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RESPONSIBLE/ACCOUNTING OFFICER’S STATEMENT

I have the pleasure of presenting the Office’s 4th Annual Report on Budget Performance for the fiscal year 2019/2020 to the Ministry of Finance, Economic Planning and Development in fulfilment of its legal obligation as required under Section 4B of the Finance and Audit Act 1973(As amended) requiring to report on its performance in respect of the previous fiscal year and on its strategic direction in respect of the following 3 fiscal years.

When compared to the corresponding period in the preceding year, the report showcases improved organizational performance in respect of the services offered to members of the public and management of public funds. I wish to highlight that the 2019/2020 financial year was the 2nd year of implementing the Office’s strategic plan 2018/2019-2020/2021. At the beginning of the planning cycle a pledge was taken to achieve our Strategic Objectives. In line with these commitments, from both the administration and operational side, various initiatives have been undertaken over the past year to ensure that we remain on course in achieving our objectives.

In 2019/2020 we experienced a number of challenges particularly the unprecedented spread of the novel coronavirus, COVID-19, within our local community as well as inadequate funding to meet expenditures for its containment and other costs related to service delivery. We have since 2018 implemented various cost containment measures in an effort to reduce spending on recurrent expenditure items such as cleaning services, utility bills, paper usage and postal services. These has resulted in the effective management of the public funds allocated to the Office within its Budgetary Estimates. The reason for such outcome may also be partly attributed to the closing of the Office for two months as no operational/administrative costs were incurred during the lockdown period.

In the midst of these challenges, I am pleased to report an improvement in the overall organizational performance calculated on actual expenditure which currently stands as 92.3% compared to the 93% achieved in the previous financial year.

To this end, we have achieved almost all our targets set under our key performance indicators except for the monitoring and follow up of investigations due to the closure of our Office for
nearly two months. We made an additional effort with our limited human resources to reach the maximum number of people through our awareness raising campaign whereby 9500 pamphlets were distributed.

In closing, I want to thank all the staff of the Office of the Ombudsman who continue to work and give their best under difficult circumstances in an effort to make a difference in the lives of the public in general. I am also grateful to the Ombudsman for the support and guidance he has provided and continues to provide as we march towards the achievement of our goals.

Looking ahead, we will continue to listen to, support and engage regularly with our customers to make sure we truly are a customer-centric Office now and into the future.

Mr A. RAMTAHUL
Senior Investigations Officer
PART I – ABOUT THE OFFICE

Office Of The Ombudsman Of Mauritius

The Office of the Ombudsman is an independent Public Office, which is responsible to carry out investigations in cases of alleged maladministration made against public authorities and their officials. Our service is free of charge and same is accessible to all members of the public.

Our Vision

To provide all citizens a quality service that upholds their rights to a just and equitable treatment in accordance with principles of good administration.

Our Mission

To serve the Mauritian community by addressing issues arising from maladministration in the public sector and redressing wrongs that may be found to have been committed.

Our Values

- Independence and Impartiality
- Transparency and Accountability
- Effectiveness
- Fairness
- Confidentiality
HIGHLIGHTS

INVESTIGATIONS

WE RECEIVED 538 COMPLAINTS

- 321 New Cases were opened
- 93.5% of complaints acknowledged within 5 working days
- Finalised 415 Cases
- Finalised 77% of pending cases

ADMINISTRATION

- Staff received 17 training to improve our service
- Implementation of E-Flimsies
- Around 2,000 A4 papers saved in e-flimsies
- Decrease in Postage Fee due implementation of e-reply to complainants

PUBLIC SERVICE DELIVERY

- 9500 Pamlets Distributed to the Public
- Conducted 6 sessions of Awareness Raising Campaign
- Implemented an Online Customer Feedback Form
- Implemented an Electronic Visitors Record System
At the beginning of 2018-19, we launched a new three-year strategic plan which sets out our vision in delivering value-based public service. We developed the plan with inputs from both our staff and members of the public who use our service as well as the findings of the internal and external survey.

The strategy sets out five objectives and the activity planned in each year to deliver them. In the second year of the strategy, we have achieved much of what we expected to do. Our main objectives and key performance indicators are as follows:

1. Provide an efficient and effective complaint handling service
2. Provide quality & accessible information on the services provided by the Ombudsman
3. Influence Public Authorities to improve their administrative and complain handling system
4. Modernise the office with technological platform to deliver continuous improvement in performance
5. Account for the service we provide and public money we spend

Figure 1 Our Three-Year Strategic Plan 2018-2021
Our Strategic objectives, key performance indicators and targets for next three years 2018/19 to 2020/21

<table>
<thead>
<tr>
<th>SN</th>
<th>KPIs</th>
<th>Target 2018-2019</th>
<th>Target 2019-2020</th>
<th>Target 2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of cases finalised within a period of 12 months</td>
<td>70%</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>% of complaint letters addressed to the Ombudsman acknowledged within five working days</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>% of investigation monitored and followed up within 12 months</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>% of complainants' satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
</tbody>
</table>

Table 1 Strategic Objectives 2018-2021
ROLES & FUNCTIONS OF THE OFFICE

The Office has different functions derived from its governing legislation, The Ombudsman Act 1969 and the Constitution of Mauritius, which are outlined below:

(a) Investigation on maladministration
(b) Undertaking Own-Motion Investigations
(c) Making such recommendations to the Department or authority concerned
(d) Reporting to the President of the Republic of Mauritius.

Our jurisdiction covers the following authorities and officers –

(a) any department of the Government;
(b) the Police Force or any member thereof;
(c) the Mauritius Prison Service or any other service maintained and controlled by the government or any officer or authority of any such service;
(d) any authority empowered to determine the person with whom any contract or class of contracts is to be entered into by or on behalf of the Government or any such officer or authority;
(e) the Rodrigues Regional Assembly or any officer of the said Assembly;
(f) any local authority or any officer of such local authority;
(g) such other officers or authorities as may be prescribed by Parliament; the only exceptions being –
   (i) the President or his personal staff;
   (ii) the Chief Justice;
   (iii) any Commission established by this Constitution or its staff;
   (iv) the Director of Public Prosecutions or any person acting in accordance with his instructions;
   (v) any person exercising powers delegated to him by the Public Service Commission or the Disciplined Forces Service Commission, being powers the exercise of which is subject to review or confirmation by the Commission by which they were delegated.

However, section 97(8) of the Constitution also provides that –

The Ombudsman shall not conduct an investigation in respect of any complaint where it appears to him –

(a) that the complaint is merely frivolous or vexatious;
(b) that the subject-matter of the complaint is trivial;
(c) that the person aggrieved has no sufficient interest in the subject-matter of the complaint; or
(d) that the making of the complaint has, without reasonable cause, been delayed for more than 12 months.
Gender Statement

The Top Management is mindful of its statutory obligation to ensure compliance with the Optional Protocol to the Convention on the Elimination of all forms of Discrimination against women as domesticated in our local laws in force in Mauritius.

We, at the Office of the Ombudsman, believe in creating an inclusive environment in which the diverse skills, cultural perspectives and backgrounds of our staff are valued.

Towards achieving this objective and in order to give effect to the above-mentioned Convention, the Supervisors are held accountable to sustaining a workplace climate of equity and fostering an environment where every staff has the opportunity to prosper and enjoy a fair and equal treatment before the law.

Supervisors are also required to demonstrate appropriate behaviour consistent with the Convention’s principles and promptly deal with any complaints of harassment or discrimination observed in the workplace.

We encourage the full and effective participation of female staff in the day-to-day affairs of our Office and we treat all our customers irrespective of their gender or physical appearance fairly and equitably.
(a) There is an Ombudsman who is appointed by the President of the Republic of Mauritius and he is empowered under the Constitution to investigate any action taken by any officer or authority in the exercise of administrative functions of that officer or authority, in any case in which a member of the public claims, or appears to the Ombudsman, to have sustained injustice in consequence of maladministration in connection with the action so taken.

(b) The Office is administratively headed by the Senior Investigations Officer who is conferred with the duties of both Responsible and Accounting Officer. He also assists the Ombudsman in the conduct of investigations and other legal research and analysis pertaining to complaints.

(c) We have a small staff team of twenty-one (21) personnel consisting of 01 Technical Officer, 17 support staff of general cadre and 03 supplementary officers provided on an adhoc basis to oversee the Human Resources, Procurement and Safety and Health issues. We recognise that our staff is the most valuable and important asset in achieving the objectives of the Office. The knowledge, professionalism and compassion of our staff play a large role in the perception of our service. The breakdown of our staffing structure is depicted below:
## Staffing Structure

<table>
<thead>
<tr>
<th>Sn</th>
<th>DESIGNATION</th>
<th>In Post as at 30 June 2020</th>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>1</td>
<td>Ombudsman</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>Senior Investigations Officer</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>Investigations Officer</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

**Senior Management/Technical Staff**

**General Services**

<table>
<thead>
<tr>
<th>Sn</th>
<th>DESIGNATION</th>
<th>In Post as at 30 June 2020</th>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Principal Financial Operations Officer</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Principal Procurement Supply Officer</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>Office Management Executive</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Human Resource Executive</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Safety &amp; Health Officer</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Office Management Assistant</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Confidential Secretary</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>Office Supervisor</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>12</td>
<td>Management Support Officer</td>
<td>6</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Word Processing Operator</td>
<td>2</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>14</td>
<td>Receptionist/Telephone Operator</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

**Workmen's Group**

<table>
<thead>
<tr>
<th>Sn</th>
<th>DESIGNATION</th>
<th>In Post as at 30 June 2020</th>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Office Auxiliary/ Senior Office Auxiliary</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

**Total**

|      | 23 | 7   | 16  |

*Table 2 Staffing Structure*
Gender Profile of the Staff

Figure 2 Gender Profile of staff

- Male: 69.6%
- Female: 30.4%
PART II – PERFORMANCE ANALYSIS

A. Investigations

In 2019-20, we received a total of 538 complaints, compared to 615 received in 2018-19, i.e a decrease of 12.5%. Of the total number of complaints received, 321 were assessed to be within our jurisdiction and they were against Ministries/Departments, Local Authorities & Rodrigues Regional Assembly. Remaining were miscellaneous and copies of complaints.

Of the total cases dealt with (589) during the fiscal period 2019-20, the Office has finalised 415 cases (including 120 pending cases as at 30 June 2019), thus representing 70.5%. Remaining 29.5% (i.e. 174 cases) are still pending as at 30 June 2020.

Case Intake and Investigated for the Financial Year 2019-2020

<table>
<thead>
<tr>
<th>Case intake and investigated for the Financial Year 2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministries/Departments</td>
</tr>
<tr>
<td>Local Authorities</td>
</tr>
<tr>
<td>Rodrigues Regional Assembly</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Table 3 Case intake and investigated for the Financial Year 2019-2020

Percentage Of Cases Intake And Investigated For The Financial Year 2019-2020

[Diagram showing percentages]

Figure 3 Percentage of Cases Intake and Investigated For the Financial Year 2019-2020
Case intake and investigated Year on Year

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministries/Departments</td>
<td>273</td>
<td>218</td>
</tr>
<tr>
<td>Local Authorities</td>
<td>121</td>
<td>121</td>
</tr>
<tr>
<td>Rodrigues Regional Assembly</td>
<td>26</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>420</td>
<td>386</td>
</tr>
</tbody>
</table>

Table 4 Case Intake and Investigated Year on Year

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MINISTRIES/DEPARTMENTS</td>
<td>LOCAL AUTHORITIES</td>
</tr>
<tr>
<td></td>
<td>273</td>
<td>121</td>
</tr>
<tr>
<td></td>
<td>218</td>
<td>121</td>
</tr>
<tr>
<td></td>
<td>213</td>
<td>81</td>
</tr>
</tbody>
</table>

Figure 4 Case Intake and Investigated Year on Year

Cases Finalised During the Financial Year 2019-2020

| Cases Finalised during the Financial Year 2019-2020 |
|--------------------------------------------------|----------------|
| Cases dealt with                                 | 589            |
| Cases finalised                                  | 415            |
| Cases pending as at June 2020                    | 174            |

Table 5 Cases finalised during the Financial Year 2019-2020
Figure 5 Percentage of Cases finalised during the Financial Year 2019-2020

Table 6 Overall scores against Key Performance Indicators

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Target</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of cases finalised within a period of 12 months</td>
<td>70%</td>
<td>70.5%</td>
</tr>
<tr>
<td>% of investigation monitored and followed up within 12 months</td>
<td>100%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Timeliness of Intake Cases Finalised

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 6 months</td>
<td>264</td>
<td>234</td>
<td>178</td>
</tr>
<tr>
<td>Beyond 6 months</td>
<td>20</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Pending</td>
<td>136</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td>Total Cases</td>
<td>420</td>
<td>386</td>
<td>321</td>
</tr>
</tbody>
</table>

Table 7 Timeliness of Intake Cases Finalised
Figure 6 Timeliness of Intake Cases Finalised

Acknowledgement of Complaints received for the Financial Year 2019-2020

| Complaints acknowledged within 5 working days | 374 |
| Complaints acknowledged beyond 5 working days | 26 |

Table 8 Acknowledgement of Complaints received for the Financial Year 2019-2020

Figure 7 Timeliness of Cases Acknowledged in 2019-2020
### Key Performance Indicator

<table>
<thead>
<tr>
<th>% of complaint letters addressed to the Ombudsman acknowledged within five working days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
</tr>
<tr>
<td>90%</td>
</tr>
</tbody>
</table>

Table 9 Acknowledgement of Complaints Year on Year

### Comparative Table – Acknowledgement of Complaints Year on Year

<table>
<thead>
<tr>
<th>Acknowledgement of Complaints Year on Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
</tr>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Complaints acknowledged within 5 working days</td>
</tr>
<tr>
<td>Complaints acknowledged beyond 5 working days</td>
</tr>
</tbody>
</table>

Table 10 Acknowledgement of Complaints Year on Year

### Complaints Acknowledged Year On Year (%)

![Bar Chart](chart.png)

Figure 8 Complaints acknowledged Year on Year
Demographic Profile of Complainants/Visitors


<table>
<thead>
<tr>
<th>Year</th>
<th>Complaints Received</th>
<th>Visitors</th>
<th>Complaints Received</th>
<th>Visitors</th>
<th>Complaints Received</th>
<th>Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>241</td>
<td>350</td>
<td>207</td>
<td>212</td>
<td>219</td>
<td>172</td>
</tr>
<tr>
<td>2018-2019</td>
<td>107</td>
<td>71</td>
<td>107</td>
<td>60</td>
<td>67</td>
<td>75</td>
</tr>
<tr>
<td>2019-2020</td>
<td>72</td>
<td>0</td>
<td>72</td>
<td>0</td>
<td>35</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>420</strong></td>
<td><strong>421</strong></td>
<td><strong>386</strong></td>
<td><strong>272</strong></td>
<td><strong>321</strong></td>
<td><strong>247</strong></td>
</tr>
</tbody>
</table>

Table 11 Demographic Profile of Complainants for the Financial Year 2019-2020

Figure 9 Demographic Profile of Complainants for the Financial Year 2018-2019
B. Administration

I. Responding to the coronavirus crisis and its impact on our service/work

On 20 March 2020, due to the coronavirus pandemic and in order to protect the life and health of all its citizens, government decided to implement a curfew order around the island. This resulted into the closure of our Office for around two months and thus we could not receive any new complaints by postal services nor progress/monitor existing investigations which require contact with the concerned authorities.

- Measures implemented

➤ During Closing of Office

Upon receipt of the Circular 6/2020 from the Secretary for Public Service regarding the outbreak and fast spreading of the Coronavirus (Covid-19), we planned for the purchase of personal protective equipment, detergent solution, disposable waste bags and others as a proactive measure to ensure the safety and health of all our staff as well as our visitors.

Following the closure of our Office, arrangements were made between staff to continue receiving and attending to complaints through email. However, complaint letters, which were delivered by postal services prior to the lockdown, were processed in June 2020, which therefore led to a delay in initiating our investigations.

➤ Prior to the Opening of the Office

A plan of action was made as per the Circulars 30 & 31 of 2020 issued by the Secretary for Public Service to enable a safe and healthy opening of the Office. This included among others, the issuance of a Departmental Instruction 01/2020 entitled ‘Covid-19 Action Plan on Workplace Infection Control’ wherein the following measures were taken:
a. Frequent hand hygiene i.e washing of hands to eliminate viruses and avoid infection that could occur by touching the eyes, mouth and nose.

b. Respiratory etiquette i.e mouth covering to avoid droplet transmission through coughing and sneezing.

c. Environmental cleaning and disinfection i.e continuous cleaning of doors, handles, tables, toilet, IT and communication equipment, filing cabinet etc.

d. Physical distancing i.e avoid group or close contact of infected person, keep at least 1 metre distancing from any individual.

e. Notice to public on the temporary suspension of our face-to-face appointment/assistance and encouragement on lodging their complaint by email.

f. Display relevant posters at the reception area and other frequented Sections regarding the sanitary hygiene and practice.

g. Visitors Screening Survey Form

**Complaint-handling Services**

From the date of the closing and re-opening of the Office, our normal ways of operation began to change as we followed Government advice. While the impact on results over the year as a whole has been minimal, we have experienced the following effects as a result of the coronavirus pandemic:

a. Unable to process complaint received prior the curfew order;

b. Complaint received after the re-opening of the Office took slightly longer to process;

c. Decreased in the number of cases followed up and finalized;

d. Inability to provide phone assistance to members of the public;

e. Suspension of our awareness raising campaign

f. No working trip to Rodrigues and

g. On-going investigations could not be progressed.
II. Health, Safety and Environmental Issues

The implementation of Occupational Health and Safety in a workplace is a legal requirement under the Occupational Safety and Health Act (OSHA) 2005 intended to protect the staff, public in general and property in the workplace.

The Office recognizes its obligation to safeguard the health and safety of all our staff as well as visitors. The Office has a Safety and Health Officer who is assigned with the primary objectives of ensuring the following:

A. Implementation and Compliance with the OSHA 2005;
B. Develop tools and procedures that will ensure the safety of our assets;
C. Capacity building and development of staff in responding/attending to identified risk and hazards;
D. Conduct of risk assessment and take all necessary action to mitigate the identified risk and
E. Set safety objectives and suitable safeguards.

Some of the measures taken by the Management is displayed at Annex III.

III. Training & Development

The Office recognizes that it is its ongoing commitment to the development of its staff, their well-being and the way we work that will ensure that the Office continues to meet its strategic objectives and goals. We have also engaged ourselves in different activities in order to keeping the staff highly motivated and productive with the purpose of building a work culture and atmosphere that is positive. A list of training, team building exercise and other events is enclosed at Annex I.
IV. Risk Management, Citizen Oriented Initiatives & Good Governance

Responsible and Accounting Officer

The Senior Investigations Officer is both the Responsible and Accounting Officer of the Office in terms of the Public Service Commission Regulations and the Finance and Audit Act 1973. He is responsible for the sound governance and effective internal control of the Office. In performing his duties effectively and efficiently, he is assisted by the Heads of Sections.

Top Management Meeting

The Ombudsman and the Senior Investigations Officer regularly meet to discuss on the vision, mission and strategic objectives of the Office. They also review the operational performance of the Office and take appropriate decision in the putting in place of adequate systems to achieve value for money service.

Performance Monitoring Meeting

The following coordinating meetings are also chaired by the Senior Investigations Officer on a monthly or quarterly basis to assess and evaluate our performance and take all necessary remedial action in case of any bottleneck:

(a) Safety, Health and Welfare Meeting;
(b) Performance Monitoring Meeting;
(c) Assets Management Meeting;
(d) Budget Performance Meeting;
(e) Needs Committee and
(f) Transformation Implementation Committee
V. Internal Audit

The objective of Internal Audit is to provide independent, objective assurance and consulting services designed to add value and improve the Office’s operations.

Internal audit is an appraisal function established within the Office to independently examine and evaluate the internal controls, risk management and governance processes and report to the Responsible and Accounting Officer.

We consider that internal controls are sufficiently robust to be confident that risks are proactively identified, mitigated and escalated as required, that ensure adherence to by the appropriate staff and monitor compliance.

The internal and external audits conducted during the year have provided assurance on governance, financial and risk management arrangements. The internal audit reports provided reasonable assurance in all areas. In 2019-20, the NAO audit completion report set out the findings from the audit work, including findings from areas of key risk. There were no major material issues or impacts identified within the audit completion report. Recommendations made in order to further enhance our control system have been implemented and regular monitoring is being maintained to ensure compliance.

VI. Environmental initiatives

Our sustainability aim is to reduce the impact of our operation on the environment. We have taken the following initiatives so as to reduce our spending:

a. Reducing energy consumption by encouraging staff to switch off electrical equipment when not in use,

b. Reducing paper usage on draft works by encouraging staff to use an electronic shared folder and reply to the complainant through email.
c. E-Archiving of outgoing correspondence to reduce paper usage and transform the Office into paperless environment as far as possible.

These initiatives have contributed significantly in reducing our administrative/operational cost and maintaining a healthy working environment for all our staff and visitors.

Records show that paper consumption has decreased by 5 reams in 2019-2020 driven by electronic working initiatives, maintaining e-flimsies of outgoing correspondence.

C. Public Service Delivery

I. New Investigations Section

Last year, we set up an Investigations Section to focus more on our complaint handling services. We have also reviewed our working processes and adopt new operating model to ensure timely and effective response to those who seek our assistance.

In 2019/20, we have extended our service information to 550 members of the public who contacted us through phone, which is less than 24.3% as compared to last year. Moreover, we have assisted and guided 247 complainants (including 42 during our working trip in Rodrigues) who visited us for help. The decrease in the number is due to the fact that the Office was closed for 2 months and that only one working trip was undertaken to Rodrigues island in view of the pandemic coronavirus.
Figure 10 Service Information by Phone

<table>
<thead>
<tr>
<th>Service Information to visitors</th>
<th>2018-2019</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>* including 109 in Rodrigues</td>
<td>381</td>
<td>247</td>
</tr>
</tbody>
</table>

Table 12 Service Information to Visitors

Figure 11 Service Information to Visitors
In our endeavour to ensure compliance with the Paris Principles adopted in Resolution 48/134 by the General Assembly of the United Nations concerning national institutions for the protection and promotion of human rights, we have embarked upon an awareness-raising campaign throughout Mauritius including Rodrigues island, with a view to promoting human rights and educating members of the public in general on our role, powers and services.

The campaign was headed and under the overall supervision of the Senior Investigations Officer and it was divided into two phases to be completed within the financial period of 2019/2020. However, the citizens of Rodrigues were privileged to witness the launching of the campaign personally by the Ombudsman during his working trip in August 2019.

In order to facilitate the flow of communication, we have designed a pamphlet which contains general information (three languages i.e English, French & Creole) on the role and powers of the Ombudsman including the procedures to be followed to lodge a complaint of alleged maladministration. Copy of the pamphlet is available in our website: http://ombudsman.govmu.org

Outcome of the Awareness Raising Campaign

The campaign has enabled our Office to forge close ties with the most vulnerable and disadvantaged group of persons, who due to their personal constraints cannot access our services. It has also enabled us to engage meaningfully with the different communities and educate them on basic human rights as well as the obligation of all Government Officials and authorities to acknowledge receipt of letters received from any member of the public.

The campaign has provided us a better insight of the public perception about our Office. It has provided us with the opportunity to approach 9,500 citizens, but only 20% of them had averred that they are aware of the existence of the Office. The remaining were totally unaware of our service and did not realise that we deliver a free service to them.
In keeping with our commitment to providing a free service which is accessible to citizens around the island including Rodrigues, we consider this initiative a proactive approach to improving social inclusion between National Human Rights Institutions and the community at large. In other words, enabling the voiceless to find their voice.

In this spirit, we intend to pursue the second phase of the campaign in the financial year 2020-21 and envisage to reach maximum people at other strategic areas of the island.

III. Our Service Charter

We revised our Service Charter in July 2018, explaining the quality of service that the public can expect when they ask us to look into a complaint. We published the Service Charter alongside more detailed guidance about what we do and what public can expect from us.

The service charter relates to commitments about the services we provide at different stages. We use these commitments to measure how well we are delivering our service and understand what we need to improve.

Measuring Performance Against Our Service Charter

Our service charter reporting is currently made up of two distinct sources of information:

(a) Process quality assurance and

(b) Complainants Feedback.

We routinely assess staff performance to review whether there is evidence that support staff followed the correct and agreed process in service delivery through the monthly Performance Monitoring Meeting as well as supervisors’ regular performance review.

In order to assess our performance against our Service Charter we have, in 2018-19, implemented a Customer Feedback Form which aims in identifying areas in need of improvement. The complainant feedback scores give us, for the second time, insight into the
complainants’ own view of their experiences of our service. We use this to design our program of continuous improvement through training, coaching and development.

In **2019-2020**, we received 180 feedback about our service, which is **93.3%** of the total number of feedback we handled. **99.7%** of complainants told us that they were satisfied with our service and information provided to them. We approached the remaining who expressed their dissatisfaction and they were given better clarification about our service. We value the lessons learned from complaints about the public’s experience of our service. Feedback from service users helps us to identify where we need to improve our service and where there may be lessons for individual members of staff or teams.

Some of the complainants’ remarks are reproduced below.

<table>
<thead>
<tr>
<th>Question</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you satisfied with your reception and the...</td>
<td>100</td>
</tr>
<tr>
<td>Are you satisfied with the information received in...</td>
<td>100</td>
</tr>
<tr>
<td>Did you leave Our Office Satisfied</td>
<td>99.36</td>
</tr>
</tbody>
</table>

*Figure 12 Customer Feedback Survey*

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Target</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of complainants’ satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service</td>
<td>75%</td>
<td>99.7%</td>
</tr>
</tbody>
</table>

*Table 13 Overall scores against Key Performance Indicator*
Figure 13 Feedback from Visitors as received
### PART III – FINANCIAL STATEMENT

Percentage of Budget Estimates – 2019/2020

<table>
<thead>
<tr>
<th>Percentage of Budget Estimates - 2019-2020</th>
<th>%</th>
<th>Estimates 2019-2020 Rs 000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation of Employees</td>
<td>73%</td>
<td>11,053</td>
</tr>
<tr>
<td>Goods &amp; Services</td>
<td>26%</td>
<td>4,037</td>
</tr>
<tr>
<td>Grants</td>
<td>1%</td>
<td>110</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>15,200</td>
</tr>
</tbody>
</table>

Table 14 Percentage of Budget Estimates Financial Year 2019/2020

![Pie chart showing percentage allocation of budget estimates]

Figure 14 Percentage of Budget Estimates for Financial Year 2019/2020
### GOODS & SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>Estimates 2019-2020 Rs 000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Utilities</td>
<td>620</td>
</tr>
<tr>
<td>Rent</td>
<td>2196</td>
</tr>
<tr>
<td>Office Equipment and Furniture</td>
<td>205</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>180</td>
</tr>
<tr>
<td>Maintenance</td>
<td>260</td>
</tr>
<tr>
<td>Cleaning Services</td>
<td>6</td>
</tr>
<tr>
<td>Publications and Stationery</td>
<td>325</td>
</tr>
<tr>
<td>Fees</td>
<td>55</td>
</tr>
<tr>
<td>Travelling within the Republic of Mauritius</td>
<td>150</td>
</tr>
<tr>
<td>Other Goods and Services</td>
<td>40</td>
</tr>
</tbody>
</table>

**Table 15 Budget Estimates for Financial Year 2019-2020 - Goods & Services**

**Figure 15 Budget Estimates for Financial Year 2019-2020 - Goods & Services**
## Table 16: Budget Estimates and Actual Expenditure for Financial Year 2019-2020 - Goods & Services

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Goods and Services</th>
<th>Estimates Rs</th>
<th>Actual Rs</th>
</tr>
</thead>
<tbody>
<tr>
<td>22010</td>
<td>Cost of Utilities</td>
<td>620,000</td>
<td>346,340</td>
</tr>
<tr>
<td>22030</td>
<td>Rent</td>
<td>2,196,000</td>
<td>2,191,370</td>
</tr>
<tr>
<td>22040</td>
<td>Office Equipment and Furniture</td>
<td>205,000</td>
<td>149,560</td>
</tr>
<tr>
<td>22050</td>
<td>Office Expenses</td>
<td>180,000</td>
<td>136,840</td>
</tr>
<tr>
<td>22060</td>
<td>Maintenance</td>
<td>260,000</td>
<td>196,310</td>
</tr>
<tr>
<td>22070</td>
<td>Cleaning Services</td>
<td>6,000</td>
<td>3,950</td>
</tr>
<tr>
<td>22100</td>
<td>Publications and Stationery</td>
<td>325,000</td>
<td>258,000</td>
</tr>
<tr>
<td>22120</td>
<td>Fees</td>
<td>55,000</td>
<td>5,375</td>
</tr>
<tr>
<td>22170</td>
<td>Travelling within the Republic of Mauritius</td>
<td>150,000</td>
<td>46,680</td>
</tr>
<tr>
<td>22900</td>
<td>Other Goods and Services</td>
<td>40,000</td>
<td>30,725</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>4,037,000</td>
<td>3,365,150</td>
</tr>
</tbody>
</table>

Figure 16: Budget Estimates and Actual Expenditures for Financial Year 2019/2020
## Analysis of Major Changes

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Details</th>
<th>Rs 000 2017/18 Estimates</th>
<th>Rs 000 2018/19 Estimates</th>
<th>Rs 000 2019/20 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Goods and Services</td>
<td>3,610</td>
<td>4,027</td>
<td>4,037</td>
</tr>
<tr>
<td>22010</td>
<td>Cost of Utilities</td>
<td>300</td>
<td>620</td>
<td>620</td>
</tr>
<tr>
<td>22030</td>
<td>Rent</td>
<td>1,910</td>
<td>2,192</td>
<td>2,196</td>
</tr>
<tr>
<td>22040</td>
<td>Office Equipment and Furniture</td>
<td>600</td>
<td>400</td>
<td>205</td>
</tr>
<tr>
<td>22050</td>
<td>Office Expenses</td>
<td>145</td>
<td>145</td>
<td>180</td>
</tr>
<tr>
<td>22060</td>
<td>Maintenance</td>
<td>250</td>
<td>260</td>
<td>260</td>
</tr>
<tr>
<td>22070</td>
<td>Cleaning Services</td>
<td>25</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>22100</td>
<td>Publications and Stationery</td>
<td>185</td>
<td>185</td>
<td>325</td>
</tr>
<tr>
<td>22120</td>
<td>Fees</td>
<td>30</td>
<td>45</td>
<td>55</td>
</tr>
<tr>
<td>22170</td>
<td>Travelling within the Republic of Mauritius</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>22900</td>
<td>Other Goods and Services</td>
<td>15</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>26</td>
<td>Grants</td>
<td>135</td>
<td>110</td>
<td>110</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>13,400</strong></td>
<td><strong>14,600</strong></td>
<td><strong>15,200</strong></td>
</tr>
</tbody>
</table>

Table 17 Analysis of Major Changes
### Comparative Table of Statements of Revenue and Expenditure

<table>
<thead>
<tr>
<th>Head/Sub/Head of Expenditure</th>
<th>2018-2019 Estimates Rs 000</th>
<th>2018-2019 Actual Rs 000</th>
<th>2019-2020 Estimates Rs 000</th>
<th>2019-2020 Actual Rs 000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation of Employees</td>
<td>10,463</td>
<td>9,938</td>
<td>11,053</td>
<td>10,670</td>
</tr>
<tr>
<td>Goods and Services</td>
<td>4,027</td>
<td>3,535</td>
<td>4,037</td>
<td>3,265</td>
</tr>
<tr>
<td>Grants</td>
<td>110</td>
<td>85</td>
<td>110</td>
<td>90</td>
</tr>
<tr>
<td>Social Benefits</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition of Non-Financial Assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition of Financial Assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>14,600</td>
<td>13,558</td>
<td>15,200</td>
<td>14,025</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>93%</td>
<td></td>
<td>92.3%</td>
</tr>
</tbody>
</table>

### Table 18 Statement of Expenditure

![Bar diagram showing expenditures](chart.png)

**Figure 17 Statement of Actual Expenditure**
Details of all Virements effected during Financial Year 2019/2020

<table>
<thead>
<tr>
<th>Virement Certificate</th>
<th>From</th>
<th>To</th>
<th>Amount (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.1</td>
<td>22010002 - Telephone</td>
<td>22900001 - Uniforms</td>
<td>6,000.00</td>
</tr>
<tr>
<td>No.2</td>
<td>22060003 - Maintenance of Plant and Equipment</td>
<td>22060004 - Maintenance of Vehicles</td>
<td>15,000.00</td>
</tr>
<tr>
<td>No.3</td>
<td>21111100 - Overtime</td>
<td>21210001 - Contribution to NSF</td>
<td>3,500.00</td>
</tr>
<tr>
<td>No.4</td>
<td>21111100 - Overtime</td>
<td>21210001 - Contribution to NSF</td>
<td>8,200.00</td>
</tr>
<tr>
<td>No.5</td>
<td>22100001 - Paper and Materials</td>
<td>22100003 - Printing and Stationery</td>
<td>18,000.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>50,700.00</strong></td>
</tr>
</tbody>
</table>

Table 19 Details of all virements effected during financial year 2019/2020 as at 30 June 2020

Notes to Virement

**Virement No.1:** Provision for the payment of uniform allowances was made for Office Auxiliaries in the FY 2019/2020. However, during the said FY we received the confirmation of the appointment of our Receptionist/Telephone Operator and there was a need for an additional funds of Rs6,000 to effect the payment of the uniform allowance to her.

**Virement No.2:** Provision was made for the maintenance and servicing of the Official car of the Ombudsman and during the FY 2019/2020, the latter reported two cases at the Police namely accident and tampering respectively. The cost of repairs was met by the Office until the outcome of Police enquiry and an additional fund of Rs15,000 reallocated to meet the cost.
Virement No.3: An increase in the ceiling of NSF contribution from Rs437 to Rs469 as from July 2019 has resulted in funds being insufficient and thus, a virement of Rs3,500 to Item "Contribution to NSF" was necessary for the payment of NSF contribution for the month of May 2020.

Virement No.4: It was the practice to effect the payment of the NSF Contribution for the last month of the FY in the next Financial period. However, following instruction received from the Treasury, we were requested to do so by 29 June 2020 instead of the 4th working day of the following month i.e. beginning of the FY 2020/21. Thus, we ran short of funds under the relevant item and virement for the sum of Rs8,200 was carried out. The Circular regarding the said payment was issued after Virement No.3, therefore we could not plan for same.

Virement No.5: In the course of the FY 2019/2020, IT users reported defective printers and, upon the intervention of technical hands, it was revealed that the cause of the defect was due to the poor quality of toners purchased based on the lowest bid. This has resulted in the purchasing of original toners and led to shortage of fund to meet other planned renewal of toners. Therefore, an additional fund of Rs18,000 was required to meet cost of purchase of one set of toners for colour printer.
PART IV – WAY FORWARD

The most significant challenge any Ministry/Department will face in the next financial year is the impact of Covid-19. We need to further enhance our capability to facilitate remote working for all our staff. The well-being of both staff and visitors will continue to be a top priority and we have put necessary measures in place to support their physical and mental health during this uncertain time.

During the preparation of our Budget Estimates 2020/2021, we proposed to implement the following Strategies and policy actions over the next five years:

A. Awareness Raising Campaign

In a bid to continue our effort and initiative of raising the awareness of the whole public, we envisage to work in collaboration with other Department such as Citizens Advice Bureau so as to educate the general public on their rights and make it easier for them to find and use our service. We plan to conduct at least 12 sessions of awareness raising campaign in the next financial year 2020/2021.

B. Anti-Corruption Policy

Transparency and accountability are, amongst others, our core values, which provide the foundation for our Office policies and with a view to further strengthen our governance structure, we plan to review and finalize our Anti-Corruption Policy. We also undertake to conduct 2 Corruption Risk Assessment during the next financial period.

C. Resources

As highlighted above our human and capital resources are very crucial in achieving our goals. We have made great progress in building our capacity to deliver the aims contained in our three-year strategy. We are committed to continue growing the skills of our staff through investment in their training and development so that we deliver our objectives efficiently and effectively.
As we are mindful of the economic situation of our country, we also plan to recruit one additional Investigations Officer and one Analyst to further improve the timeliness of finalizing investigations as well as our efficiency in service delivery.

D. Disaggregated Data – Sustainable Development Goals (SDG)

As part of the Office initiatives in the pursuit of Sustainable Development Goals (SDG) journey, we envisage to improve our data collection in order to capture disparities in relation to vulnerable groups, as well as ensuring that the specific needs and rights of those groups can be captured and addressed. Our data will be disaggregated by sex, age, disability and geographic location and other characteristics relevant in our local context.

The database will also be tagged according to different SDGs concerned to enable the Office to identify areas of SDG implementation where complaints are more prevalent, or being received more systematically, thus identifying key challenges in, or barriers to, SDG as well as Government Programme implementation.

E. Digitalization of Public Service

In addition to the newly upgraded and more accessible website as well as our online Customer Feedback Form, we will continue to transform our service to make sure we meet demand now and in the future. Towards achieving this objective, we will launch our online services early next financial year so as to facilitate the lodging of complaint more easily and at a time that suits the public. In line with the budgetary measures announced in the Budget speech 2020/21, we also envisage to implement the e-procurement system.
OUR STRATEGIC DIRECTION 2018-2020

a. Ensure that administrative action and decision taken by Ministries/Departments, Local Authorities and the Rodrigues Regional Assembly is fair and reasonable;
b. Uphold the rights of aggrieved citizens to a fair and equitable treatment in accordance with Principles of Good Administration;
c. Act as a shield for any administration against unfounded allegations/averments and;
d. Work closely with the public, make our services accessible and provide solutions;
e. Be the most trusted institution in creating transparent, responsive and accountable public service.
Our key performance indicators (KPI) and targets for next five years 2020/21 to 2024/25 are as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>% of cases finalised within a period of 12 months.</td>
<td>70%</td>
<td>70%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>% of complaint letters addressed to the Ombudsman acknowledged within five working days.</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of investigation monitored and followed up within 12 months.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of complainants’ satisfaction survey who provide an average of ‘satisfied’ or ‘very satisfied’ to our service</td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Number of outreach activities conducted</td>
<td>12</td>
<td>12</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Accounts and Records Audit</td>
<td>By March 2021</td>
<td>By March 2022</td>
<td>By March 2023</td>
<td>By March 2024</td>
<td>By March 2025</td>
</tr>
</tbody>
</table>
## ANNEX I

### ANNEX I – List Of Training During The Financial Year 2019-2020

### Appendix for Training

<table>
<thead>
<tr>
<th>No.</th>
<th>Training/Lecture</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Capacity Building Programme for Members of TIC-Leading successful Public Service Transformation</td>
<td>Senior Officials</td>
</tr>
<tr>
<td>2</td>
<td>Workshop on Info Highway</td>
<td>Senior Officials</td>
</tr>
<tr>
<td>3</td>
<td>Induction Courses</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>4</td>
<td>One day Workshop for Chairpersons of Anti-Corruption Committees and Integrity Officers</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>5</td>
<td>Training Programme in Performance and Public Service Excellence for Frontline Supervisory Technical Grades</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>6</td>
<td>Training Programme in Performance and Public Service Excellence for Support Staff</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>7</td>
<td>Training Programme on “Writing Effective Minutes of Meeting” (Course followed by 2 Staffs)</td>
<td>Finance Cadre</td>
</tr>
<tr>
<td>8</td>
<td>Basic Techniques for Electrical Safety in Offices</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>9</td>
<td>Training on Handling difficult Customers</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>10</td>
<td>Training Programme on Registry Procedures</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>11</td>
<td>Certificate of Achievement in service and performance excellence</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>12</td>
<td>HRMIS</td>
<td>Finance Cadre/General Service Cadre</td>
</tr>
<tr>
<td>13</td>
<td>Code of Ethics (Online Course followed by 8 Staffs)</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>14</td>
<td>TAS</td>
<td>Finance Cadre/General Service Cadre</td>
</tr>
<tr>
<td>15</td>
<td>Basic ICT Security (Online Course followed by 13 Staffs)</td>
<td>General Service Cadre</td>
</tr>
<tr>
<td>16</td>
<td>Health &amp; Safety</td>
<td>All Staff</td>
</tr>
<tr>
<td>17</td>
<td>On the Job Training - Registry Procedures and Security of documents</td>
<td>General Service Cadre</td>
</tr>
</tbody>
</table>
ANNEX II – Pictures of Activities

**Independence Day Celebration**

![Image of Independence Day Celebration]

**Women’s Day Celebration**

![Image of Women’s Day Celebration]
Team Building and End of Year Gathering

Performance Monitoring Meeting
Awareness Raising Campaign
ANNEX II – Health and Safety and COVID-19 Safety Measures
ANNEX III—Organisational Structure

- OMBUDSMAN
- SENIOR INVESTIGATIONS OFFICER
  - INVESTIGATION SECTION
  - HUMAN RESOURCE / ADMINISTRATION SECTION
  - REGISTRY SECTION
  - FINANCE SECTION
  - PROCUREMENT SECTION
- CONFIDENTIAL SECRETARY
The Ombudsman may investigate any action taken by any officer or authority in the exercise of administrative functions of that officer or authority, in any case in which a member of the public claims or appears to the Ombudsman, to have sustained injustice in consequence of maladministration in connection with the action so taken.

**For example:**- If a member of the public has made a written representation to any Ministry/Department/Local Authority/Rodrigues Regional Assembly and has not received a reply within 5 working days or is dissatisfied with any reply given to him/her by the department or authority concerned, he/she may complain in writing to the Ombudsman.

L’Ombudsman peut enquêter sur toute mesure prise par un fonctionnaire ou une autorité dans l’exercice des fonctions administratives de cet fonctionnaire ou de cette autorité, dans tous les cas ou un membre du public clame ou apparaît à l’Ombudsman, avoir subi une injustice en conséquence d’une mauvaise administration dans le cadre de l’action ainsi prise.

**Par exemple:**- Si un membre du public a fait une représentation/complainte écrite à un ministère ou un département gouvernemental ou collectivité locale ou à l’Assemblée Régionale de Rodrigues et n’a pas reçu de réponse dans un délai de 5 jours ou est insatisfait de toute réponse qui lui a été donnée, il peut porter plainte par écrit auprès de l’Ombudsman.

L’Ombudsman kapave enket lor action ène fonctionnaire ou autorité publique dans l’exercice de zot fonctions administratives, ou dans bann ka kot L’Ombudsman croire ki ène membre du public fine subir ène injustice suite à ène mauvaise administration.

**Par exemple:**- Si ou finn écrire ène Ministère ou Département gouvernement ou Collectivité locale ou l’Assemblée Regionale de Rodrigues et ou pa fine gagn ène réponse dan ène delai 5 zours ou bien ou pa satisfait ar réponse, ou kapav ekrir l’Ombudsman pou aide ou.

Ombudsman has no jurisdiction over the following officers or authorities: -

L’Ombudsman n’a pas le pouvoir d’enquêter sur les fonctionnaires et les autorités suivantes: -

L’Ombudsman pena droi enket lor:

- The President or his personal staff/ Le Président ou son personnel;
- The Chief Justice / Le Chef Juge;
- Any commission established by the Constitution or its staff /Toute Commission créée par la Constitution ou son personnel;
The Director of Public Prosecutions or any person acting in accordance with his instructions / Le directeur des poursuites publiques ou toute personne agissant conformément à ses instructions;
Any person exercising powers delegated to him by the Public Service Commission or the Discipline Forces Service Commission/ Toute personne exerçant des pouvoirs qui lui sont délégués par la Commission de la fonction publique ou la Commission de service des forces disciplinaires.

**PROCEDURES TO FOLLOW**

**STEP 1** -- COMPLAINANT SHOULD FIRST MAKE A WRITTEN REPRESENTATION TO THE RELEVANT MINISTRY/ DEPARTMENT/AUTHORITY.

**STEP 2** -- IF NO WRITTEN REPLY IS RECEIVED WITHIN 5 WORKING DAYS OR YOU ARE NOT SATISFIED WITH ANY REPLY GIVEN TO YOU BY THE MINISTRY/DEPARTMENT/AUTHORITY, YOU MAY LODGE A COMPLAINT IN WRITING TO THE OMBUDSMAN OR FILL IN A FORM (AVAILABLE AT THE OFFICE). YOU MAY ALSO SEND US YOUR COMPLAINT BY EMAIL.

**PROCÉDURES QUI DOIVENT ÊTRE SUIVIES POUR DÉPOSER UNE PLAINTE À L'OFFICE DE L'OMBUDSMAN**

**ÉTAPE 1** -- UN PLAIGNANT DOIT D'ABORD LOGER SA PLAINTE DEVANT L'AUTORITÉ COMPÉTENTE.

**ÉTAPE 2** -- SI APRÈS L'AVOIR FAIT, LE PLAIGNANT NE REÇOIT PAS DE RÉPONSE DE L'AUTORITÉ DANS UN DÉLAI DE 5 JOURS OU QU'IL NE SOIT PAS SATISFAIT PAR LA DÉCISION DE CELLE-CI, IL PEUT ALORS DÉPOSER UNE PLAINE PAR ÉCRIT AU BUREAU DE L'OMBUDSMAN OU PAR EMAIL.

**PROCÉDURES À BISIN SOWRE**

**ÉTAPE 1** -- AVANT OU BISIN FER ÈNE PLINT DEVANT L'OTORITE CONCERNE.

**ÉTAPE 2** -- SI OU PA GANN RÉPONSE DAN DÉLAI 5 ZOURS OU SI OU PA SATISFAIT AVEC DECISION DE L'OTORITÉ, OU KAPAV SOI EKKIR ÈNE LET À L'OMBUDSMAN OU RANPLI ÈNE FORM KI OU KAPAV PRAN KOT BIRO OMBUDSMAN. OU KAPAV OSI AVOT OU COMPLAINTE PAR EMAIL.

L'Ombudsman pa kapav anket dans zafer sekter prive, bann ka ki deza divan lakour ou tribunal et bann ka ki fine depass 12 mois.

THE OMBUDSMAN CANNOT INVESTIGATE INTO A COMPLAINT AGAINST PRIVATE SECTOR OR A CASE WHICH IS BEFORE A COURT OR TRIBUNAL AND WHERE THE MAKING OF A COMPLAINT HAS BEEN DELAYED FOR MORE THAN 12 MONTHS.

L'OMBUDSMAN NE PEUT PAS ENQUÉTER SUR UNE PLAINTÉ DÉPOSÉE CONTRE LE SECTEUR PRIVÉ OU DANS UNE AFFAIRE QUI EST PORTÉE DEVANT UN TRIBUNAL OU LORSQUE LA PLAINTÉ A ÊTÉ RETARDÉE DE PLUS DE 12 MOIS.
OUR ADDRESS

OFFICE OF THE OMBUDSMAN
2ND FLOOR, CITY CENTRE BUILDING
CNR CORDERIE NO. 31 & LEOVILLE L’HOMME NO.11 STREETS,
PORT LOUIS

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