



# THE OMBUDSMAN OBSERVER

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An OIC Ombudsman Association Publication



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# The President's Message

Dear Esteemed OICOA Members and Colleagues,

I am pleased to address you through this edition of the OICOA Newsletter. I would like to acknowledge the World Human Rights Day which was celebrated last year on 10<sup>th</sup> December, which offers not only an opportunity to look back on the past month, but also a moment to reflect on the year 2025 as a whole.

It is with deep sorrow that I begin by sharing our deep sorrow regarding the crash of the Tripoli-bound jet in Türkiye on 23 December 2025, which took the lives of the Chief of Staff of the Libyan Army, General Mohammed al-Haddad, four senior military officials, and three members of the flight crew. In the wake of this tragic loss, I would like to extend, on behalf of the Ombudsman Institution of Türkiye and as the President of the OICOA, my sincere condolences to the families of those who lost their lives, to their colleagues in the Libyan Armed Forces, and to the friendly and brotherly people of Libya.



The end of the year 2025 also marked a period of change and continuity within our Association as the newly appointed Federal Tax Ombudsman of Pakistan, Mr. Muhammad Zafar ul Haq Hijazi, assumes his office. I would like to warmly congratulate him and wish him every success as he assumes this important responsibility. With his appointment and his new role as Secretary General of the OICOA, I am confident that our joint efforts will further strengthen the role and visibility of Ombudsman offices, across the Islamic world and beyond.

At the same time, I would also like to take this opportunity to express my sincere appreciation to Mr. Mahmood Jah for his dedicated and valuable contributions during his tenure as Federal Tax Ombudsman of Pakistan and as Secretary General of the OICOA. His experience, commitment, and leadership have made a meaningful impact on our Association. I am confident that the insight and perspective he has brought to the Ombudsman community will continue to inspire and guide our work in the years to come, and I wish him every success in his future endeavors.

Throughout the year, we participated in numerous national, regional, and international meetings and events. These engagements strengthened dialogue among Ombudsman Institutions, expanded cooperation, and contributed to the shared ideals that unite us: the protection of human rights, the promotion of good administration and equity. Behind every conference, visit, and exchange lay the same intention: to learn from one another and to better serve the people who place their trust in our Institutions. Our activities have reflected our continued dedication to strengthening the Ombudsman, enhancing collaboration with international organizations, and promoting human rights, particularly the rights of children, women, and persons with disabilities, and the fight against all forms of hatred and violence.

This year has also reminded us that progress in our field cannot be separated from the realities of the world around us. The ongoing tragedy in Palestine has cast a long shadow over 2025. The suffering of civilians, particularly women and children, has deeply affected our collective conscience. We sincerely hope that this pain will come to an end as soon as possible, and that peace, justice, and human dignity will prevail.

As we conclude the year, I would like to express my sincere appreciation to all members of the OIC Ombudsman Association for their continued cooperation and solidarity. Together, guided by our shared values, we will continue to work for human rights, good administration, fairness, and respect for human dignity.

## **Mehmet Akarca**

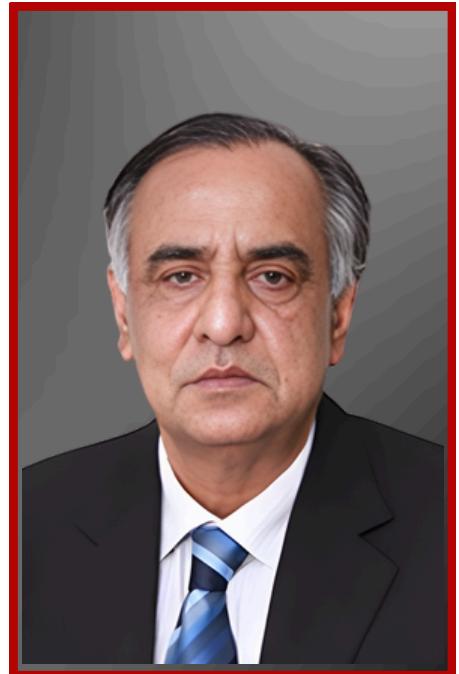
**PRESIDENT OIC OMBUDSMAN ASSOCIATION  
CHIEF OMBUDSMAN OF TURKIYE**

# The Secretary General's Message

Esteemed OICOA Members and Colleagues,

The beginning of a new year offers an opportunity to take stock of how ombudsman institutions continue to respond to public needs through principled engagement, accessibility, and dialogue. Recent initiatives undertaken by members of the OIC Ombudsman Association illustrate a shared commitment to these core values and to the steady strengthening of institutional practice.

I wish to acknowledge the engagement of the OICOA President and Chief Ombudsman of Türkiye, Hon'ble Mr. Mehmet Akarca, with the families of Ukrainian prisoners of war through an online consultation. In circumstances marked by uncertainty and deep human concern, such engagement affirms the relevance of ombudsman institutions as spaces for listening, reassurance, and institutional accountability. It also highlights the humanitarian dimension of ombudsman work, particularly where formal remedies intersect with human vulnerability.



My congratulations also extend to our OICOA Board Member and Mediator of the Kingdom of Morocco, Hon'ble Mr. Hassan Tariq, on the launch of Morocco's first National Day of Mediation. This initiative sets an important benchmark for the international ombudsman and mediation community. By promoting mediation as an institutional practice, it advances dialogue between administrations and users, supports conflict prevention, and contributes to confidence in public governance. The growing emphasis on mediation is essential to modern administrative justice systems that seek solutions grounded in understanding rather than escalation.

I further congratulate the Mediator of the Togolese Republic on being elected West African Coordinator of the African Ombudsman and Mediators Association. This election signals regional confidence in the role of ombudsman institutions in fostering coordination, shared learning, and common approaches to accountability and good administration.

Finally, I commend Ms. Fauzia Viqar for convening the first meeting of the OICOA Subcommittee on Women's Rights. This important initiative creates a structured space for collaboration on gender-responsive governance. I look forward to the constructive outcomes that this forum is well positioned to generate, both in terms of policy dialogue and practical institutional guidance.

I extend my sincere wishes to all OICOA Members and colleagues for a peaceful and prosperous New Year.

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,

As we all step into 2026, I would like to wish all OICOA Members, a productive and joyous year ahead. It has been encouraging to see, even in these early weeks, how actively our Member Institutions continue to engage with citizens, with one another, and with the wider international community. These efforts speak to the practical energy of the OIC Ombudsman Association and the shared sense of responsibility that drives our work.

I would like to acknowledge Sabina Aliyeva, OICOA Board Member and Human Rights Commissioner of the Republic of Azerbaijan, for holding citizens' receptions and personally engaging with complainants. Such direct interaction is the foundation of credible ombudsman work. When grievances are heard firsthand, institutions not only resolve cases more effectively but also reaffirm their public purpose.

I also wish to commend Fauzia Viqar for convening the first meeting of the OICOA Subcommittee on Women's Rights. I had the opportunity to attend this meeting, and it was particularly encouraging to witness the quality of dialogue, the openness of exchange, and the seriousness with which participants approached shared challenges pertaining to advancement and protection of women rights. The engagement demonstrated that this subcommittee has strong potential to generate practical outcomes and sustained collaboration.

It is a matter of pride for OICOA that our Member Institution, the Mediator of the Togolese Republic, recently hosted an exclusive working visit by the Ombudsman of the Republic of Chad. This visit which focused on studying administrative and institutional models, highlights the growing importance of peer learning within our network. Such exchanges strengthen ombudsman institutions in ways that formal frameworks alone cannot. I also take pride in the Administrative Control Authority of Libya officially joining the International Association of Anti-Corruption Authorities. This step represents meaningful international integration and reflects the increasing role of OICOA member institutions in global integrity and oversight efforts.

The strong presence of OICOA members at the 11<sup>th</sup> Conference of the States Parties to the United Nations Convention against Corruption further reinforced this trajectory. Contributions by the Jordan Integrity and Anti-Corruption Commission, the Inspectorate of Government of Uganda, and the Administrative Control Authority of Libya demonstrated the value of ombudsman and oversight institutions in international dialogue on accountability, transparency, and public trust.

As we move forward, the OICOA Secretariat remains focused on channeling this collective energy into stronger coordination, deeper cooperation, and clearer institutional outcomes. Our ambition this year is to help elevate the Association's work to an even loftier level of impact and relevance. This effort depends not only on structures and plans, but on the continued support, engagement, and shared commitment of our member institutions. I look forward to working closely with all of you in the coming months.

With warm regards and best wishes for the year ahead,


 A handwritten signature in red ink that reads 'Almas Ali Jovindah'.

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





## OMBUDSMAN INSTITUTION OF TURKIYE

### OICOA President Hon'ble Mehmet Akarca Participates in Kosovo's 25<sup>th</sup> Anniversary Conference of the Ombudsperson Institution

Chief Ombudsman of Türkiye and President of the OICOA, Hon'ble Mr. Mehmet Akarca, undertook a working visit to Kosovo on 1–2 December 2025 at the invitation of the Ombudsman of Kosovo, Hon'ble Mr. Naim Qelaj. The visit formed part of the international conference convened to commemorate the anniversary of the establishment of the Ombudsperson Institution of the Republic of Kosovo, reflecting the strong partnership between the two institutions in promoting human rights and administrative justice. As part of his programme, Mr. Akarca also met with the Minister of Regional Development of Kosovo and President of the Kosovo Democratic Turkish Party, Hon'ble Mr. Fikrim Damka, with the Consul General of Türkiye in Prizren, H.E. Mr. Fatih Topçu, in attendance.

Mr. Akarca participated in the ceremony marking the 25<sup>th</sup> anniversary of the Kosovo Ombudsperson Institution, an occasion attended by national authorities and international stakeholders. On this occasion, he met with the President of Kosovo, H.E. Dr. Vjosa Osmani Sadriu, engaging in exchanges that highlighted the growing cooperation among ombudsman institutions in the region and within the broader OIC community.

As part of the anniversary programme, a high-level conference titled “The Future of Human Rights Amid Global Transformations: National Challenges and International Obligations” brought together experts and institutional leaders to reflect on evolving human rights dynamics. Mr. Akarca contributed to the deliberations by delivering an address on “National Responses to Global Challenges: Best Practices for Human Rights Protection,” offering insights drawn from institutional experience and comparative practices.



### Attorney General of the State of Palestine Paid a Visit to Chief Ombudsman of Türkiye and President of OICOA Hon'ble Mehmet Akarca

Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, received the Attorney General of the State of Palestine, Mr. Akram Ismail Hasan Al-Khatib, and his accompanying delegation on 4 December 2025. The delegation was visiting Türkiye at the invitation of the Justice Academy of Türkiye. The Ambassador of Palestine to Türkiye, Mr. Nasri Abu Jaish, was also present during the meeting, underscoring the importance of the engagement.

During the discussion, the Chief Ombudsman provided an overview of the mandate, functions, and recent activities of the Institution, with particular attention to its work on pressing human rights issues. Information was shared regarding the special report and thematic brochures prepared on Gaza, offering insight into ongoing monitoring efforts and the Institution's documentation of humanitarian concerns.



The meeting contributed to strengthening dialogue and cooperation between the two institutions, facilitating a deeper exchange of experiences related to the protection of fundamental rights under complex and evolving conditions.

## Chief Ombudsman of Türkiye Engages with Families of Ukrainian Prisoners of War in an Online Meeting



Chief Ombudsman of Türkiye and President of OICOA, Mr. Mehmet Akarca, met with the families of Ukrainian prisoners of war during an online meeting hosted by the Ukrainian Parliament Commissioner for Human Rights, Mr. Dmytro Lubinets, on 30 December 2025. The consultation was convened to provide an opportunity for families to voice their concerns and seek information regarding their detained relatives.

During the meeting, Mr. Akarca addressed questions from family members who had long been without news of their loved ones and expressed deep concern about their detention conditions and health status. He also outlined the efforts undertaken to date by the Ombudsman Institution of Türkiye in response to the issues raised, reaffirming the Ombudsman's commitment to addressing humanitarian concerns conveyed by affected families.

This engagement contributed to ongoing cooperation between the Ombudsman Institution of Türkiye and the Ukrainian Commissioner's Office, supporting dialogue aimed at improving the protection and well-being of prisoners of war in accordance with international humanitarian principles.

## “Introduction of the Ombudsman Institution of Türkiye’s Strategy on the Rights of the Child - Institutional Dialogue with Civil Society and Youth” Program Held in Ankara



The programme titled “Introduction of the Ombudsman Institution’s Strategy on the Rights of the Child – Institutional Dialogue with Civil Society and Youth” was held in Ankara on 10 December, World Human Rights Day, in cooperation with the Ombudsman Institution of Türkiye and UNICEF Türkiye. The event served as a platform to introduce the Institution’s comprehensive Child Rights Strategy and to deepen engagement with civil society stakeholders and young people.

In his opening remarks, Chief Ombudsman of Türkiye and OICOA President, Hon’ble Mr. Mehmet Akarca, underscored that the Strategy Document represents an institutional commitment to every child in Türkiye, while stating that “we see you, we hear you and we will protect your rights together.” He highlighted the unique role of the Ombudsman Institution as the first and only body in Türkiye authorised to receive direct applications from children under the age of 18 without parental consent. Emphasising the importance of strengthening cooperation, enhancing child-friendly procedures, and expanding avenues for children’s participation, Mr. Akarca noted that each step taken in support of children constitutes an investment in the country’s future.

During the programme, Mr. Akarca held a bilateral meeting with UNICEF Türkiye Representative, Mr. Paolo Marchi. Joined by Ombudsman Ms. Fatma Benli Yalçın and Secretary General of the Ombudsman Institution, Mr. Mehmet Doğan, the meeting explored additional avenues of cooperation between the Ombudsman Institution and UNICEF Türkiye, reflecting a shared commitment to advancing child-centred human rights initiatives.



## HUMAN RIGHTS COMMISSIONER OF AZERBAIJAN



### Hon'ble Sabina Aliyeva Holds an Event Within the Framework of the 'Year of Constitution & Sovereignty' at the Azerbaijan State Pedagogical College

At the initiative of the Commissioner for Human Rights of the Republic of Azerbaijan (Ombudsman), Ms. Sabina Aliyeva, an event titled "National Leader Heydar Aliyev is the author of the independent Constitution of Azerbaijan" was held at the Azerbaijan State Pedagogical College under the Azerbaijan State Pedagogical University within the framework of the "Year of the Constitution and Sovereignty."

Before the event, participants viewed an exhibition featuring legal awareness publications prepared by the Ombudsman Institution, along with archival documents reflecting the displacement of Azerbaijanis from Armenia in the last century. In her opening remarks, Ombudsman Sabina Aliyeva emphasised that the Constitution, drafted under the leadership of National Leader Heydar Aliyev and adopted on 12 November 1995, enshrines the protection of human and civil rights and freedoms as the supreme purpose of the state. She noted that the statehood strategy defined by Heydar Aliyev and successfully continued by President Ilham Aliyev has ensured the full restoration of Azerbaijan's sovereignty and significant progress in human rights protection.

Ms. Aliyeva highlighted that, within the "Year of the Constitution and Sovereignty," the Ombudsman Institution has been implementing a series of legal awareness activities across the capital and regions. She underscored that the event contributes to strengthening students' understanding of constitutional and sovereignty-related issues and supports the development of legal culture. The Ombudsman also briefed participants on the institution's broader human rights work and its productive cooperation with educational institutions, aimed at enhancing students' legal knowledge. A social awareness video prepared at the initiative of the Ombudsman was screened, and the programme concluded with Ms. Aliyeva responding to participants' questions.

### OICOA Board Member Hon'ble Sabina Aliyeva Addresses the 'Second Forum of Religious Figures' on Constitutional Principles of State–Religion Relations



At the initiative of the Commissioner for Human Rights of the Republic of Azerbaijan (Ombudsman), Ms. Sabina Aliyeva, an event titled "National Leader Heydar Aliyev is the author of the independent Constitution of Azerbaijan" was held at the Azerbaijan State Pedagogical College under the Azerbaijan State Pedagogical University within the framework of the "Year of the Constitution and Sovereignty."

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The Commissioner noted that the Ombudsman Institution has documented and reported these acts of vandalism against mosques, religious sites, and cemeteries,

conveying the findings to the international community, including various religious groups and confessional organizations. She further emphasized the attention devoted by President Ilham Aliyev and First Vice-President Mehriban Aliyeva to the restoration and reopening of destroyed mosques and other religious heritage. Ms. Aliyeva also underscored the significant contribution of the Heydar Aliyev Foundation, whose humanitarian initiatives and support for the reconstruction of religious monuments have strengthened Azerbaijan's international standing.

### Azerbaijan's Human Rights Commissioner Hon'ble Sabina Aliyeva participates in International Ombudsmen Summit in Bratislava

The Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan, and OICOA Board Member Hon'ble Ms. Sabina Aliyeva, participated in the International Ombudsmen Summit dedicated to International Human Rights Day, held in Bratislava, Slovakia. The summit was organised to facilitate the exchange of positive practices achieved within the framework of the National Preventive Mechanism (NPM) against torture.

In her address, Ms. Aliyeva underlined the vital role of ombudsman institutions and national human rights bodies in the protection and promotion of human rights and fundamental freedoms, stressing the importance of strengthening international cooperation in this field. She highlighted the existing effective cooperation between the Ombudsman institutions of Azerbaijan and Slovakia and expressed confidence that this partnership would continue to deepen.

She also provided comprehensive information on the activities carried out by the Azerbaijan Ombudsman within the scope of the National Preventive Mechanism mandate, noting that regular monitoring visits are conducted by the Ombudsman and members of the National Preventive Group to places of detention where individuals cannot leave of their own free will. Ms. Aliyeva emphasised that proposals and recommendations are submitted to improve detention conditions and legislation, and that recent amendments to the Constitutional Law on the

Ombudsman have further expanded the NPM mandate. Hon'ble Sabina Aliyeva also noted that, based on appeals from convicted persons and their family members, the Ombudsman submits pardon proposals to the President of Azerbaijan, resulting in the pardon of approximately 900 prisoners during her term. The Summit concluded with the adoption of the Bratislava Declaration, followed by the Ombudsman's participation in a meeting held at the Committee of the National Council of the Slovak Republic for European Affairs.



### OICOA Board Member and Azerbaijan's Human Rights Commissioner Hon'ble Sabina Aliyeva holds Citizens' Receptions in Baku

The Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan, and OICOA Board Member Hon'ble Ms. Sabina Aliyeva, held two citizens' receptions in Baku on 16th and 18th December, during which applicants were received individually in order to ensure direct engagement and careful consideration of the issues raised

During the reception, Ms. Aliyeva personally listened to the complaints and appeals of citizens, giving particular attention to the circumstances and concerns expressed by each applicant. This direct interaction provided an opportunity for an in-depth understanding of the issues raised and reflected the Ombudsman Institution's commitment to accessibility, transparency, and responsiveness in the protection of human rights.

Several matters brought forward by citizens were resolved promptly during the reception, while other issues requiring further examination were taken under control for detailed review. It was noted that, in accordance with the requirements of the current legislation, the Human Rights Commissioner's Office would engage relevant state bodies to ensure appropriate follow-up and resolution.

In addition to providing legal advice, citizens were informed about the various channels available for submitting applications to the Ombudsman's Office, including the "916" Call Center, which operates 24/7, as well as email, postal services, fax, and social media platforms, with the aim of ensuring more efficient and accessible communication.





## MEDIATOR OF THE KINGDOM OF MOROCCO

### Mediator of Morocco Joins Morocco's National Gateway for the Right to Information

The Kingdom Mediator Foundation, led by Hon'ble Mr. Hassan Tariq (OICOA Board Member and Mediator of the Kingdom of Morocco), has formally joined Morocco's National Gateway for the Right to Information (PNDAI), following the signing of an agreement with the Commission on the Right to Information (CDAI). The agreement was concluded during a working meeting held at the Foundation's headquarters, focusing on practical avenues to strengthen transparency and access to information within public administration.

By acceding to the National Gateway, the Mediator Institution of Morocco became part of a centralized digital system that allows citizens and legally resident foreigners to submit and track requests for access to information, as well as related complaints, in line with Law No. 31.13. The platform also generates data and performance indicators that support national oversight efforts and contribute to improving the quality and effectiveness of public services.



The meeting also provided an opportunity to discuss broader cooperation between the two institutions, particularly in monitoring compliance by public administrations, public institutions, and territorial authorities with right-to-information obligations. The move reflects a shared institutional approach, advanced under Hassan Tariq's leadership, towards reinforcing accountability mechanisms, strengthening administrative openness, and embedding transparency as a core principle of public governance.

### Black Rocks Youth Platform hosts an Outreach Session with Mediator of Morocco in Casablanca

On 4<sup>th</sup> December 2025, the Black Rocks Youth Platform organised a communication meeting in Casablanca with the regional representative of the Kingdom Mediator Foundation for Casablanca–Settat, Mr. Saeed Rashik. The meeting aimed to familiarise young participants with the mandate, role, and working methods of the Mediator Institution.

During the session, Mr. Rashik delivered a focused presentation outlining the core functions of the Kingdom Mediator Foundation, its mechanisms of intervention, and the scope of its influence in addressing citizens' grievances. He also highlighted key issues addressed by the Institution in recent years, drawing on findings and priorities reflected in its latest annual reports submitted to His Majesty the King. Particular attention was given to the Institution's role in strengthening institutional mediation and contributing to national decision-making processes in coordination with relevant state authorities.

The meeting featured active engagement from participants, with questions largely centred on distinguishing between matters falling within the Mediator's mandate and those outside its jurisdiction. In response, the regional delegate provided clarifications, illustrated with practical examples of complaints commonly received by the institution and explained the procedures followed in handling such cases. The exchange underscored the importance of public awareness in ensuring effective use of institutional mediation mechanisms.



### Hon'ble Mr. Hassan Tariq launches Morocco's first National Day of Mediation in Rabat

Speaking in Rabat on Tuesday, the Mediator of the Kingdom of Morocco and OICOA Board Member, Hon'ble Mr. Hassan Tariq, described 9th of December as a symbolic and founding milestone in the consolidation of institutional mediation in Morocco. His remarks were delivered at the opening of a communication meeting with permanent interlocutors of the Mediator Institution within public administration, coinciding with the first observance of the National Day of Mediation, established at the initiative of Mohammed VI.



Mr. Hassan Tariq underlined that the creation of a dedicated national day reflects a strategic commitment to strengthening dialogue between public institutions and users, and to reinforcing trust in administrative governance. He noted that the meeting, held under the theme "Consolidating institutional interaction," forms part of a long-standing institutional practice aimed at improving coordination, enhancing communication channels, and ensuring continuity in follow-up between the Mediator Institution and administrative counterparts. He further announced that the coming year will see the launch of new programmes focused on mediation awareness, communication, and training.

The meeting also served as a platform to present the findings of the 2024 Annual Report, marking the completion of the Institution's 2019–2023 strategic plan, and to introduce a new digital platform designed to facilitate correspondence between the Mediator Institution and administrative interlocutors. Government Spokesperson and Minister Delegate for Parliamentary Relations, Mustapha Baitas, highlighted the role of mediation in improving public service performance, consolidating the rule of law, and strengthening citizens' confidence in public institutions, noting the symbolic and human rights significance of anchoring mediation within the country's institutional memory.



### Mediator of Morocco Participates in the Parliamentary Forum on Women's Political Empowerment in Rabat

Hon'ble Mr. Hassan Tariq (OICOA Board Member and Mediator of Morocco), participated on 10th December, in the Second Annual Parliamentary Forum for Equality and Fairness, held at the headquarters of the House of Representatives in Rabat. The forum was organised under the supreme patronage of Mohammed VI and brought together key national and international stakeholders to discuss gender equality and inclusive governance.

The forum opened under the theme "Political empowerment of women is a fundamental lever for achieving development," reflecting ongoing efforts to strengthen women's participation in political and public life. The opening session was attended by the Speaker of the House of Representatives, the Minister of Youth, Culture and Communication, the Chair of the Temporary Thematic Working Group on Equality and Fairness, the President of the High Authority for Audiovisual Communication, the Ministerial Delegate for Human Rights, as well as representatives of the United Nations Development Programme (UNDP) and UN Women in Morocco.

The event provided a platform for parliamentary dialogue on equality and fairness, highlighting the role of institutional cooperation in advancing women's political empowerment as a key component of sustainable development and democratic governance.



## OMBUDSMAN OF THE KINGDOM OF BAHRAIN

### **Ombudsman of Bahrain and OICOA Board Member Hon'ble Ghada Hameed Issues Her Statement on the Occassion of International Human Rights Day**

Marking International Human Rights Day on 10<sup>th</sup> December, Hon'ble Ms. Ghada Hameed Habib (OICOA Board Member and Secretary-General of Bahrain's Ombudsman and Head of the Prisoners and Detainees Rights Commission), remarked that Bahrain's approach to human rights rests on institutional oversight, legal safeguards, and administrative accountability rather than declaratory commitments. She framed Bahrain's human rights trajectory within a broader reform process led by Hamad bin Isa Al Khalifa, with continued supervision by Salman bin Hamad Al Khalifa.



Ms. Habib stated that human rights protection in Bahrain has been embedded into governance through dedicated mechanisms tasked with supervision and redress. Central among these are the Ombudsman's Office and the Prisoners and Detainees Rights Commission, which operate independently to monitor law-enforcement conduct and detention conditions. The Ombudsman's Office oversees police performance and inspects

According to Ms. Ghada Habib, the existence of multiple, functionally distinct oversight bodies reflects a model aimed at sustaining accountability through routine institutional practice rather than episodic intervention. She maintained that such structures are essential to maintaining public confidence, ensuring compliance with legal standards, and anchoring human rights protections within the state's administrative system, positioning Bahrain as an engaged participant in international human rights dialogue rather than a passive signatory to global norms.



### **Ombudsman's Office of Bahrain Celebrates Women's Day under the Leadership of Hon'ble Ghada Hameed**

The General Secretariat of Grievances marked Bahraini Women's Day, observed annually on 1 December, under the theme "Bahraini Women: Distinction, Creativity, Innovation." To commemorate the occasion, the Secretariat organized a recognition ceremony honoring its female employees for their dedication and outstanding contributions.

Ghada Hameed Habib, Ombudswoman, praised the role of women staff members in advancing institutional objectives and enhancing overall performance. She noted that Bahraini women have consistently demonstrated competence and leadership across all sectors, supported by strong national commitment to their empowerment and active participation in the country's development.

She concluded by thanking all female employees, emphasizing that they embody the success stories reflected in this year's theme and continue to make a meaningful impact through their service at the Secretariat.

**OMBUDSMAN OF THE REPUBLIC OF INDONESIA****UHAMKA partners with Indonesian Ombudsman to Strengthen Anti-Maladministration Awareness**

The Chairman of Indonesia's Ombudsman and OICOA Board Member, Hon'ble Mr. Mokhammad Najih, has launched an Anti-Maladministration Education initiative aimed at law and education students from Universitas Muhammadiyah Prof. Dr. Hamka (UHAMKA). The programme was formally introduced on 23 December 2025 at the Ombudsman of the Republic of Indonesia's headquarters in Jakarta.

The initiative seeks to strengthen students' understanding of maladministration and to encourage their participation as external monitors of public service delivery. Speaking at the launch, Mr. Najih described university students as key intellectual actors with close ties to local communities, noting their potential role as external supervisors of public services, as provided for under Law No. 25 of 2009 on Public Services.

The programme brought together senior officials from the Ombudsman's Prevention of Maladministration Division and the Complaints Reception and Verification Division, alongside academic representatives from UHAMKA and practitioners in international and community development. Mokhammad Najih expressed hope that participating students would act as agents of change, helping to raise public awareness of maladministration, the Ombudsman's mandate, and reporting mechanisms available to citizens.

**Indonesian Ombudsman and HWDI Sign an MoU to Strengthen Inclusive Health Services, Promote Regulation and Cross-Sector Collaboration**

The Ombudsman of Indonesia and the Indonesian Association of Women with Disabilities signed a Memorandum of Understanding and convened a public dialogue on 16 December 2025 in Jakarta, focused on strengthening accountability for accessible and inclusive health services for women with disabilities.

Speaking at the event, OICOA Board Member and Chairman of the Ombudsman, Hon'ble Mr. Mokhammad Najih underscored the need for sustained cross-sector collaboration, stressing that the agreement should translate into concrete action rather than remain a formal commitment.

The dialogue brought together policymakers, civil society leaders, and development partners to examine regulatory gaps and service standards, particularly at primary healthcare facilities. Mr. Najih noted that the Ombudsman has intensified monitoring of community health centres and will recommend clearer national standards on disability-inclusive services to the Ministry of Health. He also emphasised the importance of regulatory reform, improved monitoring tools, and expanding collaboration beyond the health sector, positioning the partnership with HWDI as a potential pilot for broader cross-sector oversight aimed at improving public services for persons with disabilities.

### Office of the Ombudsman of Indonesia Warns Weak Governance Could Prolong the Middle-income Trap in the Country

Indonesia risks remaining trapped at middle-income status unless governance of investment and downstream industrialisation is significantly strengthened, the Ombudsman Republik Indonesia said on 17 December in Jakarta. Presenting the Ombudsman's 2025 Systemic Review, Hery Susanto, a member of the institution, cautioned that economic expansion without parallel improvements in public-service quality, policy continuity, and institutional coordination would produce uneven and fragile outcomes.



The study estimates that Indonesia may only exit the middle-income trap between 2036 and 2038, a timeline that could slip further if current investment and downstreaming strategies remain weakly governed. While Indonesia is classified as an upper-middle-income country, with per-capita GNI of around USD 4,800–5,100, the Ombudsman identified sharp regional disparities. The review also flagged environmental pressures linked to nickel downstreaming in Sulawesi and Maluku, limited domestic investment participation, and insufficient absorption of local labour despite high capital inflows.

Based on these findings, the Ombudsman issued five strategic recommendations, including stronger cross-sector coordination, more equitable distribution of investment and infrastructure, affirmative support for domestic investors, tighter environmental oversight, and labour-inclusive downstreaming policies. Bobby Hamzar Rafinus, Vice Chairman of the Ombudsman, stressed that citizen complaints remain a critical source for diagnosing governance failures. Policymakers attending the presentation—including parliamentary, economic, and investment officials—welcomed the findings, noting that escaping the middle-income trap will depend not only on growth rates, but on the quality, inclusiveness, and sustainability of Indonesia's development model.



## FEDERAL TAX OMBUDSMAN OF PAKISTAN

### Officials from Bangladesh Board of Revenue Visit Federal Tax Ombudsman of Pakistan to Explore Dispute Resolution Cooperation

A delegation from the National Board of Revenue of the People's Republic of Bangladesh paid an official visit to the Federal Tax Ombudsman Secretariat in Islamabad, where they met with the Federal Tax Ombudsman of Pakistan and Secretary General OICOA, Hon'ble Mr. Zafar ul Haq Hijazi. The visit formed part of ongoing efforts to deepen institutional exchanges on tax administration and taxpayer grievance redressal between the two countries.

Led by Md. Lutful Azeem, the delegation included senior officials from tax administration, policy, and international cooperation. In welcoming the visitors, Mr. Hijazi outlined the Federal Tax Ombudsman's priorities, highlighting accountability, institutional efficiency, and effective mechanisms for resolving taxpayer complaints. He underscored the value of sustained dialogue in strengthening bilateral cooperation between Pakistan and Bangladesh in the tax domain.



The meeting featured a detailed presentation by Advisor (Customs) of Federal Tax Ombudsman, Dr. Arslan Subuctageen, who detailed the Tax Ombudsman's mandate, procedures, and performance indicators, with particular emphasis on transparency, efficiency, and facilitation of Pakistani taxpayers. Discussions focused on potential avenues for collaboration, including tax dispute resolution, institutional cooperation, and the exchange of best practices aimed at fostering a fair and predictable tax environment supportive of trade and investment.

### Secretary General OICOA Hon'ble Zafar ul Haq Hijazi Paid a Courtesy Call to Hon'ble Federal Ombudsperson Ms. Fauzia Viqar

Hon'ble Mr. Zafar ul Haq Hijazi, Federal Tax Ombudsman of Pakistan and Secretary-General of the Organization of Islamic Cooperation Ombudsman Association (OICOA), paid a courtesy call on Hon'ble Ms. Fauzia Viqar, Federal Ombudsperson for Protection against Harassment (FOSPAH) and OICOA Member. The meeting was Mr. Hijazi's first institutional engagement with FOSPAH following his assumption of charge as Federal Tax Ombudsman and Secretary-General of OICOA.



During the meeting, Ms. Viqar briefed Mr. Hijazi on FOSPAH's mandate, with particular focus on its handling of workplace harassment complaints and cases related to women's property and inheritance rights. She outlined procedural approaches adopted by the office, recurring challenges faced by complainants, and the role of the ombudsperson mechanism in providing accessible and time-bound redress in sensitive rights-based cases.

The exchange also covered areas of mutual relevance, including coordination among ombudsman institutions via OICOA platform, referral practices, and the broader role of specialised ombuds offices in strengthening accountability and public confidence in grievance redress systems. Both sides noted the importance of institutional cooperation within Pakistan's ombudsman framework to ensure effective protection of citizens' rights across diverse mandates.



### INSPECTORATE GENERAL OF UGANDA



#### Justice Naluzze Aisha Batala hosts Farewell Dinner in Honor of the Outgoing Inspector General of Uganda, Ms. Beti Kamya Turmomwe

Uganda's Inspectorate of Government (an OICOA Member Institution) held an end-of-year staff dinner on Monday to welcome the new Inspector General of Government, Hon'ble Justice Ms. Naluzze Aisha Batala, and bid farewell to the outgoing Inspector General, Hon'ble Ms. Beti Kamya Turmomwe.

In her remarks, Ms. Turmomwe thanked staff for their cooperation during her four-year tenure, describing the working environment as supportive and purposeful. She acknowledged that her term involved difficult decisions, noting that such choices are part of public duty, and reminded staff that public service is temporary and anchored in service rather than personal attachment to office.



Justice Aisha Batala paid tribute to Ms. Beti Kamya's leadership and urged staff to approach the new year with discipline, ethical conduct, and renewed focus on the Inspectorate's mandate. The Head of Public Service and Secretary to Cabinet, Ms. Lucy Nakyobe, commended the outgoing Inspector General for amplifying the anti-corruption agenda and encouraged the new IGG to strengthen institutional credibility and collaboration across government. The evening concluded with the presentation of appreciation gifts to outgoing and incoming leaders and senior officials.

#### Deputy Inspector General of Uganda Calls for Stronger Prosecutorial Collaboration at Uganda Association of Prosecutor's Annual General Meeting

Uganda's Deputy Inspector General of Government, Ms. Patricia Okiria, addressed the Annual General Meeting of the Uganda Association of Prosecutors at Fontis Hotel, where she represented the Inspector General of Government, Naluzze Aisha Batala. In her presentation, Okiria emphasised the importance of sustained partnership between oversight bodies and prosecutors in strengthening the fight against corruption.

She also drew attention to the often-overlooked issue of vicarious trauma, particularly among prosecutors handling sexual and gender-based violence cases, stressing the need for institutional support mechanisms to safeguard their wellbeing. The meeting brought together senior figures from the justice sector, including retired Deputy Chief Justice Richard Buteera, Director of Public Prosecutions Anguzu Lino, UAP President Immaculate Angutoko, and representatives from key public institutions.



### IGG Uganda Joins Global Anti-Corruption Dialogue at UN COSP11 in Doha



Inspectorate General of Uganda is among more than 178 anti-corruption bodies participating in the 11<sup>th</sup> Conference of States Parties (COSP11) to the UN Convention against Corruption, underway in Doha under the theme "Shaping Tomorrow's Integrity." The Inspectorate of Government was represented by Deputy Inspector General of Government, Ms. Anne Twino, who serves as alternate head of the Ugandan delegation led by the Minister of State for Ethics and Integrity, Ms. Rose Lilly Akello. Other Ugandan institutions in attendance included the DPP's Office, the Auditor General, the Financial Intelligence Authority, the Leadership Code Tribunal, the Attorney General's Office, and the State House Anti-Corruption Unit.

The conference provided a platform for states to review progress in implementing the UN Convention against Corruption, with IGG Uganda presenting its strategy centred on ethical leadership in public service, institutionalising integrity systems, digitalising government processes, and mobilising citizens through a whole-of-society approach. As part of the programme, Ms. Anne Twino also served on a UNODC side-event panel on strengthening the capacity and independence of anti-corruption agencies. The Ugandan delegation also conveyed its appreciation to the Government of Qatar for hosting the conference and its hospitality.



### MEDIATOR OF IVORY COAST



#### Delegated Mediator of Ivory Coast Hosts Volunteers from National Institute of Public Hygiene (INHP) in Ferkéssedougou

On 26 December 2025, the delegated Mediator of Ivory Coast (Tchologo Region), Hon'ble Mr. Ouattara Tiékoro Bagnouma, received fourteen volunteers from the National Institute of Public Hygiene (INHP) at the Ombudsman delegation headquarters in Ferkéssedougou. The meeting marked the formal launch of a mediation process aimed at addressing the prolonged professional difficulties faced by the volunteers and examining options for their possible reintegration through institutional dialogue.



During the exchange, the volunteers outlined their professional path, including their training and frontline involvement in the fight against Ebola, and raised concerns linked to decisions prioritising permanent civil servants over volunteer staff. In response, the delegated Mediator clarified the Ombudsman's role as a neutral intermediary tasked with facilitating dialogue between the parties concerned, assessing the grievances raised, and engaging relevant authorities to seek equitable and lawful solutions. He reaffirmed his commitment to pursuing all necessary steps to ensure a constructive mediation process, positioning the Ombudsman Institution as a key actor in restoring trust and supporting fair administrative outcomes.



### Ivory Coast Mediator supports implementation of the MAP Early Alert Mechanism at AGEREF-Social Cohesion workshop in Kadarvogo

A training workshop jointly organised by the Association of Natural Resources Management of Wildlife and Flora (AGEREF) and the Regional Directorate of Social Cohesion and Solidarity was held on 28 December 2025 in the village of Kadarvogo, located along the Ivory Coast-Burkina Faso border. The workshop focused on strengthening community dialogue and promoting the implementation of the Early Alert Mechanism (MAP) as a tool for conflict prevention and resolution at the local level.



The delegated Mediator of Ivory Coast Tchologo region), Mr. Ouattara Tiékorobagnouma, participated as a resource person, highlighting the role of the Mediator of the Republic in preventive mediation and early conflict management. In his intervention, he presented the mandate, responsibilities, and referral procedures of the Mediator Institution, emphasising its function as a neutral intermediary supporting dialogue and peaceful settlement of disputes. To reinforce outreach and understanding, informational materials were distributed to participants, contributing to greater awareness of institutional mediation mechanisms within the MAP framework.

### Mediator of Ivory Coast Opens Channel with Expert Surveyors Amid Land Management Challenges

On 18 December 2025, at the headquarters of the Mediator of Ivory Coast in Abidjan, Hon'ble Ms. Suzanne Haddad N'Guessan-Zekre, (Secretary-General of the Mediator of Ivory Coast), granted an audience to the leadership of the Order of Expert Geometers of Côte d'Ivoire. The meeting provided an opportunity for the Order's President and members to present the mandate of the profession and outline practical challenges encountered in the execution of land surveying and tenure-related assignments.



From the perspective of the Mediator of Ivory Coast, the exchange focused on how institutional mediation can contribute to addressing disputes and administrative difficulties arising in the land sector. The Order requested the establishment of a permanent framework for dialogue with the Mediator office, including training activities and closer collaboration with delegated Mediators through the Order's regional structures, with a view to preventing and resolving land-related conflicts more effectively.

In response, Madam Secretary-General welcomed the initiative and reaffirmed the Mediator Institution's role as a neutral interlocutor open to professional bodies within the scope of its mandate. She emphasized the Institution's readiness to support dialogue and cooperation aimed at improving administrative practices and mitigating disputes, underscoring that the doors of Mediator of Ivory Coast remain open for matters falling within its competence.



### MEDIATOR OF REPUBLIC OF DJIBOUTI

#### Ombudsman of Djibouti Presses Case for Mediation Centric Administrative Reform During Justice Week

The Mediator (Ombudsman) of the Republic of Djibouti took part in Justice Week, organised in partnership with the Ministry of Justice, positioning mediation as a practical tool for easing pressure on the courts and restoring trust between citizens and public institutions. During the event, representatives of the Ombudsman's Office outlined how mediation can resolve disputes more efficiently while safeguarding citizens' rights and improving the responsiveness of public services.

Beyond outlining its mandate, the Ombudsman Officials used the platform to signal a longer-term shift in how grievances are handled in Djibouti's administrative system. Looking toward the 2030 horizon, the Institution presented priorities centred on bringing services closer to users, modernising complaint-handling processes, and embedding transparency and accountability into everyday administrative practice. These orientations were framed not as abstract reforms, but as necessary adjustments to meet rising public expectations and reduce friction between administrations and citizens.

The Ombudsman of Djibouti's participation also provided an opportunity to engage directly with justice-sector professionals and administrative actors on the practical use of mediation in resolving everyday disputes between citizens and public authorities. By outlining its operational tools and future priorities, the Institution sought to clarify how mediation can function as a first-response mechanism within the justice ecosystem, reducing procedural delays and strengthening administrative accountability.



### ADMINISTRATIVE CONTROL AUTHORITY OF LIBYA

#### Chairman of Libya's Administrative Control Authority Presses for Tighter Coordination in Anti-Corruption Drive

In Tripoli on 28 December, Hon'ble Mr. Abdullah Qaderbouh, OICOA Member and Chairman of Libya's Administrative Control Authority (ACA), met members of the Anti-Corruption Committee of the Supreme Council of the State of Libya, amid renewed efforts to bring greater coherence to the country's fragmented oversight system. The talks centred on how existing monitoring tools, legislative provisions, and audit findings can be translated into practical checks on corruption rather than remain confined to reports and procedures.



Much of the discussion focused on public spending and accountability at senior levels of the administration. Mr. Qaderbouh's delegation outlined ACA Libya's phased approach to closing public accounts and tightening scrutiny of leadership appointments, arguing that unchecked discretion in senior postings continues to undermine both efficiency and public confidence. The meeting also revisited the findings of ACA's 54th Annual Report for 2024, which lays out a detailed picture of Libya's financial, economic, and administrative condition, and the need to make such information accessible enough to support genuine public oversight.

Both sides agreed that institutional overlap has too often diluted responsibility, allowing corruption cases to stall between agencies. Strengthening coordination between supervisory and legislative bodies, they said, is essential if audit findings are to lead to corrective action. The meeting was framed as part of a broader attempt to move Libya's reform agenda beyond diagnosis toward enforcement—protecting public funds, safeguarding the independence of oversight institutions, and restoring a measure of credibility to measure state governance.

### Administrative Control Authority of Libya Joins Global Anti-Corruption Network IAACA

OICOA's Member Institution, Administrative Control Authority of Libya has formally joined the International Association of Anti-Corruption Authorities (IAACA), as a step toward deeper engagement with international anti-corruption frameworks. The membership was approved during the Association's 15<sup>th</sup> Annual Meeting, held in Doha on 20 December, bringing Libya into a network of 192 oversight and anti-corruption bodies worldwide.

The decision was taken on the sidelines of Libya's participation in a series of IAACA meetings in Qatar, including the Executive Committee session, the Annual Conference, and the General Assembly. Discussions, held under the theme "Integrity for the Future: Innovation, Cooperation and Action against Corruption," focused on cross-border cooperation, the use of technology in oversight, and the role of public engagement in strengthening integrity systems. The meetings also signalled a push toward expanded regional conferences and specialised training programmes aimed at building institutional capacity.

Commenting on the move, Mr. Ibrahim Ali, Adviser to the Chairman of ACA Libya for Foreign Affairs and International Cooperation, described the accession as a strategic opportunity to reconnect Libya's oversight institutions with global best practices. He said IAACA membership would facilitate the transfer of technical expertise, improve supervisory performance, and support national efforts to curb corruption and illicit financial flows, while strengthening international confidence in Libya's public institutions. Established as an independent and non-political body, IAACA works to advance cooperation under the UN Convention against Corruption—making Libya's entry both a symbolic and practical step in its wider governance reform agenda.



### Abdulla Qaderboh attends the 11<sup>th</sup> Session of the Parties to the UNCAC in Doha

Chairman of ACA Libya and OICOA Member, Hon'ble Mr. Abdullah Qaderbouh took part in a meeting of the Arab Network for Promoting Integrity and Combating Corruption, held on the sidelines of the eleventh Conference of the Parties to the United Nations Convention against Corruption (UNCAC) in Doha on 18th December. The Libyan delegation was led by Mr. Abdullah Qaderbouh, who framed the participation as part of Libya's broader effort to re-engage with regional anti-corruption and integrity frameworks.

Speaking during the meeting, Mr. Qaderbouh said Libya's involvement in the Arab Network reflects a recognition that corruption-related challenges increasingly cross national borders and cannot be addressed through isolated national efforts. He stressed the importance of sustained coordination among Arab oversight bodies, particularly in the exchange of information and expertise, recovery of illicit assets, protection of public funds, and reinforcement of accountability mechanisms across the region.

Established in 2008, the Arab Network serves as a regional platform bringing together governmental oversight bodies, judicial authorities, and non-governmental actors to review progress, set priorities, and align reform efforts. Supported by the United Nations Development Programme and working with partners such as the Arab League and the UN Office on Drugs and Crime, the Network provides a forum Libya is seeking to engage with more actively as it strengthens its institutional role in combating corruption and promoting transparency.



### OMBUDSMAN OF MOZAMBIQUE

#### Ombudsman of Mozambique Explores Cooperation with British High Commission

Ombudsman of Mozambique and OICOA Member, Hon'ble Mr. Isaque Chande, has held talks with the British High Commissioner, H.E. Ms. Helen Lewis, as part of efforts to make the Ombudsman more responsive to the everyday concerns faced by citizens. The meeting focused on the institutional challenges confronting the Ombudsman's Office and examined potential areas of cooperation aimed at strengthening the protection of fundamental rights and freedoms.

During the exchange, Mr. Chande outlined the mandate and current priorities of the institution, highlighting constraints related to infrastructure expansion, resource mobilisation, and the need to deepen engagement with local communities. He pointed in particular to initiatives such as the Justice Caravans, designed to bring ombudsman services closer to citizens in remote areas, as an example of how the institution is seeking to move beyond a purely centralised model.

The British High Commissioner expressed openness to exploring cooperation in areas of shared strategic interest, noting that partnerships and institutional synergies can help reduce inequalities and enhance the practical enforcement of constitutional rights. The discussions signalled a shared view that international cooperation can play a constructive role in reinforcing national accountability institutions and improving citizens' access to justice.



#### Secretary General of the Mozambique Ombudsman Attends AOMA General Assembly in Luanda to Deepen Cooperation Among African Ombudsmen Fraternity

The Secretary-General of Mozambique's Ombudsman Office, Hon'ble Mr. Mário James Seuane, took part in the 8th General Assembly of the African Ombudsmen and Mediators Association (AOMA), held in Luanda from 1 to 7 December. The visit aimed to strengthen institutional dialogue with peer bodies across the continent, exchange experiences, and explore strategic responses to shared challenges facing ombudsman institutions in Africa.

Speaking on the opening day of the Assembly, Mr. Seuane described the gathering as a rare opportunity for African ombudsmen to compare approaches, learn from one another, and identify practical ways to accelerate the protection of citizens' rights and freedoms. He also highlighted the role of partnerships, particularly with organisations such as World Vision, in supporting initiatives focused on children's rights, including engagement with children's parliaments and public awareness of child protection legislation as tools to combat early marriage and abuse.

Drawing on recent field experience in Mozambique, Mr. Seuane pointed to how ombudsman interventions can translate into concrete outcomes, citing cases in Gaza Province where mediation helped address shortages of health personnel and led to the installation of electricity in underserved communities. Accompanied in Luanda by senior officials from the Ombudsman's departments for planning, cooperation, and institutional relations, he emphasised that forums such as AOMA provide a platform not only for dialogue but for identifying replicable solutions.



### MEDIATOR OF THE REPUBLIC OF TUNISIA

#### Hon'ble Nejat Al-Gharbi Honours the Legacy of Tunisia's First Administrative Mediator

Secretary-General of the Ombudsman of Tunisia (an OICOA Member Institution), Hon'ble Ms. Nejat Al-Gharbi, attended a commemorative procession marking the fourth anniversary of the passing of statesman and former minister of Tunisia Mr. Hussein Al-Sharif, held on 20th December in Dar Sidi Jalloul, Bizerte. The event, organised by local civil society associations, paid tribute to Al-Sharif's public service and his enduring contribution to Tunisia's administrative architecture.

During the ceremony, Ms. Nejat Al-Gharbi highlighted Al-Sharif's foundational role as Tunisia's first administrative mediator and the driving force behind the establishment of administrative mediation services.



She recalled that his vision helped anchor mediation as a practical mechanism for restoring balance between citizens and public authorities, grounded in fairness, administrative justice, and the proper functioning of public services.

Ms. Al-Gharbi stressed that preserving Al-Sharif's legacy requires more than remembrance, pointing instead to the responsibility of the Institution to continuously improve its performance, remain attentive to citizens' grievances, and deliver effective, lawful solutions to administrative disputes. She also acknowledged the organisers for promoting a culture of institutional memory and civic responsibility, noting that such initiatives reinforce the values underpinning public service and citizenship in Tunisia.



### MEDIATOR OF TOGOLESE

#### Ombudsman of Chad undertakes a Working Visit to Mediator of Togolese for Exchange of Best Practices

The Ombudsman of the Republic of Chad undertook a working mission to Ombudsman of Togolese headquarters situated in Lomé, seeking to strengthen the institution's operational capacity as it embarks on a national reconciliation and peacebuilding process. Led by its Chairman, Hon'ble Mr. Saint Juste Olivier, the delegation held a series of working sessions with the Togolese Ombudsman (an OICOA Member Institution) and the High Commission for Reconciliation and Strengthening National Unity, institutions central to Togo's transitional justice and social cohesion efforts. The visit comes as Chad's Ombudsman, a constitutionally established institution, initiates the first phase of developing a National Strategy for Reconciliation and Peacebuilding.



The Ombudsman of Togolese was selected for its experience in political dialogue, post-conflict management, and reconciliation mechanisms. During the exchanges, the Chadian delegation was briefed on the structure and functioning of the Togolese Ombudsman and HCRRUN, including complaints handling procedures, institutional cooperation, and the country's transitional justice architecture, notably the work of the Truth, Justice and Reconciliation Commission.

### Ombudsman of Togolese Elected West-African Coordinator at 8<sup>th</sup> African Ombudsman and Mediators Association (AOMA) General Assembly in Angola



Ombudsman of Togolese (an OICOA Member Institution) emerged as a key winner at the 8th General Assembly of the African Ombudsman and Mediator Association (AOMA), held in Luanda from 2<sup>nd</sup> to 6<sup>th</sup> December, after being elected Regional Coordinator for West Africa. The decision places the Ombudsman of the Togolese Republic at the centre of AOMA's coordination work in the sub-region, a role that includes strengthening cooperation among national mediation institutions and shaping common positions on governance and accountability.

Ombudsman of Togolese (an OICOA Member Institution) emerged as a key winner at the 8th General Assembly of the African Ombudsman and Mediator Association (AOMA), held in Luanda from 2 to 6 December, after being elected Regional Coordinator for West Africa. The decision places the Ombudsman of the Togolese Republic at the centre of AOMA's coordination work in the sub-region, a role that includes strengthening cooperation among national mediation institutions and shaping common positions on governance and accountability.

The election came amid wide-ranging discussions on the role of ombudsmen in transparency, public-service oversight, and institutional sustainability. By entrusting Ombudsman of Togolese with the West African portfolio, AOMA Members signalled confidence in its ability to drive regional dialogue at a time when mediation and citizen-administration relations are gaining prominence across the continent.





### INTEGRITY & ANTI-CORRUPTION COMMISSION OF THE KINGDOM OF JORDAN



#### JIAAC holds a lecture in cooperation with University of Jordan on the Role of Artificial Intelligence in Combating Corruption

Jordan's Integrity and Anti-Corruption Commission/JIAAC (an OICOA Member Institution), in cooperation with the University of Jordan, delivered a lecture on the role of artificial intelligence in promoting integrity and combating corruption for master's students enrolled in the Governance and Anti-Corruption programme at the Faculty of Law. The session, held at JIAAC's headquarters, formed part of efforts to link academic training with emerging tools in public governance.



Opening the lecture, Hon'ble Major General Dr. Muhannad Hijazi, (Chairman of JIAAC), stressed the importance of integrating digitalisation and anti-corruption studies into postgraduate education to better prepare graduates for professional practice. He highlighted the value of exposing students to international best practices and modern technological applications, noting that artificial intelligence is increasingly central to strengthening transparency and accountability systems. The Dean of the Faculty of Law, Basem Melham, described the programme, launched jointly by JIAAC and the University in 2022, as a successful model of institutional-academic partnership.

During the lecture, JIAAC's Digital Support Directorate presented practical insights into AI applications used in integrity work, including tools supporting digital transformation and compliance with national integrity standards, as well as upcoming AI-based projects. The session reinforced the programme's aim of equipping students with applied knowledge and skills to support good governance, integrity, and accountability in Jordan's public and institutional life.

#### Hon'ble Muhannad Hijazi highlights Integrity Reforms and International Cooperation at UN Anti-Corruption Dialogue in Doha

Jordan took part in the 11th Conference of the States Parties to the United Nations Convention against Corruption (UNCAC), held in Doha, where participating countries, international organisations and civil society representatives reviewed progress on international cooperation, asset recovery and implementation measures over four days. The Jordanian delegation was led by Hon'ble Mr. Muhannad Hijazi, Chairman of the Jordanian Integrity and Anti-Corruption Commission (JIAAC), who reaffirmed the Kingdom's support for initiatives aimed at strengthening accountability, transparency and more robust methodologies for measuring corruption.

Speaking at the conference, Mr. Hijazi outlined Jordan's approach to integrity reform, stressing that building the rule of law depends on effective systems that protect public funds and embed transparency at the core of governance. He highlighted the Authority's cooperation with the judiciary on asset recovery and legal settlements, as well as its expanding partnerships with international actors including the European Union, the OECD and the United Nations Development Programme. He also pointed to sector-specific risk assessments conducted in areas such as water, health, agriculture and tourism, alongside the upcoming Municipal Governance Index designed to improve service delivery and transparency at the local level.



Mr. Hijazi further presented Jordan's newly launched National Integrity and Anti-Corruption Strategy for 2026–2030, describing it as a shift toward prevention, institutional empowerment and alignment with digital transformation and administrative reform.

### Jordan launches National Integrity and Anti-Corruption Strategy 2026–2030 under royal patronage

Kingdom of Jordan marked International Anti-Corruption Day with a high-level ceremony held under royal patronage and represented by Prime Minister H.E. Jafar Hassan, during which the National Strategy for Integrity and Anti-Corruption 2026–2030 was formally presented. Speaking at the event, OICOA Member and Chair of JIAAC, Hon'ble Dr. Muhannad Hijazi, positioned the strategy as a cornerstone of Jordan's broader reform agenda, underscoring that integrity, transparency and accountability remain central to strengthening public trust and government performance.

Mr. Hijazi highlighted tangible progress achieved in recent years, pointing to the National Integrity Index as evidence of growing alignment between political will and public administration. He noted that integrity standards, ranging from the rule of law and transparency to equal opportunity and good governance, have increasingly shaped conduct across public institutions. He also detailed JIAAC's risk-based approach, citing in-depth corruption-risk assessments in critical sectors such as water, health, agriculture and tourism, and announced the imminent launch of a Municipal Governance Index to improve efficiency, service delivery and transparency at the local level.

Presenting the 2026–2030 strategy, Mr. Hijazi described it as a shift toward prevention before accountability and empowerment before enforcement, aligned with digital transformation and administrative modernisation. Developed in cooperation with international partners, including the OECD, the strategy frames integrity as both a national philosophy and an institutional culture, one that safeguards public funds, strengthens governance and supports sustainable development. The ceremony also featured contributions from international partners, reflecting Jordan's continued engagement with global integrity frameworks and reform best practices.

### NATIONAL HUMAN RIGHTS COMMISSION OF BANGLADESH

#### National Human Rights Commission of Bangladesh holds a dialogue on 'Human Rights - Our Everyday Essentials' in observance of International Human Rights Day 2025

OICOA Member Institution, the National Human Rights Commission (NHRC) of Bangladesh observed Human Rights Day 2025 on 10 December with a discussion meeting at its conference hall, held in line with the global theme "Human Rights, Our Everyday Essentials." The programme brought together senior government officials and Commission leadership to examine the place of human rights in public administration and daily civic life. The Secretary of the Legislative and Parliamentary Affairs Division, Dr Hafiz Ahmed Chowdhury, attended as chief guest, reflecting the importance attached to the occasion at the national level.



The meeting was chaired by NHRC Secretary Sebastian Rema, while the Director (Administration and Finance), Kazi Arfan Ashiq, delivered the opening address. A central segment of the discussion focused on the newly enacted National Human Rights Commission Ordinance 2025, presented by the Director (Complaints and Investigation), District and Sessions Judge Begum Meherunnessa. Speakers examined how the ordinance reshapes the Commission's legal framework and operational responsibilities, particularly in relation to complaints handling and investigative authority.

Participants highlighted the need for coordinated action and mutual trust among institutions, as well as sustained public engagement, to ensure that human rights protections remain effective in practice. The observance was complemented by the publication of special supplements in national daily newspapers, extending the discussion beyond the Commission and reinforcing the idea that human rights are closely tied to the lived experience of citizens.



### FEDERAL OMBUDSMAN (WAFAQI MOHTASIB) OF PAKISTAN

#### **Federal Ombudsman of Pakistan Hon'ble Ejaz Qureshi inaugurates Public Facilitation Wing at Karachi Regional Office to Improve Access to Service Delivery**

The Federal Ombudsman of Pakistan and OICOA Member, Hon'ble Mr. Ejaz Ahmed Qureshi, inaugurated the extension of the Public Facilitation Wing at the Regional Office in Karachi for further improving public access and service delivery. The Federal Ombudsman, at the occasion, also awarded officers and staff members of Regional Ombudsman Offices with shields and certificates in appreciation and recognition of their outstanding and consistent performance over the past few years. Officers and staff from the Regional Offices of Karachi, Hyderabad, Sukkur, and Mirpur Khas attended the event.



Sharing performance statistics, Mr. Qureshi informed that during the current year, approximately 400,000 complaints were received, with an impressive 95 percent resolution rate. He added that more than 246,000 complaints have already been redressed, and the total is expected to exceed 250,000 by year-end.

Over the past four years, he informed, the institution has handled a total of 840,000 complaints, providing public relief amounting to approximately Rs 9.46 billion, particularly in cases related to electricity, gas, insurance claims, pension, EOBI related matters and other public issues. Highlighting international recognition, he stated that due to the institution's efficiency and efficacy, Pakistan was unanimously elected as the chair of Asian Ombudsman Association, comprising 47 member countries.

Mr. Ejaz Qureshi also acknowledged the constructive role of the media in creating awareness about the institution, which has significantly increased public confidence and utilization of the Ombudsman's complaint redressal mechanism.

#### **Regional Office (Peshawar) of Pakistan's Federal Ombudsman Secures Release of over Rs. 2.02 Million in Pension for Retired Employees of Frontier Corps Personnel**

Federal Ombudsman of Pakistan's Regional Office in Peshawar has brought closure to six pension commutation disputes involving retired personnel of Frontier Corps (North), securing the release of over Rs. 2.02 million in long-overdue arrears.



The complaints, filed by pensioners from Swabi, Peshawar, Nowshera, Khyber, and Mardan, had remained unresolved through routine administrative channels. Following scrutiny by the Federal Ombudsman Secretariat situated in Islamabad, the cases were examined on merit and implemented without further delay.

For the complainants, the resolutions translated not only into financial relief but also into the restoration of confidence in institutional redress. Several beneficiaries acknowledged that the intervention spared them protracted correspondence and uncertainty often associated with pension matters.

Officials at the Regional Office reiterated that pension-related grievances continue to form a significant part of their caseload, particularly where retired public servants face delays in accessing lawful entitlements.

The Federal Ombudsman has directed the Federal Government Employees Housing Authority (FGEHA) to issue a formally approved and time-bound development plan for the Green Enclave housing project in Bhara Kahu, responding to long-standing grievances from thousands of federal employees who remain without possession more than a decade after applying.

The intervention comes amid persistent concerns over the performance of state-run housing schemes in Islamabad, many of which have remained stalled for years despite repeated assurances. Sixteen years on, development remains incomplete, infrastructure is absent, and possession has not been handed over.

### Federal Ombudsman of Pakistan directs Federal Government Employees Housing Authority (FGEHA) to give time-bound development schedule for Islamabad's Green Enclave

According to the Federal Ombudsman's findings, more than 3,000 allottees in Green Enclave-I are still awaiting possession, while Green Enclave-II—later rebranded as the Sky Garden Housing Scheme—has accumulated nearly 29,500 applicants without any credible development timeline. Complainants told the Federal Ombudsman that despite repeated correspondence, no substantive progress had been made and no clear roadmap had been shared by the authority.

In its response, FGEHA cited escalating project costs and informed the Ombudsman that a committee had been constituted to explore possible options for moving the project forward. The Federal Ombudsman of Pakistan, however, noted that internal deliberations could not substitute for transparency or accountability to allottees. The authority has now been ordered to finalize and disclose the committee's recommendations within 60 days and to formally communicate a development schedule approved by its competent forum. The Ombudsman further noted that if FGEHA fails to comply or provide a credible plan, affected allottees may approach the President of Pakistan within 30 days of receiving the committee's findings, as provided under the applicable grievance redressal framework.



### FEDERAL OMBUDSPERSON OF PAKISTAN FOR PROTECTION AGAINST HARASSMENT (FOSPAH)

#### Inaugural Meeting of the OICOA Women's Rights Subcommittee held under the Chairmanship of Hon'ble Fauzia Viqar at FOSPAH Headquarters

The Organization of Islamic Cooperation Ombudsman Association (OICOA) Subcommittee on Women's Rights convened its first online meeting on 22 December 2025, hosted by the Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH), Pakistan. The session was presided by H.E. Ms. Fauzia Viqar, Federal Ombudsperson for Protection Against Harassment of Women at the Workplace and Chairperson of the Subcommittee, and moderated by Ambassador (R) Ms. Naghma Alamgir Hashmi, Senior Advisor at FOSPAH.

The meeting marked the operational launch of a dedicated platform within OICOA to strengthen administrative justice responses to women's rights concerns across OIC Member States. Participants and observers included representatives from Human Rights Commissioner of Azerbaijan, Ombudsman of Bahrain, Mediator of Benin, Provincial Ombudsman of Punjab,



Provincial Ombudsperson of Khyber Pakhtunkhwa, Mediator of Togo, and Ombudsman Institution of Türkiye, alongside ex officio participation from the OICOA Secretariat and the Women Development Organization (WDO). Executive Secretary of OICOA, Mr. Almas Ali Jovindah attended the meeting in -person.

In her welcome remarks, the Chairperson, Hon'ble Ms. Fauzia Viqar, situated the Subcommittee's creation within the broader institutional purpose of Ombudsman offices: accessibility, fairness, and effective redress for the vulnerable. She emphasized that the Subcommittee is intended not as a symbolic forum, but as a collaborative mechanism to exchange best practices, identify procedural barriers to women's access to justice, and strengthen complaint-handling, enforcement, and public confidence in Ombudsman institutions.

The Chairperson drew particular attention to the Subcommittee's Terms of Reference and to the OIC Plan of Action for the Advancement of Women, noting alignment with key themes such as women's participation in decision-making, education and health access, economic empowerment, social protection, and dignity-based public service

delivery. She highlighted that the exchange of national experiences can support concrete improvements, including complaint procedures, training standards for inquiry officers, digital accessibility, women's property rights protection, and awareness strategies that translate legal entitlements into practical access to remedies.

Hon'ble Ms. Fauzia Viqar presented a consolidated account of constitutional protections, legislative reforms, judicial interpretation, and institutional mechanisms of Pakistan. Her statement linked constitutional provisions on equality, dignity, and participation with federal and provincial legislation addressing harassment, violence, discriminatory practices, and property rights. She highlighted that legal reform in Pakistan is increasingly reinforced by institutional enforcement channels, including specialized bodies and complaint mechanisms.



Focusing on FOSPAH's mandate, she described a model that treats harassment as an abuse of authority and a dignity violation, including in non-physical and digital contexts. She shared institutional performance figures for 2025 and described examples of decisions addressing intrusive surveillance practices and discriminatory conduct. Her remarks emphasized adjudication, enforcement, and preventive outreach, including trainings for inquiry committees and public awareness initiatives, as mutually reinforcing components of a credible redress system.

Ms. Ayten Tarverdiyeva, representing the Office of the Human Rights Commissioner (Ombudsman) of the Republic of Azerbaijan, presented a structured overview of Azerbaijan's constitutional and legislative framework for equality and non-discrimination. She referenced constitutional guarantees of equality and the Law on Guarantees of Gender Equality (2006), and noted policy emphasis under the 2022–2026 Socio-Economic Development Strategy to expand women's economic opportunities and address wage disparities.



and legislative recommendations, including proposed measures relating to reproductive health, family planning, and policy tools to support women's participation.

Ms. Maryam Ahmad Abdulnoor (Chief of Coordination and Follow-Up) delivered Ombudsman of Bahrain's statement by outlining a two-track approach: national policy leadership through the Supreme Council for Women (SCW), and institutional gender mainstreaming through the Equal Opportunities Committee within Bahrain's Ombudsman Office.

The SCW's mandate was presented as encompassing policy formulation, legislative review, public awareness, and research, supported by international cooperation including engagement aligned with global development frameworks. The Ombudsman Office's Equal Opportunities Committee was described as an internal governance instrument to embed equality principles in recruitment, training, promotion practices, and workplace culture, coordinated with the SCW to ensure coherence with national objectives. The statement reflected a governance model where women's advancement is treated as both a national development priority and an internal institutional standard.



Ms. Thérèse Hessou Hontonou (Gender Project Manager) from Office of the Mediator of the Republic of Benin, presented Benin's progress and persistent constraints under the theme "Promotion of Women in Benin: Achievements, Challenges, and Prospects." She framed women's empowerment as a core pillar of the National Development Plan (2018 - 2025), linking gender equality to inclusive growth and human capital development. The presentation detailed constitutional and electoral measures supporting women's political participation, including reserved seats and nomination requirements that have contributed to increased representation. She also described institutional leadership by the Ministry of Social Affairs and Microfinance and the National Institute for Women (INF), including support services for survivors of gender-based violence and legal participation to protect victims' rights.

The presentation also highlighted landmark legislation enacted in December 2021 aimed at strengthening protections against sex-based offences and improving sexual and reproductive health frameworks. Ms. Hontonou also identified continuing challenges, such as socio-cultural barriers, underreporting, limited budget allocations, and low representation in public administration, and outlined priorities including sectoral gender diagnostics, expanded access to credit and training, male engagement in women's leadership, and gender-responsive budgeting.

The representative of the Mediator of the Togolese Republic reaffirmed Togo's national commitment to women's rights through constitutional, criminal law, family law, and policy reforms. The statement referenced the constitutional entrenchment of equality and a strengthened criminal law framework addressing sexual violence, harassment, harmful practices, and broader forms of abuse, including psychological and economic harassment.

The presentation also described institutional mechanisms aimed at practical access to justice and protection, including Houses of Justice, support centers for victims, one-stop service models, and programs promoting girls' education and leadership. Social and economic measures cited included free public education reforms, maternal health supports, gender-responsive budgeting, and public procurement measures designed to increase women's economic participation. The statement also referenced steps to reduce financial barriers to women's political participation and ongoing consultations on quota mechanisms.

Ms. Hande Hazneci, (Expert - Department of European Union and International Relations) represented the Ombudsman Institution of Türkiye (an OICOA Board Member Institute). She summarized Türkiye's constitutional equality guarantees and legal protections against violence, including Law No. 6284 as a central instrument for protective orders and support measures. She highlighted institutional mechanisms such as Violence Prevention and Monitoring Centers (ŞÖNİM) and the KADES mobile application that enables emergency alerts. On the Ombudsman Institution's role, she noted its complaint-based mandate and its jurisdiction over public administration, alongside contributions through special reporting and coordination recommendations, including a report on strengthening institutional harmony in combating violence against women. Ms. Hazneci's statement emphasized outreach to increase women's engagement with redress systems, especially for vulnerable groups.

Mr. Almas Ali Jovindah, Executive Secretary of OICOA, characterized the Subcommittee's establishment as a milestone in OICOA's institutional development and a direct reflection of the Association's commitment to inclusive administrative justice. He stressed that women's rights are not peripheral to governance, but central to the credibility of public accountability systems. He underlined the Subcommittee's role in peer learning, capacity-building, and identifying procedural gaps that impede women's access to remedies. He also commended FOSPAH's hosting of the Subcommittee Secretariat as both symbolic and substantive, given its specialized mandate and operational experience.

Adding a sub-national institutional perspective, Mr. Arif Anwar Baloch, Inspection and Monitoring Advisor to the Provincial Ombudsman of Punjab, outlined the complementary roles of Punjab's Ombudsman institutions and highlighted service-delivery reforms aimed at accessibility, including a 24-hour helpline, multi-channel complaint registration, district-level presence, and a Mobile Van Service to reach remote communities. He also referenced internal anti-harassment committees across provincial departments and institutional quality measures, including ISO certification.

From Khyber Pakhtunkhwa, Ms. Shabana Gul, Director, Provincial Ombudsman Secretariat, shared complaint statistics reflecting growth in overall filings alongside persistently lower engagement by women complainants, which she linked to continuing awareness and accessibility constraints. She emphasized the value of the Subcommittee as a platform to develop strategies that build women's confidence in Ombudsman institutions. Her remarks also drew upon Islamic legal and ethical principles concerning dignity, justice, equality, and protection from abuse of power, connecting normative foundations with contemporary institutional responsibilities.



In her concluding remarks, H.E. Ms. Fauzia Viqar synthesized emerging themes from the country presentations, noting the value of institutional mechanisms that combine legal reform with practical accessibility, including advisory functions, complaint responsiveness, and mobile outreach models. She proposed the preparation of a compendium of laws, policies, and institutional initiatives shared during the meeting for circulation among OICOA members, and the development of consensus-based recommendations to be presented to OICOA's governing bodies.

The Chair also reiterated plans for capacity-building sessions, inviting collaboration from the Women Development Organization, particularly in areas of gender-sensitive governance, administrative protection mechanisms, and institutional training.

During open discussion, participants considered meeting frequency for 2026. Proposals ranged from bi-monthly convenings to quarterly sessions, with broad initial support emerging for a quarterly schedule, to balance continuity with institutional workload realities. Suggestions were also made to adopt hybrid participation formats and to share best practices through short documentary or video presentations to improve dissemination and peer learning.

### Hon'ble Fauzia Viqar addresses Ministry of Human Rights Event Citing FOSPAH's Role in Restoring and Advancing Women's Rights across Pakistan

"No woman should have to choose between her dignity and her livelihood," said Hon'ble Fauzia Viqar (OICOA Member and FOSPAH), while speaking at a Ministry of Human Rights (MoHR) event held at the Prime Minister House, Islamabad, where she placed women's economic security at the centre of Pakistan's justice agenda.

Ms. Viqar highlighted the work of Federal Ombudsman Secretariat for Protection Against Harassment (FOSPAH) as a practical model of rights enforcement, noting that the institution has helped restore property worth more than PKR 10 billion to

women while offering remedies that are swift, cost-free, and attuned to the realities women face. She underscored that such accessibility has not only strengthened confidence in legal redress but has also begun to deter misconduct across workplaces and public institutions.

Pointing to the challenges ahead, Ms. Viqar called for stronger resource allocation, more effective inheritance mutation processes, and wider access to legal aid to consolidate recent gains. Sustaining progress, she argued, depends on ensuring that justice mechanisms remain close to those they serve—capable of protecting dignity without forcing women to sacrifice economic survival.

The event, held under the theme "Human Rights: Our Everyday Essentials," also featured the launch of a landmark study titled "Harmonising Pakistan's Laws with International Human Rights Standards," developed by MoHR in collaboration with Research Society of International Law.



## **Hon'ble Fauzia Viqar Engages BUIEMS Students in Quetta (Pakistan) on Tackling Digital Gender-Based Violence**



OICOA Member and Pakistan's Federal Ombudsperson for Protection Against Harassment, Hon'ble Ms. Fauzia Viqar addressed students and faculty at Balochistan University of Information Technology, Engineering and Management Sciences (BUIEMS), Quetta, in a focused session on digital gender-based violence, as part of ongoing efforts to confront the risks women face in online spaces.

Speaking to an engaged audience, the Ombudsperson highlighted how digital platforms, while expanding access to education, work, and self expression, have also become sites of harassment, intimidation, and abuse. She outlined the legal protections available under Pakistan's framework, the mandate of FOSPAH in addressing online harassment, and the importance of early reporting and institutional accountability.

The session emphasized the role universities play in shaping responsible digital behaviour and fostering safe online environments. Through dialogue with students, the discussion explored emerging patterns of online abuse, the psychological and professional impact on victims, and the need for awareness, prevention, and accessible redressal mechanisms. FOSPAH reaffirmed its commitment to working with academic institutions nationwide to strengthen awareness, prevention, and support for those affected by digital harassment.



### PROVINCIAL OMBUDSMAN OF SINDH

#### **Sindh Ombudsman Launches Seventh Brand Ambassador Program at IBA Karachi University Campus**

The Seventh Brand Ambassador Program was held in collaboration with the Provincial Ombudsman Sindh and the Institute of Business Administration (IBA) Karachi University Campus. Provincial Ombudsman Sindh and OICOA Member, Hon'ble Mr. Mohammad Sohail Rajput attended the event along with senior officers of the Ombudsman Secretariat.

Addressing the participants, Mr. Rajput said the purpose of the Brand Ambassador Program is to build awareness among students and encourage their partnership with the Provincial Ombudsman Sindh Office. He explained that with IBA's support, ten students will be selected as ambassadors and trained on the functions of the Ombudsman's Office. These ambassadors will then help address irregularities and abuses related to government departments and guide others on how to seek assistance, free of cost.

Mr. Rajput noted that the outcomes of the previous six Ambassador Programs were very positive and expressed confidence that the seventh edition would continue the momentum. He also responded to students' questions during an interactive session.



#### **Inspection of District Jail Shaheed Benazirabad held on the Special Directives of Ombudsman of Sindh**



Regional Director of the Sindh Ombudsman (Shaheed Benazirabad), Mr. Khan Muhammad Zardari paid a detailed visit to the District Jail and Correctional Facility, Shaheed Benazirabad on Friday, following special directives from the Provincial Ombudsman Sindh, Hon'ble Muhammad Sohail Rajput.

During the visit, the Regional Director met with jail administration, staff, and inmates to review overall conditions, facilities, and prevailing issues within the

jail. He inspected medical services, sanitation arrangements, food quality, and the living barracks of prisoners. Jail Superintendent Mr. Ghulam Rasool Mashori briefed the Regional Director on ongoing reform initiatives, security matters, and development projects underway at the facility.

Speaking on the occasion, Mr. Khan Muhammad Zardari emphasized that, in line with the Provincial Ombudsman's directives, prisoners must be provided with basic human rights, proper medical treatment, and a clean living environment. He stated that the purpose of the visit was to identify challenges faced by inmates and to issue instructions to relevant authorities for their timely resolution.

The Regional Director also heard individual complaints from prisoners and directed concerned officials to take immediate and necessary action. He added that reform and improved management of district jails remain a government priority and assured full support in this regard. Assistant Jail Superintendent Mr. Sada Hussain Zardari, Information Officer Mr. Sher Muhammad Jamali, and other officers of the District Jail accompanied the Regional Director during the visit.



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



#### Pakistan's Provincial Ombudsman of Sindh for Workplace Harassment Holds National Working Women's Day Seminar

Marking National Working Women's Day, the Sindh Ombudsman for Protection against Harassment of Women at the Workplace (PHWP) convened a seminar highlighting the central role of women's inclusion in Pakistan's social and economic progress.

Addressing the gathering, Sindh High Court Chief Justice Zafar Ahmed Rajput stressed that sustainable development is impossible without the full participation of women.

Pakistan's Provincial Ombudsman of Sindh (PHWP) and OICOA Member, Justice (R) Shahnawaz Tariq, underscored the institution's role in safeguarding women against workplace harassment and discrimination through awareness initiatives and strict enforcement of the Protection against Harassment of Women at the Workplace Act, 2010. He emphasized that safe and dignified work environments are essential to unlocking women's potential across sectors. He rejected notions of gender superiority and reminded participants that equality is a constitutional obligation, warning that societies which marginalize women ultimately undermine their own growth.

The event also recognized administrative leadership within the Ombudsman's office, with Justice Tariq commending Registrar of the Sindh Ombudsman (PHWP), Mr. Muneer Ahmed Channa, for strengthening institutional performance. The seminar concluded with the presentation of shields to the Chief Justice, senior officials, civil society representatives, and women professionals from diverse fields.



### PROVINCIAL OMBUDSMAN OF KHYBER PAKHTUNKHWA

#### Pakistan's Provincial Ombudsman of Khyber Pakhtunkhwa Facilitates Restoration of Education Scholarship for a Student

The Office of the Provincial Ombudsman Khyber Pakhtunkhwa has intervened to resolve a delayed education scholarship case, enabling the release of funds under the Stoori Da Khyber Pakhtunkhwa programme after administrative inaction by the Peshawar Board.

The matter came before the Ombudsman through a complaint filed by a student from Charsadda whose scholarship remained pending despite repeated follow-ups. After examining the complaint, the Ombudsman's Secretariat initiated proceedings and engaged the concerned authorities to address the lapse.

According to officials, the case was processed through the Ombudsman's investigation mechanism, resulting in the clearance of the scholarship and restoring the student's access to financial support essential for continuing his education. The resolution underscores the Ombudsman's role in addressing maladministration, particularly in cases where bureaucratic delays threaten educational continuity. The intervention highlights how oversight institutions can serve as effective remedies when routine administrative processes fail to deliver timely outcomes. Education-related grievances, officials noted, remain a recurring category of complaints where delays can have lasting personal and social consequences.

The Provincial Ombudsman's Office reiterated that students and citizens facing undue delay or administrative neglect in public-sector schemes may seek redress through the Ombudsman forum, which operates independently to ensure fairness and accountability in public service delivery.





### PROVINCIAL OMBUDSPERSON OF KHYBER PAKHTUNKHWA



#### Provincial Law Minister of KPK Province called on Pakistan's KPK Ombudsperson Hon'ble Rubab Mehdi

Pakistan's Provincial Ombudsperson and OICOA Member Hon'ble Ms. Rubab Mehdi met with Khyber Pakhtunkhwa Minister for Law, Parliamentary Affairs and Human Rights H.E. Aftab Alam Afridi in a discussion focused on access to justice, administrative accountability, and the practical enforcement of oversight recommendations across provincial departments.

During the meeting, Ms. Rubab Mehdi outlined the work of the Ombudsperson's office in addressing complaints of maladministration, misuse of authority, and service delivery failures.

She explained that the institution serves as a direct channel for citizens, particularly those without the means or capacity to pursue litigation, to seek timely and non-adversarial redress. Ms. Mehdi emphasized that the Ombudsperson's role is not confrontational but corrective, aimed at improving administrative conduct and restoring public trust in state institutions. She noted that recurring complaints often point to systemic weaknesses rather than isolated lapses, and said closer coordination with the Law Department could help translate findings into durable administrative and legal reforms.

The Ombudsperson also stressed the importance of follow-through on recommendations issued by her office, saying that effective accountability depends on implementation rather than inquiry alone. She called for clearer institutional pathways to ensure that corrective directions result in measurable change on the ground.

The Law Minister welcomed the briefing and said the provincial government remains open to engagement with oversight institutions. Both sides agreed to continue dialogue to strengthen coordination between the executive and the Ombudsperson's office, with the aim of improving governance standards and citizen confidence in public administration.



#### KPK Ombudsperson Hon'ble Rubab Mehdi Addresses Digital Violence at Khwendo Kor Event under NCA Project

Pakistan's Provincial Ombudsperson for Khyber Pakhtunkhwa and OICOA Member, Hon'ble Ms. Rubab Mehdi addressed concerns surrounding digital violence against women and girls at an event organized by Khwendo Kor under the NCA Project, held in connection with the global 16 Days of Activism Against Gender-Based Violence campaign.

The event was attended by heads of government institutions, academia, and civil society to examine the growing incidence of cyber harassment and the need for safer digital spaces. Among the participants were Principal Advisor Mr. Abbas from the Ombudsperson's Office, Member Provincial Assembly Meher Sultana, Dr. Sumayya Ahmad, Head of the Psychology Department at the University of Peshawar, Ms. Shagufta from the Social Welfare Department, and faculty representatives from CECOS University.

In her remarks, Ms. Mehdi drew attention to the increasing number of complaints linked to online harassment and misuse of digital platforms. She emphasized that digital violence presents real and lasting harm, often compounded by social pressure and limited awareness of available remedies. The Ombudsperson also stressed on the responsibility of public institutions to ensure accessible complaint mechanisms and timely redress for women affected by online abuse.



### PROVINCIAL OMBUDSMAN OF BALOCHISTAN

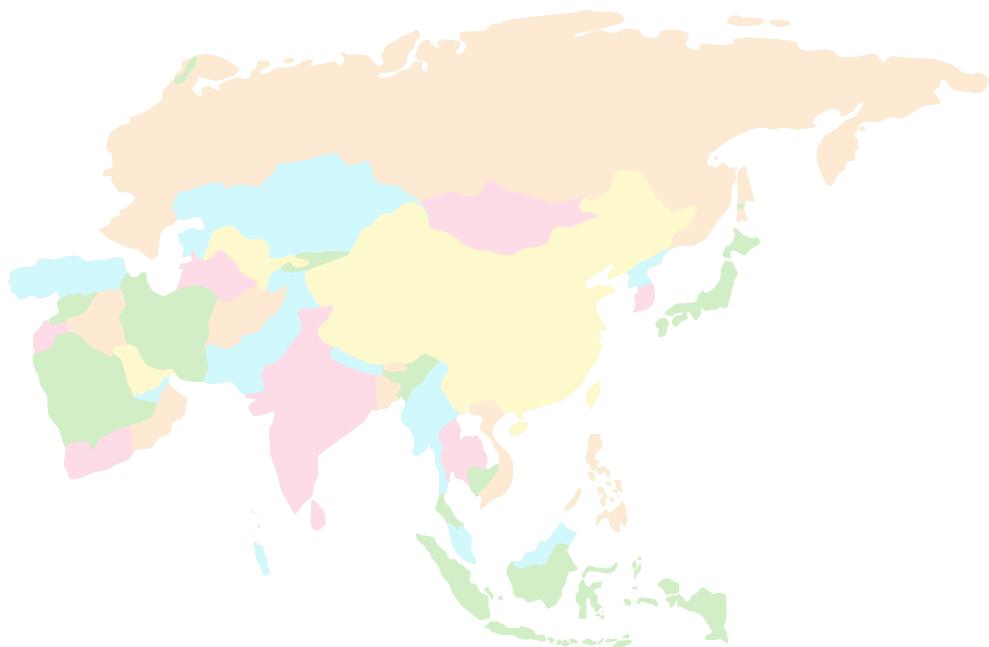
#### Pakistan's Federal Ombudsperson for Harassment Calls on the Provincial Ombudsman of Balochistan Hon'ble Ali Ahmed Lehri

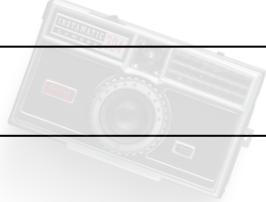
Federal Ombudsperson for Protection against Harassment, Hon'ble Ms. Fauzia Viqar paid a courtesy call on the Provincial Ombudsman of Balochistan, Hon'ble Ali Ahmed Lehri at his office, where both parties held detailed discussions on issues of harassment faced by women and the strengthening of complaint-resolution mechanisms.

The meeting focused on improving coordination between federal and provincial ombudsman institutions to ensure effective, accessible, and timely redress for complainants. Both officials exchanged views on practical approaches to handling harassment complaints, sharing institutional experiences and exploring ways to enhance cooperation in awareness, case handling, and follow-up.



Mr. Ali Ahmed Lehri acknowledged the contributions of Ms. Fauzia Viqar in advancing protections against harassment and underscored the importance of strong federal-provincial linkages to safeguard women's rights. As a gesture of appreciation, he presented a commemorative shield to the Federal Ombudsperson in recognition of her services.





**Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca visits the Consulate General of Türkiye in Prizren during his visit to Kosovo**



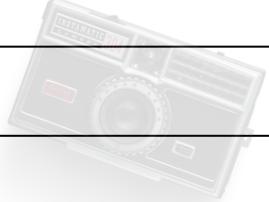
**Chief Ombudsman of Türkiye Hon'ble Mehmet Akarca meets Kosovo's Minister of Regional Development and KDTP President, Mr. Fikrim Damka**



**Hon'ble Mehmet Akarca visits the Turkish Representation Mission Headquarters (TTHB) in Prizren and meets with TTHB Commander Mr. Harun Elitaş.**



**Hon'ble Mr. Mehmet Akarca alongwith the President of Kosovo H.E. Vjosa Osmani Sadriu during his official visit in Prizren**



**Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca delivers a keynote address at the international conference marking the 25<sup>th</sup> anniversary of the Kosovo Ombudsman Institution**



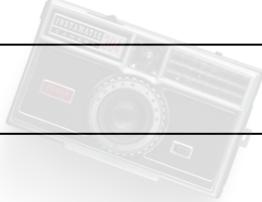
**Ombudsperson of Türkiye Hon'ble Fatma Benli Yalçın gives a television interview to Haberler.com, commenting on the Ombudsman Institution's report on combating violence against women**



**Indonesia's Ambassador to Türkiye H.E. Achmad Rizal Purnama presenting a souvenir to OICOA President and Chief Ombudsman of Türkiye, Hon'ble Mehmet Akarca**



**Commander of the Turkish Land Forces General Metin Tokel alongwith the Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca**



**OICOA Board Member and Human Rights Commissioner of Azerbaijan**  
**Hon'ble Sabina Aliyeva addresses the Second forum of Azerbaijani Religious Servants**



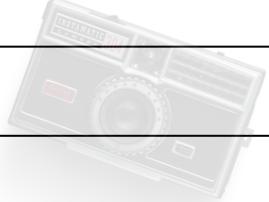
**Hon'ble Sabina Aliyeva attends an event titled “National Leader Heydar Aliyev is the author of the independent Azerbaijan Constitution,” held at Azerbaijan State Pedagogical College within the framework of the Constitution and Sovereignty Year**



**Hon'ble Sabina Aliyeva (Human Rights Commissioner of Azerbaijan & OICOA Board Member) addresses the media during the implementation process of the Amnesty Act initiated by the initiative of the President of Azerbaijan H.E. Ilham Aliyev**



**Hon'ble Sabina Aliyeva received Ms. Vladanka Andreyeva, Outgoing Resident Coordinator of the United Nations (BMT), at the Headquarters of National Human Rights Commissioner (Ombudsman) of Azerbaijan**



**Hon'ble Sabina Aliyeva (OICOA Board Member & Human Rights Ombudsman of Azerbaijan) received the staff of the Azerbaijan national amputee football team**



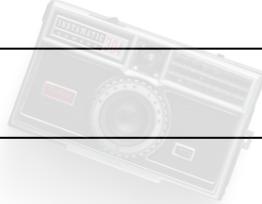
**Hon'ble Sabina Aliyeva alongwith the Slovakian Public Defender of Rights, Hon'ble Mr. Róbert Dobrovodský, during the International Summit of Ombudsman**



**Hon'ble Sabina Aliyeva (OICOA Board Member and Human Rights Commissioner of Azerbaijan) held a meeting with the students of Baku State University who won the special scholarship of the Ombudsman**



**Hon'ble Sabina Aliyeva visits the Republican Thalassemia Center during the Blood Donation Drive organized by the Republican Blood Bank**



**OICOA Board Member and Mediator of Morocco, Hon'ble Hassan Tariq, speaks during the opening session of the seminar "Soil Development and Local Justice in Morocco," held at the Faculty of Law, Economic and Social Sciences in Rabat**



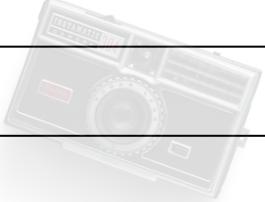
**Hon'ble Hassan Tariq addresses the participants during the Working Session held with the Moroccan Association for Scientific Research and Right to Health**



**Mediator of Morocco and OICOA Board Member, Hon'ble Hassan Tariq, received by the Chairman of the Al-Daral Bayda Council, Ms. Nabila Al-Rammili.**



**Hon'ble Hassan Tariq received a delegation of students and youth members of the "Academic Forum of Human Rights", at the Headquarters of Mediator of Morocco**



**Chairman of Administrative Control Authority of Libya and OICOA Member Hon'ble Abdulla Qaderboh held a meeting with the President of High Council of Libyan State Dr. Mohamed Takala**



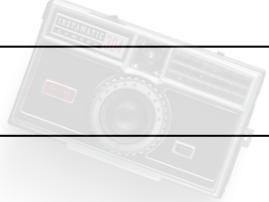
**Chairman of ACA Libya Hon'ble Abdulla Qaderboh addresses the 11<sup>th</sup> Session of the Conference of Parties to the United Nations for Fighting Against Corruption**



**Hon'ble Abdulla Qaderboh alongwith Ms. Salima Masrati (President of the Supreme Power for Transparency and Prevention of Corruption and Combating Corruption in the Republic of Algeria)**



**Chairman of ACA Libya and OICOA Member Hon'ble Abdulla Qaderboh attends the Memorial Ceremony held for the Martyrs of Duty from Officers of the Military Foundation**



**Chairman of Jordanian Integrity and Anti-corruption Commission and OICOA Member Hon'ble Major General Dr. Muhannad Hijazi during the Dialogue Session held in conjunction with World Anti Corruption Day**



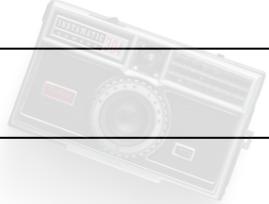
**Jordanian Integrity and Anti-corruption Commission holds a workshop on 'Application of Artificial Intelligence' in association with JIAAC's Center for Innovation and Training**



**Hon'ble Dr. Muhannad Hijazi attended the Eleventh session of the Conference of the Parties to the United Nations Convention to Fight Corruption, held in Doha**



**Secretary General of the Ombudsman of Mozambique receives a certificate of participation during the 8<sup>th</sup> General Assembly of African Ombudsman Association by its President Hon'ble Ms. Florbela Rocha Araújo**



**Delegation from Ombudsman of Mozambique attends the 8<sup>th</sup> African Ombudsman and Mediators Association General Assembly held in Luanda**



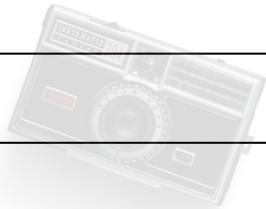
**Ombudsman of Mozambique participated in the Earth Products Festival Fair, an initiative of the Maputo City Council (CMM), through the Economic Activities and Tourism Pelouro**



**Ombudsman of Mozambique and OICOA Member, Hon'ble Isaque Chande in meeting with the British High Commissioner H.E. Ms. Helen Lewis, held at the Headquarters of the Ombudsman**



**Séguéla Region's delegated Mediator of Ivory Coast delivered a lecture of pacified legislative elections to the population of the Worodougou and Bere regions**



**Pakistan's Federal Ombudsperson for Protection Against Harassment, Hon'ble Ms. Fauzia Viqar delivered a lecture at National Institute of Public Administration (NIPA)**



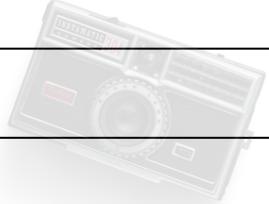
**OICOA Member and Pakistan's Federal Ombudsperson for Protection against Harassment, Hon'ble Fauzia Viqar speaks during an event held at the Prime Minister House in Islamabad**



**Hon'ble Fauzia Viqar chairs the 1<sup>st</sup> meeting of OICOA Sub-committee on Women Rights alongwith Executive Secretary OICOA, Mr. Almas Jovindah and Senior Advisor (FOSPAH) Ambassador Naghmana Hashmi**



**Hon'ble Ms. Fauzia Viqar hosted a dinner at Serena Hotel (Quetta) bringing together prominent women leaders and institutional representatives to strengthen dialogue, solidarity, and collaborative policymaking for the future of Balochistan**



**OICOA Member and Pakistan's Provincial Ombudspersn of Khyber Pakhtunkhwa Hon'ble Ms. Rubab Mehdi participated as a keynote speaker and chief guest at an event hosted by Khwendo Kor**



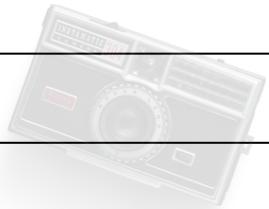
**Pakistan's Provincial Law Minister of Khyber Pakhtunkhwa visited the headquarters of Provincial Ombudsman (KPK) to hold a meeting with Hon'ble Ms. Rubab Mehdi**



**Pakistan's Provincial Ombudsman of Sindh holds an 'Open Court' at Municipal Committee Office in Taluka Complex - Kingri**



**Pakistan's Provincial Ombudsman of Balochistan and OICOA Member Hon'ble Mr. Ali Lehri presented a commemorative souvenir to Hon'ble Ms. Fauzia Viqar during her visit to the Balochistan Ombudsman Secretariat**



**Pakistan's Provincial Ombudsman Sindh (PHWWP) Justice Shahnawaz Tariq alongwith Chief Secretary of Sindh during an event hosted by PHWWP Ombudsman**



**Officers of National Human Rights Commission of Bangladesh attend a training session on 'Constitution and Human Rights'**

Media coverage highlights the recommendation issued by the Kamu Denetçiliği Kurumu (Ombudsman of Türkiye) calling for the removal of discriminatory practices in social housing projects.



## KDK: Evlilik nedeniyle kütük değişikliği konut hakkına engel olmamalı

Kamu Denetçiliği Kurumu (KDK), Toplu Konut İdaresi Başkanlığına (TOKİ), sosyal konut projelerinde, kadınların evlilik sebebiyle kütüğünün değişmesinin başvuru şartlarının sağlanmasına engel teşkil etmeyeceği yönünde düzenleme yapılması tavsiyesinde bulundu.



### KDK'den sosyal konut projeleri için "kütük" şartına düzenleme önerisi

Kamu Denetçiliği Kurumu (KDK), Toplu Konut İdaresi Başkanlığına (TOKİ), sosyal konut projelerinde, kadınların evlilik sebebiyle kütüğünün değişmesinin başvuru şartlarının sağlanmasına engel teşkil etmeyeceği yönünde düzenleme yapılması tavsiyesinde bulundu.

GÜNCELLEME  
28 Aralık 2025 11:05



### KDK'dan TOKİ'ye tavsiye: Kütük değişikliği sosyal konut hakkına engel olmamalı

Ekonomi



Kamu Denetçiliği Kurumu (KDK), Toplu Konut İdaresi Başkanlığına (TOKİ), sosyal konut projelerinde, kadınların evlilik sebebiyle kütüğünün değişmesinin başvuru şartlarının sağlanmasına engel teşkil etmeyeceği yönünde düzenleme yapılması tavsiyesinde bulundu.



### KDK'den sosyal konut projesinde "kütük" şartına düzenleme tavsiyesi

ABDULLAH SARICA - Kamu Denetçiliği Kurumu (KDK), Toplu Konut İdaresi Başkanlığına (TOKİ), sosyal konut projelerinde, kadınların evlilik sebebiyle kütüğünün değişmesinin başvuru şartlarının sağlanmasına engel teşkil etmeyeceği yönünde düzenleme yapılması tavsiyesinde bulundu.

Anadolu Ajansı

Giriş: 28.12.2025 - 11:00  
Güncelleme: 28.12.2025 - 11:00



ABONE OL 

**Media Coverage on a recommendation issued by the Kamu Denetçiliği Kurumu (Ombudsman of Türkiye) calling for the payment of salary differences to a public employee whose grade advancement was implemented with a delay.**

**AA**

**GÜNDEM**

## **KDK'den "derece/kademe ilerlemesi 2 ay sonra yapılan kişiye maaş farkı ödenmeli" kararı**

Kamu Denetçiliği Kurumu (KDK), derece/kademe ilerlemesi 2 ay sonra gerçekleştirilen kamu görevlisinin başvurusunda, 2 aylık maaş farkının yasal faiziyle ilgiliye ödenmesi adına Çalışma ve Sosyal Güvenlik Bakanlığının tavsiye kararı verdi.

İsmet Karakaş |  
06.12.2025 - Güncelleme : 06.12.2025



**CNBC-e**

- Kamu Denetçiliği Kurumu (KDK), derece/kademe ilerlemesi gecikmeli yapılan bir kamu görevlisinin başvurusunu haklı bularak Çalışma ve Sosyal Güvenlik Bakanlığına önemli bir tavsiye kararı gönderdi. Karara göre, işlemleri 2 ay geç yapılan İŞKUR personeline maaş farkı faiziyle ödenecek.



Kamu Denetçiliği Kurumu (KDK), derece/kademe ilerlemesi gecikmeli yapılan bir kamu görevlisinin başvurusunu haklı bularak Çalışma ve Sosyal Güvenlik Bakanlığının önemli bir tavsiye kararı gönderdi. Karara göre, işlemleri 2 ay geç yapılan İŞKUR personeline, bu süre içinde alamadığı maaş farkı yasal faiziyle birlikte ödenecek.

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## **KDK'den "derece/kademe ilerlemesi 2 ay sonra yapılan kişiye maaş farkı ödenmeli" kararı**

06.12.2025 - 11:05  
Güncellemme: 06.12.2025 - 11:06



**HABER TÜRK**

SON DAKİKA

## **KDK'den "derece/kademe ilerlemesi 2 ay sonra yapılan kişiye maaş farkı ödenmeli" kararı**

**İSMET KARAKAŞ** - Kamu Denetçiliği Kurumu (KDK), derece/kademe ilerlemesi 2 ay sonra gerçekleştirilen kamu görevlisinin başvurusunda, 2 aylık maaş farkının yasal faiziyle ilgiliye ödenmesi adına Çalışma ve Sosyal Güvenlik Bakanlığının tavsiye kararı verdi.



An article by Agence Marocaine de Presse reports that King Mohammed VI has approved 9 December as the annual National Day of Institutional Mediation, highlighting the role of mediation in strengthening justice, governance, and the rule of law in Morocco.



وكالة المغرب العربي للأنباء  
**MAP**  
AGENCE MAROCAINE DE PRESSE



وسيط المملكة  
وسيط المصالحة

## جلالة الملك يتفضل بالموافقة على اعتماد يوم التاسع من دجنبر من كل سنة يوماً وطنياً للوساطة المرفقية\*

تفضل صاحب الجلالة الملك محمد السادس، نصره الله، بالموافقة المطلوبة على اعتماد يوم التاسع من دجنبر من كل سنة يوماً وطنياً للوساطة المرفقية.

وأوضح بلاغ لوسط المملكة، أن هذا التاريخ يوافق لحظة إحداث مؤسسة ديوان المظالم سنة 2001، وهو ما يجعله يجسد دلالات رمزية وحقيقة تمنحه عمقاً خاصاً في الذكرة المؤسساتية، من خلال استحضار تاريخ الرسالة الملكية، التي أعلن خلالها صاحب الجلالة الملك محمد السادس تأسيس ديوان المظالم، وتخلidia في نفس الآن لتاريخ صدور الظهير الشريف رقم 1.01.298 القاضي بإحداث هذه المؤسسة.

وأبرز البلاغ أن هذا القرار السامي، يشكل تعبيراً عن بالغ العناية التي يوليه صاحب الجلالة الملك محمد السادس، نصره الله، لأدوار ومهام الوساطة المؤسساتية في تعزيز مبادئ العدل والإنصاف، كما يمثل لبنة إضافية في مسار متواصل لتكريس ثقافة الوساطة المرفقية، منذ إحداث جلالته، حفظه الله، لديوان المظالم مع الحرص المولوي على تطوير صلاحياته واحتياطاته، وصولاً إلى دسترة مؤسسة الوساطة كأحد الهيئات المستقلة لحماية حقوق الإنسان، وكمؤسسة وطنية للحكامة مساهمة في ترسیخ سيادة القانون، وإشاعة قيم التخليق والشفافية في التدبير المركفي.

وخلص البلاغ إلى أن إقرار هذا اليوم الوطني سيجعل منه مناسبة سنوية للتذكير بفضائل الوساطة المؤسساتية، ولحظة وطنية للتفكير العمومي الواسع حول الممارسات الجيدة والخبرات المقارنة في مجالات الوساطة، وفرصة مثالية لتعزيز الجهد المبذولة، ولتطوير الاقتراحات والتوصيات ذات الصلة بمشروع تعزيز أسس الإدارة المواطنة المبنية على العدل والإنصاف.

\*وكالة المغرب العربي للأنباء - الرباط 8 دجنبر 2025

**A press release announces a meeting between the Mediator of Morocco and the Commission du Droit d'Accès à l'Information, focused on strengthening cooperation to promote transparency and the right of access to information in Morocco.**



الرباط، في: فاتح دجنبر 2025

### بلاغ إعلامي

عقدت مؤسسة وسيط المملكة ولجنة الحق في الحصول على المعلومات (CDAI)، يوم الاثنين فاتح دجنبر 2025، بمقر المؤسسة، اجتماعاً خاصاً لبحث سبل تعزيز التعاون بين المؤسستين في مجال ترسیخ شفافية الإدارة العمومية وتكریس حقوق المرتفقين في الولوج إلى المعلومات. وقد تميز هذا اللقاء بتوقيع مؤسسة وسيط المملكة اتفاقية الانضمام إلى البوابة الوطنية للحق في الحصول على المعلومات "PNDI"، التي تتولى لجنة الحق في الحصول على المعلومات الإشراف على تدبيرها.

وتهدف البوابة الوطنية إلى:

- تمكين المواطنات والمواطنين، وكذا الأشخاص الأجانب المقيمين بصفة قانونية بال المغرب، من إيداع وتبليغ طلبات الحصول على المعلومات، بالإضافة إلى الشكيات المرتبطة بها، وفق المقتضيات المنصوص عليها في القانون رقم 31.13.
- توفير معلومات ومؤشرات دقيقة لفائدة الهيئة الوطنية، بما يتيح تطوير جودة الخدمات وتعزيز فعالية منظومة الحق في الحصول على المعلومات.

وشكل الاجتماع كذلك مناسبة للتداول حول:

- آفاق الشراكة والتعاون بين المؤسستين من أجل تعزيز حق المرتفقين في الولوج إلى المعلومة لدى إدارات الدولة والمؤسسات العمومية والجماعات الترابية.
- الإسهام المشترك في تبيیغ وتقییم مدى التزام الإدارات بتفعیل أحكام قانون الحق في الحصول على المعلومات.

وتأتي هذه الخطوة في إطار تجسيد الرؤية المشتركة للمؤسستين الرامية إلى دعم إدارة حديثة ومنفتحة، قائمة على مبادئ الشفافية وربط المسؤولية بالمحاسبة، وواضحة المواطن في صلب السياسات العمومية، بما يعزز الالتقائية والتکامل المؤسساتي في المجالات ذات الصلة بتدخل الجهازين.



قطاع 15، جزيرة Q2، شارع الزينون، حي الرباط، الرباط، م.ب. 10100.  
الهاتف: 00 56 42 86 57 77 11-57 77 00. الفاكس: (212-537) 56 42 86. البريد الإلكتروني: [contact@mediator.ma](mailto:contact@mediator.ma)

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**Federal Ombudsman of Pakistan reports remarks by Hon'ble Ejaz Ahmad Qureshi highlighting the importance of recognizing performance and hard work to promote efficiency, accountability, and healthy competition within public institutions.**



WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT  
GOVERNMENT OF PAKISTAN

**RECOGNITION OF HARD WORK PROMOTES EFFICIENCY, HEALTHY SPIRIT OF COMPETITION – EJAZ AHMAD QURESHI.**

Islamabad: 23 December 2025 – The Wafaqi Mohtasib (Ombudsman), Mr. Ejaz Ahmad Qureshi has said that recognizing and rewarding hard work and outstanding performance in national institutions is a potent means of promoting efficiency and infusing a healthy spirit of competition. 'Hardworking, conscientious and devoted officers and staff members are the precious asset of such organizations', he observed.

He was addressing an award distribution ceremony organized at the Wafaqi Mohtasib Secretariat, Islamabad in connection with distribution of performance-based awards and merit certificates to the Officers and staff members, who have consistently performed well during the last couple of years. The ceremony was attended by the Officers and staff members belonging to the Head Office at Islamabad apart from those from the province of Baluchistan and GB.

He said that the institution of Wafaqi Mohtasib was progressing by leaps and bounds over the years and it owes its achievements to the unwavering commitment of its Officers and staff members, who have been serving this organization with utmost sincerity, honesty, devotion and dedication. He said that the public trust and confidence enjoyed by the institution was the result of our impeccable record of service. He urged them to continue working with the same devotion so that the organization could retain the public trust.

He said that the Wafaqi Mohtasib Office decided complaints upto the tune of **Rs.9.46 billion** in financial terms, adding that we have so far decided more than **252,000** cases during the current year.

The Wafaqi Mohtasib further stated that the Institution decided **1,717,099** complaints during 38 years since its inception from 1983 to 2021, whereas during the last four years i.e. 2022-2025, it decided more than **850,000** complaints relating to maladministration, which itself is a record. He said that this outstanding feat was made possible only by the sustained hard work of the Officers and staff members.

**Press Release announces that the Karachi Chamber of Commerce and Industry has been linked to its Complaint Management Information System (CMIS) of Federal Ombudsman of Pakistan to facilitate faster resolution of business-related complaints.**



WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT  
GOVERNMENT OF PAKISTAN

**KARACHI CHAMBER OF COMMERCE AND INDUSTRY LINKED TO MOHTASIB'S CMIS.**

Karachi: 18 December 2025 – The Wafaqi Mohtasib (Federal Ombudsman), Mr. Ejaz Ahmad Qureshi has said that with a view to securing prompt redressal of the business community's complaints, the Karachi Chamber of Commerce and Industry (KCCI), has recently been linked to the Wafaqi Mohtasib's computerized Complaint Management Information System (CMIS). The new arrangement, he said, would facilitate filing of complaints directly into the system of Wafaqi Mohtasib Offices and to seek their quick redressal.

He was addressing a ceremony at the Wafaqi Mohtasib Regional Office, Karachi organized in connection with distribution of awards to Officers and staff members who have consistently performed well during the last couple of years. It was attended by the Officers and staff members belonging to Regional Offices in Hyderabad, Sukkur and Mirpur Khas in addition to Karachi. He further stated that recognition and appreciation of outstanding performance acts as motivator, having a catalytic impact on others to shine and excel.

He said that the Institution of Wafaqi Mohtasib is going from strength to strength owing to the sustained hard work, devotion and dedication of Officers and staff members and this has enabled us to win the trust and confidence of the public. He urged them to continue working with the same devotion so that we will continue to enjoy good will of the public. He further informed that this year the Wafaqi Mohtasib Institution has, on the whole, settled disputes upto the tune of **Rs.9.46 billion** in financial terms, adding that we have so far redressed more than **246,000** complaints during the current year and the total number of complaints is likely to exceed **250,000** mark by the year's end.

Press releases issued by the Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH) highlight a series of activities, including workplace harassment awareness seminars at ASF Multan and NIPA Quetta, as well as the first meeting of OICOA Subcommittee on Women Rights



Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH)  
Government of Pakistan

**BREAKING THE SILENCE: FOSPAH CONDUCTS WORKPLACE HARASSMENT AWARENESS SEMINAR AT ASF MULTAN**



In many workplaces, silence still feels safer than speaking up, because the law is weak, but because taboos around reporting are deeply rooted. Breaking this silence requires awareness, confidence and institutions willing to stand with those who choose to speak.

FOSPAH Lahore Regional Head, Madam Lubna Ali, along with the team from the Multan Sub-Regional Office, conducted an awareness session at Airport Security Force (ASF) Multan.

The session was attended by the Chief Security Officer and the Deputy Director Admin, along with ASF staff.

The seminar concluded with an interactive Q&A segment, where participants raised important questions on workplace harassment and the complaint mechanism under the Act.



Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH)  
Government of Pakistan

**AN AWARENESS SESSION ON WORKPLACE HARASSMENT HELD AT NIPA QUETTA**



Building the capacity of public officers is central to improving how institutions respond to workplace concerns. At NIPA Quetta, officers from multiple government departments participated in an awareness session led by Madam Fauzia Viqar, Federal Ombudsperson for Protection Against Harassment of Women.

The session introduced Harassment and other redressal mechanisms, followed by an interactive Q&A that encouraged officers to discuss practical challenges and solutions for ensuring safer, more accountable workplaces.

FOSPAH continues to support government departments in strengthening prevention, reporting, and response systems across Pakistan.



Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH)  
Government of Pakistan

**FOSPAH HOSTS FIRST OICOA SUB-COMMITTEE MEETING TO STRENGTHEN WOMEN'S RIGHTS IN THE OIC**



Where wisdom met resolve : the first OICOA Sub-Committee Meeting at FOSPAH set a noble course for Women Rights

On 22 December 2025, the First Meeting of the OICOA Sub-Committee brought together Ombudsman institutions; Pakistan, Azerbaijan, Bahrain, Benin, Burkina Faso, Senegal, Togo, and Türkiye, alongside the Women Development Organization of OIC and provincial Ombudsmen of Punjab and Khyber Pakhtunkhwa.

Welcoming the delegates, Federal Ombudsperson Ms. Fauzia Viqar emphasized that collective wisdom is the foundation of advancing women's rights. The meeting became a vibrant forum of shared reforms, candid reflections, and a bold plan of action aligned with the OIC vision.

From repealing restrictions on women's employment to ensuring representation in parliaments and encouraging political participation, member states showcased inspiring progress. Yet, they also acknowledged the challenges of weak reporting cultures and low representation in leadership.

## PRESS COVERAGE FOR OICOA BOARD MEMBER INSTITUTION - FEDERAL TAX OMBUDSMAN OF PAKISTAN

### BUSINESS RECORDER

Founded by M.A. Zubari

FTO receives record 35,716 complaints against FBR in 2025

Sohail Sarfraz Published December 11, 2025

**ISLAMABAD:** The Federal Tax Ombudsman (FTO) has received record 35,716 complaints against the Federal Board of Revenue (FBR) during January-December 2025 and 98 percent of the FTO's recommendations were implementation by the FBR.

Addressing at a press conference on Wednesday at the FTO Secretariat, the outgoing FTO Dr Asif Mehmood Jah shared his achievements during his tenure and specifically last one year.

Among achievements, noting recoveries exceeding Rs 23 billion, swift complaint resolution within an average of 34 days, he pointed out.

In the year 2021, the total number of complaints received stood at 2867. The FTO undertook extensive awareness sessions throughout the country. The Advisors to the FTO also gave priority to disseminate the role/functions of this Forum by conducting awareness sessions, which run in hundreds. Resultantly, there was tremendous increase in institution of complaints. Thereafter in the subsequent years i.e. 2022, 2023 and 2024 the institution of complaints were at 6106, 7889, and 12742 respectively.

### BUSINESS RECORDER

Founded by M.A. Zubari

FTO orders FBR to take action against cybercriminals

Sohail Sarfraz Published December 25, 2025

**ISLAMABAD:** The newly appointed Federal Tax Ombudsman (FTO) Zafar-ul-Haq Hijazi has issued his first order against cybercriminals, within the Federal Board of Revenue (FBR)/Pakistan Revenue Automation Limited (PRAL) or outside FBR/PRAL, involved in fraudulent filing of the sales tax returns/ revised returns to show fake supplies using fake/flying invoices.

The FTO on Wednesday issued very strict instructions to the FBR for taking action against the cybercriminals and beneficiaries of tax fraud.

"The repeated hacking of the passwords of IDs of the taxpayers also reflects on the quality of security and sanctity of the data and the whole IT system. The critical system weaknesses include data integrity, inadequate data security, weak internal controls, and insufficient safeguards against tax fraud. The inadequate system controls include manipulation of data, a lack of system alerts for unusual activity, and unauthorized changes in the taxpayers' profiles to facilitate the creation of fake transactions, FTO stated.

### BUSINESS RECORDER

Founded by M.A. Zubari

## Manually-registered persons: FTO asks FBR to carry out probe into data

Sohail Sarfraz Published December 30, 2025

**ISLAMABAD:** The Federal Tax Ombudsman (FTO) has asked the Federal Board of Revenue (FBR) to carry out a thorough investigation of the data of recent manually registered persons by the Field Formations in order to forestall any revenue leakages.

The Database Administrator, Regional Tax Office (RTO), Multan, provided a list of 65 manually registered cases during the month of November 2025 within the jurisdiction of RTO Multan as a sample.

It was found that these cases have been registered manually from the login of department officers without following the latest SOP for the registration of new NTN.

According to an order of the FTO issued to the FBR on Monday, in view of likely leakage of state revenue, the issue requires further probe by the Field Formations because such registrations have been made in violation of the Standard Operating Procedure (SOP) laid down by the FBR for registration of taxpayers, linking it with mandatory incorporation of "SIM" numbers.



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