

# THE OMBUDSMAN OBSERVER



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A conference on Türkiye's international representation, diplomatic etiquette, and protocol, delivered by Dr. Ahmet Ulutaş was held at the Turkish Ombudsman Headquarters in Ankara.



### FOSPAA Declares 'No Bachelors' Housing Bans Illegal in Landmark Ruling

In an attempt to affirm equal access to accommodation regardless of marital status, Pakistan's Federal Ombudsperson and OICOA Member Hon'ble Fauzia Viqar has ruled that banning "bachelors" from housing is illegal and unconstitutional.



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# The President's Message

Dear Esteemed OICOA Members and Colleagues,

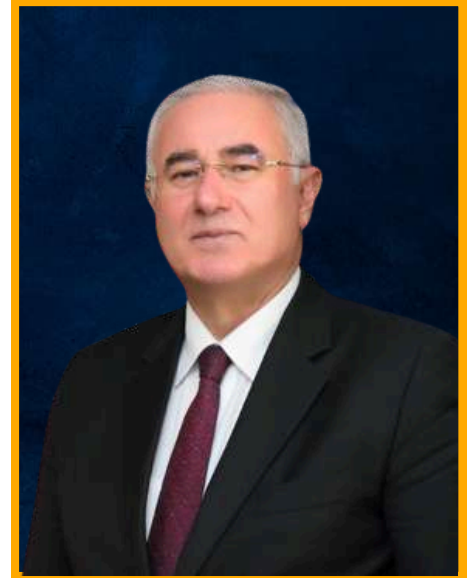
I am pleased to address you through the February 2026 edition of the OICOA Newsletter. As we move further into the year, I extend my sincere wishes for health, peace, and continued success to you all. I hope that this season of reflection and mercy will deepen our shared commitment to justice, good administration, and the protection of human rights across the OIC geography.

January has been an active and productive month for the Ombudsman Institution of Türkiye. During this period, we maintained close engagement with national and international partners, and continued our interaction with academia, civil society, the media, and youth. These efforts reflect our understanding of the Ombudsman as a mechanism grounded in fairness, compassion, accountability, and respect for human dignity, while firmly upholding independence and impartiality.

In an increasingly complex global environment, the role of Ombudsman as a bridge between citizens and public administrations is more important than ever. As members of the OIC Ombudsman Association, we share a common responsibility to uphold human dignity, strengthen fairness, and promote the principles of good administration through cooperation and mutual support.

I would like to express my sincere appreciation to all Member Institutions for their valuable contributions to our Association and for their continued cooperation. I am confident that, through mutual understanding and collective effort, we will further enhance the visibility, effectiveness, and impact of Ombudsman Institutions within the OIC framework.

I extend my warm regards and best wishes to you all.



**Mehmet Akarca**

**PRESIDENT – OIC OMBUDSMAN ASSOCIATION  
CHIEF OMBUDSMAN OF TURKIYE**

# The Secretary General's Message

Esteemed OICOA Members and Colleagues,

Recent activities for the month of January undertaken by OICOA Members have reflected the breadth of responsibility carried by our member institutions, particularly in contexts where administrative accountability and the protection of rights intersect in tangible ways. The work undertaken across jurisdictions continues to demonstrate that effective oversight is grounded not only in mandate, but in consistency of action and clarity of purpose.

I wish to acknowledge the initiative of the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan in conducting an unannounced visit to a temporary detention facility under the State Tax Service. Such inspections, especially when carried out without prior notice, are essential to preserving the credibility of preventive mechanisms. They reinforce the principle that safeguards must remain active in practice, not merely established in law. From the standpoint of tax administration, this approach is particularly significant, as it affirms that enforcement environments must remain subject to the same standards of dignity, transparency, and accountability that govern all public institutions.



I also wish to acknowledge the presentation of the Annual Report 2024 to the Parliament of the Kingdom of Morocco by Hon'ble Mr. Hassan Tariq. The report provides a clear account of the Institution's workload over the past year, with a substantial number of cases addressed through both formal complaints and mediation. The concentration of matters relating to administration, finance, and estates points to the areas where public interaction with state institutions remains most active. It is encouraging to note the attention given to follow-through, particularly in ensuring that recommendations are acted upon and decisions are implemented within reasonable timeframes. This reflects a steady and disciplined approach to handling public grievances.

I would also like to appreciate the continued engagement between the Inspectorate General of Government of Uganda and the World Bank, which points to the importance of sustained institutional partnerships in strengthening anti-corruption frameworks. The emphasis on investigative capacity, digital transformation, and coordinated oversight reflects a practical understanding that accountability mechanisms must evolve alongside the systems they regulate.

It was also a privilege for me to convene the 31<sup>st</sup> Meeting of the Forum of Pakistan Ombudsman in Islamabad. The discussions brought together the Federal and Provincial Ombudsman institutions of Pakistan to review ongoing work in complaint handling, coordination, and service delivery. I found the deliberations extremely insightful, with a clear focus on how existing processes can be improved and made more accessible to the public. I am grateful to all Pakistani Members from OICOA who took part and contributed their time and insight to the highly productive proceedings.

I am hopeful that this issue will be read with interest across OICOA Members, not only as a record of recent activities, but also as an opportunity to consider how colleagues in other jurisdictions are approaching their responsibilities. There is always value in seeing how institutions respond to different circumstances, and I trust that the activities featured in this issue will offer useful insight for our members in their own settings.

With warm regards,

**Zafar Hijazi**

SECRETARY GENERAL - (OICOA)  
FEDERAL TAX OMBUDSMAN OF PAKISTAN

# From the Desk of Executive Secretary

Distinguished OICOA Board Members,

I would like to begin by congratulating the OICOA President and Chief Ombudsman of Türkiye, Hon'ble Mr. Mehmet Akarca, for convening the recent conference on representation abroad and the observance of diplomatic courtesy and protocol. The focus of the conference speaks to a less examined, yet important, dimension of public administration: how institutions present themselves beyond their borders, and how that presence shapes both perception and trust.

In Azerbaijan, the Office of the Human Rights Commissioner, led by our Board Member Hon'ble Ms. Sabina Aliyeva, has remained engaged in overseeing the reintegration of citizens repatriated from Syria. The continued attention to this process points to a clear understanding that return alone does not settle the matter, and that sustained institutional involvement is necessary to ensure that individuals are able to re-enter society with clarity, support, and due regard for their circumstances.

I would also like to congratulate Hon'ble Mr. Hassan Tariq (Mediator of Morocco and OICOA Board Member) for convening a meeting in Rabat which brought together representatives from public institutions, academia, and civil society to discuss administrative governance and citizen interaction with state structures. This kind of initiative moves the institution beyond individual case handling and places it within a broader conversation on how administration is experienced in practice.

I would like to acknowledge the engagement of the Ombudsman of Indonesia with the Danish Parliamentary Ombudsman on preventive mechanisms against torture. Such exchanges are important in keeping these safeguards under active consideration and in ensuring that they continue to be applied with care and seriousness. I also appreciate the inspections carried out by the Ombudsman of The Gambia in places of detention, where continued oversight remains essential. Both efforts speak to the importance of sustained attention in areas where the absence of scrutiny can have serious consequences.

Acknowledgement and praise is also in order for the Ombudsman of Mozambique, Hon'ble Mr. Isaque Chande, for engaging with ambassadors to address issues faced by Mozambican citizens residing abroad. Such meetings are not routine formalities; they require persistence and a clear sense of purpose, particularly where administrative concerns extend across jurisdictions. I appreciate the attention given to these matters, as they often involve individuals who are at a distance from their own institutions and depend on such engagement to have their concerns taken forward.

I would also like to acknowledge the ruling of Pakistan's Federal Ombudsperson for Protection against Harassment (FOSPAH) declaring restrictions on renting accommodation to "bachelors" or single individuals as unlawful. By taking up a practice that has long limited access to housing without clear legal grounds, the decision addresses a concern that affects a wide segment of the public. I appreciate the clarity brought to this issue, particularly in setting out that such exclusions cannot stand where they conflict with established rights and legal protections.

The contributions brought together in this issue cover a range of settings and concerns, each offering a closer look at how institutions are addressing the matters before them. I hope it will be read with interest, and that readers may find in these accounts ideas and approaches worth considering in their own work. I look forward to the initiatives that will continue to emerge in the months ahead, and to the opportunity of learning from one another through this shared exchange.

With warm regards



**Almas Ali Jovindah**  
EXECUTIVE SECRETARY (OICOA)



## OMBUDSMAN INSTITUTION OF TÜRKIYE

### Ombudsman Institution of Türkiye and Ufuk University Sign Cooperation Protocol to Strengthen Legal Education and Institutional Collaboration

The Ombudsman Institution of Türkiye and Ufuk University formalized a cooperation protocol on 7 January 2026 to promote academic engagement and institutional collaboration in the field of public accountability and administrative justice.

The protocol was signed by Hon'ble Mr. Mehmet Akarca, President of the OIC Ombudsman Association and Chief Ombudsman of Türkiye, and Prof. Dr. Ahmet Hakan Haliloğlu, Rector of Ufuk University. The agreement is designed to provide students of the University's Faculty of Law with practical insight into the structure, mandate, and operational functioning of the Ombudsman Institution, thereby strengthening their understanding of alternative dispute resolution mechanisms within public administration.



As part of the programme, Mr. Akarca delivered a comprehensive presentation outlining the constitutional status, legal foundations, and working principles of the Institution, with particular reference to its role in safeguarding citizens' rights and promoting good governance. Prof. Dr. Haliloğlu underscored the importance of the Ombudsman mechanism in facilitating access to legal remedies and highlighted the value of sustained cooperation between academic institutions and public bodies to cultivate legal awareness and professional competence.

### President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, Met with Ankara Representatives of Media Organizations

President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, met with the Ankara representatives of media organizations on 9 January 2026 to share information on the work carried out by the Ombudsman Institution in 2025 and its outlook for 2026. The meeting was attended by Ombudsmen Mr. Ertunç Erkan Balta, Ms. Fatma Benli Yalçın, Mr. Sadettin Kalkan, Mr. Abdullah Cengiz Makas, Mr. Özcan Yıldız, and the Secretary General of the Ombudsman Institution Mr. Mehmet Doğan

In his speech, Mr. Akarca congratulated members of the press on 10 January, Working Journalists' Day, and emphasized the indispensable role of the press in democracy. He noted that the Ombudsman Institution received 21,034 complaints in 2025, bringing the total number of applications since the Institution began receiving complaints in 2013 to 262,000, with resolution rates exceeding 93 percent.



Emphasizing that the Ombudsman Institution is not an alternative to the judiciary but a complementary mechanism that helps reduce the courts' workload, Mr. Akarca highlighted that complaints can be lodged free of charge through flexible procedures, including online. He added that complaints are finalized within a maximum of six months and examined based on the Constitution, national legislation, international conventions, the case-law of the European Court of Human Rights, and judicial precedents. Mr. Akarca also stated that throughout 2025 the Ombudsman Institution organized public meetings and youth-oriented programs, and conducted visits to prisons, child advocacy centers, and various public institutions. Following his speech, he answered questions from members of the press.

## Ambassador of the Commonwealth of Australia to Türkiye, Ms. Sally-Anne Vincent, Paid a Courtesy Visit to President of OICOA and Chief Ombudsman of Türkiye



The Ambassador of Australia to Türkiye, Ms. Sally-Anne Vincent, accompanied by the Deputy Head of Mission at the Australian Embassy, Mr. Jon Bonnar, paid a courtesy visit to the President of the OIC Ombudsman Association and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, on 23<sup>rd</sup> January 2026.

The meeting was attended by the Secretary General of the Ombudsman Institution, Mr. Mehmet Doğan, and provided an opportunity for an exchange of views on bilateral engagement and institutional cooperation. The parties expressed satisfaction with the positive trajectory of relations between Australia and Türkiye and reaffirmed their shared commitment to strengthening collaboration in areas of mutual interest. Discussions focused particularly on cooperation in the field of human rights, including the role of ombudsman institutions in promoting accountability, safeguarding fundamental freedoms, and enhancing access to effective remedies for citizens.

## Conference on the Representation of Türkiye Abroad and the Rules of Diplomatic Courtesy and Protocol was Held at the Ombudsman Institution of Türkiye

The conference titled “The Representation of Türkiye Abroad and the Rules of Diplomatic Courtesy and Protocol” was held at the Ombudsman Institution of Türkiye on 27<sup>th</sup> January 2026 to enhance the international representation capacity of public personnel, align their skills with the requirements of the modern era, and promote a thorough understanding of protocol rules.

At the end of the conference, President of OICOA and Chief Ombudsman Mr. Mehmet Akarca presented a certificate of appreciation to Deputy Director General of Foreign Relations and European Union Affairs at the Ministry of Justice, Dr. Ahmet Ulutaş, who delivered the conference.

The conference was also attended by Ombudsmen Mr. Ertunç Erkan Balta, Mr. Abdullah Cengiz Makas, Mr. Şerif Yılmaz, and Secretary General of the Ombudsman Institution Mr. Mehmet Doğan.





**HUMAN RIGHTS COMMISSIONER OF AZERBAIJAN**



**OICOA Board Member Hon’ble Sabina Aliyeva Participates in Parliamentary Discussions on Draft Law on Child Rights**

The Commissioner for Human Rights of the Republic of Azerbaijan and OICOA Board Member, Hon’ble Sabina Aliyeva, participated in the parliamentary deliberations on the draft Law on the Rights of the Child at the Parliament of Azerbaijan, contributing institutional perspectives on strengthening child protection frameworks and aligning national legislation with international standards.

In her address, Ms. Aliyeva highlighted the sustained commitment of the country’s leadership, including H.E. Ilham Aliyev and First Vice President H.E. Mehriban Aliyeva, to advancing comprehensive reforms aimed at improving the welfare and living standards of children. She noted that these reforms have yielded measurable progress in ensuring social protection and safeguarding the rights of young people across the country. Ms. Əliyeva described the preparation of the draft law as an important step toward modernizing the normative legal framework to address evolving social relations.

She emphasized that several provisions of the draft reflect the recommendations issued by the United Nations Committee on the Rights of the Child in connection with Azerbaijan’s periodic reporting obligations, thereby reinforcing compliance with international child rights standards. Ms. Aliyeva further informed members of parliament that recent amendments to the Constitutional Law on the Commissioner for Human Rights have expanded the mandate of the Institution, formally entrusting it with the functions of an independent monitoring mechanism for the implementation and promotion of the Convention on the Rights of the Child. She also noted that proposals submitted by the Human Rights Commissioner’s Office concerning the draft legislation and related regulatory acts had been duly considered by the relevant authorities.

**Hon’ble Sabina Aliyeva Received a Delegation Led by the Chairman of the Board of Directors of the Turkish World Mediators Association**



The Commissioner for Human Rights (Ombudsman) of Azerbaijan and OICOA Board Member, Hon’ble Sabina Aliyeva, received a delegation led by Mr. Yakup Erikel, Chairman of the Board of the Union of Mediators of the Turkic World, to discuss regional collaboration in the areas of human rights protection and mediation practices. Discussions focused on strengthening institutional ties among Turkic states and enhancing cooperation mechanisms that support access to justice and alternative dispute resolution. Ms. Aliyeva reaffirmed Azerbaijan’s commitment to deepening cooperation with Turkic countries and noted that consistent efforts are being undertaken to expand and institutionalize partnerships across the region. She highlighted the establishment of the Association of Ombudsmen and National Human Rights Institutions of Turkic States, created to promote unity and coordinated action among ombudsman and national human rights institutions in safeguarding fundamental rights and freedoms.

Ms. Aliyeva also briefed the delegation on the development of mediation practices in Azerbaijan and the legislative reforms introduced to strengthen the legal framework governing alternative dispute resolution. She underlined the close working relationship between the Ombudsman’s Office and the national Mediation Council, particularly in reviewing mediation-related complaints, contributing to legislative improvements, and conducting public awareness and educational initiatives. Mr. Erikel expressed his appreciation for the warm reception and welcomed the opportunity for dialogue and experience sharing. The meeting concluded with an exchange of views on issues of mutual interest and prospects for continued collaboration.

### Human Rights Commissioner of Azerbaijan Conducts Unannounced Visit to Temporary Detention Facility of the State Tax Service

Within the framework of its National Preventive Mechanism mandate, the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan carried out an unannounced monitoring visit to the temporary detention facility of the Main Department for Preliminary Investigation of Tax Crimes under the State Tax Service.

Members of the Ombudsman's National Preventive Group conducted the visit without prior notification in accordance with the requirements of the Optional Protocol to the Convention against Torture, the Constitutional Law on the Commissioner for Human Rights (Ombudsman), and national legislation on safeguarding the rights and freedoms of persons held in detention.

The purpose of the visit was to assess detention conditions, review the treatment of detainees, and evaluate the extent to which the rights and legal safeguards of persons deprived of liberty are ensured. During the monitoring exercise, the delegation inspected holding cells, investigative rooms, medical and worship facilities, the kitchen area, and outdoor exercise spaces. Confidential interviews were conducted with detainees to obtain direct information regarding their treatment and living conditions. These discussions formed part of the Ombudsman Institution's preventive approach aimed at identifying potential risks and strengthening protections against ill-treatment.

At the conclusion of the visit, recommendations were provided to the facility's management and staff concerning improvements in detention conditions, documentation practices, and compliance with legal standards. Awareness-raising discussions were also held to reinforce adherence to human rights safeguards. Informational materials outlining the mandate of the National Preventive Mechanism, including details of the Ombudsman's 24-hour "916" Call Centre, were distributed.



### Human Rights Commissioner (Ombudsman) of Azerbaijan Monitors Reintegration and Rights Protection of Repatriated Citizens from Syria



On 12 January 2026, five citizens of the Azerbaijan, comprising one mother and four children, were repatriated from the Syrian Arab Republic as part of the Government's ongoing humanitarian return and reintegration efforts.

Representatives of the Commissioner for Human Rights (Ombudsman) conducted a monitoring visit to meet with the repatriates, who were temporarily accommodated at a specialized facility operated by the Social Services Agency under the Ministry of Labor and Social Protection of the Population.

During the meeting, the Ombudsman's representatives assessed the status of measures taken to safeguard the rights and well-being of the repatriated family. Particular attention was given to identifying immediate needs, addressing social and psychological support requirements, and evaluating access to essential services. Discussions also focused on facilitating their effective integration into society through education, social assistance, and employment opportunities. The repatriates were provided with comprehensive information regarding the Ombudsman's mandate, areas of competence, and available complaint mechanisms, ensuring that they are fully informed of their rights and avenues for legal protection.

Through continued monitoring and coordination with relevant state bodies, the Ombudsman Institution remains engaged in safeguarding the rights and welfare of repatriated citizens, with particular attention to women and children in vulnerable circumstances. These efforts aim to ensure their dignified return, access to essential services, and sustainable social reintegration in accordance with national law and international human rights standards.



## MEDIATOR OF THE KINGDOM OF MOROCCO

### Mediator of the Kingdom of Morocco Meets Moroccan Association for Scientific Research, Ahead of the National Forum on Health Mediation

On 22<sup>nd</sup> January, on the sidelines of the First International Conference on “*Health 5.0: Governance of Health Institutions and Scientific Research in the Service of Humanity*,” the Mediator of Morocco and OICOA Board Member, Hon’ble Mr. Hassan Tariq, held a coordination meeting with members of the Moroccan Association for Scientific Research and Right to Health to advance preparations for a national initiative on health mediation.

Convened under the existing partnership agreement between the two institutions, the meeting was dedicated to defining the scope of future cooperation and establishing an operational roadmap for an upcoming national communication forum focused on mediation within the health sector. Discussions addressed the development of effective health mediation mechanisms and their role in improving the quality of healthcare services, ensuring equitable access for patients, and strengthening governance standards across health institutions.



Thematic priorities, organizational structure, and implementation arrangements necessary to deliver measurable professional and societal outcomes were also reviewed during the meeting. The participants emphasized the importance of coordinated engagement among public institutions, academic experts, and civil society actors to ensure the success of the initiative and to promote mediation as a practical tool for fairness, dialogue, and institutional accountability in healthcare administration. In recognition of Mr. Hassan Tariq’s continued efforts to advance constructive dialogue and institutional mediation practices, the Association presented him with a commemorative shield at the conclusion of the meeting.

### Hon’ble Hassan Tariq Presents the Annual Report 2024 to the Parliament: Highlights Rising Demand for Mediation and Greater Administrative Accountability

The Mediator of the Kingdom of Morocco and OICOA Board Member, Hon’ble Hassan Tariq, addressed the House of Representatives of Morocco on 28<sup>th</sup> January during a dedicated session to present and discuss the 2024 annual report of the Institution of the Mediator, emphasizing that Morocco’s institutional and political environment increasingly supports the development of administrative and facilitated mediation.

Mr. Tariq observed that public administration now stands at the intersection of social demands and public policy implementation, with citizens increasingly viewing administrative bodies as the primary point of response to their socio-economic concerns. This dynamic, he explained, naturally generates tensions that underline the importance of mediation mechanisms capable of resolving disputes efficiently and fairly.



Statistical data presented in the report showed a continued rise in mediation requests during 2024. A total of 7,948 files were registered, of which 5,755 were formal complaints, representing 72.41 percent of the caseload. Administrative matters accounted for the largest share (2,325 files), followed by financial disputes (1,761) and real estate cases (926). Together, these categories constituted more than 87 percent of all complaints received.

The Institution processed 5,774 complaint files during the year, compared with 5,448 in 2023, in addition to 2,182 guidance and advisory cases and ten requests for amicable settlement. Mr. Tariq emphasized that the handling of complaints, guidance, and friendly settlements forms the core of the Institution’s constitutional and legal mandate. The report also evaluated the responsiveness of public administrations through measurable indicators, including implementation of recommendations, compliance with settlement decisions, financial redress outcomes, and response times.

## Mediator of the Kingdom Hassan Tariq Meets Parliamentary Subcommittee to Discuss Implementation of Participatory Democracy Laws

On 21<sup>st</sup> January, the Mediator of Morocco and OICOA Board Member, Hon’ble Mr. Hassan Tariq, received members of a newly established parliamentary subcommittee from the House of Representatives of Morocco at the headquarters of the Institution of the Mediator to discuss the implementation of Regulatory Laws No. 44.14 and 64.14 governing legislative petitions and motions.

The delegation was chaired by Saeed Baaziz, Chair of the Justice, Legislation and Human Rights Committee, and included the Committee’s Deputy Chair and several members of parliament. The meeting formed part of the subcommittee’s mandate to assess the practical application of participatory democracy mechanisms and identify challenges in their operationalization.



Discussions focused on the experience of legislative petitions submitted at the national level. According to the Committee, fifteen petitions have been filed to date, of which only a limited number have met the admissibility criteria. Members noted that this situation highlights procedural and regulatory constraints that may require a review of the existing legal and institutional framework to ensure broader and more effective civic participation.

During the exchange, Mr. Tariq presented the Moroccan experience in participatory democracy, emphasizing that it complements rather than replaces representative democracy. He underlined that dialogue, consultation, and structured engagement with civil society constitute essential components of democratic governance. He further noted that Parliament has already adopted several consultative practices, including hearings, study days, and stakeholder meetings, while institutions such as the Mediator continue to promote citizen participation through public dialogue and accessible complaint mechanisms. The meeting concluded with an exchange of views on possible legal and procedural improvements aimed at strengthening participatory tools and enhancing citizens’ involvement in the management of public affairs.

## Mediator of Morocco and Moroccan People’s University Convene Dialogue in Rabat on Democratic Governance and Citizen-Centred Administration



The Institution of the Mediator of the Kingdom and the Moroccan People’s University jointly organized a communication and dialogue meeting in Rabat on Friday under the theme “Management as a Framework for Democratic Thinking,” bringing together academics, institutional representatives, and civil society actors to examine the relationship between public administration, rights protection, and participatory governance.

In his address, Mr. Hassan Tariq stated that the meeting forms part of an ongoing partnership with the Moroccan People’s University, initiated in September 2025, reflecting a shared commitment to establishing a sustained space for intellectual exchange and constructive public dialogue between institutional actors and civil society. He noted that the event carries particular significance as it inaugurates the Institution’s 2026 programme of activities, designated as the “Year of Facilitated Mediation,” marking the twenty-fifth anniversary of institutional mediation in Morocco and following the designation of 9 December as the National Day of Facilitated Mediation.

Mr. Tariq further observed that the Mediator Institution occupies a distinctive position at the intersection of legal norms and administrative practice. He explained that its constitutional mandate, grounded in the protection of rights and the promotion of integrity and transparency, requires active engagement in public debate and knowledge-sharing initiatives. In this regard, he emphasized that thoughtful governance and open dialogue are indispensable to improving the management of public services and strengthening citizens’ confidence in public administration.



**OMBUDSMAN OF THE KINGDOM OF BAHRAIN**

**Hon’ble Ghada Hameed Habib (OICOA Board Member), Meets UK Deputy Ambassador H.E. Fiona Walker Doyle to Strengthen Institutional Cooperation**

OICOA Board Member and Secretary General of the Ombudsman of Bahrain, Hon’ble Ms. Ghada Hameed Habib, received H.E. Fiona Walker Doyle, Deputy Ambassador of the United Kingdom to the Kingdom of Bahrain, at the Secretariat headquarters to discuss avenues for enhancing bilateral cooperation and professional exchange.

The meeting focused on expanding collaboration through specialized training programmes, joint activities, and structured knowledge-sharing initiatives between the Ombudsman’s Office and counterpart institutions in the United Kingdom. Both sides underscored the importance of drawing on established international expertise in oversight, accountability, and human rights practices to further strengthen institutional performance and professional standards.

Discussions also reviewed the Ombudsman Office’s ongoing efforts and key initiatives aimed at promoting transparency, reinforcing oversight mechanisms, and improving public service delivery in line with its mandate. The meeting was attended by Mohammed bin Ali Al Khalifa, Director of the Department of International Cooperation and Development, along with representatives of the British Embassy in Manama.



**OMBUDSMAN OF THE REPUBLIC OF INDONESIA**



**Mokhammad Najih Urges for Stronger Public Service Integrity at Launch of Indonesia’s Integrity Zone Initiative**

The Chairman of the Ombudsman of the Republic of Indonesia, and OICOA Board Member, Hon’ble Mokhammad Najih, stressed that integrity must be reflected in the quality and delivery of public services during the launch of the Integrity Zone (ZI) initiative within the Coordinating Ministry for Law, Human Rights, Immigration, and Corrections in Jakarta on 28 January 2026.

Addressing the event, Mr. Najih emphasized that institutions responsible for public services must ensure that officials are well prepared to understand and carry out their duties effectively.

He noted that one of the central public priorities of the current administration is the establishment of a clean and corruption-free government, urging public institutions to adopt the Integrity Zone framework as a practical benchmark for strengthening transparency and improving service standards.

Mr. Najih explained that the designation of an Integrity Zone represents formal recognition that an institution has implemented governance principles consistent with the objectives of the Constitution, particularly those related to the provision of accountable and citizen-oriented public services. “Integrity is not merely expressed through statements or commitments,” he stated, “but through consistency between words and actions.”

## The Indonesian Ombudsman Signs a Memorandum of Understanding with Regional Governments throughout South Kalimantan



The Ombudsman of the Republic of Indonesia signed a Memorandum of Understanding with the South Kalimantan Provincial Government and municipal and regency administrations across South Kalimantan to strengthen cooperation in improving the quality of public services. The agreement establishes a framework for accelerating the handling of public complaints, preventing maladministration, and enhancing coordination through information exchange and joint capacity-building initiatives.

Speaking at the signing ceremony, Ombudsman Chairman Mokhammad Najih emphasized the importance of close collaboration between oversight institutions and local authorities to ensure that public services are delivered efficiently, transparently, and free from maladministration.

He noted that, under Law No. 37 of 2008, the Ombudsman’s core mandate includes resolving public complaints and preventing administrative misconduct through monitoring and systemic evaluation. Najih reported that the Ombudsman’s South Kalimantan representative office handled 881 public complaints between 2023 and 2025, most frequently related to population administration, infrastructure and transportation, education, land affairs, and justice services. He added that the institution continues to expand preventive initiatives, including compliance surveys and the Anti-Maladministration Village programme, as part of broader efforts to strengthen accountable governance and improve public service delivery across the province.

## The Indonesian Ombudsman and the Danish Ombudsman Strengthen Cooperation in Strengthening the Function of Preventing Torture Practices

Member of the Ombudsman of the Republic of Indonesia, Mr. Johannes Widijantoro, received Mr. Klavs Kinnerup Hede, Director of International Relations of the Danish Parliamentary Ombudsman, for an experience-sharing session on international cooperation in the prevention of torture. The meeting, held on 22 January 2026 at the Ombudsman’s headquarters in Jakarta, brought together representatives from several Indonesian oversight and human rights institutions.

During the discussion, Mr. Widijantoro emphasized the importance of strengthened coordination among national oversight bodies in advancing the protection of human rights and improving public service accountability. He noted that the dialogue provided an opportunity to exchange experiences on the implementation of the National Preventive Mechanism and to examine institutional practices that can enhance the effectiveness of torture prevention efforts.

Participants discussed challenges and opportunities related to strengthening preventive oversight, including inter-agency coordination, civil society engagement, and institutional capacity-building. The exchange also explored practical approaches and best practices from Denmark, highlighting the value of sustained international cooperation in reinforcing oversight standards and supporting the protection of citizens’ rights.





**FEDERAL TAX OMBUDSMAN OF PAKISTAN**



**Federal Tax Ombudsman Hosts the 31<sup>st</sup> Annual Meeting of the Forum of Pakistan Ombudsman in Islamabad**

The 31<sup>st</sup> meeting of the Forum of Pakistan Ombudsman (FPO) was held on 5<sup>th</sup> January 2026 at the Federal Tax Ombudsman Secretariat in Islamabad. The meeting was hosted and chaired by the President of FPO, Secretary General OICOA and Federal Tax Ombudsman, Hon’ble Zafar Hijazi, and brought together federal and provincial ombudsmen and ombudspersons from across the country to deliberate on institutional coordination, governance reforms, and emerging challenges in administrative justice.

In his opening remarks, Mr. Zafar Hijazi emphasized the need for greater coordination among ombudsman institutions, particularly in the adoption of modern information technology systems and the harmonization of complaint management practices. He observed that while ombudsman offices operate across diverse jurisdictions, the Forum should serve as a central platform for developing common standards and a coordinated outreach strategy to improve public awareness of available grievance redress mechanisms.

Addressing the meeting, heads of ombudsman institutions shared updates on their respective mandates and initiatives. Hon’ble Ms. Fauzia Viqar, Federal Ombudsperson for Protection against Harassment (FOSPAH), highlighted the importance of digitization, outreach, and gender-sensitive service delivery in strengthening access to justice. Hon’ble Mr. Sirajuddin Aziz, Federal Banking Ombudsman, outlined reforms introduced in his institution to address a significant backlog of cases and improve dispute resolution through mediation and direct engagement with financial institutions. Hon’ble Ms. Ayesha Hamid (Provincial Ombudsman Punjab), Hon’ble Mr. Muhammad Sohail Rajput (Provincial Ombudsman Sindh), and Hon’ble Ms. Rubab Mehdi (KPK Ombudsperson) detailed their respective initiatives undertaken to expand institutional outreach, strengthen complaint management systems, and enhance public confidence in grievance redress mechanisms at the provincial level.

During the session, tributes were also paid to outgoing ombudsmen and ombudspersons for their services to the institution, including former Federal Tax Ombudsman Dr. Asif Mahmood Jah, former Ombudsperson Punjab Ms. Nabila Hakim Ali Khan, former Ombudsman Khyber Pakhtunkhwa Mr. Syed Jamaluddin Shah, former Ombudsperson Khyber Pakhtunkhwa Ms. Rukhshanda Naz, and former Ombudsman Balochistan Mr. Muhammad Nazar Baloch. Certificates of appreciation were presented to those present at the meeting in recognition of their contributions to strengthening the ombudsman system in Pakistan. The proceedings of the meeting were conducted by Executive Secretary FPO and OICOA, Mr. Almas Ali Jovindah.





### Federal Tax Ombudsman and OICOA Secretary General, Hon'ble Zafar Hijazi, Hosts Irish Envoy to Discuss Diplomatic Tax Facilitation

Mr. Ben Headon, Consul and Head of Administration at the Embassy of Ireland in Pakistan, called on the Federal Tax Ombudsman of Pakistan and Secretary General OICOA, Hon'ble Mr. Zafar Hijazi and held discussions with advisors of the Secretariat on matters concerning the facilitation of diplomatic missions in tax-related administrative processes.

During the interaction, Mr. Headon congratulated the Federal Tax Ombudsman, Zafarul Haq Hijazi, on his recent appointment and conveyed his best wishes for a successful tenure.

He also expressed appreciation for the establishment of the Diplomatic Grievance Redressal Cell at the Ombudsman Secretariat, describing it as a constructive institutional initiative that provides an effective channel for addressing tax-related concerns of diplomatic missions. Mr. Headon noted that the Embassy of Ireland looks forward to maintaining close coordination with the Ombudsman Secretariat, particularly in relation to any administrative or tax matters that may arise concerning Irish diplomatic personnel in Pakistan. The meeting concluded with an exchange of views on continued cooperation aimed at facilitating timely resolution of issues faced by members of the diplomatic community.

Head of the Diplomatic Grievances Redressal Cell and Executive Secretary OICA, Mr. Almas Ali Jovindah, also attended the meeting.

### Federal Tax Ombudsman and Secretary General OICOA Mr. Zafar Hijazi Visits Rawalpindi-Islamabad Tax Bar Association

The Federal Tax Ombudsman of Pakistan and Secretary General OICOA Hon'ble Mr. Zafar Hijazi, visited the Rawalpindi & Islamabad Tax Bar Association (RITBA), where he was warmly received by members of the association during his first engagement with the body since assuming office in December 2025.

Addressing tax practitioners, Mr. Hijazi emphasized that the effectiveness of the Federal Tax Ombudsman Secretariat should be measured not by the number of complaints filed but by the tangible relief delivered to taxpayers. He reaffirmed that the Tax Ombudsman's office remains open and accessible to the public, operating on the principles of transparency, integrity, and fairness.

The office-bearers of the Rawalpindi & Islamabad Tax Bar Association welcomed Mr. Hijazi and extended their congratulations on his appointment as Federal Tax Ombudsman. In their remarks, they noted the importance of maintaining regular institutional interaction between the Ombudsman Secretariat and the tax practitioner community. They observed that such engagement provides a constructive avenue for identifying recurring administrative issues faced by taxpayers and practitioners alike. The Association also conveyed its readiness to assist in bringing forward substantiated complaints and professional observations that may contribute to improving grievance redress mechanisms and strengthening administrative accountability within the tax system.





## **INSPECTORATE GENERAL OF UGANDA**



### **World Bank Commits to Supporting Inspectorate General of Uganda in Combatting Corruption**

The World Bank Country Manager, Ms. Francisca Ayodeji Akala, met with the Inspector General of Government (IGG), Lady Justice Naluzze Aisha Batala, on Thursday at the World Bank Country Offices in Kololo, in a meeting that reaffirmed and advanced collaboration on accountability and anti-corruption efforts in Uganda.

Justice Aisha Batala expressed appreciation for the World Bank’s sustained support in strengthening oversight of government projects, particularly those financed by the Bank.

She recalled the existing Memorandum of Understanding with the World Bank Integrity Vice Presidency on information sharing and fraud investigations, while underscoring the need to further deepen cooperation. Emphasizing a shift toward prevention, the IGG outlined the Inspectorate’s strategic focus on tackling high-profile corruption cases, strengthening investigative capacity, enhancing forensic and technical expertise, and advancing digital transformation through automation, data analytics, and artificial intelligence.

Ms. Akala welcomed the continued partnership, noting the Inspectorate’s critical role in safeguarding project integrity and citing its contribution to initiatives such as the Northern Uganda Social Action Fund (NUSAF). World Bank officials also acknowledged the institution’s progress in digitisation and community engagement, highlighting their importance in improving efficiency and reinforcing public accountability. Both sides agreed to expedite the renewal of the existing MoU and to address outstanding coordination issues, and vowed a shared commitment to a more integrated and forward-looking anti-corruption framework.

### **IGG Uganda Launches New Strategic Plan to Intensify Anti-Corruption Efforts**

The Inspectorate of Government of Uganda (IGG) has launched its Strategic Plan for the period 2025/26–2029/30, setting out a renewed institutional framework to strengthen accountability, combat corruption, and improve public service delivery in Uganda.

Speaking at the launch, Inspector General of Government and OICOA Member, Lady Justice Naluzze Aisha Batala, described the Plan as a decisive step in repositioning the institution to deliver measurable results. She noted that the strategy is aligned with Uganda Vision 2040, the Tenfold Growth Strategy, the Fourth National Development Plan, and the NRM Manifesto (2026–2031), placing the Inspectorate within the broader national development agenda

The Plan prioritizes a results-oriented approach, with a focus on increasing conviction and asset recovery rates, strengthening compliance across government institutions, and enhancing investigative capacity through digital, forensic, and analytical tools. It also places emphasis on restoring public confidence in governance systems and improving Uganda’s standing on corruption perception indices.

Lady Justice Batala stressed that the Strategic Plan represents more than a policy framework, describing it as a clear institutional commitment to enforce accountability “without fear or favour” and to build a more transparent and corruption-resilient public sector.





## **MEDIATOR OF IVORY COAST**

### **Mediator of Ivory Coast Engages Youth Senate in Poro to Strengthen Civic Awareness and Institutional Collaboration**

The Mediator's Delegate for the Poro Region, Mr. Michel Séka, received a delegation from the Regional Section of the Youth Senate of Côte d'Ivoire for a working session aimed at establishing a framework for institutional collaboration. The delegation, led by Ms. Perside Aouti, Vice-President of the Poro Regional Section, presented the structure, mandate, and activities of the Youth Senate, with particular emphasis on its local initiatives. She highlighted the institution's ongoing efforts to promote civic responsibility among young people through regular training sessions focused on citizenship and awareness of the institutions of the Republic.



In response, Mr. Séka welcomed the initiative of the Youth Senate, commending its role in promoting civic values and institutional awareness among young people. He encouraged the delegation to continue its efforts in strengthening responsible citizenship. He also briefed the participants on the mandate and functions of the Mediator of the Republic, highlighting its role in ensuring administrative fairness and supporting social harmony. He invited the youth representatives to actively contribute by reporting issues that may affect social cohesion in the Poro Region. The meeting concluded on a constructive note, with both sides expressing interest in continued collaboration to promote dialogue, civic engagement, and institutional trust.



### **Mediator of Ivory Coast Strengthens Institutional Outreach Through Engagement with SUCAF-CI Leadership**

As part of efforts to reinforce coordination between regional offices, the Mediator's Delegates for the Tchologo and Poro regions jointly held a working meeting with the management of the Sucrerie d'Afrique Côte d'Ivoire (SUCAF-CI).

During the session, the Delegates presented the mandate, jurisdiction, and complaint mechanisms of the Mediator of the Republic, providing participants with a clearer understanding of the institution's role in addressing administrative grievances and promoting social cohesion.

They also commended SUCAF-CI for its civic engagement, particularly its role in helping manage the 2018 tensions between members of the Baptist Church and initiates of the Poro community. The Director General of SUCAF-CI welcomed the initiative, noting that the interaction had enhanced staff awareness of the Mediator's functions. He further emphasized that the company maintains internal mechanisms to manage disputes effectively, ensuring that potential conflicts are addressed promptly to preserve a stable and harmonious working environment.

Beyond a routine institutional exchange, the meeting underscored a practical convergence between public mediation and corporate responsibility. It highlighted that social stability is not sustained by formal mechanisms alone, but through continuous, often informal, coordination between institutions and local actors. By opening a direct line of engagement with a major private-sector entity such as SUCAF-CI, the Mediator's Office reinforced its role not only as a forum for redress, but as a preventive presence within the social fabric, attuned to emerging tensions and responsive to the realities on the ground.

## **Mediator of Ivory Coast Addresses Growing Disinformation Risks During Poro Radio Roundtable Talk**

the Mediator’s Delegate for the Poro Region, Mr. Michel Séka, participated in a roundtable discussion hosted by Radio Poro FM on the theme “The Role of Opinion Leaders in Combating Disinformation.” The programme brought together key local actors, including youth leader Mr. Paré Issouf, community representative Mr. Ibrahim Jérôme Coulibaly, and interfaith leader Mr. Tuo Navigué, reflecting a broad-based engagement on an issue with direct implications for social stability.



Speaking during the session, Mr. Séka first outlined the mandate of the Mediator of the Republic before turning to the central theme. He described disinformation as a deliberate act aimed at misleading or manipulating public perception, warning that its spread poses a tangible threat to social cohesion. He noted that the institution’s response is largely preventive, relying on awareness campaigns, targeted training, and continuous engagement with local structures, including monitoring committees, administrative authorities, traditional leaders, and youth organizations.

He further emphasized the need for practical understanding, highlighting the use of simulation exercises in training to help participants identify and respond to false information in real-world contexts. Concluding the discussion, Mr. Séka urged the public to exercise caution, particularly when confronted with emotionally charged content, and to verify information before sharing it, while stressing that, in an era shaped by rapidly evolving digital tools, including artificial intelligence, misinformation can easily be manipulated and taken out of context with serious consequences for community harmony.



## **OMBUDSMAN OF GAMBIA**

### **Ombudsman of The Gambia Intensifies Detention Facility Oversight in North Bank Region**

The Office of the Ombudsman of Gambia has continued its inspection of detention facilities across the North Bank Region, as part of its mandate to monitor conditions of detention and safeguard fundamental rights. The inspection team, led by Deputy Ombudsman (Technical) Mr. Samba Bajie, included the Director of Human Rights, Mr. Landing Bondi, Regional Ombudsman Officer Senior Investigator Hamadi Jeng, and Investigator Kebba Sonko Bah.



The visits covered Juffureh, Ndungu Kebbeh, Kuntaya, and Kerewan Police Stations, where the team conducted facility inspections and engaged directly with officers. Discussions focused on the treatment and rights of detainees, staff welfare, and operational challenges, with particular attention to areas requiring immediate intervention. The exercise reflects a continued effort to ensure that detention practices align with established human rights standards and uphold the dignity of individuals in custody.

While the team noted improvements in certain stations where previously identified concerns had been addressed, persistent gaps remain. The Ombudsman’s Office emphasized the need for sustained corrective action to achieve full compliance, underscoring that effective oversight must be matched by continuous institutional follow-through to ensure lasting improvements in detention conditions.



## **ADMINISTRATIVE CONTROL AUTHORITY OF LIBYA**

### **Libya's Administrative Control Authority and UNODC Convene Workshop on Financial Investigations in Corruption and Money Laundering Cases**



Libya's Administrative Control Authority, in partnership with the United Nations Office on Drugs and Crime (UNODC), organized a specialized workshop on parallel financial investigations in corruption and related money laundering cases, held from 21 to 22 January at the Corinthia Hotel in Tripoli. The workshop brought together officials and technical staff from the Authority and other relevant public institutions, as part of ongoing efforts to operationalize Libya's National Strategy for Oversight and Anti-Corruption (2025–2030). It reflects a broader institutional push to strengthen integrity systems and enhance the country's capacity to respond to increasingly complex financial crimes

Discussions focused on the strategic role of parallel financial investigations as a critical tool for tracing illicit proceeds, linking financial flows to predicate offences, and strengthening accountability mechanisms. Participants were introduced to practical methodologies and international best practices aimed at improving the effectiveness of investigations and supporting judicial proceedings. The programme also emphasized the importance of coordination between national and international actors, particularly in areas such as asset tracing, information exchange, and cross-border cooperation. By equipping participants with applied knowledge and technical skills, the workshop sought to reinforce Libya's ability to detect, analyze, and respond to financial crimes in line with global standards.

### **Hon'ble Abdullah Qaderboh Chairs the Meeting to Investigate Financial Crisis of Libya**

The Chairman of Libya's Administrative Control Authority, Mr. Abdullah Qaderbough, held a virtual meeting with a parliamentary committee mandated by the House of Representatives to investigate the country's financial crisis and engage with the Central Bank of Libya and related institutions. The meeting formed part of ongoing oversight efforts addressing key economic and monetary challenges affecting public finances.

Discussions centered on the persistent liquidity crisis, exchange rate pressures, and the regular payment of public sector salaries. The committee briefed the Authority on preliminary findings regarding distortions in the foreign exchange market and their impact on fiscal stability, while emphasizing the importance of coordinated oversight in ensuring adherence to legal and administrative standards.

The meeting also reviewed monetary and financial policies adopted by the Central Bank, including foreign exchange management, letters of credit, public revenues and expenditures, and broader risks associated with rising public debt and fiscal expansion. Particular attention was given to the proposed devaluation of the Libyan dinar, with both sides stressing the need for careful implementation in line with legal frameworks and without adverse effects on citizens' living conditions.





## **OMBUDSMAN OF MOZAMBIQUE**

### **Hon'ble Isaque Chande Meets High Commissioner-Designate to Address Challenges Facing Mozambicans in South Africa**

The Ombudsman of Mozambique and OICOA Member, Hon'ble Mr. Isaque Chande, recently received the High Commissioner-designate to the Republic of South Africa, H.E. Ms. Maria Gustava, for a working meeting focused on matters relating to the protection of Mozambican citizens abroad.

During the engagement, Ms. Gustava outlined the priorities of her diplomatic mission, particularly in relation to strengthening support mechanisms for Mozambicans residing in South Africa. The discussion provided an opportunity to align perspectives on key challenges faced by the diaspora, including access to documentation and the effective enjoyment of rights guaranteed under the Constitution.

Mr. Chande emphasized the importance of maintaining close coordination between the Ombudsman's Office and the High Commission, noting that a number of Mozambican nationals continue to encounter administrative and legal difficulties, particularly in the processing and renewal of official documents. He underscored the need for sustained institutional contact to ensure that such concerns are addressed in a timely and structured manner.

The meeting underscored the practical importance of linking domestic accountability institutions with diplomatic missions, particularly in addressing cross-border administrative challenges and safeguarding the rights of citizens beyond national territory.



### **Mozambique Ombudsman , Hon'ble Isaque Chande Engages Russian Envoy on Diaspora Challenges and Service Decentralization**



The Ombudsman of Mozambique and OICOA Member, Hon'ble Isaque Chande, received the Ambassador Extraordinary and Plenipotentiary of Mozambique to the Russian Federation, H.E. Mateus Katupha, in a courtesy meeting held on 27 January at his office.

The discussion covered the mandate and functioning of the Ombudsman's Office, alongside broader matters of mutual interest. Mr. Chande highlighted the institution's role in safeguarding the fundamental rights of Mozambican citizens, including those residing abroad, and underscored the importance of ensuring that citizens in the diaspora have access to mechanisms of redress when needed.

He also pointed to the ongoing effort to expand the institution's reach within Mozambique, noting the establishment of its first provincial delegation in Cabo Delgado in September last year—more than a decade after the institution's creation. The move was described as a practical step toward improving accessibility, decentralizing services, and strengthening the institution's presence beyond the capital. Ambassador Katupha welcomed the engagement and commended the work of the Ombudsman, encouraging continued efforts to promote and protect citizens' rights both within Mozambique and among its nationals overseas.



**INTEGRITY & ANTI-CORRUPTION COMMISSION OF THE KINGDOM OF JORDAN**



**JIAAC Holds a Series of Awareness Sessions to Promote Integrity Standards and Raise Awareness to Combat Corruption in Kingdom of Jordan**

The Jordanian Integrity and Anti-Corruption Commission has conducted a series of awareness sessions across public institutions and security agencies, as part of its ongoing programme to promote integrity standards and prevent corruption.

The sessions were held in a range of government entities, including the National Library, the Royal Cultural Center, directorates of culture in Balqa, Mafraq, and Madaba, the Zarqa Environment Directorate, and the Social Security Investment Fund. In parallel, the Commission delivered 11 specialized lectures for officers of the Public Security Directorate at key training institutions, including the Royal Police Academy, the Community Peace Center, the Criminal Investigation Training Center, the Human Rights Training Center, and King Abdullah II Training City.

Led by the Commission’s awareness and prevention teams, the sessions focused on national integrity standards, mechanisms for monitoring their implementation, and the risks associated with corrupt practices. Participants were also briefed on the broader social, economic, and political consequences of corruption, with discussions tailored to the operational realities of each institution.



**JIAAC and Jordanian Securities Commission Move Toward Closer Coordination on Oversight and Financial Integrity**

The Chairman of Jordan’s Integrity and Anti-Corruption Commission, Dr. Muhannad Hijazi, received the Chairman and members of the Board of Commissioners of the Jordan Securities Commission for a meeting focused on strengthening coordination between the two oversight bodies.

Dr. Hijazi emphasized that the Commission maintains an open approach to cooperation with all state institutions, noting that oversight responsibilities are complementary. He pointed out that both institutions share a common objective in reinforcing national integrity standards, including transparency, accountability, rule of law, and equal opportunity. He also highlighted the Commission’s recent risk assessment studies across key sectors such as water, health, education, and agriculture, describing its approach as preventive, aimed at identifying and addressing vulnerabilities before they develop into violations.



The discussion also addressed the recently adopted Virtual Assets Law, with Dr. Hijazi noting its relevance to anti-corruption efforts, particularly in addressing risks related to illicit financial flows. In response, the Chairman of the Securities Commission, Mr. Imad Abu Haltam, confirmed that the law will come into force shortly after its publication and that the Commission is preparing awareness campaigns to guide investors, especially in relation to foreign trading platforms and virtual currencies. He also expressed interest in formalizing cooperation with the Anti-Corruption Commission through a memorandum of understanding covering training, expertise exchange, and anti-money laundering effort: an initiative that was welcomed by JIAAC.



**FEDERAL OMBUDSPERSON FOR PROTECTION AGAINST HARASSMENT**

**FOSPAH Declares ‘No Bachelors’ Housing Bans Illegal in Landmark Ruling**

In a landmark decision, Pakistan’s Federal Ombudsman for Protection against Harassment (FOSPAH) has declared housing restrictions that bar “bachelors” or single individuals as illegal, unconstitutional, and void from the outset.

The ruling holds that denying accommodation on the basis of marital status or gender violates fundamental rights, including equality, dignity, and freedom of residence. It addresses a widespread practice that has long limited access to housing for single professionals, often without any legal basis.

The decision is expected to have particular impact for working women, who frequently face disproportionate barriers in securing accommodation due to discriminatory practices. By recognizing such exclusions as rights violations, the Ombudsman has set a clear legal position against informal but entrenched housing restrictions. The ruling reinforces the principle that access to housing cannot be conditioned on personal status and signals a broader push toward ensuring safer, fairer, and more inclusive living and working environments.



**Pakistan’s Federal Ombudsman, Hon’ble Fauzia Viqar, Leads Training for Punjab Probation Officers on Workplace Harassment Law**



The Punjab Probation and Parole Service conducted an induction training session for its newly appointed officers on the Protection against Harassment of Women at the Workplace Act, 2010, aimed at strengthening legal awareness and professional conduct within the service.

The session was led by Federal Ombudsman of Pakistan for Protection Against Harassment and OICOA Member, Hon’ble Fauzia Viqar, who provided guidance on the legal framework governing workplace harassment and the responsibilities of public officials in ensuring safe and respectful work environments. The training brought together officers both in person and online, reflecting a coordinated effort to standardize understanding across the service.

Participants were introduced to the practical application of the law, with emphasis on prevention, reporting mechanisms, and institutional accountability. The session also focused on building sensitivity in handling complaints and fostering a culture of respect within workplaces.



 **FEDERAL INSURANCE OMBUDSMAN OF PAKISTAN**

**Federal Insurance Ombudsman of Pakistan holds an Awareness Session at Sukkur Chamber of Commerce & Industry**

On the directions of Pakistan’s Federal Insurance Ombudsman and OICOA Member, Hon’ble Mr. Mumtaz Ali Shah, the Director General of the Federal Insurance Ombudsman Secretariat, Mr. Mubashir Naeem Siddiqui, visited the Sukkur Chamber of Commerce and Industry, where he met with Chamber leadership to strengthen engagement with the business community on insurance-related matters.



During the meeting, Mr. Siddiqui held discussions with Chamber President Muhammad Khalid Kakizai, Convener Banking and Finance Committee Abdul Majeed Qureshi, former Vice President Muhammad Faisal Mughal, and Secretary General Muhammad Nauman Arain. The interaction focused on improving access to grievance redress mechanisms for traders and industrialists.

Addressing members, Mr. Siddiqui informed participants that the Insurance Ombudsman’s Regional Office in Sukkur is available to directly handle complaints related to insurance policies, claims, and related disputes. He emphasized that the Secretariat provides a system that is free of cost, transparent, and designed for prompt resolution. To strengthen coordination, Mr. Siddiqui proposed the establishment of a dedicated help desk at the Chamber to facilitate timely assistance for its members. The proposal was welcomed by Chamber representatives, who also suggested organizing awareness sessions to better inform the business community about the Ombudsman’s role and services.

 **FEDERAL BANKING OMBUDSMAN OF PAKISTAN**

**Federal Banking Ombudsman Orders MCB to Refund Rs 3.05 Million in Fraud Case Involving Branch Manager**



The Federal Banking Ombudsman of Pakistan and OICOA Member, Hon’ble Mr. Sirajuddin Aziz has directed Muslim Commercial Bank (MCB) to refund Rs. 3.05 million to a customer after establishing that a branch manager was involved in fraudulent withdrawals and misappropriation of funds.

According to the Ombudsman’s findings, the branch manager, identified as Mr. Saeed Arif, had access to customer cheques and used them to carry out unauthorized transactions. The investigation revealed that he submitted fake term deposit applications, issued cheques in the names of customers without their consent, and diverted funds for personal use. The inquiry further found that funds received through banking instruments were credited to an account belonging to the manager’s nephew instead of the rightful customer. The account was reportedly operated by the branch manager himself,

raising serious concerns about internal controls and oversight within the bank. The case also noted that an FIR had been registered against the official and that disciplinary action had been taken against certain staff members. Invoking its statutory powers, the Banking Mohtasib ordered MCB to credit the full amount of Rs. 3.05 million, along with applicable service charges, to the complainant’s account. The bank has also been directed to submit a compliance report. The ruling reinforces the principle that banks are responsible for the actions of their employees when acting in the course of their duties, particularly in cases involving customer funds and trust.

 **PROVINCIAL OMBUDSMAN OF SINDH**

**Provincial Ombudsman of Sindh Hon'ble Sohail Rajput Meets Pakistan's Federal Ombudsperson to Strengthen Institutional Coordination**

The Provincial Ombudsman of Sindh and OICOA Member, Hon'ble Mr. Muhammad Sohail Rajput, held a meeting with Federal Ombudsperson for Protection Against Harassment, Hon'ble Ms. Fauzia Viqar, to discuss ways to enhance the effectiveness of ombudsman institutions in Pakistan.

The two sides exchanged views on improving citizens' access to redress mechanisms, strengthening institutional performance, and expanding the role of ombudsman offices in addressing public grievances. The discussion focused on practical coordination between federal and provincial bodies to ensure more responsive and efficient service delivery.

Both sides also approached the meeting from a wider institutional lens, not just bilateral coordination. As members of the OIC Ombudsman Association, the discussion also carried an implicit focus on how national ombudsman offices can operate with greater consistency, particularly in handling complaints that cut across jurisdictions and sectors and are inline with best international practices of OICOA Member Institutions. The conversation also fed into the ongoing work of the Forum of Pakistan Ombudsman, where the emphasis has been on making redress systems less fragmented and more usable for citizens of Pakistan.



 **PROVINCIAL OMBUDSMAN OF SINDH FOR PROTECTION AGAINST HARASSMENT OF WOMEN AT WORKPLACE**

**Sindh Ombudsman Conducts Workplace Harassment Training for employees of K&N's Food and developmental sectors in Karachi**



On the directions of Hon'ble Justice (R) Shah Nawaz Tariq, Provincial Ombudsman Sindh for Protection Against Harassment of Women at the Workplace, held an awareness and training workshop on 28<sup>th</sup> January 2026 in Karachi for employees of Pakistan's largest poultry company, K&N's Food (Pvt.) Limited and employees of other developmental sectors.

The session brought together individuals from both the private and public sectors, reflecting a deliberate effort to move beyond isolated compliance and build a broader understanding of workplace conduct standards. Rather than treating harassment as a procedural issue, the discussion focused on how workplace environments are shaped by everyday behavior, reporting culture, and institutional response.

Participants were taken through the legal framework governing harassment, with particular attention to how complaints are handled in practice, the responsibilities of management, and the protections available to complainants. The training also addressed common gaps, especially the reluctance to report incidents and the tendency of organizations to treat such matters informally rather than through structured mechanisms.

The workshop formed part of a wider outreach approach by the Ombudsman's office, aimed at embedding awareness directly within workplaces where such issues arise. By engaging corporate entities alongside public sector participants, the initiative sought to establish a more consistent understanding of standards across sectors, where differences in policy often lead to uneven enforcement.

 **PROVINCIAL OMBUDSMAN OF PUNJAB**



**Punjab Ombudsman Trains Regional Offices on Partition Proceedings Under Revenue Law**

Pakistan’s Provincial Ombudsman of Punjab organized a capacity-building webinar on “Partition Proceedings under Revenue Law” on 6 January 2026, aimed at strengthening the handling of revenue-related complaints across its regional offices.

The session featured a detailed presentation by Mr. Ahmad Yar Khan, Advisor (Research Wing), who outlined key legal provisions, procedural requirements, and common issues arising in partition cases. The discussion focused on ensuring clarity in interpretation and consistency in decision-making.

Held under the guidance of the Honourable Ombudsman Punjab, Ms. Ayesha Hamid, the webinar emphasized the need for a structured institutional approach to revenue matters, particularly in cases involving land disputes and partition proceedings. Participants were encouraged to align their practices with established legal standards to avoid procedural gaps and delays. The session also provided an opportunity for officers to engage on practical challenges faced in the field, reinforcing the importance of uniformity and sound legal reasoning in resolving complaints efficiently across all regional offices.

**Ombudsman Punjab Extends Outreach to Shorkot Under Awaami Khidmat Programme**

The Office of the Ombudsman Punjab continued its outreach efforts under the Awaami Khidmat Programme with a visit to Tehsil Shorkot, District Jhang, on 13 January 2026.

Through the deployment of its mobile van service, the Ombudsman’s Office engaged directly with local residents, providing on-the-spot facilitation for lodging complaints and seeking guidance on grievance redress mechanisms. The initiative is designed to reduce the distance between citizens and public institutions, particularly in areas where access to formal channels remains limited.

The visit holds particular importance for underprivileged and underserved communities, many of whom face practical and financial barriers in pursuing complaints through conventional means. By taking services directly to such populations, the programme enables individuals who might otherwise remain unheard to raise their concerns and seek timely redress.

The Awaami Khidmat Programme continues to serve as a key component of the Ombudsman’s outreach strategy, focusing on direct engagement and improved access to justice across Punjab.





**Office of the Punjab Ombudsman Participates as a Key Panelist for International Webinar on ISO Quality Standards in Public Service held by AORC**

The Office of the Ombudsman Punjab participated as a key panelist in an international webinar on the ISO 9001:2015 Quality Management System, organized under the auspices of the African Ombudsman Research Centre on 20 January 2026.

Representing the institution, Secretary Mr. Kaiser Saleem highlighted the role of ISO 9001:2015 in improving institutional efficiency and ensuring consistency in public service delivery.

He emphasized that adopting standardized quality frameworks can help public sector bodies streamline processes and respond more effectively to citizen complaints. Mr. Ahmed Yar Khan, Advisor (Research), addressed the importance of aligning quality management systems with accountability mechanisms, while Mr. Sami Ullah, Advisor (F&P)/(ITID), shared practical insights into the implementation of ISO standards within the Office of the Ombudsman Punjab. The session concluded with an interactive exchange, where participants discussed challenges and experiences in applying quality management systems in public institutions, reflecting growing interest in structured approaches to service delivery and institutional performance.



**PROVINCIAL OMBUDSMAN OF KHYBER PAKHTUNKHWA**

**Ombudsman of Khyber Pakhtunkhwa Suspends Salaries of Senior Officials Over Non-Compliance in Public Complaint Cases**

Khyber Pakhtunkhwa Ombudsman and OICOA Member, Hon'ble Mr. Muttahir Zeb, has taken strict action against senior government officials for failing to comply with directives issued in connection with public complaints, ordering the suspension of their salaries with immediate effect.

The action follows repeated notices and clear instructions that were ignored by the concerned officers. Those affected include the Director General Health Services, Chief Engineer (Centre) of the Communication and Works (C&W) Department, Director of Social Welfare, Special Education and Women Empowerment, and a Section Officer of the Health Department.

According to the Ombudsman's office, the officials neither submitted the required compliance reports nor appeared for hearings despite multiple opportunities. The conduct was deemed a serious lapse in official responsibility and a direct impediment to the timely resolution of citizens' grievances.



Under the Ombudsman's orders, the salaries will remain suspended until the concerned officers submit complete compliance reports. The move is aimed at enforcing accountability within public institutions and ensuring that complaint redressal mechanisms function without delay. The action sends a clear signal that disregard for lawful directives and negligence in addressing public complaints will attract firm consequences, particularly where it affects citizens' access to administrative justice.



## **PROVINCIAL OMBUDSPERSON OF KHYBER PAKHTUNKHWA**



### **KPK Ombudsperson Hon'ble Rubab Mehdi Engages Hazara Commissioner on Women's Rights and Effective Coordination**

Khyber Pakhtunkhwa Ombudsperson for Protection Against Harassment, and OICOA Member, Hon'ble Ms. Rubab Mehdi, held a meeting with Commissioner Hazara Division, Mr. Fayyaz Ali Shah, as part of her ongoing outreach to strengthen institutional coordination on women's rights and grievance redress.

During the engagement, discussions focused on improving access to justice for women, reinforcing mechanisms for protection against harassment, and enhancing cooperation between the Ombudsperson's office and the district administration.

Ms. Rubab Mehdi appreciated the Commissioner's engagement and his readiness to support initiatives aimed at safeguarding women's rights and improving access to justice. The exchange pointed to a shared understanding that sustained coordination at the administrative level is essential for translating policy into action, particularly in ensuring that women are able to seek redress without delay and with institutional backing.



### **KPK Ombudsperson, Hon'ble Rubab Mehdi, Holds Dialogue with Director General (Law, Human Rights, and Parliamentary Affairs) on Strengthening Grievance Redressal System**

Khyber Pakhtunkhwa Ombudsperson for Protection Against Harassment and OICOA Member, Hon'ble Ms. Rubab Mehdi, held a high-level meeting with Director General Law, Human Rights and Parliamentary Affairs, Mr. Ghulam Ali, to discuss strengthening coordination between institutions responsible for public grievance redress and legal oversight.

The discussion focused on improving the efficiency of complaint handling systems, enhancing inter-departmental coordination, and ensuring that administrative processes remain responsive to citizens' concerns. Both sides emphasized the need to move beyond procedural formalities and ensure that grievance redress mechanisms deliver timely and practical outcomes.

Ms. Mehdi highlighted the importance of accountability within public institutions, noting that delays in implementation and weak coordination often undermine citizens' confidence in redress systems. She stressed that the Ombudsperson's office is increasingly dealing with cases where resolution depends on timely cooperation from multiple departments.

Mr. Ghulam Ali, in response, expressed his department's readiness to support measures aimed at improving coordination and aligning administrative practices with legal standards. He indicated that greater information sharing and institutional alignment would be key to reducing procedural bottlenecks. The meeting concluded with an understanding to develop closer working links between the two offices, particularly in areas where legal interpretation and administrative action intersect. Both sides agreed that sustained coordination at this level is necessary to ensure that grievance redress mechanisms remain effective and credible for the public.



**Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca along with Australian Ambassador to Türkiye H.E. Sally-Anne Vincent**



**30<sup>th</sup> Term Ankara Metropolitan Municipality Children's Assembly Paid a Visit to President of OICOA and Chief Ombudsman of Türkiye Hon'ble Mr. Mehmet Akarca**



**Hon'ble Mr. Mehmet Akarca During the Conference on the Representation of Türkiye Abroad and the Rules of Diplomatic Courtesy and Protocol, held at the Ombudsman Institution of Türkiye**



**Hon'ble Mr. Mehmet Akarca addresses the 5<sup>th</sup> Traditional Academicians' Meeting themed "Family Themed Special Issue of the National Peer-Reviewed Ombudsman Academic Journal"**



**Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca during his meeting with Ankara Representatives of Media Organizations**



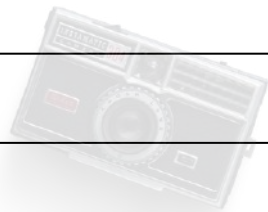
**Hon'ble Mr. Mehmet Akarca along with the Permanent Representative of the Crimean Autonomous Republic of the President of Ukraine, Ms. Olha Kuryshko**



**OICOA Board Member and Human Rights Commissioner of Azerbaijan Hon'ble Sabina Aliyeva took part in the discussion of the draft Law of the Republic of Azerbaijan on Children's Rights at the National Assembly**



**Hon'ble Sabina Aliyeva paying her respects at the Alley of Martyrs on the occasion of the 36<sup>th</sup> anniversary of the Black January**



**The Human Rights Commissioner (Ombudsman) of the Republic of Azerbaijan, Hon'ble Sabina Aliyeva, received a delegation led by Yakup Erikel, Chairman of the Board of the Union of Mediators of the Turkic World.**



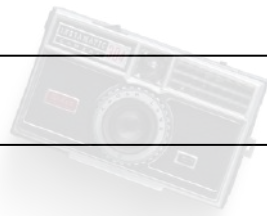
**Hon'ble Sabina Aliyeva during the Citizens Reception held at the Headquarters of Office of Human Rights Commissioner of Azerbaijan, for the month of January**



**OICOA Board Member and Mediator of Morocco, Hon'ble Mr. Hassan Tariq, presenting a shield to Mr. Hussein Qadad, the Inspector General of the National Education Sector**



**OICOA Board Member Hon'ble Mr. Hassan Tariq addresses the Special Session of the House of Representatives in Rabat - Morocco**



**Mediator of Morocco Hon'ble Hassan Tariq received Professor Abdeljabbar Rachidi (Moroccan Secretary of State for Social Integration)**



**OICOA Board Member and Secretary General of the Ombudsman of Bahrain, Hon'ble Ghada Hameed receives the British Deputy Ambassador to Bahrain H.E. Fiona Walker Doyle**



**Outgoing Ambassador of the European Union to Manama, H.E. Christophe Farnoux, called on the Secretary General of the Ombudsman of Bahrain and OICOA Board Member Hon'ble Ms. Ghada Hameed**



**Chairman of the Indonesian Ombudsman and OICOA Board Member, Hon'ble Mokhammad Najih, Received a Visit from the Ethics Council of the East Java Provincial DPRD**



**Hon'ble Mokhammad Najih addresses a National Seminar entitled "The Ombudsman RI Opinion as a Barometer of the Quality of Public Services Free from Maladministration" held in South Jakarta**



**Hon'ble Mokhammad Najih delivered a keynote address at the launching ceremony of the Establishment of an Integrity Zone in Jakarta**



**Chairman of Administrative Control Authority of Libya, Hon'ble Abdulla Qaderboh, chairs the meeting with head of the Libyan Investment Fund and the Director of Al-Ghazala Hotel**



**Hon'ble Abdulla Qaderboh (Chairman ACA Libya) chairs the meeting with Central Bank of Libya to discuss the monetary crisis, liquidity, exchange rate, and salary regularity**



**Hon'ble Abdulla Qaderboh (Chairman ACA Libya and OICOA Member) alongwith Chairman of the High Council of Libya Hon'ble Dr. Mohamed Takala**



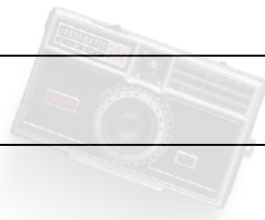
**Chairman of Jordanian Integrity and Anti-Corruption Commission (JIAAC), Hon'ble Dr. Muhannad Hijazi alongwith Chairman of the Board of Commissioners of the Securities Authority, Mr. Emad Abu Haltam**



**Ombudsman of Mozambique and OICOA Member Hon'ble Mr. Isaque Chande alongwith the High Commissioner of the Republic of Mozambique to the Republic of South Africa, H.E. Ms. Maria Gustava**



**Ivory Coast's Mediator Delegate (Poro Region) M. Michel SÉKA, received the regional section of the Senate of Jeunes de Côte d'Ivoire, as part of a working session aimed at establishing a mutual partnership**



**The Regional Ombudsman Office of Gambia (Basse Region) paid a courtesy visit to the 3<sup>rd</sup> Infantry Battalion Headquarters of the Gambian Armed Forces**



**The Regional Office of the Ombudsman of Gambia in the Central River Region (CRR) conducted its first outreach and sensitization program at Armitage Senior Secondary School for Arts students**



**Secretary General OICOA and Federal Tax Ombudsman of Pakistan Hon'ble Mr. Zafar Hijazi visited the Rawalpindi Islamabad Tax Bar Association alongwith OICOA Executive Secretary Mr. Almas Ali Jovindah**



**Director General of Information Technology at Federal Board of Revenue, Mr. Zain-ul-Abideen paid a courtesy visit to the Federal Tax Ombudsman of Pakistan, Hon'ble Mr. Zafar Hijazi at the FTO Secretariat in Islamabad**



**Federal Tax Ombudsman of Pakistan and Secretary General OICOA, Hon'ble Zafar Hijazi received a delegation of senior journalists at FTO Secretariat in Islamabad**



**Federal Tax Ombudsman of Pakistan held an awareness session at Peshawar University in Khyber Pakhtunkhwa Province**



**Pakistan's Federal Ombudsperson for Protection Against Harassment and OICOA Member Hon'ble Fauzia Viqar addresses an awareness session regarding FOSPAH's mandate and functioning at National Defence University Islamabad**



**OICOA Member and Pakistan's Federal Ombudsperson for Protection Against Harassment of Women Hon'ble Ms. Fauzia Viqar receiving a shield of appreciation from Punjab Probation and Parole Service**



**Pakistan's Provincial Ombudsman of Punjab and OICOA Member Hon'ble Ms. Ayesha Hamid addresses the 31<sup>st</sup> meeting of Forum of Pakistan Ombudsman held at Federal Tax Ombudsman Secretariat in Islamabad**



**OICOA Secretary General and Federal Tax Ombudsman of Pakistan Hon'ble Zafar Hijazi presenting a commemorative souvenir to Provincial Ombudsman of Punjab Hon'ble Ms. Ayesha Hamid at the 31<sup>st</sup> Forum of Pakistan Ombudsman Meeting**



**Provincial Ombudsman of Punjab visited the District Jhang, Tehsil Shorkot, as part of its continued initiative to bring services closer to the people under the banner of 'Awaami Khidmat Mobile Van'**



**Office of the Provincial Ombudsman of Punjab conducted a 2-day refresher training sessions for Advisors focused on improving decision quality, reducing delays, and boosting digital monitoring**



**Hon'ble Ms. Fauzia Viqar held a meeting on the sidelines of 31<sup>st</sup> Forum of Pakistan Ombudsman Meeting with the former Ombudsman of Balochistan Mr. Nazar Muhammad Baloch at FOSPAAH Secretariat in Islamabad**



**OICOA Member and Pakistan's Provincial Ombudsperson of Khyber Pakhtunkhwa Hon'ble Ms. Rubab Mehdi chairs the 'Open Court (Khuli Kachehri)' held for the women in Malakand Division of KPK Province**



**Hon'ble KPK Ombudsperson Ms. Rubab Mehdi and Principal Advisor of KPK Ombudsperson Mr. Abbas Khan along with the Director General (Law, Human Rights and Parliamentary Affairs) Mr. Ghulam Ali**



**Hon'ble Ms. Rubab Mehdi paid a courtesy visit to the Chief Legal Consultant to the President of Pakistan, Hon'ble Justice (R) Irfan Qadir at the Presidential Secretariat in Islamabad**

## PRESS COVERAGE FOR THE OMBUDSMAN INSTITUTION OF TURKIYE

**AA**

GÜNDEM

## KDK'den okul yakınındaki direksiyon eğitimi güzergahı için "değiştirilsin" tavsiyesi

Kamu Denetçiliği Kurumu (KDK), bir velinin başvurusu üzerine, bir okul yakınında bulunan direksiyon eğitimi ve uygulama sınav güzergahının değiştirilmesi yönünde Ankara İl Millî Eğitim Müdürlüğü ve Ankara Büyükşehir Belediyesine tavsiyede bulundu.

Abdullah Sarıca |  
24.01.2026 - Güncelleme : 24.01.2026



**memurlar.net**

## KDK, Öğrenci Güvenliği İçin Sınav Güzergahı Değişikliği İstedi

Ankara'da bir veli, okul çevresindeki direksiyon sınav güzergahının öğrenciler için tehlike oluşturduğunu belirterek KDK'ya başvurdu. KDK, güzergahın değiştirilmesi için Ankara İl Millî Eğitim Müdürlüğü ve Büyükşehir Belediyesine tavsiyede bulundu. Kararda, hem öğrenciler hem de sürücü adayları açısından mevcut güzergahın riskli olduğu vurgulandı.

Kaynak : Anadolu Ajansı

Haber Giriş : 24 Ocak 2026 13:00, Son Güncelleme : 24 Ocak 2026 12:56



**Yeni Şafak**

## Sınavdan kalan aday başvuru yaptı: Ehliyet sınavında yeni dönem için çalışma başlatıldı

12:49 14/01/2026, Çarşamba  
AA




KDK'den direksiyon sınavları için kamera kaydı tavsiyesi.

**SABAH**

## KDK'den sosyal konut projesinde "kütük" şartına düzenleme tavsiyesi

Kamu Denetçiliği Kurumu (KDK), Toplu Konut İdaresi Başkanlığına (TOKİ), sosyal konut projelerinde, kadınların evlilik sebebiyle kütüğünün değişmesinin başvuru şartlarının sağlanmasına engel teşkil etmeyeceği yönünde düzenleme yapılması tavsiyesinde bulundu.



## PRESS COVERAGE FOR THE OMBUDSMAN INSTITUTION OF TURKIYE



### Online siparişte komisyona makul ve ölçülü üst sınır önerisi

Kamu Denetçiliği Kurumu (KDK), çevrim içi yemek siparişi platformlarının esnaftan aldığı komisyona 'üst sınır getirilmesi' için Ticaret Bakanlığı'na tavsiyede bulundu.



### KDK'den okul yakınındaki direksiyon eğitimi güzergahı için "değiştirilsin" tavsiyesi

ABDULLAH SARICA - Kamu Denetçiliği Kurumu (KDK), bir velinin başvurusu üzerine, bir okul yakınında bulunan direksiyon eğitimi ve uygulama sınav güzergahının değiştirilmesi yönünde Ankara İl Millî Eğitim Müdürlüğü ve Ankara Büyükşehir Belediyesine tavsiyede bulundu.

Anadolu Ajansı

Giriş: 24.01.2026 - 11:03  
Güncelleme: 24.01.2026 - 11:03



- Kamu Denetçiliği Kurumu (KDK), bir esnafın başvurusunda, çevrim içi yemek siparişi platformlarınca alınan komisyon oranlarına makul bir üst sınır getirilmesi yönünde Ticaret Bakanlığı'na tavsiyede bulundu.



Çevrim içi yemek siparişi platformu aracılığıyla hizmet veren bir esnaf, platformdan gerçekleştirdiği satışlardan yüksek oranda komisyon ücreti alındığı gerekçesiyle KDK'ya başvurdu.



GÜNDEM

### KDK'den "yemek siparişi platformlarının komisyonuna üst sınır getirilsin" tavsiyesi

Kamu Denetçiliği Kurumu (KDK), bir esnafın başvurusunda, çevrim içi yemek siparişi platformlarınca alınan komisyon oranlarına makul bir üst sınır getirilmesi yönünde Ticaret Bakanlığı'na tavsiyede bulundu.

Abdullah Sarica |

**STATEMENT BY OICOA BOARD MEMBER AND HUMAN RIGHTS COMMISSIONER (OMBUDSMAN) OF AZERBAIJAN, HON'BLE MS. SABINA ALIYEVA**



**COMMISSIONER FOR HUMAN RIGHTS OF THE REPUBLIC OF AZERBAIJAN OMBUDSMAN**

[Home page](#) | [Commissioner](#) | [Activity Directions](#) | [Documents](#) | [Media](#) | [Live](#) | [Contact](#) |

**Appeal of the Commissioner for Human Rights of the Republic of Azerbaijan (Ombudsman) on the safety of children in the digital environment**

According to research conducted by the Office of the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan, the risks posed by online games and interactive platforms that have become widespread among children in recent years, particularly the "Roblox" platform, are a cause for serious concern. These days, the risks that kids face in the digital world are more than just a technological issue but have become a serious problem that must be assessed from the human rights perspective.

Children using the platform in question are directly subjected to psychological manipulation in addition to being exposed to technical concerns, according to the observations conducted, materials published in the media, and expert opinions. In particular, bullying (pressure, insults, and social exclusion), grooming (the practice of gradually gaining children's trust in order to manipulate them), emotional abuse, and behaviors aimed at creating fear and dependency are among the widespread and dangerous trends. Such forms of psychological manipulation can lead to reduced self-confidence in children, stress, anxiety, fear, behavioral disorders, and long-term psychological trauma, resulting in serious violations of children's rights.

This issue has been recognized as a serious problem not only at the national level but also internationally. A number of states, including China, Russia, Türkiye, Jordan, Qatar, Oman, Iraq, and other countries, have banned or restricted the "Roblox" platform precisely because of the risks involved. These states cite the presence of inappropriate content and forms of interaction for children on the platform, the spread of unacceptable and extremist materials among minors, and concerns about children's safety.

Thus, the formal application of age restrictions on digital platforms designed for children, the absence of effective content moderation mechanisms, deficiencies in the protection of personal data, and exposure to financial manipulation risks lead to violations of children's rights.

According to the Constitution of the Republic of Azerbaijan, the State oversees the implementation of children's rights and provides special protection for the family as the fundamental unit of society. Under the Law of the Republic of Azerbaijan "On the Rights of the Child," every child has the right to life and to physical, intellectual, and moral development under normal conditions, and the State agrees to put in place the economic, social, legal, and other measures necessary to ensure these conditions and to create a healthy and safe environment.

Under the Law of the Republic of Azerbaijan "On the Protection of Children from Harmful Information," the fundamental principles for protecting children from harmful information are the best interests of the child, the protection of their rights and freedoms, the prevention of the circulation of harmful information products, including violations of children's rights committed through the use of information technologies, and other specified principles.

Considering the aforementioned, I urge the appropriate state authorities to take the required steps to guarantee children's digital safety, including bolstering oversight procedures over online platforms, carrying out legal evaluations of related dangers, and putting preventive measures into place.

Addressing parents (or those acting in their place), I should stress the importance of keeping a close eye on how kids use digital platforms, putting parental control mechanisms in place, communicating with kids in an honest and trustworthy manner, and educating them about potential hazards they might face in the virtual world.

It is essential that media outlets and journalists act responsibly on this issue, keeping the best interests of children and the protection of their rights at the forefront, while helping the public receive accurate information.

As the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan, I once again stress the significance of children's safety in the digital sphere and urge the relevant authorities and civil society organizations to take the appropriate measures in this regard to jointly achieve more effective protection of children's rights.

**STATEMENT BY OICOA BOARD MEMBER AND HUMAN RIGHTS COMMISSIONER OF AZERBAIJAN ON THE 36<sup>TH</sup> ANNIVERSARY OF JANUARY 1990 TRAGEDY**



**Commissioner for Human Rights of the Republic of Azerbaijan  
OMBUDSMAN**

[Home page](#) | [Commissioner](#) | [Activities of the Commissioner](#) | [Documents](#) | [Media](#) | [Live broadcast](#) | [Contact](#)

**STATEMENT of the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan on the 36th anniversary of the January 20, 1990 tragedy**

36 years have passed since the military intervention carried out by the armed forces of the former USSR against the civilian population on the night of January 19-20, 1990, with the aim of violently suppressing the national will and demands for independence of the Azerbaijani people.

As a result of this bloody incident committed against humanity, the provisions of the UN Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, as well as other international legal documents on human rights were grossly violated. The January 20 tragedy, which resulted in massive losses, is one of the most terrible crimes committed in the 20th century due to its nature and scale.

That night, as a result of the disproportionate use of military force against the civilian and unarmed population in Baku and other regions of the republic, 150 civilians were killed and 744 were injured. As a result, along with international law, the relevant provisions of the constitutions of the former USSR and the Azerbaijan SSR were grossly violated, and our multinational people, who had risen to defend their lands and national identity, were brutally massacred.

The use of military force against civilians, without warning and without a real threat to life and health, is unacceptable under international human rights law and is considered a violation of the absolute rights that states must observe even in emergency situations. In this regard, the events of January 20 confirm a serious violation of international law.

At that time, the most serious statement was made by the Great Leader of our people, Heydar Aliyev, who lived in Moscow, on behalf of the Azerbaijani people. Despite the pressures and personal security risks, on January 21, 1990, the National Leader Heydar Aliyev, speaking to the press at the Permanent Representation of Azerbaijan in Moscow, openly condemned this grave crime committed against the civilian population and declared that it was directly the responsibility of the former USSR leadership. This was of great historical importance in terms of giving the first political and legal assessment of the January 20 tragedy.

At the same time, the failure of the international community and relevant international organizations to give these events the necessary political and legal assessment at that time resulted in a violation of the principles of international justice and created a climate of impunity. The failure to respond in a timely and principled manner to massive and grave violations within the framework of the UN human rights mechanisms created a favorable environment for other serious crimes against human rights in the region in the subsequent stages.

As the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan, I would like to emphasize that an objective and comprehensive investigation of the January 20 tragedy from the perspective of international law, the recognition of these events as crimes against humanity, as well as ensuring the legal accountability of not only the perpetrators, but also all responsible persons who participated in the decision-making process, is necessary in terms of restoring justice.

In this regard, I invite international organizations, especially relevant UN mechanisms, to demonstrate a principled position, to cooperate jointly in order to bring to justice those who committed the January 20 events, and to give an international legal assessment to this bloody action.

The dear memory of the martyrs of January 20 will always live in the memory of the Azerbaijani people.

## PRESS COVERAGE FOR OICOA BOARD MEMBER INSTITUTION (MEDIATOR OF THE KINGDOM OF MOROCCO)



أوتحدث طارق عن إقرار اليوم الوطني للوساطة، وقال، « عندما نُقرّ أمة يوماً وطنياً لموضوع معين، فإن معنى ذلك هو اعتراف رسمي بأهمية هذا الموضوع، هناك إقرار بالحاجة إلى ترسيخ هذا الموضوع ضمن الذاكرة الجماعية، وإلى تعزيز النقاش العمومي حوله ».

وشدد المتحدث، على أن « صدور منشور لرئيس الحكومة في 13 من أكتوبر من السنة الماضية، بمثابة رسالة أمرية موجهة إلى المخاطبين العامين للإدارة لدى مؤسسة الوسيط، وهذا المنشور وثيقة مهمة بالنسبة إلينا، ووثيقة مرجعية، لأنه يعيد تأطير العلاقة بين الإدارة والوسيط، ويثمن دور ووظيفة المخاطب العام للإدارة لدى الوسيط، ويدعو الوزراء ورؤساء الإدارة إلى تعزيز التنسيق بين الإدارة ومنظومة الوساطة المؤسساتية ».

وتابع الوسيط، « ربما كان علينا أن ننتظر أكثر من عقدين لكي تصدر هذه الرسالة، لأنها، بالنسبة لأديبات الوساطة المؤسساتية، شيء ثمين، كان عليها أن تصدر بعد تغيير النظام القانوني والتحول إلى ظهير مارس 2011، ثم كان عليها أن تصدر مع تغيير الإطار الدستوري في 2011، ثم كان عليها أن تصدر عند صدور القانون 14.16، لكنها تأخرت طوال هذه السنوات إلى أن صدرت في 13 أكتوبر 2025 ».

قال حسن طارق وسيط المملكة الأربعاء، إننا « أمام نفس جديدة لهيئات الحكامة..، فالدولة ليست جزيرة معزولة، والصراع المبني على تنافس وتوتر الشرعيات بين هيئات الحكامة والمؤسسات التمثيلية لا يجب أن يتحول إلى قطيعة بين هذه المؤسسات ».

وأضاف طارق في لقاء للجنة العدل بمجلس النواب، « سبق لي أن استعرضت بعض الإشكاليات في علاقة هيئات الحكامة بالمؤسسة التشريعية، انطلاقاً من تجربتي كبرلماني، ومن تجربتي كمساهم في صياغة النظام الداخلي لمجلس النواب، الذي كان عليه أن يرتب علاقات مؤسساتية جديدة مع مؤسسة جديدة هي هيئات الحكامة، وكنت قد قلت إن العلاقة عموماً غير جيدة بين البرلمان وهيئات الحكامة، وأن هناك توتراً، لكن اليوم لا بد أن أشيد بالتعاون مع لجنة العدل والتشريع ».

ويرى وسيط المملكة، أن تقرير المؤسسة الذي نوقش اليوم في لجنة العدل، « ولأول مرة في تاريخ المؤسسة وصل وقدم في مواعده القانوني، ما يؤكد أن العلاقة بين هيئات الحكامة والبرلمان، وبين هيئات التداول والاقتراح وهيئات التمثيل، ليست بالضرورة علاقة توتر، وأن الفشل ليس قدراً محتملاً لهذه العلاقة ».

**PRESS COVERAGE FOR OICOA BOARD MEMBER INSTITUTION  
(MEDIATOR OF THE KINGDOM OF MOROCCO)****HESPRESS**  
ENGLISH **POLITICS** **ECONOMY** **SOCIETY** **CULTURE** **SPORTS** **MENA** **INTERNATIONAL** **MEDIA****Morocco's Mediator hails improved ties between parliament and governance bodies** Wednesday 28 January 2026 - 22:47

Morocco's Mediator, Hassan Tariq, said on Wednesday that relations between parliament and governance bodies have improved markedly, after years he described as marked by tension and weak cooperation.

Speaking to the justice committee in the House of Representatives, Tariq said his view of the relationship had changed, praising current coordination with the committee and pointing to what he called a new momentum among governance institutions.

He warned that the state cannot function as isolated islands and said competition over legitimacy between governance bodies and elected institutions should not turn into a rupture.

Tariq said his earlier assessment was shaped by his experience as a lawmaker and his role in drafting the chamber's internal rules, which were designed to organise new institutional links with governance bodies.

He added that the Mediator institution's report, examined on Wednesday, was for the first time submitted and presented within the legal deadline, which he said showed the relationship is not destined to fail.

He also highlighted a circular issued by the head of government on 13 October 2025, calling it an instruction to public administrations to strengthen cooperation with the Mediator. The circular urges ministries, local authorities and public bodies to appoint qualified liaison officers, respond to delays and implement recommendations to improve amicable dispute resolution and rebuild trust in public services.

**PRESS COVERAGE FOR OICOA BOARD MEMBER INSTITUTION  
(MEDIATOR OF THE KINGDOM OF MOROCCO)**



**The Kingdom’s Mediator Warns of New  
Administrative Tensions and Affirms the Necessity of  
Governance Recommendations**

In Politics - January 29, 2026 - By **Express TV**

The Mediator of the Kingdom has warned of escalating administrative tensions concerning the implementation of the state’s social policies, emphasizing that governance recommendations are inherently binding and must be applied by administrations or justified legally and practically for non-implementation

Hassan Tariq, during his interaction with responses from parliament members at a study day organized by the Justice, Legislation, and Human Rights Committee in the House of Representatives, noted that the institution receives daily complaints related to the implementation of social programs, particularly in health coverage, which has equipped its staff with practical experience in diagnosing implementation issues

He recorded a positive response from some partnering sectors, including the Prime Minister’s Office, the Ministry of Economy and Finance, the Social Security Fund, and CNSS, highlighting that the institution has successfully uncovered structural imbalances in multiple individual cases

The Mediator pointed out a dual crisis observed in 2024, relating to the design of certain government programs on one hand, and the weak communication with beneficiaries and multiple stakeholders on the other hand. He noted that some mediation files took different paths and came under private law

Tariq affirmed that Morocco is facing a new generation of administrative tensions that risk turning into social tensions, asserting that the institution’s annual report serves as both defense and advocacy for proactive management based on dialogue, participation, and communication between the administration and citizens

He criticized the prevailing understanding of the concept of “recommendation,” clarifying that it is not merely a suggestion but a legal conclusion reached by the institution after evaluating the justifications of the concerned administration, stressing the necessity of addressing it

He also warned that complaints should reflect the imbalances of public services, confirming that recommendations contribute to holding public policies accountable, and that utilizing them in parliamentary contexts aligns with the institution’s neutrality within the public sphere

**PRESS COVERAGE FOR FEDERAL TAX OMBUDSMAN OF PAKISTAN**



**FTO outlines key institutional priorities**

Islamabad By Our Correspondent January 07, 2026



Islamabad: Federal Tax Ombudsman (FTO) Zafarul Haq Hijazi on Tuesday outlined key institutional priorities, including effective use of information technology, procedural uniformity, stronger inter-institutional coordination through the FPO, and enhanced public outreach.

"Public awareness of ombudsman institutions is limited, so there is a need for simplified outreach strategies to ensure easy access to grievance redressal mechanisms," Hijazi told a meeting of the Forum of Pakistan Ombudsmen at the FTO Secretariat here.

The consultative meeting brought together ombudspersons from across the country. The federal tax ombudsman reaffirmed the FTO's commitment to collaboration within the FPO framework, emphasising citizen-centric reforms, institutional harmony and transparent justice delivery. He also highlighted the importance of institutional experience while electing representatives to key FPO positions.

International achievements of FPO members were acknowledged, including the election of Punjab Tax Ombudsman Ayesha Hamid as vice president of the International Ombudsman Institute and Sindh ombudsman Sohail Rajput as IOI director.



**New policy for FBR: Small refunds to be paid in 8-10 days: FTO**

**RAWALPINDI:** Federal Tax Ombudsman (FTO) Zafar Hijazi announced that small-amount tax refunds will be processed and paid to complainants within 8 to 10 days under the new policy to be enforced by the FTO at the Federal Board of Revenue (FBR).

Federal Tax Ombudsman (FTO) Zafar-ul-Haq Hijazi paid an official visit to the Rawalpindi Chamber of Commerce and Industry (RCCI) and addressed the business community, assuring them of full protection of taxpayers' rights and relief-oriented measures. This was Mr. Hijazi's maiden visit to any chamber after assuming charge as Federal Tax Ombudsman.

The FTO stated that the business community is his foremost priority, emphasizing that the primary objective of the institution is to restore the confidence of taxpayers, particularly the business community, and to ensure timely and effective relief.

Addressing a seminar at the Rawalpindi Chamber of Commerce and Industry (RCC&I), the President and Group Leader of RCC&I congratulated Hijazi on his appointment as the Federal Tax Ombudsman and expressed confidence that his vast and diversified experience would lead the institution towards greater efficiency and success.

The Federal Tax Ombudsman highlighted that in the past, complaint files used to circulate for weeks among different offices. However, a new and effective mechanism has now been introduced whereby complaints will be directly marked to the concerned Advisor and resolved within the shortest possible time.



**Islamabad: January 12, 2026**

The Federal Tax Ombudsman has issued instructions to the FTO Secretariat that complaints of overseas Pakistanis should be dealt with on a priority basis so that overseas Pakistanis do not have to face difficulties and delays. In this regard, the Federal Tax Ombudsman has appointed Registrar as the in-charge of the Complaints Cell.

The Federal Tax Ombudsman has said that overseas Pakistanis are the capital of Pakistan. Their status in the national economy is like the backbone. Pakistanis living abroad are not only stabilizing the national economy through valuable foreign exchange, but are also projecting a positive image of Pakistan across the world.

In recognition of their services and sacrifices, practical steps are being taken for the immediate and effective resolution of their problems. Clear instructions have been issued to the FTO Secretariat that the complaints received from overseas Pakistanis should be resolved as soon as possible in a transparent and effective manner.

In this regard, overseas Pakistanis can register their complaints through the nominated advisor via the helpline (051-9212437 / 042-99204140), WhatsApp (0334-0544460), Facebook (ftopakistan), Instagram (fto-pak), Twitter (taxombudsman), FTO App, email (media@fto.gov.pk) and the FTO website (www.fto.gov.pk).

**PRESS COVERAGE FOR PAKISTAN'S FEDERAL OMBUDSPERSON FOR PROTECTION AGAINST HARASSMENT (FOSPAH)**



**FOSPAH declares 'bachelors' housing ban illegal, unconstitutional**

Islamabad: In a landmark ruling with wide-ranging implications for the housing sector, the Federal Ombudsperson for Protection against Harassment of Women at the Workplace (FOSPAH) has ruled that denying residential accommodation to unmarried men or women is unlawful, discriminatory and unconstitutional, finding no legal basis for such practices under the country's tenancy laws or constitutional framework.

The ruling came on the complaint of Sana Humayun Khan, a working woman employed with a national media organisation, who alleged sustained harassment and coercive conduct by the management of a private residential building in Islamabad.

According to FOSPAH, despite residing peacefully with her sister and fully complying with tenancy terms, the complainant was repeatedly pressured to vacate her residence on the pretext that "bachelors cannot live here."

It took notice of allegations that electricity and water supplies were disconnected as coercive measures to force eviction and that informal, unwritten "policies" rooted in gender stereotypes were being enforced without any lawful authority.

Although the individual complaint was resolved following assurances by the building management, FOSPAH said it was necessary to address the broader and systemic discrimination faced by working women and unmarried professionals across urban centers.



**Leave for fathers on child birth declared mandatory**

ISLAMABAD: The Federal Ombudsperson for Protection Against Harassment (FOSPAH) has ruled that fathers are entitled to paternity leave following the birth of a child, emphasising that childcare is not solely a woman's responsibility.

The decision comes after a complaint by a bank officer, whose request for 30 days of paternity leave was denied.

Syed Basit Ali, an OG-1 working in Banking Services Corporation – a subsidiary of State Bank of Pakistan, filed a complaint against the governor, managing director, HRMD Head, and chief manager.

In his complaint, he noted that upon the birth of his son, he applied for thirty (30) days' paternity leave under Section 4 of the Maternity and Paternity Leave Act, 2023.

However, according to the report, his request was declined on the grounds that no such leave existed under the prevailing policy of SBP.

In the order, Fauzia Waqar – Federal Ombudsperson for Protection against Harassment of Women at Workplace – directed the central to grant the officer full salary along with 30 days of paternity leave.

The ombudsperson also imposed a fine of Rs0.5 million on the State Bank, of which Rs 400,000 shall be paid to the complainant, and the remaining Rs100,000 shall be deposited into the government exchequer within 30 days.



**NA special committee calls for stronger implementation of anti-harassment laws**

**ISLAMABAD: The Special Committee on Gender Mainstreaming on Wednesday called for stronger implementation of anti-harassment laws and closer coordination among state institutions to ensure safe and inclusive workplaces across the country.**

The committee met at the Secretariat of the Federal Ombudsperson for Protection against Harassment (Fospah) under the chairpersonship of MNA Dr Nafisa Shah.

During the session, the Federal Ombudsperson Fauzia Viqar briefed members on the mandate, institutional structure and performance of the office, established under the Protection against Harassment of Women at the [Workplace Act, 2010](#)<sup>1</sup>, later amended in 2022.

The briefing also covered the Enforcement of Women's Property Rights Act, 2020, and the [Federal Ombudsmen Institutional Reforms Act, 2013](#).<sup>2</sup>

The ombudsperson explained the complaint filing procedure and remedies available to victims, while highlighting key challenges in delivering timely justice. These included limited cooperation from certain departments, as well as administrative and financial constraints.

**PRESS COVERAGE FOR PAKISTAN'S PROVINCIAL OMBUDSMAN AND PROVINCIAL OMBUDSPERSON OF KHYBER PAKHTUNKHWA (KPK)**

**Merit will be top priority, and cases be decided without any pressure: Provincial Ombudsman**

**F.G REPORT**

**PESHAWAR:** Provincial Ombudsman Mutahir Zeb has vowed that provincial ombudsman secretariat is set up to ensure good governance and rule of law in the province. Our commitment is to provide speedy justice to the complainants which is impartial, fair and equitable, this he said while giving details of year 2025 achievements and performance of secretariat staff during the here on Monday. The Provincial Mohtasib Mutahir while highlighting the importance of disposal of cases said that during the last year (2025) we received 8300 complaints against various departments and the secretariat staff successfully disposed of 4200 cases. The important issue is that mostly complaints were lodged against Health department, higher Education, local Government, Irrigation, Universities and other government departments also. The disposal of cases remained satisfactory. Provincial ombudsman said that ombudsman staff responsibility is to provide justice to the complainants without scumming to any pressure and all cases be disposed off with in speculating period as per Ombudsman act. He remarked. The Ombudsman further said that provincial government has established the institute for the common citizens to ensure inexpensive justice on expeditiously manners. It is our responsibility to take cases of aggrieved persons to resolve them on merit. The ombudsman directed to chalk out the list of pending cases, non implementation cases to decide such matters on priority. The advisors and investigation officers are working hard and cases are being disposed of well in time. The Ombudsman also directed to apprise the complainants for role of ombudsman office and responsibilities.



**National Assembly of Pakistan**

**Khyber Pakhtunkhwa Ombudsperson Ms. Rubab Mehdi calls on Speaker National Assembly Sardar Ayaz Sadiq**

Islamabad: 13th January 2026: Khyber Pakhtunkhwa Ombudsperson Ms. Rubab Mehdi called on Speaker National Assembly Sardar Ayaz Sadiq at Parliament House, Islamabad, today.

During the meeting, Ms. Rubab Mehdi briefed the Speaker Sardar Ayaz Sadiq on the performance and key achievements of the Khyber Pakhtunkhwa Ombudsperson's Office, with particular emphasis on initiatives undertaken to safeguard women's inheritance rights, especially in the merged districts. She highlighted the relief provided to women through effective complaint redressal mechanisms and timely resolution of property and inheritance disputes.

Speaker National Assembly Sardar Ayaz Sadiq appreciated the performance of the Khyber Pakhtunkhwa Ombudsperson in protecting women's rights and providing timely justice to common women. He acknowledged the vital role of the Ombudsperson's Office in strengthening women's access to inheritance, legal protection, and institutional support.

Ms. Rubab Mehdi termed the trailblazing initiatives of Speaker Sardar Ayaz Sadiq for women empowerment and parliamentary reforms as highly encouraging. She also highlighted the close liaison between the Khyber Pakhtunkhwa Ombudsperson's Office and the Women Parliamentary Caucus, terming it essential for advancing women-centric legislation, policy oversight, and effective implementation.

The Speaker also appreciated the proactive initiatives of Chief Minister Punjab Maryam Nawaz Sharif for effective implementation of property and inheritance rights. He lauded the Punjab Government's measures aimed at strengthening legal frameworks, improving land record management, and ensuring timely resolution of property disputes, particularly those affecting women. He termed these reforms a significant step towards safeguarding women's lawful inheritance rights and promoting transparency, justice, and the rule of law.




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