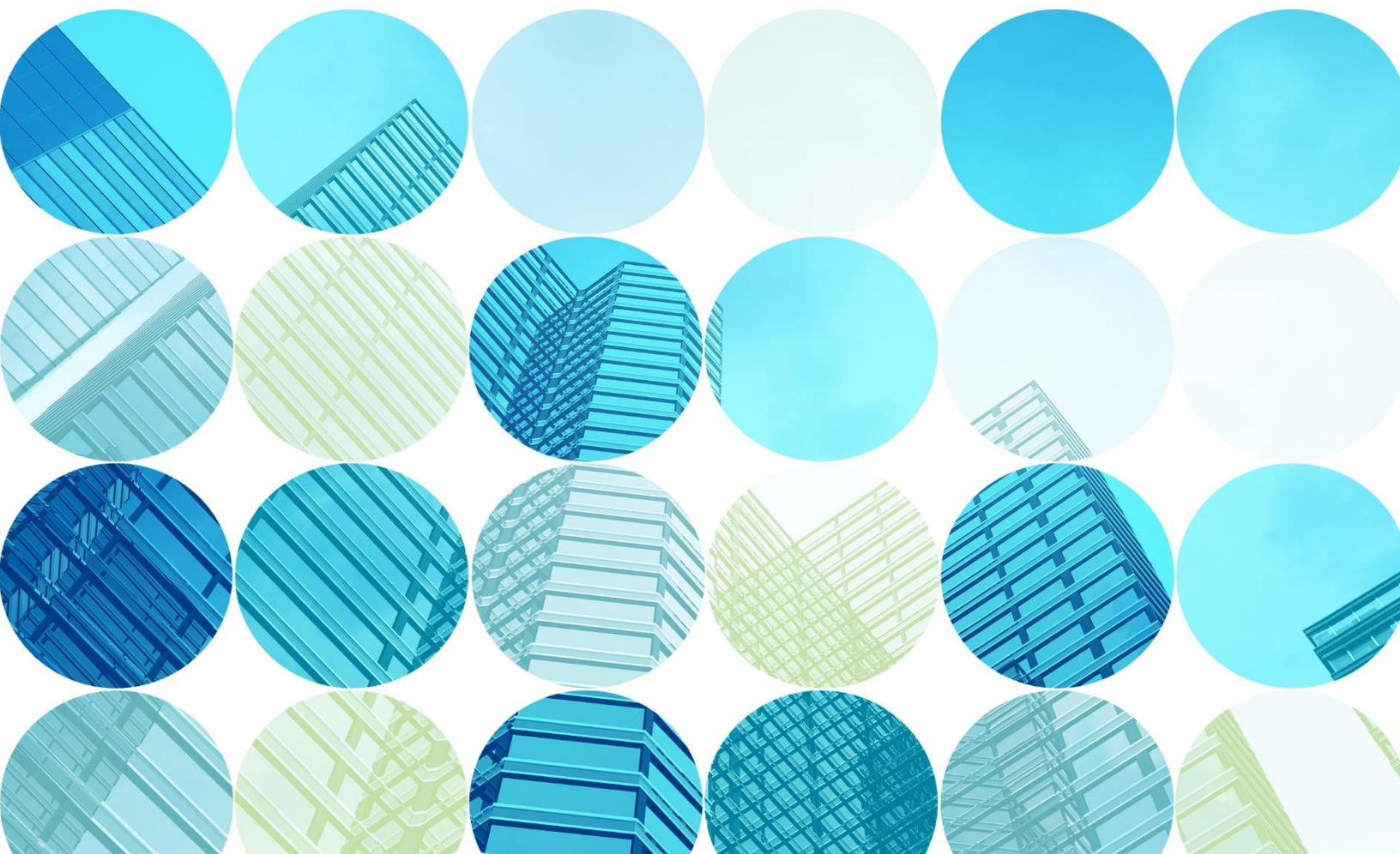


# OFFICE OF THE OMBUDSMAN

## ANNUAL REPORT ON BUDGET PERFORMANCE

2023-2024



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## Statement from the Senior Investigations Officer, also Responsible and Accounting Officer

I am pleased to present the Annual Report on Budget Performance of the Office of the Ombudsman for the fiscal year 2023/2024.

The Office noted a constant improvement in the overall organizational performance calculated on actual expenditures which currently stands as 97.5%, implying that it has managed to meet both its operational and administrative costs within the approved Budget Estimates for the financial year under review, although the country has continued to face the inflationary effects of soaring prices of goods and services.

The Office met its objectives of delivering an effective complaint-handling services to the public. It noted a slight improvement in its performance in respect of finalization of cases from 61% in the previous year to 63% during the reporting period. However, the number of pending cases, continued to increase due to the increase in the number of complaints lodged during the last quarters of the previous year which were still under investigation. We also attribute this result to other factors namely, considerable efforts made to enhance the visibility of the Office through our outreach activities, have resulted in an increase in the number of complaints lodged, limited Investigations Officers, cases which require Policy decision of the Government or amendments to be brought to existing legislations as well as lengthy time taken by Ministries, Departments, Local Authorities and the Rodrigues Regional Assembly to respond to our queries.

During the financial year 2023-24, the Office dealt with a total of **955** cases, representing an increase of **12%** compared to the previous year's caseload, i.e, **850** cases. These cases were made up of **625** new complaints and **330** cases brought forward at the end of financial year 2022/23. The Office finalized **606** complaints and the remaining **349** cases, were carried over to the current financial year.

The Office's role is not merely resolving complaints but promoting and protecting citizens' rights in line with the Paris Principles and the Venice Principles. The Office has conducted **7** face-to-face outreach sessions with members of the public through Citizens Advice Bureau and Non-Governmental Organisations. **176** participants were lectured on the role and services offered by the Office and a total of **576** pamphlets were distributed to them. The Office acknowledges the collaboration and cooperation of all its stakeholders including Citizens Advice Bureau, National Women Council, NGOs and others.

The Office of the Ombudsman has continued to engage actively with international Ombudsman institute/associations in order to facilitate the sharing of best practices and experiences. In November 2023, the Ombudsman was appointed Regional Coordinator of the African Ombudsman and Mediators Association (AOMA) for the Indian Ocean Region. Since February 2024, the Office has become a member of the Public Integrity Committee of the Association des Ombudsman et des Médiateurs de la Francophonie (AOMF). These significant achievements place the Republic of Mauritius at the forefront of International efforts to promote good governance and uphold principles of justice and fairness in public administration. They also allow the office to play a more active role in contributing to good practices and policies at African and global levels. Our membership

has enabled our staff to benefit from eight (8) virtual webinars and training courses in the fields of public administration, transparency, accountability and ethics.

The Office has continued to support its staff in the development of their knowledge, skills and attitudes in order to continue offering an efficient and professional service. Staff attended to 17 training courses conducted locally during the financial period.

The Audit of Accounts carried out by the National Audit Office revealed no major findings nor significant deficiencies in internal control. This confirms the Management's commitment of ensuring adequate mechanism and system at the Office to identify any shortcomings or deviation from existing procedures in force.

The Office expresses its thanks to the Government for acceding to our request for funding in order to enable us to perform our mandate effectively and efficiently. The financial support extended to us has not only enhanced our country's standing in the international community, but also allowed for greater participation in global human rights initiatives in line with the General Assembly Resolution adopted by the United Nations '***on the role of Ombudsman and Mediator institutions in the promotion of good governance and, the rule of law, as well as the promotion and protection of human rights***'. Our thanks also go to all stakeholders including Ministries, Departments, NGOs, Civil Society and those which have directly or indirectly contributed to our success as an institution.

The Office is satisfied with its performance and recognizes that the results that have been achieved would not have been possible without the dedication of its staff. The Management is grateful to all and thank them for their professionalism and commitment.

The Office will, with its unwavering commitment, remain steadfast in promoting good governance and seeking sound public administration, and will never fail to make its voice heard when necessary. As an independent Constitutional Office, it will continue to diligently receive, process and investigate complaints from citizens and recommend appropriate remedies.

A. RAMTAHUL  
Senior Investigations Officer  
Responsible and Accounting Officer

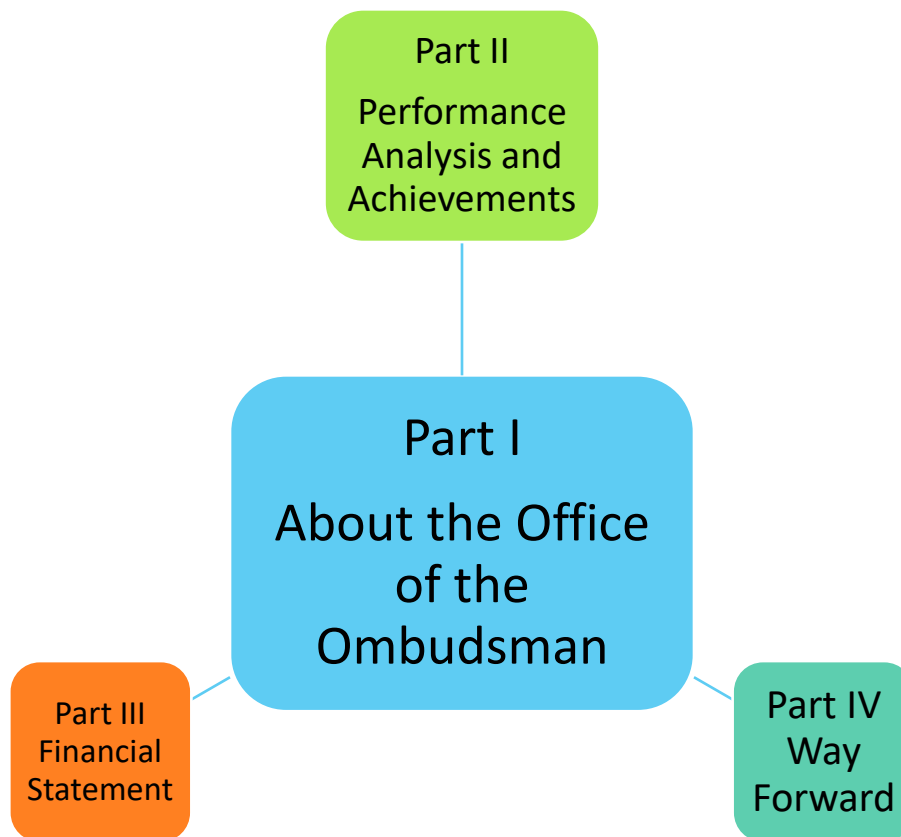
## INTRODUCTION

The Annual Report on Budget Performance of the Office of the Ombudsman for financial year 2023-2024 is a statutory requirement under Section 4B of the Finance and Audit Act 1973(Amended) and it has been prepared in line with the guidelines issued by the Ministry of Finance, Economic Planning and Development (MOFEPD).

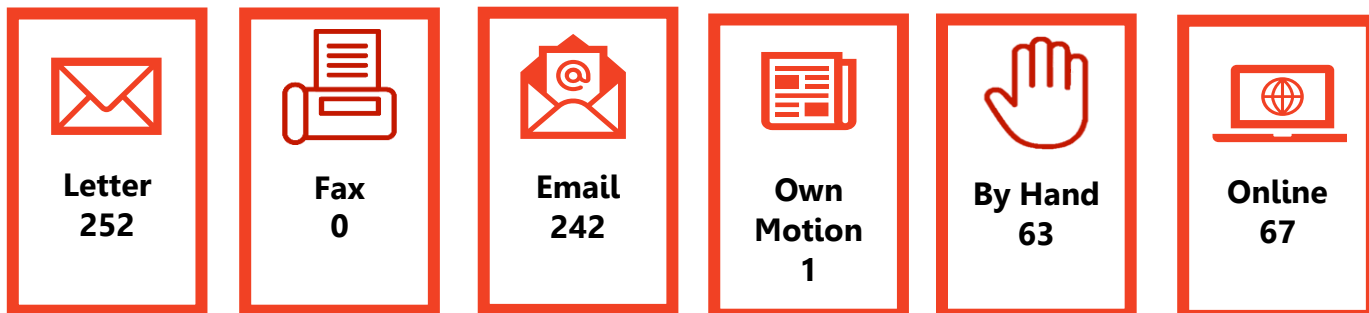
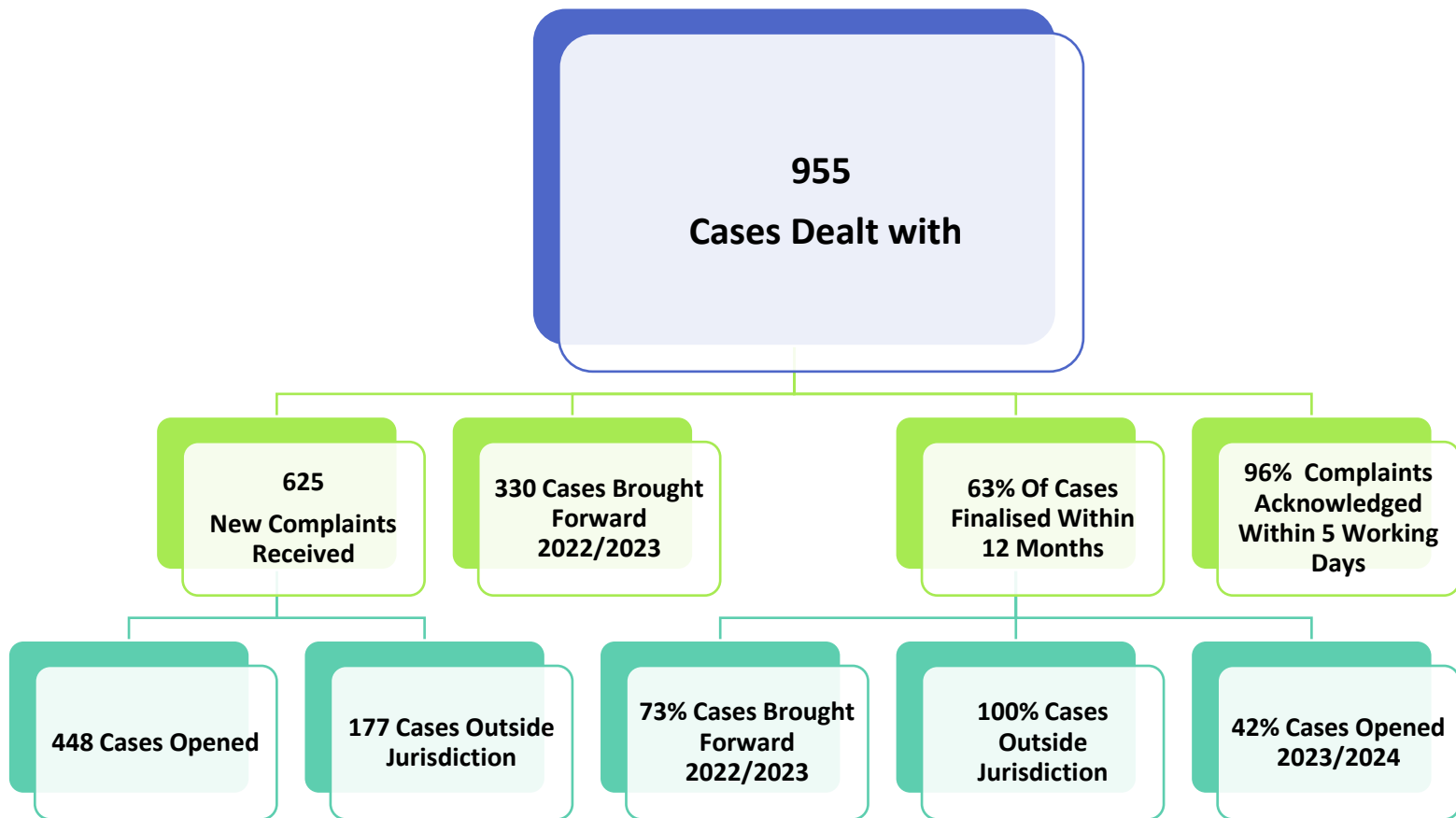
The Report provides an overview of the Office’s financial performance and achievements for the period under review.

## STRUCTRE OF THE REPORT

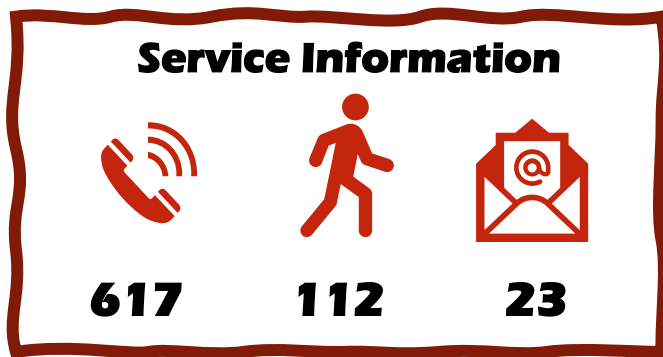
The Report comprises four Parts as follows:






# Highlights







## PUBLIC SERVICE DELIVERY

-  752 members of Public were provided with service information by Staff
-  7 Awareness Raising Campaigns
-  25 Capacity Building Programme

**PART I**  
**ABOUT THE**  
**OFFICE OF THE**  
**OMBUDSMAN**

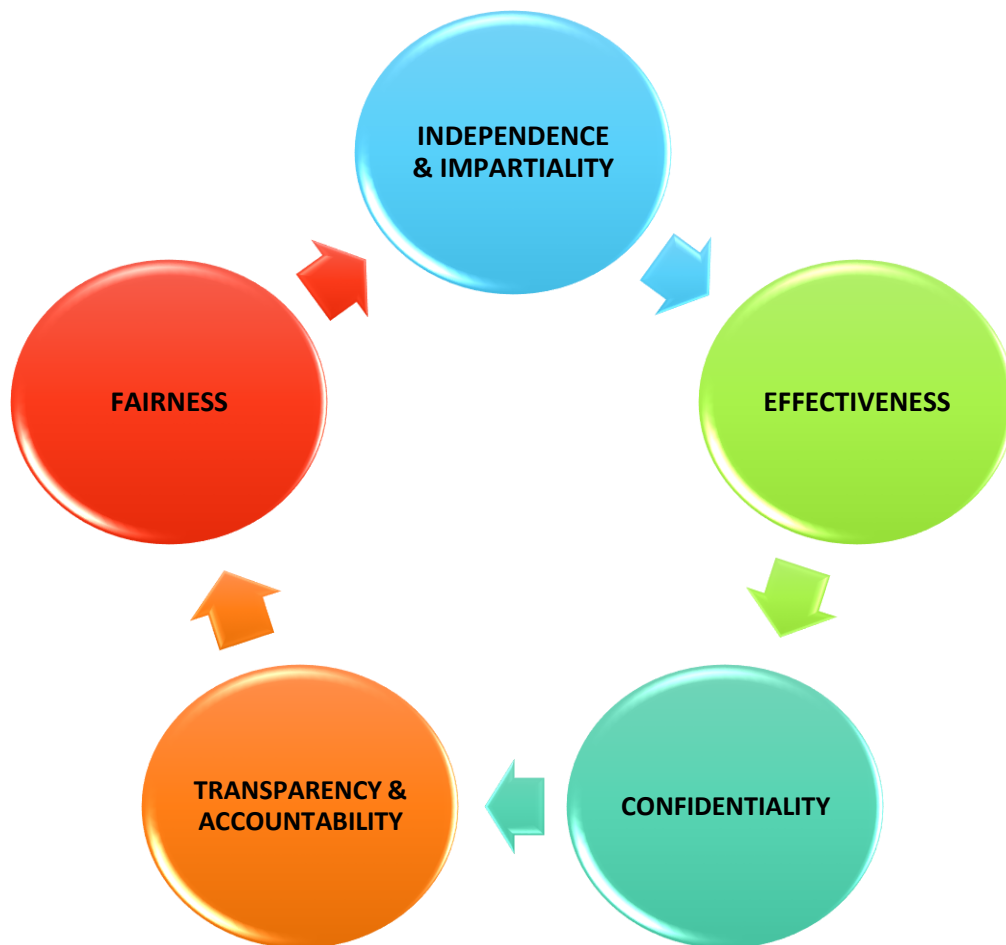
## VISION

- To be an effective Constitutional Office that addresses administrative injustices and promotes principles of good administration.

## MISSION

- To improve public service by investigating and reporting alleged maladministration by public authorities and by raising public awareness.

## VALUES



STRATEGIC PLAN 2021-2025

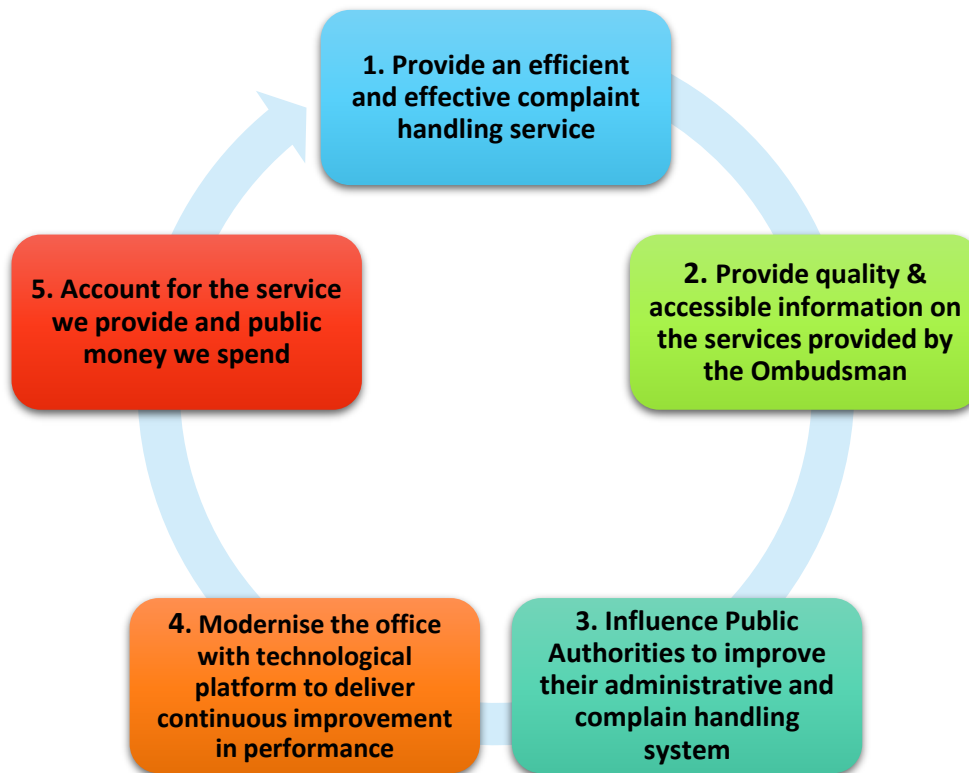


Figure 1 Strategic Plan 2021-2025

## KEY PERFORMANCE INDICATORS

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

Table 1 Strategic Objectives &amp; KPI for 2020/21- 2024/25

## ROLE AND FUNCTIONS

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 is accessible to all members of the public.

It plays an important role in strengthening democracy, the rule of law, good administration and the protection and promotion of human rights and fundamental freedoms throughout the island as well as the outer islands such as Rodrigues and Agalega. Given its broad mandate and position as interlocutors between civil society and the public authorities, the Office main functions are to hold the authorities accountable, promote a culture of rights and support and represent members of the public who claim having suffered from discrimination and prejudices or received poor services or hardly any services.

The Office has different functions derived from its governing legislation, the Constitution of Mauritius and the Ombudsman Act 1969 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.

## ORGANISATIONAL STRUCTURE

- A. The Office consists of three officials namely the Ombudsman, the Senior Investigations Officer and the Investigations Officer. The Ombudsman is appointed by the President, acting after consultation with the Prime Minister, the Leader of Opposition and such other persons, if any, as appear to the President, acting in his own deliberate judgment, to be leaders of parties in the National Assembly. He is the Supervising Officer of the Office.
- B. The Offices of the staff of the Ombudsman are public officers and consist of that of a Senior Investigations Officer, Investigations Officer, and other officers as set out in the Organisation chart below. The Senior Investigations Officer is the Responsible and Accounting Officer and is responsible for the day-to-day management of the Office under the supervision of the Ombudsman.

ORGANISATION CHART

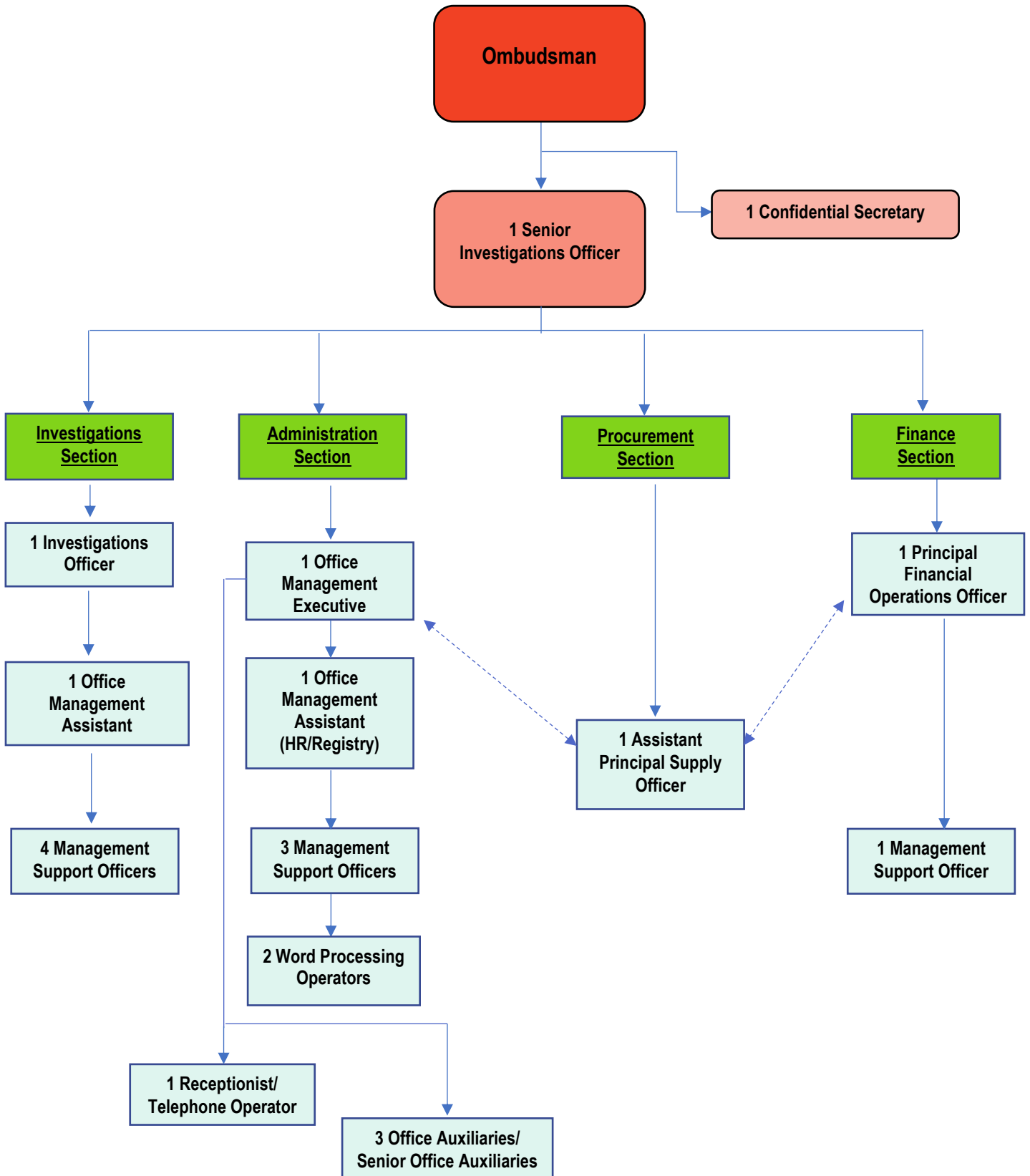


Figure 2 Organisation Chart

## Training

The Office provided the following training courses, webinar and seminars to its staff for the period under review:

<u>Organising Body</u>	<u>Training Courses</u>
<b>Civil Service College Mauritius (CSCM)</b>	Capacity Building & Capability Development Programme(Frontline / Supervisory/Technical grade)
	Capacity Building & Capability Development Programme(Support Staff)
	Strategic Management and Leadership Training Programme for Middle Management
	Training Programme on Safety & Health in the workplace
	Training on Effective Performance Appraisal
	Training Course on Advanced Microsoft Excel
	Training Course on Bid Preparation and Evaluation
	Training Course on Risk Management
	Training Course On Advanced Microsoft Excel
	Mastering Telephone Skills for Receptionist
	Training Course on Advanced Microsoft Excel
Foundation Course for Newly Recruited MSO	
<b>Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR)</b>	Training Programme on Safety & Health in the workplace Managing Risk at the work place
<b>Ministry of Foreign Affairs, RI and ITD (Human Rights Division)</b>	National Mechanism for Reporting and Follow up (NMRF)
<b>Office of the Ombudsman for Children</b>	2-day workshop on “The role of the Ombudsman and Mediators in monitoring the situation of Children in conflict with the law and deprived of their liberty”
<b>Office of the Ombudsman</b>	In House Training Programme on Effective Performance Appraisal and Training Needs Requirement

Table 2 Training Courses



## WEBINARS/SEMINARS

<u>Organising Body</u>	<u>Webinars/ Seminars</u>
<b>AOMA/AORC</b>	(Strengthening Cyber Security in Ombudsman Institutions)
	Mastering customer service skills
	Enhancing productivity and Safeguarding Confidentiality
	Training Session for New Office Bearers
	On Gender Based Violence and Harassment
<b>IOI/AORC</b>	The proposal power of the Mediators and Ombudsman: an important mechanism to support administrative and legal reform confirmation
	Promoting Human Rights: The role of the Ombudsman
<b>UN DESA</b>	Transparency, Accountability and Ethics in the Public Service

Table 3 Webinars/Seminars

## International and Regional Collaboration with Ombudsman and Mediators Associations/Institute

<b>AOMF</b>	Virtual Committee on Public Integrity held on 20 <sup>th</sup> February and 16 <sup>th</sup> April 2024
<b>IOI</b>	Virtual Meeting held on 10 <sup>th</sup> January 2024 with the Ombudsman of Seychelles- Election of IOI Board Members
<b>AOMA</b>	<ol style="list-style-type: none"> <li>1. Virtual Meeting held on 02<sup>nd</sup> October 2023 with the Ombudsman of Seychelles - AOMA Activities</li> <li>2. Virtual AOMA Indian Ocean Region Meeting held on 13<sup>th</sup> February 2024 with the Mediator of Madagascar, the Ombudsman of Seychelles and the Ombudsperson for Children, Republic of Mauritius – AOMA Activities/Reports</li> <li>3. 27<sup>th</sup> AOMA EXCO Meeting held in person in Durban from 26<sup>th</sup> to 29<sup>th</sup> February 2024</li> <li>4. Virtual AOMA Extraordinary EXCO Meeting held on 30<sup>th</sup> May 2024 – 2<sup>nd</sup> International Ombuds Expo, Botswana</li> <li>5. Virtual 1<sup>st</sup> AOMA Indian Ocean Region Quarterly Meeting held on 12<sup>th</sup> June 2024</li> </ol>

Table 4 International and Regional Collaboration

## Gender Statement

The Senior 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.

Bearing in mind the UN Convention on the Rights of Persons with Disabilities, we also undertake to provide our service in a manner that respects the dignity and independence of persons with disabilities. They are given an opportunity equal to that given to others to obtain, use and benefit from our services.

**PART II**

**PERFORMANCE**

**ANALYSIS**

**AND**

**ACHIEVEMENTS**

## A. Investigations

In 2023-24, we received a total of 625 new complaints, compared to 677 received in previous financial year, i.e a decrease of 8%. Of the total number of complaints received, 448 were assessed to be within our jurisdiction and they were against Ministries/Departments, Local Authorities & Rodrigues Regional Assembly. Remaining 177 were Miscellaneous and Copies of Complaints i.e those assessed to be outside our jurisdiction, premature, matters before a Court, complainants did not exhaust remedies available or simply that they do not have sufficient interest in the subject-matter.

Of the total cases (955) dealt with during the fiscal period 2023-24, the Office has finalised 606 cases (including 240 pending cases as at 30 June 2023), thus representing 63%. Remaining 37% (i.e 349 cases) were carried forward to the financial year 2024-2025.

### Complaints Received for the Financial Year 2023-2024

Complaints Received for The Financial Year 2023-2024	
Cases Opened	448
Cases Outside Jurisdiction or Premature	177
<b>Total</b>	<b>625</b>

Table 5 Complaints Received for the Financial Year 2023-2024

Comparative Table of Complaints Received Year on Year			
	2021-2022	2022-2023	2023-2024
<b>Complaints Received</b>	641	677	625

Table 6 Comparative Table of Complaints Received Year on Year

## Cases Investigated for the Financial Year 2023-2024

Cases Investigated for The Financial Year 2023-2024		
Ministries/Departments	325	41.8%
Local Authorities	88	11.3%
Rodrigues Regional Assembly	35	4.5%
Pending Cases as at 30 June 2023	330	42.4%
<b>Total</b>	<b>778</b>	

Table 7 Cases Investigated for the Financial Year 2023-2024

## Case Investigated Year on Year

Cases Investigated Year on Year			
	2021-2022	2022-2023	2023-2024
Ministries/Departments	237	357	325
Local Authorities	77	99	88
Rodrigues Regional Assembly	17	44	35
Cases carried forward from Previous Year	241	173	330
<b>Total</b>	<b>572</b>	<b>673</b>	<b>778</b>

Table 8 Cases Investigated Year on Year

## Cases Finalised During the Financial Year 2023-2024

Cases Finalised during the Financial Year 2023-2024		
Cases dealt with	955	
Cases finalised	606	63.5%
Cases pending as at June 2023	349	36.5%

Table 9 Cases Finalised during the Financial Year 2023-2024

Key Performance Indicator	Target	Result
% of cases finalised within a period of 12 months	75%	<b>63%</b>
% of investigation monitored and followed up within 12 months	100%	<b>100%</b>

## Finalised Cases

### I. Cases outside Jurisdiction

Cases Outside Jurisdiction		
	No	%
Cases Finalised	<b>177</b>	<b>100%</b>

Table 10 Cases outside Jurisdiction

### II. Cases Investigated 2023/2024

Cases Investigated 2023/2024		
	No.	%
Cases Finalised	<b>188</b>	<b>42%</b>
Cases carried Forward to 2024/2025	<b>260</b>	<b>58%</b>
Total	<b>448</b>	<b>100%</b>

Table 11 Cases Investigated 2023/2024

### III. Cases Brought Forward 2022/2023

Cases Brought Forward 2022/2023		
	No	%
Finalised	<b>240</b>	<b>72.7%</b>
Cases carried Forward to 2024/2025	<b>90</b>	<b>27.3%</b>
Total	<b>330</b>	<b>100%</b>

Table 12 Cases Brought Forward 2022/2023

## Timeliness of Finalised Cases

Timeliness of Cases Finalised 2023/2024		%
Within 6 months	429	45
Beyond 6 months	177	18.5
Cases Carried Forward to 2024/2025	349	36.5
<b>Total Cases</b>	<b>955</b>	<b>100%</b>

Table 13 Timeliness of Finalised Cases

Timeliness of Finalised Cases Year on Year			
Decision Taken	2021-2022	2022-2023	2023-2024
<b>Within 6 months</b>	594	413	429
<b>Beyond 6 months</b>	115	107	177
<b>Pending</b>	173	330	349
<b>Total</b>	<b>882</b>	<b>850</b>	<b>955</b>

Table 14 Timeliness of Finalised Cases Year on Year

## Acknowledgement of Complaints Received for the Financial Year 2023/2024

Timeless of complaints acknowledged during the Financial Year 2023-2024	
Complaints acknowledged within 5 working days	514
Complaints acknowledged beyond 5 working days	23
Anonymous/Own-Motion	88
<b>Total</b>	<b>625</b>

Table 15 Acknowledgement of Complaints for the year 2023-2024



Comparative Table – Acknowledgement of Complaints Year on Year

Acknowledgement of Complaints Year on Year			
	2021-2022	2022-2023	2023-2024
Complaints acknowledged within 5 working days	557	568	514
Complaints acknowledged beyond 5 working days	4	10	23
%	99	98	96

Table 16 Acknowledgement of Complaints Year on Year

Key Performance Indicator	Target	Result
% of complaint letters addressed to the Ombudsman acknowledged within five working days	95%	96 %

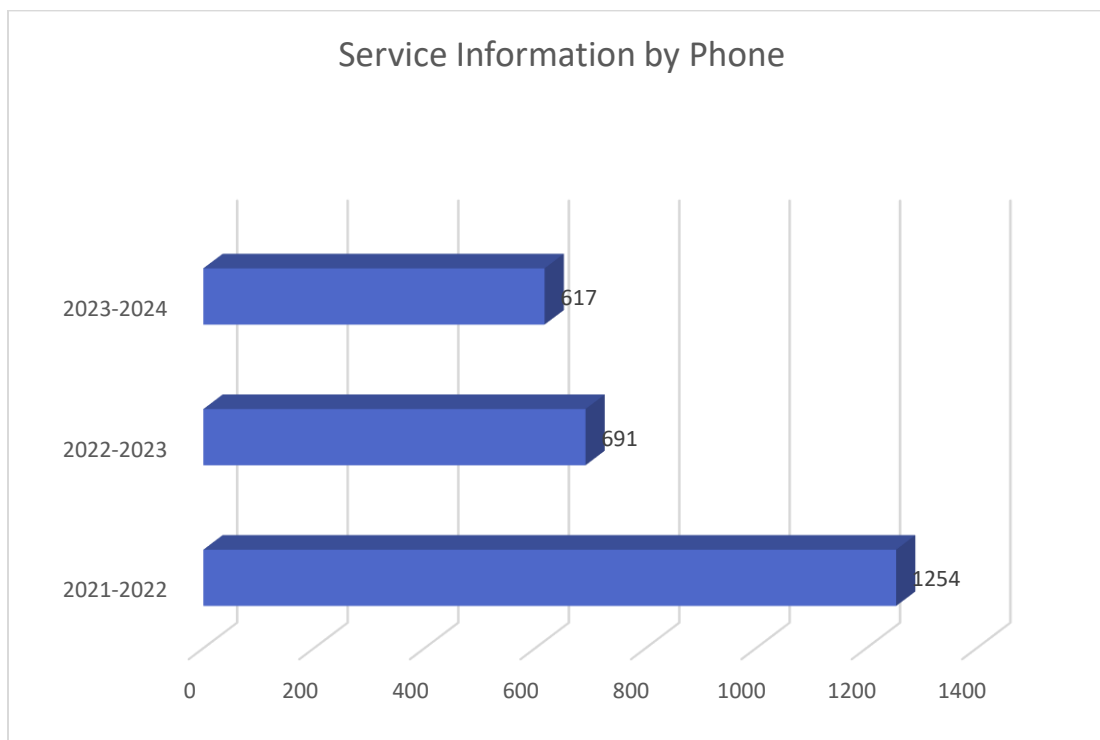
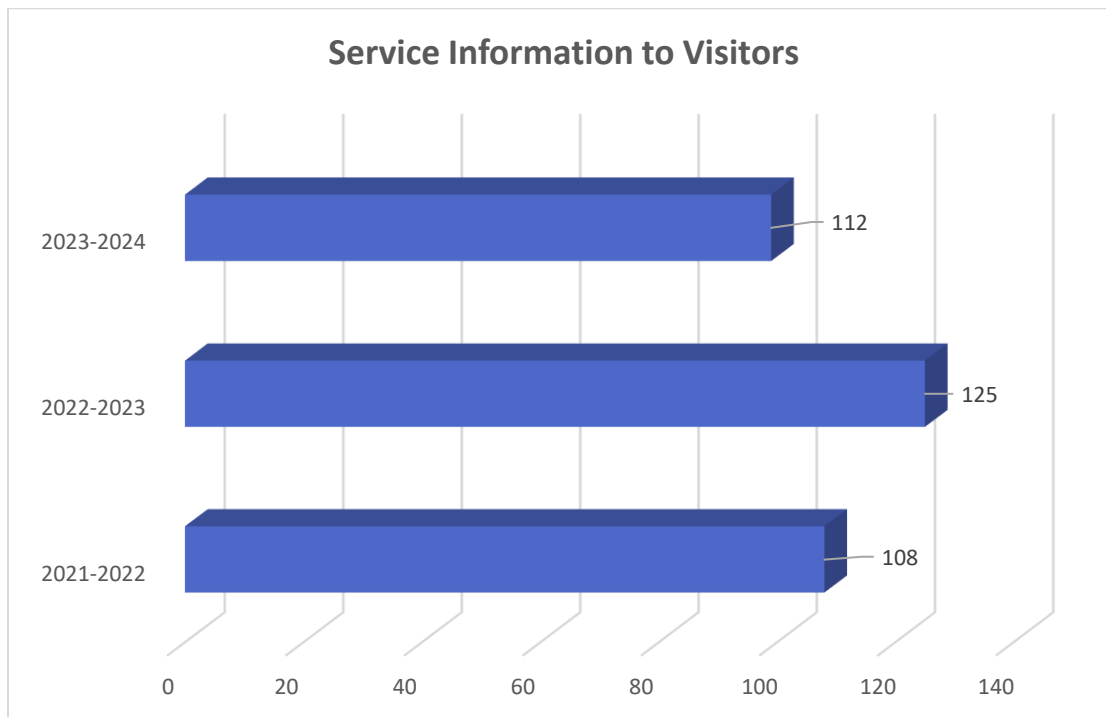


Figure 3 Service Information by Phone



**Figure 4 Service Information to Visitors**

**N.B A total of 928 (176 Outreach, 617 phone, 112 visitors & 23 email) members of the public were provided with service information.**

### Disaggregated Data

Understanding the diversity of the complainants who use the services of the Ombudsman can help us identify barriers to complaining and steps we can take to support the public particularly the vulnerable groups such as elderly persons or persons with disability. Records available indicate that the demographic profile of complainants has remained broadly similar to the previous year.

The data below except for gender (i.e computed on a total of 625 complaints received), represents scores for the new intake cases (i.e 448) excluding miscellaneous, copies of letters, anonymous and own-motion for the financial year 2023/24.

Disaggregated Data		%
<b>Male</b>		62.6%
<b>Female</b>		25.6%

<b>Anonymous/Not specified</b>	11.8%
<b>18 – 30 yrs</b>	3.6%
<b>31- 45 yrs</b>	15.0%
<b>46 – 59 yrs</b>	10.0%
<b>60 and above</b>	5.8%
<b>Not specified</b>	65.6%
<b>Disabled</b>	1.6%
<b>Not disabled</b>	58.2%
<b>Not Specified</b>	40.2%
<b>Public Officers</b>	19.6%
<b>Private Entities/Individuals</b>	6.0%
<b>Retirees</b>	3.3%
<b>Not Specified</b>	71.1%

Table 17 Disaggregated Data

## B. Awareness Raising Campaign

In line with the Paris Principles, the Office continued to undertake outreach activities and to engage with a number of stakeholders.

During the reporting year, the Office has enhanced its collaboration with the Citizens Advice Bureau of Rodrigues and sixteen (16) Non-Governmental Organisations as well as the African Leadership College. The Office's moto is to ensure that it reaches every group of persons, with the aim of increasing the range of people accessing the Ombudsman's services. The interactions with the participants generated very positive feedback. By the end of the financial period, our Office has conducted a total of 7 awareness raising sessions both in Mauritius and Rodrigues. A total of 525 pamphlets were distributed to them.

## C. Customer Satisfaction

In 2023-24, **112** members of the public visited our Office for service information and assistance, and **66** of them, who were at their first visit participated in our Customer Survey.

Specifically, we wanted to know whether they were satisfied with our customer service. The survey gathers feedback on the following areas of concern:

- **Overall satisfaction with our customer service;**
- **Overall satisfaction on service information received; and**
- **Overall satisfaction of visitors.**

### **Overall Satisfaction with Our Customer Service**

We asked the public in general to give us an indication of how satisfied they are with the level of customer service we provide, i.e. facilities put at their disposal for comfort, welcome, etc...

The survey found that **100 %** of the public who filled in the survey form were satisfied with the customer service.

### **Overall Satisfaction with Service Information**

We also ask the public to indicate their overall satisfaction with regard to the Service Information received from us during their visits.

Of all those who filled in the survey, **98.5%** unanimously expressed their full satisfaction with regards to the service information obtained from us. The remaining 1.5% represent a sole visitor who was not satisfied when the latter was informed that the Office has no jurisdiction to intervene into private matters and against private entities. Despite the positive indicators, some areas require attention, particularly regarding the public's understanding of the Office's mandate and purpose. While the Constitution clearly states that the Ombudsman oversees the action of public sector, a common misconception persists about the office's involvement in private sector.

### **General Observation**

Overall score of % of complainants' satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service has continued to remain steady for the majority of visitors.

All the **66** visitors were very satisfied with the customer service obtained from our Office, i.e., the highest score of **99.3%**.

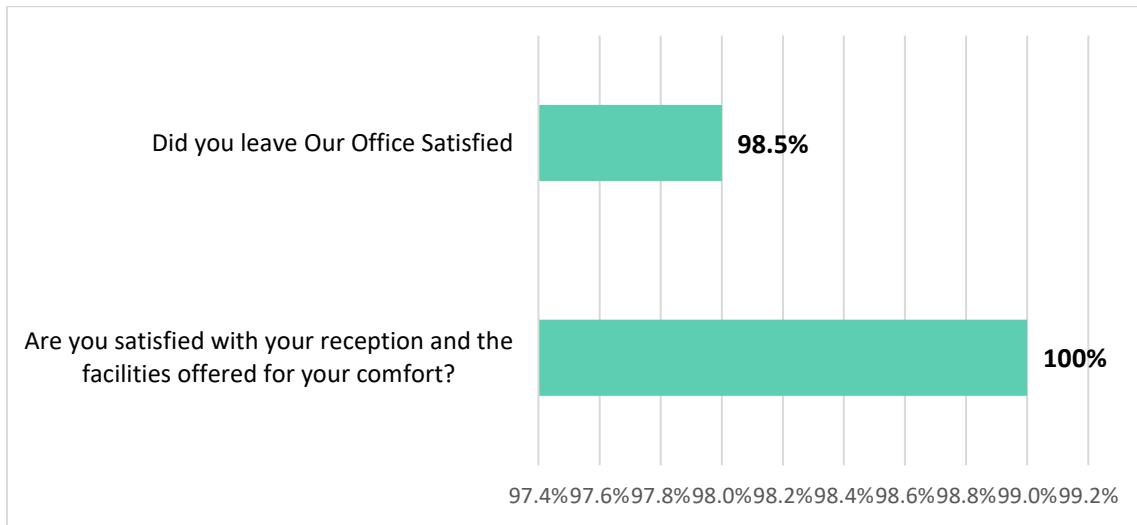


Figure 5 Customer Satisfaction

Key Performance Indicator	Target	Score
% of complainants' satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service	85%	99.3%

# **PART III**

# **FINANCIAL STATEMENT**

2023/2024 has seen the Office achieved yet another year of sound and consistent financial performance. Of particular note, approximately 3% of the overall funding was left unused at the year-end, implying that the actual expenditures were kept within the approved Budget Estimates - despite the effects of the soaring prices of commodities due to inflation. Any unexpected expenditure issues that arose during the financial year were considered and appropriate actions taken in good time.

The Office has maintained appropriate structures, systems and procedures in accordance with FMM for the proper management of public funds and handling of Government assets. No significant areas of internal control weaknesses were identified from audit exercise, which demonstrates the Office's ability and capacity to operate to a high standard of probity.

#### Percentage of Budget Estimates – 2023/2024

Percentage of Budget Estimates - 2023-2024	%	Estimates 2023-2024 Rs 000
Compensation of Employees	75%	12,800
Goods & Services	24%	4,175
Grants	1%	125
<b>Total</b>	<b>100%</b>	<b>17,100</b>

Table 18 Percentage of Budget Estimates - 2023-2024

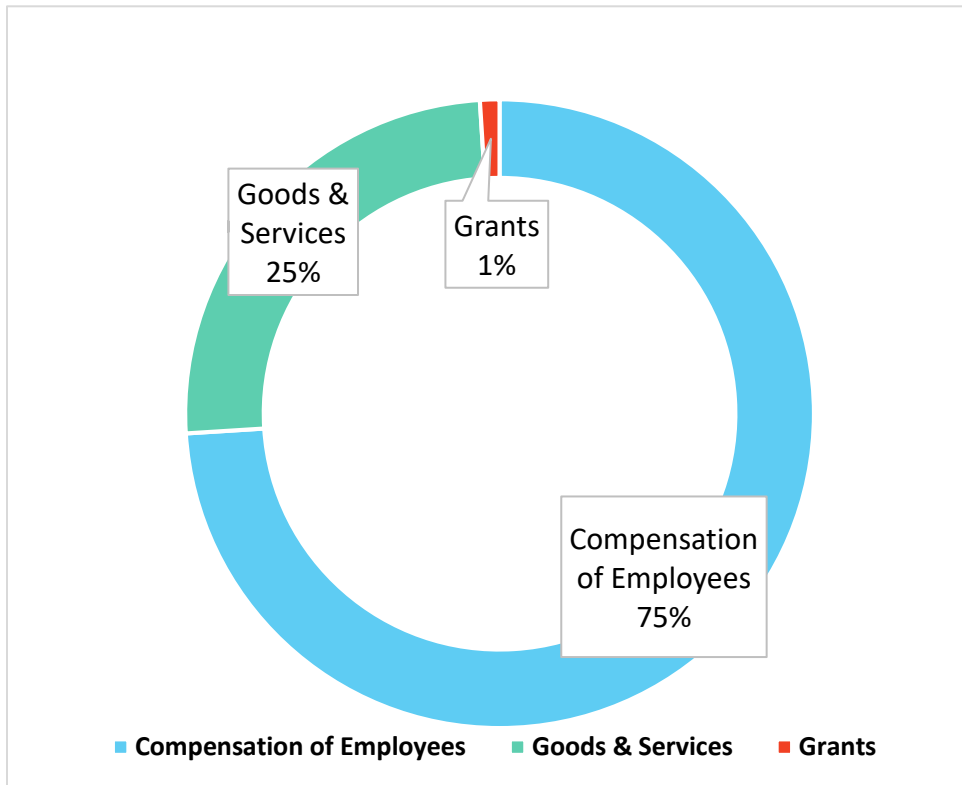


Figure 6 Percentage of Budget Estimates – 2023/2024

Budget Estimates and Actual Expenditures for the Year 2023/2024

	Estimates Rs 000	Actual Rs 000
<b>Total Expenditure</b>	17100	16670
<b>% of Actual Expenditure over Estimated Expenditure</b>	100%	97.49%

Table 19 Budget Estimates and Actual Expenditures for the Year 2023/2024



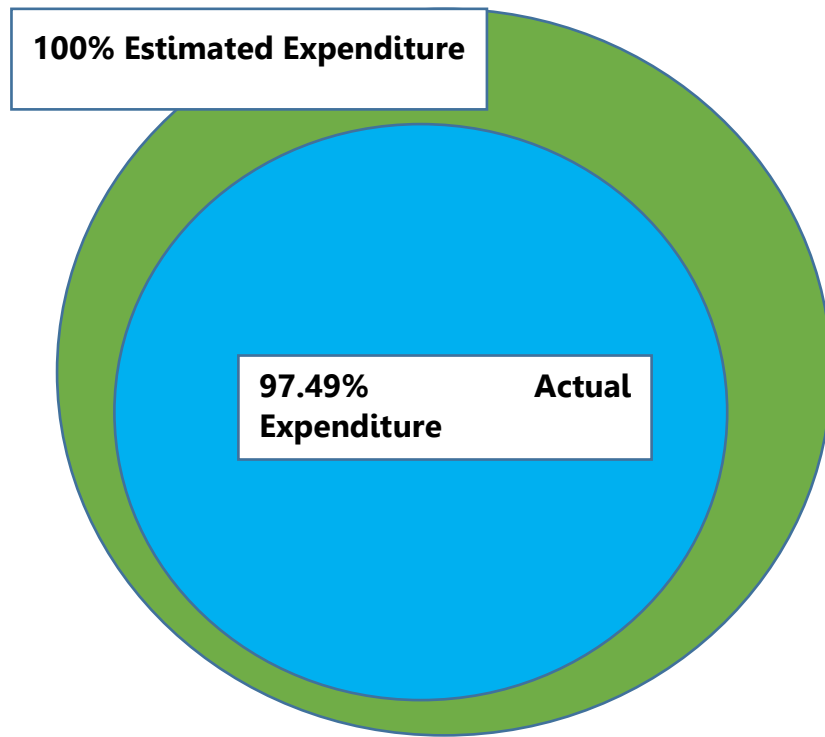


Figure 7 Budget Estimates and Actual Expenditures for the Year 2023/2024

**Comparative of Year on Year of Estimates & Actual Expenditures**

Year	Estimated Recurrent Expenditure	Actual Recurrent Expenditure	% of Actual Expenditure over Estimated Expenditure
2021-2022	15300	13996	91.47%
2022-2023	16400	15572	94.95%
2023-2024	17100	16670	97.49%

Table 20 Comparative of Year on Year of Estimates & Actual Expenditures

## Budget Estimates and Actual Expenditures for the Year 2023/2024

Item No.	Goods and Services	Estimates Rs	Actual Rs
22010	Cost of Utilities	450,000	462,746
22030	Rent	2,415,000	2,410,524
22040	Office Equipment and Furniture	220,000	313,850
22050	Office Expenses	195,000	171,312
22060	Maintenance	300,000	188,984
22070	Cleaning Services	10,000	4,404
22100	Publications and Stationery	285,000	291,757
22120	Fees	35,000	29,100
22170	Travelling within the Republic of Mauritius	210,000	162,735
22900	Other Goods and Services	55,000	44,638
	<b>Total</b>	<b>4,175,000</b>	<b>4,080,050</b>

Table 21 Budget Estimates and Actual Expenditures for the Year 2023/2024

## Analysis of Major Changes

Estimates		Rs 000	Rs 000	Rs 000
Item No.	Details	2021/22 Estimates	2022/23 Estimates	2023/24 Estimates
	<b>Recurrent Expenditure</b>	<b>15,300</b>	<b>16,400</b>	<b>17,100</b>
<b>21</b>	Compensation of Employees	<b>11,448</b>	<b>12,085</b>	<b>12,800</b>
<b>21110</b>	Personal Emoluments	<b>10,408</b>	<b>10,970</b>	<b>10,970</b>
<b>0.001</b>	Basic Salary	7,943	9,110	9,420
<b>0.002</b>	Salary Compensation	405	110	405
<b>0.004</b>	Allowances	800	450	450
<b>0.006</b>	Cash in lieu of leave	560	500	500
<b>0.009</b>	Bonus	700	800	820
<b>21111</b>	Other Staff Costs	<b>900</b>	<b>975</b>	<b>1,050</b>
<b>0.002</b>	Travelling & Transport	775	850	925
<b>0.1</b>	Overtime	100	100	100
<b>0.2</b>	Staff Welfare	25	25	25
<b>21210</b>	Social Contribution	<b>140</b>	<b>140</b>	<b>155</b>
<b>001</b>	Cont.to Nsf	140	140	155
<b>22</b>	<b>Goods and Services</b>	<b>3742</b>	<b>4190</b>	<b>4175</b>
<b>22010</b>	Cost of Utilities	450	435	450
<b>22030</b>	Rent	2196	2340	2415
<b>22040</b>	Office Equipment and Furniture	75	260	220
<b>22050</b>	Office Expenses	185	160	195
<b>22060</b>	Maintenance	270	425	300
<b>22070</b>	Cleaning Services	6	10	10
<b>22100</b>	Publications and Stationery	255	250	285
<b>22120</b>	Fees	30	30	35
<b>22170</b>	Travelling within the Republic of Mauritius	225	180	210
<b>22900</b>	Other Goods and Services	50	50	55
<b>26</b>	Grants	<b>110</b>	<b>125</b>	<b>125</b>
	<b>Total</b>	<b>15,300</b>	<b>16,400</b>	<b>17,100</b>

Table 22 Analysis of Major Changes

## Comparative Table of Statements of Revenue and Expenditure

Head/Sub/Head of Expenditure	2021-2022		2022-2023		2023-2024	
	Estimates	Actual	Estimates	Actual	Estimates	Actual
	Rs 000	Rs 000	Rs 000	Rs 000	Rs 000	Rs 000
<b>Compensation of Employees</b>	11,448	10,642	12,085	11,632	12,800	12,479
<b>Goods and Services</b>	3,742	3,203	4,190	3,834	4,175	4,080
<b>Grants</b>	110	151	125	106	125	111
<b>Total</b>	<b>15,300</b>	<b>13,996</b>	<b>16,400</b>	<b>15,572</b>	<b>17,100</b>	<b>16,670</b>
<b>%</b>	<b>91.47%</b>		<b>94.95%</b>		<b>97.49%</b>	

Table 23 Comparative Table of Statements of Revenue and Expenditure

Details of all Virements effected during Financial Year 2023/2024

Virement Certificate	From	To	Amount (Rs)
<b>No.1</b>	21110009 – End of Year Bonus	21111200 – Staff Welfare	3,990
<b>No.2</b>	21110006 – Cash in Lieu of Leave.	21110002 – Salary Compensation	260,000
<b>No. 3</b>	22170002- Accommodation Cost	22010001-Electricity & Gas	17,000
<b>No. 4</b>	22170002- Accommodation Cost	22100006-Publications	13,000
<b>No. 5</b>	22170002- Accommodation Cost	22120007 - Fees for Training	4,000
<b>No.6</b>	21110004 - Allowances	21111002- Travelling&Transport	15,000

<b>No.7</b>	22170002- Accommodation Cost	22040002-Office Furniture	4,250
<b>No. 8</b>	21110001-Basic Salary  21110004- Allowances	22010001-Electricity & Gas  22040002- Office Furniture  22060005-Maint. of IT Equipment	193,000
<b>TOTAL</b>			<b>510,240</b>

Table 24 Details of all Virements effected during Financial Year 2023/2024

**Virement No.1:** Following Government's decision to allocate up to Rs 2,000 for every staff participating in the End of Year get-together/Team Building Exercise, additional funds were reallocated to Item 'Staff Welfare' to meet payment of expenses related to Team Building.

**Virement No.2:** Provision for the payment of salary compensation of Rs 2000 for the year 2024 to staff could not be estimated during the preparation of Budget Estimates 2023/2024. Additional funds were required for payment of salary compensation 2024 to employees. Subsequently, savings made under item 'Cash in lieu of Leave' was reallocated to Item 'Salary Compensation'.

**Virement No.3:** An increase in the tariff of electricity as well as in units consumed (due to heat waves), resulted in additional funds under Item 'Electricity & Gas' to cater for payment of electricity bills during the Financial Year 2023/2024.

**Virement No.4:** Additional funds were required under Item 'Publications' to meet payment for the printing of the 50<sup>th</sup> Annual Report of the Ombudsman. Amount provided in the Budget proved to be insufficient due to increase in cost of printing, as well as increase in cost of payment for press communique in local newspapers. Savings under item 'Accommodation Costs' were reallocated for that purpose.

**Virement No.5:** Funds were exhausted under item 'Fees for Training' because the budgeted funds were insufficient to meet the training needs of our staff. Savings available

under item 'Accommodation' was reallocated to meet the additional expenditure for training.

**Virement No.6:** Increase in bus fares and other allowances to staff, such as petrol allowance & travel grant to eligible officers, as well as refund of travelling allowances to officers on secondment, resulted in short of funds to meet these recurrent expenditures. The increase in the quantum of travelling and other related allowances was not predicted at the time of the Budget 2023/2024 preparation, hence the need to reallocate funds from savings made under item 'Allowances'.

**Virement No.7:** An additional amount of Rs 4,250 was required to cater for two defective chairs that had to be replaced urgently for the safety and welfare of staff. Provisions were made in the Budget for the acquisition/replacement of office furniture and the funds were already used for that purposes at the time the chairs were reported defective.

**Virement No.8:** Approval was obtained for the lease of additional office space on the 3<sup>rd</sup> floor of the City Centre Building where the Office of the Ombudsman is presently housed. The Office had to restructure / relocate some of its existing sections and undertake new installation and maintenance works in connection with data points, telecommunication facilities and other related works. As directed by the MOFED, savings made under Item 'Basic Salary' and 'Allowances' were reallocated to meet the related costs of new installation and maintenance works.

# **PART IV**

# **WAY FORWARD**

## OUR STRATEGIC DIRECTION 2021-2025

Strategic Direction	Enablers
<b>Ensure that administrative action and decisions taken by Ministries/Departments, Local Authorities and the Rodrigues Regional Assembly are fair and reasonable</b>	Drive systemic improvement in public service providers through our interventions
<b>Uphold the rights of aggrieved citizens to a fair and equitable treatment in accordance with Principles of good administration</b>	Promote good public administration Undertake investigations on our own initiative
<b>Act as a shield for any administration against unfounded allegations/averments</b>	Set aside frivolous or vexatious complaints Close complaints at assessment stage if statutory requirements not met
<b>Work closely with the public, make our services accessible and provide solutions</b>	Raise public awareness of our role and powers through outreach activities Ensure our service is free of charge Guide complainants on the procedures to follow and regularly provide update of their complaints
<b>Be the most trusted institution in creating transparent, responsive and accountable public service</b>	Work with public without discrimination Explain the reasons for our decisions Publish service information and administrative shortcomings on our website, make recommendations and public Reports Measure our performance against a set of key performance indicators (KPIs)

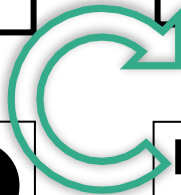


- The Office derives its mandates from the Constitution and is subject only to the Constitution and other legislation.
- Overarching oversight institution
- Knowledgeable, competent and experienced staff
- Diversity and Professionalism
- Team work
- Accessible to the public

**S**

- Limited number of staff
- Limited funds to determine its objectives and strategies
- No trained staff to facilitate communication with persons with disabilities

**W**



**O**

- Raise public awareness and promote human rights
- Capacity building and development of staff
- Engage with International and Regional Ombudsman Associations to share best practice and lessons learned
- Foster relation/co-operation with Ministries, Departments, Local Authorities, Rodrigues Regional Assembly, NGOs, Civil Society etc.
- Optimize the exploration of IT tool in ensuring an effective and efficient service delivery

**T**

- Complexity of complaints
- Timeliness in resolution due to limited staff and tardy response from Authorities.
- Inflationary effects on its operation

## Way Forward

The report highlights the impact of increasing number of complaints and extensive operations without a corresponding increase in resources. Provision for an additional Investigations Officer in the FY 2024-2025, mean that an improvement is expected.

The inflationary effects and other factors impacting on the economy of Mauritius will forcefully result in an increase in the Office's administration and operating costs for the Financial year 2024/2025. The continued financial support of the Government will be highly appreciated and welcomed in order to enable us to perform our mandate effectively and efficiently.

The statistics in regard to services offered and access to information facilitated to our citizens and non-citizens indicate that the public are more aware about the Office's role and there is high level of trust. The Office will ensure that it continues to offer a fair and equal service to one and all irrespective of their race, caste, place of origin, political opinions, colour, creed, or sex. It will further ensure that information related to our services are continually published and updated in our website in order to improve users experience and knowledge in the field of good public administration.

The Office values and supports its staff and is committed to creating an equal, diverse and inclusive workplace. As other independent institutions, the Office is also committed to be an equal opportunities employer in order to enable it to retain and provide a better career prospect for its key resource. Furthermore, the mandate of the Office requires due diligence to prevent errors and omissions. We therefore consider that investments in training and development of our staff will remain a priority.

In its oversight role, the Office will continue to strengthen collaboration with all public authorities within its jurisdiction as well as other stakeholders with a view to influencing improvements and systemic change in public administration. It will strive to promote the values of good administration which it upholds such as transparency, good governance, good communication, right to complain about or seek recourse of unfair decisions, timeliness in service delivery, lawful exercise of power and fairness in the public sector and bring any dysfunction to the attention of Authorities concerned and the Head of State and the National Assembly through our Annual Report for any remedial or corrective action.