

OFFICE OF THE OMBUDSMAN

**ANNUAL REPORT
ON
BUDGET PERFORMANCE**

2024–2025

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

In accordance with the provisions of the **Finance and Audit Act**, I have the honour to submit the Annual Budget Performance Report of the Office of the Ombudsman for the financial year 2024/2025. The report outlines the Office's financial, operational, and institutional performance for the year under review, and attests to its continued commitment to sound financial management, effective service delivery, and the promotion of good governance and accountability.

During the financial year 2024/2025, the Office of the Ombudsman recorded yet another year of sound and consistent financial performance. Approximately one percent of the total allocated funding remained unutilised at the end of the financial year. This outcome reflects prudent and disciplined financial management, whereby actual expenditures were maintained within the approved Budget Estimates despite inflationary pressures and rising commodity prices. Throughout the year, unforeseen expenditure requirements were effectively managed, and appropriate measures were implemented in a timely manner to mitigate their impact.

It is noteworthy, however, that certain unexpected financial obligations arose following Government decisions made subsequent to the approval of the 2024/2025 Budget Estimates. These included the Interim Allowance Payment, effective as from 01 July 2024, in line with the Pay Research Bureau's recommendation for a five percent allowance on the basic salary drawn as of January 2024, subject to a ceiling of Rs 2,000 per month; and the payment of a Special Allowance in December 2024, equivalent to a fourteenth-month bonus to employees earning a basic monthly salary of up to Rs 50,000. Initially, the Ministry of Finance directed that these additional expenditures be temporarily charged under the "Basic Salary" item. Internal virements were accordingly effected and later reversed following the issuance of Warrants, which formally authorised these expenditures. All necessary book adjustments were carried out to regularise financial records.

The Office continued to uphold robust financial structures and internal control mechanisms in line with the provisions of the Financial Management Manual for the efficient management of public funds and the safeguarding of Government assets. No major control weaknesses were identified during the audit exercise, reflecting the Office's commitment to integrity, accountability, and good governance.

In terms of operational performance, the Office dealt with a total of **1,021** cases during the period under review. Of these, **672** were new complaints received, **455** were investigated, and **217** were found to fall outside jurisdiction. Together with **349** cases carried forward from the previous financial year, the Office finalised **735** cases, representing **72** percent of its Key Performance Indicator against a target of **70** percent—an improvement over last year's achievement of 63 percent. Acknowledgement letters

were issued to **99** percent of complainants, excluding anonymous and own-motion cases, showing further progress from the previous year's **96** percent. Eighty-one percent of cases carried forward from the preceding year were resolved, and the number of cases carried forward to the next financial year 2025/2026 was reduced to **286**, compared to **350** and **330** in 2023/2024 and 2022/2023 respectively.

The Office also conducted a **Customer Satisfaction Survey** to assess the quality of services delivered. The results revealed that **100 percent of complainants who personally visited the Office expressed being very satisfied with the information and assistance provided** by staff. This outstanding outcome demonstrates the Office's unwavering commitment to providing a responsive, courteous, and citizen-centred service. The Office will continue to monitor and enhance service quality through regular feedback mechanisms and process improvements to ensure that the needs and expectations of the public are consistently met.

In alignment with the United Nations General Assembly Resolutions and the Paris Principles, the Office pursued its awareness-raising campaign aimed at enhancing public understanding of the Ombudsman's role in promoting good governance, fairness, and human rights. During the year, sixteen outreach sessions were conducted in collaboration with the National Women Council, Citizens Advice Bureau of Rodrigues, the Mauritius Prison Service, the NGO DIS-MOI, and several groups of public officials. A total of **921** pamphlets were distributed to **554** participants and members of the public, representing a substantial increase in outreach efforts compared to the previous year.

The Office also remained actively engaged at the international level. As the Regional Coordinator for the Indian Ocean Region within the African Ombudsman and Mediators Association (AOMA), it strengthened collaboration with the AOMA Secretariat and member institutions through the exchange of correspondence and best practices. The Office also contributed to the Comité sur l'Intégrité Publique of the Association des Ombudsman et Médiateurs de la Francophonie (AOMF), which facilitated the dissemination of a message to mark World Whistleblowers Day in June 2025. Engagement with the International Ombudsman Institute (IOI) continued through participation in elections, inputs for the IOI Annual Report and Newsletter, surveys on institutional services, and support for IOI-subsidised activities aimed at reinforcing the Office's capacity.

Recognising that a competent workforce is fundamental to effective service delivery, the Office placed strong emphasis on staff training and capacity building. Investigations Officers and support staff attended a range of webinars, workshops, and online sessions aimed at strengthening their skills in complaint handling, administrative justice, and ethical public service delivery. These initiatives, organised by the IOI, AOMA, and AOMF, covered areas such as investigative techniques, integrity and accountability, communication, and the use of emerging technologies in oversight work. Additionally, the Office benefitted from an IOI-sponsored two-day training seminar on "Artificial

Intelligence and Decision-Making Processes: Compliance with the Rights of Individuals,” which covered the fundamentals, legal and ethical aspects, and European Union regulations governing AI. These capacity-building efforts have significantly enhanced staff competence, efficiency, and professional development.

The Office also accords **high priority to data protection, confidentiality, and information security**. It is duly **registered as a Data Controller with the Data Protection Office**, in accordance with the **Data Protection Act 2017**, and ensures that all personal data and case records are handled with the highest degree of care, integrity, and confidentiality. Access to complaint data is strictly regulated and limited to authorised personnel. The Office continues to develop and implement policies and technical safeguards to maintain compliance with national data protection standards and to uphold the trust and confidence of complainants and the public at large.

The continued progress of the Office is largely attributed to the unwavering **guidance and support of the Honourable Ombudsman**, whose leadership and vision have been instrumental in advancing the institution’s constitutional mandate. I also wish to place on record my sincere **appreciation to all members of staff** for their professionalism, dedication, and sense of duty, which have collectively contributed to the Office’s achievements during the year under review.

In conclusion, the Office of the Ombudsman has continued to demonstrate a high level of institutional resilience, operational efficiency, and financial prudence. The Office remains firmly committed to promoting administrative justice, accountability, and transparency in public administration, while ensuring that its human and financial resources are utilised effectively to serve the citizens of the Republic of Mauritius in line with its constitutional mandate.

A. RAMTAHUL
Senior Investigations Officer
Responsible and Accounting Officer

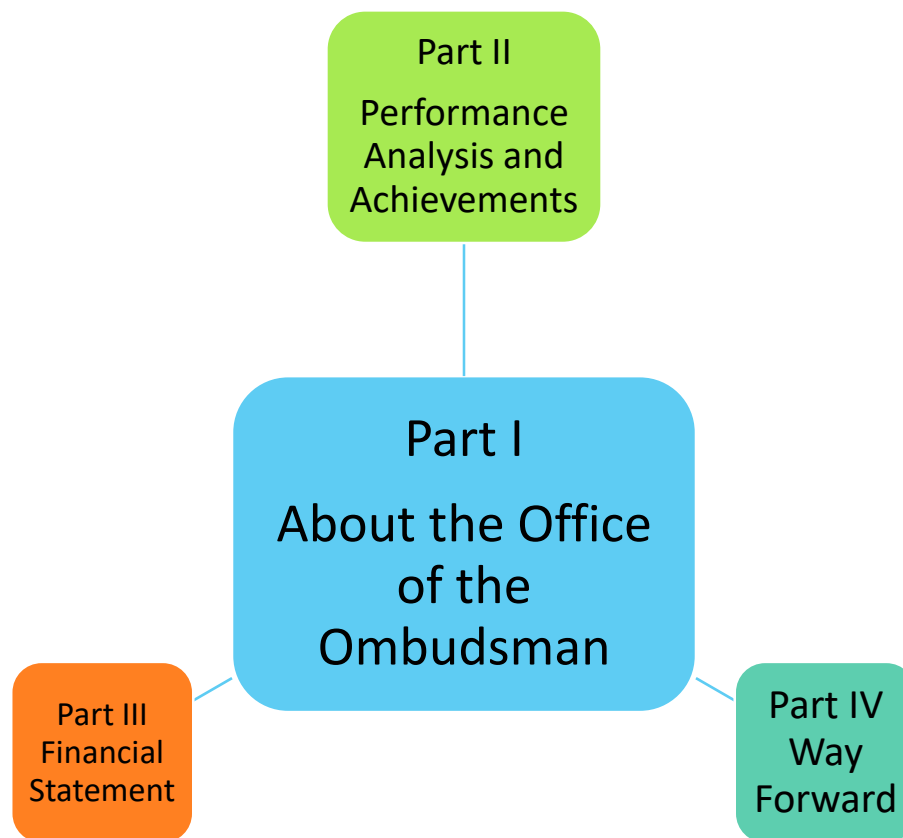
INTRODUCTION

The Annual Report on Budget Performance of the Office of the Ombudsman for financial year 2024-2025 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).

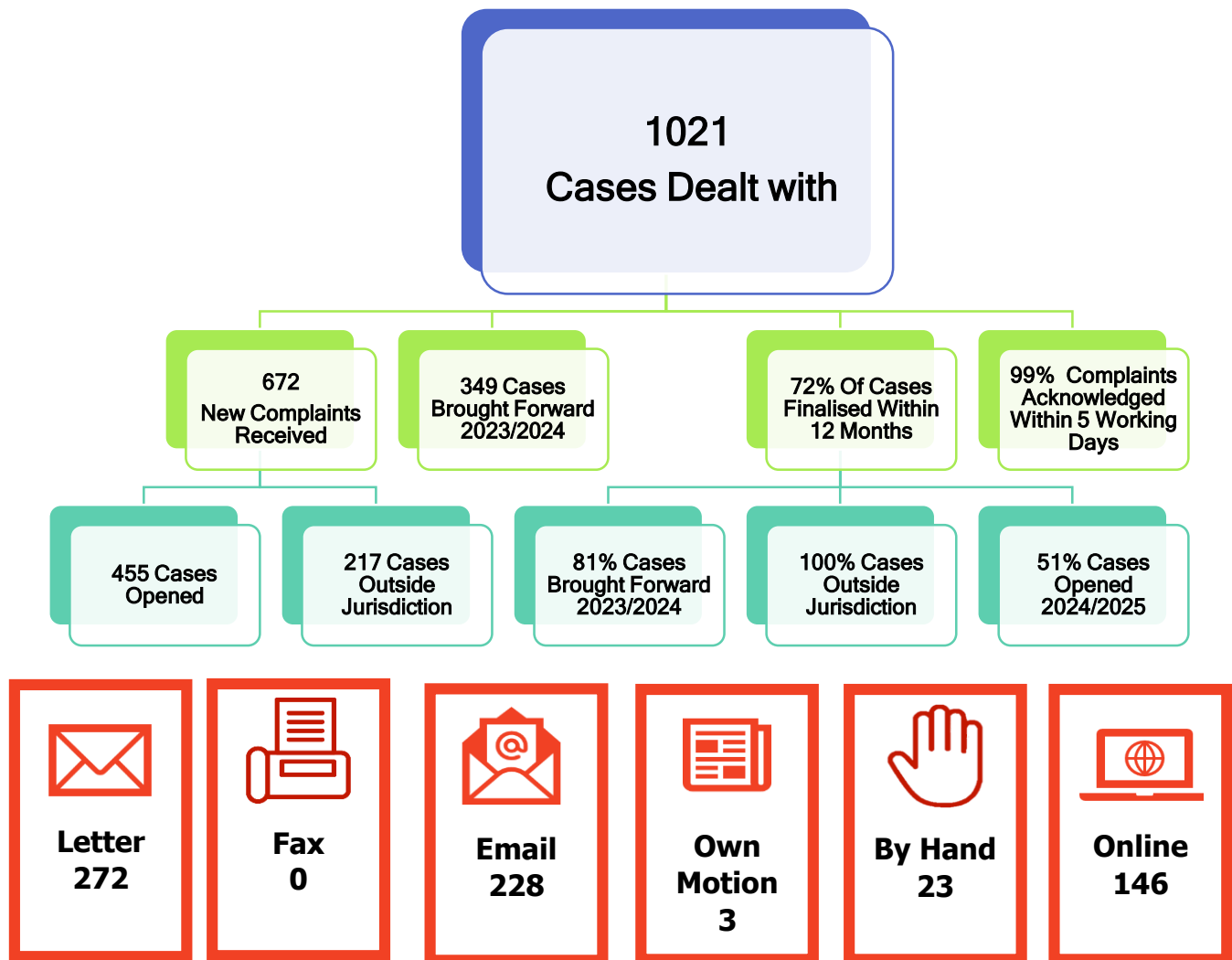
The Report provides an overview of the Office's financial performance and achievements for the period under review.

STRUCTURE OF THE REPORT

The Report comprises four Parts as follows:



Highlights



Service Information



818



106



26



554

Complaints Received



375



180

PUBLIC SERVICE DELIVERY



1504 members of Public were provided with service information by Staff (visitors, phone calls, emails and awareness raising campaigns)



16 Awareness Raising Campaigns



25 Capacity Building Programme

PART I ABOUT THE OFFICE OF THE OMBUDSMAN

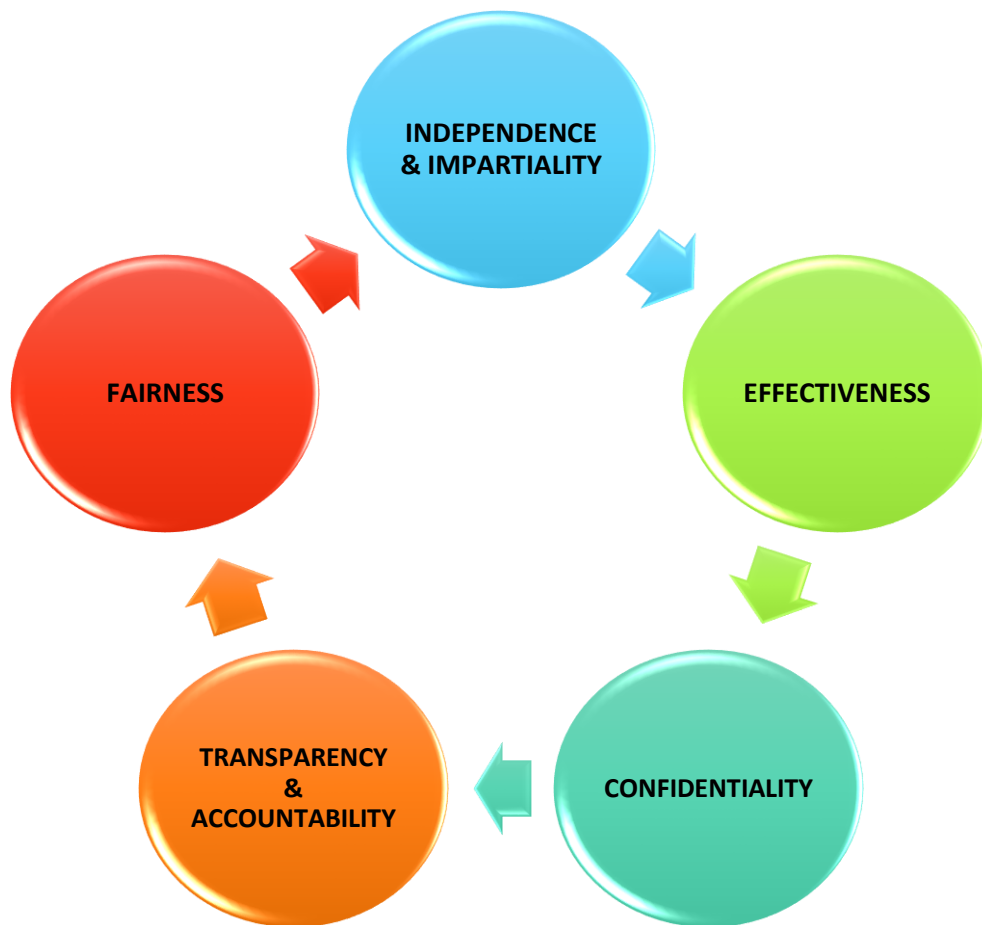
VISION

- 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 2024-2028

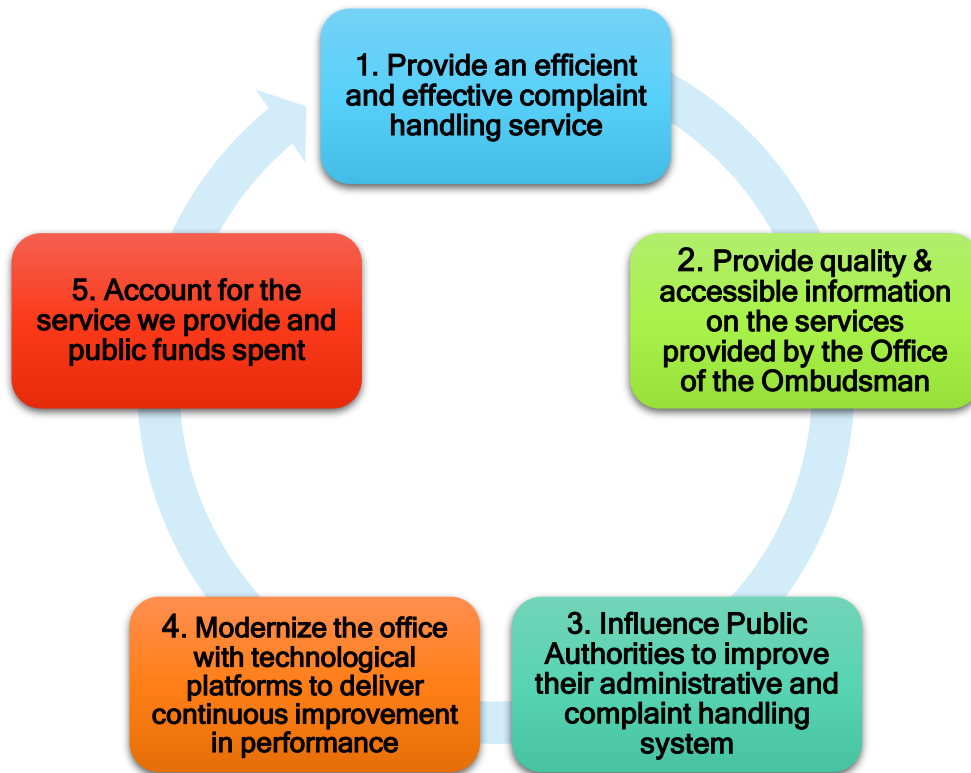


Figure 1 Strategic Plan 2024-2028

KEY PERFORMANCE INDICATORS

KPIs	Targets				
	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
% of cases finalized within a period of 12 months.	75%	70%	70%	72%	74%
% of complaint letters addressed to the Ombudsman acknowledged within five working days.	100%	100%	100%	100%	100%
% of complaint effectively addressed by public authorities	-	-	80%	80%	81%
% 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	95%	95%	95%	95%	95%
Number of outreach activities conducted	12	12	12	12	12
Accounts and Records Audit	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028

Table 1 Strategic Objectives & KPI for 2023/24- 2027/28

ROLE AND FUNCTIONS

The Office of the Ombudsman is an independent public institution established under the **Constitution of Mauritius** and governed by the **Ombudsman Act 1969**. It is responsible for investigating cases of alleged maladministration committed by public authorities and their officials.

The services of the Office are free of charge and are accessible to all members of the public, ensuring that every individual has the opportunity to seek redress when they believe they have been treated unfairly by a public body.

The Office plays a vital role in strengthening democracy, upholding the rule of law, promoting good administration and protecting and advancing human rights and fundamental freedoms across the Republic of Mauritius, including its outer islands such as Rodrigues and Agalega.

Given its broad constitutional mandate and its role as interlocutors between civil society and public authorities, the Office serves as a mechanism of accountability that promotes a culture of fairness, transparency and respect for citizens' rights. It assists and represents members of the public who claim to have suffered injustice, discrimination, or prejudices arising from administrative actions or service failures.

The core functions of the Office as derived from its governing legal framework, are as follows: -

- (a) To Investigate complaints of maladministration in the public sector;
- (b) To undertake own-motion investigations where there are reasonable grounds to do so;
- (c) To make recommendations to the relevant department or authority for corrective or remedial action; and
- (d) To report findings and recommendations to the President of the Republic of Mauritius in accordance with the Constitution.

ORGANISATIONAL STRUCTURE

- A. The Office of the Ombudsman consists of four key officials namely the Ombudsman, the Senior Investigations Officer and two Investigations Officers. 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. The Ombudsman serves as the Supervising Officer of the Office.

- B. The staff of the Office of the Ombudsman are public officers, comprising the Senior Investigations Officer, and other support staff as set out in the Organisational chart below. The Senior Investigations Officer serves as the Responsible and Accounting Officer and is responsible for the day-to-day management of the Office under the overall supervision and direction of the Ombudsman.

ORGANISATION CHART

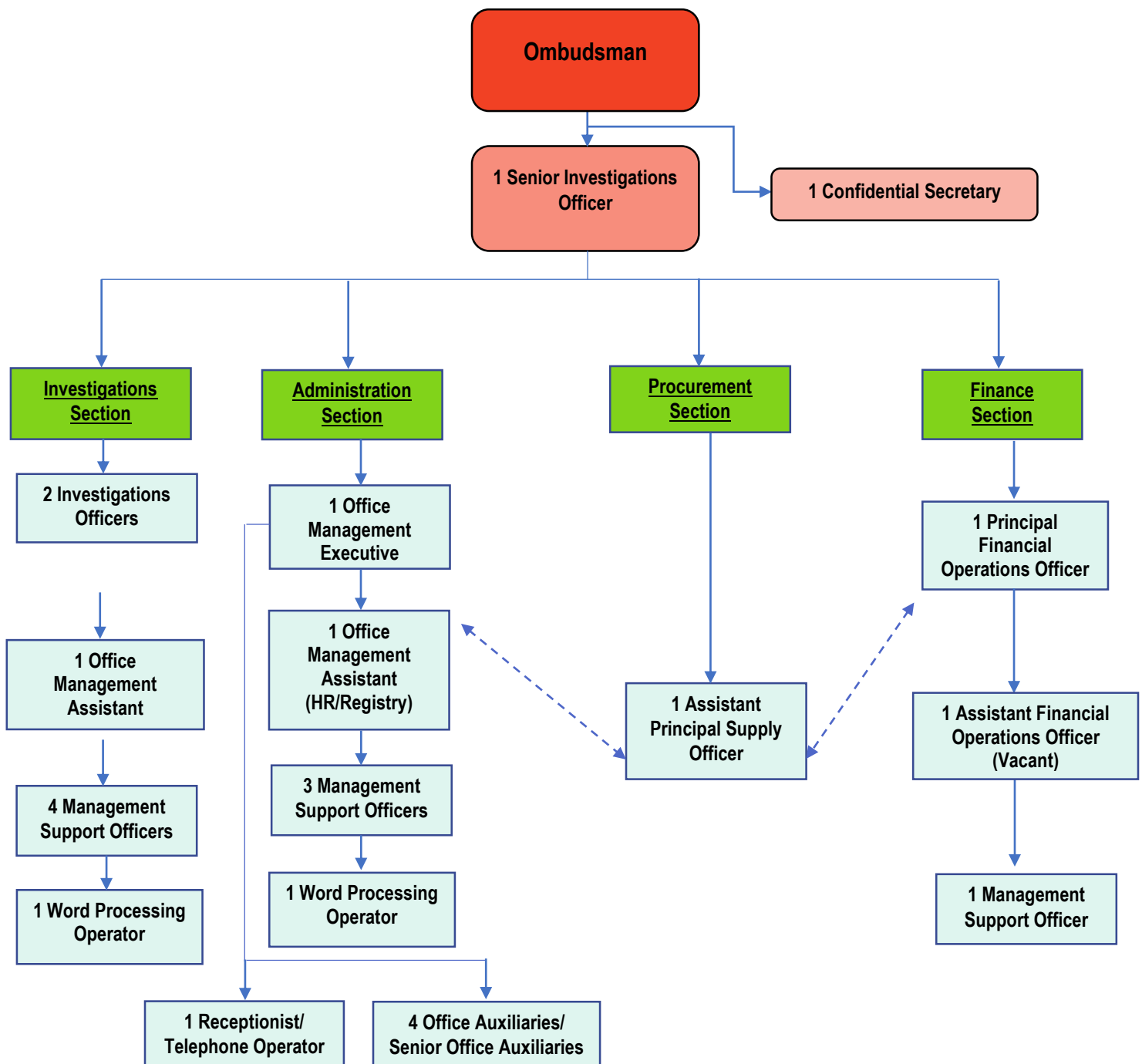


Figure 2- Organisation Chart

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>
Civil Service College Mauritius (CSCM)	Induction Course for OMA
	Training Course on Basic Legal Writing
	Training Course for AI Essentials for Enhancing Public Service Efficiency
	Training Course on Mastering Telephone Skills for Receptionists
	Training Course on Writing Effective Minutes of Meetings
	Induction Course for MSO
	Induction Course for OA/ SOA
	World day for safety and Health at work 2025 "Revolutionising health and safety: the role of AI and digitalization at work"
	Training Course on Advanced Microsoft Excel
	Training Course on Legislative Drafting
Ministry of Public Service, Administrative Reforms (MPSAR)	Operation& Process Management Training Programme for Support Officer
	Public Services Training Programme
	Safety & Health at the workplace for OA
	Fire Safety and Fire Risk Management for Fire Warden Team
	Training Programme on Safety and Health in the workplace for MSOs
Office of the Ombudsman	In House Training Programme on Awareness on IT Security

Table 2 Training Courses

WEBINARS/SEMINARS

<u>Organising Body</u>	<u>Webinars/ Seminars</u>
AOMA/AORC	Webinar- The Challenge of African and Mediators Association
	Webinar-Showcasing Financial, Health and Legal Services Ombudsman-Elevating Sectoral Justice through Specialised Ombudsman Offices
	Webinar on Promoting Gender Equity- The role of the Ombudsman
	Webinar-2 nd Annual JOBURG Ombudsman Webinar- Promoting Good Governance in the City of Johannesburg
	Webinar- Championing Children's Right in 2025- The Role of Children's Ombudsman Office
	Webinar- "Enhancing Citizen Engagement: Encouraging Greater Utilisation of Ombudsman Services by Citizens"

Table 3 Webinars/Seminars

International and Regional Collaboration with Ombudsman and Mediators Associations/Institute

AOMA	Special AOMA Executive Committee Meeting (Virtual - 3)
	AOMA Constitution Review Committee (Virtual - 10)
	AOMA Executive Committee Meeting (In person -2 & virtual - 1)
IOI	Election of IOI African Director
	Election of Vice President of the IOI's African Region
	Election of President of the IOI's African Region
	IOI Regional Subsidy Programme
	IOI Best Practice Paper on Ombudsman outreach practices
AOMF	Comité Communication de l'AOMF
	Comité D'Intégrité Publique de l'AOMF

Table 4 International and Regional Collaboration

Overseas Training/Conference

Gaborone, Botswana	2nd International Ombuds Expo 2024 - Trusted Institutions: Righting injustices, Bolstering Quality Governance and brought together Ombudsman offices, human rights bodies, governance handlers, integrity organisations and related oversight and governance bodies from across the globe
	Using the handling of complaints and grievances to promote governance and performance in public administration
Tallinn, Estonia	AI Training Seminar
Luanda, Angola	The Ombudsman and the Protection of Prisoner's Rights
	The Ombudsman as a mechanism for conflict Resolution and the Promotion of Social Peace
	The Ombudsman and Transparency for Public Administration
	The Ombudsman and the Protection of Vulnerable Groups

Table 5 Overseas Training and Conference

Gender Statement

The Office of the Ombudsman remains firmly committed to the principles of **gender equality, equity, and inclusiveness** in the performance of its constitutional mandate and in the management of its human resources. In line with the Government's **Gender Mainstreaming Policy**, the **Equal Opportunities Act**, and **Sustainable Development Goal 5 (Gender Equality)**, the Office continues to foster a working environment that guarantees **equal opportunities for all employees**, regardless of gender, while upholding diversity, respect, and fairness in all aspects of its operations.

Women constitute a significant proportion of the Office's workforce and hold positions of responsibility across investigative, administrative, and support functions. Their contribution continues to be vital to the Office's service delivery, particularly in complaint investigation, outreach, and public awareness initiatives. The Office recognises that **gender balance and equality are central to promoting good governance, fairness, and the protection of human rights**, and therefore integrates gender-sensitive approaches into its awareness campaigns, training sessions, and investigation processes.

The Office also upholds the rights and dignity of **persons with disabilities (PWDs)** and ensures that its services and facilities are **accessible to all members of the public**. The Ombudsman's mandate inherently encompasses the protection of vulnerable individuals and groups, including those with physical or sensory impairments. Efforts are made to ensure that communication, interaction, and complaint-handling processes are adapted to meet the needs of persons with disabilities in a respectful and non-discriminatory manner.

Internally, the Office promotes an inclusive and supportive workplace where both men and women, have **equal access to professional development, training, and advancement opportunities**. The Office also recognises the importance of maintaining a **family-friendly and flexible work culture** that allows staff to balance professional and personal responsibilities.

Going forward, the Office of the Ombudsman will continue to strengthen its commitment to **gender equity and disability inclusion** through policy enhancement, awareness-building, and sustained engagement with national and international partners. This approach reflects the Office's broader vision of fairness, justice, and equality — values which lie at the very heart of its constitutional mission.

PART II

PERFORMANCE

ANALYSIS

AND

ACHIEVEMENTS

A. Investigations

During the financial year 2024-25, the Office received a total of **672 new complaints**, compared to **625** in the previous financial year, representing an increase of approximately 7 percent.

Of the total complaints received, 455 were assessed to be within the Ombudsman's jurisdiction and concerned actions of Ministries, Government Departments, Local Authorities & the Rodrigues Regional Assembly. The remaining 217 cases were classified as Miscellaneous and Copies of Complaints, which included matters assessed to be outside the Ombudsman's jurisdiction, premature complaints, cases pending before a Court, or instances where complainants had not yet exhausted available remedies or lacked sufficient personal interest in the subject-matter.

In total, the Office dealt with **1021** cases during the reporting period. Of these, **735** cases (including 282 pending cases as at 30 June 2024) were finalised, representing a completion rate of **72** percent. The remaining **286 cases (28 percent)** were carried forward to the financial year 2025-2026 for continued investigation or follow-up action.

Complaints Received for the Financial Year 2024-2025

Complaints Received for The Financial Year 2024-2025	
Cases Opened	455
Cases Outside Jurisdiction or Premature	217
Total	672

Table 6 Complaints Received for the Financial Year 2024-2025

Comparative Table of Complaints Received Year on Year			
	2022-2023	2023-2024	2024-2025
Complaints Received	677	625	672

Table 7 Comparative Table of Complaints Received Year on Year

Cases Investigated for the Financial Year 2024-2025

Cases Investigated for The Financial Year 2024-2025		
Ministries/Departments	335	41.7%
Local Authorities	95	11.8%
Rodrigues Regional Assembly	25	3.1%
Pending Cases as at 30 June 2024	349	43.4%
Total	804	

Table 8 Cases Investigated for the Financial Year 2024-2025

Case Investigated Year on Year

Cases Investigated Year on Year			
	2022-2023	2023-2024	2024-2025
Ministries/Departments	357	325	335
Local Authorities	99	88	95
Rodrigues Regional Assembly	44	35	25
Cases carried forward from Previous Year	173	330	349
Total	673	778	804

Table 9 Cases Investigated Year on Year

Cases Finalised During the Financial Year 2024-2025

Cases Finalised during the Financial Year 2024-2025		
Cases dealt with	1021	
Cases finalised	735	72%
Cases pending as at June 2025	286	28%

Table 10 Cases Finalised during the Financial Year 2024-2025

Key Performance Indicator	Target	Result
% of cases finalised within a period of 12 months	70%	72%
% of investigation monitored and followed up within 12 months	100%	100%

Finalised Cases

I. Cases outside Jurisdiction

Cases Outside Jurisdiction		
	No	%
Cases Finalised	217	100%

Table 11 Cases outside Jurisdiction

II. Cases Investigated 2024/2025

Cases Investigated 2024/2025		
	No.	%
Cases Finalised	234	51.4%
Cases carried Forward to 2024/2025	221	48.6%
Total	455	100%

Table 12 Cases Investigated 2024/2025

III. Cases Brought Forward 2023/2024

Cases Brought Forward 2023/2024		
	No	%
Finalised	284	81.4%
Cases carried Forward to 2025/2026	65	18.6%
Total	349	100%

Table 13 Cases Brought Forward 2023/2024

Timeliness of Finalised Cases

Timeliness of Cases Finalised 2024/2025		%
Within 6 months	495	48.5
Beyond 6 months	240	23.5
Cases Carried Forward to 2025/2026	286	28
Total Cases	1021	100%

Table 14 Timeliness of Finalised Cases

Timeliness of Finalised Cases Year on Year			
Decision Taken	2022-2023	2023-2024	2024-2025
Within 6 months	413	429	495
Beyond 6 months	107	177	240
Pending	330	349	286
Total	850	955	1021

Table 15 Timeliness of Finalised Cases Year on Year

Acknowledgement of Complaints Received for the Financial Year 2024/2025

Timeless of complaints acknowledged during the Financial Year 2024-2025	
Complaints acknowledged within 5 working days	554
Complaints acknowledged beyond 5 working days	4
Anonymous/Own-Motion	114
Total	672

Table 16 Acknowledgement of Complaints for the year 2024-2025

Comparative Table – Acknowledgement of Complaints Year on Year

Acknowledgement of Complaints Year on Year			
	2022-2023	2023-2024	2024-2025
Complaints acknowledged within 5 working days	568	514	554
Complaints acknowledged beyond 5 working days	10	23	4
%	98	96	99

Table 17 Acknowledgement of Complaints Year on Year

Key Performance Indicator	Target	Result
% of complaint letters addressed to the Ombudsman acknowledged within five working days	100%	99 %

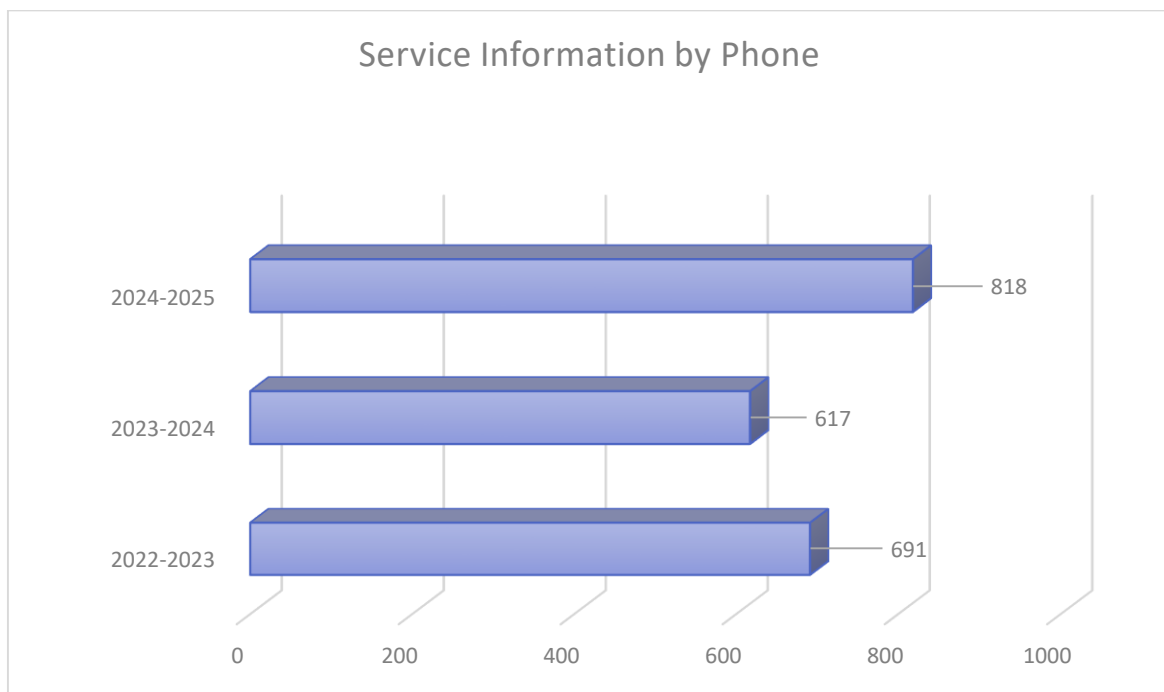


Figure 3 Service Information by Phone

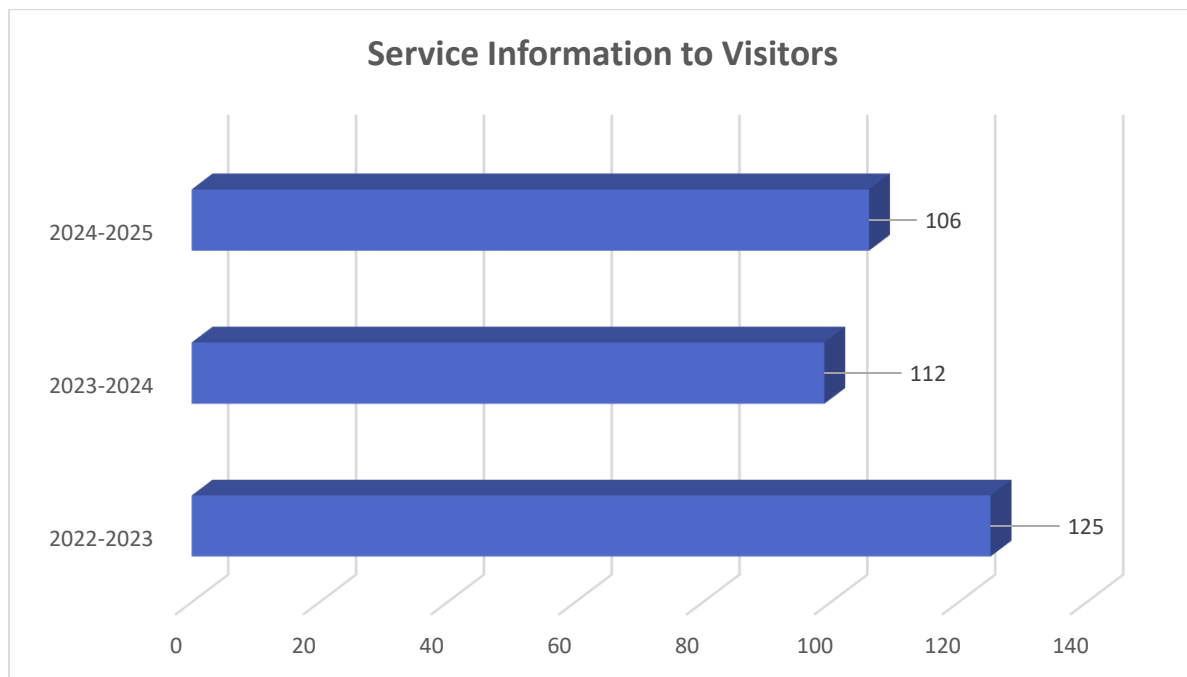


Figure 4 Service Information to Visitors

N.B A total of 1504 (Outreach 554, 818 phone, 106 visitors & 26 email) members of the public were provided with service information.

Disaggregated Data

In line with the Sustainable Development Goals (SDGs), particularly Goal 10 (Reduced Inequalities) and SDG 16 (Peace, Justice and Strong Institutions) the Office recognizes that understanding the diversity of complainants who seek the Ombudsman's services is essential to identifying potential barriers to lodging complaints and to developing measures that better support members of the public, particularly vulnerable groups such as elderly persons and persons with disabilities.

Records indicate that the demographic profile of complainants has remained broadly similar to that of the previous financial year.

The data presented below, except for gender (which is computed on the total of 672 complaints received), represents statistics for new intake cases (i.e 455), excluding miscellaneous, copies of letters, anonymous and own-motion investigations for the financial year 2024/25.

Disaggregated Data	%
Male	55.8%
Female	26.8%
Anonymous/Not specified	17.4%
18 – 30 yrs	5.5%
31- 45 yrs	14.5%
46 – 59 yrs	9.0%
60 and above	7.3%
Not specified	63.7%
Disabled	0.7%
Not disabled	46.1%
Not Specified	53.2%
Public Officers	12.1%
Private Entities/Individuals	6.8%
Retirees	2.6%
Not Specified	78.5%

Table 18 Disaggregated Data

B. Awareness Raising Campaign

In line with the Paris Principles, the Office continued to undertake outreach activities and engage with a wide range of stakeholders during the reporting year. The Office further enhanced its collaboration with the Citizens Advice Bureau of Rodrigues, Non-Governmental Organisation (DIS-MOI), public officials and the National Women Council.

Guided by its moto to reach every group of persons, the Office strives to broaden access to the Ombudsman's services and to ensure that all members of the public are aware of their right to seek redress in cases of maladministration. The interactions with participants generated highly positive feedback and strengthened public understanding of the Ombudsman's role.

By the end of the financial year, the Office had conducted a total of sixteen (16) awareness-raising sessions across Mauritius and Rodrigues, during which **921** pamphlets were distributed to **554** participants and members of the public.

C. Customer Satisfaction

During the financial year 2024-25, a total of **106** members of the public visited the Office of the Ombudsman to obtain information and assistance regarding our services. Among them, **67 individuals**, who were visiting the Office for the first visit participated in the **Customer Satisfaction Survey**.

The purpose of the survey was to assess the level of satisfaction of visitors with respect to the services and information provided by the Office. Feedback was sought on the following key areas:

- **Overall satisfaction with our customer service;**
- **Overall satisfaction with the service information received; and**
- **Overall satisfaction of visitors with their experience at the Office.**

Overall Satisfaction with Customer Service

Respondents were invited to indicate their level of satisfaction with the quality of customer service provided, including the courtesy and professionalism of staff, the comfort of the waiting facilities, and the general reception environment.

The survey results revealed that **100 %** of respondents were satisfied with the customer service provided by the Office, reflecting the institution's strong commitment to providing a welcoming and supportive environment for all visitors.

Overall Satisfaction with Service Information

Participants were also asked to express their satisfaction with the accuracy, clarity and usefulness of the information received during their visit.

Of those who completed the survey, **100%** unanimously expressed full satisfaction with the service information received.

Despite these highly positive results, the Office notes that there remains some public misunderstanding about its mandate, particularly regarding the perception that it handles complaints against public sector entities. The Office will continue its outreach and information efforts to clarify that, under the Constitution, the Ombudsman's jurisdiction extends only to actions and decisions of public authorities.

General Observation

Overall, the Customer Satisfaction Survey continues to reflect a high of confidence in the Office's service quality.

The survey recorded an overall satisfaction rate of 100 per cent, with all **67** participants reporting that they were *very satisfied* with both the customer service and the information provided. This outcome demonstrates the Office's sustained dedication to maintaining high standards of professionalism, accessibility and responsiveness to the needs of the public.

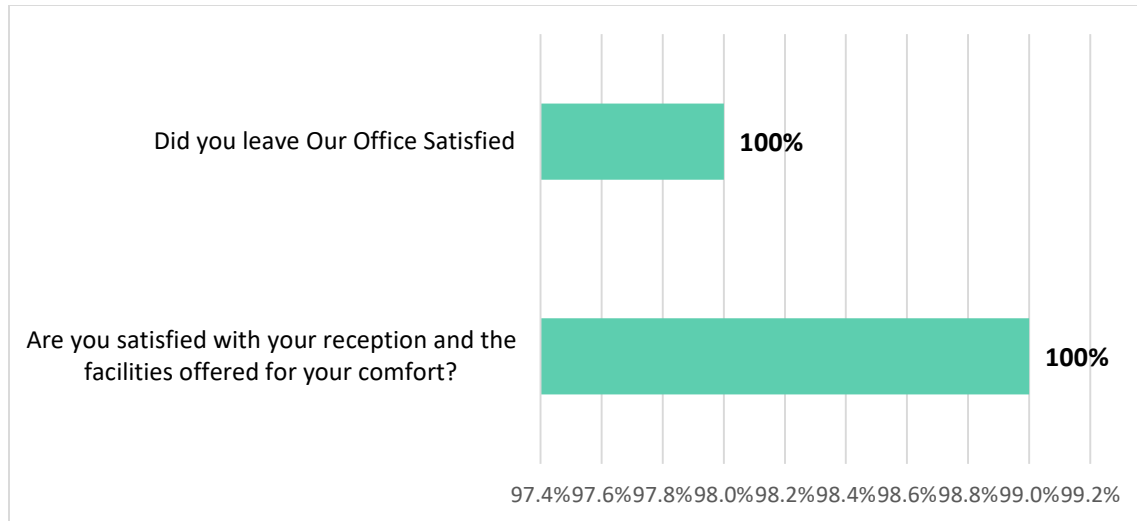


Figure 5 Customer Satisfaction

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

PART III

FINANCIAL STATEMENT

During the financial year 2024/2025, the Office recorded yet another year of sound and consistent financial performance. Approximately 1% of the total allocated funding remained unutilised at the end of the financial year. This outcome reflects prudent financial management, whereby actual expenditures were maintained within the approved Budget Estimates despite inflationary pressures and rising commodity prices.

Throughout the year, unforeseen expenditure requirements were duly addressed, with appropriate measures implemented in a timely manner to mitigate their impact.

It is important to highlight, however, that certain unexpected financial obligations arose following Government decisions made subsequent to the approval of the 2024/2025 Budget Estimates, as detailed below:

- **Interim Allowance Payment (August 2024):** In line with recommendations from the Pay Research Bureau (PRB), the Government approved payment of an interim allowance equivalent to 5% of the basic salary drawn as of January 2024, subject to a monthly ceiling of Rs 2,000. This allowance became effective on 01 July 2024 and applied to all public sector employees governed by the PRB.
- **Special Allowance (December 2024):** The Special Allowance Bill, introduced in the National Assembly in December 2024, provided for the payment of a 14th-month bonus to employees earning a basic monthly salary of up to Rs 50,000.

Initially, in order to finance the above measures introduced post-budget approval, the Ministry of Finance directed that related expenditures be temporarily charged under the "Basic Salary" budget item. Consequently, internal virements were effected to reallocate funds accordingly.

These virements were subsequently reversed following the issuance of Warrants No. 292 and No. 366 of 2024/2025 by the Ministry of Finance, which formally authorised the said expenditures. Appropriate book adjustments were carried out to regularise financial records.

In conclusion, the Office continued to uphold robust structures, systems, and procedures in accordance with the provisions of the Financial Management Manual (FMM) for the efficient management of public funds and the safeguarding of Government assets. No major internal control weaknesses were identified during the audit exercise, underscoring the Office's strong capacity and commitment to operate at a high standard of integrity and accountability.

Percentage of Budget Estimates – 2024/2025

Percentage of Budget Estimates - 2024-2025	%	Estimates 2024- 2025 Rs 000	Revised Estimates 2024-2025 Rs 000
Compensation of Employees	74%	13,300	13,732
Goods & Services	25%	5,050	4,618
Grants	1%	150	150
Total	100%	18,500	18,500

Table 19 Percentage of Budget Estimates - 2024-2025

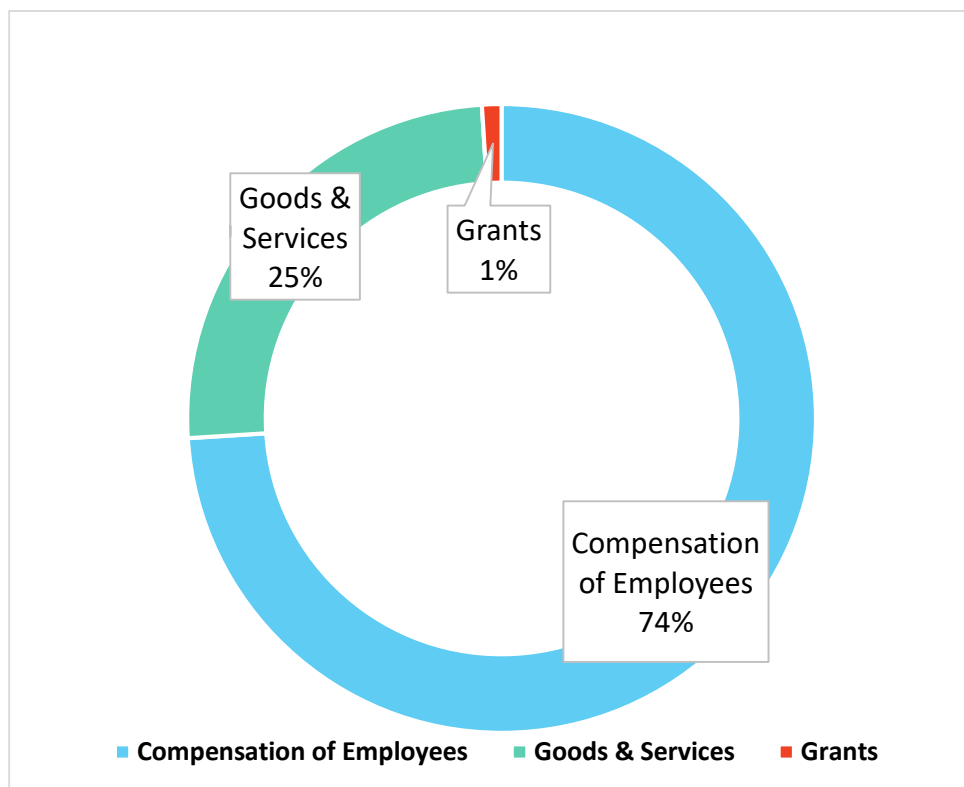


Figure 6 Percentage of Budget Estimates – 2024/2025

Budget Estimates and Actual Expenditures for the Year 2024/2025

	Estimates Rs 000	Actual Rs 000
Total Expenditure	18,500	18,276
% of Actual Expenditure over Estimated Expenditure	100%	98.79%

Table 20 Budget Estimates and Actual Expenditures for the Year 2024/2025

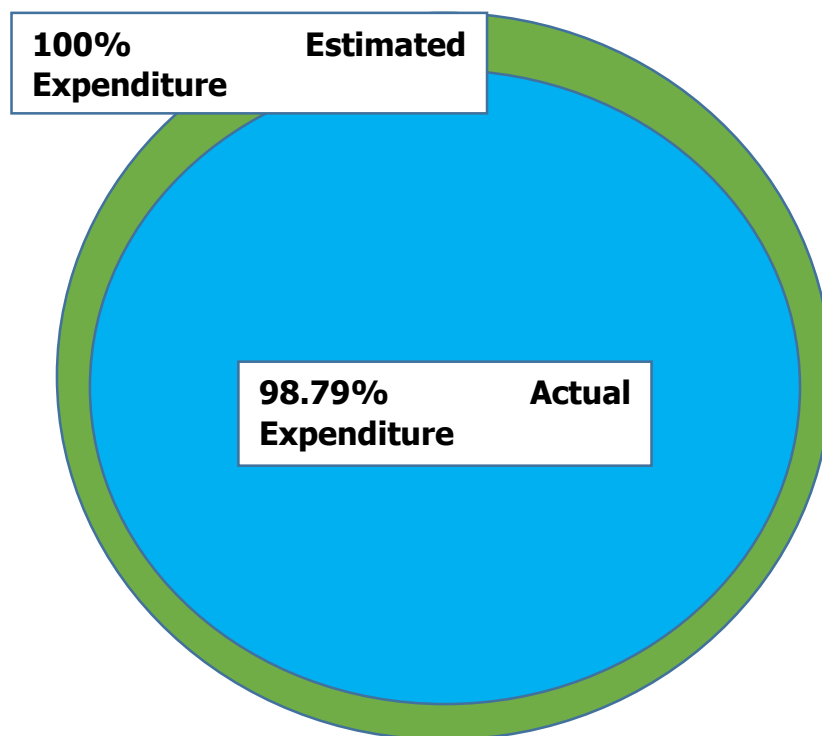


Figure 7 Budget Estimates and Actual Expenditures for the Year 2024/2025

Comparative of Year on Year of Estimates & Actual Expenditures

Year	Estimated Recurrent Expenditure	Actual Recurrent Expenditure	% of Actual Expenditure over Estimated Expenditure
2022-2023	16400	15572	94.95%
2023-2024	17100	16670	97.49%
2024-2025	18500	18276	98.79%

Table 21 Comparative of Year on Year of Estimates & Actual Expenditures**Budget Estimates and Actual Expenditures for the Year 2024/2025**

Item No.	Goods and Services	Estimates Rs	Actual Rs
22010	Cost of Utilities	580,000	541,897
22030	Rent	2,985,000	2,840,532
22040	Office Equipment and Furniture	260,000	231,938
22050	Office Expenses	200,000	190,996
22060	Maintenance	320,000	73,778
22070	Cleaning Services	10,000	4,830
22100	Publications and Stationery	345,000	337,691
22120	Fees	40,000	23,840
22170	Travelling within the Republic of Mauritius	210,000	164,215
22900	Other Goods and Services	100,000	90,404
	Total	5,050,000	4,500,121

Table 22 Budget Estimates and Actual Expenditures for the Year 2024/2025

Analysis of Major Changes

Estimates		Rs 000	Rs 000	Rs 000
Item No.	Details	2022/23 Estimates	2023/24 Estimates	2024/25 Estimates
	Recurrent Expenditure	16,400	17,100	18,500
21	Compensation of Employees	12,085	12,800	13,300
21110	Personal Emoluments	10,970	11,595	12,030
001	Basic Salary	9,110	9,420	9,400
002	Salary Compensation	110	405	970
004	Allowances	450	450	410
006	Cash in lieu of leave	500	500	400
009	End of Year Bonus	800	820	850
21111	Other Staff Costs	975	1,050	1,100
002	Travelling & Transport	850	925	975
100	Overtime	100	100	100
200	Staff Welfare	25	25	25
21210	Social Contribution	140	155	170
001	Cont.to Nsf	140	155	170
22	Goods and Services	4190	4175	5,050
22010	Cost of Utilities	435	450	580
22030	Rent	2340	2415	2985
22040	Office Equipment and Furniture	260	220	260
22050	Office Expenses	160	195	200
22060	Maintenance	425	300	320
22070	Cleaning Services	10	10	10
22100	Publications and Stationery	250	285	345
22120	Fees	30	35	40
22170	Travelling within the Republic of Mauritius	230	210	210
22900	Other Goods and Services	50	55	100
26	Grants	125	125	150
	Total	16,400	17,100	18,500

Table 23 Analysis of Major Changes

Comparative Table of Statements of Revenue and Expenditure

Head/Sub/Head of Expenditure	2022-2023		2023-2024		2024-2025	
	Estimates	Actual	Estimates	Actual	Estimates	Actual
	Rs 000	Rs 000	Rs 000	Rs 000	Rs 000	Rs 000
Compensation of Employees	12,085	11,632	12,800	12,479	13,300	13,657
Goods and Services	4,190	3,834	4,175	4,080	5,050	4,500
Grants	125	106	125	111	150	119
Total	16,400	15,572	17,100	16,670	18,500	18,276
%	94.95%		97.49%		98.79%	

Table 24 Comparative Table of Statements of Revenue and Expenditure

Details of all Virements effected during Financial Year 2024/2025

Virement Certificate	From	To	Amount (Rs)	Remarks
No. 1	21110001 - Basic Salary	21110016 - Interim Allowance i.c.w Salary Relativity Adjustment	90,000	Reversed
No. 2	21110001 - Basic Salary	21110016 - Interim Allowance i.c.w Salary Relativity Adjustment	95,000	Reversed
No. 3	21110001 - Basic Salary	21110009 - End of Year Bonus	52,000	
No. 4	21110001 - Basic Salary	21110016 - Interim Allowance i.c.w Salary Relativity Adjustment	95,000	Reversed
No. 5	21110001 - Basic Salary	21110016 - Interim Allowance i.c.w Salary Relativity Adjustment	25,000	Reversed
No. 6	21110004 - Allowances	21110001 - Basic Salary	370,000	
	22060005 - Maintenance of IT			

	22030001 - Rental of Building			
	22060004 - Maintenance of Vehicles			
	22060003 - Maintenance of Plant & Equipment	21110006 - Cash in lieu of leave		
	22040001 - Office Equipment		85,000	
	22170002 - Accommodation Cost	21111002 - Travelling & Transport	30,000	
	22170001 - Passage Cost	22100006 - Publications	23,000	
	22100004 - Books and Periodicals			
No. 7	22120002 - Fees to Chairperson and Members of Boards and Committees	21111002 - Travelling & Transport	7,000	
TOTAL			872,000	

Table 25 Details of all Virements effected during Financial Year 2024/2025

Virement No.1, 2, 4 and 5: Following the Government's decision, conveyed through Circular Letter No. 64 of 2024 dated 14 August 2024, to grant an interim allowance to public sector employees pending implementation of the PRB Report 2026 to address salary relativity, all public officers governed by the PRB were granted an interim allowance equivalent to 5% of the basic salary drawn in January 2024, subject to a ceiling of Rs 2,000 per month.

As no provision had been made for this expenditure in the approved Budget Estimates 2024/2025, additional funds were required. Consequently, and in line with guidance from the Secretary for Public Service and the Ministry of Finance, funds were reallocated to the item "Interim Allowance in connection with Salary Relativity Adjustment – 21110016" from "Basic Salary".

These virements (Nos. 1, 2, 4 and 5) were subsequently reversed in June 2025 following the issue of a Warrant by the Ministry of Finance authorising the required funding

Virement No.3: An amount of Rs 945,000 had been forecast for payment of the End of Year Bonus 2024, including provision for one Investigations Officer and one Office Auxiliary. However, only Rs 850,000 was approved in the Budget Estimates 2024/2025. Additional funds were therefore required for payment of the End of Year Bonus 2024 following the filling of two vacant positions:

- One Investigations Officer; and
- One Office Auxiliary.

Savings were identified under the item “Basic Salary” and reallocated to “End of Year Bonus” to cover the shortfall.

Virement No.6: Although provisions were made for payment of Basic Salary relating to funded positions and new intake, a forecasted amount of Rs 10,520,000 was proposed. However, only Rs 9,400,000 was approved under the Budget Estimates 2024/2025, resulting in a shortfall for funded positions and for the vacant posts of one Investigations Officer and one Office Auxiliary.

In addition, funds were insufficient to meet obligations under the Workers’ Rights Act, specifically the payment of annual leave not taken by the Ombudsman for the contract year 2025. While Rs 560,000 had been forecast, only Rs 400,000 was approved in the Budget Estimates, creating a gap for the refund of 20 days of annual leave under the item “Cash in lieu of Leave”.

Regarding the item “Travelling and Transport”, Rs 1,035,000 had been forecast during budget preparation, but only Rs 975,000 was approved. This resulted in a shortfall in meeting obligations related to funded positions.

Further, the need for additional funds to print 50 copies of the Annual Report 2024 could not be foreseen, as external cost factors were beyond the control of the Office. Additional provision was therefore required under the item “Publications”.

To address these shortfalls, savings were identified under the items “Allowances”, “Maintenance of IT”, “Rental of Building”, “Maintenance of Vehicles”, “Maintenance of Plant & Equipment” and “Office Equipment”, and were reallocated accordingly.

Virement No.7: Although Rs 1,035,000 was forecast in the Budget proposal 2024/2025 for Travelling & Transport expenses, only Rs 975,000 was approved, resulting in a shortfall. Additional provision was required to cover refunds of mileage allowance, bus fares, and travel grants to staff.

Funds were reallocated from savings under the item “Fees to Chairperson and Members of Boards and Committees” to meet this additional requirement.

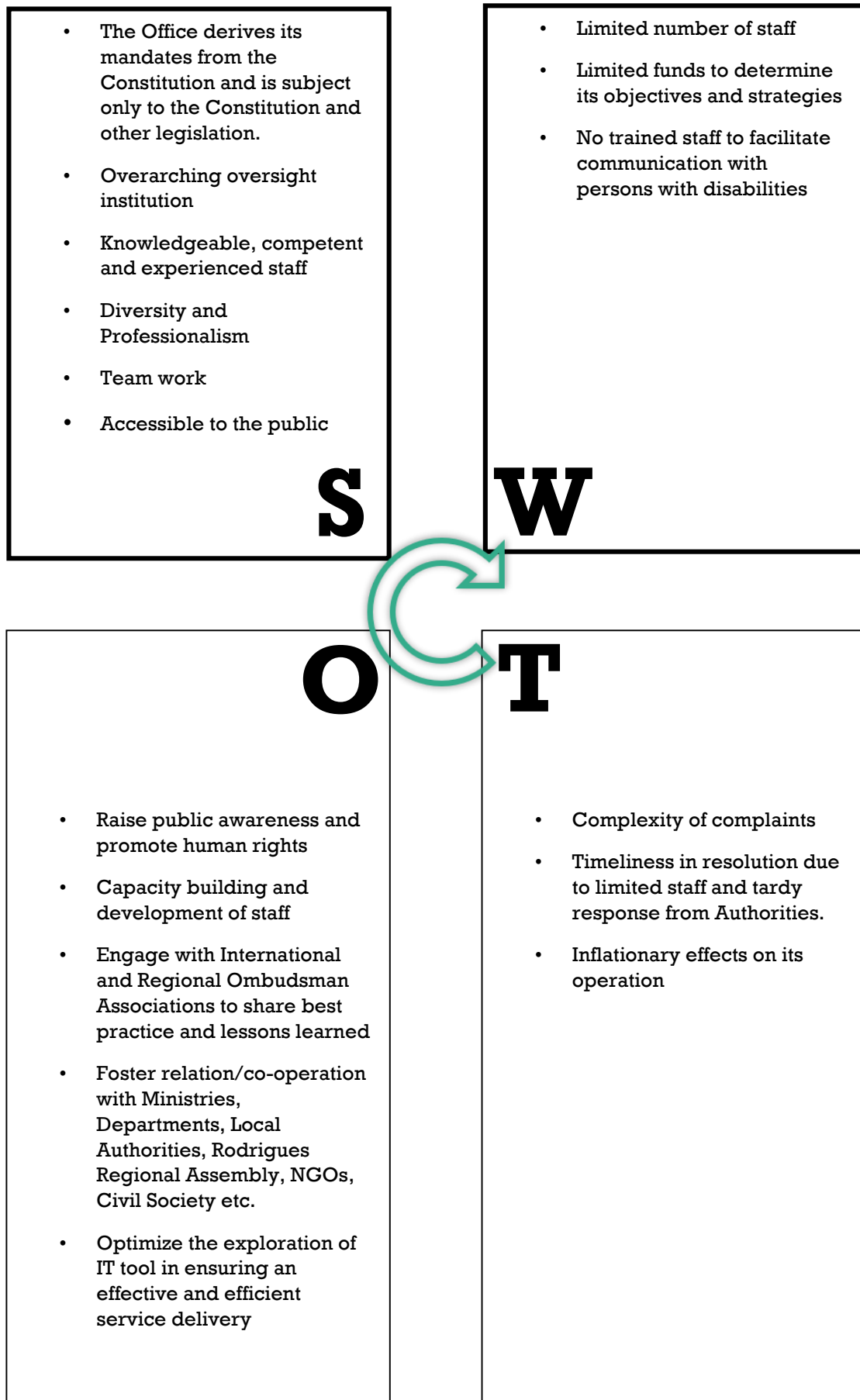
PART IV

WAY FORWARD

OUR STRATEGIC DIRECTION 2024-2028

Strategic Direction	Enablers
Ensure that administrative action and decisions taken by Ministries/Departments, Local Authorities and the Rodrigues Regional Assembly are fair and reasonable	Drive systemic improvement in public service providers through our interventions
Uphold the rights of aggrieved citizens to a fair and equitable treatment in accordance with Principles of good administration	Promote good public administration Undertake investigations on our own initiative
Act as a shield for any administration against unfounded allegations/averments	Set aside frivolous or vexatious complaints Close complaints at assessment stage if statutory requirements not met
Work closely with the public, make our services accessible and provide solutions	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
Be the most trusted institution in creating transparent, responsive and accountable public service	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)

Table 26 Strategic Direction



Way Forward

The financial year 2024/2025 marked a period of steady progress and consolidation for the Office of the Ombudsman. Building upon this momentum, the Office will continue to strengthen its institutional capacity, service delivery, and international engagement in the forthcoming year.

The recent **intake of a new Investigations Officer** has already yielded positive results, contributing to the timely completion of a greater number of investigations and improved case management. In this regard, the Office intends to **seek the support of Government for additional recruitment** to ensure that its growing caseload is addressed efficiently and in a timely manner, in keeping with the principles of administrative justice and responsiveness.

In terms of **accessibility of services**, the Office remains committed to ensuring that all citizens can access its services without barriers. It will continue to improve its outreach tools and materials, including the **translation of its informational pamphlets into Braille** to better serve persons with visual impairments and promote inclusiveness for **persons with disabilities**.

The Office will also continue to leverage **technology as an enabler of awareness and engagement**. The development of a **2D animated promotional video** to raise public awareness on the role and services of the Ombudsman is underway, and the procurement process for this project has already been launched. The video is expected to be completed in the next financial year.

With regard to the ongoing **Electronic Complaint Management System (e-CMS)** project, the Office successfully completed the first phase in collaboration with the Central Information Systems Division (CISD) and the Government Online Centre (GOC). The system is currently pending a **policy decision and legislative amendments** to the enabling law before going live. The **full operational phase** is expected to materialise during the financial year **2025/2026**, further enhancing accessibility, efficiency, and transparency in complaint handling.

The Office also intends to **deepen collaboration with public authorities, non-governmental organisations, civil society bodies, and representatives of vulnerable groups** to raise awareness on the principles of **accountability, transparency, and fairness** in public administration. Through these partnerships, the Office seeks to foster greater understanding of citizens' rights and the obligations of public officials under the rule of law.

At the international level, the Office will continue to **engage actively with regional and global networks** such as the **African Ombudsman and Mediators Association (AOMA)**, the **Association des Ombudsman et Médiateurs de la Francophonie (AOMF)**, and the **International Ombudsman Institute (IOI)** to share best practices, participate in capacity-building programmes, and exchange experiences in line with **United Nations General Assembly Resolutions** promoting the independence and strengthening of Ombudsman institutions worldwide.

Finally, the Office will **seek the support of Government to bring meaningful amendments to its enabling legislation**, with a view to aligning the Ombudsman framework with the **Paris Principles** and the **Venice Principles**. As the Constitution of Mauritius predates these international instruments, such alignment would ensure that the institution continues to meet evolving global standards of independence, effectiveness, and accountability.

Through these initiatives, the Office of the Ombudsman reaffirms its unwavering commitment to advancing good governance, protecting the rights of citizens, and upholding the highest standards of public service in the Republic of Mauritius.