

REPUBLIC OF MAURITIUS

OFFICE OF THE OMBUDSMAN

Annual Report on Budget Performance

2019-2020

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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.

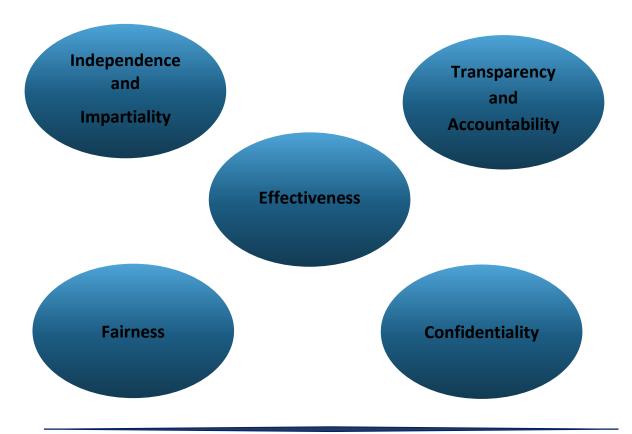
Our Vision

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



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

ADMINSTRATION

- 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 Pamplets Distributed to the Public Conducted 6 sessions of Awareness Raising Compaign

Implemented an Online Customer Feedback Form Implemented an Electronic Visitors Record System

OUR THREE-YEAR STRATEGIC PLAN 2018-2021

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:

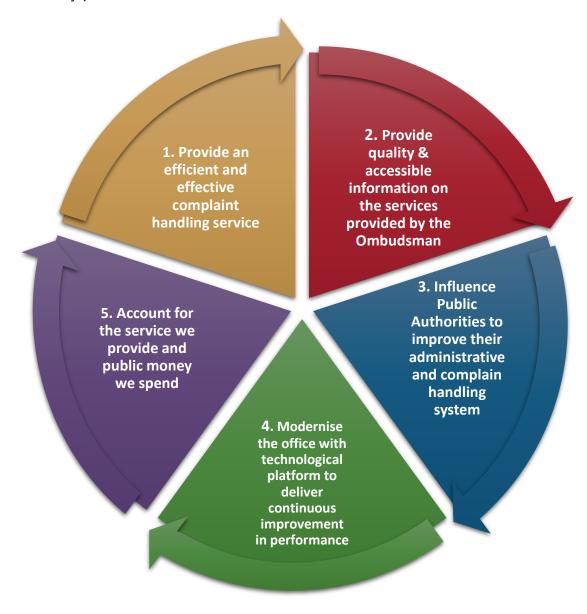


Figure 1 Our Three-Year Strategic Plan 2018-2021

Our Strategic objectives, key performance indicators and targets for next three years 2018/19 to 2020/21

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

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.

About Our People

- (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

Sn	DESIGNATION	In Post as	Gender		
		at 30 June	Male	Female	
		2020			
	Senior Manageme	nt/Technical	Staff		
1	Ombudsman	1	1	-	Establishment
2	Senior Investigations Officer	1	1	-	Establishment
3	Investigations Officer	1	-	1	Establishment
	General	Services			
4	Principal Financial Operations Officer	1	-	1	Establishment
5	Principal Procurement Supply Officer	1	1	-	Ah-Doc
6	Office Management Executive	1	-	1	Establishment
7	Human Resource Executive	1	-	1	Ah-Doc
8	Safety & Health Officer	1	-	1	Ah-Doc
9	Office Management Assistant	1	-	1	Establishment
10	Confidential Secretary	1		1	Establishment
11	Office Supervisor	1	1	-	Establishment
12	Management Support Officer	6	2	4	Establishment
13	Word Processing Operator	2	-	2	Establishment
14	Receptionist/Telephone Operator	1	-	1	Establishment
Workmen's Group					
15	Office Auxiliary/ Senior Office Auxiliary	3	1	2	Establishment
	Total	23	7	16	

Table 2 Staffing Structure

Gender Profile of the Staff

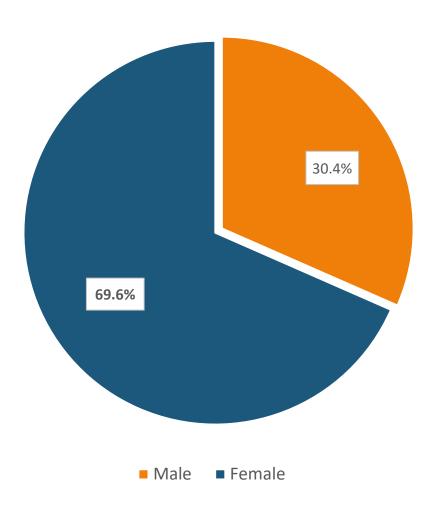


Figure 2 Gender Profile of staff

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

Case intake and investigated for the Financial Year 2019-2020			
Ministries/Departments	213		
Local Authorities	81		
Rodrigues Regional Assembly	27		
Total	321		

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

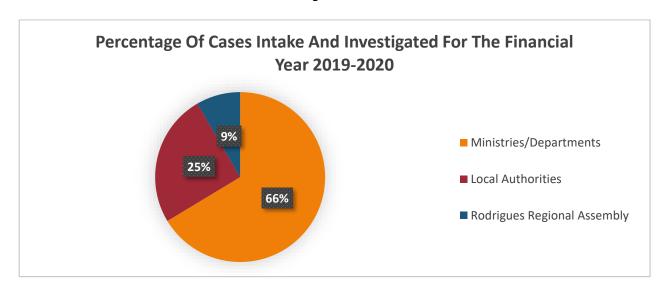


Figure 3 Percentage of Cases Intake and Investigated For the Financial Year 2019-2020

Case intake and investigated Year on Year

Case intake and investigated for the Financial Period 2017-2018, 2018-2019 & 2019-2020				
	2017-2018	2018-2019	2019-2020	
Ministries/Departments	273	218	213	
Local Authorities	121	121	81	
Rodrigues Regional Assembly	26	47	27	
	420	386	321	

Table 4 Case Intake and Investigated Year on Year

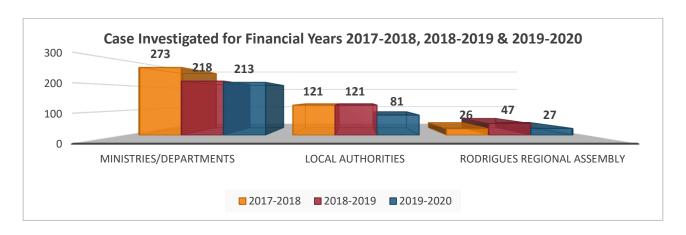


Figure 4 Case Intake and Investigated Year on Year

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

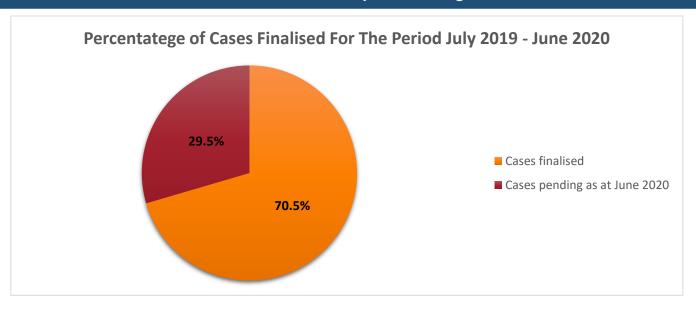


Figure 5 Percentage of Cases finalised during the Financial Year 2019-2020

Key Performance Indicator	Target	Result
% of cases finalised within a period of 12 months	70%	70.5%
% of investigation monitored and followed up within 12 months	100%	85%

Table 6 Overall scores against Key Performance Indicators

Timeliness of Intake Cases Finalised

	Timeliness of Intake Cases Finalised				
Decision Taken	2017-2018	2018-2019	2019-2020		
Within 6 months	264	234	178		
Beyond 6 months	20	12	3		
Pending	136	140	140		
Total Cases	420	386	321		

Table 7 Timeliness of Intake Cases Finalised

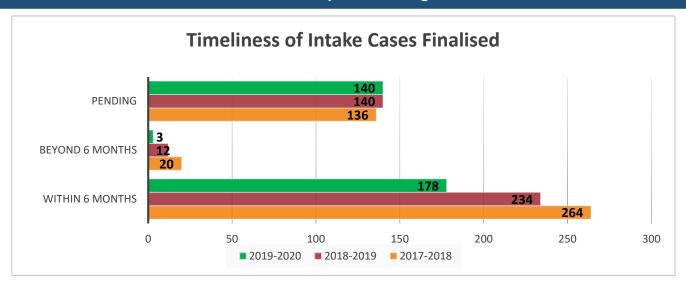


Figure 6 Timeliness of Intake Cases finalised

Acknowledgement of Complaints received for the Financial Year 2019-2020

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

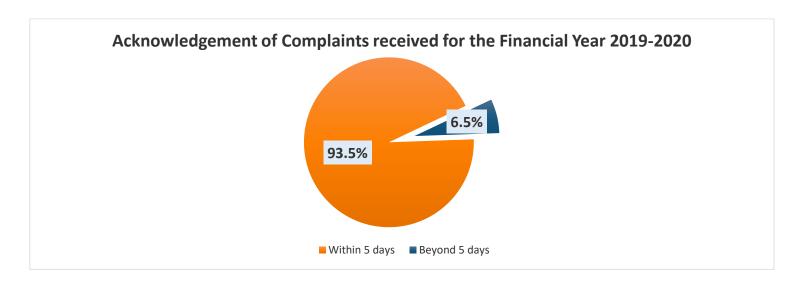


Figure 7 Timeliness of Cases Acknowledged in 2019-2020

Key Performance Indicator	Target	Result
% of complaint letters addressed to the Ombudsman	90%	93.5 %
acknowledged within five working days		

Table 9 Acknowledgement of Complaints Year on Year

Comparative Table – Acknowledgement of Complaints Year on Year

Acknowledgement of Complaints Year on Year			
	2017-18	2018-19	2019-20
Complaints acknowledged within 5 working days	243	296	374
Complaints acknowledged beyond 5 working days	105	22	26

Table 10 Acknowledgement of Complaints Year on Year

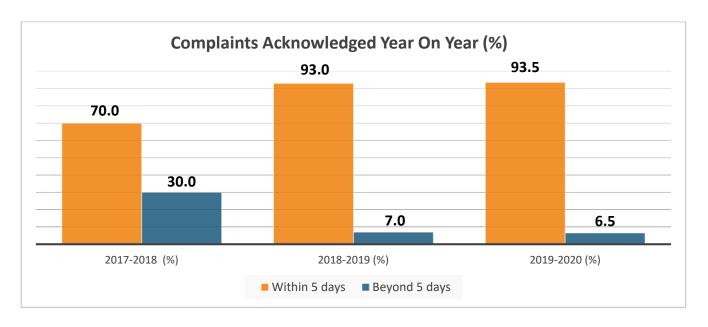


Figure 8 Complaints acknowledged Year on Year

Demographic Profile of Complainants/Visitors

Demographic Profile of Complainants for the Financial Period 2017-2018, 2018-2019 &						
	2019-2020					
	2017-2	018	2018-2	019	2019-20	020
	Complaints	Visitors	Complaints	Visitors	Complaints	Visitors
	Received		Received		Received	
Male	241	350	207	212	219	172
Female	107	71	107	60	67	75
Own-Motion/ Anonymous	72	0	72	0	35	0
Total	420	421	386	272	321	247

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

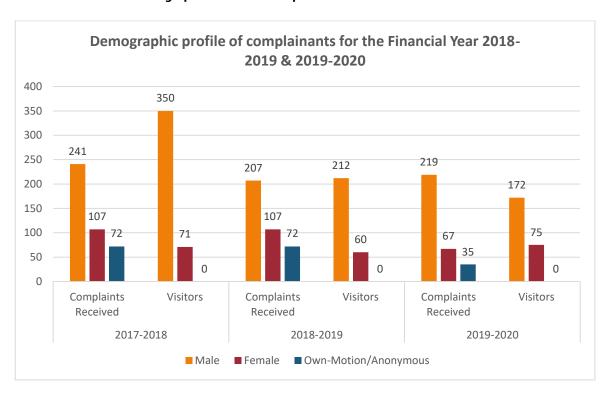


Figure 9 Demographic Profile of Complainants for the Financial Year 2018-2019

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.
- 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

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 <u>550</u> 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 <u>247</u> 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.

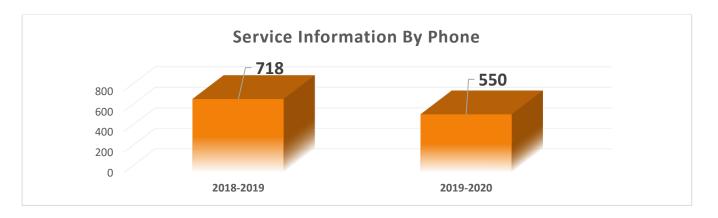


Figure 10 Service Information by Phone

Service Information to visitors		
2018-2019	2019-2020	
381	247	
* including 109 in Rodrigues	*including 42 in Rodrigues	

Table 12 Service Information to Visitors

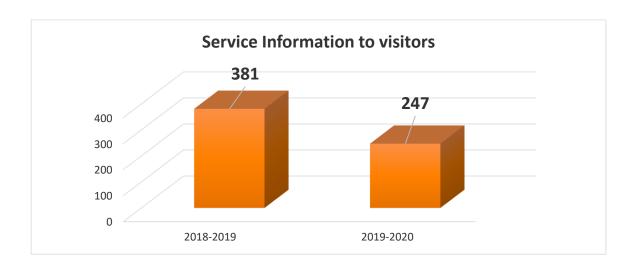


Figure 11 Service Information to Visitors

II. Awareness Raising Campaign

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.



Figure 12 Customer Feedback Survey

Key Performance Indicator	Target	Result
% of complainants' satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service	75%	99.7%

Table 13 Overall scores against Key Performance Indicator

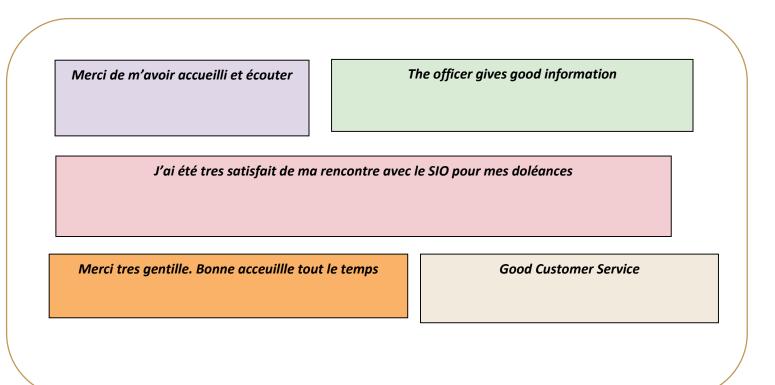


Figure 13 Feedback from Visitors as received

PART III - FINANCIAL STATEMENT

Percentage of Budget Estimates – 2019/2020

Percentage of Budget Estimates - 2019-2020	%	Estimates 2019-2020
		Rs 000
Compensation of Employees	73%	11,053
Goods & Services	26%	4,037
Grants	1%	110
Total	100%	15,200

Table 14 Percentage of Budget Estimates Financial Year 2019/2020

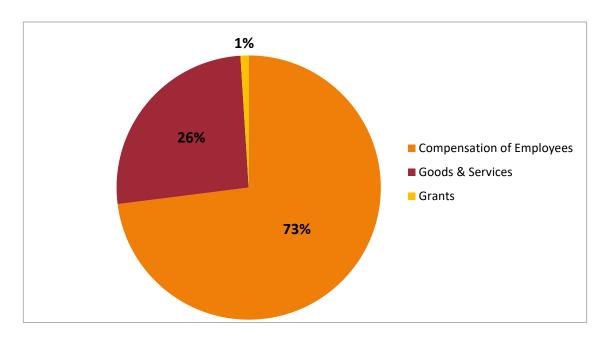


Figure 14 Percentage of Budget Estimates for Financial Year 2019/2020

Budget Estimates for Financial Year 2019/20 – Goods & Services

GOODS & SERVICES	Estimates 2019-2020
	Rs 000
Cost of Utilities	620
Rent	2196
Office Equipment and Furniture	205
Office Expenses	180
Maintenance	260
Cleaning Services	6
Publications and Stationery	325
Fees	55
Travelling within the Republic of Mauritius	150
Other Goods and Services	40

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

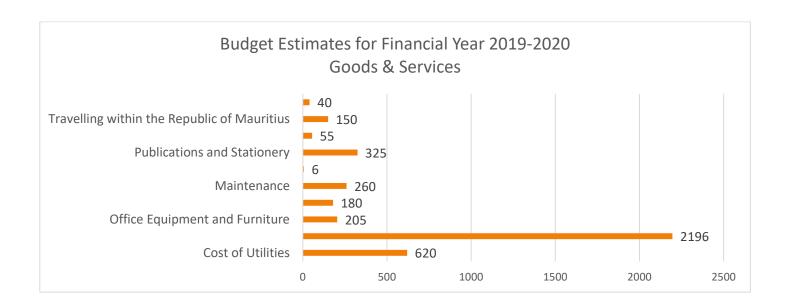


Figure 15 Budget Estimates for Financial Year 2019-2020 - Goods & Services

Budget Estimates and Actual Expenditures for 2019/2020

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

Table 16 Budget Estimates and Actual Expenditure for Financial Year 2019-2020 - Goods & Services

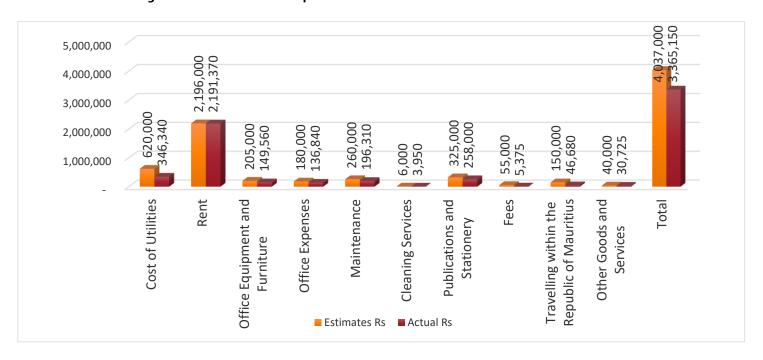


Figure 16 Budget Estimates and Actual Expenditures for Financial Year 2019/2020

Analysis of Major Changes

Estimates		Rs 000	Rs 000	Rs 000
Item	Details	2017/18	2018/19	2019/20
No.		Estimates	Estimates	Estimates
	Recurrent Expenditure	13,400	14,600	15,200
21	Compensation of Employees	9,655	10,463	11,053
21110	Personal Emoluments	8,780	9,568	9,968
0.001	Basic Salary	6,810	7,493	7,683
0.002	Salary Compensation	20	100	260
0.004	Allowances	775	775	775
0.006	Cash in lieu of leave	600	600	600
0.009	Bonus	575	600	650
21111	Other Staff Costs	810	815	995
0.002	Travelling & Transport	650	700	750
0.1	Overtime	150	100	220
0.2	Staff Welfare	10	15	25
22	Goods and Services	3,610	4,027	4,037
22010	Cost of Utilities	300	620	620
22030	Rent	1,910	2,192	2,196
22040	Office Equipment and Furniture	600	400	205
22050	Office Expenses	145	145	180
22060	Maintenance	250	260	260
22070	Cleaning Services	25	-	6
22100	Publications and Stationery	185	185	325
22120	Fees	30	45	55
22170	Travelling within the Republic of Mauritius	150	150	150
22900	Other Goods and Services	15	30	40
26	Grants	135	110	110
	Total	13,400	14,600	15,200

Table 17 Analysis of Major Changes

Comparative Table of Statements of Revenue and Expenditure

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

Table 18 Statement of Expenditure

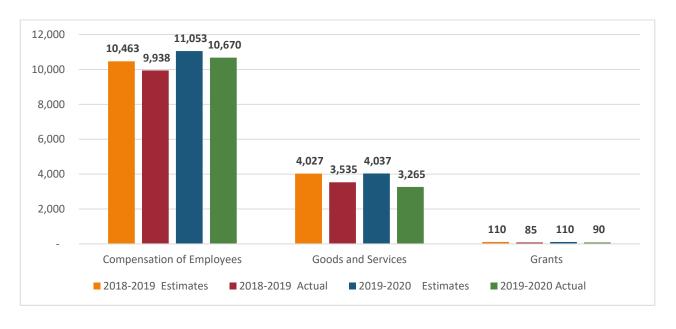


Figure 17 Statement of Actual Expenditure

Details of all Virements effected during Financial Year 2019/2020

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

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 fo 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 pursue 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:

KPIs	Targets				
	2020-2021	2021-2022	2022-2023	2023-2024	2024- 2025
% of cases finalised within	70%	70%	75%	75%	75%
a period of 12 months.					
% of complaint letters	95%	95%	95%	100%	100%
addressed to the					
Ombudsman					
acknowledged within five					
working days.					
% of investigation	100 %	100 %	100 %	100%	100 %
monitored and followed up					
within 12 months.					
% of complainants'	85%	85%	85%	95%	95%
satisfaction survey who					
provide an average of					
'satisfied' or 'very satisfied'					
to our service					
Number of outreach	12	12	24	24	24
activities conducted					
Accounts and Records	By March				
Audit	2021	2022	2023	2024	2025

ANNEX I

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

Арр	Appendix for Training					
SN	Training/ Lecture	Participants				
1	Capacity Building Programme for Members of TIC- Leading successful Public Service Transformation	Senior Officials				
2	Workshop on Info Highway	Senior Officials				
3	Induction Courses	General Service Cadre				
4	One day Workshop for Chairpersons of Anti-Corruption Committees and Integrity Officers	General Service Cadre				
5	Training Programme in Performance and Public Service Excellence for Frontline Supervisory Technical Grades	General Service Cadre				
6	Training Programme in Performance and Public Service Excellence for Support Staff	General Service Cadre				
7	Training Programme on "Writing Effective Minutes of Meeting" Course followed by 2 Staffs)	Finance Cadre				
8	Basic Techniques for Electrical Safety in Offices	General Service Cadre				
9	Training on Handling difficult Customers	General Service Cadre				
10	Training Programme on Registry Procedures	General Service Cadre				
11	Certificate of Achievement in service and performance excellence	General Service Cadre				
12	HRMIS	Finance Cadre/General Service Cadre				
13	Code of Ethics (Online Course followed by 8 Staffs)	General Service Cadre				
14	TAS	Finance Cadre/General Service Cadre				
15	Basic ICT Security (Online Course followed by 13 Staffs)	General Service Cadre				
16	Health & Safety	All Staff				
17	On the Job Training - Registry Procedures and Security of documents	General Service Cadre				

ANNEX II

ANNEX II – Pictures of Activities

Independence Day Celebration





Women's Day Celebration



Team Building and End of Year Gathering







Performance Monitoring Meeting



Awareness Raising Campaign







ANNEX III

ANNEX II – Health and Safety and COVID-19 Safety Measures











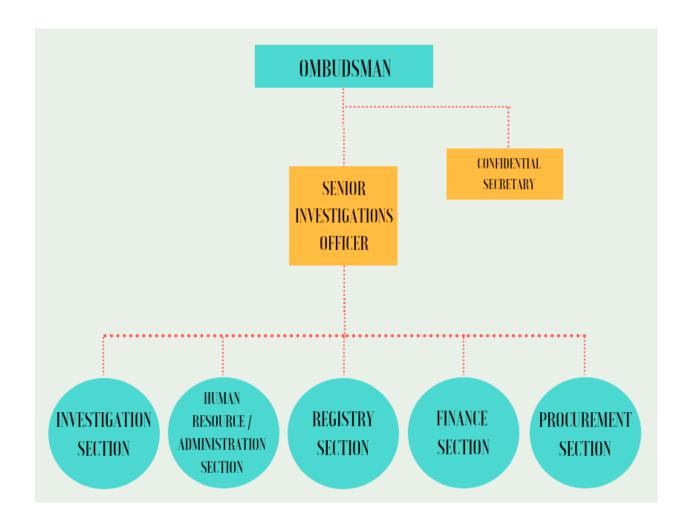




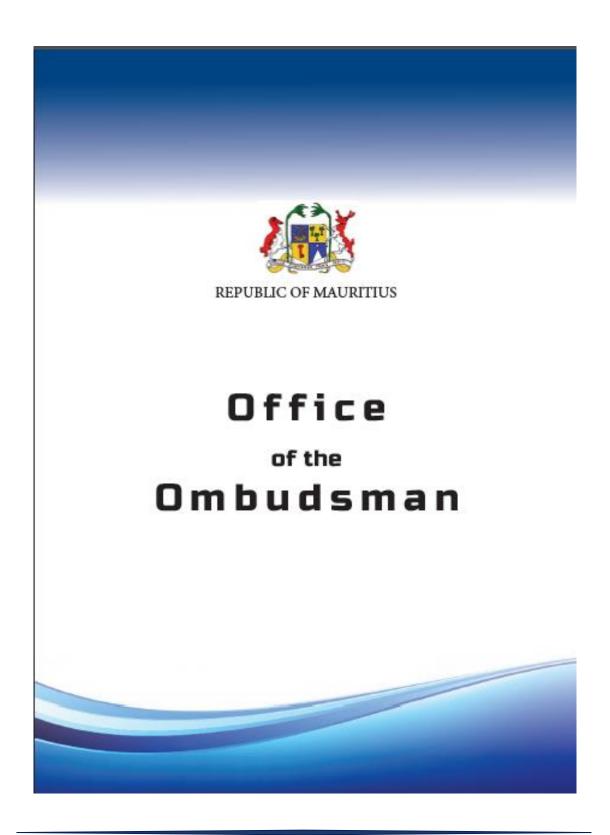


ANNEX IV

ANNEX III— Organisational Structure



ANNEX V— Awareness Raising Campaign Pamphlet



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 où 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 department 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 Départment 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 lors:

- 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.



SHOULD RIBET MAKE A MIDETEN DEDDESENTATION TO THE DELEVAN

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

PROGEDURES TO FOLLOW

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.

PROGEDURES OUI DOIVENT ÊTRE SUIVIES POUR DÉPOSER UNE PLAINTEÀ L'OFFIGE 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 PLAINTE PAR ÉCRIT AU BUREAU DE L'OMBUDSMAN OU PAR EMAIL.

PROGEDURES KI BISIN SUIVRE

EIAP1 - AVANT OU BISIN FER ÈNE PLINT DEVANT L'OTORITE CONCERNE.

EIRP 2 – SI OU PA GAGN RÉPONSE DAN DÉLAI 5 ZOURS OU SI OU PA SATISFAIT AVEK DECISION DE L'OTORITE, OU KAPAV SOI EKRIR ÈNE LET À L'OMBUDSMAN OU RANPLI ÈNE FORM KI OU KAPAV PRAN KOT BIRO OMBUDSMAN. OU KAPAV OSI AVOY 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 ENQUÊTER SUR UNE PLAINTE DÉPOSÉE CONTRE LE SECTEUR PRIVÉ OU DANS UNE AFFAIRE QUI EST PORTÉE DEVANT UN TRIBUNAL OU LORSQUE LA PLAINTE A ÉTÉ RETARDÉE DE PLUS DE 12 MOIS.



OUR ADDRESS

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