's support for the Commission's

work and stressed that any obstruction to legitimate investment would be dealt with decisively, while also making clear that investors would not be permitted to seek undue influence outside established legal and regulatory frameworks.

Dr. Hassan instructed relevant ministers to cooperate fully with the Jordanian Integrity and Anti-Corruption Commission on matters concerning investors, underscoring the responsibility of public institutions to provide a supportive and transparent investment environment. Dr. Hijazi, for his part, reiterated that the Commission treats all investment-related complaints as a priority, noting that dedicated mechanisms are in place to receive and follow up on such cases in accordance with legal procedures. The meeting was also attended by Minister of Investment Dr. Tareq Abu Ghazaleh.

Jordanian Integrity & Anti-corruption Commission Holds Workshop on “The Role of Smart Transformation in Promoting Integrity and Combating Corruption”

The Jordanian Integrity and Anti-Corruption Commission - JIAAC (an OICOA Member Institution), in collaboration with the Information Protection Awareness Society, organised a specialised workshop titled “The Role of Smart Transformation in Promoting Integrity and Combating Corruption.” The workshop aimed to familiarise participants with international best practices in the use of smart technologies to strengthen integrity systems and enhance anti-corruption efforts.



The programme brought together professionals from law enforcement, information technology, and related fields, and focused on the practical application of advanced technologies in oversight and prevention. Discussions covered the use of artificial intelligence to analyse complaints and transactions, early detection of conflicts of interest through intelligent data integration, and network and relationship analysis to identify concealed patterns of corrupt behaviour. Participants were also briefed on media monitoring tools, digital reputation assessment for institutions, cybersecurity requirements within public administration, and selected international experiences in the field.

Facilitated by the JIAAC’s Innovation and Training Centre, the workshop formed part of an ongoing series of specialised capacity-building initiatives designed to integrate smart technologies into integrity systems and anti-corruption strategies, with a view to strengthening institutional effectiveness and preventive mechanisms.



FEDERAL OMBUDSMAN (WAFAQI MOHTASIB) OF PAKISTAN

H.E. Ejaz Ahmed Qureshi Attends the International Conference on Constitution & Rule of Law in Baku

The Federal Ombudsman of Pakistan, OICOA Member and President of the Asian Ombudsman Association, H.E. Ejaz Ahmad Qureshi, attended the International Conference on Constitution and the Rule of Law in Contemporary Legal Systems in Baku, organised as part of Azerbaijan’s Year of Constitution and Sovereignty commemorations. Addressing the conference, Mr. Qureshi said that ombudsman institutions play an increasingly important role in promoting human rights, civil liberties, good governance, and respect for the rule of law across legal systems.



He noted that ombudsmanship contributes to strengthening public institutions by enhancing transparency, accountability, and fairness in administrative processes, while improving service delivery in accordance with the law. He emphasised that the rule of law remains central to democratic governance, underscoring that citizens are the primary stakeholders whose rights and welfare must guide public administration. Mr. Qureshi also congratulated the government and people of Azerbaijan on the 30th anniversary of the adoption of the Constitution and the 5th anniversary of the restoration of sovereignty, describing both as significant national milestones. Highlighting the close and longstanding ties between Pakistan and Azerbaijan, he expressed confidence that cooperation between ombudsman institutions in the two countries would continue to advance good governance, inclusivity, and constitutional values.



Inspection Visit Ordered by Federal Ombudsman of Pakistan H.E. Ejaz Ahmed Qureshi Reveals Declining Hygiene and Service Standards at PIMS Hospital

On the directions of the Federal Ombudsman of Pakistan and OIC Ombudsman Association Member, H.E. Ejaz Ahmed Qureshi, an inspection team conducted a visit to Pakistan Institute of Medical Sciences (PIMS) Hospital and expressed serious concern over poor cleanliness, unhygienic ward conditions, and declining service standards.

The five-member team, headed by Director General Mr. Ashfaq Ahmad, inspected various wards and departments in response to complaints of maladministration. The team observed overcrowding &

substandard conditions in outsourced departments, and inadequate emergency facilities, including poorly maintained stretchers and wheelchairs. It concluded that outsourcing without proper performance review had contributed to deterioration in service quality and directed that future contracts be awarded only after strict scrutiny of private companies.

The inspection team issued several immediate directives, including the introduction of a token system in hospital laboratories, increasing ECG rooms from three to five with a separate facility for women, action against beggars and swindlers operating within hospital premises, and urgent measures to address the presence of stray dogs. While noting steps taken by the administration to fill vacancies and expand diagnostic capacity, the team stressed the need to expedite remaining recruitments strictly on merit and transparency, given the heavy daily patient load at the hospital.



FEDERAL INSURANCE OMBUDSMAN OF PAKISTAN

H.E. Mumtaz Ali Shah Stresses Transparency as the Basis for Sustainable Growth in the Insurance Sector of Pakistan

Federal Insurance Ombudsman of Pakistan and OICOA Member H.E. Mumtaz Ali Shah called for greater transparency, stronger consumer protection, and closer collaboration among regulators and insurers to build public confidence in Pakistan's insurance sector. He was addressing an interactive session titled "Transparency and Growth in the Insurance Industry", which brought together insurance executives, financial experts, and key stakeholders. Mr. Shah emphasized that insurance plays a critical role in economic

stability and trust, noting that the Ombudsman's office resolved thousands of complaints last year, delivering direct relief to policyholders. He stressed that sustained growth in the sector depends on transparent practices and coordinated efforts between regulators, insurance companies, and consumers. Senior executives from the insurance sector, including Javed Ahmed, Muhammad Ali Ahmed, Jehanzeb Zafar, and Waqas Ahmed, highlighted the Federal Insurance Ombudsman's role in strengthening dispute resolution and improving transparency between insurers and policyholders. They pointed to ongoing digitalisation, improvements in internal governance, and faster claims handling as key developments within the sector, while underscoring that sustained growth depends on consumer confidence and strict adherence to regulatory standards.





FEDERAL BANKING OMBUDSMAN OF PAKISTAN

H.E. Sirajuddin Aziz Calls Attention to the Role of SMEs in Strengthening the Economy of Pakistan

An opinion article by H.E. Sirajuddin Aziz (OICOA Member and Federal Banking Ombudsman of Pakistan), has been published in Business Recorder, examining the role of small and medium enterprises (SMEs) in strengthening Pakistan's export performance and employment base. The article situates SME development within the broader challenge of building a more diversified and resilient economy.

Mr. Aziz argues that while SMEs account for a substantial share of economic activity, their contribution to exports remains constrained by limited access to finance, regulatory bottlenecks, and insufficient institutional support. He notes that addressing these constraints is essential if SMEs are to move beyond subsistence operations and integrate more effectively into domestic and international markets.

The article further contends that a stronger SME sector could generate employment at scale, particularly for young and skilled workers, while reducing dependence on a narrow range of export sectors. Mr. Aziz calls for coordinated policy action involving regulators, financial institutions, and the government to enable SMEs to realise their potential as engines of sustainable growth. The full article can be accessed by clicking on the following link:

<https://www.brecorder.com/news/40398529/promoting-pakistans-smes-will-boost-exports-generate-employment-pm>



PROVINCIAL OMBUDSMAN OF SINDH

H.E. Muhammad Sohail Rajput Elected as the Asian Regional Director of the International Ombudsman Institute (IOI)

H.E. Muhammad Sohail Rajput, Provincial Ombudsman Sindh and a member of the OIC Ombudsman Association (OICOA), has been elected as the Asian Regional Director to the Board of Directors of the International Ombudsman Institute (IOI). The election was held through an electronic ballot conducted by the IOI General Secretariat to fill a vacant seat representing the Asian Region. Seventeen of the nineteen eligible Asian-region members participated in the vote, with Mr. Rajput securing the majority.

Mr. Rajput's election brings Pakistan's ombudsman institution into a key representative role within the IOI's governance framework, strengthening the region's voice in shaping oversight priorities and institutional cooperation. His appointment comes at a time when ombudsman offices across Asia are navigating complex administrative, governance, and rights-related challenges, and underscores the growing expectation that the region will contribute more actively to global standards of accountability and administrative justice.





PROVINCIAL OMBUDSMAN OF SINDH FOR PROTECTION AGAINST HARASSMENT OF WOMEN AT WORKPLACE



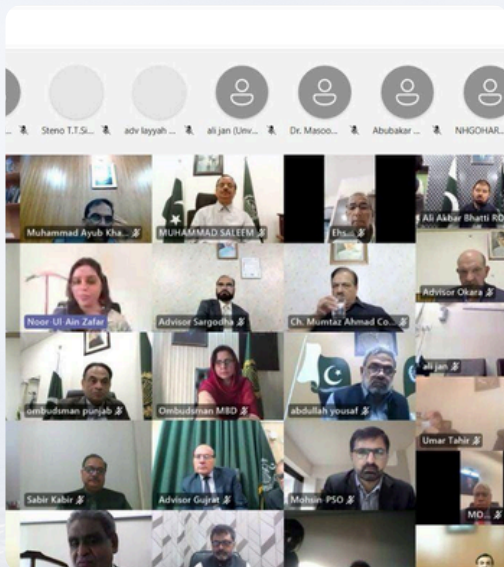
Provincial Ombudsman of Sindh (PHWWP) Conducts an Awareness Workshop with Public and Private Institutions

The Office of the Provincial Ombudsman Sindh organised an Awareness and Training Workshop on the Protection Against Harassment of Women at the Workplace (PHWWP) on 26 November 2025 in Karachi, as part of its ongoing efforts to promote safer and more inclusive work environments. The training session was held by the senior investigation and advisory staff of the Provincial Ombudsman Sindh (PHWWP).

The workshop brought together representatives from Fast National University, the District Education Officer (Primary), District East, Government of Sindh, and Paxar Pakistan Pvt. Limited, reflecting a cross-sector approach involving academic institutions, public administration, and the private sector. Participants were sensitised to legal obligations under the PHWWP framework, institutional responsibilities, and mechanisms for prevention and redress. The initiative forms part of the Provincial Ombudsman Sindh's broader mandate to strengthen awareness, compliance, and institutional capacity in addressing workplace harassment, with particular emphasis on prevention, accountability, and the protection of women's rights in professional settings.



PROVINCIAL OMBUDSMAN OF PUNJAB



Office of the Ombudsman Punjab and Federal Ombudsman of Belgium Hold Joint Virtual Training Session

The Office of the Ombudsman Punjab held a virtual training session in collaboration with the Federal Ombudsman of Belgium, aimed at strengthening professional capacity through international knowledge exchange. The session was conducted by Greet Van Gool, Director at the Belgian Ombudsman institution.

Advisors, consultants, and senior officers from all regional offices of the Ombudsman Punjab participated in the training, which provided an overview of the Belgian ombudsman system, complaint handling methodologies, investigative practices, and approaches to citizen engagement. The discussion highlighted comparative perspectives on institutional independence, procedural fairness, and service responsiveness.

The session concluded with an interactive question-and-answer segment, enabling participants to engage directly on practical challenges and international best practices. The initiative formed part of ongoing efforts to enhance accountability, transparency, and citizen-centred governance within Punjab through structured learning and cross-border institutional cooperation.



‘Awami Khidmat’ Outreach Brings the Grievance Redressal Services of Punjab Ombudsman Directly to the Doorsteps of Citizens

Under the leadership of H.E. Ayesha Hamid, the Office of the Ombudsman Punjab continued its Awami Khidmat Program through a mobile outreach initiative in Tehsil Jaranwala, District Faisalabad, aimed at improving citizens’ access to grievance redressal services. Through the outreach van, Ombudsman teams engaged directly with local communities, registering complaints on site and raising awareness about the Ombudsman’s free, independent, and accessible complaint-handling mechanism.

The initiative focused on reaching citizens who may face barriers in accessing formal institutions, reinforcing the principle that administrative justice should be available at the community level rather than limited to central offices. The outreach reflects a broader institutional approach under Ms. Hamid’s leadership to strengthen transparency, responsiveness, and trust in public administration. By taking services to citizens’ doorsteps, the Awami Khidmat Program underscores the Ombudsman’s commitment to inclusive governance and practical accountability, particularly for underserved and remote communities.



PROVINCIAL OMBUDSPERSON OF KHYBER PAKHTUNKHWA

H.E. Rubab Mehdi Represents Pakistan at International Symposium in China for Judicial Concepts & Practices for Women Rights

H.E. Rubab Mehdi, Pakistan’s Provincial Ombudsperson for Khyber Pakhtunkhwa, participated in the International Symposium on Judicial Concept and Practice for Women’s Rights Protection, held in Chengdu, Sichuan, on 21st November 2025. The symposium was jointly convened by UN Women and the Supreme People’s Court of the People’s Republic of China as part of activities marking the 30th anniversary of the Beijing Declaration and Platform for Action (Beijing+30), and it brought together judges and experts from multiple countries to exchange approaches on combating domestic violence and strengthening judicial safeguards.

Ms. Mehdi addressed the symposium on professional and trauma-informed approaches for judicial practitioners dealing with cases of violence against women and girls. She drew attention to Pakistan’s constitutional guarantees of equality and its obligations under international frameworks, while referring to recent legal and policy measures related to workplace harassment, sexual violence, women’s property rights, and cyber-harassment. Speaking as a participant from Pakistan, she situated these developments within the broader international discussion on how courts and justice institutions can respond more effectively to violations of women’s rights.





KPK Ombudsperson Convenes a Consultation on Women's Legal Protection in Collaboration with UN Women and European Union in Pakistan

The Ombudsperson Secretariat Khyber Pakhtunkhwa, under the leadership of Rubab Mehdi, convened a multi-stakeholder consultation in Peshawar aimed at advancing women's rights and legal protection in the province. The consultation was organised with technical support from UN Women Pakistan and the European Union in Pakistan, bringing together policymakers, parliamentarians, members of the judiciary, civil society representatives, legal practitioners, and media professionals.

Held under the EU-funded Deliver Justice project, the discussion focused on strengthening pro-women legislation and addressing gaps in implementation. Particular attention was given to the proposed Child Marriage Restraint Bill, as well as challenges in enforcing existing laws on domestic violence, inheritance and property rights, and workplace harassment. Participants examined the disconnect between legal frameworks and practical outcomes, underscoring the need for coordinated institutional action. Addressing the consultation, Ms. Mehdi emphasised that the effectiveness of laws must be judged by their real-world impact on women's lives, stressing implementation as central to access to justice. The deliberations are expected to inform the development of a comprehensive action plan on pro-women legislation for Khyber Pakhtunkhwa, to be led by the Ombudsperson Secretariat in coordination with relevant stakeholders.

H.E. Rubab Mehdi Speaks at Stakeholder Dialogue on Strengthening Institutional Responses to Cases Regarding Violence Against Women

H.E. Rubab Mehdi, Pakistan's Provincial Ombudsperson of Khyber Pakhtunkhwa, participated as the key speaker at a Stakeholder Dialogue and Practice-Sharing Workshop on strengthening institutional responses to violence against women. The workshop was organised by the Center for Peace and Development Initiative and brought together practitioners and stakeholders engaged in addressing gender-based violence. Addressing the forum, Ms. Mehdi underscored the need for a survivor-centred justice system, stressing that institutions must ensure timely, fair, and dignified redress for women facing violence.

She highlighted the responsibility of oversight and justice institutions to respond effectively and consistently, noting that delays and procedural weaknesses often undermine access to justice for survivors. Ms. Mehdi also emphasised the importance of coordinated action among institutions, clear accountability mechanisms, and gender-responsive complaint-handling frameworks. She noted that strengthening institutional capacity and sensitisation remains essential to improving justice outcomes and ensuring that legal protections translate into meaningful safeguards for women's rights.





PROVINCIAL OMBUDSMAN OF BALOCHISTAN



Provincial Ombudsman of Balochistan H.E. Ali Lehri Holds a Meeting with Pakistan's Federal Ombudsperson for Workplace Harassment

Pakistan's Provincial Ombudsman of Balochistan and OICOA Member H.E. Ali Ahmed Lehri held an official meeting with H.E. Fauzia Viqar, Pakistan's Federal Ombudsperson for Protection Against Harassment of Women, at the Provincial Ombudsman Secretariat in Balochistan. The meeting focused on matters of mutual institutional interest, including oversight functions and coordination in addressing complaints related to maladministration and workplace harassment.

The exchange provided an opportunity to discuss avenues for strengthening institutional cooperation and enhancing mechanisms for the protection of women's rights within public and private sector workplaces. At the conclusion of the meeting, the two ombudspersons exchanged souvenirs as a gesture of mutual respect and commitment to continued collaboration.

Judge of the Anti-Terrorism Court (Turbat Region) Called on the Provincial Ombudsman of Balochistan to Discuss Matters of Mutual Interest

Nisar Ahmed Alizai, Judge of the Anti-Terrorism Court, Turbat - Pakistan, called on H.E. Ali Ahmed Lehri at the Provincial Ombudsman of Balochistan Secretariat in Quetta. The meeting formed part of an official courtesy call and provided an opportunity for institutional engagement between the judiciary and the ombudsman's office.



The meeting focused on the practical interface between judicial processes and administrative oversight, particularly in matters where citizen grievances intersect with law enforcement and public administration. The exchange reflected a shared recognition of the need for clarity of mandates, procedural coordination, and respect for institutional independence in addressing complaints and ensuring lawful administrative conduct.



OICOA President and Chief Ombudsman of Türkiye H.E. Mehmet Akarca along with the Dutch Human Rights Ambassador H.E Wim Geerts



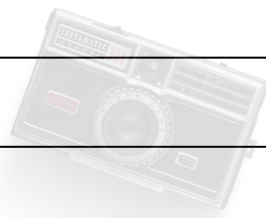
Chief Ombudsman of Türkiye and OICOA President H.E. Mehmet Akarca addresses the session on "Strengthening Institutional Coherence in the Fight Against Violence Against Women: Anatolian Example"



President of the Turkish Grand National Assembly Hon'ble Numan Kurtulmuş receives OICOA President and Chief Ombudsman of Türkiye H.E. Mehmet Akarca



OICOA President H.E. Mehmet Akarca along with Ombudsman of Türkiye H.E. Fatma Benli at the Yalçın during an event organized by Turkish Ministry of Family & Social Services on the occasion of "International Day of Fight against Violence Against Women"



OICOA President and Chief Ombudsman of Türkiye H.E. Mehmet Akarca along with Ombudsman of Europe H.E. Teresa Anjinho at the European Ombudsman Network Conference in Brussels



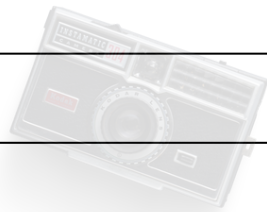
OICOA Board Member and Human Rights Commissioner of Azerbaijan H.E. Sabina Aliyeva at the Business and Human Rights Forum of the United Nations held in Geneva, Switzerland



OICOA Board Member H.E. Sabina Aliyeva participated in the international scientific conference dedicated to the twentieth anniversary of the establishment of the Citizen's Defender in the Republic of Serbia



OICOA Board Member and Human Rights Commissioner of Azerbaijan H.E. Sabina Aliyeva during the international conference on the "Constitution and Rule of Law in Modern Legal Systems" held in Baku



OICOA Board Member and Human Rights Commissioner of Azerbaijan H.E. Sabina Aliyeva alongwith Mr. Vasile Koroi, Chairman of the European Children's Ombudsman Network (ENOC)



H.E. Sabina Aliyeva visited the Boarding School in Baku city to investigate the situation of securing children's rights within the framework of the independent monitoring mechanism activity



OICOA Board Member and Mediator of Morocco H.E. Hassan Tariq alongwith General Abdullah Saqr Al-Mahindi Director of the Human Rights Department of the Ministry of the Interior of the State of Qatar



H.E. Hassan Tariq during the hearing session organized by the committee tasked with preparing the opinion of the Economic, Social and Environmental Council on the "New Dynamics of Youth"



H.E. Hassan Tariq addresses the Delegation from Moroccan Youth Citizens Association at the Headquarters of Mediator of Morocco in Marrakech



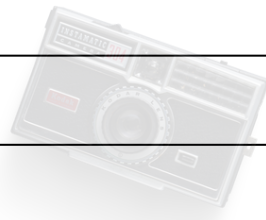
OICOA Board Member and Mediator of Morocco H.E. Hassan Tariq in conversation with Ambassador of Arab State of Egypt H.E. Ahmed Nihad Abdal Latif



The Office of the Mediator of Morocco holds a hearing session with the National Union of Health in Marrakesh-Asefi, to diagnose and suggest solutions for the reform of the public health facility



OICOA Board Member and Mediator of Morocco H.E. Hassan Tariq delivers the opening lecture of the new season of the Université Populaire du Maroc in Meknes on “Mediation as a Tool for Protecting Rights and Promoting Governance”



OICOA Board Member and Ombudsman of Bahrain H.E. Ghada Hameed Habib addresses the United Nations Committee Against Torture in Geneva



H.E. Ghada Hameed Habib addresses the International conference on the "Constitution and Rule of Law in Modern Legal Systems" held in Baku - Azerbaijan



Students of the National School of Administration during an immersion visit to the Headquarters of Mediator of the Ivory Coast situated in Cocody



Mediator of Ivory Coast leads village-level dialogue in Agn by-Tiassa to ease tensions and restore social cohesion between local communities



Chairman of Administrative Control Authority of Libya and OICOA Member H.E. Abdulla Qaderboh chairs a meeting with Chairman of the Board of Directors of the Libyan Investment Foundation



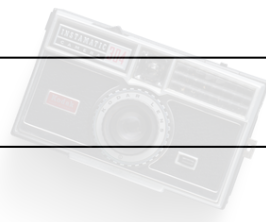
Chairman of ACA Libya H.E. Abdulla Qaerboh visits the Zliten Municipal Council to research local performance files and public services



OICOA Member H.E. Abdulla Qaderboh and his accompanying delegation visits the Almurya Islamic to review the administrative and infrastructure management challenges being faced by the campus



OICOA Member and Chairman of ACA Libya H.E. Abdulla Qaderboh inspecting the health facilities at Zliten Medical Center



Ombudsman of Mozambique and OICOA Member H.E. Isaque Chande makes a visit to the District Courts of Buzi Region



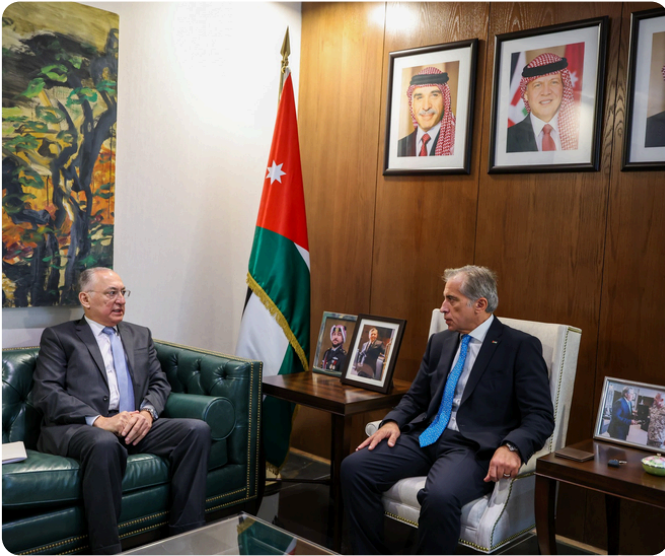
H.E. Isaque Chande holds a meeting with the District Administrator of Buzi Region Mr. José Mutoroma to discuss matters of mutual interest and cooperation



OICOA Member and Ombudsman of Mozambique H.E. Isaque Chande holds a meeting with the Head of Bierá Commercial Association to disseminate the mandate of Ombudsman and avenues of mutual cooperation



H.E. Isaque Chande engages with press during the Workshop on Gender Based Violence and Femicide held in the City of Bierá



OICOA Member and Chairman of Jordanian Integrity Commission H.E. Muhannad Hijazi in conversation with Prime Minister of Jordan H.E. Dr. Jaffar Hassan



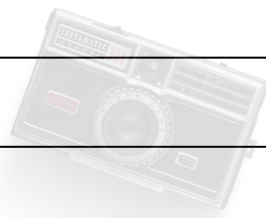
H.E. Muhannad Hijazi met with a delegation of students of the Master's Program in (Governance and Anti-corruption) from the Faculty of Law at the University of Jordan



Officials from JIAAC address public administration staff and Public Security Officers during an awareness session on corruption offences and their social, economic, and political impacts under the law



Jordanian Integrity & Anti-corruption Commission holds a training workshop on 'Risk off Corruption in Customs' for the officers of Customs Services of Jordan



OICOA Member and Pakistan's Federal Ombudsman H.E. Ejaz Ahmad Qureshi addressing the International Conference on Constitution and the Rule of Law in Contemporary Legal Systems, in Baku



H.E. Ejaz Ahmed Qureshi alongwith the Foreign Minister of Azerbaijan H.E. Jeyhun Beyramov, during his visit to Baku



Group Photo of Executive Secretary OICOA Almas Ali Jovindah alongwith Ombudsmen from Azerbaijan, Bahrain, Pakistan, Uzbekistan, and Kyrgyzstan at the International Constitutional Conference held in Azerbaijan



OICOA Executive Secretary Almas Ali Jovindah and Federal Ombudsman of Pakistan H.E. Ejaz Ahmed Qureshi in meeting with the Foreign Minister of Azerbaijan H.E. Jeyhun Beyramov



OICOA Executive Secretary Almas Ali Jovindah's visit to the Holy Trinity Cathedral in Tbilisi during his official visit to Georgia



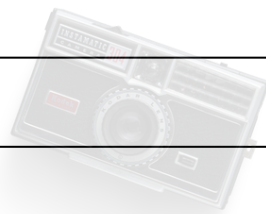
OICOA Executive Secretary Almas Ali Jovindah alongwith Chief Justice of Constitutional Court of Azerbaijan (Dr. Farhad Abdullayev), Law Minister of Azerbaijan (Fikret Mammadov) and Dr. Muharrem Kilic (Chairman Turkish Human Rights Institution)



Almas Ali Jovindah moderating the panel on "Constitutionalism and State Sovereignty in the Era of Global Legal Transformations" during the International Conference of Constitution held in Baku on 12th November



OICOA Executive Secretary Almas Ali Jovindah at the book launch ceremony in Gujranwala, Pakistan, of the outgoing Federal Tax Ombudsman of Pakistan and former Secretary General OICOA Hon'ble Dr. Asif Mahmood Jah



OICOA Member and Pakistan's Federal Ombudsperson for Harassment H.E. Fauzia Viqar presented with a shield by the Chairman of Balochistan Board of Investment Mr. Bilal Khan Kakar



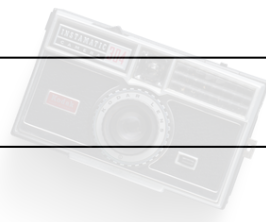
H.E. Fauzia Viqar and her delegation with Hon'ble Justice Amir Nawaz Rana (Justice of Balochistan High Court, Pakistan)



H.E. Fauzia Viqar addresses the inaugural event of the 16 days activism against GBV held at Pakistan Institute of Medical Sciences (PIMS) in Islamabad



OICOA Member and Pakistan's Federal Ombudsperson for Protection Against Harassment H.E. Fauzia Viqar during the panel discussion held at ASEAN Capacity Building Program for Smart Safe Cities for Enhanced Security



Delegation from Pakistan's Provincial Ombudsman of Punjab participated as Guests of Honor during a debate competition held at Islamia University, Bahawalpur



Officers of Punjab Ombudsman conduct an awareness and grievance redressal session in District Faisalabad in Pakistan



Ombudsman of Punjab conducts its awareness and outreach session under the banner of 'Awami Khidmat Program' in District Khushab, Pakistan



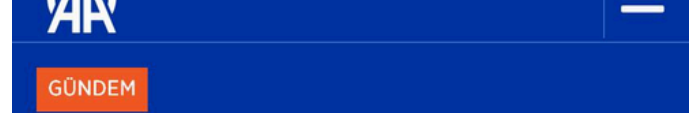
OICOA Member and Pakistan's Federal Ombudsperson for Protection Against Harassment H.E. Fauzia Viqar during the panel discussion held at ASEAN Capacity Building Program for Smart Safe Cities for Enhanced Security

Turkish Press clippings regarding a recommendation by the Ombudsman Institution of Türkiye addressing duplicate compulsory earthquake insurance (DASK) policies



KDK'dan mükerrer DASK poliçeleriyle ilgili tavsiye kararı

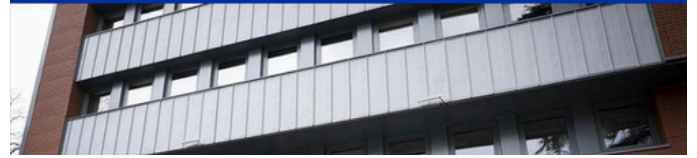
KDK, konut satışı sonrası eski malik tarafından yapılan zorunlu deprem sigortası poliçesinin iptali ve kalan tutarın iadesiyle ilgili işlemlerin yeniden gözden geçirilmesi için ilgili kurumlara tavsiye kararı verdi.



Kamu Denetçiliği Kurumundan mükerrer DASK poliçelerine ilişkin tavsiye kararı

Kamu Denetçiliği Kurumu (KDK), konut satışı sonrası eski malik tarafından yapılan zorunlu deprem sigortası poliçesinin iptali ve kalan tutarın iadesine ilişkin işlemlerin yeniden gözden geçirilmesi adına ilgili kurumlara tavsiye kararı verdi.

İsmet Karakaş | 07.11.2025 - Güncelleme : 07.11.2025



Kamu Denetçiliği Kurumundan mükerrer DASK poliçelerine ilişkin tavsiye kararı

İSMET KARAKAŞ - Kamu Denetçiliği Kurumu (KDK), konut satışı sonrası eski malik tarafından yapılan zorunlu deprem sigortası poliçesinin iptali ve kalan tutarın iadesine ilişkin işlemlerin yeniden gözden geçirilmesi adına Sigortacılık ve Özel Emeklilik Düzenleme ve Denetleme Kurumu Başkanlığı ile Doğal Afet Sigortaları Kurumu Başkanlığına (DASK) tavsiyede bulundu.

Turkish Media Coverage of the Ombudsman Institution of Türkiye's Recommendation on Annual Leave Calculations, Emphasizing that Public Holidays and Religious Festivals Falling on Weekends Should Not be Deducted from Employees' Annual Leave.



Yıllık izin hesaplamasında yeni dönem! KDK'dan milyonları ilgilendiren karar! O izinler artık dahil edilmeyecek

Kamu Denetçiliği Kurumu (KDK), hafta sonuna denk gelen bayram tatillerinin yıllık izin süresinden düşülmemesi gerektiğine karar verdi. Karar, tüm kamu kurumlarında uygulama birliğini sağlamayı hedefliyor. Böylece Kurban Bayramı ve diğer genel tatiller, hafta sonuna denk gelse bile çalışanların dinlenme hakkını etkilemeyecek.

Kaynak: A.A

09.11.2025 13:40

Güncelleme: 09.11.2025 13:51



Son Dakika

Gündem

Video

Milyonlarca çalışanı ilgilendiriyor: Yıllık izinde önemli talep

Bayram tatilini yıllık izniyle birleştiren bir kamu çalışanı, resmi tatilin hafta sonuna denk gelen kısmının yıllık izninden düşürülmesini Kamu Denetçiliği Kurumuna taşıdı. KDK, "hafta sonuna denk gelen bayram günlerinin yıllık izin süresinden düşürülmemesi" tavsiyesinde bulundu.

EKONOMİ

KDK'den "hafta sonuna denk gelen bayram tatili yıllık izinden düşürülmesin" tavsiyesi

Kamu Denetçiliği Kurumu (KDK), bir kamu çalışanının başvurusunda, hafta sonuna denk gelen bayram tatilinin yıllık izin hakkından düşürülmemesini istedi.

Abdullah Sarica |

09.11.2025 - Güncelleme : 09.11.2025



Yıllık izinle bayram tatilini birleştiren memurlar dikkat! KDK'dan dikkat çeken tavsiye...

Bayram tatilini yıllık izniyle birleştiren bir kamu çalışanı, resmi tatilin hafta sonuna denk gelen kısmının yıllık izninden düşürülmesini Kamu Denetçiliği Kurumuna taşıdı. Genel tatil günleri için yıllık izin kullandırılmasının çalışanın aleyhine olduğuna işaret eden KDK, "hafta sonuna denk gelen bayram günlerinin yıllık izin süresinden düşürülmemesi" tavsiyesinde bulundu.

Articles Authored by OICOA Board Member and Human Rights Commissioner of Azerbaijan H.E. Sabina Aliyeva on Children's Rights and Constitutional Sovereignty

20 Noyabr Ümumdünya Uşaqlar Günüdür

Uşaq hüquqlarının səmərəli müdafiəsində Ombudsmanın rolu

Uşaqların sağlamlıq, təhsil, istirahət, qayğı ilə əhatə olunması milli siyasəti cəmiyyəti dəyişənliklərə imkan yaradır. Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır. Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır.

Beşinci Mərhələ Təhsilə (EMT) "Uşaq hüquqları haqqında" Konvensiyaya uyğun olaraq qorunması, sağlamlıq, təhsil, istirahət, qayğı ilə əhatə olunması milli siyasəti cəmiyyəti dəyişənliklərə imkan yaradır. Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır. Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır.



Sabina Aliyeva, Azərbaycan Ombudsmanı

Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır. Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır. Uşaq hüquqlarının qorunması dövlətin insan hüquq və azadlıqlarına və ədalətli vəziyyətə dəyişənliklərə imkan yaradır.



İşçi Qrupu 10 aylıq icmalı açıqlayıb

İşçi Qrupu 10 aylıq icmalı açıqlayıb. İşçi Qrupu 10 aylıq icmalı açıqlayıb. İşçi Qrupu 10 aylıq icmalı açıqlayıb.

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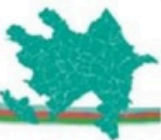
İşçi Qrupu 10 aylıq icmalı açıqlayıb. İşçi Qrupu 10 aylıq icmalı açıqlayıb. İşçi Qrupu 10 aylıq icmalı açıqlayıb.

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Konstitusiya və Suverenlik İli 2025



Azərbaycan Respublikasının Konstitusiyasının qəbulundan 30 il keçir. Bu dövr müstəqil dövlətçiliyimizin bərqəbrar olmasını təmin etməkdə, insan hüquq və azadlıqlarının təminatçısı kimi beynəlxalq nüfuzumuzun artırılmasına və suverenliyin bərqəbrar olmasına imkan yaradır.



Ünvanlı Lider Heydər Əliyevin rəhbərliyi altında hazırlanan müstəqil Azərbaycan Respublikasının Konstitusiyası 1995-ci il sentyabrın 12-də ümumxalq sərəncamı ilə qəbul edilmişdir. Bu tarixi sərəncam yəqin ki, dövlət quruculuğu və demokratik cəmiyyətin inkişafı sahəsində Azərbaycanın ən mühüm sərəncamlarından biri olacaqdır.

Konstitusiyamızın inkişafı, demokratik, hüquqi və siyasi dövlət kimi Azərbaycanın inkişafı üçün əsas şərtlərdir. Konstitusiyamızın inkişafı, demokratik, hüquqi və siyasi dövlət kimi Azərbaycanın inkişafı üçün əsas şərtlərdir.

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İşçi Qrupu 10 aylıq icmalı açıqlayıb. İşçi Qrupu 10 aylıq icmalı açıqlayıb. İşçi Qrupu 10 aylıq icmalı açıqlayıb.

Konstitusiya - suverenliyin və insan hüquqlarının təminatçısı

Konstitusiyamızın inkişafı, demokratik, hüquqi və siyasi dövlət kimi Azərbaycanın inkişafı üçün əsas şərtlərdir. Konstitusiyamızın inkişafı, demokratik, hüquqi və siyasi dövlət kimi Azərbaycanın inkişafı üçün əsas şərtlərdir.

52

حسن طارق گابی و استاذ جامعه

A large crowd of people, many wearing traditional Chinese clothing, marching in a procession. They are holding numerous red flags with yellow stars, suggesting a revolutionary or communist movement. The scene is outdoors on a dirt path.

A large crowd of people, many wearing head coverings, holding up red flags with black stars and portraits of political figures, likely during a demonstration or rally.

استحضار هذا السجل يرتبط بطبيعته الوطنية كسياسة للانتماء والهوية. وكحالة سياسية وعاطفية لتلك الوعي التاريخي للشعوب في تلك التحولات الكبرى. والواقع أن حدث 1975 يعني ذلك ما عايشه البلاد من انتفاج شاعر الوطنية وإحساس الوجدان المغربي لدى كل الشعب ودخل كل فرد منه بشكل

أهمية حدث
المسييرة تكمن
كإثبات فوق
لمشاعر وسياسات
الانتماء الوطني

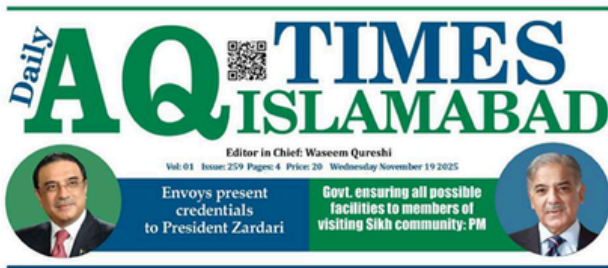
[illegible]

المسيرة (marcheurs convaincus)، وأن يجمع جنبا إلى جنب رجالاً فرقتهم لسنوات الأستيمولوجيا والصالح داخل جو من الحماسة المرتفعة بإغاضي المشترك بشكل يتوافق بأنهم لم يكونوا يتخفون سوى مناسبة مثالية لتحرير مشاعرهم العميقة التي ظلت مدة طويلة مكموتة. ولذلك فإن العري - المشترك في المسيرة - سمعتموها بعد عشر سنوات من ذلك قد تحولت إلى جزء

[illegible]

[illegible]

Press coverage highlighting the Federal Ombudsman of Pakistan's interventions across healthcare oversight, immigration and visa-related facilitation, and housing-sector grievances



Inspection Team of the Federal Ombudsman Visits PIMS Hospital

Federal Ombudsman takes notice of public complaints — decline in various departments due to outsourcing at PIMS, poor cleanliness

Islamabad
Waseem Qureshi

Federal Ombudsman Ejaz Ahmad Qureshi has expressed concern over the deterioration of certain departments caused by outsourcing at PIMS Hospital, poor cleanliness arrangements, and the lack of facilities for patients. He directed the hospital administration to improve its performance. He issued these instructions after reviewing the report submitted by his inspection team sent to PIMS.

Taking notice of a large number of complaints received against PIMS Hospital, the Federal Ombudsman sent an inspection team yesterday under the supervision of Director General Muhammad Ashfaq Ahmad. The team included Associate Adviser Iftikhar Hussain Naqvi, Deputy Adviser Parvez Haleem Rajput, Consultant Khalid Sial, and Investigation Officer Jameel Ahmad. The inspection team met with patients, visited various departments of the hospital, reviewed complaints, and issued instructions to the administration for their resolution. The team also reviewed the implementation status of the recommendations made during its previous visit.

When the inspection team arrived at the hospital, all departments were overcrowded with patients. The condition of the emergency wards and



the performance of the outsourced departments were also found unsatisfactory. Observing the lack of cleanliness, shortage and poor condition of stretchers and wheelchairs in emergency wards, and weak security arrangements, the team recommended that in the future, any outsourcing contract to a private company should only be awarded after thoroughly reviewing its performance. Keeping in view the heavy influx and increasing number of patients, the hospital administration was instructed to introduce a token system in the hospital laboratory as well. The cardiology department was instructed to increase the number of ECG rooms from three to five and to allocate a separate room for women.

During the briefing, the team was

informed that recently 93 new doctors and 113 paramedical staff have been appointed at the hospital. Despite this, many posts for doctors, nurses, and paramedical staff remain vacant. It was also informed that more than ten thousand patients visit the hospital daily, for whom there are only two MRI machines and 28 ultrasound machines, while the gynecology department alone has to conduct ultrasound for more than three hundred patients every day. The Federal Ombudsman instructed that vacant posts of doctors and nurses be filled in accordance with law and regulations. The committee has submitted its preliminary report to the Federal Ombudsman, while a detailed report containing recommendations will be presented within a week.



وفاقی محتسب کی ٹیم کا شکایت لڑنے کیلئے دورہ سیکرٹریٹ میں
اسلام آباد (پاکستان) وفاقی محتسب کی ایک ٹیم نے اسلام آباد میں واقع ایک ہسپتال کے مختلف شعبوں کا دورہ کیا۔ ٹیم نے ہسپتال کے مختلف شعبوں کا دورہ کیا اور ان کے کام کی جانچ کی۔ ٹیم نے ہسپتال کے مختلف شعبوں کا دورہ کیا اور ان کے کام کی جانچ کی۔ ٹیم نے ہسپتال کے مختلف شعبوں کا دورہ کیا اور ان کے کام کی جانچ کی۔



Wafaqi Mohtasib (Ombudsman)'s Secretariat
Government of Pakistan
وفاقی محتسب کی سرکاری سیکرٹریٹ
حکومت پاکستان

Wafaqi Mohtasib Takes Notice of a Large Number of Complaints Against FGEHA.

Directs FGEHA to give timeline of completion of residential projects.

Unsuccessful ballotees of F-14/F-15 shall be accorded priority in other sectors.

Islamabad: 27 November 2025 – Taking notice of a large number of complaints of the allottees, the Wafaqi Mohtasib, Mr. Ejaz Ahmad Qureshi deputied an Inspection Team to ascertain public grievances against the Federal Government Employees Housing Authority (FGEHA). Headed by the Senior Advisor, WMS, Mr. Ahmad Farooq, the Inspection Team interacted with the complainants to obtain firsthand knowledge of their problems. People visiting the Authority's office complained of inordinate delays in completion of the various residential projects, mismanagement and costs run over. They complained that even after depositing millions of rupees, people have to wait for decades to get allotment of plots. The Inspection Team directed that immediate measures be undertaken to address the persistent issue of delays.

The Team instructed the Authority to give timeline of completion of all residential projects being executed by it and to upload the progress report on its website every month. It further instructed the Authority that the survivors of the deceased allottees of Sectors F-14 and F-15 be given a grace period of 03 months to deposit the next instalment of dues.

Press Clippings for Pakistan's Provincial Ombudsperson of Khyber Pakhtunkhwa H.E. Rubab Mehdi's visit to China to Attend International Symposium on Judicial Concepts held by Supreme People's Court of Republic of China

KP gains Global recognition at Judicial Symposium on Womens Rights in China

TIMES REPORT

PESHAWAR: Pakistan has earned significant international recognition for its

country as the sole keynote speaker at the International Symposium on Judicial Concepts and Practical Measures for the Protection

memorations.

Ms. Mehdi's keynote address received exceptional appreciation from delegations representing China,

tions, Ombudsperson offices, judges, and lawyers to further strengthen accountability, transparency, and survivor-centered justice. Her speech was widely acknowledged as a strong and positive representation of Pakistan on the global stage.

In her address, the Ombudsperson emphasized the importance of trauma-informed judicial practices in cases involving violence against women. She highlighted Pakistans constitutional protections, its international commitments under CEDAW (1996), the Beijing Platform for Action (1995), and its alignment with the UN Sustainable Development Goals-particularly SDGs 5, 11, 16, and 17. She also presented Pakistans progressive legislative measures addressing discrimination, violence, and harassment against women.



progress in womens rights, swift justice, and transparent governance, as the Provincial Ombudsperson for Women, Khyber Pakhtunkhwa, Ms. Rubab Mehdi, represented the

of Womens Rights, held in Chengdu, China. The high-level symposium was jointly organized by the Supreme Peoples Court of China and UN Women in connection with the Beijing+30 com-

the United States, Germany, the United Kingdom, and several other countries. International partners also expressed their willingness to extend technical support to Pakistani judicial institu-

صوبائی محتسب خواتین رہباز مہدی کا چین کا دورہ

عالمی سطح پر پاکستان کی مثبت قانون سازی، بشمول خواتین کی مختلف امتیاز سے متعلق قوانین، کو بھی نمایاں طور پر پیش کیا

پشاور (شاف رپورٹر) پاکستان نے خواتین کے حقوق، فوری انصاف اور شفاف حکمرانی کے حوالے سے عالمی سطح پر نمایاں کامیابی حاصل کی ہے، جہاں صوبائی محتسب خواتین خیر بختونخوا رہباز مہدی نے چین کے شہر چینگدو میں منعقدہ بین الاقوامی سمپوزیم برائے خواتین کے حقوق کے عدالتی تصورات اور عملی اقدامات میں پاکستان کی نمائندگی بطور واحد کلیدی مقرر کی۔ یہ اہم عالمی سمپوزیم سپریم پیپلز کورٹ آف چائنا اور یو این ویمن کے اشتراک سے بیجنگ +30 کی مناسبت سے منعقد ہوا۔ محترمہ رہباز مہدی (بقیہ نمبر 41)



Press Coverage Reflecting the Ombudsman Punjab's Focus on International Capacity Building and Citizen-Centric Accountability through Open Court Mechanisms



THE IOI IOI ACTIVITIES IOI MEMBERS IOI REGIONS IOI NEWS

PAKISTAN | Ombudsman Punjab strengthens capacity building through international training session in collaboration with Federal Ombudsman of Belgium

21.11.2025

The Office of the Ombudsman Punjab conducted a virtual training session in collaboration with the Federal Ombudsman Institution of Belgium on 5th November 2025, aimed at facilitating its officers and staff with international best practices, complaint-handling methods, and operational procedures adopted in Belgium.



Members of the Punjab Ombudsman Office participating in the webinar

Ms. Greet van Gool, Director at the Federal Ombudsman of Belgium, conducted an extensive session briefing about their institution's mandate, complaint processing framework, and strategies to engage citizens. Senior advisors and officers from the Office of the Ombudsman Punjab were part of the session. The session concluded with an extensive Q&A session that helped our staff gain a deeper understanding of the international framework.

This collaboration reinforces the institution's commitment to building a more efficient and globally connected system of administrative justice. By learning from international partners, the Office of the Ombudsman Punjab continues to expand its capacity, adopt innovative tools, and strengthen pathways for fair, transparent, and accessible grievance redressal across the province.



E-PAPER TODAY'S PAPER EDITOR'S PICKS ▾ OPINION ▾ NEWS ▾

Open court under Punjab Ombudsman tomorrow

SARGODHGA - In line with the vision of Provincial Ombudsman Punjab, an open court will be held in Bhalwal for the immediate resolution of citizens' issues. Consultant for Sargodha, Chaudhry Mumtaz Ahmed Dev, will preside over the open court session on November 10, 2025, at the Municipal Committee Bhalwal. During this session, complaints and applications submitted by the public will be heard, and orders will be issued on the spot to resolve them. Chaudhry Mumtaz Ahmed Dev emphasized that the primary goal of the Ombudsman Punjab is to ensure the swift and fair resolution of citizens' issues. He encouraged residents of the area to participate in the open court, assuring them that their complaints would be addressed promptly. The initiative aims to provide direct access to justice for the people, facilitating a transparent and efficient process for the resolution of their concerns.

Press Clippings Regarding Appointment of H.E. Zafar Hijazi as Federal Tax Ombudsman of Pakistan and FOSPAH's Campaigning to Promote Workplace Harassment Awareness and Institutional Compliance Across Pakistan

Pakistan OBSERVER

Zafar ul Haq Hijazi takes charge as Federal Tax Ombudsman



ISLAMABAD – Muhammad Zafar ul Haq Hijazi has officially taken oath as the Federal Tax Ombudsman of Pakistan. The oath was administered by the President of Pakistan, His Excellency Mr. Asif Ali Zardari, marking a pivotal moment in the country's pursuit of tax justice.

Mr. Hijazi's appointment is said to be a new era focused on accountability, transparency, and fairness within the tax system. Widely respected for his distinguished career in public service, he assumes this critical role at a time when public trust and institutional reform are more important than ever.

DIGITAL AP Associated Press of Pakistan

HOME NATIONAL INTERNATIONAL

President Asif Ali Zardari administering the oath of office to Mr. Zafar ul Haq Hijazi as Federal Tax Ombudsman at Aiwan-e-Sadr



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ZTBL Hosts Workplace Harassment Awareness Seminar in Collaboration with FOSPAH

Zarai Taraqati Bank Limited (ZTBL) hosted an awareness seminar on the Protection against Harassment of Women, in collaboration with the Federal Ombudsperson for Protection Against Harassment (FOSPAH) at its head office in Islamabad on Wednesday.

FOSPAH Ombudsperson Ms. Fauzia Viqar attended the event and was received by ZTBL President and CEO Tahir Yaqoob Bhatti. The session drew participation from ZTBL employees across the country, with senior management and branch staff joining in person and virtually via Zoom.

Ms. Fauzia Viqar delivered the keynote address, highlighting the significance of creating safe, respectful, and inclusive work environments. The President/CEO ZTBL also addressed the participants, reiterating the Bank's commitment to upholding the principles of workplace dignity and zero tolerance for harassment.

INTERNATIONAL THE NEWS PAKISTAN

FOSPAH launches nationwide activism campaign

ISLAMABAD: The Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH), under the leadership of Federal Ombudsperson Fauzia Viqar, has launched its nationwide 16-day activism campaign "Hum Badlen Ge Soch", under a global campaign against gender-based violence from November 25 to December 10 every year.

Addressing the media in Islamabad, Ms Viqar emphasised that combating gender-based violence requires more than awareness as it demands a shift in mindsets, behaviours, and institutional cultures.

"Real change begins not only in law, but in thought — in how we view women's rights, dignity, and equal participation," she said, adding that "Hum Badlen Ge Soch" is a call to action for every citizen, every institution, every workplace to step beyond tolerance and adopt zero tolerance.

She emphasized that workplace harassment persists in Pakistan not due to a lack of legislation, but because enabling attitudes continue to silence survivors and protect perpetrators.

Press Clipping for Pakistan's Provincial Ombudsman of Sindh Signing an MoU with Hands Welfare Foundation

BUSINESS RECORDER Founded by M.A. Zuberi

Sindh Ombudsman, Hands Welfare Foundation sign MoU

KARACHI: A Memorandum of Understanding (MoU) signed between Sindh Ombudsman and Hands Welfare Foundation here at the Ombudsman's office to launch new complaint system.

Director General, Ombudsman Secretariat, Naseemuddin Mirani and CEO Hands Maqbool Ahmed were the signatures.

Chairman Hands Sheikh Tanveer Ahmed, CEO Maqbool Ahmed and Chief Executive Services Mohammad Anis, Secretary Mansoor Abbas Rizvi, Registrar Masood Ishrat, Advisor Rehana G Ali Memon, Director Coordination Imdad Hussain Siddiqui and Consultant IT Akmal Naseem were also present.

Under the agreement, a joint action plan is to be developed for the provision of better and free justice to the public.

Press Clippings for Jordanian Integrity Commission and Ombudsman of Mozambique

JORDAN NEWS

Jordan Launches National Integrity and Anti-Corruption Strategy for Four Years



Prime Minister Jafar Hassan on Monday launched the National Integrity and Anti-Corruption Strategy for 2026-2030, during a ceremony held under the auspices of a representative of His Majesty King Abdullah II, marking the International Anti-Corruption Day under the theme: "A Prosperous Jordan... Rooted in Integrity."

Council Chairman Muhannad Hijazi emphasized that the strategy responds directly to the royal vision, which has repeatedly highlighted that a state governed by law is built on a solid system of integrity, and that political, economic, and administrative modernization cannot be achieved without upholding transparency, accountability, and good governance.

Hijazi explained that the strategy's components were carefully designed to be comprehensive and robust, based on the principles of prevention before enforcement and empowerment before accountability, ensuring that it addresses the state's actual needs effectively.

CLUB OF MOZAMBIQUE By MozParks

Mozambique: Over 3,500 requests received by Ombudsman



The office of Mozambique's Ombudsman, Isaque Chande, received, over the last year (from April 2024 to March 2025), 3,521 requests for information from across the country, which was a one per cent decrease from the 3,528 registered in 2023.

According to Chande, who was presenting his annual report to the country's parliament, the Assembly of the Republic, on Wednesday, of the total number of requests, 3,080 were related to legal advice requested by citizens on various matters.

The Ombudsman said that during the year he assisted 307 citizens by phone call and granted 134 hearings.

"Of the complaints received by the Ombudsman, 348 were in person, 49 by post, 41 by email, and 18 orally," said Chande. "There is also an upward trend in the number of complaints submitted in person and by post, to the detriment of other means".

According to Chande, through news reports in the media, the Ombudsman learned of environmental pollution in the district of Moatize, in the central province of Tete, caused by coal mining companies, particularly the Indian company Vulcan.

"The Ombudsman sent the case to the district administration and community representatives, and the investigation concluded that there were indeed environmental pollution problems affecting the community. The report on this matter has been sent to the central government for appropriate action", he said.

Chande denounced serious irregularities in the public administration, including corrupt schemes in public tenders.

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