



REPUBLIC OF MAURITIUS
OFFICE OF THE OMBUDSMAN

Annual Report
on
Budget Performance

2021-2022

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Responsible/Accounting Officer's Statement

I have the pleasure of presenting the Office's 6th Annual Report on Budget Performance for the fiscal year 2021/2022 to the Ministry of Finance, Economic Planning and Development in fulfilment of the legal obligation as required under Section 4B of the Finance and Audit Act 1973(Amended) 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.

I am pleased to report that the Office met its objectives for the fourth consecutive year despite operating under the uncertain circumstances caused by the COVID-19 pandemic. The Office's performance in respect of finalization of cases improved from 73% in the previous year to 80% during the reporting period.

The Office noted a significant under-expenditure as a result of the non-filling of vacant funded posts, suspension of mission to Rodrigues and implementation of the cost containment measures. The saving made it possible for the Office to respond to the unforeseen requirements brought about by the pandemic as well as implementation of the PRB Report 2021 such as payment of revised salary and other allowances to staff, maintenance and replacement of office equipment, publication costs, and other inter-related expenses in connection with our e-campaign.

I note with a sense of pride that our Office performance continues on an upward trend, save to say we need to improve on quality. Out of the six performance targets we set for ourselves, we succeeded on five.

The Audit of Accounts and Corruption Risk Assessments carried out at the Office regarding the adequacy and effectiveness of the controls within the institution were confirmed. The Management is more than ever committed to continue the implementation of internal control procedures in order to sustain clean audit outcome in subsequent years.

In a bid to further digitalize our service delivery, we successfully launched our first ever e-campaign and promotional video with the invaluable contribution of our talented support staff and the technical expertise and support of Government Information Service and Ecole des Sourds. By the closing of the financial period, we conducted 12 awareness-raising sessions both virtually and in-person whereby 369 members of the public in general were lectured on the role and services offered by the Office. 394 pamphlets were distributed to participants during the in-person sessions.

In the midst of these challenges, the Office operated within a stable environment which resulted in a constant improvement in the overall organizational performance calculated on actual expenditures which currently stands as 91.47%, down from 93% from the previous financial year. Implying that we did not solicit any additional funds to meet the revision in pay and benefits post PRB Report 2021.

In 2021-22, out of 882 cases dealt with, which were made up of 641 new complaints received and 241 cases brought forward at the end of financial year 2021/22, we were able to finalise 709 complaints. The remaining 173 cases, were carried over to the current financial year.

Like any other financial year, 2021/22 has not been without any constraints. A key challenge that we would like to draw the attention of authorities concerned is the problem of inadequate funding, especially to enhance our technical human resources capability mainly the recruitment of Investigations Officers. This Office is currently witnessing an expansion of its operational requirements as well as an increase in the number of complaints year on year, a sign that the public still have trust and hope in us. It is for this reason that we have to strengthen our governance systems to ensure that this constitutional institution never suffers reputational damage.

2021-22 was also a year of change, with the former Ombudsman, Mr. S.M. Hatteea, GOSK, retiring in February 2022 after 32 years of service to the nation. I would like to place on record my sincere thanks and appreciation to Mr. Hatteea for his enormous contribution. In May 2022, Mr. Harry Ganoo, GOSK former Secretary to Cabinet and Head of the Civil Service was appointed as the new Ombudsman and I take this opportunity to formally congratulate him on this nomination and to warmly welcome him to the Office of the Ombudsman. All of us at the Office look forward to working together as a dedicated team.

I wish to express my gratitude to all staff of the Office of the Ombudsman for yet another outstanding achievement. Without their collective effort and dedication, these achievements would not have been possible. The continued guidance and independent advice of the different Committees in place are highly appreciated.

I am also thankful for the unfailing support of Ministries, Departments, Stakeholders, including the public we serve. Although some of our activities might change during 2022-23, we look forward to another successful year.

Mr A. RAMTAHUL

Senior Investigations Officer

Responsible and Accounting Officer

31 October 2022

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 is accessible to all members of the public.

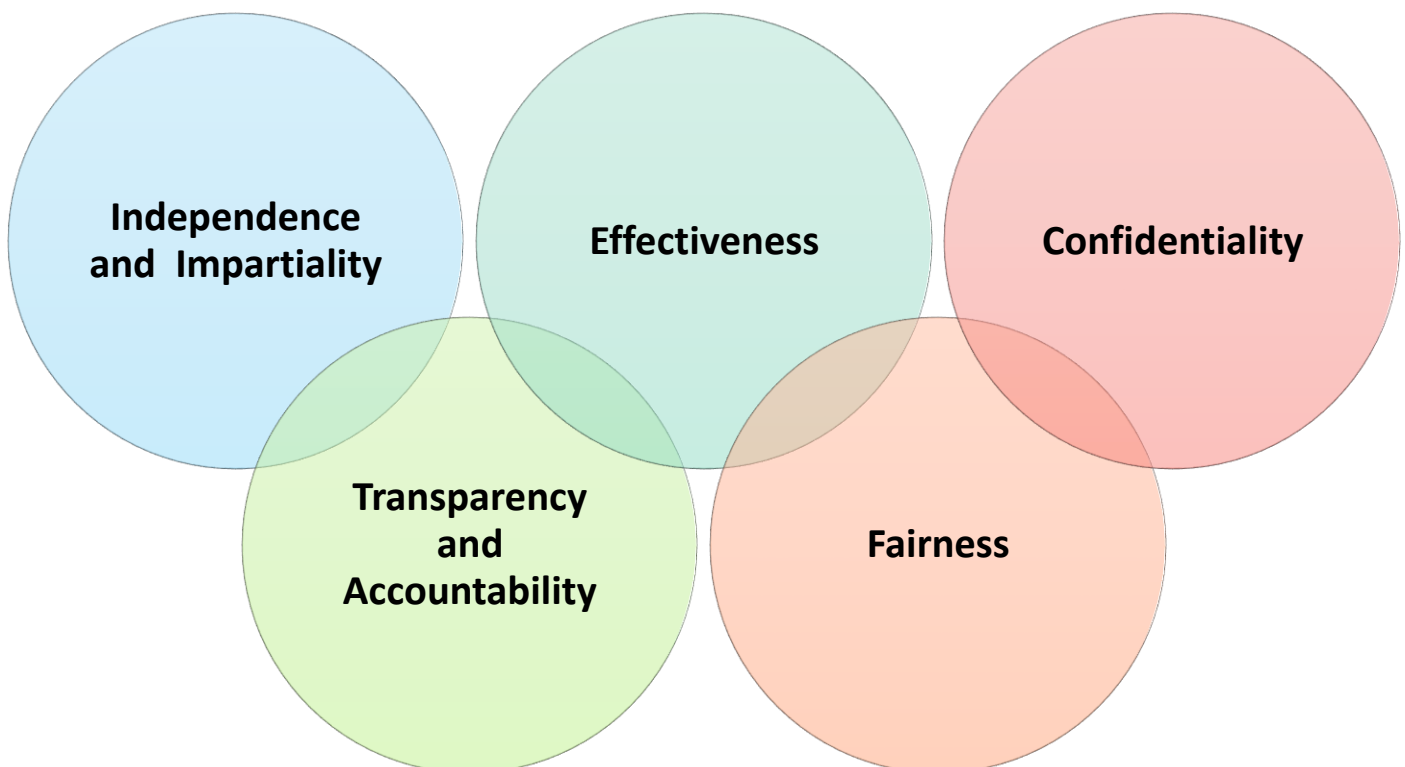
Our Vision

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

882
Cases Dealt with

641
New Complaints Received

241 Pending Cases for the Year 2021/2022

331 New Cases Opened

310 Cases Outside Jurisdiction/ Others

Acknowledgement Letter
99 % ≤ 5 Days
1 % > 5 Days



Letter
315



Fax
3



Email
238



Own Motion
6



By Hand
10



Online
69

Service Information



1254



108



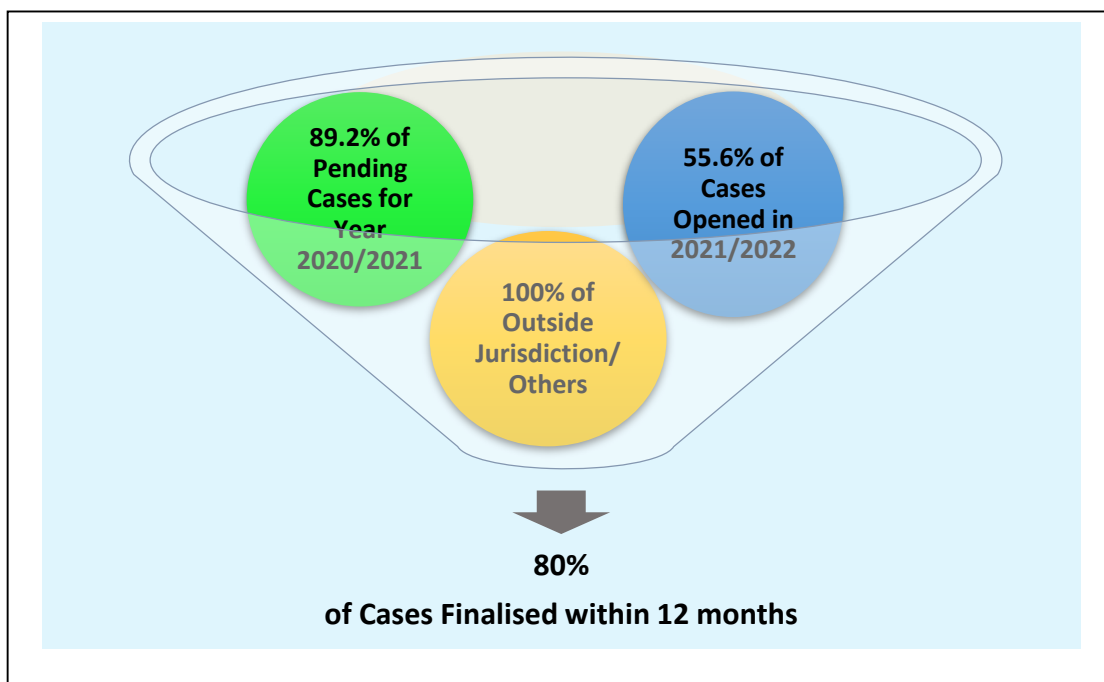
63



414



129



Rs 15.3M	Rs. 15.3M Total Budget
22	Total Funded staff as at 30 June 2022
12	Awareness Raising Campaign Sessions Conducted
	Launching of E-Campaign and Video Campaign
8000	Correspondences processed
1425	Members of Public were provided with service information by Staff
394	Members of the Public Sensitised
100%	Increased in E-Flimsies

Our Five-Year Strategic Plan 2021-2025

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. At the end of the three-year strategy, we have achieved much of what we expected to do and in 2021 we have revised our KPIs and Targets. Our main objectives and key performance indicators are as follows:

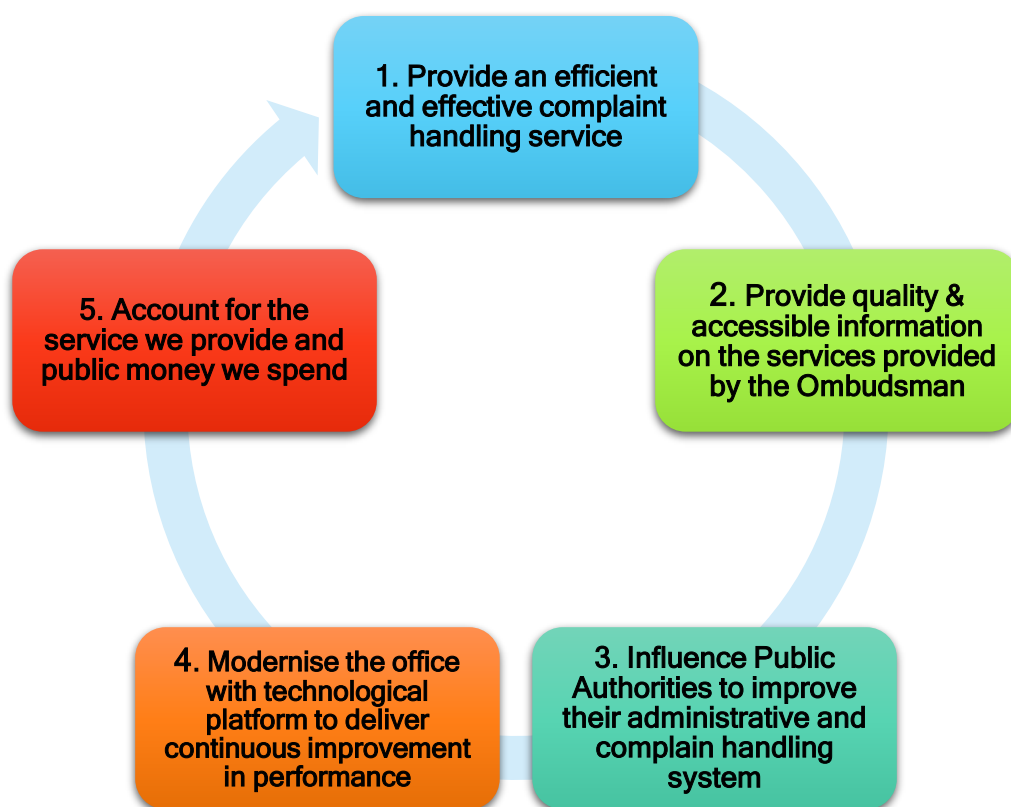


Figure 1 Our Five-Year Strategic Plan 2021-2025

Key Performance Indicators and Targets for Next Five Years 2020/2021 to 2024/2025.

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

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

Roles & Functions of the Department

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

- (a) Investigation on maladministration
- (b) Undertaking Own-Motion Investigations
- (c) Making 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 made under this section 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 obligations to ensure compliance with the Optional Protocol to the Convention on the Elimination of all forms of Discrimination against women as domesticated in the local laws in force in Mauritius.

The Office of the Ombudsman, believes 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 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, physical appearance or background fairly and equitably.

Bearing in mind the UN Convention on the Rights of Persons with Disabilities, we also undertake to provide our services 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.

About Our People

- (a) There is an Ombudsman for the Office who is appointed by the President of the Republic of Mauritius and he is empowered under the Constitution 1968 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 is also the head of the Investigations Section and assists the Ombudsman in the conduct of investigations and other legal research and analysis pertaining to complaints.
- (c) There is a small staff team of twenty (20) Officers consisting of one Technical Officer, 17 support staff of finance/general services cadre and 02 supplementary officers provided on an adhoc basis to oversee Human Resources and Safety and Health issues respectively. 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 significant in the perception of our service. The breakdown of our staffing structure is depicted below:

Staffing Structure

Sn	DESIGNATION	In Post as at 30 June 2022	Gender		
			Male	Female	
Senior Officials					
1	Ombudsman	1	1	-	<i>Establishment</i>
2	Senior Investigations Officer	1	1	-	<i>Establishment</i>
Technical Staff					
1	Investigations Officer	1	-	1	<i>Establishment</i>
Finance & Procurement Cadres					
1	Principal Financial Operations Officer	1	1	-	<i>Establishment</i>
2	Assistant Procurement & Supply Officer	1	-	1	<i>Establishment</i>
Ah-Doc					
1	Senior Human Resource Executive	1	-	1	<i>Ah-Doc</i>
2	Safety & Health Officer	1	-	1	<i>Ah-Doc</i>
General Services					
1	Office Management Executive	1	-	1	<i>Establishment</i>
2	Office Management Assistant	1	-	1	<i>Establishment</i>
3	Confidential Secretary	1		1	<i>Establishment</i>
4	Management Support Officer	7	3	4	<i>Establishment</i>
5	Word Processing Operator	1	-	1	<i>Establishment</i>
6	Receptionist/Telephone Operator	1	-	1	<i>Establishment</i>
7	Office Auxiliary/ Senior Office Auxiliary	3	1	2	<i>Establishment</i>
	Total	22	7	15	

Table 2 Staffing Structure

Gender Profile of the Staff

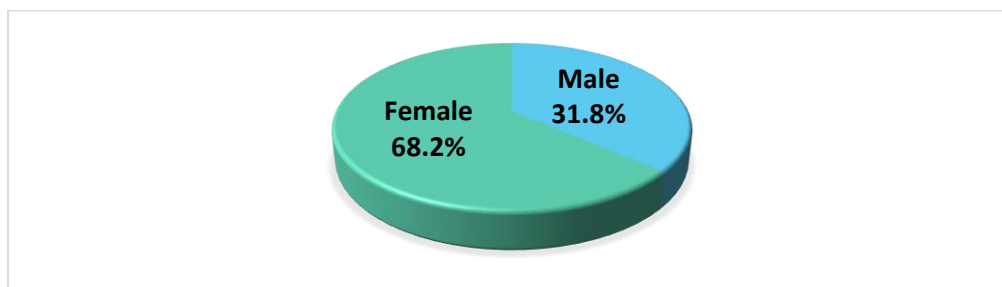


Figure 2 Gender Profile of the Staff

PART II – PERFORMANCE ANALYSIS

A. Investigations

In 2021-22, we received a total of 641 new complaints, compared to 730 received in previous financial year, i.e a decrease of 12%. Of the total number of complaints received, 331 were assessed to be within our jurisdiction and they were against Ministries/Departments, Local Authorities & Rodrigues Regional Assembly. The remaining 310 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 did not have sufficient interest in the subject-matter.

Of the total cases (882) dealt with during the fiscal period 2021-22, the Office has finalised 709 cases (including 215 pending cases as at 30 June 2021), thus representing 80%. The remaining 20% (i.e 173 cases) are still pending as at 30 June 2022.

Complaints Received during the Financial Year 2021-2022

Complaints Received during The Financial Year 2021-2022	
Cases Opened	331
Cases Outside Jurisdiction or Premature	310
Total	641

Table 3 Complaints Received during the Financial Year 2021-2022

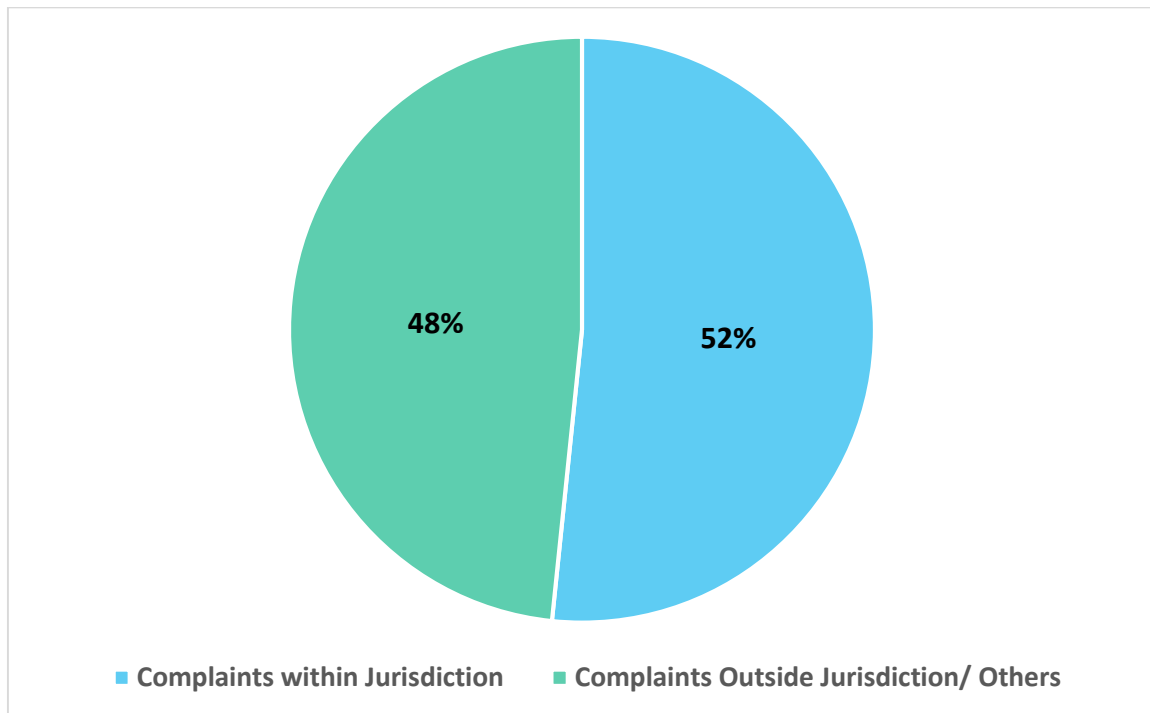


Figure 3 Complaints within Jurisdiction

Comparative Table of Complaints Received Year on Year			
	2019-20	2020-21	2021-22
Complaints Received	538	730	641

Table 4 Comparative Table of Complaints Received Year on Year

Complaints Received Year on Year

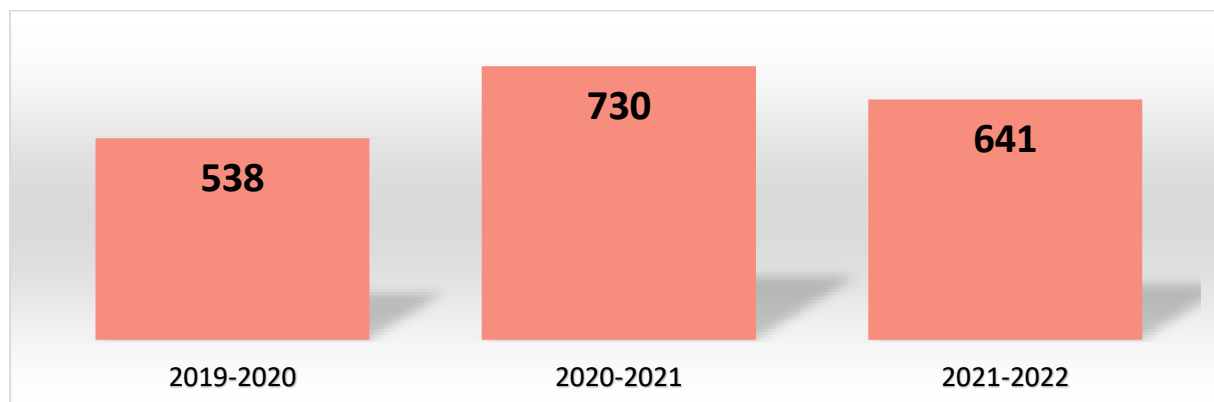


Figure 4 Complaints Received Year on Year

Cases Investigated during the Financial Year 2021-2022

Cases Investigated during the Financial Year 2021-2022	
Ministries/Departments	237
Local Authorities	77
Rodrigues Regional Assembly	17
Pending Cases as at 30 June 2021	241
Total	572

Table 5 Cases Investigated during the Financial Year 2021-2022

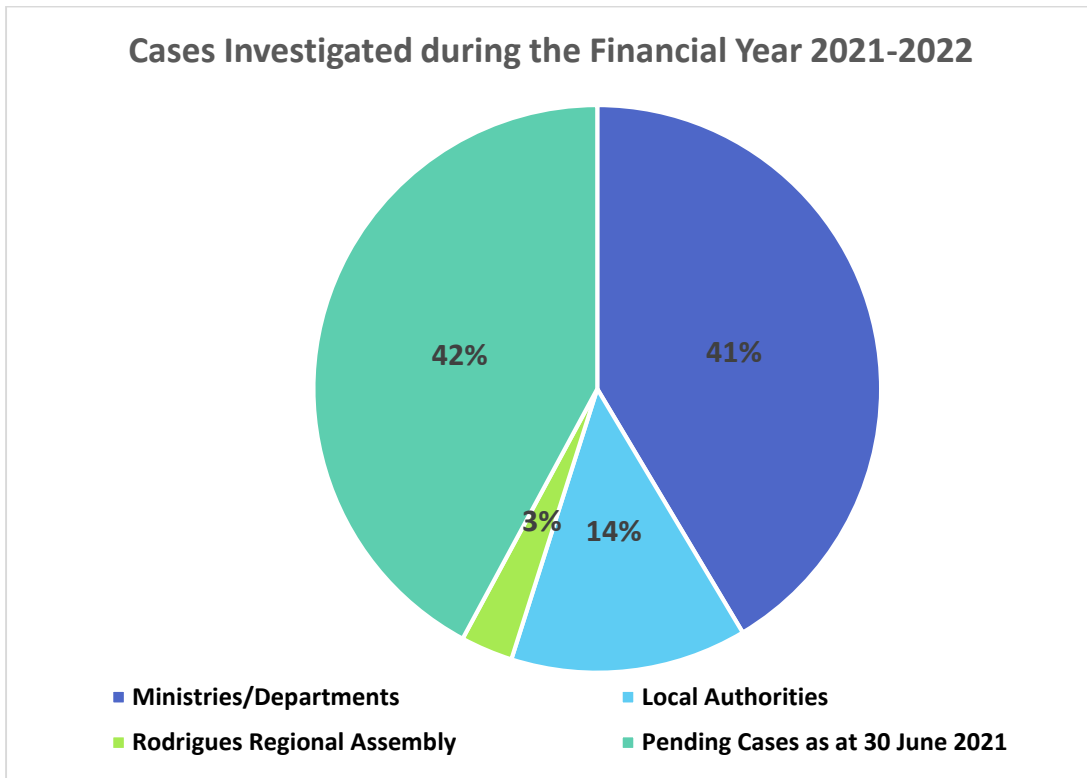


Figure 5 Cases Investigated during the Financial Year 2021-2022

Case Investigated Year on Year

Cases Investigated Year on Year			
	2019-2020	2020-2021	2021-2022
Ministries/Departments	213	254	237
Local Authorities	81	94	77
Rodrigues Regional Assembly	27	111	17
Pending Cases Previous Year	154	174	241
Total	475	633	572

Table 6 Cases Investigated Year on Year

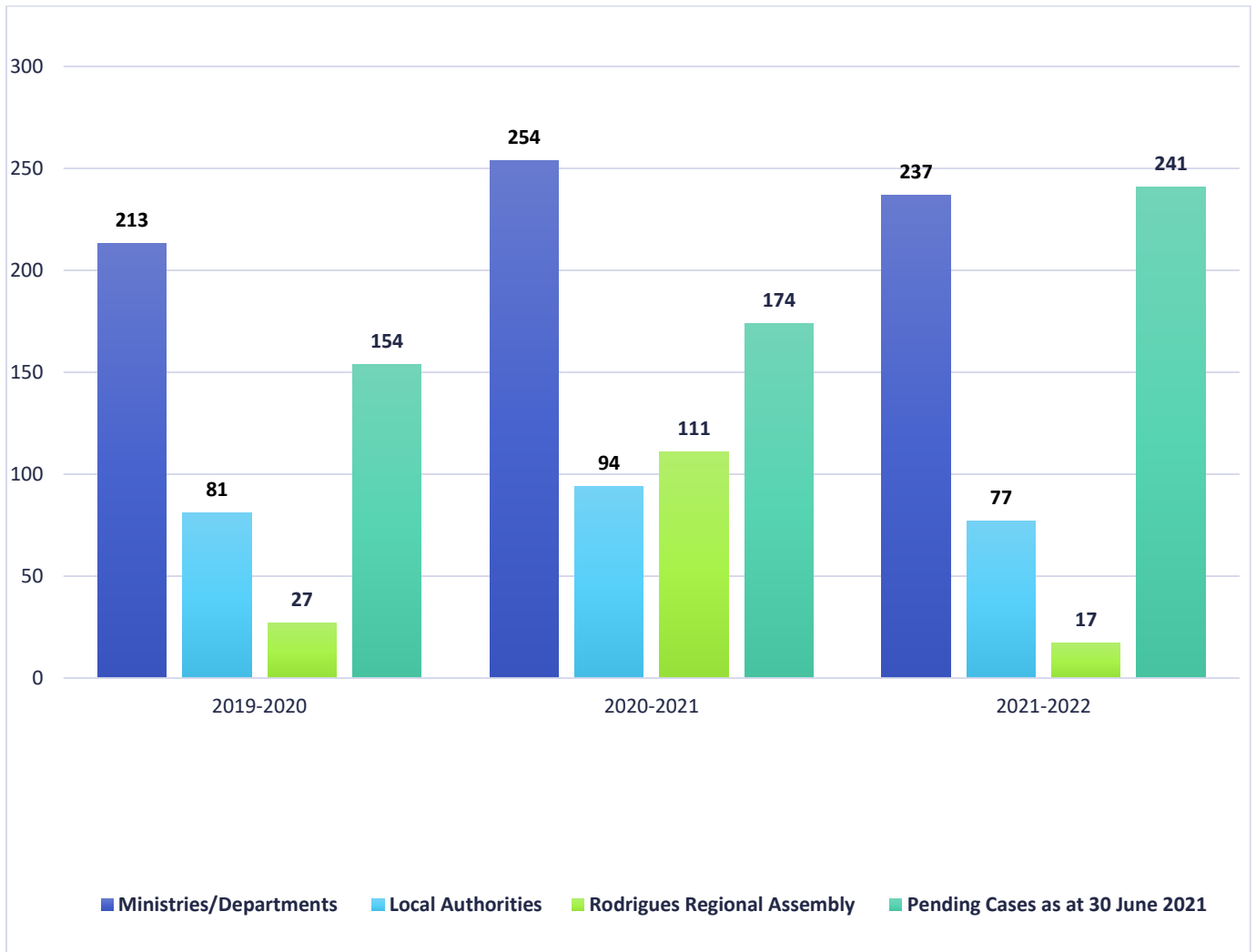


Figure 6 Cases Investigated Year on Year

Cases Finalised During the Financial Year 2021-2022

Cases Finalised during the Financial Year 2021-2022	
Cases dealt with	882
Cases finalised	709
Cases pending as at June 2021	173

Table 7 Cases Finalised during the Financial Year 2021-2022

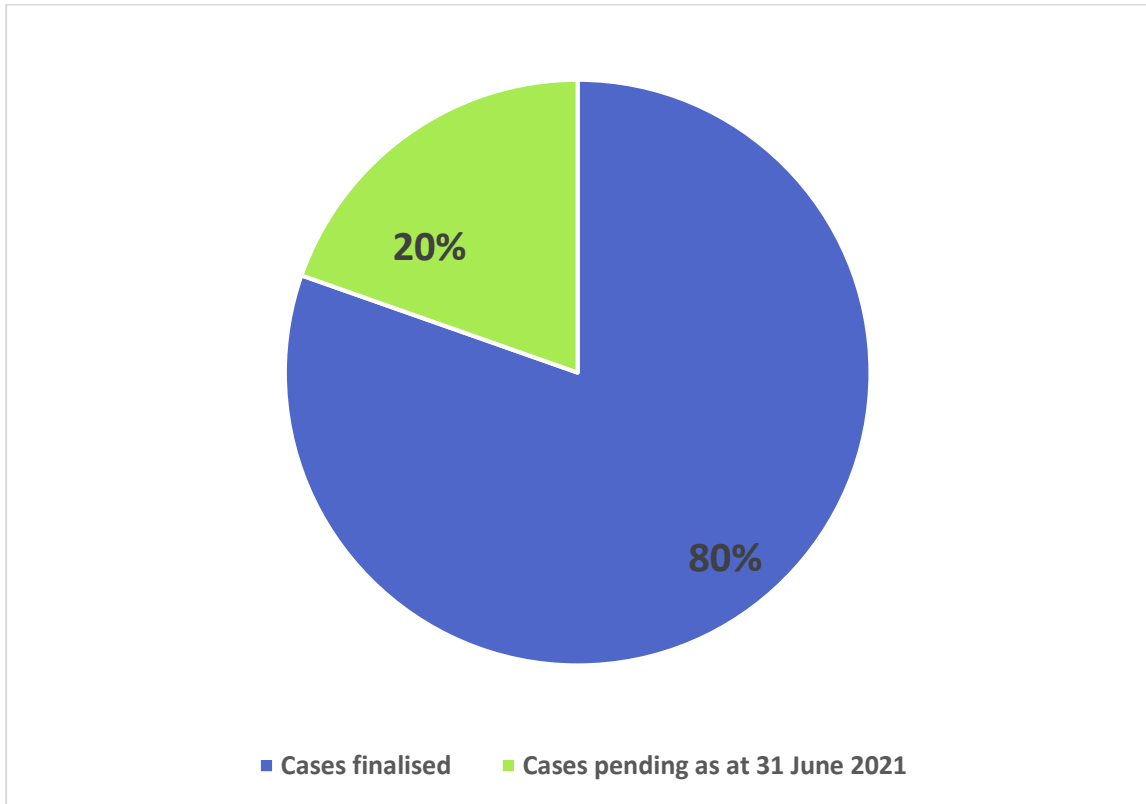


Figure 7 Cases Finalised during the Financial Year 2021-2022

Key Performance Indicator	Target	Result
% of cases finalised within a period of 12 months	70%	80%
% of investigation monitored and followed up within 12 months	100%	100%

Finalised Cases dealt with

A. Cases outside Jurisdiction

Cases Outside Jurisdiction		
	No	%
Cases Finalised	310	100%

Table 8 Cases outside Jurisdiction

B. Cases Investigated during the Year 2021/2022

Cases Investigated during the Year 2021/2022		
	No.	%
Cases Finalised	184	55.6%
Pending June 2022	147	44.4%
Total	331	100%

Table 9 Cases Investigated during the Year 2021/2022

C. Pending Cases Previous Year

Pending Cases Previous Year		
	No	%
Finalised	215	89.2%
Pending as at 30 June 2022	26	10.8%
Total	241	100%

Table 10 Pending Cases Previous Year

Timeliness of Finalised Cases dealt with during the Financial Year 2021-2022

Timeliness Of Cases Finalised during the Financial Year 2021-2022	
Within 6 months	594
Beyond 6 months	115
Pending	173
Total Cases	882

Table 11 Timeliness of Finalised Cases dealt with during the Financial Year 2021-2022

Timeliness of Finalised cases dealt with during the Financial Year 2021-2022

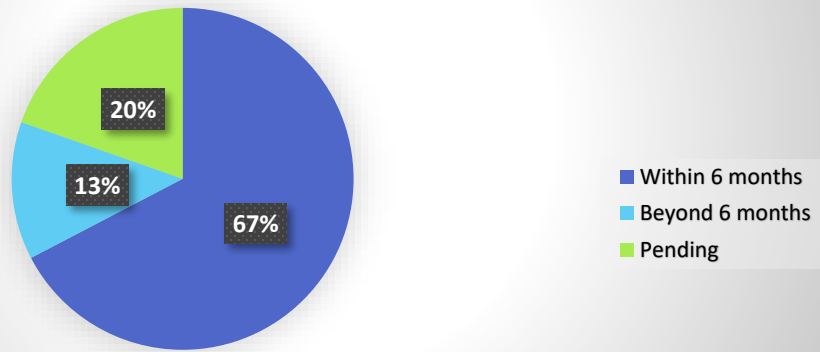


Figure 8 Timeliness of Finalised Cases dealt with during the Financial Year 2021-2022

Timeliness of Finalised Cases dealt with Year on Year			
Decision Taken	2019-2020	2020-2021	2021-2022
Within 6 months	412	555	594
Beyond 6 months	3	108	115
Pending	174	241	173
Total	589	904	882

Table 12 Timeliness of Finalised Cases dealt with Year on Year

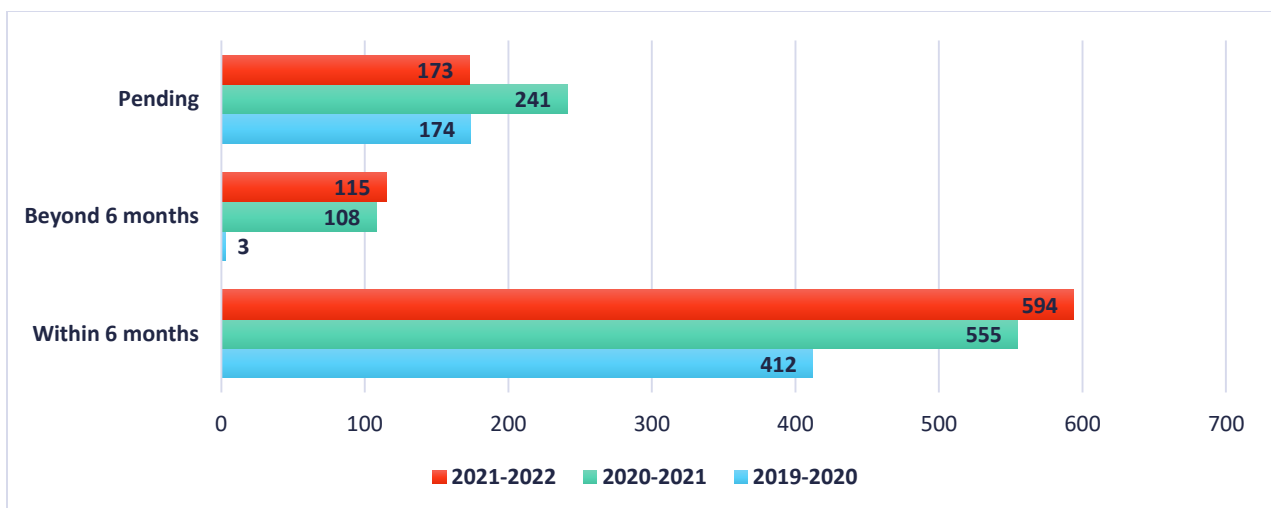


Figure 9 Timeliness of Finalised Cases dealt with Year on Year

Acknowledgement of Complaints Received during the Financial Year 2021-2022

In 2021/22, of the total number of complaints received, 557 were acknowledged within the statutory timeframe, 4 were acknowledged beyond 5 working days and remaining were anonymous and own-motion cases which require no acknowledgement. We note with pride that the Office has constantly improved its score for a fourth consecutive year.

Timeliness of complaints acknowledged during the Financial Year 2021-2022	
Complaints acknowledged within 5 working days	557
Complaints acknowledged beyond 5 working days	4
Anonymous/Own-motion	80
Total	641

Table 13 Timeliness of complaints acknowledged during the Financial Year 2021-2022

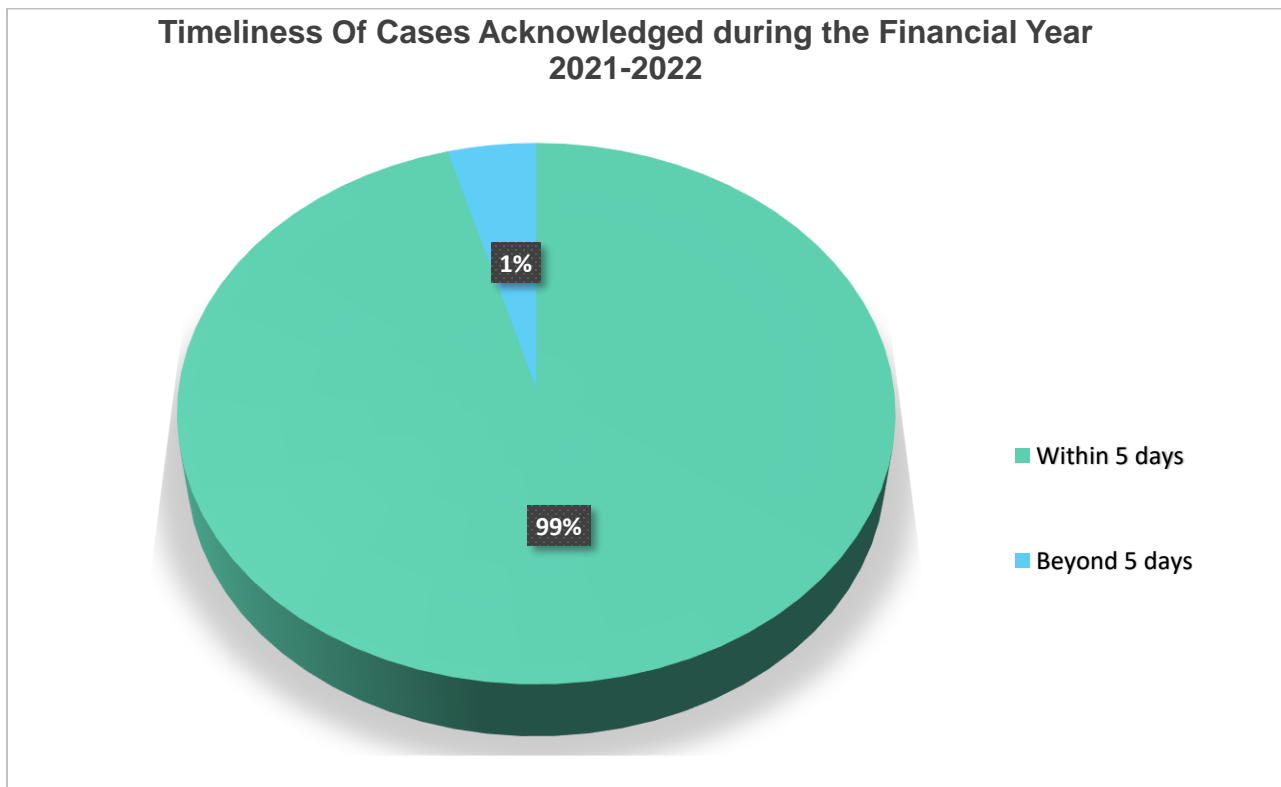


Figure 10 Timeliness of Complaints Acknowledged during the Financial Year 2021-2022

Comparative Table – Acknowledgement of Complaints Year on Year

Acknowledgement of Complaints Year on Year			
	2019-2020	2020-2021	2021-2022
Complaints acknowledged within 5 working days	374	615	557
Complaints acknowledged beyond 5 working days	26	28	4

Table 14 Acknowledgement of Complaints Year on Year

Comparative Table –Percentage of Acknowledgement of Complaints Year on Year

Acknowledgement of Complaints Year on Year (%)			
	2019-2020	2020-2021	2021-2022
Complaints acknowledged within 5 working days	93.5	96	99
Complaints acknowledged beyond 5 working days	6.5	4	1

Table 15 Acknowledgement of Complaints Year on Year (%)

Key Performance Indicator	Target	Result
% of complaint letters addressed to the Ombudsman acknowledged within five working days	95%	99 %

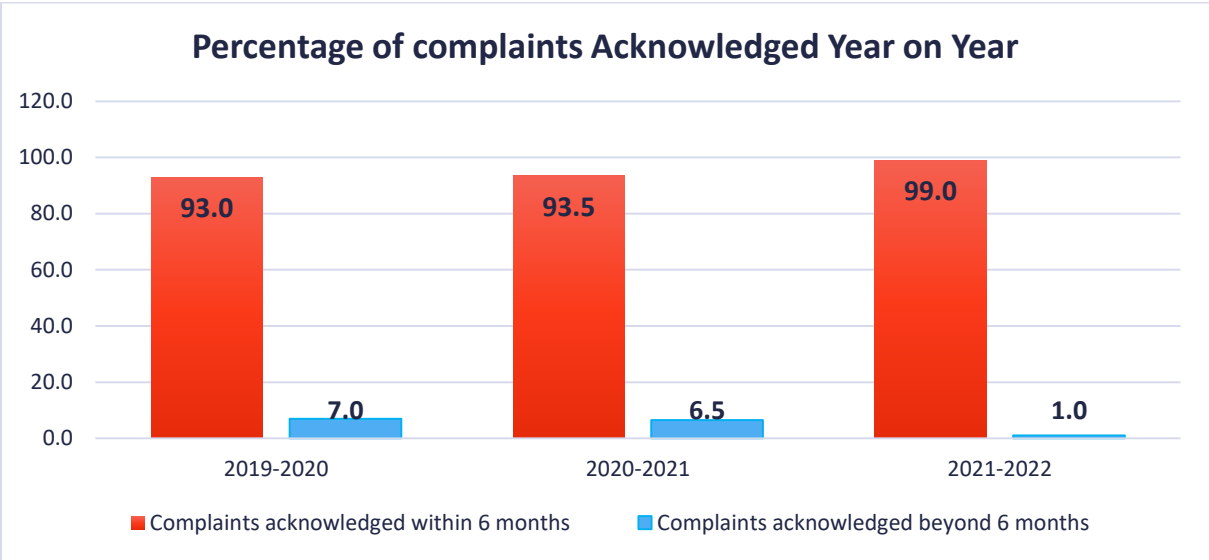


Figure 11 Percentage of Complaints Acknowledged Year on Year

Demographic Profile of Complainants/Visitors

Demographic Profile of Complainants for the Financial Period 2021-2022		
	Complaints Received	Visitors
Male	414	85
Female	129	23
Not specified	98	0
Total	641	108

Table 16 Demographic Profile of Complainants for the Financial Period 2021-2022

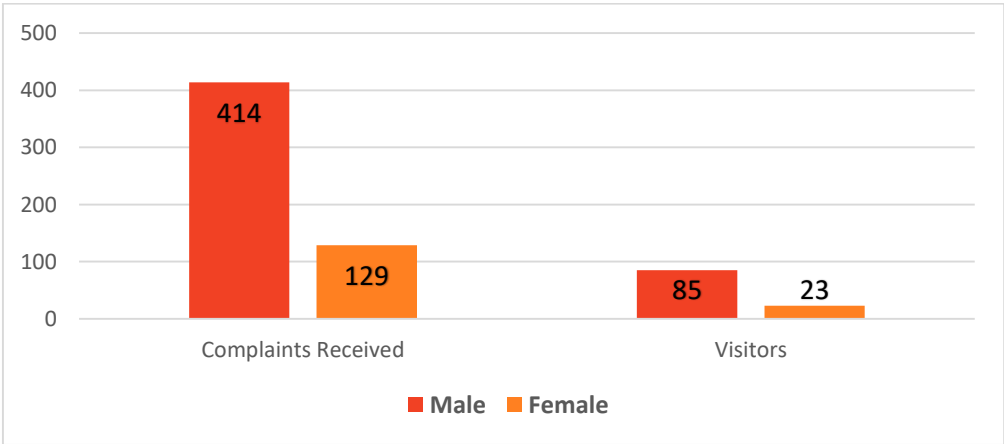


Figure 12 Demographic Profile of Complainants for the Financial Year 2021-2022

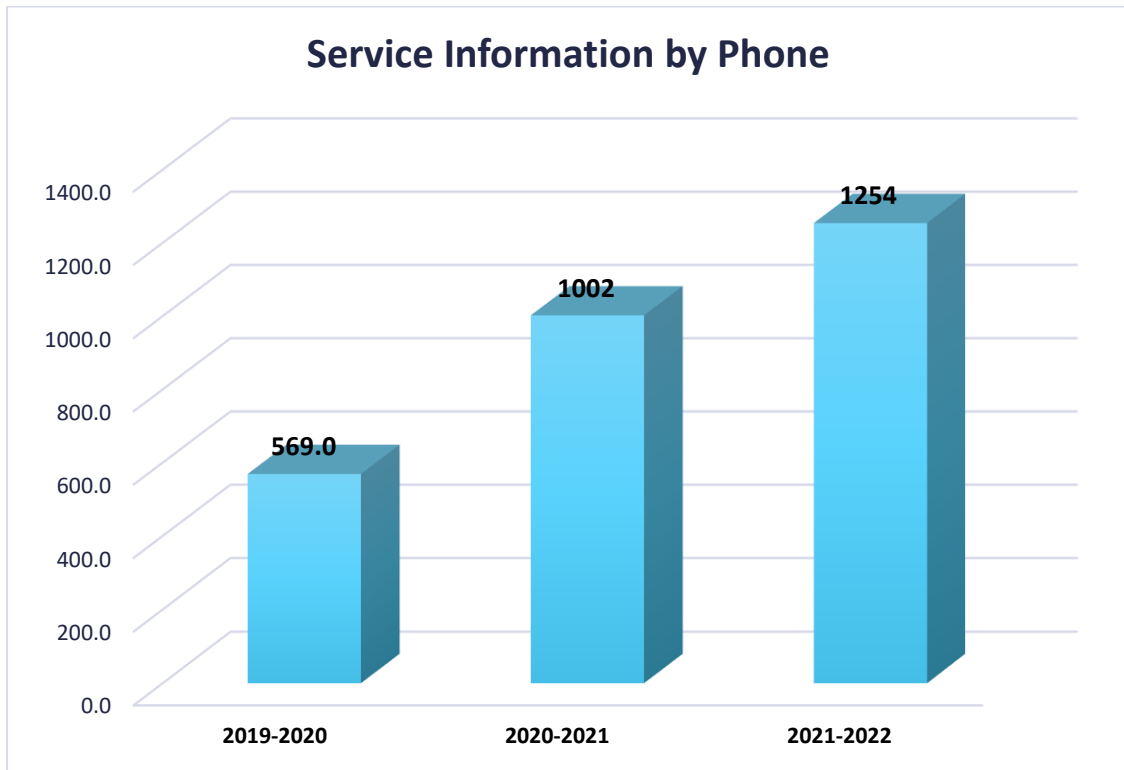


Figure 13 Service Information by Phone

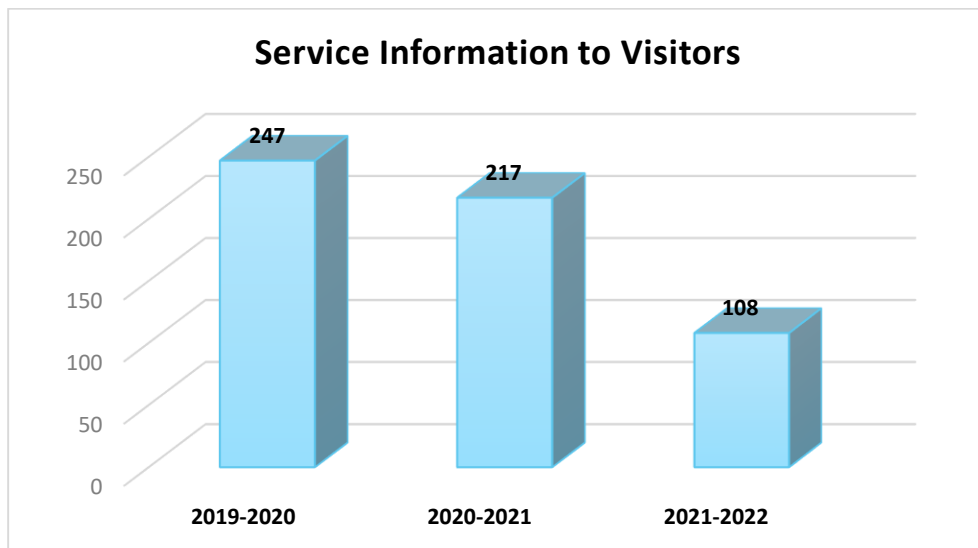


Figure 14 Service Information to Visitors

N.B A total of 1425 (1254 phone, 108 visitors & 63 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 641 complaints received), represents scores for the new intake cases (i.e 331) excluding miscellaneous, copies of letters, anonymous and own-motion for the financial year 2021/22.

Disaggregated Data	%
Male	64.6%
Female	20.1%
Not specified	15.3%
18 – 30 yrs	9.97%
31- 45 yrs	31.12%
46 – 59 yrs	18.43%
60 and above	16.31%
Not specified	24.17%
Disabled	2.72%
Not disabled	72.51%
Public Officers	32.33%
Private Entities/Individuals	35.95%
Retirees	7.55%

Figure 15 Dissaggregated Data

Disability	
Disabled	9
Not disabled	240
Not specified (Anonymous/Own-motion)	82
Total	331

Table 17 Disability

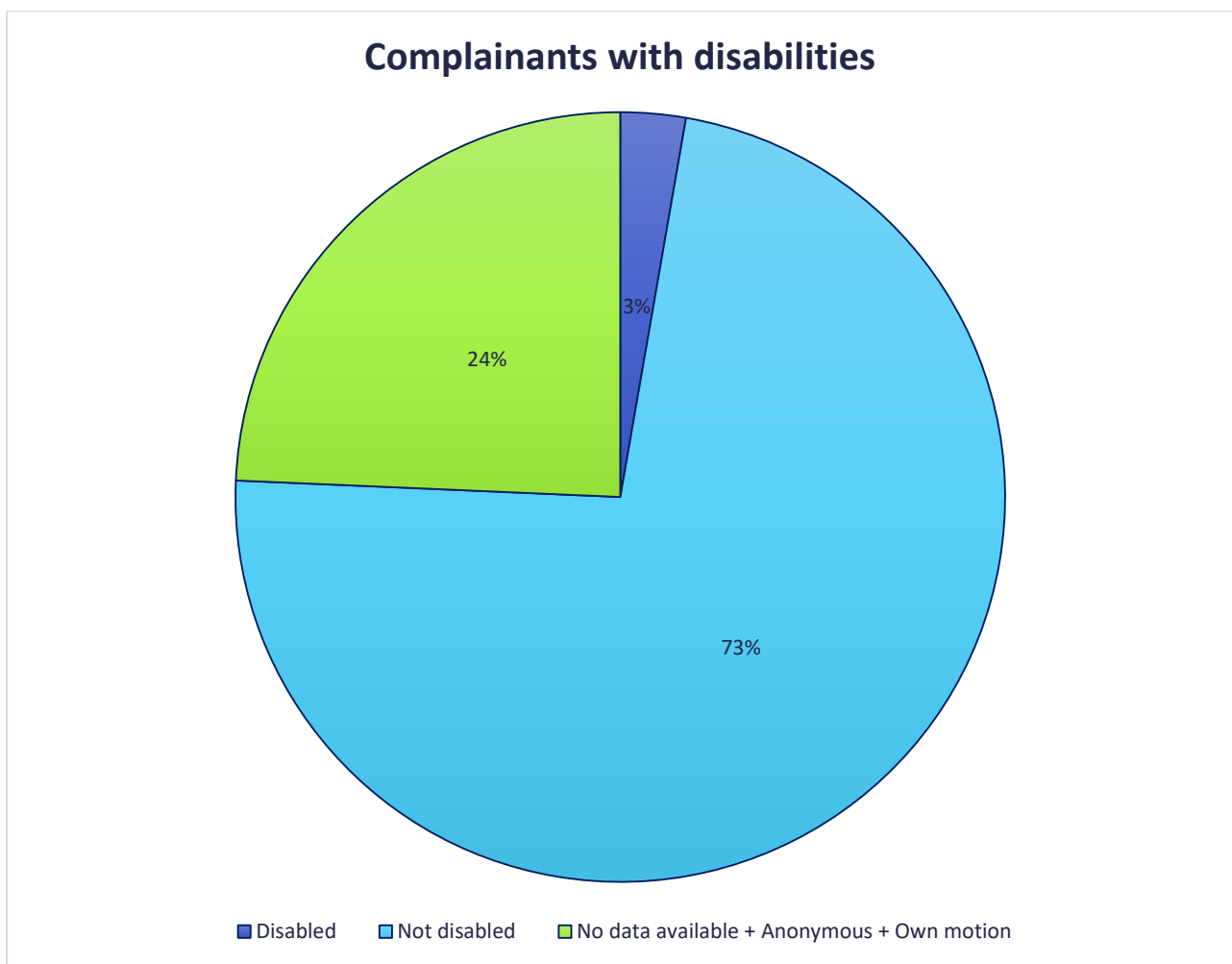


Figure 16 Complainants with Disabilities

B. Administration

I. Correspondence Processed

In 2021-2022, the Office has processed more than 8,000 correspondences (both outgoing and incoming) related to Investigations, Administration/HR, Finance and Procurement. Of the total outgoing correspondence processed, around 1300 were sent by email thus representing a significant decrease in the cost of our postage services. More than 3600 correspondences were E-archived with a view to upholding our internal policy of paperless office environment. As a result of which the use of A4 paper was reduced by 7 reams.

In compliance with the Financial Instructions, the Office carried out its annual physical stock verification exercise of the warehouse and survey of its plants. No discrepancy was noted.

World Day for Safety & Health at Work 2022

Following the receipt of Circular Letter No. 28 of 2022 from the Ministry of Public Service Administrative & Institutional Reforms, the Office participated in the celebration of the World Day for Safety & Health at work 2022.

In that context, training and capacity building of staff were organized by the Mauritius Fire and Rescue Service on Fire Safety Awareness and Practical Use of Fire Extinguishers.

The Training has further enhanced the knowledge and skill of our staff to operate fire extinguishers and they are better trained to respond to any sudden fire outbreak.

II. Health, Safety and Environmental Issues

We are committed to supporting the health and well-being of our staff as well as visitors. The Office's Safety and Health Officer regularly inspects and assesses the standard of safety and sanitary measures in place in order to identify any risk and hazards. The Office

strictly complies with all sanitary protocols as advised by the Ministry of Health and Wellness.

Moreover, various health and safety training have been provided to all staff in order to enable them take the necessary preventive action during an emergency situation. We also organized both in-and-out door team building exercises so as to promote camaraderie and enhance the motivational level of staff.

Management also took significant steps to implement the following measures in order to improve health and safety issues within the Office as recommended by its Health and Safety Officer:

- (a) Issue of face masks, face shield and disposable hand gloves to staff;
- (b) Provision for hand sanitizers;
- (c) Installation of infrared automated thermometer and
- (d) Affixing of sneeze guards at the reception desks.

Some of the activities are listed at **Annex II**

III. Training & Development

The Office recognizes that providing relevant training and development opportunities is vital in supporting and caring for its staff. The Ombudsman and the Investigations Officers had the opportunities to engage with international associations through virtual trainings, seminars, workshops and webinars. Collectively our staff have participated and attended a range of trainings and webinars relevant to their fields. A list of training and webinar attended is 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 Head 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 different Committees and Meetings held at the Office continued to play an important role to monitor compliance with the applicable legislation and ensure that appropriate action is taken where shortcomings were identified.

A breakdown of the meetings chaired by the Senior Investigations Officer is depicted below: -

- (a) Anti-Corruption Committee - 01
- (b) Safety, Health and Welfare/Protocol Meeting - 02;
- (c) Performance Monitoring Meeting - 06;
- (d) HR and Supervisor's Meeting - 02;
- (e) Asset Management and Budget Performance Meeting - 01;
- (f) Procurement/Needs Committee – 02 and
- (g) Transformation Implementation Committee – 02.

V. Internal Audit

Internal Audit continued to provide independent objective assurance and consulting services designed to add value and improve the Office's operations. It assisted the Office to accomplish its objectives by bringing a disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance process.

As a compliant organization we would work on the recommendations in order to further enhance our control system.

VI. Environmental Initiatives

The Office continues to pursue a number of simple but effective initiatives aimed at reducing waste and respecting the environment. In 2021-2022, we continued to undertake the following activities:

- (a) Reduced energy consumption by encouraging staff to switch off electrical equipment when not in use, resulting in broadly same amount of energy usage as compared to last year.
- (b) Encouraged staff to explore the use of the electronic shared folder, thus reducing the need for printing and reply to the complainant through email.
- (c) Engaged with staff to maintain e-Archiving of outgoing correspondence that support paperless working environment and reduce the need for paper files.

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 e-flimsies have increased to 100 % thus saving papers and printing cartridges, around 1069 replies to complainants were made through emails representing a decrease in postage cost and a constant amount of energy consumption observed compared to previous year.

C. Public Service Delivery

I. Investigations Section

The Investigations Section comprises of 01 Technical Officer and 04 support staff who have been trained to provide the first point of contact with the Office. These Officers play an important role in providing valuable service information to members of the public who claim they have been victim of maladministration. Where the Officers assessed that the nature of the complaint is outside our remit, complainants are guided or assisted on other avenues available for their redress. Complaining to our Office is a free service and the types of complaints we receive are many and varied in nature.

Prior to the pandemic, a consistent trend was that members of the public contacted the Office by visiting us. Since then, most of the public have contacted the Office by telephone and email which has led to a significant decrease in the number of our visitors.

In **2020/21**, we saw 217 visitors and received 1022 telephone contacts. Comparatively, in 2021/22, the Investigations Section received and attended to **1254** phone calls from members of the public who solicited our assistance, an increase of **22%** as compared to last year. Moreover, we have assisted and guided **108** complainants who visited us for help. The decrease in the number is due to the fact that the pandemic has limited personal contacts.

II. Awareness Raising Campaign

The Office continues to undertake outreach activities and to engage with a number of stakeholders. However, during the first half of the financial period, we could not resume our face-to-face sessions due to the prevailing sanitary restrictions. Management was then obliged to shift to online campaign in order to maintain continuity of its education programme.

Launching of Virtual Awareness-Raising Campaign

On the 15th December 2021, our first virtual awareness session open to the general public was officially launched. Invitations were sent to Non-Governmental Organisations as well as public and private institutions by email well in advance. A Communiqué was also uploaded on our website and the social media tool of the Government Information Service to inform the public of the E-Campaign. The session was conducted in Creole for a duration of approximately 35 minutes on the Zoom platform and opened with a welcome address by the Ombudsman.



Launching of our first Virtual Awareness Raising Campaign by the Ombudsman, Senior Investigations Officer and Investigations Officer

The Office also took this opportunity to launch its first promotional video to familiarize the public with its services. This video was produced by members of our staff who volunteered to participate as actors in order to sensitize the public on the avenue available to them in cases where they face maladministration from any public authority. The Office also received the technical support of the Government Information Service as well as sign interpreters from **L'École des Sourds** for the shooting of the video.



Video on the role and service offered by the Office of the Ombudsman, interpreted in sign language by l'École des Sourds.

This promotional video has been disseminated on the social media page of the Human Rights Division of the Ministry of Foreign Affairs, Regional Integration and International Trade as well as on the YouTube platform so as to reach a maximum number of persons. The video is available on the following link https://youtu.be/BXDCbmbvG_g

While the Office initially planned for only one session, a second session had to be carried out on the 16th December 2021 given the high number of participants who expressed their interest to participate in the session. Overall, 143 persons registered for the virtual session out of which 83 participated.



Mrs. Geetika Devi Kissoon-Sungsam, Investigations Officer conducting the virtual awareness-raising campaign

For the smooth delivery of the virtual sessions, the Office worked in close collaboration with the Central Information Systems Division for the implementation of online Registration and Feedback forms for participants to register for the session as well as leave their feedback on any aspect they wished further clarification or improvement.

We received a total of 39 feedback from the participants after the two sessions and it was encouraging for our staff to observe a positive response from them. We also noted from the feedback received that 36% of them were unaware of our Office till date. An extract of some comments received is reproduced below:

"Keep up with the good work"

"Good Initiative from the Office of the Ombudsman and clear presentation as well."

"Very informative and comprehensive! Excellent work and keep it up"

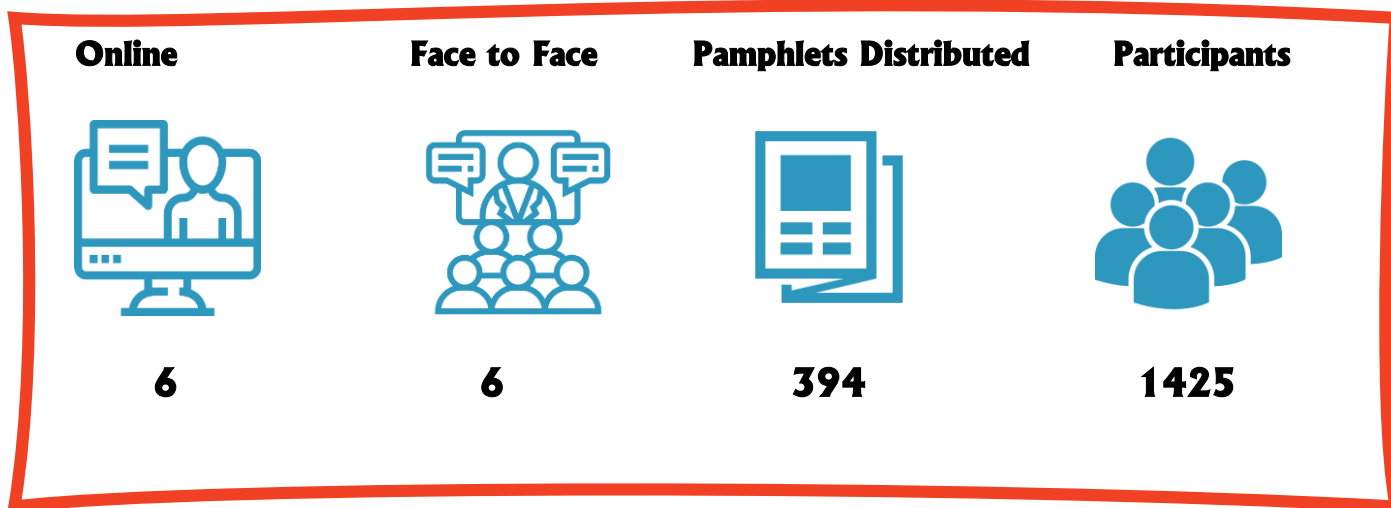
"The session was interesting however example of cases which have been successful may be added in future."

"Much Appreciated even if i could not participate due meeting at the same time and date. Thanks to communicate any other virtual interaction in the near coming days."

We also received comments to the effect that the session was too short or not interactive but the Office was limited in time with the virtual platform and thus, advised members of the public to contact us for any further information they may wish to have.

On the whole, the launching of the E-Campaign in 2021 has been a success and has enabled us to harness the talent and capabilities of our staff and the resources available to reach out to the public in these challenging times.

During the reporting year, there was very effective engagement with the various Women's Associations around the island and National Youth Civic Service, facilitated by the National Women Council and Ministry of Youth Empowerment, Sports and Recreation respectively. 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, the Office has conducted a total of 12 awareness raising sessions around the island as per details below:



Cooperation with L'École des Sourds

The Office endeavours to ensure that its practices and procedures for the provision of its services are consistent with the following principles:

- (a) Services should be provided in a manner that respects the dignity of persons with disabilities;

- (b) Persons with disabilities should be given an opportunity equal to that given to others to obtain, use and benefit from the service and
- (c) Communicating with a person with disability should be done in a manner that takes into account the person's disability.

Despite its limited resources, the Office of the Ombudsman has strived to give a particular attention to vulnerable members of our society.

In this vein, it has for the first time cooperated with L'École des Sourds for the interpretation of our promotional video in sign language so as not to leave anyone behind. The Office is thankful to the institution as well as the technical support of the Government Information Service for the smooth materialisation of our promotional video and look forward to similar projects in the future.



Cooperation with Government Information Service and L'École des Sourds.

III. Customer Satisfaction

In 2021-22, the Office conducted a survey of visitors/members of public who have contacted or visited our Office for assistance. Specifically, we wanted to know whether they were satisfied with our customer service.

The survey gathers feedback on the following areas of concerns:

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

The Office received **36** feedback forms from the visitors both online and in-person. A significant decrease as compared to last year's result.

Overall Satisfaction with Our Customer Service

We asked the public to give us an indication of how satisfied they were 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 asked 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, **100%** unanimously expressed their full satisfaction with regard to the service information obtained from us.

General Observation

Overall percentage score 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 36 visitors were very satisfied with the customer service obtained from our Office, i.e., the highest score of **100%**.

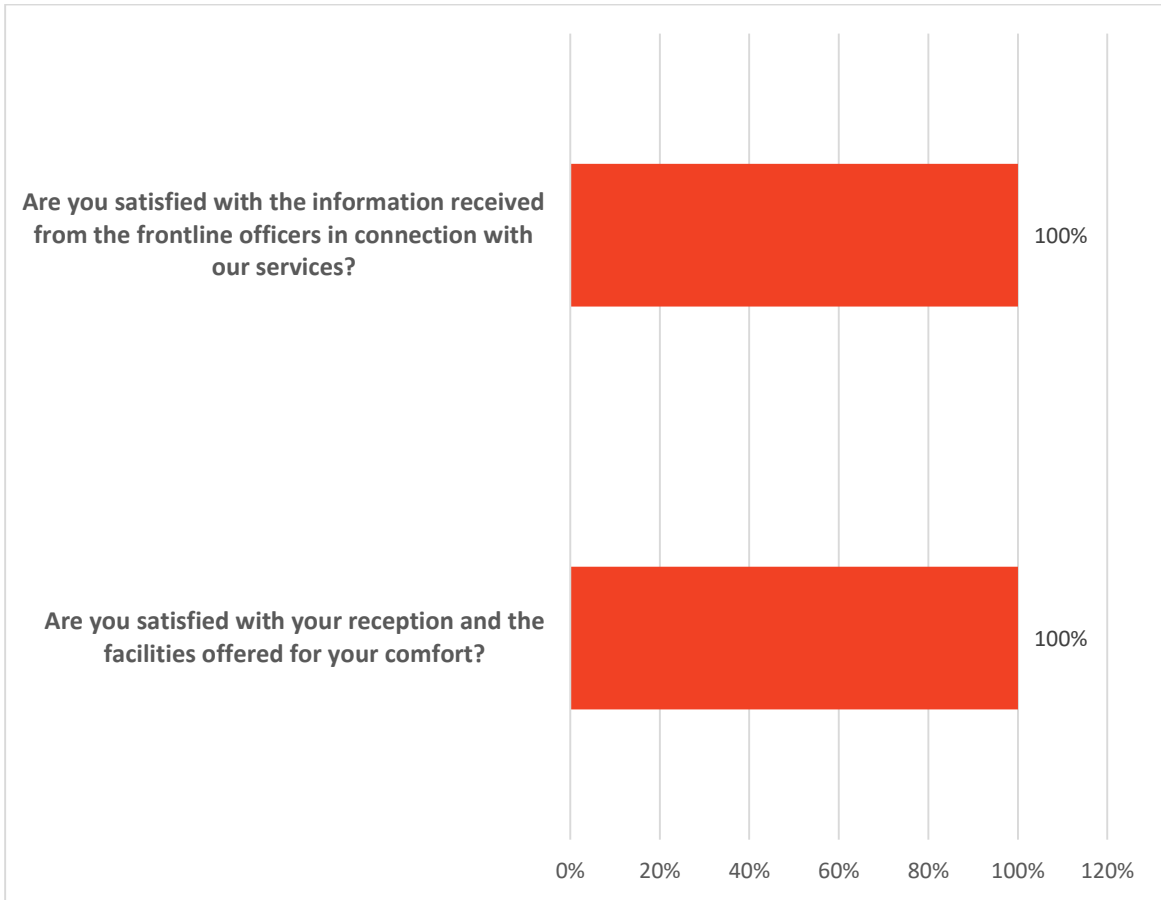


Figure 17 Customer Satisfaction

Key Performance Indicator	Target	Score
% of complainants' satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service	85%	100%

PART III – FINANCIAL STATEMENT

2021/2022 has seen the Office achieve a sound and consistent financial performance. Of particular note was the fact that, the overall actual expenditure for the reporting period was approximately 9% less than estimated - despite the effects of the soaring prices of commodities due to inflation and publication of 2021 PRB Report.

It must be highlighted that the pandemic has forcefully suspended the Office's planned activities such as working trip to Rodrigues Island, face-to-face outreach activities etc., thus resulting in significant savings.

Although we have all the necessary mechanism in place to monitor and review the risk which can impact financially on our service delivery, we consider a key risk to the Office is the global economic situation and variability in market prices. It relates to risk that changes in market prices, such as foreign exchange rates and interest rates, will affect the fair value of assets and liabilities or future cash flows of the Office's results of operation.

Percentage of Budget Estimates – 2021/2022

Percentage of Budget Estimates - 2021-2022	%	Estimates 2021-2022 Rs 000
Compensation of Employees	75%	11,448
Goods & Services	24%	3,742
Grants	1%	110
Total	100%	15,300

Table 18 Percentage of Budget Estimates - 2021-2022

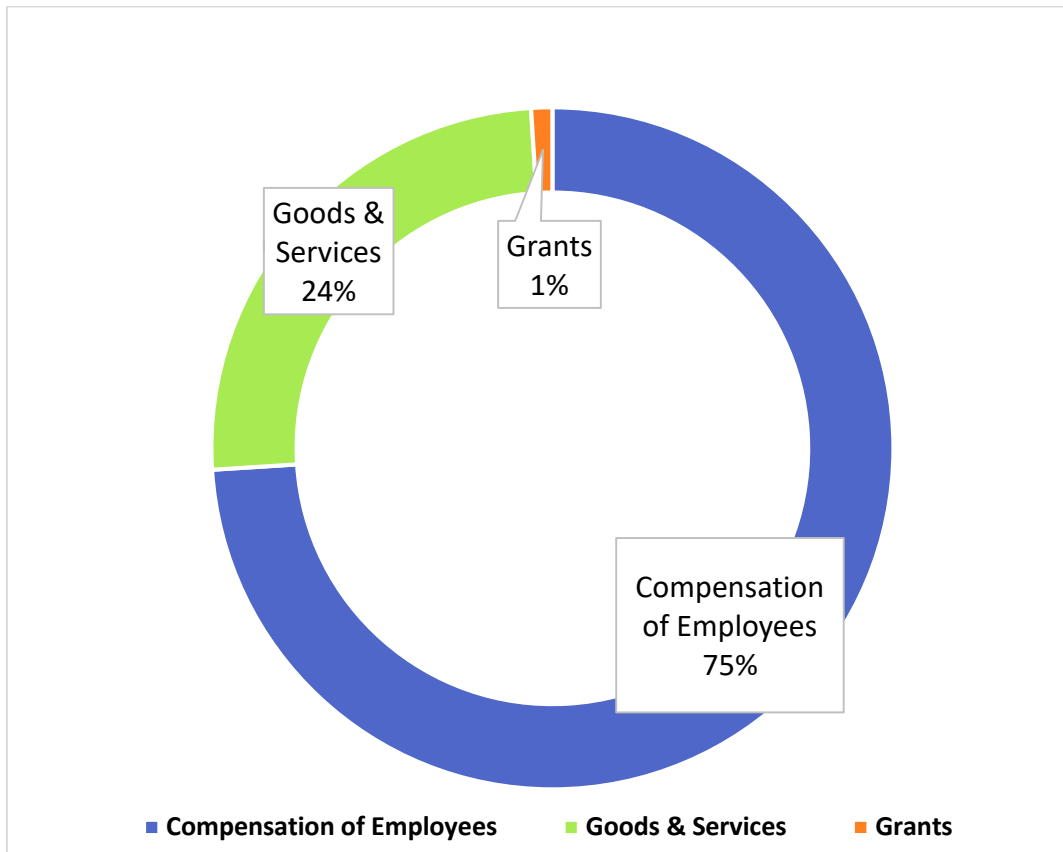


Figure 18 Percentage of Budget Estimates – 2021/2022

Budget Estimates and Actual Expenditures for the Year 2021/2022

	Estimates Rs 000	Actual Rs 000
Total Expenditure	15300	13996
% of Actual Expenditure over Estimated Expenditure	100%	91.47%

Table 19 Budget Estimates and Actual Expenditures for the Year 2021/2022

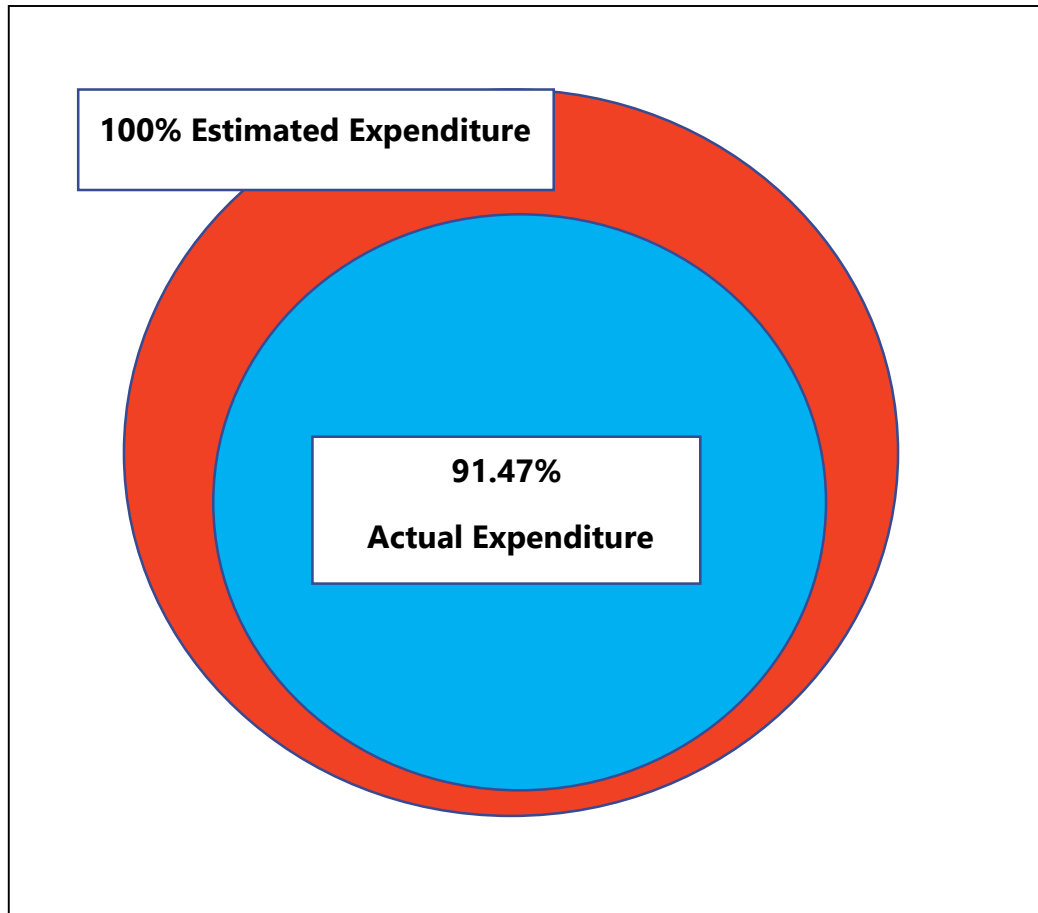


Figure 19 Budget Estimates and Actual Expenditures for the Year 2021/2022

Comparative of Year on Year of Estimates & Actual Expenditures

Year	Estimated Recurrent Expenditure	Actual Recurrent Expenditure	% of Actual Expenditure over Estimated Expenditure
2019-2020	15200	14025	92.27%
2020-2021	14500	13490	93%
2021-2022	15300	13996	91.47%

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

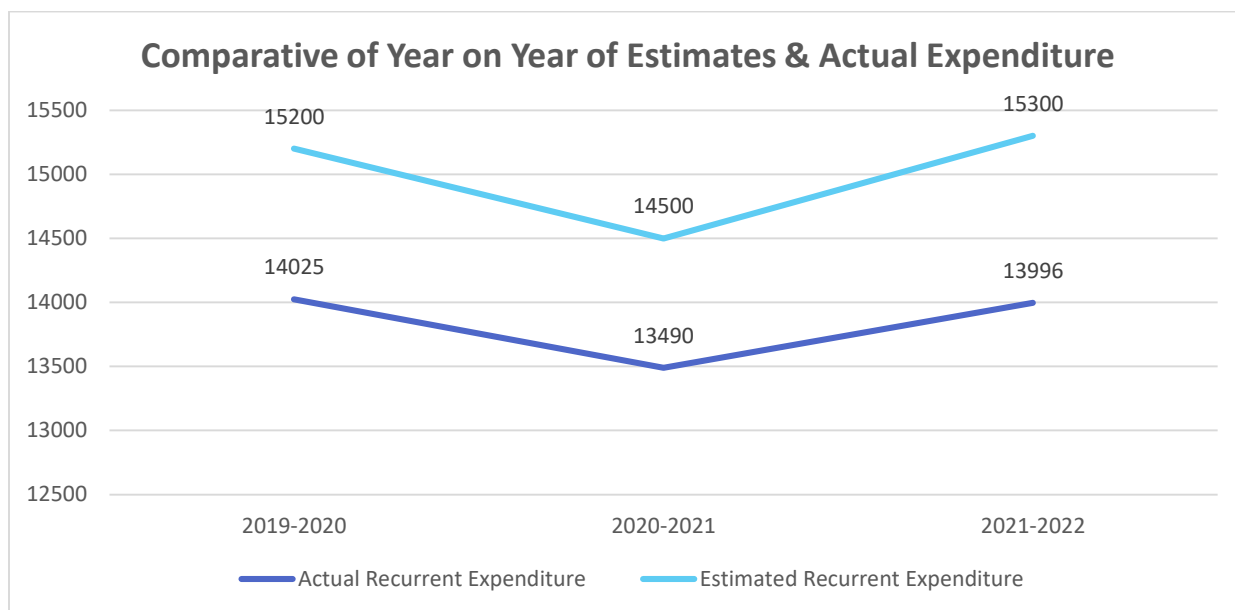


Figure 20 Comparative of Year on Year of Estimates & Actual Expenditure

Budget Estimates and Actual Expenditures for the Year 2021/2022

Item No.	Goods and Services	Estimates Rs	Actual Rs
22010	Cost of Utilities	450,000	356,920
22030	Rent	2,196,000	2,191,370
22040	Office Equipment and Furniture	75,000	61,860
22050	Office Expenses	185,000	151,570
22060	Maintenance	270,000	195,480
22070	Cleaning Services	6,000	4,740
22100	Publications and Stationery	255,000	198,310
22120	Fees	30,000	17,840
22170	Travelling within the Republic of Mauritius	225,000	0.00
22900	Other Goods and Services	50,000	25,630
	Total	3,742,000	3,203,720

Table 21 Budget Estimates and Actual Expenditures for the Year 2021/2022

Analysis of Major Changes

Estimates		Rs 000	Rs 000	Rs 000
Item No.	Details	2019/20 Estimates	2020/21 Estimates	2021/22 Estimates
	Recurrent Expenditure	15,200	14,500	15,300
21	Compensation of Employees	11,053	10,703	11,448
21110	Personal Emoluments	9,968	9,683	10,408
0.001	Basic Salary	7,683	7,944	7,943
0.002	Salary Compensation	260	284	405
0.004	Allowances	775	775	800
0.006	Cash in lieu of leave	600	-	560
0.009	Bonus	650	680	700
21111	Other Staff Costs	995	905	900
0.002	Travelling & Transport	750	750	775
0.1	Overtime	220	130	100
0.2	Staff Welfare	25	25	25
22	Goods and Services	4,037	3,687	3742
22010	Cost of Utilities	620	470	450
22030	Rent	2,196	2,196	2196
22040	Office Equipment and Furniture	205	130	75
22050	Office Expenses	180	155	185
22060	Maintenance	260	265	270
22070	Cleaning Services	6	6	6
22100	Publications and Stationery	325	280	255
22120	Fees	55	35	30
22170	Travelling within the Republic of Mauritius	150	100	225
22900	Other Goods and Services	40	50	50
26	Grants	110	110	110
	Total	15,200	14,500	15,300

Table 22 Analysis of Major Changes

Comparative Table of Statements of Revenue and Expenditure

Head/Sub/Head of Expenditure	2020-2021		2021-2022	
	Estimates	Actual	Estimates	Actual
	Rs 000	Rs 000	Rs 000	Rs 000
Compensation of Employees	10,703	10,170	11,448	10,642
Goods and Services	3,687	3,260	3,742	3,203
Grants	110	60	110	151
Total	14,500	13,490	15,300	13,996
%	93%		91.47%	

Table 23 Comparative Table of Statements of Revenue and Expenditure

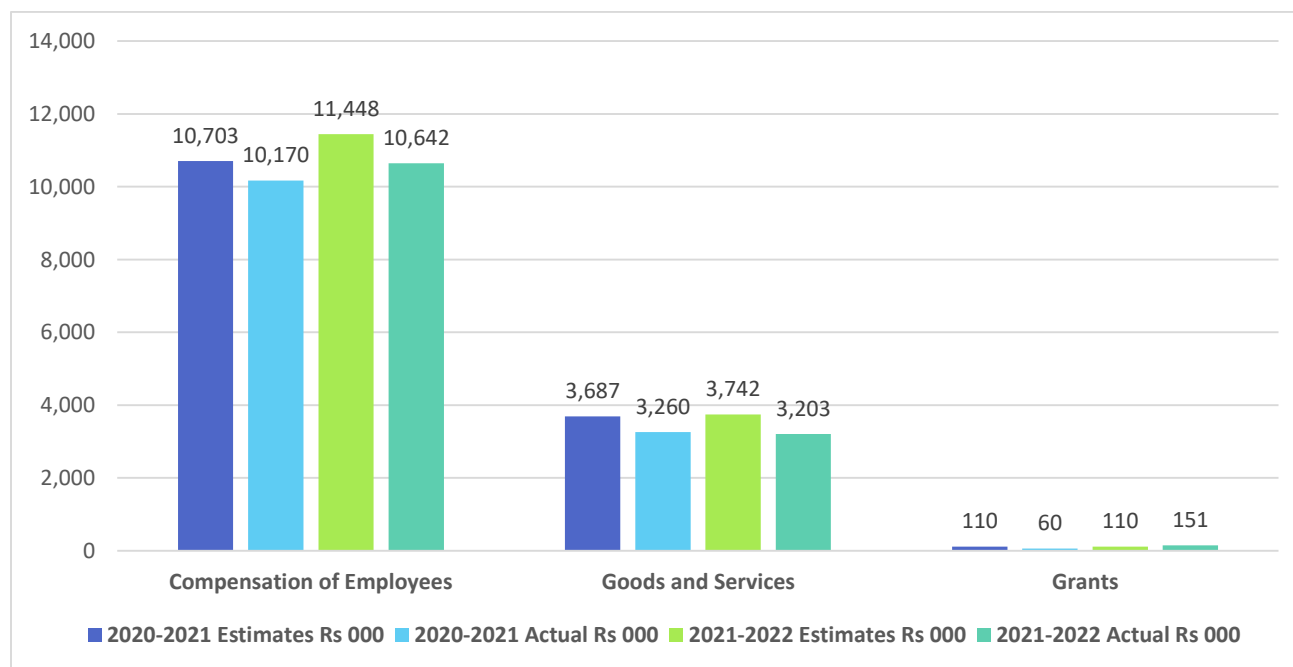


Figure 21 Comparative Table of Statements of Revenue and Expenditure

Details of all Virements effected during Financial Year 2021/2022

Virement Certificate	From	To	Amount (Rs)
No.1	21110002 – Salary Compensation	21110009 – End of Year Bonus	25,000.00
No.2	22170002 – Accommodation Cost	26210017- Contribution to Association des Ombudsman et Mediateurs de la Francophonie	45,900.00
No. 3	21110002- Salary Compensation	21110001-Basic Salary	183,000.00
No. 4	21110002- Salary Compensation	21110001-Basic Salary	32,000.00
TOTAL			49,000.00

Table 24 Details of all Virements effected during Financial Year 2021/2022

Notes to Virement

Virement No.1: Funds were not sufficient to meet payment of End of year Bonus following increase in salary due to the publication of the 2021 'PRB Report'

Savings were available under item 'Salary Compensation' due to the effect 2021 PRB Report implementation

Virement No.2: No funds available to meet the payment of subscription fees for AOMF for the year 2021 due to late submission of 'Payment Request' by the 'AOMF' after the closing of FY 2020/21

Savings were available under item 'Accommodation Cost' due to the suspension of the annual working sessions planned for Rodrigues Island.

Virement Nos.3 & 4: Funds were not sufficient to meet the payment of revised Salary to employees following publication of 2021 'PRB Report'.

Savings arising from the non-filling of the funded vacant posts and non-payment of 'Salary Compensation' were re-allocated to meet the expenditures. The need to apply for additional fund from MOFEPD was not felt at the end of the FY 2021-22.

PART IV – WAY FORWARD

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 changes in public administration. The Office 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 review of unfavourable decision, timeliness in service delivery, lawful exercise of power and fairness in the public sector and bring any dysfunction to the attention of the Head of the Government through our Annual Report for remedial or corrective measures in the best interest of the general public.

In general, we propose to implement the following Strategies and policy actions over the next five years:

A. Awareness Raising Campaign

In 2022-23, the Office will be using the findings of its feedback survey to identify engagement opportunities with other groups of people and will as usual make every possible efforts to sensitize maximum number of the general public on its services. The Office considers it very important to continue this outreach and engagement to help provide insight from our uniquely placed role with oversight of the public authorities.

B. Anti-Corruption Policy

The Office is committed to preventing dishonesty and corruption from occurring, to having appropriate systems of detection and correction in place and to maintaining an anti-corruption culture. To achieve this, we will comply with the requirements of our Policy and will constantly assess the Office's overall vulnerability to corruption by conducting more Corruption Risk Assessment during the next financial period.

C. Resources

The Office continues on a trend of significant growth in overall demand for its services combined with ongoing extensions of other operations as per the Paris Principles. As highlighted, it is experiencing a longer term increases in complaints, thus representing a significant challenge for the Office to manage whilst maintaining and improving performance.

The Office will continue to seek the support of the Government in order to secure the optimal level of financial resources. Adequate funding is essential to enable the office to deliver an ever-increasing range of responsibilities. The delivery of services that the public is entitled to expect in respect of complaints and investigations is the office's core function and resource constraints will inevitably impact on the level of service.

Finally, the Office will continue to offer the relevant training to our staff so that we deliver our objectives efficiently and effectively.

D. Disaggregated Data – Sustainable Development Goals (SDG)

As indicated above, the Office has, in pursuance of the initiatives under the Sustainable Development Goals (SDG) journey, made notable progress in improving and maintaining the disaggregated data of its complainants.

It will continue improving its database in order to tag the nature of complaints investigated according to different SDGs concerned. It will 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

The Office will focus on ICT infrastructure with a view to improving efficiencies of its operations. It is therefore intended to seek the technical support of the Ministry of Information Technology, Communication and Innovation for the supply and installation of an e-Complaint Management System.

Our Strategic Direction 2021-2025

- (a) Ensure that administrative actions and decisions taken by Ministries/Departments, Local Authorities and the Rodrigues Regional Assembly are 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.

ANNEX I – List of Webinar & Training during the Financial Year 2021-2022

S/N	Webinars
1	"Quality Assurance Mechanism" - AORC/AOMA
2	"Risk Management in Africa in response to Covid 19: Regional Webinars in Africa: Resilience and Recovery from Covid 19 through sound Policymaking Confirmation" - UN Department of Economic and Social Affairs" - UN Department of Economic and Social Affairs
3	"Advancing the Rights of Older people in an Age of Longevity" - IOI- ISRAEL
4	"Launching of first day cover- ICAC" - ICAC
5	"Virtual Workshop on the promotion of Intergenerational Equity for Sustainable Development" - United Nations- Department of Economic and Social Affairs
6	"Complaint Handling" - AORC
7	"Comparative Study: Digitalization of public services and the role of the Ombudsman" - IOI
8	"Complaint Handling" - AOMF
9	"Leveraging the Venice Principles and UN Resolutions on the Role of Ombudsman to promote and protect Ombudsman's Organisation." - IOI
10	"Seeking Higher Ground- Values and Ethics of the Ombudsman"- AORC
11	"21 st Session of CEPA on Transforming Institutions and Governance to Build Forward Better Towards 2030" - UN- Sustainable Development Goals
12	"Managing Evidence" - AORC
13	"People centered governance in a post pandemic world" - SDG 16 CONFERENCE
14	"Effective Investigations Strategies- Building Blocks, Methods/Tools" - AORC

S/N	Training/ Lecture
1	Signing ceremony of MoU and Workshop on the exercise of Discretionary Powers - MPSAIR/ICAC
2	Workshop with Health Personnel” Strengthening the inclusion and Social acceptance of LGBTQIA - European Union, Young Queer Alliance
3	National Mechanism for Reporting and Follow up (NMRF)
4	National Mechanism for Reporting and Follow up (NMRF)
5	Training Programme on Risk Management
6	Capacity Building and Capability Development Programme for Support Staff
7	Induction Course for Newly Recruited Management Support Officer
8	Capacity Building and Capability Development Programme- (Support Staff)
9	Capacity Building and Capability Development Programme - (Support Staff)
10	Training Programme on Microsoft Excel
11	Training Programme on Registry Procedures
13	Training on Effective Service Delivery

ANNEX II – Pictures of Activities



Training on Handling of Fire Extinguisher



Health and Safety Training



Affixing of Sneeze-guard and other sanitary measures



Address by the Ombudsman, Mr Harry Ganoo, G.O.S.K. on the role and functions of the Office



Mr A. Ramtahul, Senior Investigations Officer responding to the questions from the audience



Presentation by Mrs G. Kissoon-Sungsam, Investigations Officer



Awareness-raising campaign at NEF Building, Port Louis



Registration of participants



Group photo of Officers of the Office of the Ombudsman, National Women’s Council, Eastern Welfare Association for Disabled, students as well as parents



Group photo of Officers of the Office of the Ombudsman, National Women’s Council well as participants at Quartier-Militaire

ANNEX III– Organisational Structure

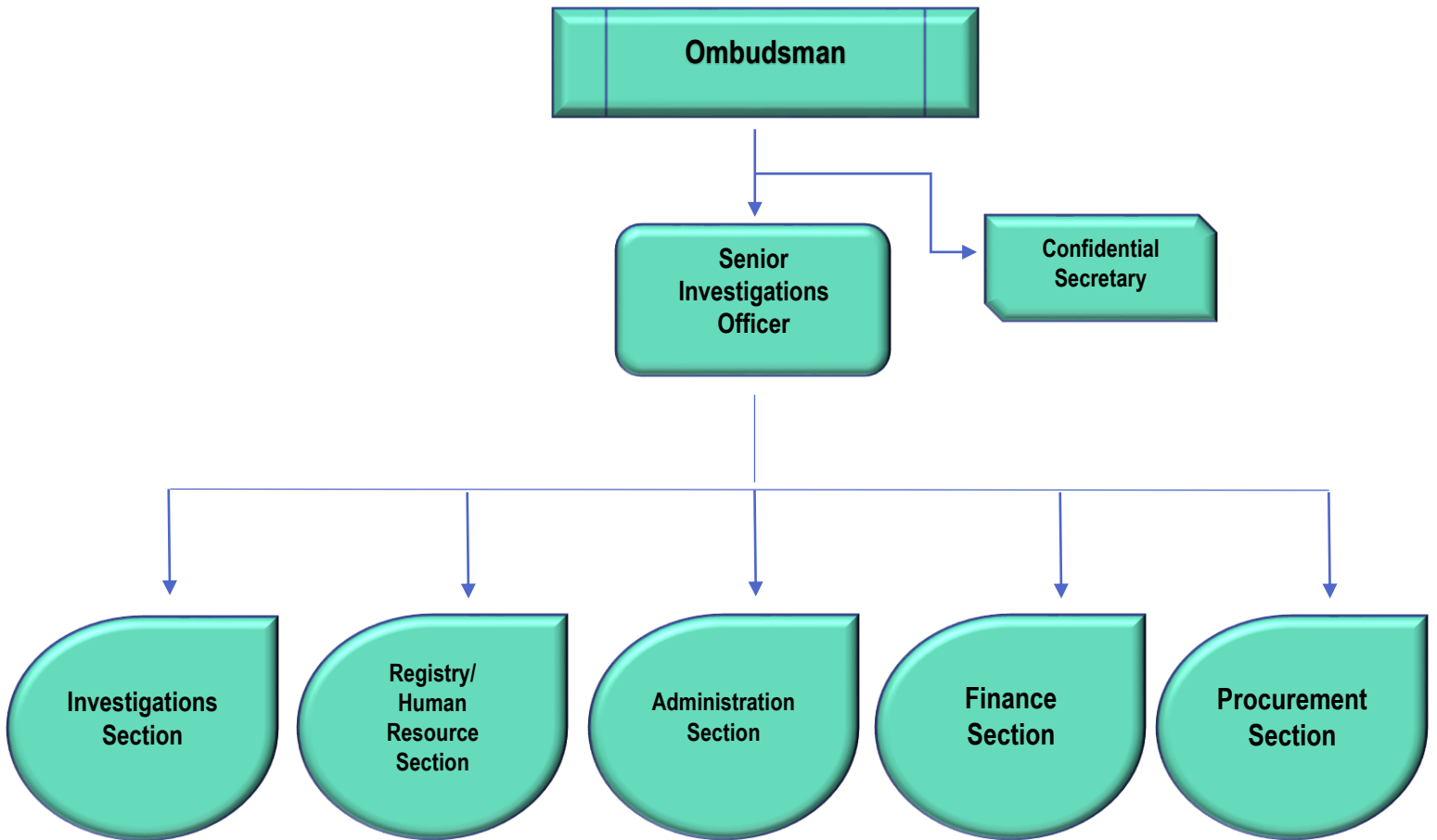


Figure 22 Organisational Structure