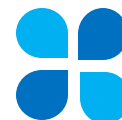




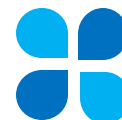
OFFICE
OF THE
OMBUDSMAN

ANNUAL
REPORT
ON
BUDGET PERFORMANCE
2018-2019



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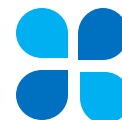
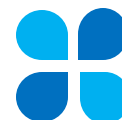


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RESPONSIBLE/ACCOUNTING OFFICER'S STATEMENT

"2018-19 has been very challenging for all of us as we managed to maintain consistency in service delivery while at the same time going through a period of significant change to implement our Strategic Plan."

It is really a privileged moment as the Responsible/Accounting Officer, of the Office of the Ombudsman, to present my 3rd Annual Report on Budget Performance for the fiscal year 2018-2019 in line with the amendment made in 2015 to the Finance and Audit Act 1973.

The report provides information and analysis on the Office's performance in achieving its purpose by reporting overall outcomes against each key performance indicator (KPI) established in 2018-19 three-Year Strategic Plan and the financial statement shows how we have been responsible, accountable and diligent in managing the public funds efficiently.

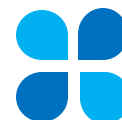
In this first year of our strategy, we have seen many improvements both administratively and operationally. We have revised our Service Charter to align same with our new Strategy. A new Complaint and Customer Feedback Forms have been implemented to facilitate the registration of complaint and hear the experience of our valued customers. In order to ensure the public is receiving value for money service delivery, we have set up a new Investigations Section and reviewed our operating processes to reduce the backlogs of complaints.

Our role in the improvement of public service and resolving unfair and unequal treatment in the public sector is very crucial. That is why we have laid much emphasis on the continuous development of our staff knowledge, skill and attitudes to be more effective in the performance of his or her duties. The impact has resulted in the successful implementation of the new working processes and finalization of 90% of the pending cases for the last year and 70 % of the newly opened investigations.

I am very grateful to all staff across the Office for their hard work and dedication which have enabled us to deliver a service that has had both positive personal impacts and has driven improvements across Ministries/Departments in public service delivery.

I look forward to building on our achievements this year in delivering even better quality service to the public in general in years ahead.

Mr A. RAMTAHUL
Senior Investigations Officer



PART I – ABOUT THE OFFICE

OFFICE OF THE OMBUDSMAN OF MAURITIUS

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

OUR VISION

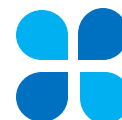
To provide all citizens a quality service that upholds their rights to a just and equitable treatment in accordance with principles of good administration.

OUR MISSION

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

OUR VALUES





HIGHLIGHTS

INVESTIGATIONS

WE RECEIVED 615 COMPLAINTS

386 New Cases were opened

93 % of complaints acknowledged within 5 working days

Finalised 368 Cases

Finalised 90% of pending cases

ADMINISTRATION

ADMINISTRATION

- Staff received **27** training to improve our service
- Internal policies successfully maintain control over recurrent expenditures

PUBLIC SERVICE DELIVERY

New Investigations Section

Revised Service Charter

Implement Complaint Form & Customer Feedback Form

Electronic Complaints Record System



OUR THREE-YEAR STRATEGIC PLAN 2018-2021

At the beginning of 2018-19, we launched a new three-year strategic plan which sets out our vision in delivering value-based public service. We developed the plan with inputs from both our staff and members of the public who use our service as well as the findings of the internal and external survey.

The strategy sets out five objectives and the activity planned in each year to deliver them. In the first 12 months of the strategy, we have achieved much of what we expected to do. Our main objectives and key performance indicators are as follows:

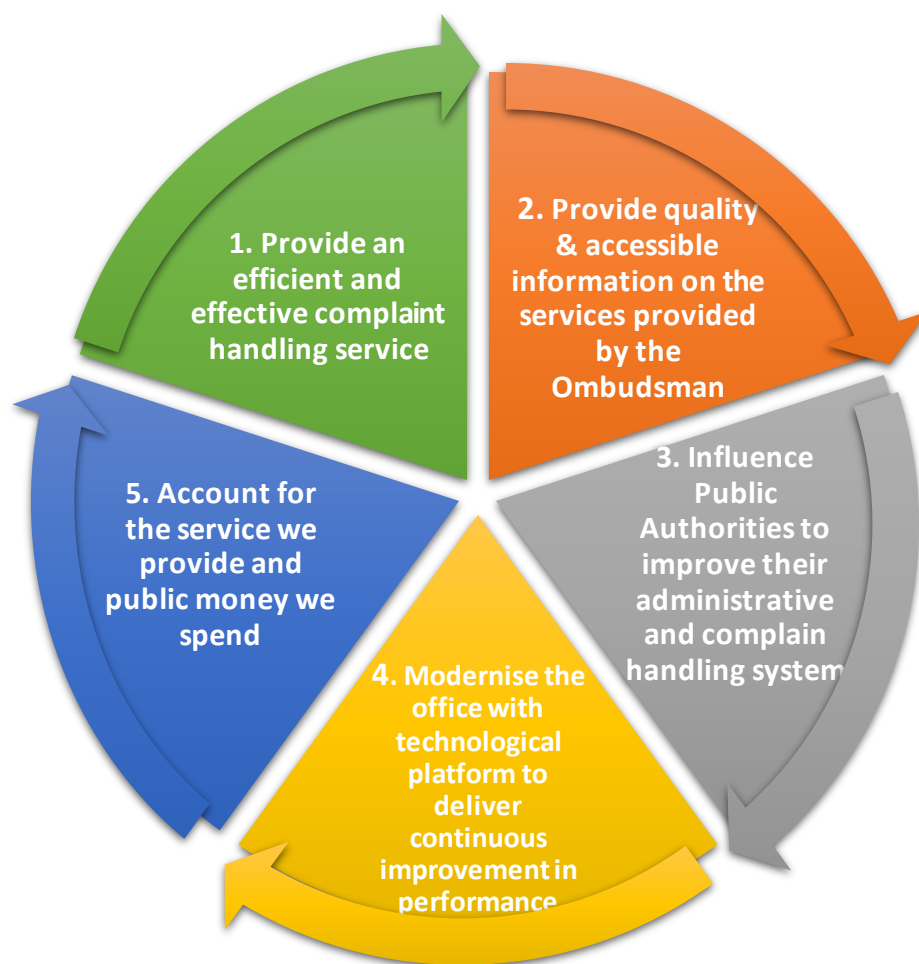
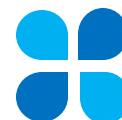


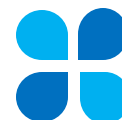
Figure 1 Our Three-Year Strategic Plan 2018-2021



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

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

Table 1 Strategic Objectives 2018-2021



ROLES & FUNCTIONS OF THE DEPARTMENT

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

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

Our jurisdiction covers the following authorities and officers –

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

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

The Ombudsman shall not conduct an investigation in respect of any complaint 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 obligation to ensure compliance with the Optional Protocol to the Convention on the Elimination of all forms of Discrimination against women as domesticated in our local laws in force in Mauritius.

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

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

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

We encourage the full and effective participation of female staff in the day-to-day affairs of our Office and we treat all our customers irrespective of their gender or physical appearance fairly and equitably.

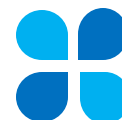


ABOUT OUR PEOPLE

- (a) There is an Ombudsman 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 also assists the Ombudsman in the conduct of investigations and other legal research and analysis pertaining to complaints.
- (c) We have a small staff team of nineteen (19) personnel consisting of 17 support staff of general cadre and 02 supplementary officers provided on an adhoc basis to oversee the Procurement 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 large role in the perceptions of our service. The breakdown of our staffing structure is depicted below:



Staff of the Office



STAFFING STRUCTURE

Sn	DESIGNATION	In Post as at 30 June 2019	Gender	
			Male	Female
Senior Management/Technical Staff				
1	Ombudsman	1	1	-
2	Senior Investigations Officer	1	1	-
General Services				
3	Office Management Executive	1	-	1
4	Financial Officer/Senior Financial Officer	1	-	1
5	Office Management Assistant	1	-	1
6	Confidential Secretary	1		1
7	Office Supervisor	1	1	-
8	Management Support Officer	6	2	4
9	Word Processing Operator	2		2
10	Receptionist/Telephone Operator	1		1
Workmen's Group				
11	Office Auxiliary/ Senior Office Auxiliary	3	1	2
	Total	19	6	13

Table 2 Staffing Structure

GENDER PROFILE OF THE STAFF

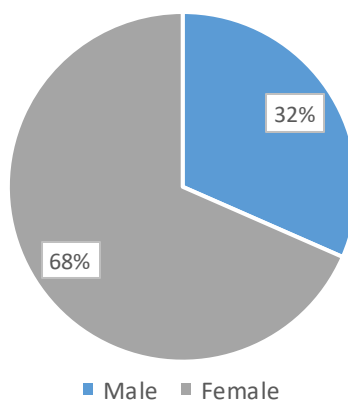
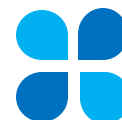


Figure 2 Gender Profile of staff



PART II – PERFORMANCE ANALYSIS

A. INVESTIGATIONS

In 2018-19, we received a total of 615 complaints, compared to 694 received in 2017-18, i.e a decrease of 11.4%. Of the total number of complaints received, 386 were assessed to be within our jurisdiction and they were against Ministries/Departments, Local Authorities & Rodrigues Regional Assembly. Remaining were miscellaneous and copies of complaints.

Of the total cases dealt with during the fiscal period 2018-19, the Office has finalised 368 cases (including 122 pending cases as at 30 June 2018), thus representing 70.5%. Remaining 29.5% (i.e 154 cases) are still pending as at 30 June 2019.

CASE INTAKE AND INVESTIGATED FOR THE FINANCIAL YEAR 2018-19

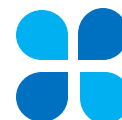
Case intake and investigated for the Financial Year 2018-2019	
Ministries/Departments	218
Local Authorities	121
Rodrigues Regional Assembly	47
Total	386

Table 3 Case intake and investigated for the Financial Year 2018-2019

PERCENTAGE OF CASES INTAKE AND INVESTIGATED FOR THE FINANCIAL YEAR 2018-19



Figure 3 Percentage of Cases Intake And Investigated For The Financial Year 2018-19



CASE INTAKE AND INVESTIGATED YEAR ON YEAR

Case Intake and Investigated			
	2016-2017	2017-2018	2018-2019
Ministries/Departments	242	273	218
Local Authorities	66	121	121
Rodrigues Regional Assembly	18	26	47
	326	420	386

Table 4 Case Intake and Investigated Year On Year

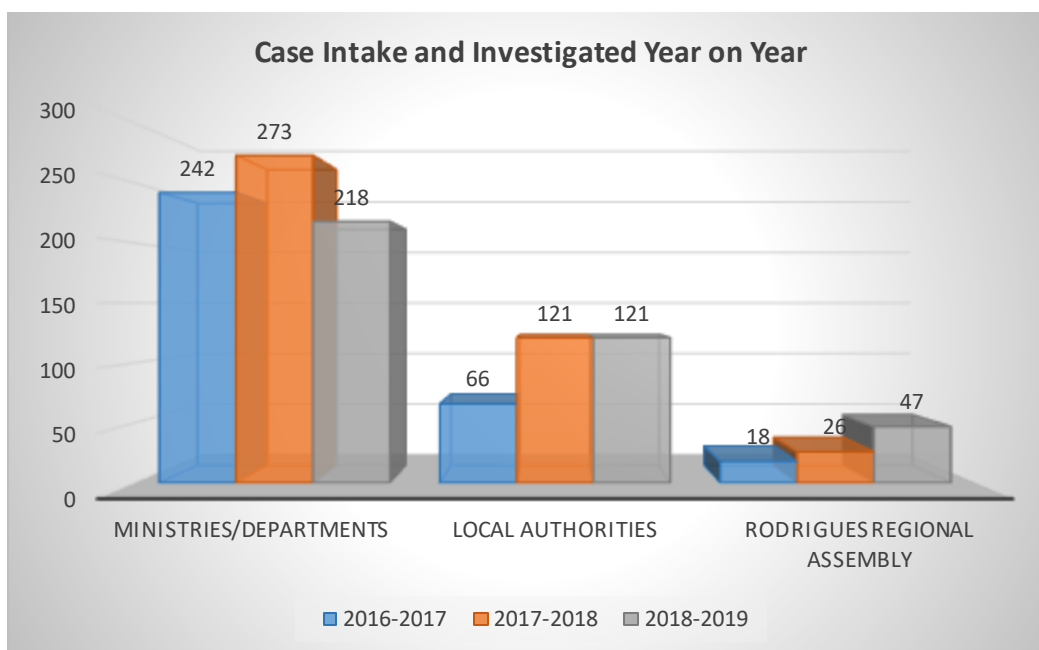
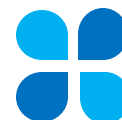


Figure 4 Case Intake and Investigated Year on Year



CASES FINALISED DURING THE FINANCIAL YEAR 2018-19

Cases Finalised during the Financial Year 2018-2019	
Cases dealt with	522
Cases finalised	368
Cases pending as at June 2019	154

Table 5 Cases finalised during the Financial Year 2018-2019

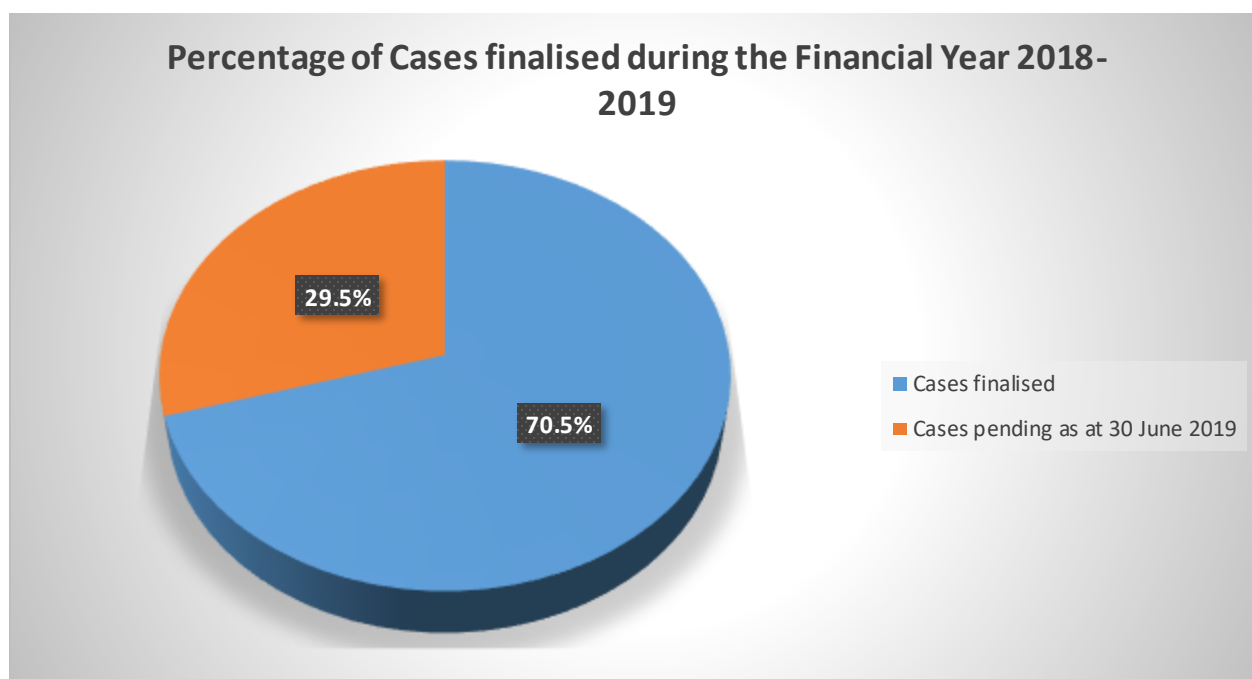
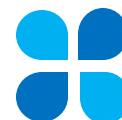


Figure 5 Percentage of Cases finalised during the Financial Year 2018-2019

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

Table 6 Overall scores against Key Performance Indicators



TIMELINESS OF CASES FINALISED

Timeliness of Cases finalised		
Decision Taken	2018-2019	2017-2018
Within 6 months	234	264
Beyond 6 months	12	20
Pending	140	136
Total Cases	386	420

Table 7 Timeliness of Cases Finalised

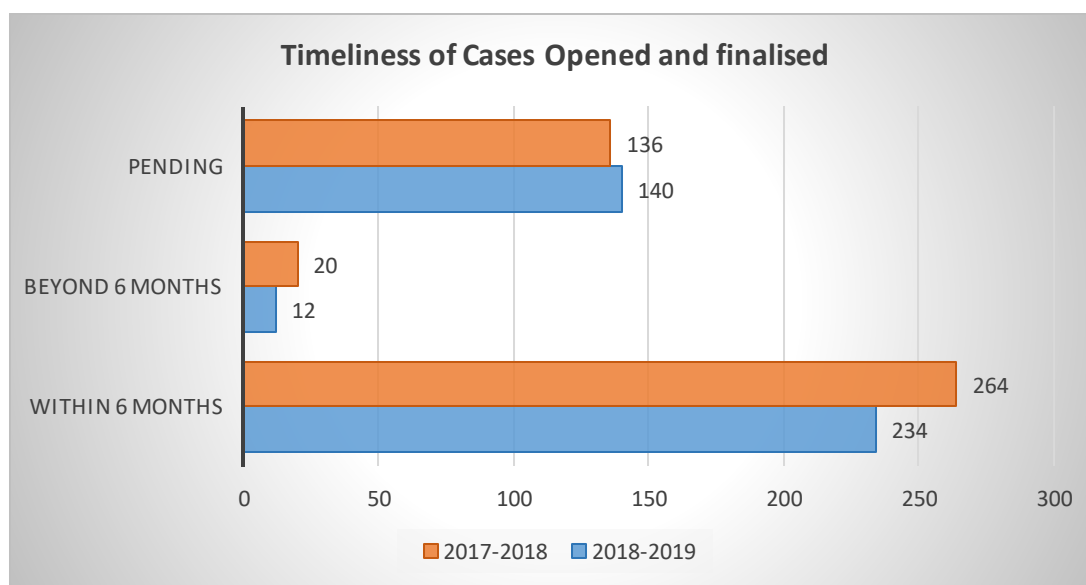
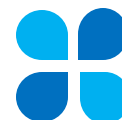


Figure 6 Timeliness of Cases Opened and finalized



ACKNOWLEDGEMENT OF COMPLAINTS RECEIVED FOR THE FINANCIAL YEAR 2018-19

Timeliness of Complaints Acknowledged during Financial Year 2018-19	
Complaints acknowledged within 5 working days	296
Complaints acknowledged beyond 5 working days	22

Table 8 Acknowledgement of Complaints received for the Financial Year 2018-2019

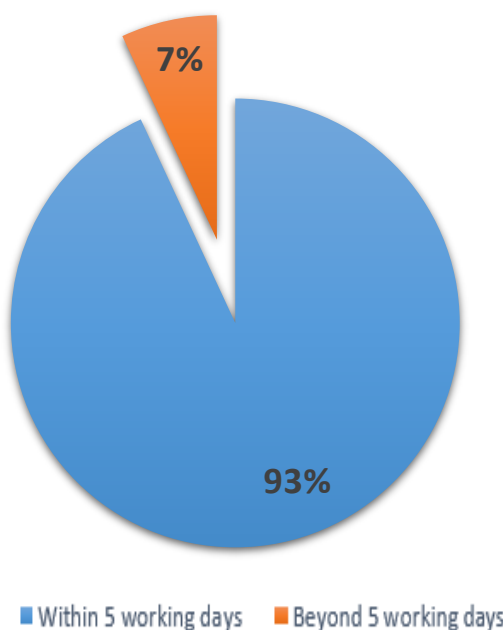
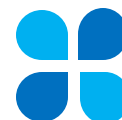


Figure 7 Acknowledgement of complaints received for the financial year 2018-19

Key Performance Indicator	Target	Result
% of complaint letters addressed to the Ombudsman acknowledged within five working days	90%	93 %

Table 9 Overall scores against Key Performance Indicator



COMPARATIVE TABLE – ACKNOWLEDGEMENT OF COMPLAINTS YEAR ON YEAR

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

Table 10 Acknowledgement of Complaints Year on Year

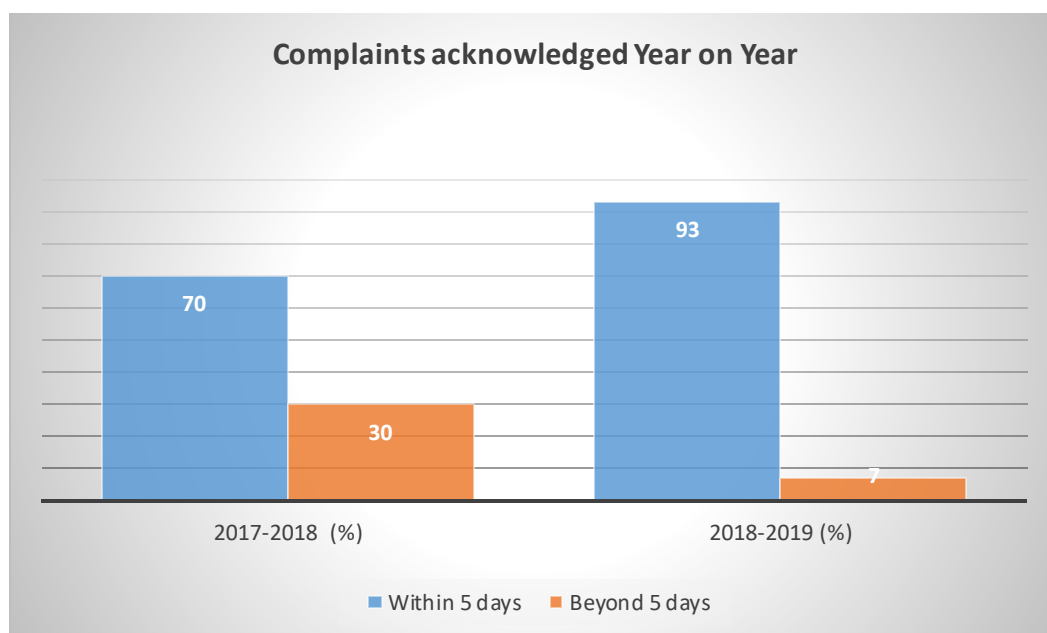


Figure 8 Complaints acknowledged Year on Year



DEMOGRAPHIC PROFILE OF COMPLAINANTS/VISITORS

Demographic Profile of Complainants for the Financial Year 2018-2019		
	Complaints Received	Visitors
Male	207	212
Female	107	60
Own-Motion/Anonymous	72	-
Total	386	272

Table 11 Demographic Profile of Complainants for the Financial Year 2018-2019

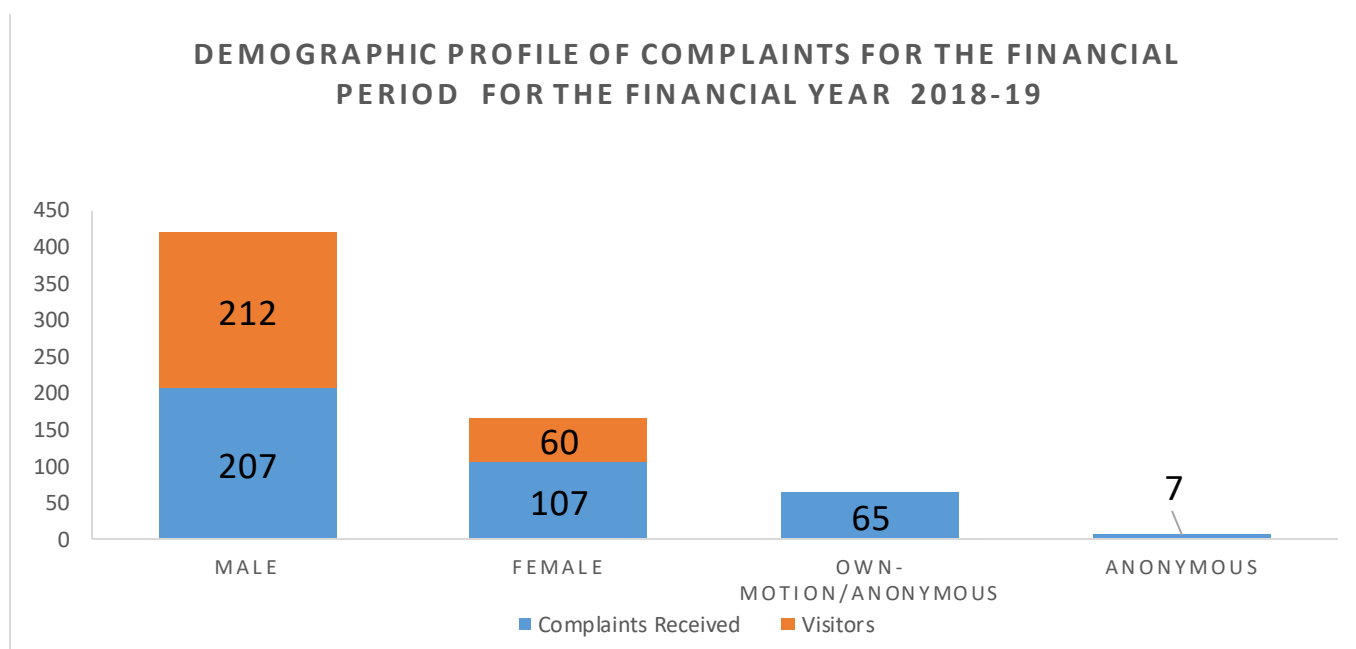
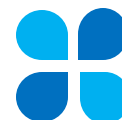


Figure 9 Demographic Profile of Complainants for the Financial Year 2018-2019



B. ADMINISTRATION

I. INFRASTRUCTURE

Last year we shifted to a new Office space at the City Centre Building, Leoville L'Homme Street, Port Louis and it satisfies all the safety and health standard and norms as per the requirement of the prevailing law. In 2018-19, we have further enhanced our infrastructure capability by setting up a new Investigations Section which aims at offering good value for money service to the whole public. The new Office space is equipped with the following facilities:

- (a) Customer Counter Desk
- (b) Visitors' waiting area
- (c) Advance technology telephony system
- (d) Documentation Unit
- (e) Water dispenser for visitors

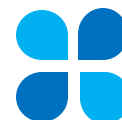
II. TRAINING & DEVELOPMENT

We are also committed to supporting the health and well-being of our staff and visitors. The Top Management acknowledge its responsibilities under the Occupational Safety and Health Act 2005 and has taken the following initiatives:

- (a) Capacity building of staff on safety and health
- (b) Team building exercise
- (c) Enhance infrastructure capability
- (d) Inspection & Fire drill by Safety & Health Officer
- (e) Lecture/sensitization on maintaining a hygienic and safe working environment

We recognise the importance of consistency in service delivery and, in our endeavour to achieve this objective, we focused on the capacity building and training of our staff. A list of training provided is enclosed at **Annex I**.

The Office also encourages its staff to engage themselves in team building exercise and recognises the contribution of staff by organizing in-door competition and Staff Party respectively. (See **Annex II**)



III. RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES & GOOD GOVERNANCE

The following coordinating meetings are held on a monthly or quarterly basis to assess and evaluate our performance and take all necessary remedial action in case of any bottleneck: -

- (a) Safety, Health and Welfare Meeting;
- (b) Performance Monitoring Meeting;
- (c) Assets Management Meeting and
- (d) Budget Performance Meeting.
- (e) Transformation Implementation Committee

IV. INTERNAL AUDIT

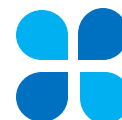
We also have other mechanism in place to assess the effectiveness and efficiency of our Department. In 2018-19, we have successfully addressed and implemented the recommendations of the internal control and our next audit exercise is planned for the forthcoming financial period 2018-19 to ascertain the progress made.

07 out of 08 recommendations made by the National Audit Office have already been addressed and implemented during the financial year 2018-19. As regards the remaining one which relates to the parking arrangements of the Office, same will be re-assessed during the renewal of terms of contract of the leased building. The next examination of accounts and records is scheduled to commence around mid-July 2019.

V. ENVIRONMENTAL INITIATIVES

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

- (a) Reducing energy consumption by encouraging staff to switch off electrical equipment when not in use,
- (b) Reducing paper usage on draft works by encouraging staff to use an electronic shared folder and reply to the complainant through email.
- (c) E-Archiving of outgoing correspondence to reduce paper usage and transform the Office into paperless environment.



C. PUBLIC SERVICE DELIVERY

I. NEW INVESTIGATIONS SECTION

In **2018-19**, we set up an Investigations Section to focus more on our complaint handling services. We have also reviewed our working processes and adopt new operating model to ensure timely and effective response to those who seek our assistance.

We have extended our service information to **718** members of the public who contacted us through phone. Moreover, we have assisted and guided **381** complainants (including 109 during our working trip in Rodrigues) who visited us for help.

Our new operating model as well as the continuous grooming of our support staff have had positive impacts on our overall performance.

II. ELECTRONIC COMPLAINT RECORD SYSTEM

As part of our strategy to modernize our service we have transited to technology to improve our efficiency in service delivery. In 2018-19, we have implemented an Electronic Complaint Record System to help us move away from paper based working.

The system enables us to store, retrieve, analyse and compile data/information related to investigations more easily and in a digital format.

It facilitates our staff to better monitor progress of investigations, manage workloads and promptly retrieve and share information to complainants.

III. OUR SERVICE CHARTER

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

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



MEASURING PERFORMANCE AGAINST OUR SERVICE CHARTER

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

- (a) Process quality assurance and
- (b) Complainants Feedback.

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

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

In **2018-19**, our customer satisfaction survey captured feedback from **55%** of the **272** public who visited our Office for assistance and **99.5%** of whom told us that they were satisfied with our service and information provided to them. Some of the complainants' remarks are reproduced below.

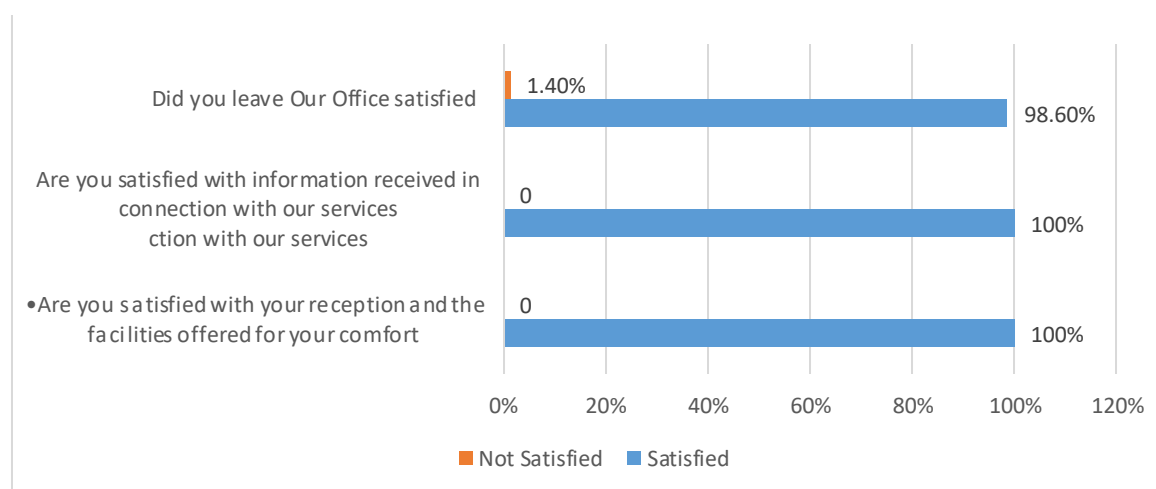
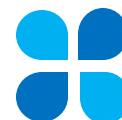


Figure 10 Customer Feedback Survey

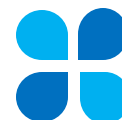


Key Performance Indicator	Target	Result
% of complainants' satisfaction survey which provide an average of 'satisfied' or 'very satisfied' to our service	75%	99.5%

Table 12 Overall scores against Key Performance Indicator



Figure 11 Feedback Received from Visitors



PART III – FINANCIAL STATEMENT

BUDGET ESTIMATES FOR FINANCIAL YEAR 2018/19 – GOODS & SERVICES

Rs 000	
GOODS & SERVICES	2018/19 Estimates
Cost of Utilities	620
Rent	2192
Office Equipment and Furniture	400
Office Expenses	145
Maintenance	260
Cleaning Services	-
Publications and Stationery	185
Fees	45
Travelling within the Republic of Mauritius	150
Other Goods and Services	30

Table 13 Budget Estimates for Financial Year 2018-19 - Goods & Services

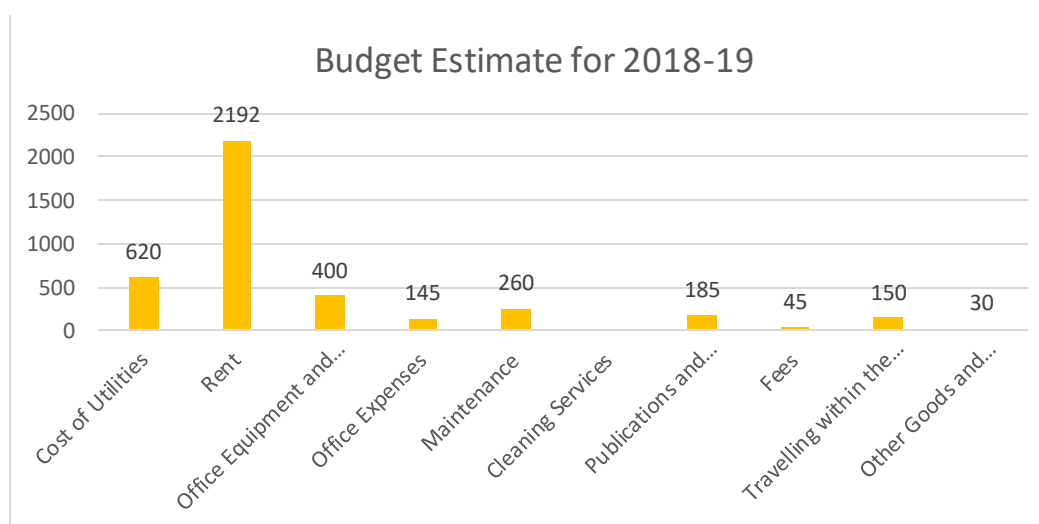
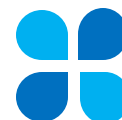


Figure 12 Budget Estimates for Financial Year 2018-19 - Goods & Services



COMPARATIVE TABLE – BUDGET ESTIMATES

	Rs 000	Rs 000
GOODS & SERVICES	2017/18 Estimates	2018/19 Estimates
Cost of Utilities	300	620
Rent	1910	2192
Office Equipment and Furniture	600	400
Office Expenses	145	145
Maintenance	250	260
Cleaning Services	25	-
Publications and Stationery	185	185
Fees	30	45
Travelling within the Republic of Mauritius	150	150
Other Goods and Services	15	30

Table 14 Budget Estimate for Financial Year 2017-18 & 2018-19 - Goods & Services

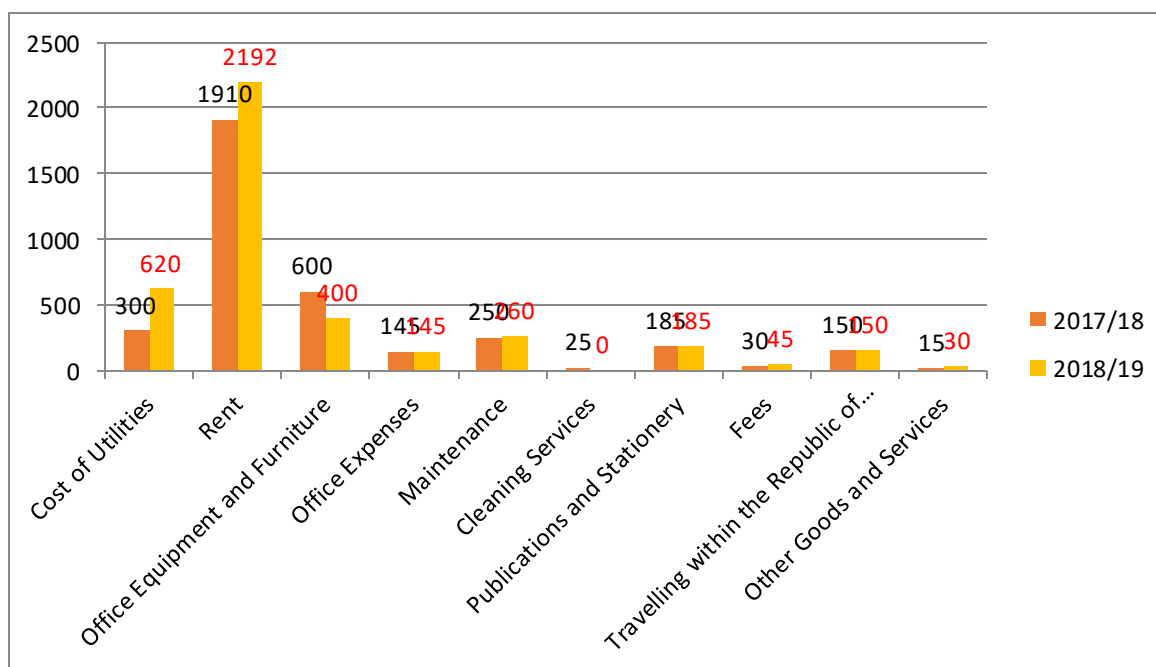


Figure 13 Budget Estimates for Financial Year 2017-18 & 2018-19 - Goods & Services



PERCENTAGE OF BUDGET ESTIMATES – 2018/19

Percentage of Budget Estimates - 2018-19	%	Estimates 2018-19 Rs 000
Compensation of Employees	72%	10,463
Goods & Services	27%	4,027
Grants	1%	110
Total	100%	14,600

Table 15 Percentage of Budget Estimates Financial Year 2018/19

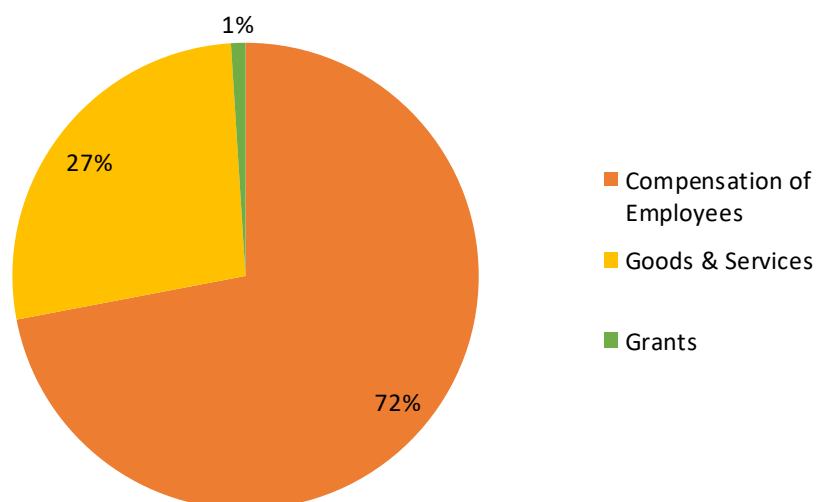
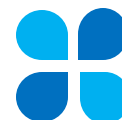


Figure 14 Percentage of Budget Estimates for Financial Year 2018/19



BUDGET ESTIMATES AND ACTUAL EXPENDITURES FOR 2018/19

Item No.	Goods and Services	Estimates 2018/19 Rs	Actual 2018/19 Rs
22010	Cost of Utilities	620,000	483,389
22030	Rent	2,192,000	2,053,644
22040	Office Equipment and Furniture	400,000	330,016
22050	Office Expenses	145,000	118,473
22060	Maintenance	260,000	199,182
22100	Publications and Stationery	185,000	218,375
22120	Fees	45,000	26,592
22170	Travelling within the Republic of Mauritius	150,000	82,340
22900	Other Goods and Services	30,000	22,712
	Total	4,027,000	3,534,723

Table 16 Percentage of Budget Estimates and Actual Expenditures for Financial Year 2018/19

NB: See Virements details at Page 33

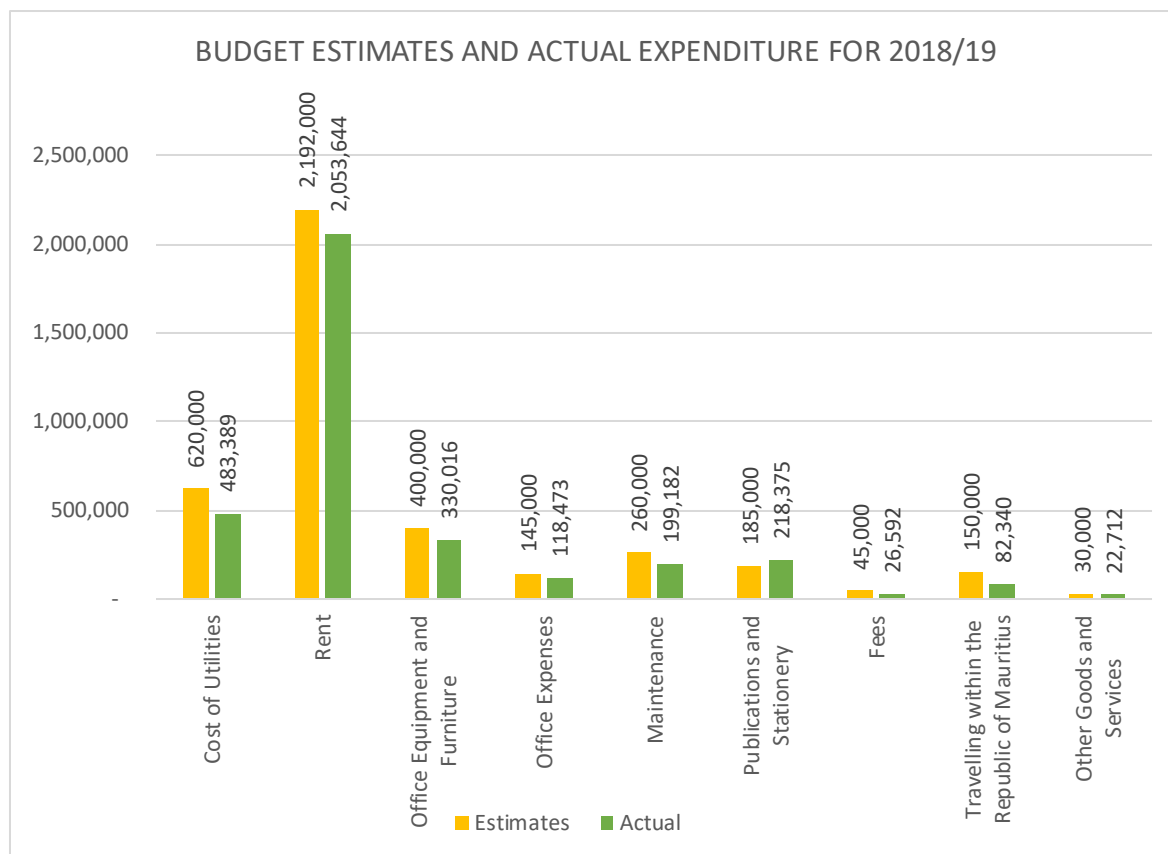
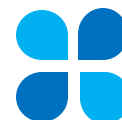
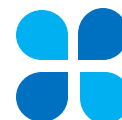


Figure 15 Budget Estimates and Actual Expenditures for Financial Year 2018/19



ANALYSIS OF MAJOR CHANGES

Estimates		Rs 000	Rs 000	Notes
Item No.	Details	2017/18 Estimates	2018/19 Estimates	
	Recurrent Expenditure	13,400	14,600	
21	Compensation of Employees	9,655	10,463	
21110	Personal Emoluments	8,780	9,568	
0.001	Basic Salary	6,810	7,493	
0.002	Salary Compensation	20	100	
0.004	Allowances	775	775	
0.006	Cash in lieu of leave	600	600	
0.009	Bonus	575	600	
21111	Other Staff costs	810	815	
0.002	Travelling & Transport	650	700	
0.1	Overtime	150	100	
0.2	Staff Welfare	10	15	
22	Goods and Services	3,610	4,027	
22010	Cost of Utilities	300	620	
22030	Rent	1910	2,192	
22040	Office Equipment and Furniture	600	400	
22050	Office Expenses	145	145	
22060	Maintenance	250	260	
22070	Cleaning Services	25	-	
22100	Publications and Stationery	185	185	
22120	Fees	30	45	
22170	Travelling within the Republic of Mauritius	150	150	
22900	Other Goods and Services	15	30	
26	Grants	135	110	
	Total	13,400	14,600	

Table 17 Analysis of Major Changes

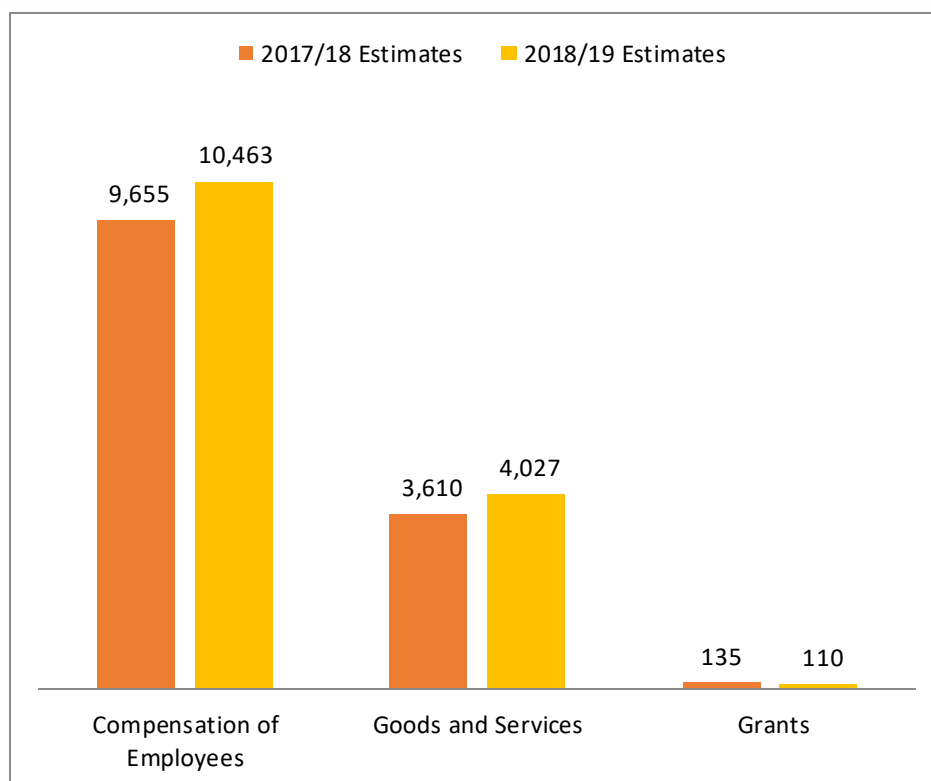
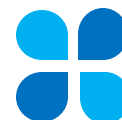


Figure 16 Analysis of Major Changes

STATEMENTS OF REVENUE AND EXPENDITURE

Head/Sub/Head of Expenditure	2017-2018 Actual	2018-2019 Estimates	2018-2019 Actual
	Rs 000	Rs 000	Rs 000
Compensation of Employees	9,153	10,463	9,938
Goods and Services	3,152	4,027	3,535
Grants	116	110	85
Social Benefits	-	-	-
Other Expense	-	-	-
Acquisition of Non-Financial Assets	-	-	-
Acquisition of Financial Assets	-	-	-
Total	12,421	14,600	13,558

Table 18 Statement of Expenditure

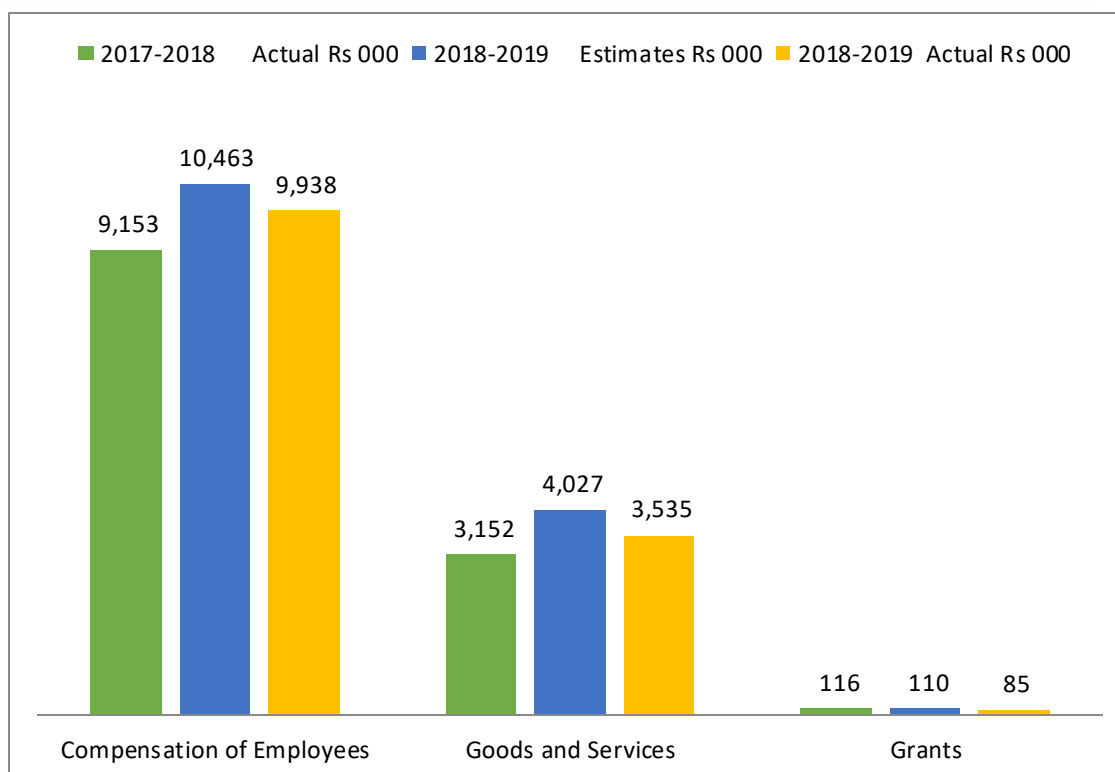
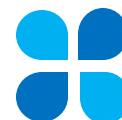
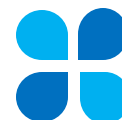


Figure 17 Statement of Actual Expenditure

DETAILS OF ALL VIREMENTS EFFECTED DURING FINANCIAL YEAR 2018/2019 AS AT 30 JUNE 2019

Virement Certificate	From	To	Amount (Rs)
No.1	22030001 - Rental Building	22100003 - Printing and Stationery	47,000.00
No.2	22030001 - Rental Building	22100003 - Printing and Stationery	47,000.00
No.3	21110001 - Basic Salary	21110009 - Bonus	1,000.00
No.4	21110001 - Basic Salary	21110002 - Salary Compensation	55,000.00
No.5	22120007 - Fees for Training	22120002 - Fees to Chairperson	10,000.00
No.6	21110001 - Basic Salary	21111100 - Overtime	24,000.00
No.7	22060005 - Maintenance of Plant & Equipment	22060004 - Maintenance of Vehicles	3,100.00
TOTAL			187,100.00

Table 19 Details of all virements effected during financial year 2018/2019 as at 30 June 2019

**NOTES to VIREMENT**

Virement No.1 & 2: In 2018-19, we have acquired additional computers and printers to meet our operational requirements and these have resulted into an increase in the use and demand of toners. No provision was made in the budget estimates for the purchase of additional toners and 2 virements of an amount of Rs 47,000 each were effected to item Printing and Stationery for purchase of toners.

Virement No.3: Funds were insufficient for the payment of bonus to two retired officers and Virement for an amount of Rs 1,000 was effected to item Bonus.

Virement No.4: Additional funds of Rs 55,000 was required to meet increase in payment of salary compensation 2019 (Rs400) to employees up to June 2019.

Virement No.5: Virement to the tune of Rs 10,000 was effected to item Fees to Chairperson to meet payment of fees to members of the DBC and BEC for the evaluation of bids in respect of purchase of Computers and Printers.

Virement No.6: Officers of the Finance Section were urgently required to perform overtime to meet deadline set by MOFED for HRMIS parallel run exercise for which no provision was made. Thus, Virement to the tune of Rs 24,000 was effected to item overtime.

Virement No.7: Virement of Rs 3,100 was effected to item Maintenance of Vehicles, as funds were insufficient to meet payment of maintenance and servicing costs of new official car of the Ombudsman.



PARTIV – WAY FORWARD

A. AWARENESS RAISING CAMPAIGN

Our records tell us that many people don't know about the services provided by the Ombudsman. We envisage to embark into an awareness raising campaign so as to educate the general public on their rights and make it easier for them to find and use our service.

We will design and distribute appropriate pamphlet to raise awareness of our services and also direct members of the public information on our website.

B. SERVICE ACCESSIBILITY & DELIVERY

We will continue to transform our service to make sure we meet demand now and in the future. Towards achieving this we plan to launch our online Complaint Form as well as Customer Feedback survey in the next financial year. This initiative will benefit all the public both financially and in terms of easy accessibility to our service.

As mentioned in the report we have begun to review and embed new process for our core operations. The pace of change is set to continue over the coming year with a focus on excellent customer service and even more transparent methods of working.

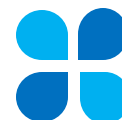
C. RESOURCES

As highlighted above our human and capital resources are very crucial in achieving our goals. We have made great progress in building our capacity to deliver the aims contained in our three-year strategy. We will continue to invest more in staff training and development so that we deliver our objectives efficiently and effectively.



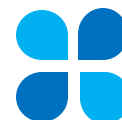
OUR STRATEGIC DIRECTION 2018-2020

- (a) Ensure that administrative action and decision taken by Ministries/Departments, Local Authorities and the Rodrigues Regional Assembly is fair and reasonable;
- (b) Uphold the rights of aggrieved citizens to a fair and equitable treatment in accordance with Principles of good administration;
- (c) Act as a shield for any administration against unfounded allegations/averments and;
- (d) Work closely with the public, make our services accessible and provide solutions.



ANNEX I– LIST OF TRAINING DURING THE FINANCIAL YEAR 2018-2019

Appendix for Training		
SN	Training/ Lecture	Participants
1	Training Programme for Integrity Officer	Senior Officials
2	Human Rights Periodics Reports and Reviews	
3	Workshop” Promotion of respect for Human Rights in Mauritius and Rodrigues”	
4	Workshop ”International Day for the elimination of violence against women”	
5	African Mediation Training	
6	Workshop “Human Rights and Disability”	
7	Workshop “State party reporting”	
8	Workshop “Four Key capacity of NMRF	
9	Workshop” National Recommendation Tracking Database”	
10	Capacity Building Programme for Members of TIC- Leading successful Public Service Transformation	
11	Induction Courses	General Service Cadre
12	Training Course for Mastering Telephone skills	General Service Cadre
13	Training Programme on Tea making service	General Service Cadre
14	Training Programme in Performance and Public Service Excellence for Workmen's Group	Workmen's Group
15	Training Programme on Public Financial Management Planning and Control	Finance Cadre
16	Basic Techniques for Electrical Safety in Offices	General Service Cadre
17	Training on Handling difficult Customers	General Service Cadre



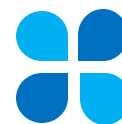
18	Training Programme on Registry Procedures	General Service Cadre
19	Certificate of Achievement in service and performance excellence	General Service Cadre
20	HRMIS	Finance Cadre/General Service Cadre
21	ARMS	General Service Cadre
22	TAS	Finance Cadre/General Service Cadre
23	GAR	General Service Cadre
24	Health & Safety	All Staff
25	On the Job Training - Registry Procedures and Security of documents	General Service Cadre
26	On the Job Training – Complaint-handling procedures	Investigations Section
27	On the Job Training – New Operating Model	Investigations Section

Table 20 List of Training during the Financial Year 2018-2019

ANNEX II – PICTURES OF ACTIVITIES



Fire Drill and debrief by Safety and Health Officer



Farewell Party of Staff



Ombudsman 75th Birthday Celebration



Independence Day Celebration



Women's Day Celebration



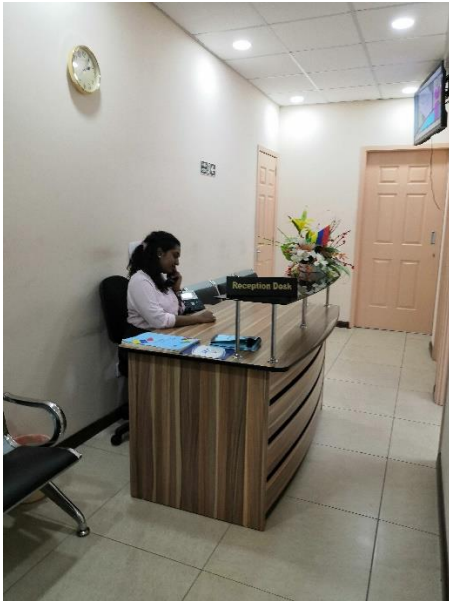
Team Building and End of Year Gathering



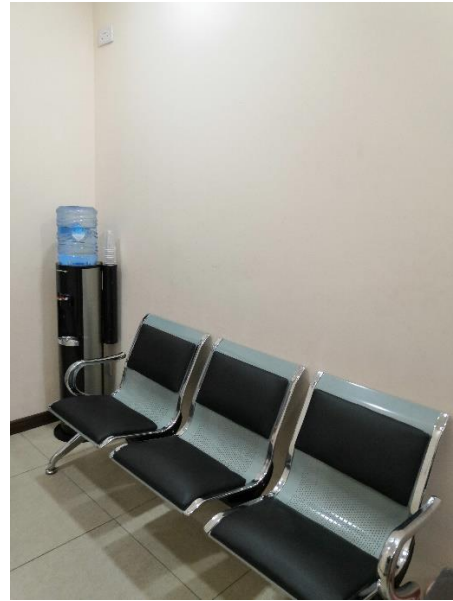
Domino Competition among staff



In-house Staff Training



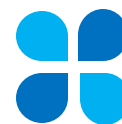
Customer Counter Desk



Customer Waiting Area



New Investigations Section



ANNEX III—ORGANISATIONAL STRUCTURE

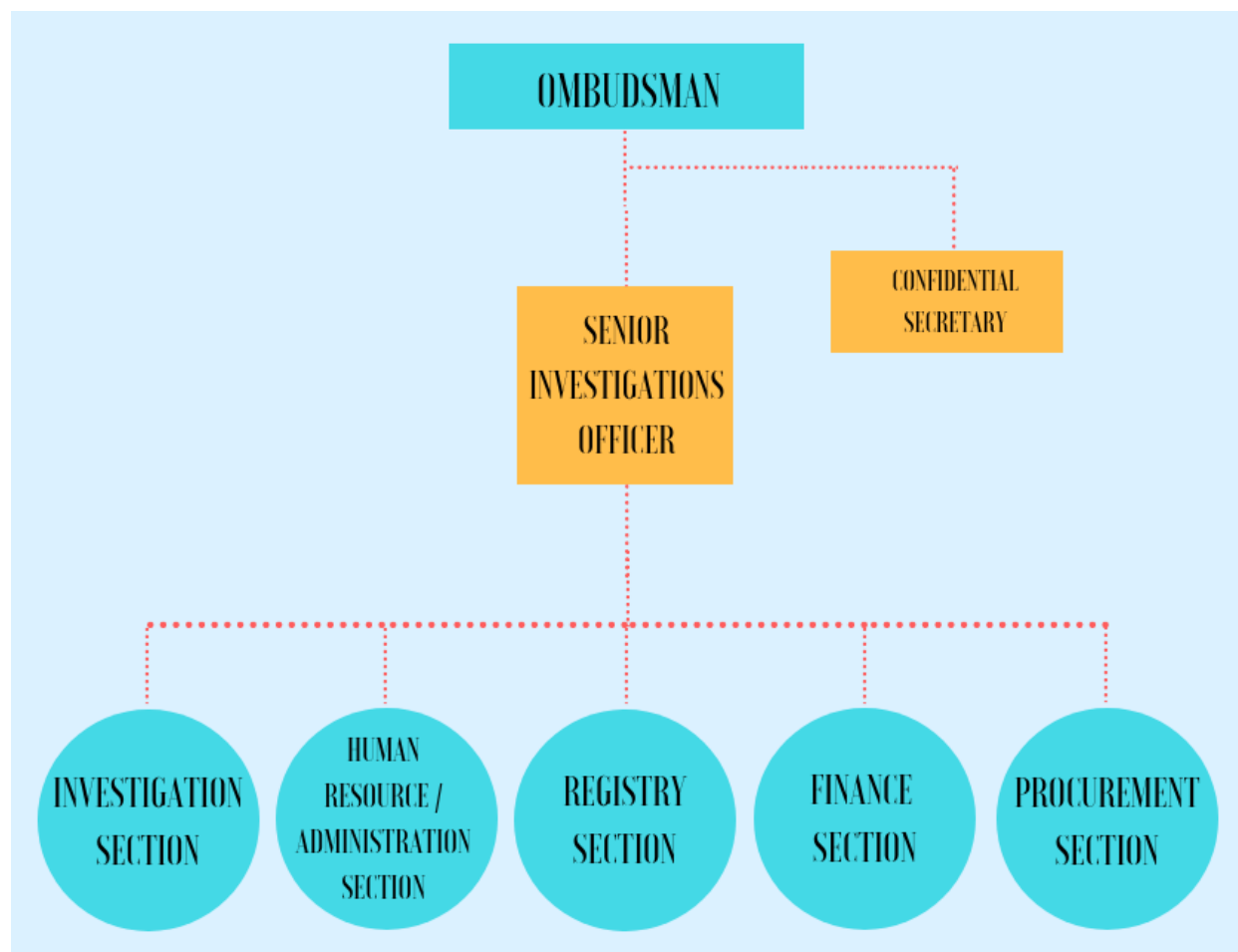
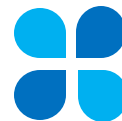
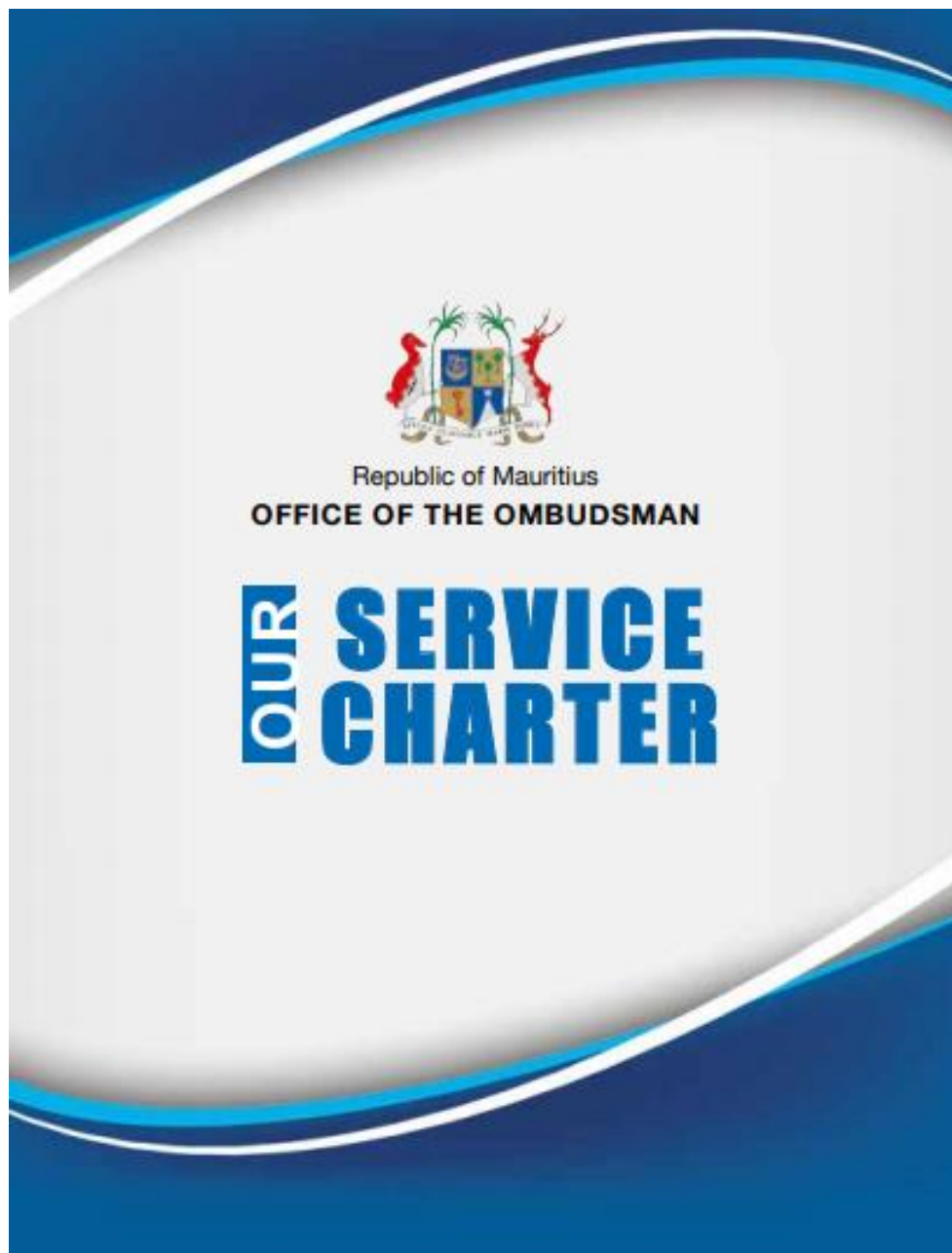
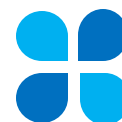


Figure 18 Organisational Structure



ANNEX IV—OUR SERVICE CHARTER





In Mauritius, the institution of the Ombudsman is enshrined in the 1968 Constitution. The Office of the Ombudsman as such was set up on 02 March 1970 to investigate administrative action of government officials/ departments and other public bodies, and it is known as the watchdog against maladministration which causes harm, prejudice, injustice or loss to aggrieved citizens. Its jurisdiction was later on extended to include all Local Authorities including the Rodrigues Regional Assembly.

The Ombudsman is appointed by the President of the Republic after consultation with the Prime Minister, the Leader of the Opposition and such other persons who, in the opinion of the President in his own deliberate judgment, appear to be leaders of parties in the National Assembly.

The office of Ombudsman is a public office and no person holding such office is authorized to perform the functions of any other public office.

Complaint

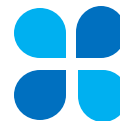
- A Complaint is when you say you are not happy with a decision or absence of decision. For example, if you think you received poor service or no service at all from a government department or a local authority or other public body concerned.
- You must first address your complaint to the authority concerned before you come to us.
- We are empowered to look into your complaint if you are not happy with the answer you have received from the authority concerned.

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 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 Values:

- (a) Independence and impartiality;
- (b) Fairness
- (c) Effectiveness;
- (d) Transparency and Accountability;
- (e) Confidentiality

Complaints to the Ombudsman

All complaints should be made in writing. However, we do accept complaints through email. If you write to the Ombudsman about the action of a public body, we will endeavour to:

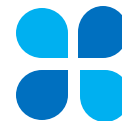
- acknowledge your letter within 5 days of receipt;
- keep you informed of progress on your case;
- inform you as promptly and as clearly as possible of the outcome of our investigation;
- keep all information received as confidential.

If you telephone us:

- We will do our best to answer your calls within three rings. Our staff will be courteous and identify themselves by name/section.
- We will make sure that we understand your complaint.
- We will ensure that we provide you with correct information.

If you have an appointment with us:

- You will be treated courteously.
- We will make sure our service is easy for you to understand & give you necessary support.
- We will tell you what we can and what we cannot do about your complaint.
- Otherwise we will try to refer you to another body who can help.



Monitoring and Evaluation

1. We will measure and evaluate our performance against our Vision.
2. We will report on our performance in our ANNUAL REPORT which will be available on our website.

Help us to Help you

- Please state your complaint as clearly and as concisely as you can
- Please ensure that you send us copies of key supporting documents when submitting your complaint.
- Treat our staff courteously as you would wish to be treated yourself.
- Make comments or suggestions about the service you receive.

Consultation and Feed Back

We welcome your comments and suggestions on how we can improve our service in future.

You may do so by writing to the Senior Investigations Officer, Office of The Ombudsman, fax or e-mail us.

Where to get more information

This Charter is available in electronic format on our website <http://ombudsman.govmu.org> where details regarding our other services, policies and contact information are also available.

Where to find us:

- Our address is:
Office of the Ombudsman
2nd Floor, City Centre Building
Cnr Corderie No. 31 & Leoville L'Homme No. 11 Streets,
Port Louis
- Office hours: 8.45 hrs to 16.00 hrs on Monday to Friday
- Telephone: No 260 0111
- Website: <http://ombudsman.govmu.org>
- Email address: omb@govmu.org & ombinvestigation@govmu.org
- Fax No.: 211 3125